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casey family programs

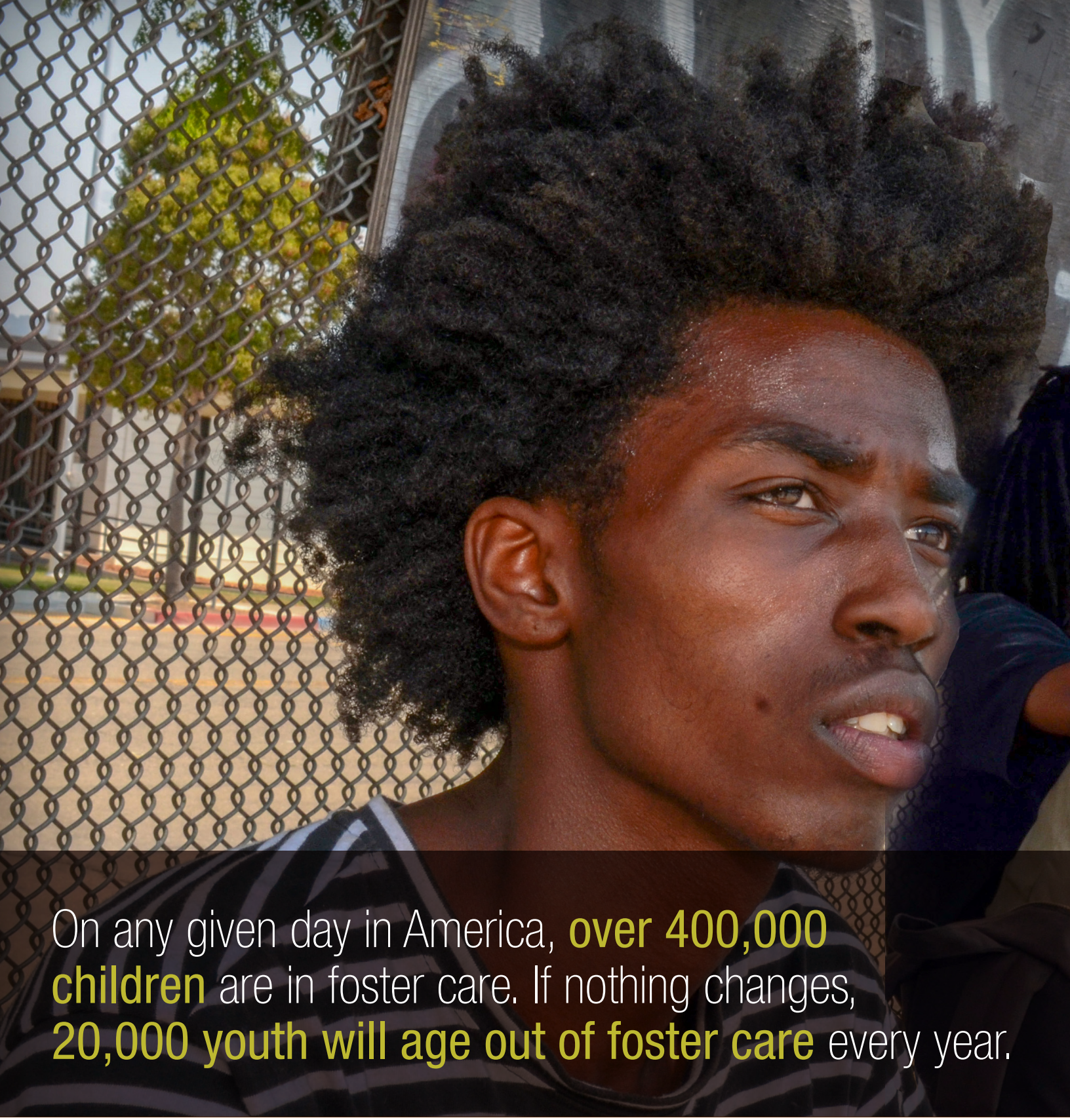
Child and Family Services Practice Model

A Safe and Permanent Family for Every Youth

DECEMBER 2018

PRACTICE MODEL

safe children | **strong** families | **supportive** communities



On any given day in America, **over 400,000 children** are in foster care. If nothing changes, **20,000 youth will age out of foster care** every year.

