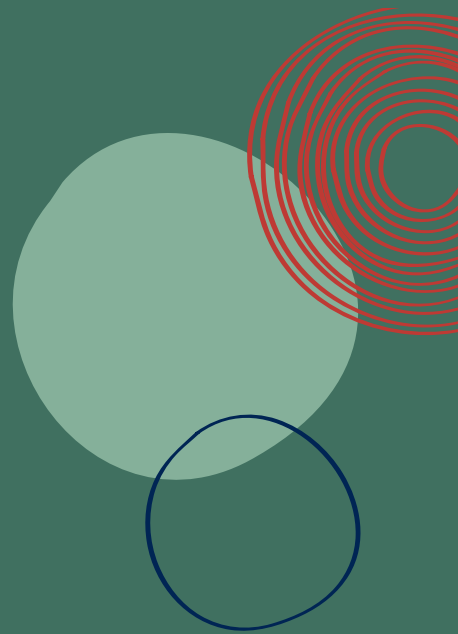




# **HS** Institute for Human Services

**Building the World's Capacity to  
Protect Children and Strengthen Families**





## OUR PURPOSE

*The Institute for Human Services (IHS) drives meaningful and constructive change in the fields of child welfare and child maltreatment by equipping organizations and professionals with the knowledge, strategies, and tools needed to achieve best practice.*

Our core work involves assessing organizational and system practices; building staff capacity through education, training, coaching, and technical support; and helping organizations navigate barriers and create structures that enable them to better protect and serve children and strengthen families. Our ultimate purpose is to contribute to making the world a better place for vulnerable children and their families.

## WHO WE ARE

*We are a skilled group of professionals in social work, psychology, law, education, public administration, and public policy who work together to improve practice in the fields of child welfare and child maltreatment.*

Our staff members are thought leaders, policy analysts, adult learning specialists, skilled consultants, strategic planners, facilitators, and authors. Collectively, the breadth of our perspective and the depth of our expertise are unmatched.

Four decades of experience have afforded us a deep historical perspective and a broad understanding of complex current practice issues involved in this work. This dual perspective allows us to adapt to meet new challenges and demands while ensuring stability and continuity amid rapid change.

*"IHS is a nationally and internationally recognized leader in all facets of professional development and has a proven record of moving the child welfare field forward through its work. With decades of experience, and using a competency-based model of their own design, IHS has produced and implemented needs assessment strategies, training technologies, empirically supported curricula, and transfer of learning strategies to enable professionals to effectively protect vulnerable children and to strengthen and support their families. Many other organizations have looked to IHS for guidance and leadership in building their own professional development programs."*

**Dale Curry, PhD, LSW, Professor Emeritus and Director  
International Institute for Human Service Workforce Research & Development, Kent State University**

# WHERE WE WORK

*Since our founding, we have worked with local, state, provincial, and national governments, as well as nonprofit and non-governmental agencies throughout the United States, Canada, Europe, Asia, Africa, and South America.*



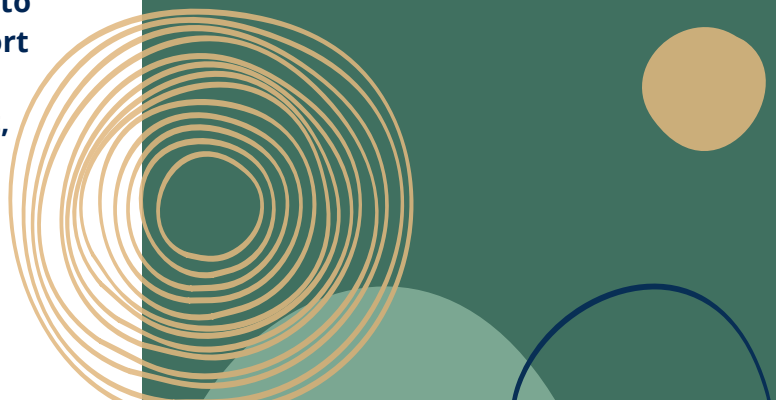
# WHAT WE DO

*IHS recognizes that child welfare work is highly complex and fraught with challenges and dilemmas. When combined with heavy workloads, a chronic lack of resources, and the instability of constant change, organizations may become overwhelmed, making forward progress far more difficult.*

We help organizations and their leaders assess what's working, what isn't, and why. We help design, plan, and deploy effective strategies to achieve an organization's goals and to support its initiatives through strategic and operational planning, program development, process consultation, and capacity building.

