



Building Capacity. Leading Implementation.

The Leading Edge

The DIRECTORS

INSTITUTE aims to develop a cohort of strong, effective leaders to support and sustain local use of the California Child Welfare Core Practice Model (CPM). By January 2018, all County Child Welfare Directors (CWDs) will have the individual skills & organizational resources to systematically implement the CPM.



Director's Corner—Bringin' It All Back Home

The December 7 and 8 2017 Directors Learning Session in Berkeley represented the culmination of a year of very hard work carried out by California's Child Welfare Directors and their key staff in moving towards the installation and implementation of our Child Welfare Core Practice Model. The materials from the Session will be posted on the CalSWEC website but we wanted to provide a brief recap of the important work that was accomplished in Berkeley and the next steps as we move forward.

Our learning objectives in Berkeley, which we believe we successfully achieved, were:

- Understand and apply lessons from peers who are exploring readiness activities for CPM implementation
- Become familiar with an array of resources and tools and how they support counties' own outcome-orientated CPM

- Be more prepared to return to own counties and take next steps in implementation assessment, planning, and capacity activities
- See how local implementation planning aligns with the Directors Institute and ongoing support activities in 2018

The planning committee felt that to achieve these objectives it was important to start the session with a recap of why it is important to pay attention to implementation in order to be successful in bringing the CPM to life across California. We were reminded that only 10-15% of organizations are able to successfully implement strategies without implementation supports and confirmed that the planning activities of the Directors Institute supports---CFPIC, CalSWEC, and the RTA's---will continue to be deployed to help ensure that all counties are successful in their implementation.

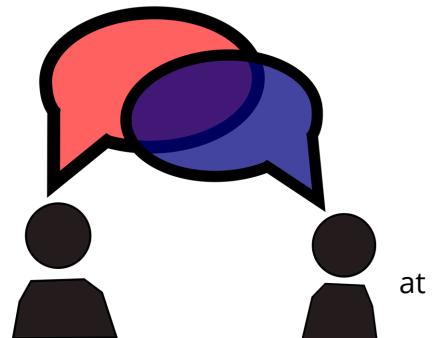
Bringin' It All Back Home cont...



Robin offered a simple, clear and compelling presentation on the value of taking a “theory of change” and “logic modeling” approach to our work, and helped unpack the theory of change that is guiding all of our work in moving towards the implementation of the CPM. In addition to the slide presentation that we will post, we are fortunate that Robin has written an article on his presentation that is included in this issue of the Leading Edge.

Robin then introduced Gary Taylor and Deanna Avey-Motikeit, who offered their perspectives as recent Child Welfare Directors on how the theory of change that will guide county work is already embedded in the counties’ CSA and SIP work---that, as we have often said—the CPM is not something new but is a new way of looking at and structuring the work that counties already are doing.

The rest of Day 1 consisted of structured presentations by each Development Circle that gave a preview of their accomplishments in 2017, followed by a “Trade Show,” where the Directors were able to delve deeper into the work of the Development Circles in having free-flowing conversations with the faculty from each DC, including a more close-up look at the tools that they have developed.



Day 2 then focused on the structured planning process that we have started to put in place to guide counties in bringing the CPM home. Two intrepid counties—Mariposa and Tuolumne—reported on their experiences in trying out the Snapshot process and provided great insight into the ways that counties can use this process to understand where they and their communities are in the process of integrating the CPM into their work. Counties were then given sample Snapshots from three fictitious counties (small, medium and large) that they were able to review and discuss with counties of like-size at their tables.



Leslie Ann Hay then provided a preview of the Implementation Planning Guide that she has developed to link the findings from each county’s snapshot to a structured planning process that guides each county in using the DC tools to begin setting objectives and time frames for their own implementation activities.

We concluded with some thoughts about the road ahead and then adjourned for a well-earned rest.

Those who were at the Learning Session will recall that we projected another Learning Session in April, preceded by a number of webinars.

At this time we are rethinking the time frames and how best to effectively support implementation across the state and will be revisiting those while still maintaining our commitment to support each county in bringing the CPM home at their own pace and on their own terms. The revised schedule is included on the last page of this newsletter in the calendar of events.



