

PREVENTION MINDSET INSTITUTE:
EMBRACING PREVENTION ACROSS SYSTEMS
SUMMARY REPORT ATTACHMENTS 2020 – 2021



FRIENDS National Center for Community-Based Child Abuse Prevention
A Service of the Children's Bureau

December 2021

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Attachment A: PMI Application

Lead Applicant

Name and Title	Lead Applicant's Agency	State
Phone number	email address	

- 1) In 100 words or fewer, describe your motivation for ensuring that a prevention mindset is firmly established in the field of child welfare.

- 2) In 400 words or fewer,
 - a. Describe your experiences working collaboratively within and across systems to influence beliefs, attitudes, and practices as they relate to children and families. Be sure to clearly identify the entities you have worked with, the level of engagement you had with each entity, and the results of your activities.

 - b. What were the key lessons you learned from the activities described above? How would you enhance systems-change activities in future initiatives?

- 3) Are you willing to formally or informally present findings from the institute with state and local partners and at regional and national CBCAP meetings? Yes No

- 4) Are you willing to test and analyze strategies identified at the institute when the strategies are practical and relevant to your state? Yes No

- 5) Does your agency's management support your application to participate in the Institute and its dissemination efforts? Yes No

Attachment A: PMI Application

Co-Applicant (1)

Name and Title	Lead Applicant's Agency	State
Phone number	email address	

1) In 300 words or fewer,

a. Describe your experiences working collaboratively with the co-applicant to influence beliefs, attitudes, and practices as they relate to children and families.

b. What experience, skills, and level of influence does this co-applicant have that would make them strong partners in promoting a prevention mind-set across systems?

2) Will this co-applicant formally or informally present findings from the institute with state and local partners and at regional and national CBCAP meetings? Yes No

3) Will this co-applicant be willing to test and analyze strategies identified at the institute when the strategies are practical and relevant to your state? Yes No

4) Does the co-applicant's agency support this application to participate in the Institute and its dissemination efforts? Yes No N/A

Attachment A: PMI Application

Co-Applicant (2 and 3)

Name and Title	Lead Applicant's Agency	State
Phone number	email address	

1) In 300 words or fewer,

a. Describe your experiences working collaboratively with the co-applicant to influence beliefs, attitudes, and practices as they relate to children and families.

b. What experience, skills, and level of influence does this co-applicant have that would make them strong partners in promoting a prevention mind-set across systems?

2) Will this co-applicant formally or informally present findings from the institute with state and local partners and at regional and national CBCAP meetings? Yes No

3) Will this co-applicant be willing to test and analyze strategies identified at the institute when the strategies are practical and relevant to your state? Yes No

4) Does the co-applicant's agency support this application to participate in the Institute and its dissemination efforts? Yes No N/A

5) Does the co-applicant understand that they will be responsible for their own travel, lodging, and meal expenses? Yes No N/A

Attachment B: PMI State Presentation Notes-March 2020

Alabama – Presented by Sallye Longshore:

Current State of Prevention:

The CTF partners with the state's Department of Human Resources (DHR = CPS). They are already working closely with their CPS partners.

Alabama launched a new pilot with DHR and Family Resource Centers (FRCs). The FRCs are training CPS staff in a pilot, utilizing the Strengthening Families Protective Factors Framework. Three full days of training was provided to front line staff, and two full days of training was provided to supervisors. There has been a good response to the training.

Alabama had a Fatherhood Initiative Grant that did not receive continued funding with federal dollars. However, the Initiative is now being funded by DHR utilizing TANF dollars. A \$3,000,000 investment has been made per year.

From the Fatherhood Research and Practice Network funding that was received in 2016, Auburn University, the Alabama Department of Child Abuse and Neglect Prevention and the Alabama Department of Human Resources conducted a study of a large group of fathers participating in fatherhood programs to assess the average change trajectory in multiple target outcomes over a one-year period and explore variations in retention and in outcomes within the group. The Fatherhood program has gained national attention for its success—a year after completion fathers still maintain levels of continued gains on 14 of the 15 outcomes. See the report here. <https://www.frpn.org/asset/frpn-grantee-report-considering-contextual-influences-fatherhood-program-participants%E2%80%99>

Barriers:

Working with the courts is their next area of focus.

Attachment B: PMI State Presentation Notes-March 2020

California – Presented by Hillary Konrad representing Angela Ponivas:

Current State of Prevention:

California has 58 counties. It is a state supervised, county supervised state. California has 24 counties who have formed cross-sector collaborative teams. These county teams are developing a primary and/or secondary prevention plan. One of the first questions to come forth from these teams was, “What is prevention?” Partners from diverse service sectors view prevention differently. Further, they are continually considering who else needs to be at the table for prevention planning. The Office of Child Abuse Prevention (OCAP) within the Department of Social Services is trying to respond to the needs of these county teams. The OCAP has shared a one-pager defining primary, secondary and tertiary prevention to serve as a guide. The OCAP created a crosswalk that shows how each service sector is viewing prevention to help the group understand how to communicate with each other and align efforts to create a shared agenda. The goal of prevention planning is to shift the responsibility of child abuse prevention from Child Welfare to the community level and leverage funding/resources. This is not just child welfare systems’ work, as many of the families child welfare serves touches multiple systems and agencies. The Child Abuse Prevention Councils are co-leads to child welfare in supporting the prevention planning teams.

Messaging is shifting to community well-being!!!

Due to the OCAP’s positioning within the Department of Social Services, colleagues tend to have a mindset focused on children and families involved with the child welfare system. In sharing the OCAP’s strategic plan, it was discovered that our internal colleagues did not understand the definition of primary and secondary prevention. To start educating the Department, an internal presentation on the levels of prevention was provided and the OCAP shared the prevention planning efforts happening across the state. The presentation included information that explained how investing in prevention builds resources that support the social determinants of health, the economic and societal cost of child abuse, and examples of outcomes from a county that focused on primary and secondary prevention. Additionally, a document defining the levels of prevention was shared internally. As a result of this meeting, other internal departments have reached out to the OCAP to start thinking of ways to collaborate and share the importance of preventative efforts.

Barriers:

DSS has a focus on kids in care. People working in deep end child welfare do not see how their work connects to prevention. However, new leadership in the Department of Social Services have a vision to overlay prevention into all aspects of child welfare. Often, the OCAP is trying to educate people in the cost benefits of prevention and the importance of prevention and early intervention to lighten the load of deep end services.

Each county team is a different level of growth - some are focused on forming a team, others are applying for funding to support their efforts, and others are identifying data and opportunities for sharing data and resources.

Need to be more inclusive of parent/youth voice to inform policy and practice related to prevention.

Working within a bureaucracy, reaching leadership to get buy-in across the board. Need leadership to communicate the vision of a prevention overlay in the department.

Attachment B: PMI State Presentation Notes-March 2020

Need deeper data analysis and disaggregation. California is rich in data, but there is a need to narrow down what is most important and need to develop state outcome measures for primary prevention.

Attachment B: PMI State Presentation Notes-March 2020

Ohio – Presented by Lindsay Williams representing Nicole Sillaman:

Current State of Prevention:

The Ohio Children’s Trust Fund (CTF) is quasi-governmental and sits within Office of Family and Children and reports to the Deputy Director under the Department of Job and Family Services. In addition, the CTF has a 13-member board. A tremendous amount of work has been done in prevention over the past year and half. They have a new Child Welfare Systems administration, and Gov DeWine was elected in 2018—both have put increased emphasis on prevention. The Governor’s goals have been to look at the system and determine what is needed to transform it. He asked, what is necessary to transform the system to get better outcomes for children and families?

