

Critical Incident Review Framework

Transforming PPA Case Review Work
Metrics Analytics and Review Section



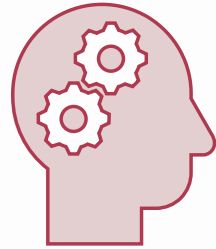
Wisconsin Department of
Children and Families

Framework & Process

- Purpose
- Values
- Principles
- Process Detail
 - Scope
 - Parameters
 - Timeline
 - Review & Data Collection Tool
 - Review of Narrative & Language
 - How we frame our recommendations
 - Examples of language reviews



Purpose



To review cases with new tools and a framework from a person-centered perspective that addresses improvement in support to workers and service to families



Transforming review culture internally to reflect the transformation in the statewide practice without replicating efforts and hindering the statewide practice

Old Perspective Terminology

Past perspective was focused on compliance with standards...

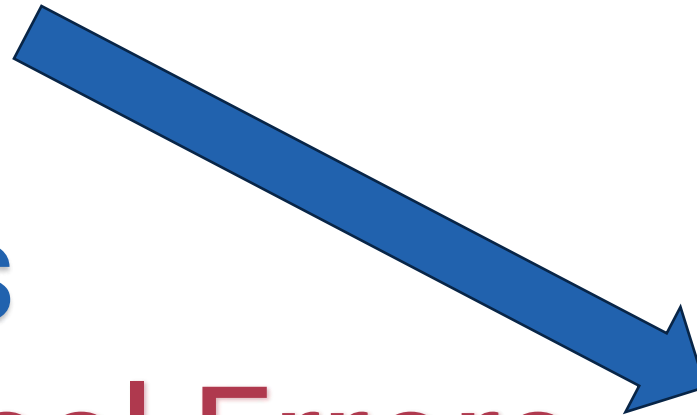
Deficiencies

Findings

Technical Errors

Weaknesses

Failed/Failure



Newer Perspective Terminology

About ten years ago the state took on new terms which focused on systemic transformation





Values

Family-Focused

We write and talk about families in positive strength-based ways

Workforce-Supportive

Workforce are experts in their field; they come to work with the intention help families

Personalized-Solutions

We provide service that is attuned to the needs of our clients – CPS professionals and by extension to families as well.



Principles

Trauma-informed

Acknowledging trauma in our interactions through the lens of us as reviewers and through the documentation about the families.

Balanced Feedback (Strengths-forward)

Reviews are meant to learn but also unlearn elements of the work that are not conducive to effective case management.

Creative Connections

Identifying and being aware of biases (ours and the workers and supervisors) and how they may contribute to assumptions and decisions being made for and about the family



FAMILY- FOCUSED Framework

- Begin with the exploration of the family's needs
- We use words like EXPLORE, CURIOUS, WONDER as we review
- Families are honored and respected during the review
- We placed constraints on ourselves to not interview workers
- Other systems may be out of scope due to these constraints

WORKFORCE SUPPORTIVE Framework

- Asking what and how to guide the exploration not why?
- Blameless so that we can reflect on practice and influences on the decisions around the family
- Shared accountability within the agency not just the worker and supervisor to promote global changes and safe outcomes/practices





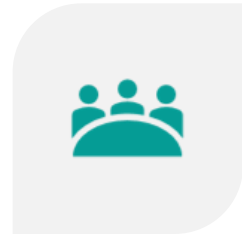
CREATIVE CONNECTIONS Framework

- What did the family need vs. what did they receive
- Final disposition review
- Scoring in the family domain
- Internal reflection of our own service delivery

Identified Objectives



**DEVELOP OUR
FRAMEWORK AROUND NEW
STRATEGIC PLAN**



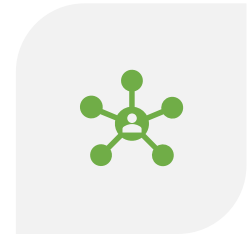
**AID IN ADVANCING THE
AGENCY TOWARD A MORE
SYSTEMS LEVEL
APPROACH.**



**TO BE BLAMELESS AND
RESTORATIVE AND
COLLECTIVELY
ACCOUNTABLE**



**EMBODYING THE VALUES,
BELIEFS THAT ARE IN OUR
MISSION AND PLAN**



**HELP SHIFT THE
PERSPECTIVES IN THE
AGENCY:**

Review Tool Created



INSTRUCTION MANUAL



**DATA COLLECTION
SCORING TOOL –
QUANTITATIVE DATA**



**NARRATIVE FEEDBACK
FORM – QUALITATIVE
DATA**



**FUTURE STATE – TRENDS
REVIEW – FAMILY
DOMAINS, WORD BANK**

The Review Tools



Data collection tool – Likert scale 0-2



Who is this family?

Caregiver/child/family dynamics



How did we serve this family?

Proximity to critical incident and connecting family to services



How did we tell this family's story?

Assessment on the Language, clarity of information and connections to decisions

The Review Tool

Narrative Feedback Form – used to capture the qualitative pieces of the review.