For those who were unable to attend we want to assure you that we are planning a number of activities that will help you obtain the information that you missed at the Learning Session. As noted above, the materials from the Learning Session will be posted on the CalSWEC website this month. In addition, each Development Circle is developing a toolkit of its materials to post on the CalSWEC site as well. And we are planning a series of webinars over the course of the next few months to review the Snapshot, the Implementation Planning Guide, and the tools from each of the Development Circles, in addition to the planned CPM Messaging Webinar already scheduled for January 25. And we are working with the Regional Training Academies to continue to offer peer-support counties in monthly Regional meetings and regular updates at the CWDA Children's Committee meetings.

[Click here](#) to view the activities we have planned through summer.



Circling Over the DC's: Updates from the Development Circles



Last spring the Child Welfare Directors brought forward an amazing array of talented staff to participate in the Development Circle process over the last 9 months. These amazing leaders have worked with DI faculty to develop an array of tools and resources to support active implementation of CPM. As the goal of the DCs has essentially been met, we wanted to provide a final update on what each DC accomplished and express gratitude for the hard work and tremendous commitment across a total of over 30 counties. All DC participants are listed at the back of this issue. Each of the DCs will be ramping down their work over the next month and new opportunities for field involvement in regional and/or statewide CPM implementation activities will be announced shortly.

Engagement, Relationships & Partnerships

Drawing from a rich array of partnership experiences guided by the leadership skills of supervisors, managers and Directors from 14 counties, the ERP Development Circle has completed its work. The final product is an integrated Toolkit to help counties understand, model and reinforce 20 principles of engagement, relationship and partnership that advance implementation of CPM. From understanding biases to establishing linked teaming structures with partners, these core tenets of partnership are organized around the following aspects of building effective collaborations needed for CPM to thrive:

- Pre-Work: Preparing to share CPM with the child welfare partner community
- Early Engagement: Laying the foundation for orienting partners to CPM
- Barrier Busting: Working together to reduce system barriers to CPM implementation
- Stronger Together: Aligning partnership with quality implementation of CPM practice
- Sustaining Change: Monitoring CPM implementation in partnership with the community

A total of 17 resources, exercises and strategies are linked throughout the ERP Toolkit offering county implementation teams various ways to strengthen CPM-related partnerships within their agencies, systems and communities.

We are so grateful for the creativity, insight and dedication of everyone who contributed to the ERP DC process and product. (ERP DC members are listed on back page of this newsletter). None of this work could have been possible without the tireless support and guidance from our ERP Champions: Aaron Crutison (Solano), Lori Medina (Monterey), Madeline Roachell (Los Angeles) and Leslie Griffith (El Dorado) in collaboration with faculty members Jennifer Buchholz, Aprille Flint, Leslie Ann Hay, and Gary Taylor.

Organizational Readiness

Too often, organizations fail to pay attention to *their* role to support the use of any program or practice model. 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 and sustain high levels of readiness are more likely to initiate change, exert greater effort, exhibit greater persistence, and display more cooperative behavior. The goal of the ORB development circle was to develop resources and tools that would first, help counties assess their organizational readiness for implementing the CPM, then guide counties to sustain it, paying attention to the role of leadership, climate, teaming structures, communication, and using data to inform implementation activities. We are so thrilled to report that not only did we develop some key tools, 7 counties tested them, gathered feedback and shared their experiences about two areas:

- **Communication for engaging others in readiness building to implement the CPM**
- **Assessing organizational readiness (with its companion ORB Planning Guide)**

The ORB DC was blessed to have engaged thirteen counties our design and testing work! We were skillfully lead by faculty Karen Gunderson, Virginia Rondero Hernandez, Mark Lapiz, Darlene Hill, Lucia Weiss, Renee Boothroyd, and Andrea Sobrado. Still, none of this work could have been possible without the critical voice and guidance from our Director Champions: Sylvia Deport (San Francisco), Nick Honey (Sonoma), Dianna Wagner (Shasta), and Wendy Osikafo (Kings), and the commitment to the ever so needed “reality check” from the entire circle membership listed on the back page of this newsletter.