Child and Family Services Practice Model

We want to thank the Children's Research Center for its partnership in the development of this practice model. The Children's Research Center's expertise relative to process, practice and organizational supports were invaluable throughout its development and implementation. We are extremely grateful for the opportunity to work so closely with Karen Martin (1969-2014), our friend, colleague, teacher, coach and mentor. She enriched our practice as well as our lives.

A Safe and Permanent Family **for Every Youth**

Introduction

Casey Family Programs is the nation's largest operating foundation focused on safely reducing the need for foster care and building Communities of Hope for children and families across America.

As champions for change, we are committed to 2020: Building Communities of Hope. This is a nationwide effort to inspire, influence and inform long-lasting improvements to child welfare by safely reducing the need for foster care; creating opportunities for systems and communities to make smart investments that keep children safe and strengthen families; and supporting effective education, employment and mental health services for children in their communities.

On any given day in America, over 400,000 children are in foster care. For some children — those who suffer from abuse or severe neglect — a foster home provides a safe haven. But foster care is not always the best solution for vulnerable children. Removing children from their families and homes creates emotional distress and can bring about long-lasting traumatic responses. It should be avoided whenever it is safe and possible to do so. Youth who age out of foster care often have poorer outcomes as adults than those who are a part of a safe, permanent family. Some vulnerable children can be better served by remaining safely at home while their parents receive the services and supports they need to care for them successfully. If a youth needs to be removed from the family because of abuse or neglect, relatives must be the first consideration for immediate care.

Through early intervention efforts, we can concentrate services and supports on preventing children and youth from entering the child welfare system. For those children already in foster care, we must work with families to make their homes safe so they can be reunited with their parents. If that is not possible, we must work urgently to find them other safe, loving and permanent families.

Across the nation, many child welfare agencies are working to better serve vulnerable children and strengthen families. To effectively address these challenges, we must also address the broader issues that families and their communities face. We work toward building Communities of Hope where neighborhoods are safe and supportive, families are strong and, as a result, all children have the opportunity to live their lives to the fullest potential.

> …my social worker is willing to step inside my world so they put themselves in my shoes. They try to see the world through my eyes almost.
>
> — YOUTH, FROM FOCUS GROUP, 2015

What is Child and Family Services?

Jim Casey founded Casey Family Programs as a direct-service foster care program based on his belief that all children and youth need a safe and stable family. Today, Casey Family Programs includes nine field offices in five states — Arizona, California, Idaho, Texas and Washington — that continue the original work of the foundation. Child and Family Services (CFS) is the arm of the foundation that operates those field offices. CFS also has an office in Denver that is the home of Casey's Indian Child Welfare Programs, a team that focuses on child welfare issues in Indian Country and in state systems across America.

CFS staff honor the voice of youth and families throughout service delivery and work alongside public and tribal child welfare systems and the courts in each of the communities we serve. We assist those communities so that more youth and families can achieve safe and sustainable permanency and improved well-being. We work to advance jurisdictional and tribal practice and policy changes that are aligned with these efforts. Staff also engage the judiciary in court improvement efforts aimed at timely exits to permanency, alternatives to foster care, child well-being and effective implementation of the Indian Child Welfare Act (ICWA).

In addition to direct service work, CFS staff collaborate with Casey's Systems Improvement staff to provide consultation to jurisdictions and tribes across the country to support efforts to improve practices. In this role, CFS staff engage with child welfare and other stakeholders about effective practices, facilitating their implementation through technical assistance, training and coaching. CFS approaches this work with a spirit of humility and equal partnership, sharing what we have learned and learning from those with whom we work.

