Quick Guide California Core Practice Model

City and County of San Francisco, Family Children Services

What is it?

The California Child Welfare Core Practice Model (**CPM**) is a statewide effort, led by the counties, to develop and implement a framework to support child welfare practice and allow child welfare professionals to be more effective in their roles. The CPM is intended to guide practice, service delivery, and decision-making. It builds on the great work already taking place across the state by integrating key elements of existing initiatives and proven practices - such as the Katie A. Core Practice Model and Safety Organized Practice (SOP). The model gives meaning to the work currently in practice and improves outcomes for children and families. Development of the model has included extensive feedback by various stakeholders, including FCS staff in San Francisco.

> **Key Concept: The CPM is *NOT* a new initiative.**
> One of the principle motivations of developing the CPM was to address the issue of 'New Initiative Fatigue' in child welfare – the phenomena where staff at all levels has faced so many new changes that they have reached their limit. The CPM builds upon good practices that are already in various stages of implementation across the state, and is consistent with the practice models that some counties have already developed. It is intended to *organize the work* so that child welfare professionals can determine which new practices to adopt moving forward.

Like most Core Practice Models, the California CPM defines practice at various levels. This includes common sets of:

- **Values** to guide practice
- **Casework Components** to define what we do
- **Practice Elements** to delineate how we do our work
- **Practice Behaviors** that specify how it looks when we are doing our work right
- **Organizational Behaviors** that set organizational standards to support good practice.

Information on all of these different levels can be found on the CalSWEC CPM webpage. Of particular interest to line staff and supervisors are the practice behaviors.
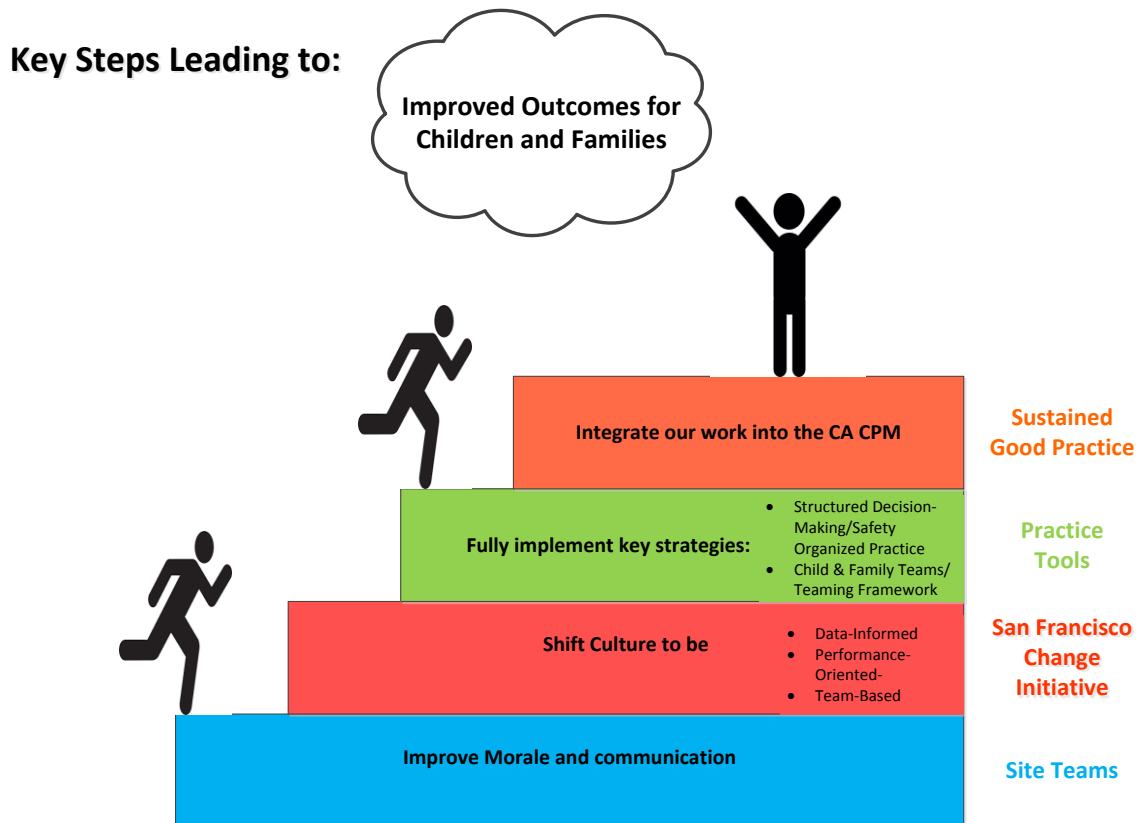
Why are we doing it?