The following components form the core of our work:

- We form partnerships with managers and staff in client organizations and work collaboratively in all facets of their work.
- We involve the organization in completing a structured assessment of its vision and mission, needs, strengths, opportunities, and obstacles preventing the organization from achieving its goals.
- We help identify clear and manageable objectives and action strategies, formalizing them into both strategic and operational plans.
- We build the capacity of an organization's managers and staff through competency-based in-service training, coaching, and other learning strategies to ensure that newly learned skills transfer to the job.
- We help organizations establish ongoing data collection and evaluation methods to promote continuous quality improvement.
- When requested, we can stay involved through reassessment, monitoring, and troubleshooting, both to constructively shape the work and to ensure its sustainability over time.



# OUR APPROACH

*IHS uses a process consultation model in all our work.*

Process consultation is based on the assumption that challenges in organizations can be met more effectively if managers and staff acquire the assessment and problem-solving skills to direct their own change initiatives. Consultants apply their expertise to help find and implement the best solutions.

In process consultation, the consultant does the work “with” the client – not “to” the client. Engaging organizations to participate with consultants, from diagnostics through implementation, empowers them to discover and implement effective solutions themselves, and also helps to sustain changes. (Schein, 1987).



# OUR EXPERTISE

**IHS staff members have high levels of knowledge and expertise in the following areas of child maltreatment/child welfare policy and practice, and are widely published on these topics:**

- Children's and parents' rights
- Intrafamilial physical abuse, sexual abuse, neglect, exploitation, and child torture
- Assessing risk and ensuring child safety
- Preventing maltreatment and recurrences
- Family assessment and case planning
- Effects of maltreatment on children's development
- Preventing out-of-home placement
- Effective systems of kinship, foster, and adoptive care
- Reuniting children with their families
- Diversity, equity, and inclusion
- Multidisciplinary practice

1977

IHS founded by Ronald C. Hughes, PhD and Judith S. Rycus, PhD

1985

Began 35 years of service as State Coordinator for the Ohio Child Welfare Training Program

1987

Developed the Comprehensive, Competency-Based In-service Training (CCBIT) Model

1990

Founded TRAINet (Training Resource Advocacy and Information Network)

1998

Published the four-volume *Field Guide to Child Welfare*

## Ukraine

*"Before we began collaborating with IHS in 2007, no social work training system existed in Ukraine. We had a complete vacuum...no programs, no books or resources, and no trainers skilled enough to teach. We created the International Leadership Development Centre (ILDC) in partnership with IHS to change this.*

*Through the years, IHS guided us to build our competence, content, methodology, and training program. Now we train trainers, develop our own programs, and partner with other organizations needing our support. ILDC is in national demand as expert trainers in the field, having trained more than 20,000 people to date, and we are now developing online training to further strengthen our influence. ILDC has worked with all levels of government including the President's office, where we have partnered with four Ministries: Social Policy, Health, Education, and Regional Development.*

*The best part of working with IHS has been the opportunity to learn from an organization of skilled professionals that is open and happy to share its resources; they have invested in us, and all aspects of our development."*

**Oleg Shelashskiy, Co-Founder and Director  
ILDC  
Kyiv, Ukraine**

*Our international partners include governments, nongovernmental organizations, child and family advocates, faith communities, and other international child welfare organizations.*

## Brazil

*"Partnering with IHS has taken Pontes de Amor and ANGAAD to an upper level of influence in Brazil. We improved the knowledge on social technology to promote safe family care for orphans and vulnerable children. After that, we strengthened our partnership with the National Government and led training programs relaying some of what we learned to several state government, judiciary and NGO professionals."*

**Sara Vargas, President of ANGAAD  
Rodrigo Pereira, President of Pontes de Amor  
Uberlandia, Brazil**



2001

Created annual Pro Humanitate Literary Awards for child welfare

2005

Established IHS International, and began consulting around the world

2007

Co-founded the International Leadership and Development Centre, Ukraine

2013

Published seminal policy paper on Differential Response

2017

Founded the Center for Child Policy in partnership with APSAC and the NY Foundling

# OUR SERVICES

## ORGANIZATIONAL DEVELOPMENT

Organizations can't succeed if their structures and operations are not set up to advance and support the work. Even highly skilled and motivated professionals can be thwarted by organizational and systemic barriers. We deploy multiple strategies to set strong organizational foundations to meet goals.

