

State of Hawaii
Department of Human Services
Social Services Division
Child Welfare Services Branch

Diligent Recruitment Plan FFYs 2020 - 2024

Targeted Plans within the CFSP Foster and Adoptive Parent Diligent Recruitment Plan

I. Description of the characteristics of children for whom foster and adoptive homes are needed

A. Targeted Recruitment Based on Current DHS Needs

Hawaii's Department of Human Services (DHS) has requested that local contracted provider Partners in Development Foundation (PIDF) specifically recruit for families able to foster children with the following characteristics:

1. Large sibling groups (3+children)
2. Teens
3. Children with special needs: medical, emotional, physical
4. Children of Native Hawaiian ancestry
5. Children of Micronesian ancestry

II. Specific strategies to reach out to all parts of the community

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III. Diverse method of disseminating both general information about being a foster/adoptive parent and child specific information

Identification of potential resource families leading to the recommendation for the annual licensure of 150 families statewide is the overall goal of the recruitment plan. To locate these families takes a multifaceted, community based recruitment approach. Experience has shown in PIDF's current recruitment efforts, that there is no *one* magic approach. Prospective resource families report thinking about becoming a resource family for months and sometimes years before being ready to act. PIDF will need to keep the message out in the public in various forms in order to give the families the venue to call once they are ready.

A. Keeping updated on the changing and specific needs in resource homes

1. PIDF staff will conference with the various DHS licensing unit staff as often as the DHS staff deems necessary to keep up to date on the changing needs. In the current contract, update meetings with DHS (for both recruitment and assessment updates) have been held every other month in West Hawaii, East Hawaii and Maui, quarterly on Kauai and Molokai/Lanai. The recruitment portion of these update meetings regularly include the PIDF Community Liaison on the respective island, a PIDF Coordinator, the PIDF Assistant Project Director, the DHS contract monitor and the DHS licensing unit staff. Because of DHS' workload challenges on Oahu, updates occur through phone and e-mail contact between the licensing supervisor and the appropriate PIDF staff, generally the Assistant Project Director. It is proposed that the updates continue as they provide a regular venue for information sharing. PIDF will work with each licensing unit to determine the structure and frequency of these meetings.
2. PIDF will make the call to action in these various venues as specific as possible targeted at the particular need reported by the specific DHS licensing unit for the area. Thus, while the means may be similar across the state, the message and target audience will vary according to the needs. For example, if Molokai is needing homes for large sibling groups, advertisements that are used statewide may carry a banner for publications on Molokai stating "in your community of Molokai, homes are needed right now for sibling groups of 3 or more", where the same advertisement on Kauai may have a banner on the publication stating "in your community of Kauai, homes are needed right now for infants with special medical needs". This maximizes resources and also provides an appropriate call to action which often will move an individual from the thinking about becoming a resource family stage to the call in and find out more information stage.

B. Specific Recruitment Campaigns

Recruitment for all populations will continue throughout the year. However, for five (5) months during each year there will be a specific emphasis on the following areas:

Teen Recruitment---March and September

National Foster Care Month---May

Sibling Group Recruitment---June and November

During these specific special recruitment months the following will happen statewide:

1. Advertisements and Public Service Announcements (PSAs) will be updated to express the focus.
2. Press releases will be sent to encourage feature stories about families that are fostering these groups.
3. Community information sessions will have speakers address the particular need.
4. Presentations will specifically include a presenter or story shared about this need.

5. In addition to producing specific media in May for National Foster Care Month, PIDF will do a direct mail to all prospective resource families who have inquired in the past to encourage them to reconsider fostering at this time.

C. Other specific recruitment plans, i.e. special ethnic recruitment other than Native Hawaiian, will be conducted as requested by the DHS. PIDF is aware that children from the Micronesian communities are entering the CWS system in increasing numbers. This will be an area of continued development.

Goals in this area include:

1. Making a faith-based contact on each island/area of service that can assist us with further connections;
2. Airing an advertisement for resource caregivers on a radio station with Micronesian programming;
3. Developing a flyer specifically targeting this population to be used statewide.

D. Statewide recruitment for resource families for teens

To achieve the statewide outcome goal of having 25% of all homes recruited being interested and appropriate to care for teens, PIDF will utilize some specific recruitment strategies.

1. As noted above, there will be two (2) months designated with specific recruitment campaigns aimed at recruiting homes for teens.
2. PIDF will closely partner with the various high school parent organizations statewide. PIDF will establish a relationship with a new high school on each island/area each quarter.
3. PIDF will continue to work with the HI H.O.P.E.S. (Hawaii Helping Our People Envision Success) board of former foster youth building on collaborative work already begun and partnering with them to conduct presentations in various venues.

