

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



## BACKGROUND & PREPARATION MATERIALS

Thank you for registering for the DIRECTORS INSTITUTE. The first **Directors Learning Session** is March 22-23 at the MISSION INN in RIVERSIDE. In preparation for your attending, please take some time *BEFORE* March 22 to review the following resources. They provide brief background information to get you more familiar with five focus areas of the first **Directors Learning Session**. The Planning Committee designed this packet to provide “*just enough*” (and *not too much*) information to help ensure a foundational understanding among all Child Welfare Director participants in the practice model, implementation science and practice, partnership, adaptive leadership, and the overall Institute.

### A. California Child Welfare Core Practice Model (CA CW CPM)

The CPM intentionally defines expected behaviors of both leadership and social work practice. By also defining features of the organization, the CPM also intentionally defines what else it takes (besides the practice model) for the system to support implementing change. In this way, the practice model is paying attention to what we know from implementation science: effective implementation requires attention to both people and organizations.

- A1. CPM Overview (Slides)
- A2. CPM Elements and History (see <http://calswec.berkeley.edu/california-child-welfare-core-practice-model-0>). In particular, please visit
  - California Child Welfare Core Practice Model Overview
  - California Child Welfare Core Practice Model Practice Behaviors (more detailed)
  - Practice Behaviors for Leadership (more detailed)
  - Organizational Factors Matrix

### B. Implementation Science and Practice

Effective implementation is about supporting both people and organizations. Science has taught us about “what it takes,” and practice is teaching us about “my role” in making that happen. Doing so incorporates adaptive leadership and management strategies to ensure support for practitioners to deliver the practice model as intended, systems partners work in concert to eliminate barriers, and practice model use and impact are optimized over time using data.

- B1. Backgrounder: Implementation Science (handout)  
(also see a 5-minute video orientation to the NIRN Active Implementation Frameworks <https://unc-fpg-cdi.adobeconnect.com/a992899727/ai-lesson-quickstart/> on the Active Implementation Hub (AIHub) (<http://implementation.fpg.unc.edu/>))
- B2. Active Implementation and Scaling Functions to Support the CA CW CPM (handout)
- B3. Strengthening Systems for Social Impact: What Does it Take? For effective implementation to get to outcomes (handout)  
Also see short video from a parenting project (Triple P) that illustrates the importance of these four features of implementation capacity, <http://ncic.fpg.unc.edu/lessons-learned>
- B4. Cross-Walk of Implementation Drivers (*what we know from research*) and Functions (*what this means for my role*) (handout)
- B5. The Journey to Outcomes: Why Fidelity Matters (handout)

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**C. Partnership**

Partnerships strengthen the child welfare system's ability to support the safety, permanency, and well-being of the children and families being served and maintain their cultural identities and connections. These partnerships are continuous, providing the needed linkages with impacted communities and actively demonstrating the agency's commitment to work together to reduce disparities in outcomes and improve outcomes for all children and families being served.

- C1. Practice Model Partnerships (handout)

**D. Adaptive Challenges and Adaptive Leadership**

Active, demonstrated leadership is an essential element in the implementation and sustainability of the practice model and other initiatives. It ensures that all parts of the organization are working in concert to support changes in practice. This work is often more adaptive (less clear) than technical (cut-and-dry), and requires more than traditional management approaches.

- D1. Technical and Adaptive Challenges (handouts)
- D2. A common leadership framework (adaptive leadership. Heifitz)
- D3. Exemplary Leadership Practice

Also see short video on Adaptive Leadership: [https://www.youtube.com/watch?v=pRFXu\\_iBJec](https://www.youtube.com/watch?v=pRFXu_iBJec)

**E. Directors Institute Overview**

By its *multi-level* design, the Directors Institute provides *Directors Learning Sessions* (educational pillars) that guide cross-county teams working in recurring *Development Circles* in-between sessions to develop resources and tools that, in turn, leverage work at *Local County* levels to test, and refine tools for learning and ongoing improvement. Overall, this Directors Institute spans eight months.

- E1. CA CW CPM Directors Institute Flyer (handout)
- E2. Talking Points I & II (handouts)
- E3. Development Circles (handout)