To answer this question, he created the Office of Children Services Transformation (OCST) within the Ohio Department of Job and Family Services. Their first action was to respond to the Governor’s desired transformation. The OCST spent the fall and winter of 2019 having 10 regional community foster care forums and other events with various groups and offices, including listening sessions with foster care alumni. No questions were allowed by the OCST staff -- the purpose was to listen to those with experience in the Child Welfare System. Below is the link to the initial findings report.

https://content.govdelivery.com/attachments/OHOOD/2020/02/05/file_attachments/1373438/Transformation%20Report%20020520.pdf

A Children’s Services Transformation Advisory Council was created in November 2019. The Council identified the themes from the forums and events, and prevention was the first theme identified. They are developing prevention strategies and identifying how to elevate prevention strategies, informed by brain science. They are identifying primary and secondary prevention work by other agencies and are seeking to create greater system alignment between child welfare and children services, as well as Ohio’s Children’s Trust Fund, the Department of Public Health and the Department of Education, the Office of Developmental Disabilities, etc. They want to share accountability across systems.

In terms of measurable changes, some have already occurred and have been shifting in the last 18 months. Since October 2018, they have aligned the continuum of care between prevention services and child welfare services.

Ohio focuses on the Strengthening Families Protective Factors Framework to bridge primary and tertiary prevention perspectives. A presentation was provided at the recent Statewide Public Children’s Services Association of Ohio Annual Conference to present concepts to child welfare case workers and present the Protective Factors Framework to as many other audiences as possible, local and state-level, creating awareness around the work.

Ohio received a Community Collaboration grant to Strengthen and Preserve Families. They are focusing on three counties and will be piloting services in these locations working with multiple cross-system partners.

The Children’s Trust Fund is working with child welfare to discuss implementation and planning for the Family First Prevention Services Act. Child welfare is more focused on tertiary prevention but are asking the question, How does it align with the broader continuum of care including

Attachment B: PMI State Presentation Notes-March 2020

services upstream? Ohio is partnering with families-parents with lived experiences, involving them in the development of services. Child welfare has lots of parent groups, and would like to see a unified cross-continuum Parent Advisory Council representing the prevention and intervention side of the continuum.

Barriers:

- Lack of funding for primary prevention and secondary prevention services; The CTF receives .5% of the total funding in Ohio that is directed to children services.
- Prevention means different things to different systems. The child welfare side thinks prevention is family preservation and preventing foster care entry. They do not think of it as strengthening families and preventing initial harm.
- Unsure of how to better engage families and meet them where they are. In order to go further upstream with families being involved in voluntary services, there needs to be something in it for the families to draw them in.

Attachment B: PMI State Presentation Notes-March 2020

South Carolina – Presented by Joan Hoffman representing Sue Williams:

Current State of Prevention:

The new Director of the Department of Social Services (DSS) believes in prevention and is setting a high bar for his organization. DSS has increased funding for prevention.

South Carolina has a Funder's Collaborative that includes public and private agencies. It includes the Department of Alcohol and Drug Abuse, Mary Black Foundation, United Way, the State Children's Trust Fund, DSS and others. The Collaborative has agreed to support DSS.

The current Federal support can be leveraged to grow prevention strategies.

Current changes include:

- barriers are being removed such as contracts processing through state government faster.
- Legislators are listening more to a prevention message, but a clear language is needed for common understanding of terms.
- Parent Advisory Councils are in place across the state, bringing the parent perspective to the donors/funders.

Barriers:

There is a scarcity mentality across the state and are unsure of how to remove it. Looking at measurements with BCBS. Do we focus more on a community or the entire state?

Attachment B: PMI State Presentation Notes-March 2020

Texas – Presented by Sasha Rasco:

Current State of Prevention:

Division of Prevention and Early Intervention (DPEI) receives 60% state funding and Trust Fund money. The office was elevated to report directly to the Commissioner and is funding over 170 community-based organizations statewide.

DPEI is in the same overall agency as the Child Protection System (CPS); a new Child Welfare Director is being hired.

DPEI partners with child welfare on two opportunities. 1) to conduct a fatherhood initiatives using some CBCAP dollars; 2) Using CBCAP funding for campaigns/messaging (positive messages about seeking services).

The new Commissioner came from MO and wants to focus the agency on prevention/family preservation.

Barriers:

FFPSA implementation has been assigned to DPEI.

Child welfare colleagues hear a different message from Jerry Milner's vision. Many feel condemnation and ridicule rather than encouragement.

There are lots of campaigns and attention given to foster care from the child welfare side.

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Wyoming – Presented by Jacob Weinzierl:

Current State of Prevention:

To help develop a common language among stakeholders, Wyoming is offering to the community the Strengthening Families Protective Factors Framework training and the Adverse Childhood Experiences (ACEs) Master training without charge. They want people of the community to be able to understand the Protective Factors and be able to talk to others about their importance; they call it developing a “Critical Consciousness”.

Local Child Protection Teams- each county has 2 years of CBCAP funding. Communities have been asking the question, “What can we do about ACEs?”

A grantee is piloting a community collaborative system and planning effort during their first year, and in year 2 they will begin the implementation of activities. Collaboration with prevention/CBCAP funds is a requirement.

It is easier to do contracting now and parents are required to be a part of the process for planning and other activities. The Department of Family Services/Maternal Child Health Unit is also involved. A team of Master’s level Social Work (MSW) students are working on policy guidelines for their state Parent Advisory Council that will work in Wyoming’s statewide context and for community level parent leadership. The team will produce a report with recommendations for the board and their grantees.

Barriers:

Wyoming has a Libertarian culture. The Legislature believes in “live and let live”. If there is no open child welfare case, then there is concern regarding family interference. There will need to be a BIG mindset shift to connect services to families not in the system. Families don’t want intervention. A mindset shift is needed to connect with families before an intervention is needed.

Attachment C: PMI Evaluation Report – February 2021 Phone Interviews

STATE REPRESENTATIVE INTERVIEWS

At least one representative from each state participating in the Prevention Mindset Institute (PMI) was interviewed in January and February 2021 to gather feedback about the PMI process, how they have used what they have learned so far, recommended improvements, and COVID impacts. Seven interviews were conducted, and several themes emerged from the discussions. These themes are described in this report. Also included are selected quotes from interviewees.

Aspects of the PMI that participants found helpful:

Connecting with other states. Most participants stated that the connection and discussion with other states have been beneficial to their work. They reported that they value the ideas that are generated from their conversations with other states, and they learn from others' successes and challenges.

"I think it's really important to be able to hear what other states are doing, and especially to hear some of what other states' barriers have been and how they have brainstormed those pieces."

"The cross-state sharing is always good. I learn so much when I hear from other states and parents. Hearing from other states, you learn that other states do things differently, which is interesting and informative and lets you know that you don't have to keep doing things the way you've done them; there are other ways to do things."

"I definitely think it's a lot of idea generation when you're talking to different states."

Partnering and building relationships with others in their state. Interviewees discussed how the PMI has given context for team members within states to develop and strengthen relationships. Several respondents specifically described how these relationships have helped them collaborate with others in their state to develop their plans for the Family First Prevention Services Act (FFPSA).

"[The PMI] has been a really good experience, and [the PMI is] a really good framework for me...to be able to have that partnership [with others in my state] and to have a system in place to be able to collaborate."