Statewide general recruitment will employ various venues including mass media (radio, TV, print and web), community booths and events, secular presentations/flyers/newsletter entries, faith-based presentations/flyers/newsletter entries, community information orientation sessions, community canvassing and posting of flyers and banners, active follow up procedures and 'Ohana Rewards (word of mouth incentive program). Plans in those areas are detailed below. These plans are not comprehensive or fixed as new connections and opportunities present themselves to the recruitment staff on a daily basis. Specific and detailed, month by month recruitment plans will be developed on an annual basis and then reviewed and revised monthly in order to allow for flexibility and ability to respond to new opportunities.

E. Mass Media Recruitment

The Community Relations Manager of PIDF is responsible for this area of recruitment.

1. Radio

Radio recruitment will consist of both paid and “free” advertisements. Radio advertisements from the current contract will be available for continued use. Radio time will be bought on all islands during April and May of each year to bring awareness to National Foster Care Month. PSAs specifically advertising orientation nights and H.A.N.A.I. training sessions will be requested one month before the events occur. Experience has shown that response to radio recruitment has been variable. PIDF has received the best response from stations that target specific audiences. Advertisements on ethnic (specifically Native Hawaiian) and faith-based radio stations will be run on an ongoing basis. PIDF will place regular radio advertisements on FISH and KGU as experience has shown that these two stations on Oahu yield a good response rate. In addition, PIDF will work with OHA to place advertisements in their radio programs.

2. TV

PIDF is currently running a 30 second TV commercial on KHNL, KGMB, and KHON. Free spots are contained within the paid time. That commercial will be available for continued use. PIDF will air that commercial in a more strategic way in the future, dropping back the regular airing (but not stopping) and then increasing airing during specific recruitment campaigns.

3. Print

PIDF will place print advertisements in newspapers statewide. These advertisements will be general in some months and then made specific for the specialized campaigns. Print media will include (but will not be limited to) the following publications:

- i. Big Island: West Hawaii Today (West Hawaii)
Kohala Mountain News (West Hawaii)
Kau Calendar (West Hawaii)
Hawaii Tribune Herald (East Hawaii)
- ii. Kauai: The Garden Isle
- iii. Molokai: Molokai Dispatch
- iv. Lanai: Lanai Today
- v. Maui: Maui News
- vi. Oahu: Midweek

In the current contract, the Midweek advertisement has been quite successful. Other advertisements have not yielded as much, in terms of generating inquiry calls; however, it is necessary to keep visibility via print. PIDF’s plan is to strategically place most of the advertisements during specific campaigns rather

than run them constantly. PIDF will continue to seek out feature articles to increase the public's awareness of foster care issues and the need for more resource families.

4. Web

Statewide data available from PIDF's current contract shows that the web is reported to be the second most common referral source of inquiries and of licensed families. PIDF will work closely with the DHS (both from the Director's office and within CWS) to align with the DHS website, explore possibilities of presence on SHAKA and keep information current. PIDF will monitor the website to make sure that PIDF's presence is optimized. PIDF will further develop and utilize its HH Facebook page and will utilize the Foundation's Blog to bring positive attention to foster care issues.

5. Recruitment Video

PIDF is in the process of developing a recruitment video highlighting the need for resource families for teens.

F. Community Booths/Events/Conferences

PIDF Family Liaisons on Oahu and Community Liaisons on the neighbor islands are responsible for this area of recruitment. PIDF plans to participate in the following community events (at a minimum) which experience has shown provide positive resource family recruitment access or further networking possibilities.

1. Hawaiian Civic Club Convention---Statewide
2. Papakōlea Community Fair---Oahu
3. Waimanalo Makahiki---Oahu
4. Wai'anae Keiki Festival---Oahu
5. KSBE Ho'olaule'a---Oahu
6. Taste of Kaumakapili---Oahu
7. Council on Native Hawaiian Advancement Conference --- Oahu
8. Native Hawaiian Educators Association Conference--- Oahu
9. Hilo Lions Club Annual Foster Care Christmas Party---East Hawaii
10. Haili Christian School (various family events)---East Hawaii
11. Parker Ranch Rodeo---West Hawaii
12. Waimea Cherry Blossom Heritage Festival---West Hawaii
13. Keiki Kōkua Thrift Store ---Maui
14. Information booths at various school events---Statewide
15. Hawaiian Island Ministries Annual Conference---Oahu
16. Kauai Mayor's Prayer Luncheon---Kauai
17. Kauai Family Summit - Kauai
18. Equip and Inspire Annual Conference---Oahu
19. Calvary Assembly of God Ministry Conference- Oahu

20. Health and Safety Fair (Pulama Lanai – Lodge at Koele/Manele Bay) - Lanai

G. Secular presentations/flyers/newsletter entries

PIDF Family Liaisons on Oahu and Community Liaisons on the neighbor islands are responsible for this area of recruitment.

