



Treatment Foster Care Oregon (formerly Multidimensional Treatment Foster Care)

TFC Consultants, Inc.

Program Description

The Treatment Foster Care Oregon (TFCO) Program was developed in the early 1980's as an alternative to institutional, residential, and group care placements for boys with severe and chronic criminal behavior. Subsequently, the TFCO model has been adapted for and tested with children and adolescents with severe emotional and behavioral disorders leaving a state mental hospital, girls referred from juvenile justice for severe delinquency, and with preschool children in regular state-supported foster care. Randomized trials have focused on a variety of outcomes including prevention of substance use, pregnancy, and placement disruption, positive attachment to caregivers, time spent in the community (versus congregate care), and positive academic outcomes. Additionally, a large scale randomized trial was conducted in the states of California and Ohio that examined factors that predict successful implementation of TFCO and barriers to implementation in community agencies.

Our Organization

TFC Consultants, Inc. was founded in 2002 and is dedicated to the implementation of model-adherent TFCO programs. TFC Consultants provides guidance, training, and technical assistance to new and existing TFCO programs and helps service providers, policy makers and community leaders resolve issues related to the implementation of evidence-based practices. Through TFC Consultants, TFCO is currently implemented in many states throughout the U.S., as well as in Sweden, Norway, Denmark, The Netherlands, United Kingdom, Australia and New Zealand. A current list of TFCO sites is included in the TFCO website.

Program Objectives

There are two major aims of TFCO; to create opportunities for youth to successfully live in a family rather than group or institutional settings, and to simultaneously coach parents (or other long-term family resource) to provide effective parenting in order to support sustainable success over time. TFCO focuses on five key areas in treatment and aftercare: (1) a consistent, reinforcing environment with mentoring and encouragement, (2) daily structure with clear expectations and specific consequences, (3) a high level of youth supervision (4) limited access to deviant peers concurrent to frequent access to prosocial peers along with support and assistance to develop positive peer relationships, and (5) an environment that supports daily school attendance and homework completion.

Program Strategies

Placements in TFCO are typically 6-9 months in length and rely on intensive, well coordinated, multi-method interventions conducted using the TFCO foster home, with the youth's family, and in individual therapy and skills coaching sessions. A lead clinician determines and coordinates the TFCO interventions across all settings (school, foster homes, family home, sports, activities, etc). Involvement of the family or other long-term aftercare resource is emphasized immediately upon placement and throughout treatment. Families are coached and supported in utilizing specific parenting techniques that are

practiced during contacts with their youth. Progress is tracked through daily phone calls with TFCO foster parents, family sessions, foster parent meetings, and clinical meetings.

Research Conclusions

TFCO for adolescents (TFCO-A) has been shown to be an effective and viable method of preventing the placement of youth in institutional or residential settings. Studies have found that placement in TFCO can prevent escalation of delinquency, youth violence and pregnancy in girls and increases positive academic engagement. Additionally, TFCO has been found to be more economical and more effective than placement in group care in decreasing offense and incarceration rates post treatment. TFCO has been shown to be effective in the treatment of boys with severe delinquency and conduct disorders (Chamberlain, & Reid, 1998), in the treatment of children and adolescents leaving a state mental hospital (Chamberlain & Reid, 1991), in the prevention of placement disruptions in regular state supported foster care (Chamberlain, Moreland & Reid, 1996), and in the treatment of girls with chronic problems with delinquency (Leve & Chamberlain, in press). In addition, specific treatment components (i.e., close supervision, fair and consistent limit setting, decreased association with delinquent peers, positive adult-youth relationship) have been shown to be factors that account for the treatment effect of TFCO (Eddy & Chamberlain, 2000). Participation in TFCO-P (for children aged 3 – 6 years of age) has been shown to prevent placement disruptions, to increase attachment between children and foster parents, and to lead to improvement of brain stress regulatory systems.

