



CRP 101

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Who Am I?

- Faculty at UK College of Social Work
- Husband and father
- Therapist
- Involved with CRPs since 2000





“Never doubt that a small, dedicated group of citizens can make a difference. Indeed, it is the only thing that ever has...”

~ Margaret Mead






“The idea of citizen participation is a little like eating spinach — no one is against it because **it is good for you.**”

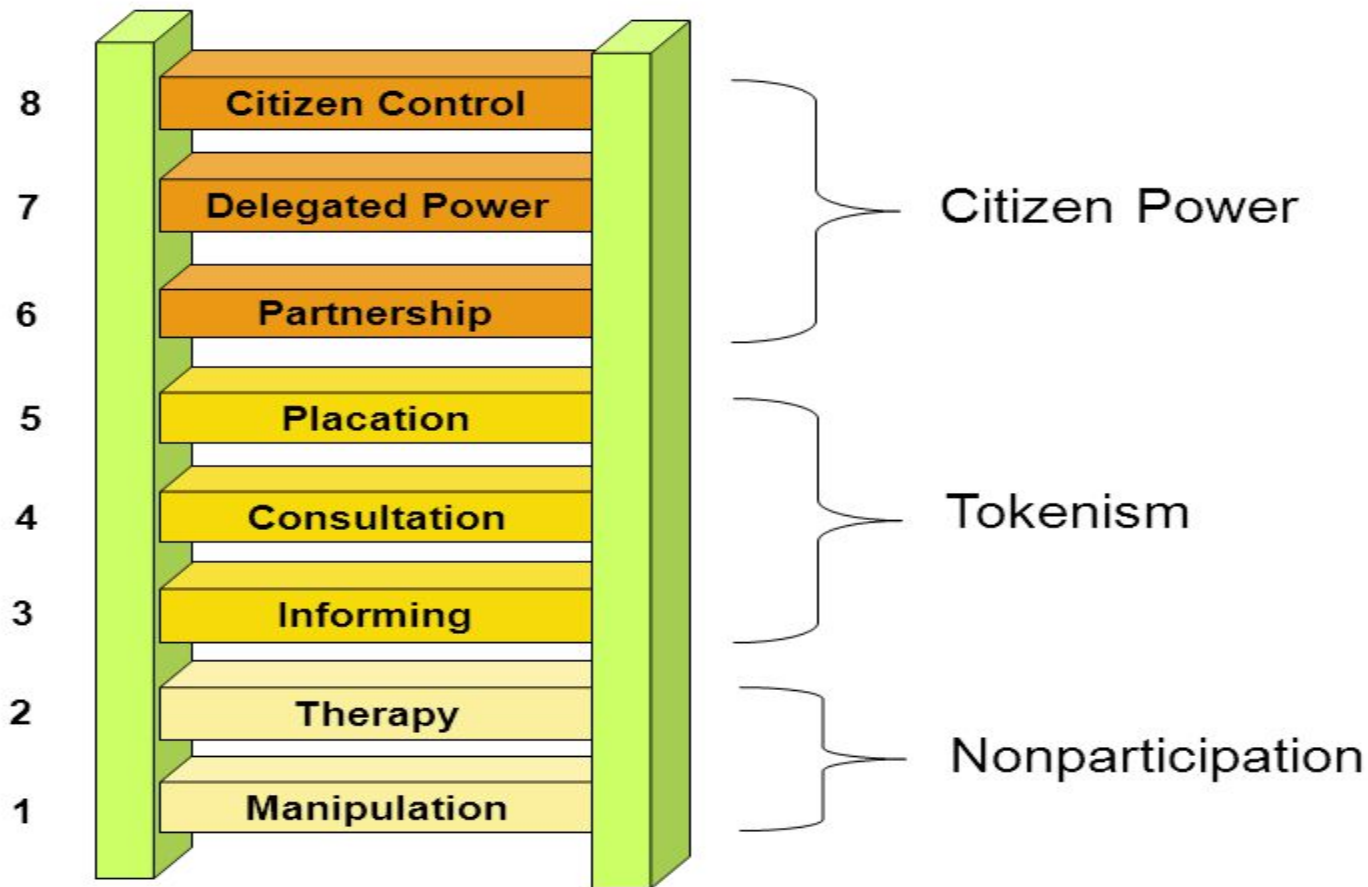
~Sherry Arnstein

Goals for this Presentation

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- A photograph of three young children playing outdoors on a grassy field. In the center, a girl with blonde hair and a rainbow-striped shirt is laughing. To her left, another girl in a black dress with a red and white pattern is also laughing. To the right, a boy in a pink patterned shirt is reaching out towards the other two. In the background, several adults are sitting on a bench, watching the children play. The scene is bright and sunny, suggesting a park or outdoor event.
1. Discuss the **history of citizen involvement** in public child welfare agencies
 2. Review the literature on **citizen participation in public child welfare agencies**
 3. Provide **practical strategies on how to use citizen participation** to improve systems outcomes

