

ISP. Allow them to voice their frustrations, but then work with them to find solutions. Allow them to feel empowered and praise them for their hard work and dedication. Presentation will continue to be vitally important in keeping their morale boosted as they work with the child to improve difficult behaviors.

C. NO MOVES/ROCK (REAFFIRMING OUR COMMITMENT TO KIDS)

The Bair Foundation is committed to providing the most stable environment possible for the children we service. As a result, we firmly believe in a “No Moves” protocol once a child is placed in the home. To implement this protocol, we believe it is imperative to provide the Foster Family with the maximum amount of information about the child, so they will be fully prepared for the child’s arrival (as described in the Preparation for Placement section). Additionally, providing the foster family with an effective ISP further provides them with the necessary tools to best minister to the needs of the child. Research has shown that disruption of the placement impedes the healing process of the child. There have been many testimonies from children about the negative effect moving has had on them as well. All parties involved in the child’s life must be committed to the “No Moves” protocol – which, in turn, demonstrates dedication to the child.

We must constantly and consistently stress the importance of this commitment to the child. Disruptive behavior is expected, and therefore is not a justifiable reason to request a child be removed. These children need the tenacity of one family to stick with them. All members of the treatment team need to make a solid pledge to working with the child through all difficulties encountered. With this in mind, The Bair Foundation requires that foster parents sign a commitment statement for each child that enters their home. By signing the commitment statement, the foster parent(s) are acknowledging their determination to provide a positive, supportive environment for the child and will exhaust all avenues in order to furnish a stable home for the child. These avenues may include calling upon The Bair Foundation staff for assistance, guidance and support in times of crisis, and The Bair Foundation staff must be prepared and willing to answer those calls. Part of The Bair Foundation staff’s preparation includes having the mindset that the child will remain in the home, and realizing that your primary role during a crisis will be to calm all involved.

In addition to providing support during a crisis, part of the “No Moves” protocol involves ROCK (Reaffirming Our Commitment to Kids) groups. ROCK Groups are held quarterly, and are a time when families and workers can reiterate their dedication to children, and engage in some therapeutic

activities that reaffirm their commitment. These groups are designed to refresh and renew the foster family, as well as inspire and invigorate them to continue in their ministry with their child(ren). Ideas for ROCK Groups will be available on the Bair Foundation portal so all ROCK leaders will be able to post/share their ideas. Monthly support groups where foster parents can share their frustrations, as well as receive suggestions and input from other foster parents and The Bair Foundation staff, will continue to be conducted. ROCK Groups can “replace” these support group meetings, when applicable. Additionally, all foster families and staff must attend an annual moves training. All of these proactive measures serve to reinforce the “No Moves” protocol.

In the event a Foster Family should request a child be removed from their home, a ROCK *Meeting* will be conducted immediately. The Bair Foundation staff will meet with the family at the home to provide support and an objective viewpoint in the time of crisis. The Bair Foundation staff will work to calm all parties involved, provide and implement structured interventions to end the crisis, and work with the family unit to restore and strengthen their relationship. All will work together to see the pain behind the behavior, and work to ease that pain. The child is not *bad*, the child is *wounded*. The family unit will be reminded of their commitment to work through these issues, and the opportunity provided by this moment of crisis will be maximized. The adults involved must remember that the child has been removed from all they have ever known, and often that means they have been removed from chaotic environments. Many behavioral outbursts are a result of the anxiety created from being in a stable environment; the child needs to be taught how to live in stability if they have never experienced this before. As important members of the treatment team, the foster family will be given all the tools available to assist them in ministering to the child. Rather than inflict further damage on the child through moving them, the child will experience the healing balm of consistency, stability, and commitment by remaining in the home.

In addition to the “requested” ROCK Meetings, a ROCK Meeting will be held at the first sign of discontent in the family. The Bair Foundation staff must be watchful of the dynamics in the foster home and be prepared to intervene proactively when problems begin to arise. The sooner the ROCK Meeting is held, the better, as waiting until the Foster Family is frustrated to the point of disruption will not serve anyone’s best interest. The focus during ROCK Meetings should be committing to focusing on the problematic behavior for at least 30 days, with specific interventions to modify and improve the behavior. ROCK Meetings will then be seen as positive, proactive measures, rather than crisis-oriented events.

home. During these first days, the foster parent will work with the child in completing the *Child Preference Assessment*, which includes questions that guide the child in creating their own age appropriate goals. A successful ISP meeting hinges on our ability to give the child a voice in the process, and our aim is to have a child leave their treatment team meeting with the feeling that they have been heard and empowered to impact their future.

