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Implementing the Protocol for Safe & Affirming Care Request for Applications

The eQuality Project at the Center for Children & Youth Justice (CCYJ) is seeking to partner with juvenile courts, child welfare agencies, homeless youth service providers, and/or related systems of care to implement the [Protocol for Safe & Affirming Care](#) (Protocol) in up to six expansion sites. This expansion follows the successful completion of the pilot implementation in King and Spokane Counties.

This document provides an overview of the implementation components and a summary of anticipated roles and responsibilities, as well as the process for applying to be a site. We will give priority consideration to applications received on or before October 26, 2018.

Note that CCYJ's eQuality Project provides training, technical assistance, and data support at no cost to its partners.

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1. Contact Information

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2. Background

Center for Children & Youth Justice

The Center for Children & Youth Justice (CCYJ) is a non-profit, 501(c)(3) organization with a mission to improve outcomes for children and youth in the child welfare and juvenile justice system by improving practice, programs, and policy. It accomplishes this mission through forming collaborative partnerships within these systems, designing and piloting innovations, and spearheading widespread adoption of innovations that have demonstrated success. For more information, please visit: <https://ccyj.org/>.

eQuality Project

The mission of the eQuality Project is to create safer and more affirming juvenile justice and child welfare systems for lesbian, gay, bisexual, transgender, queer, and questioning (LGBTQ+) youth. Launched in 2013, it began as a research effort on the experiences of Washington's LGBTQ+ systems-involved youth. This research culminated in the report, [Listening to Their Voices: Enhancing Successful Outcomes for LGBTQ Youth in Washington State's Child Welfare and Juvenile Justice Systems](#). The report highlights the need for safer and more affirming care.

Following [Listening to Their Voices](#), eQuality engaged hundreds of systems professionals, as well as caregivers and youth, in the development of the [Protocol for Safe & Affirming Care](#). The process for developing the Protocol spanned the entirety of 2016, involving a comprehensive review of existing guidelines, a survey of professionals in the systems, and a series of four regional mini-summits across Washington for multi-disciplinary groups of stakeholders.

The Protocol provides guidelines for systems professionals, volunteers, and caregivers for creating safer environments and better supporting LGBTQ+ youth. For a more detailed background on [Listening to Their Voices](#) and the development of the Protocol, please see page 11 of the Protocol. For a complete list of the stakeholders who contributed to its development, please see page 5.

Pilot Implementation of the Protocol for Safe & Affirming Care

From Spring 2017 through Summer 2018, eQuality piloted implementation of the Protocol in three sites: King County Juvenile Court, Spokane County Juvenile Court, and the Adolescent, Legally Free, and Indian Child Welfare Act units of the Spokane office of Children's Administration. MEM Consultants evaluated the pilot and provided a [final evaluation report](#). This experience and evaluation provide valuable lessons and insights for expansion.

Additionally, the leads from each of the pilot sites and the eQuality Project Manager participated in the Georgetown University McCourt School of Public Policy's Center for Juvenile Justice reforms inaugural Supporting LGBTQ Youth Executive Certificate Program¹ in Fall 2017. The pilot has operated in conjunction with this program. This provided eQuality and the pilot sites over 30 hours of comprehensive training from national experts and access to these experts going forward. Certification has enhanced our expertise and ability to serve as a resource for Washington.

3. Commitment of Implementation Sites

Sites commit to participate in all 10 of the implementation components, as outlined in Section 5 of this document. This includes training, the formation of a core team of LGBTQ+ leads, and the use of a SOGIE questionnaire. This commitment extends from December 2018 through January 2020.

4. Benefits of Participation

Future implementation sites can expect the following benefits of participation, among others:

Improve the Lives of All Youth in Your System

Safer and more affirming systems benefit all youth. LGBTQ+ youth benefit when systems professionals are aware of how youths' sexual orientation, gender identity, and/or gender expression impact their experiences. They also benefit when they are connected to appropriate resources in their communities. All youth benefit as system professionals build their capacity to provide individualized supports and see that your system is one that respects all identities.

