**Take a Snapshot of Your County’s CPM Implementation Status**

**Purpose:**

**The CPM Implementation Snapshot is a tool for assessing your county’s status in terms of CPM implementation. Understanding your starting point is the first step in initiating local planning. By collectively exploring “Where are we now with putting CPM into practice in our location?” a shared view of where to focus your county’s CPM implementation planning efforts can emerge.**

**Instructions:**

1. **Gather an appropriate group to collectively respond to the questions below. You can meet once or as many times as needed to rate each question and complete the accompanying scoring and analysis to draw conclusions from the assessment. Here are some ideas to keep in mind as you prepare for conducting the assessment:**
2. ***Review the questions and consider who brings an informed perspective on each of the four implementation dimensions: Leadership & Organization, Workforce Development, Using Data for Understanding and Improvement, and Strengthening Partnerships for System Change. Some people may have a perspective to offer on all areas, while others may weigh in on certain areas over others. Allow people to contribute where they choose.***
3. ***Consider including an array of people representing different functional roles. Those who: lead the work, benefit from the work, observe the work, do the work.***
4. ***Invite individuals to rate the questions on their own, then bring their responses into a forum where divergent opinions can be discussed, and a consensus reached. Capture notes from the discussion to document reflections or issues for follow-up.***
5. ***Ensure Snapshot participants understand the purpose of the assessment and know enough about CPM to meaningfully engage in the assessment.***
6. ***Address any other preparation steps unique to your location.***
7. **Specific instructions for scoring and analysis are included in the final pages of this Snapshot. Each county can determine who should be involved in interpreting their Snapshot responses—it could be the same group as answered the questions, a smaller group responsible for moving your CPM effort forward, or another decision-maker.**
8. **After completing all sections of the Snapshot, designate a CWS staff person to complete a brief Survey Monkey instrument designed to capture a summary of your county’s Snapshot. Collecting this Snapshot information will allow the Directors’ Institute to analyze regional trends in CPM implementation status for future skill building and support purposes. In January, a link to the Survey Monkey instrument will be made available to all CW Directors via email and through the CalSWEC website.**

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| 1. County |  | 4. Region |  |
| 2. Contact Person |  | 5. Date |  |
| 3. Email |  | | |

**Organization and Leadership**

1. The agency has revised its vision of child welfare services to reflect what will be happening when CPM is fully implemented in the county.

Not at All Getting Started Half Way There Nearly There Fully in Place

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7-10. Please rate these key groups from your agency in terms of the extent to which they do the following:

|  | **a) Workers** | **b) Supervisors** | **c) Managers** | **d) Executive Leaders** |
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| 7. Can describe what the CPM is all about. | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |
| 8. Can describe how the CPM fits with other initiatives. | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |
| 9. Can explain their role in supporting CPM implementation. | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |
| 10. Actively & visibly support implementing the CPM to make it a success. | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |

1. The agency has acquired the resources (human, financial, technical) to support effective CPM implementation**.**

Not at all Getting Started Half Way There Nearly There Fully in Place

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1. The agency has designated a team with appropriate leadership and decision-making authority to guide and oversee CPM Implementation (often referred to as a “Leadership Team”).

Not at All Getting Started Half Way There Nearly There Fully in Place

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1. The agency has designated a team to facilitate day-to-day coordination and management of implementing the CPM (often referred to as an “Implementation Team”).

Not at All Getting Started Half Way There Nearly There Fully in Place

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1. The agency has established communication processes and feedback mechanisms to monitor the quality of CPM Implementation.

Not at All Getting Started Half Way There Nearly There Fully in Place

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**Workforce Development**

15-21. Please rate the following aspects of your agency’s workforce training and coaching for each group shown:

|  | **a) Workers** | **b) Supervisors** | **c) Managers** | **d) Executive Leaders** |
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| 15. The agency’s training plan has been revised to incorporate building competency for CPM at all staff levels. | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |
| 16. The agency’s training curricula has been revised to ensure development of specific knowledge, behavior & skills required for CPM at all staff levels. | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |
| 17. Staff at all levels of the agency are receiving CPM training specific to their role and function. | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |
| 18. Staff at all levels of the agency are demonstrating specific CPM behaviors in all their interactions with children, youth and families. | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |
| 19. Staff at all levels of the agency are demonstrating specific CPM behaviors in all their interactions with each other, system partners and community partners. | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |
| 20. The agency workers and supervisors receive ongoing coaching to build competence and confidence for using CPM Practice Behaviors in all interactions with each other, partners and children & families. | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |  |  |
| 21. The agency managers and executive leaders receive ongoing coaching to build competence and confidence for using CPM Leadership Behaviors in all interactions with each other, partners and children & families. |  |  | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place | 1. Not at All  2. Getting Started  3. Half Way There  4. Nearly There  5. Fully in Place |