Quality Outcomes and System Improvement

The Quality, Outcomes, and System Improvement Development Circle (QOSI) convened leadership from 15 counties to develop a logic model approach for planning, visualizing, and evaluating local CPM implementation and change. The QOSI group developed a sample CPM Theory of Change, identified 14 Critical CPM Short-Term Outcomes, developed a Framework and Facilitation Guide to assist counties and their partners in creating a local CPM logic model (called a “CPM Blueprint for Change”), and has recently begun work with CDSS to explore how existing CFSR case review processes might generate relevant short-term CPM outcome data.



QOSI, cont...

The QOSI Facilitation Guide provides talking points, activities, and resources for identifying the CPM outcomes that are most important locally, and then focuses on the strategic implementation activities likely to lead to those outcomes. In addition, a Data and Outcomes Guide is being developed to assist counties in using timely, relevant, low-burden CPM implementation and outcome data for ongoing decision-making and improvement.

QOSI developed this practical, streamlined approach through the incredible leadership and support of its champions, Marlene Hagen (San Bernardino), Judy Webber (Ventura), Lora Larson (Calaveras), and Maryam Fatema (Los Angeles), and the many county representatives who so generously shared their leadership, expertise, and vision (see back page of this newsletter). The teaming and support of QOSI faculty - Nancy Satterwhite, Crystal Luffberry, Deanna Avey-Motikeit, Jay Bell, Daniel Webster, Robin Jenkins, Leslie Ann Hay, Dawn Shoonhoven Scott, and Maggie Walsh - were also essential in navigating QOSI opportunities and challenges.

Workforce Development

Workforce development is essential for translating a practice model to actual, on-the-ground social work practice with children, youth and families. To support this goal, the Workforce Development DC produced several different tools/processes in two focus areas: (1) recruitment, screening and selection, and (2) training and coaching. Guided by the idea that supervisors are the key to social worker implementation of CPM, all tools developed by our DC are aimed at helping develop the workforce at all levels as counties implement the CPM.



Recruitment, Screening & Selection Tools: These tools support candidate self-selection into child welfare positions and assist in the employee selection process. The tools include a realistic job preview letter, an employee selection and interview protocol, and a realistic job preview video, which is still in development.

Training and Coaching Tools: Many different tools were developed to support individuals at all levels of the organization to achieve real-life application and implementation of CPM. An overview training about CPM was created that can be used with staff, community partners and other interested groups. Four separate "one-pagers" were developed to provide a user-friendly format for the Practice Behaviors and the Leadership Behaviors for supervisors, managers and directors. Additionally, a series of six "one-pagers" for supervisors were developed that help serve as a practical bridge between the Values, Practice Elements, Casework Components and Practice Behaviors of the CPM and child welfare supervisory practice. Additionally, we created the Practice Profiles and Leadership Profiles, which allow for staff, in partnership with their supervisor, to assess or scale where they are developmentally in their use of the Practice Behaviors and what steps they might take to improve their proficiency.

Finally, we created two versions of a Supervision/Coaching Guide, which helps supervisors keep the focus of supervision and coaching on staff's application of the CPM Practice Behaviors, as well as align with the Practice Profiles by integrating into supervision how application of CPM practice is going. All of these documents are available online at <https://www.oercommons.org/authoring/26084-california-child-welfare-core-practice-model-cpm-w/view>

Workforce Development was honored to have Marie Brown-Mercadel (Riverside), Michelle Love (Alameda) and Anita Ortiz Guerrero (Tulare) as our Champions. Our DC faculty and key participants included Susan Brooks (UC Davis), Anita Barbee (University of Louisville), Karen Loftis-Jarboe, Mark Lapiz (Santa Clara), Sharon Kollar (National Child Welfare Workforce Institute), Linda Martinez (Santa Clara), Marcy Hara (CalSWEC), Ivy Jackson (Riverside) and Alison Book (UC Davis). We are grateful to Los Angeles, Mariposa, Riverside and Tulare counties for testing our tools! And huge thanks to all the other county staff who supported the work and are listed at the back of this newsletter.

Theories of Change: Why Important to CPM Implementation?