Increase Access to Resources for Youth

CCYJ will build and maintain a customized LGBTQ+ resource map for your region, assist in connecting youth with community-based providers, and serve as your link to a statewide network of LGBTQ+ affirming providers. This will make it easier for staff to connect youth to resources.

Comprehensive Training for Your Staff

CCYJ will provide comprehensive initial training on supporting LGBTQ+ youth for staff and follow-up trainings as needed.

¹ For more information, see: <http://cjr.georgetown.edu/certificate-programs/supporting-lgbtq-youth/>

Receive Ongoing Technical Assistance

CCYJ will provide technical assistance and linkage to a network of similarly situated professionals, throughout the nation, working to improve services for LGBTQ+ youth.

Build Internal Capacity

Through the development of core teams, you will develop internal LGBTQ+ leads that can support other staff.

Collect Better Data

Through the use of the SOGIE (Sexual Orientation, Gender Identity, and Gender Expression) questionnaire and CCYJ's support in data-entry and analysis, you will collect more robust data on the youth you serve.

5. Implementation Components

Core Components

The following are the core components necessary to begin implementing the Protocol. Each component will require collaboration between the implementation site and CCYJ. Additional components may be necessary depending on the unique circumstances of each site. They are listed in approximate sequential order.

Component	Description	Rationale
1. Formal Commitment of Leadership	Site leadership commits to the implementation through an agreement with CCYJ.	<ul style="list-style-type: none">• Implementation of the Protocol will not be successful without buy-in from leadership.• Leadership should require site to participate in the implementation by leadership.²
2. Designate Lead(s) and Core Team	Site leadership designates one or more leads for the implementation as well as a core team. The leads and core team will serve as a liaison to CCYJ and other sites, attend additional training (see below), and serve as an internal resource for their colleagues.	<ul style="list-style-type: none">• An internal team is critical to sustainable change.• Not every staff member has the capacity to develop a higher level of expertise on serving LGBTQ+ youth; however, the core team will ensure every staff member has a colleague to whom they can go for assistance.
3. Baseline Survey	CCYJ administers a short questionnaire to assess the basic knowledge and skill of professionals who will participate (Pilot Participants).	<ul style="list-style-type: none">• Provides baseline upon which we can measure success of trainings and supports.• While a third party evaluator will not be involved, CCYJ will conduct basic analysis.

² Sites may select particular units or departments to participate in implementation and exclude others. Determination of whether a staff member participates should be based on their role. For example, if a juvenile court committed to participating in implementation in its probation department but not detention, then participation in implementation should be required for all probation staff.

Component	Description	Rationale
4. Orientation	CCYJ provides a 60 to 90 minute presentation on the Protocol and introduction to key concepts and language related to sexual orientation, gender identity, and gender expression (SOGIE), followed by a short post-orientation evaluation.	<ul style="list-style-type: none"> • Provides participants with an understanding of how the Protocol was developed and introduction to basic concepts. • Participants will likely be more invested if they understand how the Protocol was developed and the rationale for it. • The evaluation provides data on effectiveness of the orientation.
5. LGBTQ+ Training	A contracted, community-based trainer provides a three to four hour skills-based training, followed by a short post-training evaluation.	<ul style="list-style-type: none"> • Training provides the foundation for the implementation of the Protocol. • The training should be provided by a local service provider who is familiar with the community; this provides an opportunity for systems professionals to not only be trained, but also connect with a critical resource in their community.
6. Sexual Orientation, Gender Identity, and Gender Expression (SOGIE) Questionnaire Training	CCYJ and the Site Lead, supported by Core Team members, provides a 60 to 90 minute training on how to administer the SOGIE questionnaire (see below) and the internal process for collecting the questionnaire.	<ul style="list-style-type: none"> • Provides participants with the skills to administer the questionnaire. • Allows participants to ask questions and practice using the skills learned from their local community-based providers. • Provides participants a clear understanding of the process for administering the questionnaire.
7. Administer the SOGIE Questionnaire	Selected participants administer the questionnaire to youth served within designated units/departments.	<ul style="list-style-type: none"> • Provides youth the opportunity to discuss their SOGIE and other important information in a safe and affirming environment. • Provides a clear message to youth that the site values LGBTQ+ youth. • Allows participants to get to know youth better and, in turn, provide/refer them to better services. • Provides systems and policy makers with critical data on the SOGIE of youth.