The roadmap characterization of this process implies that a journey is at hand, and rightfully so. Multiple providers are along for the ride including the school; therapist; foster family; and other ancillary support services which may be added as the needs emerge. Without a planned “route,” team members will take their own road to their destination, and quite often the child becomes lost in this process. All identified service providers must be included in the treatment team process. A good faith effort to bring everyone to the table includes exploring the use of conference calling or webcam access to the meeting for providers whose schedules may be less flexible. This offers the best chance of a fully informed team working in concert to achieve the best possible outcome for the child.

C. No Moves (Reaffirming Our Commitment to Kids)

The Bair Foundation is committed to providing the most stable environment possible for the children we service. As a result, we firmly believe in a “No Moves” protocol which must be the attitude of every member of the treatment team. To support this protocol, the foster family is provided with all the information possible at the time of placement, as well as a thorough treatment plan with structured interventions to assist the child in improving their areas of weakness while building on their strengths. In addition to these tools, The Bair Foundation utilizes several forms of meetings to further reinforce the “No Moves” protocol: ROCK (Reaffirming Our Commitment to Kids) Meetings and ROCK Groups.

ROCK Groups are held yearly and are a specific and focused time when families and workers can reiterate their dedication to children and engage in some therapeutic activities that reaffirm their commitment. Additionally, all foster families and The Bair Foundation staff will continue to receive the *Promoting Placement Stability* training at a level commensurate with their need. All of these proactive measures have been established to fortify the “No Moves” protocol.

ROCK Meetings will also be utilized to support the “No Moves” protocol. As often as possible, ROCK meetings will be held at the first signs of frustration and discontent. The foster family, The Bair Foundation staff and the child will work together to develop a plan to decrease the problematic behavior over the following 30 days. The Bair Foundation staff will provide

the foster parents with additional structured interventions to address the behavior, and the foster child will be included in that meeting as well.

In addition to these proactive measures, ROCK Meetings will be held should a foster family request that a child be removed from their home. Disruptive behavior is expected, and therefore not a justifiable reason to request the removal of a child. ROCK Meetings provide support and an objective viewpoint in a time of crisis. Structured interventions to bring the crisis to an end, as well as to restore and strengthen the family unit's relationship, will be reviewed and implemented. The "No Moves" protocol will be observed and preserved.

D. Developing Competence: Together Facing the Challenge

In order to effectively meet the challenges in working with treatment foster children, it is necessary to have a more structured, intentional approach to providing training and supervision to our foster parents. There are many factors associated with positive outcomes for youth in treatment foster care, including: better training for treatment parents; closer supervision of treatment foster parents by their supervisors; a more positive adult/child relationship between the treatment parents and youth in their care; and teaching-oriented discipline. *Together Facing the Challenge* encompasses these factors through an enhanced model of care for youth in treatment foster care. The Bair Foundation has chosen to utilize this evidence-based approach which emphasizes the foster parent's role in helping the child develop and maintain critical life skills. This is done by using a two-pronged approach of structured interventions carried out by the foster parent with the child and ongoing coaching by the case manager with the foster parent. Underpinning this approach is a reliance on the presence of a strong relationship between both the foster parents and child and the case manager and the foster parents.

1. Training

Foster parents are the primary agents of change for the children in their care. The work they do impacts the very course of the lives of the children in their care. *Together Facing the Challenge* provides training in interventions that are linked to positive outcomes for the children served by The Bair Foundation. They provide the framework for intentional response to anticipated challenges.

The foster parent training consists of a standardized curriculum designed to increase foster parent skills, knowledge, and competence in the general areas of behavior management.

In total, this training takes ten hours to complete. Each state/office has incorporated the training into their procedures, based on the regulations