- **“Authentic” Communication** Impacts Perceived Effectiveness (Jones, 2004)
- CRP members want **clearer goals/objectives** and better communication (Jones & Royse, 2008)
- **More training of CRP members** is needed (Bryan, Collins-Camargo, & Jones, 2011; Collins-Camargo, Buckwalter, & Jones, 2016)
- **Self-governance** needed; **improved group cohesion** needed (Bryan, Jones, & Lawson, 2009)

The Ladder of Citizen Participation (Arnstein)



The Context for Citizen Participation



- Mandates for citizen participation and review are driven by the **swinging pendulum of public concern regarding**
 - Children **languishing in foster care**
 - Children **being left in unsafe homes**
 - Families being **intruded upon and ripped apart**

The Context of Citizen Involvement in Child Welfare

- Federal mandates for citizen participation
 - **Child Abuse Prevention and Treatment Act of 1974**
 - Requires **representation for children** in court due to child maltreatment. Statute was non-specific about whether this role must be filled by attorneys.
 - **Court Appointed Special Advocate** programs grew after this mandate as an independent, citizen voice in court for specific children.
 - **Adoption Assistance and Child Welfare Act of 1980 (PL 96-272)**
 - Requires a **process for review related to children in out-of-home care**, with citizen foster care review boards being one option for fulfillment of 6 month review process (court review is also required)

Federal Statute Continues to Raise the Bar

- **CAPTA Reauthorization of 1996**
 - Required states to establish **citizen review panels** to review compliance with state CAPTA plan, federal child protection standards and other areas deemed important by the panels
- **CAPTA Reauthorization of 2003**
 - Requires citizen review panels to **evaluate practice as well as policy and procedure**
 - Develop means for **public outreach and comment**
 - Child welfare agencies to **respond** to annual report in writing
- **CAPTA Reauthorization of 2010**
 - Required a study and report to Congress on the effectiveness of citizen review panels
 - Panels may include adult former victims of child abuse and neglect



What are the obstacles to collaboration between CRPs and CPS?

Challenges to Collaboration

- Citizens have trouble **understanding complexities of state agencies** (“Feel like we’re treading water”)
- Difficulty in **choosing evaluative topics of any substance** and value to the child welfare agency
- There are numerous **“Citizen Groups”** and sometimes they get lost



More obstacles...

- **Distrust from frontline workers**
- Overwhelming nature of **NCANS, PIP, CFSR**, etc.
- **Time lag between when new initiatives are launched and groups are informed** (“we had to read it in the paper...”)
- Some members see as a way to **“stick it to” the child protection system**



A failure to communicate?

- **Child welfare administrators** often speak the language of:

- Budget stress
- Politics
- “Circle the Wagons”
- “We know best”
- Incremental change

- **Citizen groups** often speak the language of:

- Personal passion
- Personal experience
- “We want change NOW!”
- “Coalitions are best”
- Ready to use public shame if necessary

Citizen Review Panels

The Power of Community



**Ending Child Abuse
and Neglect.**

A Snap Shot of CRPS Nationally

Source: Report to Congress on Effectiveness of Citizen Review Panels (2013)

- Total of 348 CRPs in 50 states, DC and Puerto Rico
- 30 states provide staff assistance and 36 states provide financial assistance
- NO states reviewed the state's CAPTA Plan
- Only 33 states provided a written response to the work of the Panels

History of CRPs



- Citizen Review Panels were formed through a 1996 amendment to the Child Abuse and Prevention Treatment Act (CAPTA)
- **3 panels** per state by July, 1999 (some only needed one)
- Each panel has the responsibility to review compliance of state and local CPS agencies with respect to:
 - state CAPTA plan
 - Other criteria the panel considers important, which may include coordination with foster care and adoption programs and review of child fatalities and near fatalities