1. Statewide, all PIDF Tūtū and Me sites will have two (2) resource family recruitment presentations per FY.
2. PIDF will work with all area school districts statewide to either arrange a presentation to staff or parents, an article in their newsletter or an advertisement/article on their websites.
3. PIDF will maintain and further develop connections within the various Rotary Clubs statewide in order to secure group presentations.
4. PIDF will continue to work with Business Network International to further develop business connections that lead to resource family support and/or speaking/direct recruitment opportunities in various businesses.
5. PIDF will place an advertisement on an annual basis in the OHA newsletter.
6. PIDF will place an advertisement on an annual basis in the HMSA Island Scene magazine.
7. Native Hawaiian Civic Club presentations.
8. Hawaiian Homestead Community Association meeting presentations.

H. Faith-based presentations/flyers/newsletter entries

PIDF Family Liaisons on Oahu and Community Liaisons on the neighbor islands are responsible for this area of recruitment.

PIDF will continue to develop and expand existing connections within the faith based communities. PIDF will continue its work with Harvest Life Ministries Hawaii and other faith-based hui that assist us with recruitment and support activities. PIDF has some preliminary relationships with Kawaiaha‘o and Kaumakapili churches which will continue to be developed and expanded. Hope Chapel Maui is developing a foster care hui. HH has a longstanding relationship on Kauai with Kauai Island Ministries and in East Hawaii with Haili Christian School. PIDF will develop a faith-based advisory committee on Oahu in the first FY to further assist with faith-based work. Future plans would be to have the committee expand to the neighbor islands.

I. Community information orientation sessions

PIDF Family Liaisons on Oahu and Community Liaisons on the neighbor islands are responsible for this area of recruitment. PIDF will focus on developing relationships with schools and churches to develop venues for these informational “Ask a Resource Caregiver” events. The intent of these sessions is to connect groups of people interested in foster care to recruit new resource families and provide a support system or hui for each other.

J. Community canvassing and posting of flyers and banners

PIDF Family Liaisons on Oahu and Community Liaisons on the neighbor islands are responsible for this area of recruitment. Much of this type of recruitment will be to advertise for a particular event or an “Ask a Resource Caregiver” session. Banners will be displayed each May to support National Foster Care month.

K. Systematic follow up procedures with closed inquiries

PIDF Family Liaisons on Oahu and Community Liaisons on the neighbor islands are responsible for this area of recruitment. PIDF will continue to systematically connect with families who have called and were preliminarily appropriate for becoming a resource family but for some reason was not ready to follow through. When a case is closed but not counseled out or licensed, they will be noted for follow up. The timing for the follow up will depend on the family’s wishes at the time and the situation. The initial follow up is conducted by phone in three (3) months with annual follow up dates in May utilizing the National Foster Care Month momentum. Under PIDF’s current contract, in the past year, 27 families have re-entered the licensing process as a result of this follow up.

L. ‘Ohana Rewards (word of mouth incentive program)

PIDF Family Liaisons on Oahu and Community Liaisons on the neighbor islands, supported by the Administrative Assistant, are responsible for this area of recruitment. In the present contract, word of mouth accounts for the majority of inquiries and licensed families, with referrals by current Resource Caregivers to be the most frequent. Not all people can become resource families, but they may know someone who can. PIDF will continue its ‘Ohana Rewards program which is shared with all groups and individuals who staff come in contact with, and specifically with current Resource Caregivers at trainings, support groups, and conferences, and through direct mailing/emailing. After a group or individual (not directly associated with this contract) refers a potential resource family and that family becomes licensed with DHS, the referral source receives a gift card of their choice as an incentive. Under the present contract, PIDF has licensed 40 families that have been referred through its ‘Ohana Rewards program.

M. Hui Development

PIDF Family Liaisons on Oahu and PIDF Community Liaisons on the neighbor islands are responsible for this area of recruitment. PIDF will work with various communities to organize hui. The purpose of the hui will be to establish a group of individuals who will actively take part in the process of becoming a resource family and/or participate in organizing the support aspect for children and families involved in foster care. Experience has shown that there are generally three types of hui that develop. They are faith based, community based and resource based. PIDF will

provide statewide support and guidance to hui that are currently established and will assist the communities in developing additional hui.

