

## Mission

**The mission of the FJCIP Statewide Team is to expand the capacity of local FJCIP court communities to transform systems and produce better outcomes for children and families. We strive to foster learning communities across systems to create a culture of system change within the state of Washington.**



## Family and Juvenile Court Improvement Program (FJCIP)

strikes a balance between providing a dedicated court coordinator to help convene local system partners to work on issues in their communities, and informing these efforts with data, research, and the experience of peer courts across the state. Funding is provided for each FJCIP Court to have a dedicated system improvement position, known as the FJCIP Coordinator, to provide the capacity for the dependency court system to continuously assess their effectiveness and take steps to innovate programs that best serve their children, families and professionals. Through the support of the Statewide FJCIP Team the local courts have FJCIP Coordinators with common skills to enable them to do their work well. Trained judicial officers, dedicated juvenile court leadership, and the capacity to assess their impact on best practice requirements create effective dependency court systems.

## Vision

**A network of courts that work collaboratively across systems to develop and assess the effectiveness of local innovations, translating what works into statewide programs to improve outcomes for all families.**

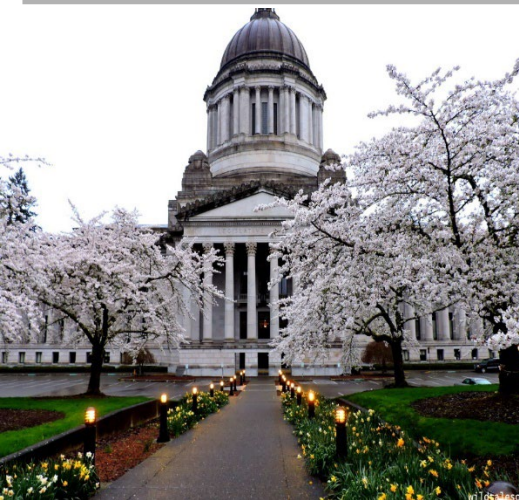
## Values

- **Innovation & Continuous learning**
- **Accountability**
- **Equity/Cultural Humility**
- **Communities & Families**
- **Inclusion & Representation**
- **Sustainability**
- **Leadership/Empowerment/Integrity**



# WASHINGTON COURTS

ADMINISTRATIVE OFFICE OF THE COURTS



# **Core Components for Family and Juvenile Court Improvement Program (FJCIP)**

## **Core Component 1: Dedicated Judicial Leadership**

The success of FJCIP courts is directly related to the leadership provided by dependency court judicial officers. Judicial officers lead the formation of a FJCIP court team that engages the local community in ongoing work of court communities for developing and maintaining programs that serve children and their families. Specialized training and experience help guide the judicial officer's leadership within the court.

## **Core Component 2: Judicial and Cross System Learning**

The FJCIP court team supports and promotes ongoing, cross-system learning opportunities. FJCIP dependency judicial officers participate in specialized judicial training and in educational events with local system partners. In collaboration with court partners, the FJCIP creates a learning environment to engage the local system in acquiring new skills and changing practice with the goal of improving outcomes for children, families and the professionals who support them.

## **Core Component 3: FJCIP Local Coordinator**

The FJCIP Coordinator is dedicated to improving dependency court operations and case outcomes for children and families involved in child welfare. Using data, research, and the experience of peer courts across the state, local FJCIP Coordinators work closely with their judicial officers to convene local system partners to identify opportunities for improvement, undertake meaningful practice change, and assess the effectiveness of their efforts. The FJCIP Coordinator works with court and system leaders to foster a court culture that is trauma-responsive, equitable and respectful of families, community members and system professionals. The coordinator actively participates in trainings, state-wide communities of practice, and state-wide system change efforts, to expand their job specific knowledge and skillset and contribute to a state-level knowledge base.

## **Core Component 4: Court Commitment to Continuous Quality Improvement**

The FJCIP court team and court partners work together to ensure that accurate data informs the work of cross-system efforts that assess the court's performance and identify priorities for improvement. This includes soliciting feedback from families served by the system. The FJCIP Coordinator has primary responsibility for facilitating cross-system workgroups, collecting and sharing data and monitoring the effectiveness of court improvement projects. This enables court partners to actively participate in and contribute to system improvement work. FJCIP courts can request CQI training and technical assistance from the AOC's Statewide FJCIP Team and the Family & Youth Justice Programs.