Our services include organizational and environmental assessments; strategic and operational planning; setting effective policies, procedures, and staffing patterns; resource allocation; team development; program implementation and evaluation; and the hiring and professional development of staff.

## TRAINING SYSTEM DEVELOPMENT

A well-trained staff is essential to achieving best practice in any organization. Our Comprehensive, Competency-Based In-service Training (CCBIT) model provides everyone in an organization with the knowledge and skills they need to ensure best practice. CCBIT engages the "right people" to participate in the "right training" at the "right time" to stimulate and support practice change.

CCBIT relies on time-tested methods of competency development, training needs assessment, curriculum development, trainer preparation, and training evaluation. We deploy a variety of on-site and virtual learning options, such as workshops, self-directed learning, coaching, seminars, and strategies to promote transfer of learning to the job.

## India

*"In 2018, I was part of an IHS international study tour to learn about best practices in competency-based child welfare training. From the start until the end, it was a wonderful experience. I will describe this as a vision-expanding education because IHS took the time to understand my cultural, historical, and current background and build my competence through training. In addition, the periodic follow-up and mentoring has helped me start my own NGO (CDFIN) to protect children and enhance their family connections. Currently, IHS is helping CDFIN with training resources and setting up the structure of the NGO."*

**Karen Grace Paul, Director**  
**Child Development and Family Impact Network (CDFIN)**  
Bangalore, India

## OUR IMPACT

**1,700+**

Child welfare competencies developed

**80**

IHS publications

**35**

Years administering the Ohio Child Welfare Training Program

**50,000+**

Trainings provided

## POLICY DEVELOPMENT

We work in collaboration with other child and family advocacy organizations to identify the most critical issues and dilemmas facing the child welfare/child maltreatment field today. We do extensive research to clarify the issues and the current state of evidence, and we synthesize our findings into policy statements, white papers, amicus briefs, and other vehicles to promote national and international policy change to support best practice.

## INTERNATIONAL CAPACITY BUILDING

From day one, IHS has been committed to a global vision of promoting the safety and well-being of at-risk children and families. A primary focus of our work is helping countries develop family-based alternatives to the institutionalization of homeless and

vulnerable children, through stronger community support, prevention services, and family-based alternative care.

We deploy the lessons from our decades of experience to educate local leaders and communities, to change attitudes, to strengthen service programs, and to build the capacity of local advocates and professionals.

We have established training centers in local organizations to be purveyors of best child welfare practice over time. IHS has helped leaders acquire skills in strategic planning, facilitation, and team building to support local and national initiatives. We have trained and supported local trainers. And we have used competency-based training to create a firm foundation of core-level knowledge and skills to underpin a competent work force.

Supported

35

states and provinces in building a competency-based training system

23

International study tours

44

Number of years IHS has been strengthening the child welfare sector

33

Staff's average number of years' professional experience

3

Russian-American child welfare forums

Provided expert capacity building services to

21

countries

## Zimbabwe

*"The time with IHS was invaluable and we have seen significant growth that is impacting the care of children in our nation. As Director of Training here, I was equipped in very practical ways that covered such a wide range of topics, all of which were practical, accessible, and relevant to our work. Our team was stretched and encouraged each day, and challenged to raise the bar in our planning, strategies, and program implementation. IHS loaded us with resources, inspired us with new vision and we are committed to the learning journey. What a privilege for us all, and an experience we continue to draw from today."*

**Sue Austen, Training Director**  
Zimbabwe Without Orphans  
Harare, Zimbabwe

*If your organization needs a partner to support you on your journey toward viable and sustainable change – be it a small, focused product or larger change initiative – please contact us.*

*IHS...where empirical minds and empathetic hearts converge.*



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