CFS is committed to demonstrating effective child welfare practice and sharing our experiences and lessons learned with jurisdictions, tribes and providers. We do this through national, state and local partnerships. We regularly evaluate our work through continuous quality improvement initiatives to add to our evidence base of effective and promising practices. We believe the greatest value of practice consultation is sharing and increasing our own learnings. Our hope is that the knowledge we share and the work we demonstrate will impact child welfare systems so that more families remain intact or, if children have been removed from the family, they are reunified safely and quickly or achieve permanency through guardianship or adoption. We envision a system in which no youth will age out of foster care.

In the communities where CFS works, we have the privilege to partner closely with local public and tribal child welfare jurisdictions, other agencies that serve children and families, and community leaders to develop interventions that address local challenges. We tailor our approach to the needs of each community and remain flexible as the needs of the community evolve. We use data to better identify and understand community dynamics, including disparate outcomes where they exist. We seek to understand the impact of historical and generational trauma and convene stakeholders to work in partnership to address community needs. We view each community we work in as a Community of Hope and we embrace our shared responsibility for ensuring that hope is realized for all.

About this Practice Model

Jim Casey understood and promoted the significance of family and maintaining consistent ties to relatives, communities and cultures to support the healthy development and identity formation of children. He strongly believed that healthy, sustained relationships are critical for children, and he applied those values in developing an agency that would emphasize relational engagement.

> …the Practice Model helps provide a common language and tools that guide our work….we [become] united as a team as this model provides clarity about our values and expectations.
>
> – STAFF, FROM LISTENING SESSION, 2016

We practice according to the core principles of the Indian Child Welfare Act, as we believe the values inherent in the act are the gold standard of child welfare for all children and families. Our practice is family-centered, an approach to direct service that recognizes that families know their own challenges and needs and the solutions to overcome them. We believe in the uniqueness and inherent dignity of each family and the individuals who make up that family. Consistent with the family-centered approach is our belief that children are best served in the context of family and that families are best served in the context of their communities and cultures.

The practice model outlines strategies and interventions that advance legal and relational permanency for the youth we serve and improve their safety and well-being while strengthening families and communities. It was developed with input from CFS staff, youth, biological parents, resource families and community partners. Our practice is predicated on over 50 years of direct service experience with a consistent focus on the needs of older youth. It remains aligned with our founder's vision that all youth need a safe and stable family.

Our work builds on the collective wisdom of the children, youth, young adults, families, resource parents, staff and partners who have worked with Casey Family Programs over the years. It incorporates a number of CFS practice frameworks and models that outline the evolution of our direct service practice, such as Identity Formation in a Society of Multiple Cultures, Roots of Permanency and No Time to Lose: An Ecological Practice Framework for Youth Permanency.

This practice model integrates recent promising and evidence-informed strategies and other improvements in child welfare and related fields. The integrated suite of tools includes this practice model, our practice manual and universal practice standards, our functional assessments, our continuous quality improvement framework and an electronic case management system. This evolving infrastructure enhances the skill level and competency of our practitioners to effectively serve youth and families using a consistent and individualized approach. It strengthens our ability to identify and demonstrate effective practices for accelerated permanency and well-being outcomes for youth.

CFS Outcome Goals

Child and Family Services, in the provision and demonstration of direct service practice and in work with community and tribal partners and stakeholders, operates within this practice model to achieve the outcomes described below. These outcomes are interrelated in that the achievement of child and family well-being includes ongoing safety and lifelong permanency.

Youth will be safe and feel safe

To be well, youth must not only be safe but must feel safe. A primary focus of our work is strengthening safety for children and youth with their family and in their community. When children are safe and their risk of future harm is reduced, we have the opportunity to prevent the need for legal dependency and to achieve more timely reunification. Permanency without safety is not acceptable. Safety at the expense of well-being or permanency is not acceptable. In our efforts to ensure ongoing child safety, we adhere to this holistic approach and measure this critical outcome objectively.