1. CPM values and principles are integrated into the employee recruitment and selection process at the agency.

Not at All Somewhat Half Way There Nearly There Fully in Place

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1. The agency’s managers and supervisors are using a case consultation method to ensure their staff are effectively engaging in CPM behaviors.

Not at All Somewhat Half Way There Nearly There Fully in Place

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**Using Data for Understanding and Improvement**

24-30. Please rate the following aspects of your agency’s utilization of data to monitor CPM implementation and link these system change efforts to child and family outcomes.

|  |  | 1. Not at All | 2. Somewhat | 3. Half Way There | 4. Nearly There | 5. Fully in Place |
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| 24. | In the agency, there is a system in place to gather and monitor data and information about how the CPM is being implemented. |  |  |  |  |  |
| 25. | In the agency, data about how the CPM is being implemented are used to make decisions and improve CPM implementation. |  |  |  |  |  |
| 26. | In the agency, there is a system and process in place to regularly assess fidelity to the CPM. |  |  |  |  |  |
| 27. | In the agency, data about fidelity to the CPM are used to make decisions and improve CPM implementation. |  |  |  |  |  |
| 28. | In the agency, there is a data system in place to monitor child and family short-term outcomes (e.g., direct feedback from families and their interactions with the child welfare agency) related to the CPM. |  |  |  |  |  |
| 29. | In the agency, we utilize a logic model with data measures to connect CPM implementation and system change activities to short and long-term outcomes. |  |  |  |  |  |
| 30. | In the agency, we are integrating CPM into our County Self-Assessment and SIP processes. |  |  |  |  |  |

**Strengthening Partnerships for System Change**

1. The agency believes the following array of local partners are essential to ensure elements of the CPM are in place as intended in our location. [Check all that apply]

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| --- | --- | --- | --- |
| **Internal Teams** | **Other Public Systems** | **Community-Based Organizations** | **Youth & Families** |
| Administrative Staff | Courts | Placement Orgs | Foster Parents |
| Social Work Staff | Probation | CASAs/GALs | Relative Caregivers |
| Supervisors | Behavioral Health | Tribal/Cultural Elders | Birth parents |
| Directors | Law Enforcement | Clergy/Spiritual Leaders | Birth relatives |
| Managers | Education | Tribal Organizations | Foster/Former Youth |
| Trainers | Public Health | Service Provider Orgs |  |
|  | Employment Services | Mediators/Interpreters |  |
| Other (write below)  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Other (write below)  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Other (write below)  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Other (write below)  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

32-35. The agency would characterize the quality of the relationship between the agency and each category of partners featured in the previous question as: [check one for each category]

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| **32. With Internal Teams** | **33. With Other Public Systems** | **34. With Community-Based Orgs** | **35. With Youth & Families** |
| 1. Non-Existent  2. Strained/ Distant/Unreliable  3. Working Thru Differences  4. Building Toward Connection  5. Trusting/ Engaged/Reliable | 1. Non-Existent  2. Strained/ Distant/Unreliable  3. Working Thru Differences  4. Building Toward Connection  5. Trusting/ Engaged/Reliable | 1. Non-Existent  2. Strained/ Distant/Unreliable  3. Working Thru Differences  4. Building Toward Connection  5. Trusting/ Engaged/Reliable | 1. Non-Existent  2. Strained/ Distant/Unreliable  3. Working Thru Differences  4. Building Toward Connection  5. Trusting/ Engaged/Reliable |
|  |  |  |  |
| **Comments:** *(If there is a partner with whom the agency has a different quality of relationship than its category rating indicated above, please describe here.)* | | | |

1. The agency is making efforts to reach out to partner groups who are essential for CPM implementation, but with whom we have no established relationship.

Not at All Somewhat Half Way There Nearly There Fully in Place

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1. The agency’s key partners understand their role in helping implement CPM values, behaviors and practice elements.

Not at All Somewhat Half Way There Nearly There Fully in Place

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1. The agency engages partnership networks in adapting CPM to fit the needs of our local communities.