1. Responding to Inquiries

Inquiry response is an integral part of any recruitment campaign. It is important that potential resource families have access to PIDF staff via phone or e-mail with prompt, warm and welcoming responses. Based on PIDF's current contract, the majority of the inquiries will come via telephone. PIDF has local phone numbers (for each island) and toll free numbers on all of the promotional materials.

i. Phone inquiries

When a prospective resource family calls either PIDF's main line or one of PIDF's local lines during business hours, the call will be answered in-person and directed to an individual who will process the inquiry. Staff will provide back up for each other to make sure that all inquiry calls will be handled immediately, if at all possible. If a message needs to be taken, the call will be returned within the business day that it was received.

ii. E-mail inquiries

An e-version of PIDF's inquiry packet will be sent to all inquiries that come in by e-mail. If the e-mail includes a phone number, an attempt will be made to call the individual as well as e-mail the individual so a more thorough inquiry can be conducted.

iii. Conducting the inquiry

The inquiry process will focus on sharing pertinent program information with the prospective resource family in order to inform them of the need for resource caregivers and engage them in the process. In addition, the inquiry process will share minimum qualifications required for resource families. Demographic information is collected from the prospective resource family and entered into the database. An inquiry packet is mailed to all prospective resource families who call. On Oahu, once the inquiry is completed it is referred to the Clinical Case Manager who, if available at that time, will speak with the caller and arrange for an initial visit. If the Clinical Case Manager is not available, they will call the prospective resource family back within two (2) days to arrange for an initial visit. On the neighbor islands, the Program Coordinator will review the intake and approve it prior to the Community Liaison conducting the initial visit. The same time frame applies as on Oahu.

If the prospective resource family decides that they do not want to continue with the process, the inquiry will be closed as a selected out case at that time and, if appropriate, it will be flagged for follow up at a later date. If the intake staff, the

Clinical Case Manager or the Program Coordinator determines that the family is not appropriate for becoming a resource family at this point, the family will be counseled out. Depending on the circumstances, they may be flagged for follow up.

All inquiries are documented in the Access database on the Inquiry Form

2. Initial Visits

PIDF Clinical Case Managers on Oahu and Community Liaisons on the neighbor islands will conduct the initial visits. The prospective resource families will be called within two (2) days of their initial inquiry (or immediately as noted above) to set up an initial visit. The goal will be to have these visits conducted within two (2) weeks of the family's initial inquiry. For Native Hawaiian Families on Oahu, the Family Liaisons will accompany the Clinical Case Manager on the visit in order to develop a relationship with the family and to provide additional assistance for them through the licensing process. For all other families, the Clinical Case Manager and Licensing Specialist will provide licensing support to the families.

The initial visit is an in-depth meeting with the PIDF staff and the family so the PIDF staff can thoroughly explain the licensing and home study process and look further into the family's motivation and ability to provide foster care. In addition, it provides the family with an opportunity to ask more questions about the process and program. If after the initial visit, both the family and the PIDF Clinical Case Manager or Community Liaison determines that all should proceed, a Foster Care Application and supporting documents (consents, etc...) will be given to the family. These documents will be reviewed and explained in detail by the PIDF staff. If at all possible, the family will be assisted with completing the documents while the PIDF staff is with them. If not possible, the documents will be left with the family with a self addressed stamped envelope for the family to return the completed documents in. The initial visit will often, but not always, be conducted in the prospective resource family's home in order to also provide the PIDF staff with a chance to do a preliminary walk through to assess the physical set up of the home.

IV. Strategies for assuring that all prospective foster/adoptive parents have access to agencies that license/approve foster/adoptive parents, including location and hours of services so that the agencies can be accessed by all members of the community

- A. PIDF phones are open Monday through Friday, 8:00 AM - 4:30 PM, statewide. PIDF has staff physically on all islands except Molokai and Lanai. These islands are covered by Maui PIDF staff.

- B. PIDF also has a website and are able to receive inquiries 24 hours a day. These inquiries are responded to within on working day.