Resources

The websites listed below contain information about TFCO and its evidence base:

<http://www.wsipp.wa.gov/ReportFile/1424>

<http://www.blueprintsprograms.com/factsheet/treatment-foster-care-oregon>

<http://evidencebasedprograms.org/1366-2/multidimensional-treatment-foster-care>

<http://legacy.nreppadmin.net/ViewIntervention.aspx?id=48>

http://www.strengtheningfamilies.org/html/model_programs_1997/mfp_pg4.html

Please visit our website at: www.TFCOOregon.com

One of the best sources of detailed information about the various components of the model during the research studies is a book by program founder Dr. Patricia Chamberlain, titled 'Family Connections'. The book contains case examples as well. It is available at Northwest Media or from our office.

Youth in TFCO

Referrals are received from juvenile courts, probation officers, mental health and child welfare workers. Youth referred to TFCO for Adolescents (TFCO-A) are between the ages of 12 and 17 and are in need of an out of home placement due to serious behavioral and/or emotional problems. Referred youth may have been involved in serious criminal offending behavior and may have complex co-morbid mental health disorders. Most referred youth have been involved in numerous treatment efforts prior to their referral to TFCO-A, and most have experienced at least one, if not multiple, failed placements.

Referrals to TFCO-A programs are most appropriate after in-home family preservation programs have been tried or when youth are returning from highly restrictive institutional or group care placements. Families of TFCO-A youth are provided services immediately upon placement of the youth.

Referral information should identify the family where the youth will permanently reside after completion of the program, or identify independent living as the living situation upon discharge.

Youth exhibiting acutely suicidal, homicidal or psychotic behavior should not be placed in the TFCO-A program. Because of the intensive nature of the model, youth are expected to participate exclusively in TFCO as the sole and comprehensive treatment service (with the exception of psychiatric services if needed). A youth should be considered safe in the community to be referred to TFCO.

Staffing

Staffing for the TFCO model is an important factor in the successful operation of a program. One team, which serves ten to twelve youth at a time, requires the staffing pattern listed below. All team members are required to be employed by the implementation agency and supervised by the Team Leader.

- Team Leader – full time
- Foster Parent Recruiter/Trainer/PDR Caller – full time
- Child therapist – ½ time
- Family Therapist – ½ time
- Skills Coaches – hourly
- Foster Family – 1 TFCO youth per home
- Consulting prescriber

The Team Leader supervises the team and is pivotal in the successful coordination of all activities. He or she reviews referrals, meets the youth, determines appropriateness, matches youth to a TFCO home, conducts the placement, monitors placements daily, acts as liaison between the program and outside agencies including schools, finalizes treatment plans, facilitates weekly foster parent and clinical meetings, provides weekly staff supervision, coaches and supports each foster homes during placements, and is generally responsible for each placement.

In addition to a Masters-level education in a clinical field and considerable relevant experience in behavioral approaches, this person should possess supervisory skills, considerable organizational abilities, and a thorough understanding of and enthusiastic attitude toward the treatment model. The Team Leader is available to the foster parents and treatment team members 24 hrs/day, 7 days/week (with back-up available).

The duties of recruiting foster homes, conducting the TFCO foster parent training, and conducting daily PDR calls are typically combined into one position. This important position should be filled by someone with a thorough understanding of the treatment model and be an enthusiastic networker. The specific education level for this position is less important than the ability to be engaging, self-motivating and work well in a team.

The family therapist provides clinical services to the youth's family (or other identified long-term placement resource). The family therapist conducts sessions weekly, attends weekly supervision with the Team Leader, and attends the weekly clinical meeting. Experience in behavioral interventions, parenting coaching, and a Master's degree in a clinical field is recommended.

The youth therapist serves as therapist to program youth in weekly sessions.

Sessions typically occur in the community and provide a high level of support and guidance for youth. This therapist also attends weekly supervision with the Team Leader and the weekly clinical meeting. A Master's degree in a clinical field is recommended. Sessions take place in the community and are activity based.