## **Core Component 5: Community of Practice and Peer Learning**

FJCIP coordinators participate in a regular Community of Practice, facilitated by the Statewide FJCIP Team from the Administrative Office of the Courts (AOC), to learn from each other, share best practices and innovative ideas, ask questions, and work together toward continuous quality improvement. Regular Community of Practice meetings enable the coordinators to stay informed about the Department of Children, Youth and Families (DCYF), court, legislative and case law updates, and provide the AOC with insight into the needs of local courts. The Statewide FJCIP Team also helps to evaluate what works and share it with other courts and audiences.

## **Core Component 6: Cross system collaboration**

Cross system collaboration builds constructive working relationships with all parties involved in the child welfare system (e.g., child advocates, DCYF case workers, lived experts, service providers, etc.). This collaboration enhances a community's ability to improve the court system and the outcomes for children, families, and professionals. By engaging cross system partners in multi-level cross system work to find strategies for high level system improvement, they can connect youth and families with community resources.

### **Core Component 7: Create a culture of system change**

An overarching goal of the FJCIP is to research, develop and implement strategies and approaches that yield statewide benefit. Through partnership with different workgroups and communication with the legislature, the FJCIP is building and sharing effective, data-driven solutions with other specialty courts and court programs in the state. This information exchange enables AOC staff to bring local court perspectives into statewide decision-making spaces and impact policy decisions.

### **Core Component 8: Trauma-Responsive Support**

The FJCIP recognizes that families who become involved with the dependency system have experienced significant trauma and adversity in their lives. FJCIP communities are educated about what it means to be a trauma-responsive system and the role of each member in creating a safe and healing environment for the children, youth and families they serve. FJCIP communities engage people with lived experience to improve local research, programs and practices. FJCIP continuously assess their effectiveness and take steps to better serve our families and children.



More to come on FJCIP Core  
Components in 2025!!

# WA State Family and Juvenile Court Improvement Program Structure

## STATE TEAM INCLUDES:

- STATEWIDE COORDINATOR -FULL TIME
- COURT DATA ANALYST -FULL TIME
- ADMIN SUPPORT -HALF TIME
- WSSCR, COURT RESEARCH SUPPORT

This team should consist of AOC staff that believe in working collaboratively with partners across systems to create a culture of system change. This team should be made up of a Statewide FJCIP Coordinator, dedicated FJCIP Court Researcher, and Administrative Support working collaboratively with WSSC Staff to provide robust training and support for the local FJCIP Coordinators.