Component	Description	Rationale
8. eQuality Core Team Meetings	CCYJ, leads, and core team members from all implementation sites attend a 60 minute virtual meeting every other month to discuss questions and concerns and learn from a mini-training.	<ul style="list-style-type: none"> • Encourages continuous engagement with the project. • Allows core teams to collaborate with others to troubleshoot challenges. • Develops expertise of Core Team members.
9. Internal Meetings/ Trainings	As desired within each implementation site, core team members share knowledge with colleagues.	<ul style="list-style-type: none"> • Encourages organization-wide service improvement for LGBTQ+ youth. • Encourages sustainability of project activities.
10. Follow-up Trainings	CCYJ or a contracted trainer provides trainings in response to identified needs/concerns.	<ul style="list-style-type: none"> • Ensures responsiveness to participants' and youths' needs. • Promotes continuous engagement with the project.

Additional Proposed Components

The following are recommended additional components. Subject to available funds and partner capacity, CCYJ may request partner participation.

Component	Description	Rationale
1. Provider/Participant Meet and Greet	CCYJ will host a reception of local service providers for participants to meet.	<ul style="list-style-type: none"> • Facilitates a referral pathway for participants and service providers • Provides opportunity for participants to know service providers will provide safe care for youth.
2. Annual In-Person Core Team Meeting	CCYJ will host a one-day in person meeting for all core team members, across all sites.	<ul style="list-style-type: none"> • Fosters team-building and collaboration beyond online meetings.
3. Youth Feedback	CCYJ and site will gain youth feedback through anonymous surveys and/or focus groups pending any IRB concerns.	<ul style="list-style-type: none"> • Youth voice is a critical component of any initiative.

6. Roles, Responsibilities, Resources, and Expectations

Roles and Responsibilities

The following table outlines roles and responsibilities and is organized by implementation component.

Component	Center for Children & Youth Justice	Implementation Site
1. Formal Commitment of Leadership	<ul style="list-style-type: none"> Provides information to implementation site leadership on all aspects of implementation. Connects implementation site to other sites for additional information and perspective. 	<ul style="list-style-type: none"> Commits to implementing core and any other mutually agreed upon components for at least one year. Commits to conveying importance of implementation to staff and requiring staff to participate. Commits to working collaboratively with CCYJ and other sites.
2. Designate Lead(s) and Core Team	<ul style="list-style-type: none"> Provides guidance on selecting a lead and core team members. Creates and maintains a listserv for leads and core team members. Commits to being available to core team members for technical assistance. Commits to facilitating a relationship with other leads and core teams. 	<ul style="list-style-type: none"> Designates a lead. Designates core team members (number will depend on site). Commits to allocating adequate staff time for lead and core team members to attend trainings and meetings, as well as for them to support their peers.
3. Baseline Survey	<ul style="list-style-type: none"> Develops a short online or paper survey for site staff. Administers survey through core team. Provides incentive prizes for those who complete (e.g. gift cards). Analyzes survey results and provides to core team. 	<ul style="list-style-type: none"> Strongly encourages/requires staff to participate in survey. Assists in administering the survey.
4. Orientation	<ul style="list-style-type: none"> Facilitates orientation. Administers evaluation. Can provide multiple orientations to smaller groups if that is preferable. Provides all materials. 	<ul style="list-style-type: none"> Requires <i>all</i> staff to participate and allocates time for them to do so. Provides venue.
5. LGBTQ+ Training	<ul style="list-style-type: none"> Secures contract with a community-based organization to provide training. Administers evaluation. Pays for trainer. Provides on-site assistance with/participates in training. 	<ul style="list-style-type: none"> Requires <i>all</i> staff to participate and allocates time for them to do so. Provides venue.