In TFCO the team roles are distinct and designed with minimal overlap in responsibilities in order to maintain client engagement through challenging work to meet their goals. This requires the family therapist and youth therapist to be two distinct team members.

Skills coaches are typically but not exclusively hired in hourly positions. The skills coach meets with youth weekly (after school) and provides activity-based sessions in the community. An emphasis is placed on positively reinforcing the youth's efforts and providing opportunities for youth to meet treatment goals. Sessions are 2 hours in length. If geography is a factor, a team may need additional hours due to transportation time. A Bachelor's level education in a relevant field is recommended.

One foster home is needed for each youth placement. TFCO foster parents are considered to be the foundation of the program and the front-line treatment agents. Therefore their participation is required in daily calls with the PDR caller, attendance in weekly foster parent meetings, availability for frequent contacts with the Team Leader, close supervision of the youth, and close collaboration with the Team Leader. The Team Leader will seek out the foster parent's input in the development of weekly treatment plans in their home. Ongoing training sessions may also be required of foster parents as needed.

TFCO Foster homes typically receive a higher stipend than those in conventional foster care settings. It is important that TFCO foster parents have access to the Team Leader when needed.

A relationship with a consulting psychiatrist is very beneficial when serving this population of youth. It is preferable to have all program youth in need of medication management services seen by the same prescriber.

Implementation Services & Fees

Implementation services are provided by TFC Consultants, Inc. Our guidance and support begins with an evaluation of the feasibility of TFCO in your organization. If successful, a program development phase then begins, followed by ongoing consultation for an initial period of two years. When a team reaches TFCO certification, it can operate independently of consultation via a fidelity monitoring plan.

Feasibility & Readiness

Successful implementation of TFCO requires a thorough review of the circumstances in your organization and community, upfront training of clinical staff and foster parents, a prolonged period of consultation services and technical assistance, and a plan for perpetual model adherence monitoring. In order to determine if TFCO is a good match for your organization and community, a feasibility check is conducted. This is done by telephone or e-mail, and includes discussion of the topics listed in the TFCO Feasibility Review. There is no charge for feasibility review activities. If the feasibility indicates that the right circumstances exist for a successful TFCO program, TFC Consultants will work with you to prepare for an implementation and ensure that obstacles to a successful program are addressed prior to the start of the implementation activities. This next program development phase is the TFCO Readiness process.

In this phase, areas for further planning and coordination are identified and a timeline for implementation is developed. The readiness topics will include staffing the program, establishment of the placement criteria, referral mechanisms, the understanding and support of relevant systems, agencies, and funders in your community, and planning for and supporting initial foster parent recruitment. To assist you in the financial planning for your TFCO program, we have created the TFCO Cost Calculator. It is an Excel tool that is individualized during the readiness process. This will provide a budget of implementation costs for the initial 5 years of operation. In addition, the readiness process includes a Kick-off and Discovery Meeting in an on-site visit to allow TFC Consultants to get to know the provider organization and the environment in which the TFCO program will operate.

Most readiness contacts are conducted via a series of conference calls, usually lasting 1 - 2 hours. Each call will address one or several readiness topics depending on the pace of program development and the success of problem solving potential barriers. Call summaries are provided in writing through e-mail. The entire readiness process typically takes several months. Near the end, a Readiness Questionnaire is completed and reviewed with you and a final decision to proceed is made. The cost of the readiness assessment is \$8,500.

Service agreements

Contractual arrangements for training, consultation and technical assistance do not include an end date and can be terminated by either party at any time, subject to a 30—day notice provision.

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Technical Assistance and TFCO Consultation (First Two Years)

During the two years of implementation, the following services are provided. These are provided for one team which serves approximately 10-12 youth at any one time.

- **Recruitment Consultation**

Consultation and guidance is provided on the recruitment of TFCO foster homes. A series of conference calls dedicated to recruitment will be conducted approximately monthly.