"It has given us additional touchpoints with our child welfare system, above and beyond our typical touchpoints."

Focusing on prevention with child welfare partners. Respondents reported that the PMI has given them the opportunity to have child welfare partners involved in prevention work, which has helped "elevate the work." Some interviewees talked about how they meet with their partners either before or after the PMI meetings to plan or discuss the calls. One respondent noted that she feels she has developed an ally in prevention work through her discussions with her teammate in child prevention because, through the PMI, her teammate has learned more about prevention. She went on to say that more people need to understand prevention work to "move the needle forward."

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"I was hoping that this institute would be a way to bring my colleagues along in thinking about prevention and our prevention approach...I think [PMI has] given some structure to that relationship-building that's been helpful."

"...getting our group together helps us think through things, and then part of that conversation [is that] we're engaging more about how the prevention side is interfacing with the intervention side, above and beyond the PMI, and what additional work we could be doing. So, in getting us together, we're having broader conversations about our work."

"...it just keeps the prevention focus front-and-center."

Having the allotted time to work on prevention. Several interviewees stated that it is often difficult to find the time to work on prevention with all of their other responsibilities. The PMI has given them the designated time to focus solely on prevention and involve their child welfare partners in that work. One respondent described how this time also allows them to celebrate their progress and reflect on those changes, where they may not have adequately acknowledged their successes in the past.

"[I enjoy] the allotted time to be able to focus on joint values and principles."

"Just to have facilitation and getting us to focus on prevention or prioritize time in the day with everything else going on [is helpful]."

"It's nice to have the opportunity to slow down and think about the overarching values and vision of what we want for children and families and talk about what we're all trying to work toward."

Hearing from experts, consultants, and parents. Interviewees found the presentations from experts and consultants and the information from parents valuable by providing different perspectives, expertise, and ideas.

"I don't always get to hear from parents, and when I do, I always learn, and I always feel like they have a perspective or an experience that I have not had."

"Hearing from people who are more knowledgeable in particular areas has been hugely beneficial."

"I always think connecting with other states, hearing from other federal, national experts on various topics is always beneficial; you will always learn something. Even if you can't use [the information] right now, you can put it in the back of your mind, and at a future date draw upon it to help the work."

How information gathered from the PMI has been used in their work:

Passing along information and resources. Some interviewees described how the conversations with other states, resources they have received from the PMI calls, the PMI values and principles, and other information gained from the PMI are things they have passed along to others in their state or implemented. For example, one respondent discussed how the conversation around the

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importance of outside and objective voices to help with self-examination really resonated with her. As a result, she has contracted with someone to work with organizations in her state on self-examination. Another interviewee described how the PMI has "planted seeds" with her, which she passes on through her prevention work. She went on to say that, as a result of this sharing of information, she has seen a significant shift in thinking in the counties and state, and she feels they have achieved a shared agenda in a short time through "developing those allies, sharing the messaging, the consistency of messaging, and continuing to grow the forum for prevention matters."

"The conversations, talking to other states, and resources have helped us work through the prevention piece of the FFPSA."

"We wanted to use the PMI values and principles as an umbrella lens of how we look at the work that we are doing."

"It's just the small things that are said in meetings that make an impact."

"Getting information from multiple sources - and those sources sometimes influence our belief system and what we think is ideal - and transmitting that to others is so important. We have to keep working like that."

Concerns and issues around the PMI:

Postponing the Institute. All interviewees expressed disappointment with the Institute's postponement, though they understand that it was necessary due to COVID-19. Many commended FRIENDS for their efforts at continuing with the PMI; however, several noted that the quarterly calls have not allowed them to connect with partners in their state and those in other states in the way they had hoped.

"I think that FRIENDS has done an admirable job at trying to make this time meaningful, and [they have] pivoted given the circumstances of the pandemic, but I will say that my hope when we applied was to have physical time and space – the kind of team-building that comes with a field trip, to be quite honest."

"When you go [to an event] together, you have the time over dinner, you have that collective experience, that time to talk. It's that balance of structured time, which is what the Institute would have provided, and that unstructured time to really gel the learning. In the absence of that kind of construct or structure, I don't feel the calls have been really that meaningful."

"What I was really thinking way back was that my colleagues would come [to the Institute]...[and we would] hear somebody paint that really big picture in a way that's super compelling, and then help us dive into some specific details about that and spend time with some other states, spend some time with one another just having that time to talk about our prevention ideas. A Zoom call to do that does not seem the same as if we flew to DC to do it in a room. It's just not the same to get on a call sandwiched between all these other meetings in the middle of a workday."

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“Being able to leave the office allows you to have the brain space and re-motivate yourself. We haven’t gotten to do that due to COVID.”

“I think that part of the reason we wanted to apply for [the PMI] in the first place is knowing we wanted to be a child partner with our social services agency, but we really wanted to have that uninterrupted one-on-one time together in DC where we could have dinner, have some breakout conversations, maybe talk on the plane or something like that. Having that dedicated time to do that, to me, was the value of the PMI. The virtual hasn’t really worked out.”

Confusion about the purpose of the PMI. Some respondents expressed confusion about the purpose of the PMI and what they will get out of the process. One interviewee also was unclear about the plan for the Institute when it does take place, stating that she would like to understand what will be accomplished in the meeting and what products they will complete.

“Our perception of what we thought this was going to be [was that] we were essentially going to be the prevention side coming together with the intervention side in these state team groupings, working through activities, tasks, team planning, to take whatever content was being presented and how we could apply that in our work at the state through plan development, building out task lists, helping us formulate plans in consultation with what’s going on with other states, and more of a guided, facilitated effort. It seems we’ve gotten more content, with broader ideas being presented. We thought this group would be helping us formulate a more concrete plan, partnering with the intervention and prevention side to work through the action items for the content that was being presented.”

Need for additional facilitation and TA support. Several states reported needing more facilitation and technical assistance support, while one interviewee felt that her state did not need facilitation or technical assistance. Those who expressed an interest in more support explained that they gain ideas and resources from the calls but have difficulty applying those to the work in their state. Others felt that they would benefit from check-ins from technical assistance coordinators between calls, stating that they often forget about what was discussed on the call until the next call appears on their calendar.

“...it seems like we go from meeting to meeting, and there isn’t a whole lot of support in those between times.”

“I don’t know that [extra consultation and support] is something we’ve been able to rely on thus far as it relates to taking the discussions and ideas and content discussed and applying it to what we have going on here in [our state]. If we could really link it to some of our implementation work or our planning work or strategic planning work, that would really help us make it more meaningful. So if we have some time on our calendars for this or if we could get some extra expertise or facilitation or resources in the context of what all we have going on right now, that would be great.”

“FRIENDS is in the position where they know what’s working well with other states. They know who’s similar, who might be doing similar things....When states are talking in the group,

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they're just talking about [what they're doing], and sometimes there's nobody there to make the linkages, so it just feels like three separate states reporting out on things."

Connection with Thriving Families, Safer Children. Some interviewees mentioned that they are involved with the Thriving Families, Safer Children initiative. These respondents felt uncertain about how the PMI and the Thriving Families, Safer Children initiative would complement one another. In addition, at least one of the PMI meetings was at the same time as the Thriving Families, Safer Children meetings, creating a situation in which participants had to choose which meeting to attend; this made one respondent feel as if there was a disconnect between the Children's Bureau and FRIENDS and would like the meetings to be better coordinated.