Not at All Somewhat Half Way There Nearly There Fully in Place

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1. The agency effectively engages partnership networks to develop culturally responsive supports and services.

Not at All Somewhat Half Way There Nearly There Fully in Place

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1. Leaders at all levels of the agency engage key partners to reduce barriers that interfere with implementation of CPM.

Not at All Somewhat Half Way There Nearly There Fully in Place

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1. Leaders at all levels of the agency seek out the perspectives of key partners about the competency of our people and system for implementing CPM.

On case-by- As part of As part of County

Never Upon Request case basis CQI process Self-Assessment

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1. The agency makes changes based on the perspectives of key partners about the competency of our people and system for implementing CPM.

Never Rarely Sometimes Often Always

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43-46. The agency has clear, documented processes for sharing information and getting feedback from the following partners throughout CPM implementation.

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| **43. Internal Teams** | **44. Other Public Systems** | **45. Community-Based Organizations** | **46. Youth & Families** |
| 1. Not at All  2. Something Like It, but Not for CPM  3. Starting to Work on This  4. Nearly There  5. Fully in Place | 1. Not at All  2. Something Like It, but Not for CPM  3. Starting to Work on This  4. Nearly There  5. Fully in Place | 1. Not at All  2. Something Like It, but Not for CPM  3. Starting to Work on This  4. Nearly There  5. Fully in Place | 1. Not at All  2. Something Like It, but Not for CPM  3. Starting to Work on This  4. Nearly There  5. Fully in Place |

**Scoring and Analysis**

**Instructions:**

**Row A: “Where Are We Now” Score: This is a way to gauge where your county falls on the continuum from ‘just getting started’ to ‘full implementation’ of CPM across each of the 4 implementation sections included in the Snapshot. Calculate your score using the following steps:**

* 1. **All Snapshot questions (except #31) use a 5-point scale. Each answer on the scale has an associated value: the first response option counts as 1, the second as 2, etc. through 5. Based on your answers and skipping #31, add up your score for each section. Remember to include ALL cells in the tables for questions #7-10, #15-21 and #32-35.**
  2. **The maximum score for each section is shown in shading under each section heading.**
  3. **Calculate your percentage toward full implementation as follows: [your score] ÷ [maximum score] = \_\_\_%**
  4. **Repeat this formula for all 4 sections and enter relevant percentages into row A.**

**Row B-E: Given the answers to Snapshot questions and the scores reflected in row A, fill in answers in the following areas:**

1. **Strengths to Build On: Jot down which areas seem to be strongly in place or can otherwise be built on to begin or further advance your CPM implementation efforts. These are the items that your county rated higher on the response scale and feel like they’ll remain solid going forward.**
2. **Opportunities for Growth: Identify the areas that need attention to take CPM implementation to the next level in your location. These are the items that your county rated lower on the response scale or may be at risk of not ‘sticking’ due to other factors.**
3. **Feasibility Considerations: What else is going on in your local environment that may affect how your county wants to approach launching or advancing CPM? These can be constraints or opportunities around resources, other change efforts, transitions, or other factors.**
4. **Setting Priorities for Local Planning: Step back with your team and reflect on the conclusions drawn so far around strengths, needs and feasibility considerations related to where you are now with CPM implementation. What are the 3 to 5 areas for which you want to create specific goals and action plans so that CPM becomes more visible, observable and integrated into daily operations over the next 12 – 18 months?**

|  | **Organization & Leadership** | **Workforce Development** | **Using Data for Understanding & Improvement** | **Strengthening Partnerships for System Change** |
| --- | --- | --- | --- | --- |
| **A. “Where Are We Now?” Score** | 21 questions x 5 pts = 105 maximum  *Example:* 63 / 105 = 60%  *We’re over half way there…* | 26 questions x 5 pts = 130 maximum  *Example:* 55 / 130 = 42%  *We’re almost half way there…* | 7 questions x 5 pts = 35 maximum  *Example:* 18 / 35 = 36%  *We’ve got some work to do…* | 15 questions x 5 pts = 75 maximum  *Example:* 68 / 75 = 90%  *We’re almost there…* |
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| **B. Strengths to Build Upon** |  |  |  |  |
| **C. Opportunities for Growth** |  |  |  |  |
| **D. Feasibility Considerations** |  |  |  |  |
| **E. Priorities for Local Planning** |  |  |  |  |