So, you've seen the headline on this page and started to zoom on past because it sounds like one of those social science "technical" things? Come back! Theories of change aren't that complicated – the name just needs a little work. The term theory of change comes from the idea that to make something different, we should understand the "road map" (pathway) as to how to



get from point A, to point B. For example, when your car starts to sputter and gasp, you take it to the mechanic. He (or she) asks you to describe what it's doing ("what's wrong"). You tell them the symptoms, they check it out, diagnose the problem and suggest a solution. This is essentially the mechanic's theory of change. By assessing the car (a system), diagnosing the symptoms (looking at data), and suggesting and performing the repair (using evidence and experience to resolve or improve things), the mechanic is following an evidence-informed pathway to improve your car. His/her theory is guided by prior evidence, experience and "know how".

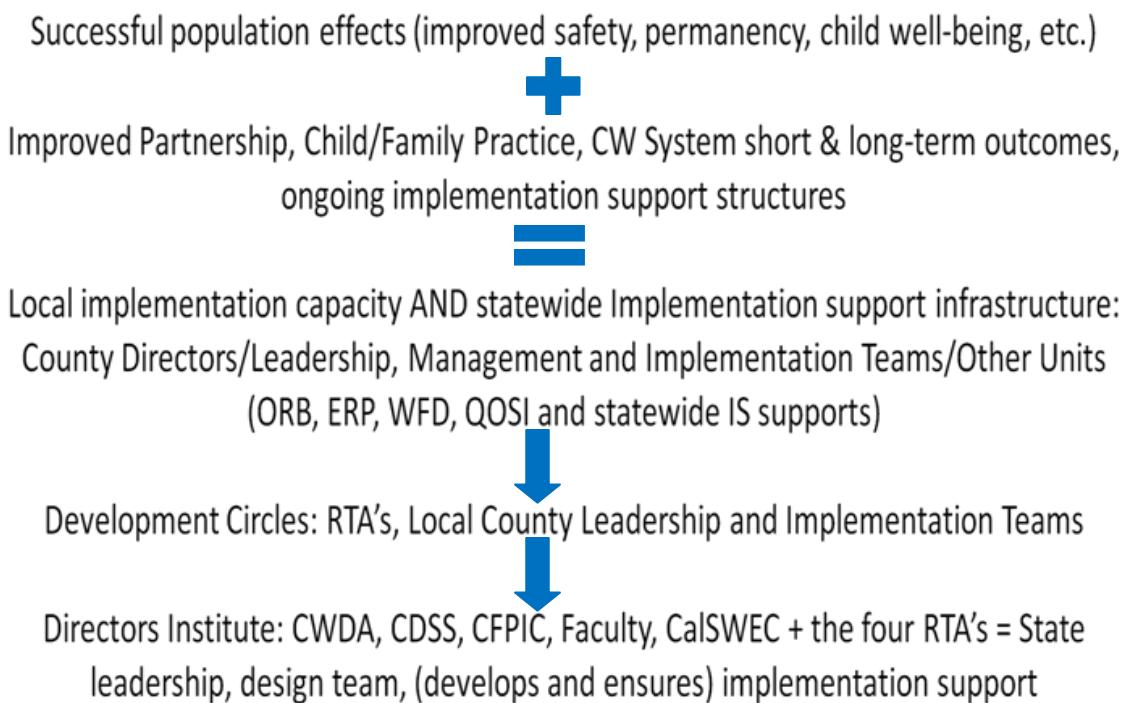
When we need to do something new (or improve) human services, we must make the case that whatever we plan to do is better than the old way. The Core Practice Model (CPM) **is** better, as evidence **and** practice teach us. To spread the good word about CPM, and to foster agency readiness to

"Theories of change aren't that complicated ... to make something different, we should understand the 'roadmap'...how to get from point A to point B."