All youth will be legally connected and feel connected to their family, community and culture

It is possible for every child and youth to be safe, stable and raised in a family that is legally their own, where they can grow and thrive. Connection to family, community and culture creates relational permanency that ensures there are adults who are reliable and committed to the youth throughout their life.

We work diligently and respectfully, with the highest degree of urgency, to secure both legal and relational permanency. This is especially critical for older youth who otherwise would age out of foster care without family to rely on as they establish themselves as young adults. No youth should grow up in the system, and our goal is that no youth in our direct service practice will age out of foster care.

We believe that “active efforts” as defined in the Indian Child Welfare Act are the minimum standard for practice that we characterize by the urgent and relentless pursuit of improved outcomes for all youth and families. In our active efforts, we collaboratively engage in individualized, family-centered and culturally responsive practices to keep children safe, with their families, in their communities and connected to their cultures.

Youth and family well-being will be evident in their health, relationships, school and work

Families are supported in their unique transformational journeys to create a safe, secure and responsive environment that provides for youth to be healthy, learn in school, be able to work and have healthy lives as members of their unique community and cultural identity. In addition to our focus on safety and permanency, we understand the need for the youth’s physical and mental health, emotional and social development, life skills, and educational and vocational skills. We work to support family well-being through the development of protective capacities and supportive networks and by addressing parental challenges related to economic self-sufficiency, trauma and emotional well-being. Promoting wholeness, personal agency and hope is central to our work.

CFS Practice

CFS direct services provide clinical case management for youth and families who need help attaining or maintaining permanency and for young adults who experienced foster care who are transitioning to adulthood. Clinical case management is characterized by the intentional use of self in relationships with youth and families in a values-based approach that supports, guides and facilitates the youth and family through the process of change. Clinical case management allows for, and assumes, the use of different approaches and strategies, because the strengths and needs of every youth and family differ.

Our priority population is older youth who tend to face more barriers to permanency and are at risk of aging out of the foster care system without the numerous benefits of a safe and permanent family. Initially, all youth and families are referred to us through a written agreement from the local child welfare jurisdiction, independent living program provider or tribe. All nine CFS field offices provide clinical case management services, and five of those offices also provide licensed foster care services, which include resource family recruitment, training and supervision.

Our Practice is Built on Our **VALUES**

The Indian Child Welfare Act is a federal law applicable to states when tribal children and families are in the state child welfare system. Casey Family Programs believes that the principles of ICWA are the gold standard of child welfare practice. We have adopted the principles in our practice with all children and families and endeavor to achieve them in all the work we do.

These principles state that, first and foremost, children should remain with their families when it is safe to do so. Should removal be necessary, relatives should be supported to care for them, and "active efforts" for reunification should be provided so that families can be reunified safely. If this is not possible, permanency through guardianship or adoption (legal or customary) should be pursued, first with kin and then with non-related caregivers. Throughout these efforts, attending to a child's cultural identity and connection with community and culture is prioritized as an important factor for resilience and well-being. These principles also emphasize the impact of historical trauma and institutional racism.

The principles of ICWA have been part of Casey's practice for years and are embodied in the values of the CFS practice model. The explicit adoption of these principles as the gold standard allows Casey Family Programs to demonstrate why ICWA should be implemented, and how it can serve all children and families in the best possible ways.

> American Indian and African American children enter foster care at a higher rate than the general population.

Family-Centered and Community-Based

Youth, families and communities are the center of our individualized work. Our services actively address needs and build on strengths and community resources, with a focus on establishing enduring connections. We prioritize keeping children with their relatives, keeping siblings together and maintaining youth in their local school and their geographic and cultural communities. We believe that youth and families are the experts in their own lives. With that belief comes the responsibility of honoring and elevating their voice throughout our time together and supporting them to continue to be effective self-advocates throughout their life.