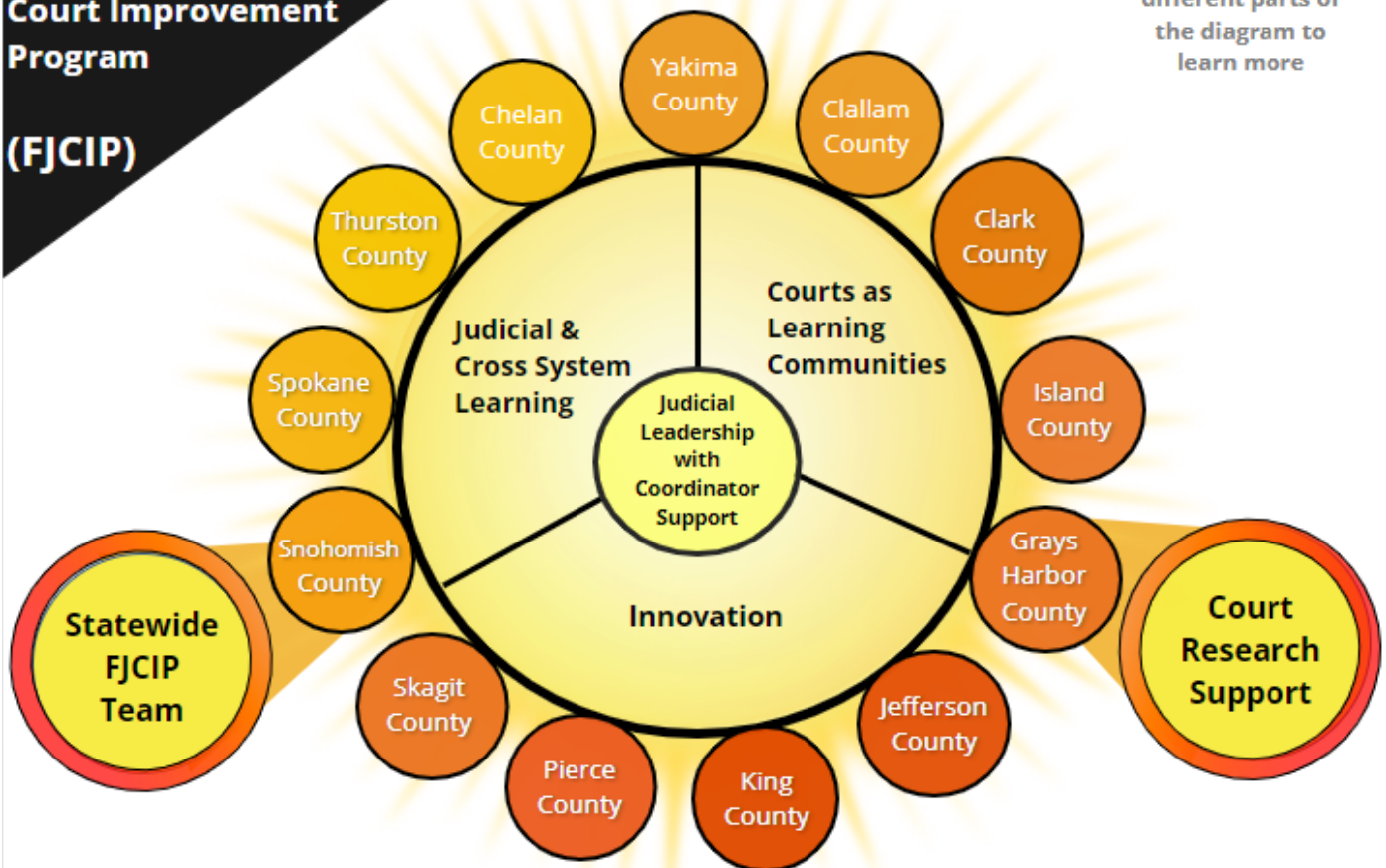
## LOCAL COURT TEAMS INCLUDES:

- FJCIP CHIEF JUDICIAL OFFICER
- COURT ADMINISTRATOR
- FJCIP COORDINATOR
- PARTNERSHIPS WITH LOCAL COURT PARTNERS

This team should consist of a trained, dedicated Judicial Officer to support the court improvement work. A FJCIP Coordinator that is the center of support for the courts works, bringing together decision makers and those close to the pulse of work in their county. A court administrator who provides support for court improvement projects and guidance to the coordinator. Court partners, those with lived experience, and community partners.

## Family & Juvenile Court Improvement Program (FJCIP)

Hover over the different parts of the diagram to learn more



## **Where we want to be**

In 2027, the Family and Juvenile Court Improvement Program will be a sustainable program that represents their mission, vision, values and supports local FJCIP courts to meet all core components through the support of the dedicated Statewide FJCIP team.

This work will be accomplished through dedicated time by the state team to develop the program and expand the capacity for the state team to support local courts in the following areas.

### **Reporting**

The reporting structure will be meaningful to local courts and provide the state team with the information needed to support their work and supplement information for the FJCIP Reports to the Legislature and court community.

- FJCIP Legislative Report
  - Simplified process through the use of templates for collection of information throughout the year.
  - Begin in October and finalize in April
- FJCIP Local Court Reports
  - Structured
  - Streamlined
  - Timely

### **Budgets and Contracts**

FJCIP contracts will provide courts with funding for a FJCIP Coordinator's salary and benefits within the scope of funding provided by the legislature. Contracts will be maintained by the state team and meet the requirements of the RCW and help guide the courts to meet the core components of being an FJCIP court.

- Adequate pass through funding for FJCIP Local Court Contracts
  - Full salary and benefits for full time FJCIP Coordinators
  - Supportive budgets that creates capacity for in person training and retreats and project work.
- Supporting 21 Courts, covering approximately 90% of dependencies in WA
- Timely reimbursement for all courts
- Track and Review the budget and make projections for the year.
- Facilitating Decision Package requests for the local court programs to stay adequately funded
- Preparing contracts for the new year, timely, with clear communication

### **Data and Research**

We will have a system to track practices, innovations, and outcomes that provides performance information to local teams. Courts will be able to utilize this system and the data to inform more equitable and effective practices to create better outcomes for children and families.