- **Stakeholders Presentation** (on site)

An overview and of the model is presented to stakeholders, including administrators, program staff, any TFCO foster parents that may have been identified, as well as representatives from relevant outside entities, such as schools, mental health, child welfare and foster care certification agency.

- **Clinical Training** (Eugene, OR)

The duration of training is role dependent. Team Leaders attend 5 days, therapists attend 4 days, and the Recruiter/Trainer/PDR caller attends 3 days. Please see below for an overview of the TFCO clinical team. In addition to the clinical staff, we recommend that an agency manager or administrator also attends. A representative of a funding or referring agency may attend as well.

- **Foster Parent Training** (on site)

TFC Consultants conducts the first TFCO foster parent training. This is a two-day training for the first group of TFCO foster parents. Subsequent foster parent trainings are conducted by your TFCO Recruiter/Trainer.

- **FOCUS PDR Training** (provided by telephone)

Training in the web-based behavior data tracking system is conducted for the TFCO PDR caller, Team Leader (see staffing information below) and a backup PDR caller.

- **FOCUS PDR System**

TFCO sites are given access to the web-based behavior information system, which contains daily behavioral information on each TFCO youth in placement, for up to 10 active placements. Remote technical assistance is also provided.

- **TFCO Consultation**

A consultant is assigned to your TFCO program and provides weekly consultation to the TFCO Team Leader. The consultation includes review of each TFCO case, the treatment plan and progress, staff supervision and role adherence, program functioning, systems issues and overall implementation. In addition, the consultant will review video recordings of program meetings from the previous week and provide feedback during each consultation appointment. The consultation begins when the first referrals are received by the Team Leader.

The team is required to video record weekly foster parent and clinical meetings and provides them to the Consultant for viewing prior to each consultation appointment. A plan is developed for this during the Readiness process.

- **Site Visits**

The consultant will visit the TFCO team for a maximum of 6 days, divided into 3 visits. Visits can include attendance of the foster parent and clinical meeting, booster training (not to replace clinical training in Oregon), problem-solving, and in-the-moment consultation and support. The consultant will work with the implementation site to create an individualized agenda.

- **Implementation Reviews**

Three reports are provided to the program director or administrator every two to three months. The feedback includes information about the progress of the program's development, effectiveness of staff, model adherence, and other relevant issues.

- **Fidelity Assessment**

At the end of each of the first two years, TFC Consultants will conduct a fidelity assessment which provides detailed data about how the team is developing fidelity to the TFCO model. The feedback is outlined across seven fidelity domains.

The fee for the services provided during the initial two years of implementation is \$91,960. Additional costs include travel expenses for TFC Consultants to provide the stakeholders meeting, foster parent training, and site visits on site and for your TFCO staff to attend the clinical training in Eugene, Oregon.

FOCUS PDR (Parent Daily Report)

FOCUS PDR services will be needed for as long as the program is in operation. The annual cost, including remote technical assistance, is \$3,100 for each team (up to 10 active placements at any one time). For the first two years, this fee is included in the initial services bundle.

Implementation Services Beyond Year Two

The implementation services needed following the initial two years of implementation will depend on the results of the Fidelity Assessment conducted near the end of the second year. For each fidelity domain that does not meet the minimum standards, consultation and assistance will be provided followed by a subsequent fidelity assessment. The assessment will again determine if additional support is indicated. This process is repeated if/as needed until the program meets all certification criteria. The team will then apply for TFCO Certification. The certification packet is available on our website, www.tfcOregon.com.

Initial program certification is valid for a period of two years and subsequent certifications are valid for three years. Ongoing model adherence and outcome measurement are crucial to sustaining a successful program over time. At nine-month intervals following initial certification and at ten-month intervals following re-certification, Fidelity Assessments will be conducted by TFC Consultants to provide feedback about the maintenance of fidelity to the model. When fidelity is maintained, a team can operate independently of TFCO consultation. If fidelity is noted below the minimum fidelity standards, consultation is required until fidelity is restored.