Our work demands — and is based on — a strong understanding of identity formation, family systems and the importance of valuing the cultural context of the individual and family experience. We make every effort to practice cultural humility and awareness of oppression and bias and to actively challenge racism and other institutional barriers.

> …they're always just, you know, guiding me in the right direction, pushing everything where it should be, making everything fall into place, sort of like Tetris.
>
> – YOUTH, FROM FOCUS GROUP, 2015

In our pursuit to attain legal and relational permanency, our first priority is to reunify youth with their birth family. If that is not possible, our next priority is to place youth permanently with kin or fictive kin. If that is not an option, we work together to find another permanent family and actively pursue guardianship, adoption or customary adoption wherein custody is permanently transferred. We rigorously use family finding strategies to identify maternal and paternal birth family and other adult relationships significant to the youth or family, as well as support relatives who may need services in order to assume care of the child. This includes help navigating relationships with birth parents. Our goal is to help youth understand and come to terms with their birth family relationships, whatever they may be. Our work with relatives and fictive kin is driven by an abiding respect for the unique role relatives play in the lives of children and families. Our commitment to relatives and other extended family has always been a central and espoused value within CFS practice.

Local foster homes are essential for youth to maintain a continuity of schools, providers and participation in their community. As we recruit, train and support our resource families, we emphasize their role as partners in our goal to attain legal and relational permanency. We encourage them to respect and facilitate birth family connections and relationships and to participate in co-parenting arrangements, when appropriate. When biological families are unable to assume their role as primary caregivers, we work with foster parents to consider adoption or another form of permanency.

In addition to our foster care services, we provide prevention and post-permanency supports to children and families at risk of entering or re-entering the child welfare system. This practice is also a gold standard principle of "active efforts" inherent in ICWA to prevent re-entry. We also support young adults who have aged out of foster care in developing and maintaining permanent connections and making a successful transition into adulthood. In all these efforts, we are mindful of honoring the perspective of the youth and family as the primary drivers of the work.

Relationship-Based With Teamwork

CFS social workers develop relationships with families that are built on transparency and a shared understanding of strengths, needs and desired outcomes. We recognize that effective

teamwork is essential to success. This includes both child and family teaming, and teaming with local community partners to ensure adequate resources and effective coalitions. Effective partnerships with the local jurisdiction or tribe are a hallmark of our work and are pivotal to the achievement of outcomes and our broader system improvement efforts.

It is our responsibility to build and strengthen the relationships among youth, birth families, extended families, treatment providers, public agency workers and resource families. In addition, we build relationships with other professionals in the lives of youth and in the communities in which they live, and we pursue quality clinical consultation on an ongoing basis. The voices of youth and families are central to planning and permanency decisions, and so they must be fully engaged to effectively address the issues that may undermine healthy functioning. We recognize that teamwork is a discipline that requires skill, intent and time.

Strength-Based, Participatory and Empowering

Together with the youth and family, we carefully plan the best course of action to end the need for child welfare intervention. We make the environment safe so that youth and families can share their stories of struggle, challenge and hope. We use tools and strategies to help identify and build on their strengths, clarify their understanding of their involvement with the child welfare system and create their vision of what can successfully end that intervention. We build on their responses to help motivate the changes needed and evoke a shared vision of success and the steps necessary to achieve it. We help them build networks and identify resources they can continue to access after our services have ended.

Culturally Responsive

We honor the unique culture of each youth and family, including racial and ethnic identity, sexual orientation, gender identity and gender expression, and religious or spiritual beliefs. We do this by intentionally practicing cultural humility. We recognize that positive cultural identity is an essential component of permanency and prevention planning and promoting the well-being of youth and families. In our work with youth and families of color, we strive to mitigate disproportionate representation and disparate outcomes. When working with American Indian and Alaska Native youth and families, we draw upon the knowledge of our internal Indian Child Welfare Programs staff to consistently fulfill the obligations under ICWA.

