



Communication for Engagement in Organizational Readiness Building Key Messages

What is Organizational Readiness? Organizational Readiness describes a developmental point when an organization has the basic resources, abilities, and willingness to engage in implementing the CPM. Organizations that nurture high levels of readiness are more likely to initiate change, exert greater effort, exhibit greater persistence, and display more cooperative behavior. This is *not* a pre-existing condition waiting to be found or an existing aspect of an organization that lasts on its own. It needs active support to be developed, nurtured, and sustained across the process of implementation.

Communication for Engagement in the active implementation of CPM: The ORB Development Circle's goal for design and testing was to find ways to help people explain the CPM to colleagues and partners, to explain the roles of our organization and leadership in supporting the implementation of the CPM, and to prompt others to be actively involved in the organization's efforts to implement the CPM locally. The ORB DC designed *key messages* that could be incorporated into formal presentations or used informally, within conversations and discussions with internal and external stakeholders.

These Key Messages support three very important tasks of readiness building. It is our hope that they will:

1. Promote clarity and understanding of CPM and what it will take to implement the CPM within a child welfare organization, and in partnership with key stakeholders.
2. Explain what "readiness building" is and its role in implementation.
3. Engage people in implementation activities by clarifying roles and lifting up specific action steps (described uniquely by each county).

What we learned: The process for sharing these key messages should be tailored to each county's context and purpose. The key messages are intended to be used in whole or in part, entirely at the county's discretion (audience, format, process). Counties may select just one or two of these messages that make the most sense, and adapt the language to fit local contexts. It is our hope *having* these messages will be a supportive resource to aid communication, adaptable to suit each county's context. Our ORB DC observed that using these in a *dialogue* format worked especially well within the 7 testing counties.

Big Theme	More Details
<p>1. The CPM represents why we wanted to be social workers, and gives us hope for children and families.</p>	<ul style="list-style-type: none"> • CPM reconnects us with our sense of real social work • CPM puts the “social” back into social work • CPM connects with why we wanted to be a social worker in the first place • CPM affords us hope again. Hope in how things could be if we got to practice this way. Hope for families & children, getting help they need so things can be better. • The CPM is an investment in success
<p>2. This will bring us a future where we can embody CPM values, principles and behaviors across all levels of our organization and with partners and communities, creating collaboration, teaming, and a culture of hope and learning.</p> <p>3. We can’t do this work in isolation; it is important to share the vision, values, philosophy with our partnering agencies & communities</p>	<ul style="list-style-type: none"> • CPM is about Teaming, Engagement and Inquiry • Should be modeled at all levels • CPM impacts all levels of our organization and that we want to create an organization that supports staff in the practice we want families to experience. • Agency leadership will model CPM foundational behaviors with staff so that staff will utilize behaviors with clients. • CPM implementation can create a culture of hope, encouragement and learning • We are not isolated, we are all involved in behavior change • We have to model the principles and values of CPM in the midst of resistance • There is collaboration and teaming at all levels (bottom down, top up, and sideways) • We should be partnering with our external stakeholders in the same way • We can’t do this work in isolation. Our partnering agencies need some exposure to this philosophy and direction • The model provides an organizing framework in which many of our other key initiatives and daily practice fits. Everyone has a role with CPM practice!
<p>4. The CPM is the overarching framework that defines specific behaviors we want to see practiced all the time. It integrates key initiatives we have been implementing over the last decade.</p>	<ul style="list-style-type: none"> • The CPM defines specific behaviors we want to see happening all of the time, guided by values and the theoretical framework • CPM behaviors and elements actually frame all of our other initiatives and practices. It is the overarching framework driving CA child welfare practice. • We are already doing some of this! Let’s get concrete about what is happening, identify where we can do better, and get more intentional about making this happen more regularly. • We are already doing many of the CPM behaviors. What are the areas we are already doing it? We want to be more intention in the way we work and more respectful to families. • This CPM practice should drive the work, not the system (court, or other agendas from collaborating agencies)

	<ul style="list-style-type: none"> • We need to slow down, and really look at our practice, our system, and why we function like we do. This is our opportunity.
<p>5. The CPM requires we examine our practice, and our systems, and requires all our participation; we are in this together</p>	<ul style="list-style-type: none"> • This examination of our system requires all our participation. • We must see ourselves, our families, and our system through a trauma informed lens. Trauma reduction is all of our work. • We all have different roles but this is one giant effort. We are in this together! • Our organization also has a role to support this kind of practice every day. Sometimes we don't pay attention to this. But, there are some key factors that, when working well, could really support us doing the CPM practice every day, on every level. We want to start paying attention to these factors more intentionally.
<p>6. It's both the CPM AND Active Implementation support that make the difference!</p>	<ul style="list-style-type: none"> • We [leaders] often throw a lot of new things at staff without paying systematic attention to our role in supporting them. • We [leaders] need to be able to describe what the CPM looks like, and create working environments that encourage feedback for getting better. • Your voice matters! We invite you along this journey to help inform where we go together. • We need to start with you by asking you what you know and what questions you have about implementing the CPM. • Implementation is a process, not an event. We each have roles to make it work. • So often, we start "implementing" with training, and don't attend to the organization's role in supporting implementation, and things fall flat. • Change is hard. The organization has an important role to help with fear of the unknown, confusion, and loss and grief that can come with change. • We [leaders] have important and ongoing roles to play in communicating, modeling, and problem-solving to implement the CPM.
<p>7. I'm not sure I know what "organizational readiness" to implement the CPM really means.</p>	<ul style="list-style-type: none"> • A more deliberate focus on the organization's role in implementation may be newer for us. We often skip paying attention to this. • It's completely understandable that we may not know what this looks like. • Assessing key aspects of the organization's role in implementing the CPM can help define it, describe what it looks like for us, and identify steps to strengthen it. • CPM implementation is a "developmental process"; it will take time; • Everyone is at different stage of understanding and preparedness to do the work; • Folks may "not know" or be confused by what ORB really means and why it matters. This focus on the organization's role in

	<p>implementation and doing an assessment of ORB can help define what it is, describe what it looks like in our county, and take steps to address and improve it. Research has shown that when a org. is at a higher rate of readiness, implementation is more successful-people exert greater effort, exhibit greater persistence and display more cooperative behavior</p> <ul style="list-style-type: none">• We've had a lot of lessons learned from implementation in the past. It can be helpful to reflect on what worked well, where there were challenges and ways we could have proactively supported the change. What support would you need in this implementation and to practice this way?• Our first step would be to assess "where we are" with these factors. <i>We will call them factors that promote readiness for implementation of CPM.</i> We would love your help putting together the right questions to explore. Would you be willing to answer some of these questions and then meet back and share with us your answers, and reflections, as well as what you thought of the actual questions themselves?
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