- Provide technical assistance and research support to FJCIP Courts.
- Support the local courts in reviewing and understanding their quarterly data and end year data.
- Support the local courts understanding the statewide data and trends.
- Ongoing training, starting with an orientation training
- Connections with partners and those in their communities that may help with additional data and support work.
- Responding and supporting to FJCIP courts needs and requests.
- Using a lens where our work can translate into the rest of the work being done by FYJP
- Support FJCIP courts learning by translating published research findings for judges, commissioners, coordinators, and other members of FJCIP court-based teams
- Utilizing research support from local students
- Include voices of lived experts

- Present research findings to diverse audiences, including professionals who work in applied settings, and audiences in research conferences, local and national

## **Training**

FJCIP training curriculum will provide ongoing and on demand tailored training to support and develop the skills of FJCIP Coordinators. Cross-system learning will be supported in local courts through collaboration with FJCIP and all FYJP programs.

- Building a community of FJCIP Coordinators that are skilled in facilitation, data and change management.
- Core training curriculum that includes facilitation training, data and change Management training.
- Legislative updates and implementation training and support
- Judicial Officer Rotations and Connections training and support
- Ability to respond to needs for specialized trainings throughout the year.
- Collaborate with CIP to continuously train Judicial leadership
- Trauma-responsive trainings
- Educating courts on the importance of including lived expertise
  - Utilizing the equity and engagement framework already created by CIP

## **Building the FJCIP Community**

Family and Juvenile Court Improvement Program has a community that is invested in sustainable improvements to systems in Washington, providing the space for the state team to learn from local courts and local courts to learn from the state team.

- FJCIP Community of Practice
- FJCIP Coordinators Connections Lunch
- FJCIP Workgroups to facilitate project work
- Collaboration with the dependency court clerks
- Support of FJCIP Coordinators and Judicial Officers to attend and get together at the Children's Justice Conference.
- Once a year site visit or training opportunity for FJCIP Coordinators and Judicial Officers.
- FJCIP Coordinator participation in the Dependency Judicial Officer Spring Conference
- Annual, July, FJCIP Court Community meeting to review the year and set priorities and plans for the coming year. Creating space for continuous quality improvement and creating feedback loops between the local courts and the statewide team.

## **Communication**

Communication between the Statewide FJCIP team and the court will support and enhance the local courts work and provide efficiency in the work they do. FJCIP shares information about their program, projects, and local innovations to contribute towards system learning and change.

- Through the FYJP Newsletter
- Website
- Email communication
  - Communications coming to the local courts from one email address.
  - Timely response to emails and sent promptly following meetings and training.
- Use of Year-at-a-Glance to plan out and prepare for the year to ensure goals are met.
- Listservs, 3 listservs Coordinators, Administrators, Judicial Officers
- Working collaboratively and communicating with specialized courts to not duplicate work and help support their work as well.
- Resource sharing
  - Example: Family Reunification Day and National Adoption day collaboration with other AOC staff to help get more support and information out to our courts sooner.



## **Continuous Quality Improvement & Technical Assistance**

Courts and the Statewide FJCIP team will have the capacity to use data, change management, and continuous quality improvement practices to allow continuous evaluation of systems and processes through an innovative lens to open doors to addressing and identifying concerns of the local court communities and Washington State.

- Yearly Needs Assessment
- Review and planning based off Needs Assessment
- Templates and tools for using the iDTR data
- Templates and tools for collecting local court data
- On-demand training library
- CQI focused training
- Support the local courts understanding of local data and trends, and solicit feedback from families and dependency partners
- Report out to the Commission on Foster Care on the work of FJCIP projects for the previous year and gather feedback on plans for the coming year.
- Yearly survey from the Statewide FJCIP Team to the FJCIP Court Community on the FJCIP Core Components due with the Local Improvement Plans each August.