> Our measure of success … will be the degree to which you build up others to work with you. While building up others you will have built up yourself.
>
> – JIM CASEY

An increasing number of children in care are placed with relatives.

We recognize and honor working across race, ethnicity, gender, sexual orientation, gender identity and gender expression, class and other differences as an opportunity. We work to understand how our cultural differences play a role in our communication, supervisory and management styles, and in our work with youth and families, colleagues and partners. We use tools and concepts to draw on our differences to the benefit of the larger group and enhance our work and communication, addressing challenges as they arise. Moreover, we are aware of the dynamics of privilege and oppression and are mindful of how these dynamics play out in our work with youth and families and with one another. We endeavor to create an environment that respects our multiple identities, the intersectionality of those identities and facilitates the bridging of differences where they exist.

Stewardship of Foundation and Public Funds
We make strategic and fiscally responsible decisions for sustainable and lasting contributions at all levels of our work. We use our resources judiciously and highlight return on investment so that the broader impact of improving youth and family outcomes can be demonstrated.

We **APPROACH** Practice As If Each Child or Family Was Our Own

Urgent
We have no time to lose to secure the benefits of a safe, loving and nurturing family for every youth. We regularly review and evaluate the status of each youth or family and their progress toward permanency to ensure that barriers to a permanent family are being addressed promptly and that new strategies are tried, if needed. However, urgency to achieve permanency cannot supersede the need for safety and well-being. We pursue all three of these goals simultaneously, knowing that the loss of time results in poorer outcomes.

Relentless
We tenaciously pursue each step toward permanency, safety and well-being. CFS primarily serves youth with difficult and/or multiple challenges to achieving permanency. The work we do demands innovative and persistent “barrier busting,” often including courageous and diplomatic challenging of assumptions, authority and policy.

Trauma- and Healing-Informed

Trauma is often inherent in the circumstances that involve youth and families in the child welfare system. In some instances, trauma related to abuse, neglect or loss is severe and has gone unaddressed for significant periods of time. The child welfare system itself can create additional trauma related to frequent moves, loss of sibling and other relative contact, and loss of community. Understanding the impact of trauma and what is needed to heal is the lens through which we view our work. We are committed to engaging caregivers, partners, communities and staff in creating trauma- and healing-informed services and supports. Our practice assumes that trauma may impact client functioning and overall development. In our partnerships with youth and families, we work to ensure we are consistently trauma-responsive.

We are committed to understanding the effects of trauma experienced by youth and families and use tools and interventions that best meet their unique needs and foster healing. These tools and approaches include neurodevelopmental assessments and interventions, storytelling, addressing grief and loss, and occupational and animal-assisted therapies. When indicated, we connect youth and families with evidenced-based trauma treatments offered by community providers. We also understand that trauma is cumulative over time and seek to fully comprehend the impact of both generational and historical trauma, including the impact of racism, discrimination and cultural bias that persists in many communities and causes immeasurable harm.

We are also committed to addressing vicarious trauma because of its impact on staff. We believe it is essential to provide organizational supports to respond to compassion fatigue, burnout and other forms of secondary stress. Whether considering youth and families, staff or the many partners with whom we work, we recognize the inherent strengths and capacities of individuals and communities and we focus efforts on building resilience and hope.

> Birth family and kin work is where we shine as an organization; we keep kin connections; we value family.
>
> – STAFF, FROM LISTENING SESSION, 2016

Innovative and Evidence-Informed

We practice according to the most recent available information and research and contribute to the development of new information and research about what works. We train staff on those practices that have demonstrated promise, innovation and effectiveness. We diligently monitor the progress of youth and families during service delivery, including obtaining client feedback on our services and those services provided through our referrals.

In some instances, practice decisions are not clearly guided by research. In these situations, we rely on our values and principles, fundamentals of social work practice, practice-based evidence, teamwork and supervision. In addition, we adhere to Council on Accreditation standards and the National Association of Social Workers Code of Ethics.