States are too different. Some respondents felt that the differences between states resulted in shared information that may not be relevant to their state. Some interviewees mentioned the size of the states and the structure of the states' governments as being too different. Another respondent noted that the difference in the PMI members' job titles makes it difficult to communicate, stating that some of the PMI members are "just CBCAP leads" or "lower-level staff."

Discussion points, tangibles, assignments needed. Several interviewees requested that there be more "concrete" and "tangible" guidance and tasks. One participant said that she and her state team members meet prior to the PMI calls and discuss the agenda, discussion items, and action items that were sent before the call. These meetings occur so that the team can have "consistent messaging, shared values, and common goals" to share on the call. However, on the last call, these discussion points and action items were not sent ahead of time, so they were unable to prepare for the call and felt that they were not able to engage the way they have in the past fully. These participants would like to have task lists, action items, and discussion points to help them prepare for future calls.

"It's been purely theoretical so far, kind of framework type of conversations and not a lot of super tangible work that we could apply in practice."

Additional peer-to-peer work might be helpful. As mentioned previously, interviewees found the collaboration and discussion with other states beneficial. One respondent suggested that creating affinity groups might be helpful. Another felt that having loosely facilitated peer-to-peer conversations could be helpful.

Refocus on prevention. One participant felt the group might be getting away from the prevention focus. This interviewee explained that the latest newsletter and the meeting notes and summaries were focused more on child welfare and the information provided by child welfare partners during the calls rather than the prevention work. She said, "we need to remind people why we're really here and refocus back on child abuse prevention."

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Thoughts about moving toward more individual calls:

Some participants felt that having some small group calls in between the larger quarterly calls might be useful, while others were hesitant. One respondent mentioned that some of the state groups are very small, which may make the smaller group calls a little awkward. She went on to say that she does not think that everything needs to be done with facilitation. Another felt that small group calls might help them walk through how they should be using the resources discussed during the larger calls. Whether they were in favor of small group calls or not, most wanted to ensure that the larger calls would still take place, as they value communication with other states.

“I do think that would be useful because all of the states are very different, but we also are just at different stages in what it is that we’re doing or focusing on, so I do think that would be helpful.”

“I don’t necessarily need FRIENDS to come and host a call between me and my colleagues alone. That would be weird. WE have our own thing going, and that would be too structured, too facilitated. I also don’t need a lot of technical assistance on how to do prevention work. I wanted my colleagues to hear it along with me. I was wanting more help with the culture shift, to just spend some time thinking about the work from a prevention perspective.”

“I learn so much from my counterparts that I hope we don’t totally go away from a larger group.”

Impacts of COVID on prevention work:

Impact on staff and service providers. Several interviewees reported that COVID has had a significant impact on their workforce, with staff being out sick, caring for others who are sick, or losing family members. Additionally, some entire agencies have had to quarantine due to COVID cases or exposure. Many respondents noted that the stress of the pandemic and its challenges have put a strain on the workforce.

Need for prevention has been highlighted. Some respondents felt that due to the pandemic, the need for prevention has become more evident. One interviewee explained that the pandemic “shined a light” on prevention issues and allowed their state the opportunity to highlight why prevention, community-based supports, and family-based supports are critical.

Service delivery has decreased. Most of the interviewees mentioned that service delivery has gone down due to COVID. Respondents stated that families are stressed and less willing or able to commit to parent education and other services when they are faced with so many more critical concerns, such as loss of employment or lack of food; this has led to fewer people served and less time spent in services. In addition, one interviewee explained that families are less physically involved in other systems, such as healthcare offices or schools, which is where most of the prevention referrals originate; this has made it difficult to engage new families and sustain families who are in different stages of crisis.

Lack of resources. Some states indicated that they have organizations and families who lack the internet access and devices they need to provide and receive virtual services. Additionally, some

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organizations have had more difficulty adapting and pivoting to virtual services due to the absence of necessary infrastructure or the ability to make the smooth transition from in-person to virtual services. One respondent reported that some grantees have not been able to “ramp their projects back up.”

Increased accessibility. Interviewees noted that one of the benefits gained from the virtual environment is an opportunity for increased participation, with staff and clients able to participate in meetings and services from anywhere and during non-traditional hours. However, respondents emphasized that while they have a broader reach with virtual services, in-person meetings are much more powerful.

Creativity in virtual service delivery. Most interviewees reported that, while the pandemic has significantly altered the way they provide services, many have been very creative in their service provision, and many services may never go back to in-person. Even when services must be provided in-person, staff have been committed to providing these services safely and effectively.

“I will say, just like families are resilient, our service providers are resilient and are finding ways to make things work.”

“Some special populations, like kinship caregivers, [prefer] in-person groups, so our service providers have found creative ways to safely bring them together.”

Funding issues. Many states have had funding issues due to the pandemic, while other states have been given additional funding to continue to provide services. Some interviewees reported that they have more people in crisis and less funding to support programs. Other respondents felt encouraged by the amount of funding they had at their disposal.

Appreciation for FRIENDS and the PMI:

All interviewees expressed their appreciation for the work that FRIENDS has been doing and the support they provide.

“I think [FRIENDS has] done a great job with having to adapt to our current situation.”

“I just want to give [FRIENDS] kudos for being flexible and doing the best they can in a difficult situation.”

“I get a lot of support from FRIENDS, and they have been very helpful in my role.”

“I think FRIENDS has done the best they can. I think they’ve made a great effort.”

“I just want to say that I really appreciate the FRIENDS NRC. I love that they’re so service-oriented, and I truly appreciate all that they try to provide to us on a daily basis, and they work so well with us. So, I just want to thank them and [say] that I really value the team.”

“I just appreciate the support from FRIENDS and their efforts to continually try to link states together.”

“We were really excited for the opportunity to apply for this project and very honored that [our state] was selected.”

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PARENT ADVISORY COUNCIL MEMBER INTERVIEWS

Two members of the FRIENDS Parent Advisory Council (PAC) are involved in the PMI and were interviewed to gather their feedback about their contributions to the process and aspects of the process they find most useful and that they feel could be improved.

Contributions to the PMI process:

Both interviewees felt that they have been able to contribute to the PMI process. One respondent stated that “when parents get involved in the child protection system, and they’ve previously been in out-of-home placements themselves, it makes it more traumatizing for them to be involved in the system when it comes to their kids.” She felt that it was important to share this information so that “it’s on everybody’s radar that it’s an important thing to be looking for and mindful of when providing services to parents who have previous experience being in the system; they might be more hesitant to reach out for help or do anything that involves the system that harmed them.” Another interviewee felt the group has been very receptive to PAC members’ comments and viewpoints. She said that she has also been able to contribute by reviewing documents before their distribution and sharing her own experiences.

Additional ways they would like to share and contribute:

Interviewees felt they have been given “a great number of opportunities to share.” One respondent said that being able to engage with the different states that already have “solid plans” in place has provided her with information she can share in the work she is doing in her own state.

Feedback on moving toward individual meetings:

When asked for feedback about moving toward more individual meetings and reducing the number of large group meetings, both interviewees felt that individual meetings would be helpful. However, they emphasized their desire to continue with the large group meetings.

“I don’t feel we meet as a large group very often anyway. I don’t think the quarterly meetings are excessive or unnecessary at all.”

“I’m not opposed to [moving toward more individual meetings] as long as we are able to continue to share as a group. I can understand where it is hard sometimes for everyone to get their input in and get the feedback they need because we have a short timeframe for the meetings. I feel like we haven’t really homed in on specifics yet. We’re just now getting to that part as a group, but some states are already past those things.”