6. Sexual Orientation, Gender Identity, and Gender Expression (SOGIE) Questionnaire Training	<ul style="list-style-type: none"> • Co-facilitates training with core team, focusing on the substance of the questionnaire. 	<ul style="list-style-type: none"> • Develop, in consultation with CCYJ, procedures for administering SOGIE questionnaire and presentation. • Co-facilitates presentation with CCYJ, focusing on internal procedure portion. • Provides venue. • Requires at least all staff that will be administering the questionnaire to participate.
7. Administer the SOGIE Questionnaire and Collect SOGIE data.	<ul style="list-style-type: none"> • Provides SOGIE questionnaire. • Provides ongoing technical assistance. • Provides data entry and secure data storage. • Provides quarterly data reports and an annual report. • Fulfills requests for specialized reports or data summaries. 	<ul style="list-style-type: none"> • Identifies units/departments in which SOGIE questionnaire will be administered. • Requires staff in those units/departments to administer questionnaire on all youth within a select age range (e.g. 12 and over). • Develops, in consultation with CCYJ, an internal policy for administration and collection of data. • Collects completed questionnaires and sends to CCYJ for data entry. • Provides, through core team, internal technical assistance to staff. • Informs CCYJ of issues, concerns, and questions with process.
8. eQuality Core Team Meetings	<ul style="list-style-type: none"> • Hosts online core team meeting every other month, including scheduling and development of content. • Documents concerns and questions raised in each meeting and shares with core team. 	<ul style="list-style-type: none"> • Core team attends and actively participates in meetings. • Core team solicits feedback, questions, and concerns from staff to bring to core team meetings. • Core team uses lessons from meetings in providing technical assistance to staff.
9. Internal Meetings/ Trainings	<ul style="list-style-type: none"> • Provides support as needed/requested. 	<ul style="list-style-type: none"> • Core team facilitates meetings/trainings at their discretion.
10. Follow-up Trainings	<ul style="list-style-type: none"> • CCYJ or a contracted trainer provides trainings in response to identified needs/concerns. 	<ul style="list-style-type: none"> • Communicates need for additional training to CCYJ. • Requires or encourages staff to attend depending on circumstances. • Provides venue.

Additional Expectations of Implementation Sites

In addition to the expectations outlined in the roles and responsibilities table above, sites should:

- Maintain a willingness to problem-solve, be creative, and innovative;
- Demonstrate a commitment to equity; and
- Agree to share and use data to inform strategies, performance, and system modifications.

Resources Provided by CCYJ

In addition to the services outlined in the roles and responsibilities table above, CCYJ will provide the following resources.

Resource	Description	Rationale
1. Protocol for Safe & Affirming Care	A comprehensive model protocol for providing safer and more affirming services to youth.	<ul style="list-style-type: none"> • This document is the foundation of the eQuality Project.
2. Safe & Affirming Posters and Buttons	Posters and buttons indicating a space is safe and affirming for display in public areas and offices that youth frequent.	<ul style="list-style-type: none"> • Visual indicators that a space is safe and affirming can help youth to feel more comfortable and open to discussing their identity.
3. Resource List and Map	Resource list of known LGBTQ+ supportive and affirming service providers in the site's community. Presented both in an excel spreadsheet and on a Google Map. In addition, sites will have access to legal resource database.	<ul style="list-style-type: none"> • Provides participants relevant local providers that are known to be safe for LGBTQ+ youth.
4. Quick Reference Materials	Lists of resources of supportive service providers for quick reference, as well as summaries of laws and policies (e.g. local school district policies).	<ul style="list-style-type: none"> • Provides participants practical resources to be used in everyday work. • Reinforces implementation of trainings topics.

7. Timeline

The following is a proposed timeline for implementation.

