

California Child Welfare Core PRACTICE MODEL
 DIRECTORS INSTITUTE
Building Capacity, Leading Implementation



Organizational Readiness Building Development Circle

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Purpose: **Organizational Readiness Building.** People at multiple levels of an organization are specifically resourced and tasked to come together and attend to the day-to-day and ongoing leadership and management activities necessary for effective implementation. Teams of executive leaders, staff, and partners have functional roles, dedicated, on-the-job resources, and are supported by organizational and system practices that create an organizational climate to facilitate progress and problem-solve challenges of those delivering the practice model.

Discussion Questions:

1. In experiences you've had in implementing a program or initiative in the past:
 - What was helpful in supporting the implementation?
 - What were the barriers/challenges you encountered in this area and what would have made a positive difference or what would you do differently next time?
2. In your county, what tools would be relevant to your work? What would be the most helpful in implementing the practice model right now and why?
3. What resources (people, information, tools, etc.) should we know about that would help guide us with developing these tools/resources?
4. What's missing?

Report back:

Consolidate your list of tools/resources, removing duplicates.

Be prepared to walk the larger group through your list.

Possible Tools, Resources	
1	<p>ASSESSMENT(S) OF ORGANIZATIONAL READINESS FOR IMPLEMENTATION</p> <p>A process of taking stock of the organization to identify what organizational capacities and functions can be leveraged, strengthened or developed to support effective implementation of the CPM. This may include such things as leadership at all levels, organizational climate and culture, cultural competence, engagement and partnership*, evaluation and CQI*, infrastructure, resources, workforce knowledge and skills*. Additionally, this may include considerations of the alignment and integrations of these capacities/functions.. Potential tools/resources may include:</p> <ul style="list-style-type: none"> • Primer on organizational culture and climate and relationship with implementation • Assessment Tools for assessing organizational culture, climate, readiness for implementing change, from multiple perspectives • Worksheets and Guidance/Resource Documents with benchmarks to operationalize goals based on results (suggestions based on stage and identifying “early wins,” so connect with #2)
2	<p>PLANNING & PRIORITIZING FOR IMPLEMENTATION READINESS (??)</p> <p>Based on the assessment, agencies have a plan to build organizational readiness building-on or repurposing existing functions, developing functions that may missing,</p>

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	<p>Potential tools/resources may include:</p> <ul style="list-style-type: none"> ● Guidance to help counties figure out where to start based on their assessment findings. Include suggestions such as stage-appropriate “early wins” they may take on, and benchmarks for helping to identify incremental progress. ● Guidance designed specifically for assisting smaller counties that may have fewer resources and less infrastructure.
3	<p>STRUCTURES AND PROCESSES THAT LINK LEADERSHIP WITH IMPLEMENTATION TEAMS, AND TEAMS WITH EACH OTHER.</p> <p>The implementation team(s) and agency leadership have a common understanding of each teams purpose, function, deliverables, etc. in the implementation of the practice model. There are structures and processes in place that ensure the work of various teams is aligned and connected. Barriers to implementation are identified, addressed, and elevated to leadership as necessary for resolution.</p> <p>Potential tools may include:</p> <ul style="list-style-type: none"> ● A Charter or “Terms of Reference” templates and development materials that identify leadership and implementation teams/functions ● Communication protocol template and guidance document (a strategy for messaging to ensure an organizational climate and culture for implementation best practices)
4	<p>INTERNAL AND EXTERNAL COMMUNICATION</p> <p>Communication about the CPM and its implementation is made to staff, management, stakeholders, consumers timely, consistently and appropriate to the audience. Feedback loops exist to assess the effectiveness of the communication. Potential tools/resources may include::</p> <ul style="list-style-type: none"> ● Sample communication materials: key messages, audiences, etc. ● Communication plan template