Integrated

We encourage and equip our staff to use a variety of appropriate and effective strategies and tools throughout the time we serve a youth and family. These strategies and tools include those that staff have found to be effective based on practice-based wisdom and those supported by the evidence base. For those evidence-based strategies that require fidelity to a model, we ensure that the standards for practice and training are developer-approved. We do our best to weave all our work together in ways that create a consistent and coherent practice tailored to the needs of each client and to be transparent and engaging so that youth and families are respected as equal partners.

Our **PROCESS** For Case Management and Service Delivery is Individualized

Accurate Ongoing Assessment

We believe assessment begins at the first point of contact with the youth and family and continues until our work with them has ended. Our assessment is strength-based, developmentally sensitive, culturally responsive and trauma-informed to identify the underlying needs and strengths used to inform individualized service planning. We use either the Child and Adolescent Needs and Strengths (CANS) or Family Advocacy and Support Tool (FAST), which are evidence-based, comprehensive functional assessment processes based on a communication framework. This functional assessment allows for the integration of information from various sources and is finalized with input from all members of the multidisciplinary team. Youth and caregivers are key contributors, as are others who have relevant evidence to inform the assessment. This approach is grounded in youth- and family-centered practice that encourages transparency, collaboration and communication. While this provides a basic structure for assessment, it also encourages collaboration and supports the relationships among the youth and family, the CFS social worker and other individual team members, which is critical to valid, ongoing assessment and informed planning.

Effective Planning

Action planning follows from the assessment of strengths and needs and is a participatory process that takes into account youth and family development as well as the culture and values of the family. Action plans are individualized and behaviorally specific, with clearly identified, measurable and time-limited goals, objectives and action steps. The finalized action plan is approved by the client, the CFS social worker and supervisor, and the child welfare jurisdiction worker. Action plans are reviewed and modified as needed.

Efficient Service Delivery

Services are delivered in a team-based approach characterized by coordination, collaboration and shared decision-making. Services are regularly reviewed and updated through formal reviews and frequent contact with the client, service providers, jurisdiction worker and others important to the

family. Services are tracked in the CFS case management system to help the social worker and the larger organization monitor the progress of youths and families on their path to permanency, safety and well-being.

Equal to our emphasis on ensuring that every youth attains permanency is our emphasis on ensuring that each youth and family is prepared to succeed without further child welfare intervention. Post-permanency planning is ongoing throughout our work with every family. Based on individual circumstances, post-permanency support may also be provided.

Organizational Support

We believe that for us to be successful in our work, our organizational culture must mirror the values and practice strategies that guide the work we do with youth, families and community partners. Important components of our organizational support, which we consistently strive to attain, are outlined below.

Qualified Workforce

We actively recruit and hire staff who share our values, reflect the diverse cultures of those we serve, and are open to opportunities to examine and improve their awareness, knowledge and skills. The administrative acumen, educational background and clinical skills of our supervisors are critical to guide and support direct service. Staff roles are well-defined, and work assignments, caseloads and supervisory ratios are manageable and in accordance with accepted standards.

CFS social workers are supported by training and strength-based supervision that focuses on applying family-centered principles, critical thinking skills and trauma- and healing-informed practices. Supervision within CFS balances oversight, clinical consultation, reflections, ongoing staff development and provision of needed supports to address the impact of secondary trauma. Supervisors use coaching and consultation methods to develop their team's skills, understanding and capacities to foster courageous and innovative approaches.

We ensure both initial and ongoing training and coaching for all staff to enhance learning and skill development. Staff training curricula are designed to teach comprehensive and integrated approaches to practice. Coaching reinforces the implementation of new learning. We also encourage shared training and peer learning within CFS and with other partners and stakeholders.