2018	
September - October	CCYJ Distributes Application <ul style="list-style-type: none"> • CCYJ is available to meet with interested courts and organizations.
November	Selection of Sites <ul style="list-style-type: none"> • CCYJ selects expansion sites.
December	Baseline Survey <ul style="list-style-type: none"> • CCYJ administers an online baseline survey to assess participants' skill and knowledge level prior to implementation. Orientation <ul style="list-style-type: none"> • CCYJ provides orientations to sites.

2019	
January	<p>Training</p> <ul style="list-style-type: none"> • CCYJ provides remaining orientations. • Training by community organizations. <p>Core Team Development</p> <ul style="list-style-type: none"> • Sites work with CCYJ to develop core teams. • New core team members/interested individuals can join January's core team meeting with original sites. <p>SOGIE Questionnaire Process Development</p> <ul style="list-style-type: none"> • CCYJ works with sites to develop internal process for administration
February	<p>SOGIE Questionnaire Training</p> <ul style="list-style-type: none"> • CCYJ and core team train all designated participants on the SOGIE questionnaire. <p>SOGIE Questionnaire Implementation (Continues throughout 2019)</p> <ul style="list-style-type: none"> • Sites begin administration of the questionnaire immediately after training.
March	<p>In Person Core Team Meeting</p> <ul style="list-style-type: none"> • Pending available funding, all core team members and leads will meet for a one-day, in person meeting.
April	First Quarter SOGIE Data Report Released
May	Online Core Team Meeting
July	Online Core Team Meeting
	Second Quarter SOGIE Data Report Released
August	No major activity other than continued administration of the SOGIE questionnaire and any internal core team meetings.
September	<p>Online Core Team Meeting</p> <p>Possible Follow-Up Training</p> <ul style="list-style-type: none"> • Follow-up trainings can be at any time, but this six-month point may be an ideal time to revisit. <p>Review Possibility of Extending</p> <ul style="list-style-type: none"> • Discuss possibility of extending through 2020 in advance of CCYJ's annual budgeting process.
October	Third Quarter SOGIE Data Report Released
November	Online Core Team Meeting
December	<p>Final Evaluation</p> <ul style="list-style-type: none"> • CCYJ will administer an evaluation of participants to determine change from baseline over the year.
2020	
January	<p>Annual SOGIE Data Report Released</p> <ul style="list-style-type: none"> • Summarizes SOGIE data collected in 2019. <p>Evaluation Report Released</p> <ul style="list-style-type: none"> • Summarizes the results of the baseline, orientation, training, and final evaluations.

8. Application Process

The following are the steps for applying to be an expansion site:

- Step 1: Review application materials, the Protocol for Safe & Affirming Care, the CCYJ eQuality Project Final Evaluation Report.
- Step 2: Schedule a meeting with the eQuality team as soon as possible by contacting Michelle Williams at MWilliams@ccyj.org or 206.696.7503 ext. 10. Our preference is to meet in person and we will be happy to travel to your location.
- Step 3. Submit a letter of interest to Michelle Williams at MWilliams@ccyj.org. The letter should include responses to the prompts below:
 - 1. Provide the Court/Agency/Organization name and name and contact information of director and lead contact (if applicable).
 - 2. Describe your interest in participating and your commitment to the principles of the Protocol for Safe & Affirming Care.
 - 3. Describe your goals for implementing the Protocol.
 - 4. Describe any anticipated challenges with implementing the Protocol and strategies you would use to overcome them.
 - 5. Describe any assistance you would wish to receive from eQuality (other than what is outlined above).
 - 6. List any concerns specific to the proposed timeline.

9. Selection Criteria

CCYJ will review and select expansion site candidates based on interactions with candidates in Step 2 (above) and through the letter of interest in Step 3 (above). Selection of expansion sites will be based on the following criteria:

- Commitment to the principles of the Protocol for Safe & Affirming Care;
- Willingness to problem-solve, be creative, and innovative; and
- Commitment from leadership to participate in all implementation components.