This tailored approach can make it challenging to predict and budget for future services needed. We recommend planning for some amount support services and staff turnover annually due to a number of implementation variables.

TFCO Implementation Timeline

1. **Information** – TFC Consultants sends model and implementation information. Review of the information by the client organization typically takes several weeks.
2. **Feasibility Review** – A Feasibility form is provided to and completed by prospective implementation organizations and reviewed by TFC Consultants. The viability of a successful TFCO program is determined together typically via email and conference calls.

Once it is determined that a TFCO team is feasible, the "Readiness" process begins. Outlined below, the readiness phase includes a series of conference calls and a visit from TFC Consultants. The fee for the readiness phase is \$8,500.

3. **Readiness Process** – The implementation agency and TFC Consultants will together review the factors and circumstances relevant to TFCO implementation and operation during a series of conference calls that typically last one to two hours each. Preparations for start-up, including the recruitment and licensing of an initial group of foster parents, takes place during this stage. The readiness process, including the resolution of issues identified, tends to take a minimum of two to three months. A timeline is likely depending on the pace at which appropriate TFCO homes are recruited and licensed.

Once readiness is determined, Implementation Services commence.

4. **Implementation Services**

- Contract is completed and signed.

Services in the first two years:

- Stakeholders Presentation
- Foster Parent training
- Clinical Training
- FOCUS PDR training
- Consultation
- Consultant Visits
- Implementation Reviews
- Fidelity Assessments

**TFC Consultants, Inc. Fee Schedule
(Effective October 1, 2016)**

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Eugene, OR 97401
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Service Description	TFCO-A	TFCO-C	TFCO-P
Readiness Process Biweekly conference calls Discovery & kickoff visit	\$ 8,500	\$ 8,500	\$ 8,500
Implementation Services (first two years) Stakeholders presentation Recruitment calls TFCO staff training Foster Parent Training FOCUS PDR training & setup FOCUS PDR subscription Weekly consultation Monthly call w/Agency leadership (Year 1) Quarterly call w/Agency leadership (Year 2) 5 Implementation Reviews (3x Yr 1, 2X Yr 2) 5 Site visits (3x Yr 1, 2X Yr 2) 2 Fidelity Assessments (near end of each year)	\$ 91,960	\$ 91,960	\$ 102,100
Individual Services			
FOCUS PDR access, use, & technical support per account (Up to 12 active cases)	\$ 3,100/yr	\$ 3,100/yr	\$ 3,100/yr
Consultation (viewing of weekly meetings + weekly consultation)	\$ 1740/mo	\$ 1740/mo	\$ 2450/mo
Site Visit – 2 days United States (Overseas visit - \$3675) (Plus travel related expenses)	\$ 3,150	\$ 3,150	\$ 3,150
Implementation Review	\$ 1200	\$ 1200	\$ 1440
Fidelity Assessment	\$ 2,100	\$ 2,100	\$ 2,400
Training of replacement staff (within the first year) **			
Team leaders (5 days)	\$ 475	\$ 475	\$ 475
Therapists & TFCO-C Skills Coaches (4 days)	\$ 270	\$ 270	\$ 270
Foster Parent Recruiter/Trainer/PDR caller (3 days)	\$ 205	\$ 205	\$ 205
Training (in all other situations) **			
Team leaders (5 days)	\$ 1,270	\$ 1,270	\$ 1,270
Therapists & TFCO-C Skills Coaches (4 days)	\$ 925	\$ 925	\$ 925
Foster Parent Recruiter/Trainer/PDR caller (3 days)	\$ 765	\$ 765	\$ 765
**Fees for trainings with fewer than 8 persons may be adjusted			
Application Fee for TFCO Program Certification	\$ 2,230	\$ 2,230	\$ 3,075