Requirements for Citizen Review Panels

- Composed of volunteer members that
 - are **broadly representative** of the community in which they are operating
 - include individuals with **expertise in the prevention and treatment of child abuse and neglect**
- Meet at least **quarterly**
- Examine **policies and procedures** and, where appropriate, **specific cases** of both state and local agencies
- Maintain **confidentiality**
- Prepare an **annual report with activities and recommendations**

***HOW** can a Panel Review these Things?*

- In-depth review of a small number of cases
- Broader review of cases
- Analysis of statewide data systems
- Review of agency policy and procedures
- Targeted Surveys

- Quality assurance reviews
- Community forums
- Focus groups or interviews of staff, consumers, service providers, mandated reporters, foster parents, others

Common Themes

- CRP coordinated by someone from state child welfare agency
- Struggle with “diverse” membership and involving “non-professionals”
- Trouble in defining the “mission” and outcomes of CRP (“watchdog” vs. “advocate”)
- Retention of members is difficult
- Turnover in state agency (i.e., new administrations)
- Difficulty in connecting with Child and Family Services Review



Research tells us that Citizen Review Panels generally do better when they are...

- Given **access to information**
- Consulted **EARLY** in the **policy development process**
- **Given FEEDBACK** about their recommendations
- Provided staff and other logistical support
- Are part of a thoughtful, well-defined process rather than a “feel good” exercise



An Example of a Successful CRP Topic

- TOPIC: How frontline Kentucky child welfare workers are trained to respond to “meth” cases
- KY CRP reviewed policy, talked with frontline workers and supervisors, law enforcement, first responders
- RESULT: Changes in policy which made workers and children safer



How Can CRPs and CPS build trust?



The Benefits of State Agencies

Developing a Good Relationship with Citizens

- Citizens **can ADVOCATE** for you (i.e., testify before state legislators)
- Citizens **see things that your agency does not**
- You spend **less energy being proactive than reactive**
- Others are watching (**feds, other states**)
- In some cases, **it's the law.....**



Ways for the Child Welfare Agency to Foster **Collaboration**



- Appoint consistent point persons as liaisons to your groups (local AND state)
- CPS should HELP panels as they develop their strategic plan (**don't dictate**, but facilitate a doable plan)
- Give your panels **frequent feedback** about what is happening to their recommendations (use liaisons for this)

Building a Trusting Relationship with the Child Welfare Agency: “The Iphone and the Visitation Rooms”



Ways to Share Information

- Develop a **Memo of Agreement** that spells out each partner's role
- Have **joint meetings/celebrations** to discuss progress and honestly dialogue about obstacles (remember the HUMAN element of groups)
- Make sure **Program Coordinator is well-known by state agency staff** (i.e., have them sit on agency committees)
- Have **Panel members/ coordinator put on listservs** to received newsletters, etc.



Recruiting New Members

- **Who is MISSING** from your group?
- Think about **what agencies often interact with Child Protective Services** (law enforcement, mental health, teachers, faith community, day care centers)
- Develop a **PLAN for recruitment** (press releases, targeted letters, guest speaking at community groups, church bulletins, etc.)
- Remember **WHY** people volunteer: to make a difference. **Don't waste their time**



Tips for Using Citizens in Child Welfare



Helpful Hints for Citizens and Child Welfare Agency

- **Clearly define roles of responsibilities of Citizens** and child welfare agency (this should be spelled out in a Memo Of Agreement)
- **Give feedback to groups** about what happens to their recommendations. If they are not feasible, say so, and explain why
- Create **consistent “point persons”** within the agency to answer critical questions.
- Have a way for members to **cycle on and off the Panel**

Helpful Hints.....

- Work on **team development**
- Work with **Chairperson to develop her or his leadership abilities**
- Provide at least a part-time paid staff person (be **CREATIVE**, sub-contract with a University to coordinate)
- **Celebrate** successes and improvements
- Value citizenship



The Toad and the Kangaroo

Shel Silverstein



The National CRP Scene

- University of Kentucky is the organizing “hub” for Citizen Review Panels
- National Citizen Review Panel Virtual Community (<http://www.cantasd.org/crp/>)
 - * Annual Reports
 - * Training Materials
 - * Sign up for Listserv
 - * Information from
 - * Annual Reports
 - * Articles, Tip Sheets
- National CRP Conference will be held in Ohio in June, 2020

The Power of Community



**Ending Child Abuse
and Neglect.**

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*“Children are the living messages we send to a time we will not see”.
~John W. Whitehead, “The Stealing of America”*