Elements of the PMI process from which parents could benefit or contribute:

Interviewees were asked to describe the elements of the PMI process from which parents would benefit or be willing to contribute to. One respondent said that she would like more parents to have the opportunity to do what she and the other PAC member are doing as contributors to the PMI process. The other interviewee felt that parents and communities need to see prevention

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work differently. She explained that parents do not feel that child-serving agencies are places they can go when they are beginning to have challenges in their families; these agencies are somewhere they go “after they’re in trouble.” She went on to say that “we have to be more proactive in our communities in order for parents to feel that they even want to step up; [we have to] change the way parents view us in the community before they will want to give us any input.”

Improvements to the PMI process:

Interviewees discussed what they feel is missing from the PMI process or what could be improved. Two issues were mentioned: resources and time. One respondent explained that concrete and consistent resources are difficult to obtain and share, though she did not know how to correct the issue.

“I think it’s hard to get concrete resources when you have some states that are state-run, some states that are county-run. You know, resources that are available are not necessarily available nationwide. Part of that is that there’s training that happens in different states that doesn’t happen everywhere. And there are some places that have really good models and other places that...don’t seem to be consistent because the counties choose what they do. So there’s not a lot of consistency in resources. I would like to see there be some, but I don’t know how that would be possible.”

Another issue that arose was the length of meetings and the amount of time between meetings.

“I like the hour and a half meetings, but sometimes I think that’s not enough. I realize that, as a whole, we have to schedule our time, but sometimes I think we could benefit from a little bit more time and more focus.”

“It’s a long span of time between our meetings, and we have to go back and figure out what we did last time and get refocused. Sometimes when our meetings are too far apart, we forget to think about those in our daily tasks, processing, and planning....I do think we’d benefit from a few more [meetings], just to keep us focused on tasks...sometimes I think we need more frequent conversations just to kind of help us guide each other.”

Most useful aspects of the PMI process:

Both interviewees reported that the opportunity to hear from other states is the most useful aspect of the PMI process. One interviewee stated that she felt the PMI was “heading in a good direction.”

“Getting the information from the states about what it is that they’re doing and really feeling like the things that I have to say or input that I’m able to provide is valued and sought out.”

“For me, it’s being able to hear what everybody else is doing. Some states are already farther ahead in getting down to that community level and trying to make changes in how people in their community view them. And some of them are still far away. That’s important to me”

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because when it comes to my state, and I go to state-level meetings to represent as a parent, I like to be able to throw those ideas out.”

Additional comments:

Interviewees provided additional comments about aligning the PMI with the FFPSA work and meeting in person.

“I think if we aligned what we’re doing with the work that’s going on with Families First...we’re at a really pivotal moment right now where we could be using the Families First momentum to have counties and states dive deeper into...we’re not just trying to prevent kids from being removed, we’re trying to prevent the reasons for removal.”

“I think being able to finally meet in person at least once would really help because we might have less time constraints; our whole focus would be on that process. I do feel like once we get to [the point where we can meet], we will get better at [the process] as a group. On a phone call, you don’t really have time to process some of the things. Sometimes after I hang up, I think I wish I’d asked this, or I wish I’d said that because I’m still processing in my head, but we have to move on because of the schedule.”

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PARTNER INTERVIEWS

Two of the four partners involved in the PMI were interviewed about their contributions, suggested improvements, and aspects of the process they find most useful.

Contributions to the PMI process:

Interviewees mentioned several ways in which they have been able to contribute to the PMI, including involvement with the selection of states, sharing ideas, writing for the newsletter, and contributing to the quarterly calls as a facilitator. Respondents also bring their experience and expertise to the PMI.

“One, I think most important is thought partnership. How we are able to reimagine a system where kids and families are not exposed to child welfare....I also bring not only lived experience, but I also bring a keen racial justice analysis to the work....And also, it’s not just about services, but it’s also about the treatment of families, particularly black and brown and poor, white families. I also bring dynamic facilitation and some strategizing behind the scenes.”

“[My agency] is directly involved with child protective services on a regular basis...so we really know the intervention side of the system. And so, with PMI trying to kind of bridge the intervention and prevention system, I think that what I have brought is really a perspective of what does it mean to be involved in the child protective services system, and how can we help child protection to think about prevention...not just secondary and tertiary prevention...but how do you really work with the prevention system to prevent families from ever ending up as a report. So I think that perspective is probably what I’ve offered.”

Suggested improvements to the PMI process:

Respondents suggested several ways to improve the PMI process: developing a shared vision, developing cohesion as a team, bringing active community members into the group, developing more concrete strategies, and having assignments. Additionally, both interviewees suggesting defining measurable outcomes.

“One thing I would really like to see is that the core, the states that are involved in the PMI, that we create more space and opportunity for them to build cohesion as a team and develop a common language and a common vision and strategize from there. I think one thing is to really focus on the process. In my observation, what I’ve seen is it’s a balance between sense of urgency and focusing on outcome without a shared vision. We’re still building vision and guiding principles and, as we build the principles, the vision, we haven’t taken the time to embrace and internalize what that means for us. So, my observation leads me to say a suggestion would be not to miss that step of...[having] intentional space for relationship-building and to understand the vision, what it means for us internally, and how we might be able to translate that to our institutions.”

“The other opportunity I see is to really do something that many national institutions have not done intentionally, and that is for each state, and possibly FRIENDS outside of the PAC, to bring active community members into this conversation – those that are experiencing systems

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today.... I don't know if we've really taken ample time to think about the reality of how we're structuring some of these innovative concepts. Without proximity to people who are experiencing it, I think we'll end up with some of the same tools and outcomes."

"I would really be intentional about finding a way to measure the process....possibly consider a short team development survey."

"I think we could benefit from finding tasks or assignments and/or commitments that are easy to say 'yes' to....I think that possibly a part of the group norms or the process norms could be a commitment to monthly assignments."

"I'd like to see more concrete strategies come out of this. I mean, in part, it's hard to know because each state is doing its own thing, and that's a good thing because they've gotten to decide what is right for them and how to collaborate with their partners on the ground....I feel like every time we talk, there's a...wanting to see in concrete ways how the jurisdictions are actually designing processes that are going to bring about change in the mindset toward prevention. Maybe some ways of getting concrete, in terms of what they're measuring, how they define measurable outcomes, like how will they know at the end of this if it made a difference....I know it's hard to evaluate how you're changing a mindset, but it just seems like we need some way to quantify that, or we're going to end up with just a bunch of loose ideas that maybe people tried, and I'm sure some of them will work, but in terms of replicating this..."

Feedback about small group meetings:

When asked for feedback about the prospect of moving toward more individual meetings with states, interviewees felt that would be a great approach, though one was a little hesitant.

"I do believe that would be a great approach. The only reason I'm sort of torn is because I don't know if the states have really gained clarity and common vision as a unit. To take the messages to an individual level, I believe the collective has to be a little more solidified."

"Well, I think that's probably a good idea for a couple of reasons. One, what states are doing is varied, and in some way, I feel like people...listen and get a general idea what somebody else is doing, but it doesn't help them with what they're doing. So, I think having individual calls might keep it more focused, and maybe it's an opportunity to introduce or reinforce the idea of how they're measuring and how they're concretely carrying out the objectives and their plan and making progress, so I think it could be absolutely more focused and helpful to each individual jurisdiction."