V. Strategies for training staff to work with diverse communities including cultural, racial, and socio-economic variations

- A. **Native Hawaiian Recruitment** efforts will continue to be conducted on a general basis as well as targeting Native Hawaiian groups and areas statewide. Specific efforts are explained in more detail in the specific recruitment areas listed below. Each of PIDF's recruitment staff will obtain additional and specific cultural guidance from the Foundation's Hawaiian Cultural Specialist. He will spend a day working directly with each staff member on their respective islands (including Oahu), to assist them in further developing Native Hawaiian connections in their communities. In addition, he will provide quarterly consult through in person meetings, teleconferences or Skype sessions to provide ongoing consultation. PIDF also holds an annual cultural in-service for all staff, statewide. This focuses on expanding cultural awareness and understanding.
- B. All staff is encouraged to attend specific community training events to broaden their understanding of the various ethnic communities throughout the state. There has been, and will continue to be, a specific focus on broadening PIDF's understanding of the Micronesian community.
- C. PIDF will have a focus on expanding recruitment within the Lesbian, Gay, Bisexual, Transgendered (LGBT) communities throughout the state. It is felt that this community is an untapped resource for potential families. PIDF will follow up on LGBT secular and faith-based connections already made in the present contract.

VI. Strategies for dealing with linguistic barriers

Limited English Proficiency (LEP) forms are distributed with all inquiry packets. Specific translators are used as needed when entering communities for whom English is not their first language, including American Sign Language (ASL) interpreters. Translators are utilized at all phases of recruitment and licensing as needed. Moving into the next five years, PIDF and DHS will look at translating PIDF brochures into languages of populations where there are specific needs for homes.

VII. Non-discriminatory fee structures:

There is no fee for these services.

VIII. Procedures for a timely search for prospective parents for a child needing an adoptive placement, including the use of exchanges and other interagency efforts, provided that such procedures ensure that placement of a child in an appropriate household is not delayed by the search for a same race or ethnic placement

At the time a child enters foster care, an automatic referral is made to DHS' contracted provider EPIC 'Ohana, Inc. for family finding efforts and an 'Ohana Conference.

'Ohana Conferences are family-focused, problem-solving meetings, regarding the child and family's needs and how to move the case forward. Hawaii has found the automatic referral process to be very successful – CWS plans for it to continue through the next five years.

DHS partners with EPIC 'Ohana to conduct diligent searches (Family Finding service) and engagement of relatives (Family Connections service) for connections and possible permanent placements, if reunification cannot be safely achieved. Through 'Ohana Conferencing, families have a full voice in where their children will be placed. Families also increase their understanding of the CWS process and are more quickly able to see when they are and are not able to care properly for their children. This moves cases to permanency faster.

Family finding and engagement efforts are rechecked regularly and at crucial decision-making points in every case, e.g. before proceeding to a non-relative resource caregiver placement, when the child needs to change placement, before termination of parental rights, and before proceeding to non-relative permanent placement.

In Hawaii, more than half of foster care and permanent placements are with relatives. Over the course of the next five years, Hawaii plans to minimally maintain this impressive performance and try improve on it.

Another practice that keeps Hawaii moving toward permanency in a timely manner is concurrent planning. Hawaii practices concurrent planning from day one of a case. When intake workers are gathering information, they ask about family members and obtain contact information, whenever possible. During the investigation/assessment stage of the case, CWS investigators lay out all possible case paths for parents, asking them to identify potential placement options immediately. At the time of foster care placement of a child into a resource home, the CWS worker has a sensitive conversation with the resource caregiver, emphasizing that reunification is always the primary goal, but also gauging the family's interest in potential permanent placement. Leads for possible permanent placement are all pursued, and home studies are completed as quickly as possible, even if parental rights have not been terminated, to ensure as few delays as possible, if/when a child is ready for adoption.

Although Hawaii has policies in place regarding concurrent planning, over the next five years, Hawaii plans to become more rigorous with its concurrent planning (including tracking concurrent planning action steps) and work on ensuring proper practice implementation (through monitoring and training).

DHS also receives significant benefits from the partnership and work of Family Programs Hawaii, contracted by Wendy's Wonderful Kids (WWK) Hawaii, for the recruitment, licensing, and support for permanent homes for the longest-waiting children and youth under DHS custody. Moving into the next five years, WWK will

be securing more funding for additional staff, thereby increasing their capacity to take on more cases/children to find permanent homes.

DHS also maintains the AdoptUSKids recruitment/matching website and plans to enhance the usage and possibilities of the partnership and array of services of AdoptUSKids.

Despite concerted efforts to recruit an ethnically diverse pool of resource caregivers and potential adoptive families in order to best meet the cultural needs of the children, DHS has always and plans to continue to follow the federal Multiethnic Placement Act (MEPA), and never delays placement of a child due to no ethnic match being available.