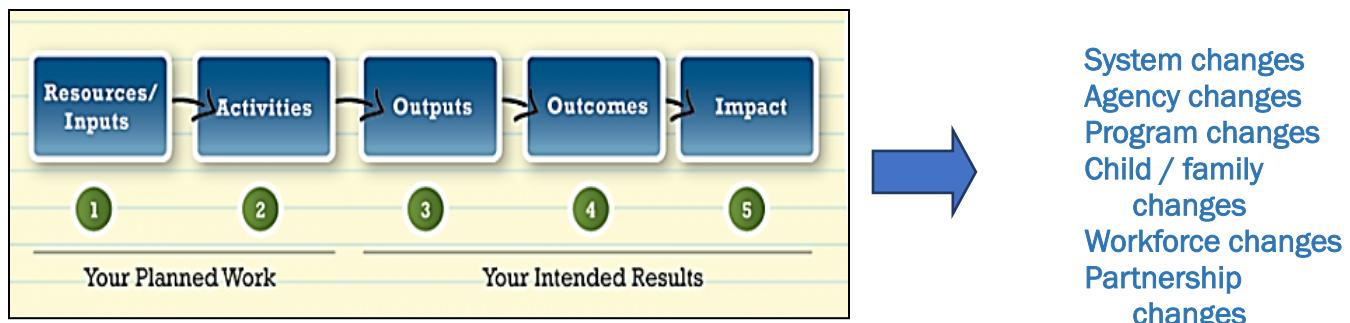
implement it, the Directors Institute (DI) created a series of meetings, resources and tools to help explore, build readiness and plan for CPM implementation. The DI built the entire process on a theory – its theory of change. Implementation science teaches us that when people are asked to take on a new program or practice they do it much better and with a higher degree of commitment when they understand the reasons why they are asked to do it (e.g., the theory behind the “it”). Human nature finds that we are far more likely to follow through with behaviors if we understand why they happen, and what the expected results should be. So, it is critically important for child welfare directors, managers, supervisors, direct service and other support staff members to understand the essential theory behind the DI as it is grounded in implementation science if agency CPM implementation is to be successful.

The DI theory of change (TOC) was simple. If there were sufficient resources (meeting funds, travel, support to do the DI in various locations around the state) and policy support from leaders across the state, then CFPIC, CWDA, CalSWEC, Regional Training Academies, core faculty and child welfare director “champions” could create a year-long series of hands-on exploration and readiness experiences in 4 core areas so that child welfare agencies (and their human resources) could begin planning and implementing the CPM with ongoing implementation support. The DI’s 4 core areas (from implementation science) were: Organizational Readiness Building; Engagement, Relationships & Partnerships; Workforce Development; and Quality, Outcomes & System Improvement. In visual terms, the graphic below illustrates the total DI TOC:

DI Basic Theory of Change – Easier, & Illustrated



Theories of change always **begin with the end in mind**. They map the change processes (Point A, to Point B) expected by whatever is being implemented, based on the intended outcomes. Then, they help build “program logic” moving from longer term impacts, to shorter term outcomes, followed by outputs, activities, inputs and beginning assumptions. Visually, they look basically like the graphic below:



From W.A. Kellogg, Logic Model Development

By planning for practice and agency and child/family and child welfare system changes through the implementation of the evidence-informed CPM, agencies can then map backwards and plan short-term outcomes, the kinds of outputs (things done to achieve needed outcomes), as well as the activities and resources required. MOST importantly, the DI TOC considers each agency's current context; that is, working with agencies to blend the CPM into ongoing initiatives or practices to avoid adding “yet another thing”. Now that you know the theory and reasons behind all of this, it is much easier to apply this knowledge to your CPM implementation.

“...it is critically important for child welfare directors, managers, supervisors, direct service and other support staff members to understand the essential theory behind the DI as it is grounded in implementation science if agency CPM implementation is going to be successful.”

Development Circle County Participants & Faculty

Organizational Readiness Building

Tamara Davis – **Calaveras**

Debra Oliviera, Wendy Osikafo, Clarissa Ravelo, Trisha Shubert – **Kings**

Axa Cazzaly – **Los Angeles**

Elizabeth Inman – **Madera**

Robert Abair, Anne Bloxom, Jane Collier – **Orange**

Rod Howze, Melissa Lloyd, Kim Pearson, Mindy Yamasaki – **Sacramento**

Sylvia Deporto – **San Francisco**

Mikey Habbestad – **San Joaquin**

Belinda Benassi – **San Luis Obispo**

Dianna Wagner – **Shasta**

Katie Greaves, Nick Honey, Jo McKay, Jamie Ott – **Sonoma**

Jeff Davis, Patricia Stout – **Stanislaus**

Michelle Calder, Ellen Mastright, Leslie Ann Peck – **Ventura**

Faculty

Renee Boothroyd (UNC), Karen Gunderson, Virginia Rondero Hernandez (CalsWEC), Mark Lapiz, Lucia Weiss, Andrea Sobrado (CCTA), David Foster (CCTA)