Most useful aspects of the PMI:

Interviewees found the group's passion, commitment, and relationships useful, and allowing states to define their own projects is a valued aspect of the PMI. Additionally, Valerie's leadership and FRIENDS' flexibility were mentioned as positive elements of the process.

"I think the passion....the nature of the relationships and the commitment for people to show up."

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“Valerie’s leadership and her style help to keep me motivated, and I can see that the group responds well to her leadership.”

“I think the idea is fantastic that each state is allowed to define their own project....The individualization of projects is very useful because that’s what works for states. I think that should continue.”

“FRIENDS has been very adaptive at having their staff be available, understanding, and flexible.”

CONCLUSIONS & RECOMMENDATIONS

Interviewees had a great deal of feedback about their contributions to the PMI process, what they find most useful, and suggested improvements. Several aspects of the PMI stood out as most valuable, including connecting with other states, having the time to work on prevention, collaborating with child welfare partners, and hearing from experts, consultants, and parents.

Feedback concerning suggested improvements revealed that many of the interviewees are disappointed with the Institute’s postponement. Though interviewees understand that delaying the Institute was necessary, they expressed a strong desire to meet in person as soon as it is feasible to do so. Several interviewees spoke about their confusion related to the purpose of the PMI and what outcomes they should expect. Some mentioned a need to identify measurable outcomes to document their progress and replicate the process. Setting objectives and outcomes for each state may provide states with goals to work toward and allow them to measure their progress. Interviewees also indicated an interest in having concrete tasks or assignments, resources, and strategies to guide their process. Providing discussion points, task lists, or assignments might help states work as a team toward their shared vision. In addition, many mentioned that other work commitments often interfere with their ability to attend to the PMI work between meetings, so having TA coordinators check-in with states could keep states motivated and focused on moving the work forward and meeting their goals.



FRIENDS National Center for Community-Based Child Abuse Prevention

Prevention Mindset Institute - August, 2021

On August 24-25, 2021, FRIENDS held the Prevention Mindset Institute (PMI) in Baltimore, Maryland. Following the Institute, participants were asked to complete an evaluation survey to provide feedback about the event. Additionally, telephone interviews were conducted three weeks following the Institute; interviews were conducted with one representative from each state who attended the Institute. The Educational Training, Evaluation, Assessment, and Measurement (E-TEAM) Department at The University of Oklahoma analyzed data collected from the survey and interviews and prepared this report.

Sixteen PMI attendees responded to the feedback survey, and five participated in telephone interviews.

PRESENTATIONS

PMI participants were asked to provide feedback about the two presentations by rating the following:

- This session provided me with new insights. (Insights)
- This session stimulated thinking among my group. (Thinking)
- This session helped my team identify areas of focus. (Focus)

Both presentations received positive feedback. For Amelia Franck Meyer's presentation, Building a Way Together, 94% of respondents agreed or strongly agreed that the session provided them with new insights, stimulated thinking among their group, and helped their team identify areas of focus. Ratings for Corey Best's presentation, What Do We Want to Do to Advance Justice, were very similar, with 94% agreeing or strongly agreeing that the session provided them with new insights and stimulated thinking among their group. Eighty-eight percent agreed or strongly agreed that the session helped their team identify areas of focus (Figure 1).

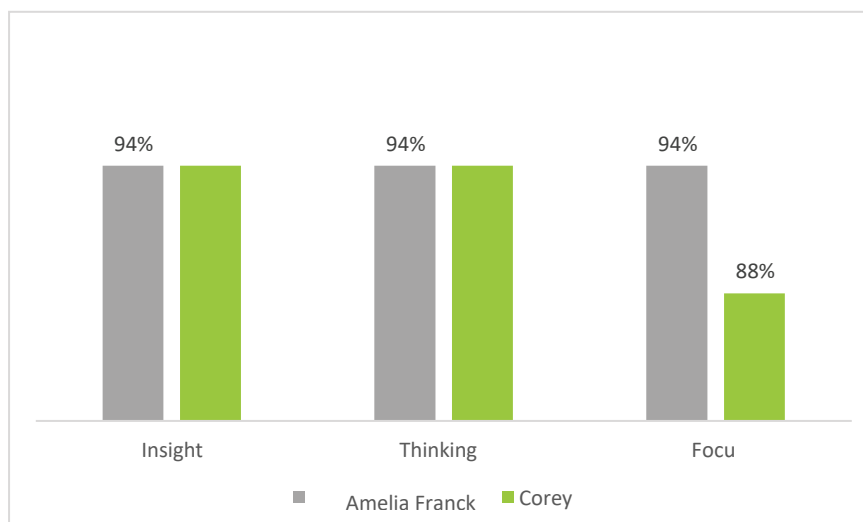


Figure 1. Percent of respondents who agreed or strongly agreed with each statement about the two presentations (n = 16).

INSTITUTE

PMI participants provided feedback about the PMI, in general, by rating the following:

- Hearing from the other states gave me information, resources, and/or tools to apply to my state's plans. (Resources)
- The Institute provided me with enough time to work with my team. (Time)
- Attending the Institute helped my team advance the work on our state's plans. (Advance) Overall, I was satisfied with the Institute. (Satisfaction)

All aspects of the Institute were rated highly. All participants agreed or strongly agreed that hearing from other states gave them information, resources, and/or tools to apply to their state's plans. All strongly agreed that they were satisfied with the Institute. Eighty-eight percent felt the Institute provided enough time to work with their teams, and 75% reported that the Institute helped their team advance the work on their states' plans (Figure 2).

OPEN-ENDED COMMENTS

Survey respondents were asked which session or activity they found most beneficial. Respondents mentioned both presentations, teamwork, parent involvement, learning from other states, and discussion time with parents and presenters.

Respondents also gave feedback about things they would change about the Institute. Most comments revolved around a desire for more time: more time in individual groups and the larger group, more time for teams to share in the large group, and time for breakout sessions to meet with their states and with other states. Two respondents said they would like more specific information about how to incorporate or implement what they learned. For example, one respondent responded, "Perhaps structuring a session where the charge to the state teams was to specifically think about how they could incorporate Amelia's or Corey's ideas into their current or future plans."

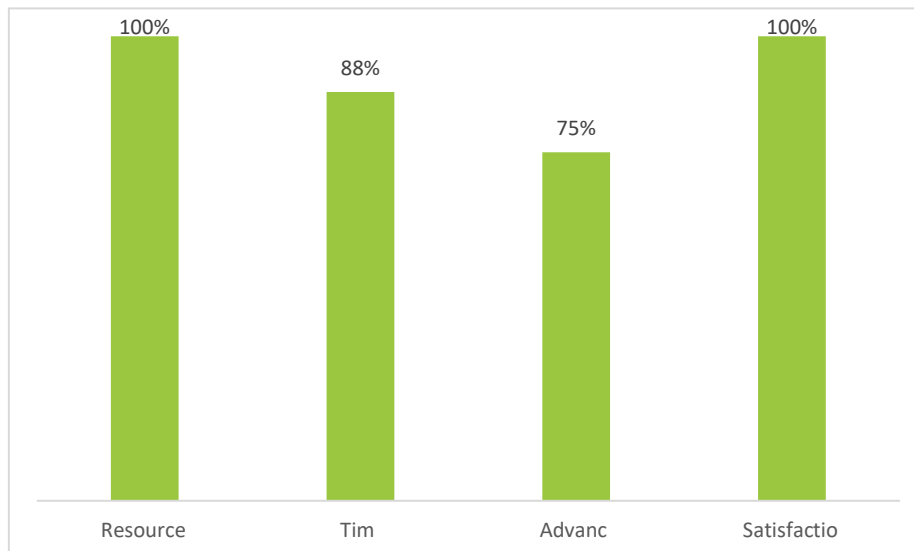


Figure 2. Percent of respondents who agreed or strongly agreed with each statement about the Institute (n = 16).