Data-Driven Accountability and Continuous Quality Improvement

CFS makes every effort to create a culture of ongoing learning that is respectful of the diverse communities we serve. All CFS staff are accountable for our outcomes and continually seek ways to improve them. We employ data-driven strategies to ensure that all CFS staff have timely information to participate constructively in a continuous quality improvement process. Our learning informs our direct service work and benefits Casey and the broader child welfare system. We also bring attention and support to areas where critical data are missing, especially in American Indian and Alaska Native communities and communities of color.

Required data entry into our electronic data collection system allows us to monitor the progress and permanency status of an individual client. In addition, it allows us to aggregate that information for reports that are relevant for workers, supervisors or field offices, as well as the organization as a whole. Special tools and reports are used to look more closely at subpopulations and the effectiveness of a particular service, and to evaluate programs. Comparable jurisdiction information is made available as well.

We use both quantitative and qualitative analytic strategies, because we recognize the combined impact of both numbers and stories in understanding the youth and families we serve. We regularly use data when engaging with the staff to look in depth at a particular element or population in our practice. We identify successes and barriers to learn where and how we can improve. We are committed to bringing our practice values together with data to drive improvements. This includes regular consideration of disproportionality and disparities and the potential impact of bias inherent in the data and in its interpretation.

We focus on continuous quality improvement (CQI) and conduct regular reviews with field offices to ensure that our work is consistent with our practice model, in accordance with Council on Accreditation and local jurisdiction standards, and to ensure we are achieving the intended outcomes. Staff from across CFS participate in these reviews, because we understand that peer review is a critical process to help facilitate mutual learning. We routinely engage youth, families and stakeholders in our CQI efforts, as their feedback is essential in shaping our ongoing practice development.

Leadership

Our work is driven by our commitment to collaboration and innovation and to our unwavering commitment to children, youth, young adults and families. The function of those in CFS leadership and headquarters support positions is to ensure that practice expectations are clearly defined and to support and facilitate practices that improve outcomes for the youth and families we serve. This work includes:

- Collaboratively establishing a vision for practice in CFS
- Fostering the development of a positive organizational culture
- Aligning resources to promote and support our practice
- Reducing barriers so that social workers and other direct service staff can practice according to our model
- Providing ongoing, constructive feedback on progress
- Making improvements based on data and evidence

Leadership is everyone's responsibility at CFS. The success of our practice depends on every worker, supervisor, manager and administrative support person taking collective ownership of the work and the outcomes we are striving to achieve.

Conclusion

Jim Casey is recognized as having been a great humanitarian. In our day-to-day work, we hope to emulate his drive, passion and dedication to the children, youth, young adults, families and communities we serve. Jim Casey also is recognized as a person who got things done. As we implement this practice model, we also heed his words: "Inspiration and enthusiasm are of little value unless they move us to action and accomplishment."

Organizational Support

Practice

Youth *and* Family *in* Community

Outcomes

Youth and family well-being is evident in health, relationships, school and work

Youth are safe and feel safe

Youth are legally connected and feel connected to their family, community and culture

Values
- Family-centered
- Relationship-based
- Participatory
- Culturally responsive
- Stewardship

Approach
- Urgent
- Relentless
- Trauma- and healing-informed
- Innovative and evidence-informed
- Integrated

Process
- Individualized
- Accurate, ongoing assessment
- Effective planning
- Efficient service delivery

Qualified workforce

Data-driven accountability and continuous quality improvement

Leadership

A **SAFE** AND **PERMANENT** FAMILY FOR EVERY YOUTH

Appropriate supports could prevent the need for foster care for many of the 3 million children annually involved in maltreatment investigations.

Casey Family Programs

Casey Family Programs is the nation's largest operating foundation focused on safely reducing the need for foster care and building Communities of Hope for children and families across America. Founded in 1966, we work in all 50 states, the District of Columbia and two territories and with more than a dozen tribal nations to influence long-lasting improvements to the safety and success of children, families and the communities where they live.

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