***Activity goals on the following pages will guide the state team to achieve the goals set for the program.***

2023

ACTIVITIES

| 2023 Activity Goals  | Outcomes   |
|--|--|
| <b>Expansion of FJCIP -6 new Courts</b>  |  |
| Planning and prioritization  | Contracts signed for 4 courts<br>Onboarded 2 coordinators  |
| Meetings and outreach  | Met with 7/7 counties:<br>Grant, Clark, Yakima, Skagit, Benton-Franklin, Whatcom, Grays Harbor     |
| Issue new contracts, budget adjustment   | 4 of 6   |
| Develop <u>Training and Implementation</u> tools for new courts to set up programs | Implementation Toolkit prepared  |
| <b>Developing the FJCIP Model</b>  |  |
| Mission/Vision/Values  | Completed  |
| Core Components  | Completed  |
| Strategic Planning, 5-year Plan  | Prepared then regularly monitored and updated throughout year                                      |
| Web design   | Design Framework Developed<br>Implementation Ongoing   |
| <b>Reports and Contracts</b>   |  |
| Create a new reporting structure for local courts reports to AOC                   | Completed update to local improvement and semi-annual plan<br>Ongoing- expenditure report redesign |
| Track and review budget amounts with existing courts and expansion courts          | Maintained & Updated throughout year   |
| Track amended contracts and additional tech and retreat amount                     | Completed  |
| <b>Sharing out data and resources</b>  |  |
| iDTR highlights and expanded explanation of what's being seen at state level       | Develop the approach for utilizing the dependency data & using different modes of communication.   |
| Sharing additional available sources of data                                       | Through CoP & FJCIP data trainings.<br>Ongoing   |
| Sharing published research findings/best practices                                 | Through COP & FJCIP data Trainings.<br>Ongoing   |



# ACTIVITIES

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|--|---|
| Utilizing research support from local students   | Ongoing, structure developed & implemented. 4 students finished, 2 onboarding, 1 currently working.   |
| Present research findings to diverse groups  | Presented at CJC, April 2023<br>Accepted to speak at CWLA, April 2024 completed   |
| <b>Developing Coordinator Core Curriculum Trainings</b>  |   |
| Design a 3 module Orientation for new FJCIP Coordinators   | Developed modules, received feedback, adjusted curriculum as needed.<br>Conducted new coordinator orientation for 5 new FJCIP coordinators  |
| DRC Facilitator Training   | Provided April-July 2023<br>Completed.  |
| iDTR and codes training, tools, & templates  | Trainings for 2023 have been developed and implemented. Planning for new content in 2024.   |
| Data Utilization training, tools, & templates  | Trainings for 2023 have been developed and implemented. Planning for new content in 2024.   |
| <b>Community of Practice</b>   |   |
| Structured plan for COP Community of Practice, outline for monthly meetings adding in data section to meetings, legislative updates, major events. | Structure created and implemented.<br>Changes made: <ul style="list-style-type: none"> <li>• Reflection time added.</li> <li>• Development of goals.</li> <li>• Moving to 1.5 hours in 2024</li> <li>• Add COP to yearly needs assessment</li> </ul> Planning for 2024 started. |
| <b>Building FJCIP Community</b>  |   |
| FJCIP State Advisory Committee, build structure and invites.   | Feedback from courts- continue July Court Community Meetings.   |
| Build structures to allow for FJCIP workgroups to facilitate FJCIP championed project work.  | Data workgroup- Initiated & completed<br>Participated in & facilitated HB 1194 workgroup.<br>Fact Finding workgroup- Initiated & Facilitated by FJCIP- ongoing in 2024  |
| Creating connections with DCYF through RA's DRA's and QA/CQI   | Who's Who Document.<br>Sharing structure of DCYF w/coordinators.<br>Consistent communication & meetings with DCYF Headquarters & regional staff.  |
| Coordinate FJCIP Coordinators and a judicial officer to attend CJC together.   | completed   |
| Encourage FJCIP Coordinator participation in the Judicial Academy - Virtual  | completed   |