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Respondents were asked to describe their team's greatest strengths. Some of the strengths mentioned included dedication, passion, shared vision and goals, willingness to learn and change, collaboration, openness, and commitment.

The survey also requested information about additional resources or support attendees need to help their state. Respondents reported they need training resources for staff and the reporting community, continued conversation, information about racial equity, and guidance about how to implement and change policies based on the information from the PMI.

In additional comments, one respondent expressed gratitude for the event and one enjoyed parent night. One participant felt that some of the sessions were not focused, with discussion occurring that was not related to objectives or outcomes. Another respondent appreciated Corey Best's presentation but felt that the most important and relevant information came at the end, and the presentation may have been more useful if Corey were able to continue the presentation or if he had started the presentation with the information he presented near the end.

INTERVIEWS

Amelia Franck-Meyer discussed Alia Innovations' "Dear Leader" resource during her presentation, describing it as a set of theme-based discussion prompts and activities developed by experts and leaders in the field to help prepare child welfare teams to do community co-design as trustworthy partners. Interviewees were asked if they were interested in learning more about this resource. Four of the five respondents indicated that they would like more information. One respondent said she has already downloaded it, and another said her state is doing something similar but would like to know more about the resource to see how it complements or informs what they are already doing.

Four of five interviewees would like additional support to promote racial equity in child welfare in their state. One said she would like support that is geared more toward practice than theory; for example, she would like tools or step-by-step guidance about the best ways to look at data. Another said, "Send me everything you've got." One interviewee said her state needs help getting new hires oriented and would like reading materials, consultation, and maybe trainings. Another state representative reported that they need a lot of help and felt that having facilitated webinars to which they can invite community members could help community members learn more about being involved.

Four interviewees expressed an interest in attending two to three calls during the next six months to learn more about what the other PMI states are doing and strategies that other jurisdictions have used with success. One interviewee said she might be interested, but it depends on the state that's presenting. Another respondent explained that she loves hearing about other states' examples, successes, and lessons learned.

All but one interviewee said they were willing to present during a future webinar and/or at the annual CBCAP Grantee Meeting to share their systems change work with other states. One of those four said she is willing to do so as long as she has enough notice.

Interviewees were asked if they would like support in engaging more people with lived experiences with child welfare services and how to best collaborate with them to create effective systems change. All indicated an interest in such support. One said, "Yes, especially if there are trainings that staff can participate in so that they know how to appropriately interact because there's definitely a certain sensitivity when it comes to just engaging with those that do have lived experience." One interviewee said she wants to hear from other states about what they are doing and maybe have some one-on-one calls. Another interviewee explained that she wants more input from those with lived experience, saying, "I want lived experience from folks receiving our prevention services because I don't want everything we do to be informed by folks who have had CPS experience necessarily. I also want folks from a broader population; otherwise, you get stuck in just CPS, and that experience. It's the difference between reforming it and figuring out how to get upstream from it."

Interviewees reported that they gained a great deal from the Institute. One said she needed to be re-inspired, explaining, "I was starting to feel that I kept coming up against red tape and different barriers, and I think being there and having those being excited about prevention and listening to them helped refuel me in a way." Another said the Institute "lit the fire." Interviewees also enjoyed the presentations, describing Amelia Franck-Meyer's presentation as "unbelievable" and "amazing and thought-provoking." Corey Best was described as a "dynamic individual." One interviewee stated that the Institute challenged her team to think differently about how they "look at changing practice" and said they walked away with action steps and things to consider moving forward.

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Another interviewee said that learning from other states and spending time with her own team was valuable, and the in-person time was “much better” than the virtual calls. She said, “I just think our attention is much more focused and the work is more dynamic” in person.

All interviewees said they intend to implement what they gained from the PMI and discussed some possible barriers to implementation. One team decided they need to reprioritize and focus on disproportionality and disparity in outcomes, engage the community voice, and make sure those with lived experiences are represented. This team member explained that system changes will take time, and they need to get leadership to listen to and prioritize prevention. She explained that they need “internal education because most are focused on kids in care rather than prevention.” Another interviewee said she will consider what she learned in the PMI in future decision-making. She also said she learned from the PMI that she should take time to make decisions and build on the services they already provide in their state. Another said that her state is considering creating a new position to “work in and around race equity and disproportionality.” Interviewees mentioned that balancing day-to-day tasks with making systems change is difficult and can be a barrier. Another said that “bandwidth to do multi-partner work in a volatile system” is a challenge.

Interviewees were asked how FRIENDS could support them in growing prevention in their state. One said that being available for questions, sharing promising practices, and continuing to be a support is what is needed. Another reported that Samantha Florey is helping them coordinate their efforts, which will help them ensure nothing gets “dropped.” One interviewee indicated that her state would like more support from Corey Best and his organization to learn about racial justice. This interviewee explained that getting technical assistance from those with lived experience is “super helpful.” Another said her state would like T/TA around cross-system collaboration and engagement, and another said that she would like to find a way to make what FRIENDS does available in their local communities. She went on to say that she would also like T/TA for the prevention management workforce in her state.

States representatives were also asked if they would be interested in continuing with the PMI by selecting a local area in their state to work with over the next 18-24 months. Two were not interested, one deferred to another team member, one “leans toward yes” but said she would need more information to decide, and one said yes and explained, “I think that could be really interesting, particularly if it was sort of similar, like some prevention grantee work we fund working with child protective services’ local office or local regional structure.”

A request for additional comments elicited feedback about the PMI experience overall. One respondent said that it was a good experience overall, but she would have liked to know “what is actually the commitment, and what are we going to get out of [the PMI]? Is it worth our state deciding to participate?” Another said she would have liked to know the specifics about what the presenters would be discussing “so states could be prepared to answer any of their questions and actively participate in those sessions.” Two interviewees explained that the Institute was helpful. One said, “I really enjoyed my time. I felt like I had a lot of ah-hah moments. The meeting really kind of energized me in this case, so I really appreciated it. I go to a lot of conferences and don’t typically say that, but the choice for presenters, speakers, and obviously the other states was great.” This interviewee went on to say that she would have liked an opportunity for the states to come together and process in small groups so they could process and ask questions. Another interviewee echoed that, saying that she did not have as much cross-team work as she would have liked. She also did not like that FRIENDS staff sat with their team and asked them to write out a plan or deliverable, though she said Valerie later explained that this was a misunderstanding on the FRIENDS staff members’ part. This interviewee suggested “matched calls” between two states rather than quarterly calls. Another interviewee said that the PMI helped guide the framework of her state’s focus, and she learned how to better collaborate with partners and child welfare agencies. She also said she could have benefitted from another day to “really map out” what her team’s plans would be when they returned home, and explained “there was a lot of really good discussion and ideas but not the ‘let’s write this down and put some action steps behind it’ much.” Other comments included feedback about the presentations and FRIENDS. One said that Amelia’s presentation “was a great way to show the non-prevention partners the big picture about reframing child welfare.” She also enjoyed Corey’s presentation but said he was “preaching to the choir,” and much of the presentation was very basic information. She would appreciate presentations for states with more advanced prevention programs. She went on to explain that “FRIENDS needs to think about what do they want to be doing? Do they want to support leadership or just CBCAP grant management? They’re different here; those are two different roles.” This interviewee acknowledged FRIENDS’ efforts saying, “I think [FRIENDS] put a lot of thought into [the Institute]. I think they listened to everybody. I like that they’re asking, and there’s no perfect way to do these convenings.”