There are many reasons for developing and adopting the CPM, including:

- In order to effectively serve families, youth and the communities that they live in, we need to define our work clearly and align any new practices with what we currently do. The CPM facilitates this.
- With the support of the counties, the California Department of Social Services, and numerous stakeholders, statewide infrastructure like the Common Core training will be based on the CPM.
- The CPM will help us to identify what practice changes we want to make more carefully and systematically, cutting down on 'initiative fatigue.'

How does this fit with our other initiatives?

The CPM *IS* the big picture. All of the improvements that we have been implementing in FCS are aimed at building the foundation to implement the CPM effectively, in order to improve outcomes. This includes our **San Francisco Change Initiative**, the Inter-Agency Services Collaborative/Katie A. (iASC), the Teaming Framework and Safety Organized Practice (SOP). The practice behaviors have also been

integrated into our FCS competencies for Protective Services Workers and Supervisors. The diagram below illustrates this.

Key Steps Leading to:

Improved Outcomes for Children and Families

Step	Details	Category
Integrate our work into the CA CPM		**Sustained Good Practice**
Fully implement key strategies:	• Structured Decision-Making/Safety Organized Practice • Child & Family Teams/ Teaming Framework	**Practice Tools**
Shift Culture to be	• Data-Informed • Performance-Oriented- • Team-Based	**San Francisco Change Initiative**
Improve Morale and communication		**Site Teams**

How can I be involved?

Since the CPM will be so central to our work, everyone will be involved as we implement and sustain it. The Safety Organized Practice/Core Practice Model Workgroup will lead the efforts.

Leadership and Management
- Message how the competencies in our performance appraisal also reflect values, core components and standards of practice outlined in the CPM.
- Recommend specific meetings/workgroups/projects for staff to participate in related to the CPM, including the SOP/CPM Workgroup.
- Discuss how SF FCS utilized the practice model in workforce development (anchors and competencies for staff).
- Learn about the practice behaviors for leadership and model the behavior you want to see with families (effective engagement with staff, teaming with staff, etc.).

Supervisory staff
- Learn the CPM practice behaviors and reference them regularly in your supervisory work with staff.
- Have case examples demonstrating how staff is implementing the CPM practice behaviors well.
- Have deliberate conversations about practice behaviors during unit meetings.

- Divide the practice behaviors between your units for future presentations by staff.
- During supervision, lift up what the worker is doing that matches the practice behaviors, and provide tips on how to be more deliberate in weaving them into their work.
- Ask for coaching to help you be creative in how you support the CPM in your unit.

Front-line staff
- Get involved in the SOP/CPM Workgroup.
- Learn about and understand the different levels of the CPM: Values, Practice Components, Practice Elements and Practice Behaviors.
- Be mindful and deliberate about integrating the practice behaviors into your work with youth, families and partners.
- Try out a new behavior even if it feels uncomfortable at first. Keep a journal of the practice behaviors that you do well to share with your colleagues.

Support staff
- Get involved in the SOP/CPM Workgroup.
- Learn about and understand the different levels of the CPM: Values, Practice Components, Practice Elements and Practice Behaviors.
- Think about how your work supporting families and staff can support the CPM. How can your behaviors reflect the practice behaviors?

Where can I find more information?

Staff that wants more information can join the SOP/CPM Workgroup (contact Program Director Julie Lenhardt for more information).

The California Social Work Education Center (CalSWEC) website includes the latest info, including:
- Webinar Overview of the California Child Welfare Core Practice Model
- California Child Welfare Core Practice Model Overview
- California Child Welfare Core Practice Model Practice Behaviors
- Additional background information about the model
- Practice Model Summary
- We Believe video
- Theoretical Framework Graphic
- Theories Overview and Case Application
- FAQ