- Case Overview
- Elaborate on the ratings given namely the ones scoring a 2.
- Identify curiosities and wonderings
- Service Delivery – determine if the family dynamic is proximal and whether there is correlation to their connection to service. Did IA make effort to connect family to service regarding high scoring dynamics?
- No interviews are completed so there is no systems level “second story” provided to the bureau like in the state review process



The Review Tool

- Narrative Feedback Form – (Continued) – Language Review
 - Protecting the integrity of the family
 - Family focused outcomes – Does ASSESSMENT writing align with strategic plan of being family focused and strengths-based
 - Information Gathering: Comprehensive and Clear
 - Deviations from standards or the process of gathering information that are notable and possibly proximal to the outcomes.



Data Points We Collect

Identifying Trends Over Time

- Family domains – family characteristics
- Language use that impacts decision making
- Proximal and Latent factors

How we served families

- Alignment in Decision making
- Consistency in Decision making
- Family Integrity
- Services referred or rendered



Language Review: Bias, buzzwords, non-person-centered

Consequences of Unchecked Buzzwords:

- Incomplete information that may impact assessment and decision-making
- Assumptions that could lead to a limited understanding of child and family needs and barriers to effective engagement
- Case planning and services that might not match actual needs
- Creation of stigma or false perceptions that result in unnecessary investigation, removal, or delayed reunification
- Unsupported decisions that are not in the best interest of the child and can affect safety, permanency, and well-being

Language Review

Lead to further stigmatization related to race, ethnicity, or marginalized populations in child welfare

Can create labeling that leads to bias and disparities among certain populations

Research points to racial bias by caseworkers and reporters as one of four likely contributing factors in disproportionality (Child Welfare Information Gateway, 2016).

- Potential impact on engagement, assessment, and decision-making
- Understanding these affects can help achieve better outcomes



Bias Example: Brief Review of SRP Case

- Identified 9 different Bias statements
 - “not be shocked and were emotionless”
 - “argumentative” (said 2xs)
 - “not able to control her impulses” (said 2xs)
 - “discipline is strictly used to cause pain and fear”
 - “observed mom to be in denial”
 - “this type of physical discipline is not appropriate”
 - “[mom] is not able to provide safe and attentive care to her three children”

Recommendations and Wonderings about Bias and Subjective Statements



Statements should be observatory, explanatory, and based in fact. Interpretations of family emotions backed by families own words



Argumentative – explained by descriptives of what person actually did. Talked over IA/interrupted, raised voices, did not address questions but went on tangents



Cognitive Leaps (assumptions with no support of what occurred – *impulse control or loss of control over implement/instrument*)

Recommendations and Wonderings about Bias and Subjective Statements

- Identify where statements that have no evidence originate or what influenced them
 - “Physical discipline strictly used to cause pain and fear” – Access report stated that family mentioned they don’t have behavior problems at home because they run an authoritative household. Did this influence IA perspective on family?
- [Mom] observed to be in denial about child’s ...”
 - Parent can be two things at once: supportive of children and tell their story and understand their child’s behavior problems

Recommendations and Wonderings about Bias and Subjective Statements

“This type of physical discipline is not appropriate for the child’s age and development”

- Not illegal and is used in many cultures for children this age. Reviewer believes issue at hand was misconstrued – Family’s use of implement that is hard to control.

“[Mom] is not able to provide safe and attentive care to her three children”

- Assumption that is not captured in IA. No information on pervasiveness of Physical discipline with an implement and whether other forms are used.

Importance of Narrative Reviews

Narrative documentation holds the story of children and families

How agency staff document that narrative shapes how family stories are understood

Addressing bias in narrative is essential now, and into the future.

The most powerful data about families isn't in checkboxes. It is in the stories that we write. Narrative data composes about 80% of the data we have on families!

References

- Nulicek, K., Rohovit, J., Wright-Martin, J., Hyams, K., Prater, N., (2020). Person-centered language. Practice Tip No. 1 (Spring, 2020): Center for Advanced Studies in Child Welfare, University of Minnesota.
- Capacity Building Center for States. *Buzzwords: Moving to Behavioral Descriptors*. (n.d.) Washington, DC: U.S. Department of Health and Human Services, Administration on Children, Youth and Families, Administration for Children and Families, Children's Bureau.
- Cull, Lindsey, & Epstein (2020). Safe Systems Improvement Tool: Wisconsin Version (SSIT-W). Praed Foundation.
- Affinitá Consulting & University of Kentucky Center for Innovation in Population Health. AWAKEN: A Practice for Conscious Decision-Making. (2020)
- **Resources**
- The review tool was developed utilizing the tools and resources from the National Partnership of Child Safety, University of Kentucky. The links to the documents that helped provide this review tool framework are listed below.
- [Child Protective Services Safety Intervention Standards](#)
- [Child Protective Services Access & Initial Assessment Standards](#)





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Questions?

Thank You!