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| <p><b>Developing Communication Systems with the courts</b></p>                   |  |
| <p>Listserv updates and contact sheets</p>                                       | <p>Completed</p>   |
| <p>Mapping of FJCIP sites listing key partners for their court systems</p>       | <p>Completed</p>   |
| <p>Newsletter with updated reports to support information for the newsletter</p> | <p>Supply information for FYJP newsletter. Information shared through emails.</p>  |
| <p>Collaboration with FYJP overlap: training, research, resources, etc.</p>      | <p>Ongoing-</p> <ul style="list-style-type: none"> <li>• Monthly training meetings w/ collaborative courts</li> <li>• CIP/FJCIP Meetings</li> <li>• FYJP COP/ weekly meetings</li> <li>• Behavioral Health, FJCIP, ECC, FTC Meetings</li> <li>• Jenn &amp; Laura.</li> <li>• All-Sites.</li> </ul> |
| <p><b>Developing Statewide CQI Process</b></p>                                   |  |
| <p>Needs Assessment creation/implementation</p>                                  | <p>Completed<br/>Recommendations drafted<br/>Information shared in July 2023<br/>Plans for assessment to be annual</p>   |

| 2024<br>Activity Goals  | Outcomes<br>(notes and projected dates)   |
|---|---|
| <b>Training on core components</b>  |   |
| Survey for family reunification day in June for courts to gather research related to outcomes for FJCIP                 | Alternate plan created for Module 4.  |
| Create a survey on the core components, incorporate into pre-evaluation for core-component specific trainings.          | Implement January 2025  |
| Development of core components training and understanding for the courts for court culture & cross-system collaboration | Sept-Dec 2024   |
| Creation of tools and presentations for the material  | Sep- Dec 2024   |
| Judicial rotation curriculum for local courts to utilize and develop local support for rotations                        | October 2024- Onward  |
| <b>Expansion of FJCIP -6 new Courts</b>   |   |
| Meetings and outreach   | Meet with 2 more courts. Completed.<br><b>Currently meeting with new court for possible further expansion</b> |
| Issue new contracts, budget adjustment  | Completed.  |
| Monitor and update Training and Implementation tools for new courts to set up programs                                  | Ongoing.  |
| <b>Developing the FJCIP Model</b>   |   |
| Strategic Planning, 5-year Plan   | Prepared then regularly monitored and updated throughout year   |
| Web design  | Implementation Ongoing  |
| <b>Reports and Contracts</b>  |   |
| Create a new reporting structure for local courts reports to AOC  | Completed- in FY25 Contracts  |
| Track and review budget amounts with existing courts and expansion courts   | Maintained & Updated throughout year  |
| Review & possibly update contract language  | Completed.  |

# ACTIVITIES

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| Develop a process for revenue sharing  | Completed.  |
| <b>Sharing out data and resources</b>  |   |
| Extended reporting template w/benchmarks for local monitoring  | Possible co-design with a coordinator Oct 2024  |
| Building tools & capacity for local court data collection- Feedback from parents & caregivers  | Project proposals submitted   |
| Building capacity for courts to evaluate their local practices as related to shelter care hearings.  | Court observation tool- Completed.<br>For 2025- create a training on how to use court observation tool.   |
| iDTR highlights and expanded explanation of what's being seen at state level   | Share the dependency data & use different modes of communication- ongoing.  |
| Sharing additional available sources of data   | Through CoP & FJCIP data trainings.   |
| Sharing published research findings/best practices   | Through COP & FJCIP data Trainings.   |
| Utilizing research support from local students   | Structure developed & implemented.  |
| Present research findings to diverse groups  | Accepted to speak at CWLA, April 2024<br>Search for local and national conferences- Completed.  |
| <b>Developing Coordinator Core Curriculum Trainings</b>  |   |
| Conduct & update 3 module Orientation for new FJCIP Coordinators   | Completed- Adjust curriculum as needed.   |
| DRC Facilitator Training   | TBD.  |
| Mediation in Facilitation Training   | TBD   |
| iDTR and codes training, tools, & templates  | Completed.  |
| Data Utilization training, tools, & templates  | Completed.  |
| <b>Community of Practice</b>   |   |
| Structured plan for COP Community of Practice, outline for monthly meetings adding in data section to meetings, legislative updates, major events. | Ongoing   |
| <b>Building FJCIP Community</b>  |   |
| July FJCIP Court Community Meetings.   | Completed.  |
| Build structures to allow for FJCIP workgroups to facilitate FJCIP championed project work.  | <u>Fact Finding workgroup</u> - Code and form approvals, final stages of implementation for Jan. 1 roll-out<br><u>Protein 4 all</u> - Toolkit on website<br><u>Region 3 Pre-Fact Finding Phase FTC</u> - Completed.<br><u>Guardianships</u> - SWOT Analysis in 2024 |











# Example of Program Structure for Local Courts