CONCLUSIONS AND RECOMMENDATIONS

Feedback from Institute attendees was mostly positive. All survey respondents indicated that they were satisfied with the Institute. Attendees enjoyed the presentations, appreciated the time spent with their state teams, and reported that the Institute reenergized them. Though they were very satisfied with the Institute, some respondents had suggestions for improvements. Many would have liked more time with their states and with other states, and others needed more specifics and guidance about implementation. Feedback indicates that providing more time for states to work on their own and for states to discuss, ask questions, and collaborate with each other would benefit future attendees. Additionally, it would be useful in future Institutes if TA coordinators offered assistance to states to help them with implementation plans if needed.

APPENDIX: RESPONSES TO OPEN-ENDED QUESTIONS

What session or activity did you find most beneficial?

- I would say the Amelia Franck-Meyer presentation was the most beneficial. It's not that I agreed 100%, as there were a couple of items that I would challenge if we were to dig more into the details. It did, however, clearly point out some change is needed and provided the best overall strategy for making that change.
- Teamwork.
- Corey's insight is invaluable, and I don't want to downplay his role, but the parent involvement was incredible.
- Amelia's opening presentation.
- Corey Best was informative, but I enjoyed all sessions.
- I really took away a lot of information and inspiration from Amelia's presentation. Alia is doing some amazing work.
- Learning about how other states are providing services and the services they provided.
Individual team discussion time with presenters and parent partners.
- Actually, both days gave me new perspectives to consider.
Amelia's presentation was amazing and thought-provoking.
- Meeting with different states and learning how they do things, and the presentation from Amelia was AMAZING.
- What ARE we saying yes to?//Building a New Way Together.
Loved all formal presentations.

What would you change about the event?

- It's not often that states can get together at events like this. We had so much time for our state teams to meet internally, I think it would have been more beneficial to break up some of that time and have us partner with other states. While the presentations were insightful, the 20 minutes apiece time limits left a lot to be explored.
- I wish there was more time for everything.
- Perhaps structuring a session where the charge to the state teams was to specifically think about how they could incorporate Amelia's or Corey's ideas into their current or future plans.
- I would have liked to have had more information about specific ways to push MN to a more equitable state.
- I would have liked to have a little more time. I understand the need to be short, but would have liked to have a little more time in both individual groups and as a whole.
- Allow more time for teams to share in the large group and answer questions. More time through breakout sessions with other states.
- States meet with each other, more time on what other involved folks can bring back to their states without involvement in the PMI.
- States being able to spend time together to learn about best practices.

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What do you feel are your team's greatest strengths?

- Despite the different perspectives our team members brought to the table, there was little disagreement. We all had the same basic version of what needs to be done. That gave us a head start in that we could jump straight to solutions.
- We have a united front and a vision for our state.
- The willingness to change.
- Our parent voices.
- Willingness to learn and consider new ideas and ways to provide services.
- Collaboration.
- Passion, dedication to seeing this through, willingness to work as a team.
- Openness, tackling real issues, and having the hard conversations.
- Willingness to listen and learn.
- They're willing to recognize that change needs to occur and push forward.
- Movement and buy-in for changes.
- Commitment to collaboration and change.

What additional resources or support do you need to help your state?

- Training resources. A lot of what needs to be accomplished comes down to training, not just for our staff, but the reporting community in general.
- MN is currently working toward having a parent leadership framework, and there is some work being done to start family resource centers and PACs in smaller communities.
- We are working to learn more about racial equity.
- Information on how to implement and change policies based on information from this and meetings like this.
- Continued conversation.
- TA provided through training.

Additional comments or suggestions?

- I thought the Corey Best presentation ended right where it could have been beginning. A lot of what he explained in his presentation needed no convincing on my part, but I appreciated how he shifted to the idea of a sphere of influence, and I would have liked to have heard that expanded on even more.
- Listening in on several of the state groups made me feel like they were not very focused. There was a lot of talking without clear objectives or outcomes of the conversations.
- Thank you!
- Really enjoyed parent night.

Attachment E: Alabama PMI Logic Model

Vision: The Protective Factors will be integrated across systems to provide a foundation for primary prevention by advocating for systemic change through promoting and incorporating the Strengthening Families™ Protective Factors Framework in state-level policies, practices, procedures, and regulations.

Activities	Projected Outcomes	Indicators	Measurement
<ul style="list-style-type: none"> • Partner with the Alabama Network of Family Resource Centers (ANFRC) to promote the framework statewide • ANFRC will continue to provide trainings to frontline staff, supervisors, case managers, counselors, teachers, probation officers, therapists, nurses, etc. • Provide <i>Strengthening Families through Fathers</i> Program • Initiate and maintain a parent leadership council comprised of parents with lived experience in the child welfare or prevention systems. 	1. <i>The Strengthening Families™ Protective Factors Framework</i> is implemented across systems that serve children and families.	1.1 Key staff from all sectors serving children and families (education, child welfare, mental health, courts, etc.) receive Protective Factors training. 1.2 At the state and local levels, policies, procedures, and practices reflect the https://cssp.org/wp-content/uploads/2018/11/About-Strengthening-Families.pdf ¹ as articulated in the SF PF framework.	*1.1: Counts of trainings provided and attendees present. *1.2: Participant surveys (immediately after training and at 6-month follow-up)
	2. Fathers are connected to their children in positive, pro-social ways.	2.1 Fathers contribute financially to meet their children’s needs. 2.2 Fathers demonstrate an understanding of the protective factors and apply them to their lives. 2.3 Fathers communicate with their children’s mother effectively and appropriately. 2.4 Fathers use positive parenting practices as defined by the <i>Strengthening Families Through Fathers</i> curriculum	1.2: Written Documentation of changes in policies and practices at the state and local levels
	3. Parent leaders will be a voice for influencing policy and practice at the state and local levels.	3.1 A diverse group of nine parent leaders are recruited, selected and trained. 3.2 The parent leaders are invited to review procedural and promotional materials that are in development or up for revision. 3.3 Parent leaders present at local and state meetings/conferences so policy makers will hear the voice of parents with lived experience. 3.4 Parent leaders are invited to make recommendations for policy at the local and state levels and advocate for increased resources for promoting the well-being of children and families. 3.5 There are increased levels of funding and support for programs and activities that increase the well-being of families.	**2.1, 2.2, 2.3, and 2.4: Retrospective pre/post survey Qualitative data from fathers’ focus groups 3.1-3.3 Written documentation 3.3. Presence of increased funding and other supports in child and family serving organizations resulting of parent leadership advocacy.

*Outcome data reported in the, 2020 Alabama Department of Mental Health, Children’s Trust Fund, and Alabama Network of Family Resource Centers report, Strengthening Families and Communities: Preventing and Addressing Trauma Training

** Outcome data reported in the SFTF Pilot Fatherhood Study Report (2020), Alder-Baeder, F. et al.

Other barriers include staff turnover issues, transitions in staffing require re-doing some steps.

¹ <https://cssp.org/wp-content/uploads/2018/11/About-Strengthening-Families.pdf>