Workforce Development

Michelle Love – **Alameda**

David Bradley, Michele Hinkle – **Butte**

Brittanie Mills – **Contra Costa**

David Brownstein – **El Dorado**

Maria Bermudez, Ginny Krebs – **Kern**

Roxanna Flores-Aguilar, Augustin Martinez, Angela Parks-Pyles – **Los Angeles**

Katherine Baker, Jillian Rodriguez – **Mariposa**

Marie Brown-Mercadel, Ivy Jackson – **Riverside**

Mindy Yamaski – **Sacramento**

Shyloh Sterns, Adam Weiner – **San Benito**

Faye Johnson – **San Bernardino**

Sarah Kneeland – **San Diego**

Melissa Connelly – **San Francisco**

Mikey Habbestad, Krystall Moore – **San Joaquin**

Linda Belch, Ben King – **San Luis Obispo**

Gary Beasley – **San Mateo**

Melissa Delgadillo – **Santa Cruz**

Nancy Bolen – **Shasta**

Joe Greene – **Stanislaus**

Gary Kupfer, Anita Ortiz – **Tulare**

Michelle Clark – **Tuolumne**

Faculty

Anita Barbee (University of Louisville), Alison Book (UC Davis/NCTA), Susan Brooks (UC Davis/NCTA), Marcy Hara (CalsWEC), Sharon Kollar (NCWWI), Mark Lapiz, Karen Lofts-Jarboe, Linda Martinez, Chris Mathias (BAA)

Quality, Outcomes & System Improvement

Lora Larson – **Calaveras**

Cindy Vogl – **Contra Costa**

Jessica Carrillo, Tricia Gonzalez, Renee Ramirez – **Fresno**

Maryam Fatemi, Angel Rodriguez, Lee Corbett, Lidia Manetta Escobar – **Los Angeles**

Steve Duckworth – **Madera**

Kendra Pashales, Susan Rogers -- **Mendocino**

Norma Pulido – **Merced**

Terry Lynn Fisher, Rita Rangel – **Orange**

Marlene Hagen, Mia Moore – **San Bernardino**

Julia Lenhardt – **San Francisco**

Kristine Frerer – **Santa Clara**

Kim Giardina – **San Diego**

Deborah Hartman, Martha Hines, Marianne Reagan – **Santa Barbara**

Pamela Hewlett Ottinger – **Shasta**

Laurel Hernandez – **Tulare**

Ellen Mastright, Ann Reyes, Judy Webber – **Ventura**

Faculty

Jay Bell, Leslie Ann Hay, Robin Jenkins (UNC), Crystal Luffberry, Deanna Avey-Motikeit, Nancy Satterwhite (SCTA), Dawn Shoonhoven Scott (SCTA), Daniel Webster

Engagement, Relationships & Partnership

Robin Luckett – **Alameda**

Roslyn Gentry – **Contra Costa**

Amanda Devine, Leslie Griffith – **El Dorado**

Jacqueline Do, Madeline Roachell – **Los Angeles**

Shanel Moore – **Madera**

Daniel Bach, Christine Lerable, Lori Medina, Alice White – **Monterey**

Teri Badia, Derrick Perry, Erika Tucker – **Riverside**

Mia Sullivan – **San Bernardino**

Javier Perez – **San Diego**

Barrett Johnson, Jessica Mateu-Newsome – **San Francisco**

Roxanne Stephens – **Santa Clara**

Amber Middleton – **Shasta**

Aaron Crutison – **Solano**

John Fong – **Sonoma**

Darcy Massey – **Tulare**

Faculty

Jennifer Buchholz (BAA), Aprille Flint (BAA), Leslie Ann Hay, Gary Taylor

Child Welfare Core Practice Model

Directors Institute



Institute Sponsors:

CA Department of Social Services (CDSS)
cdss.ca.gov

County Welfare Director's Association (CWDA)
www.cwda.org

Child and Family Policy Institute of CA
www.cfpic.org

California Social Work Education Center (CalSWEC)
calswec.berkeley.edu

Bay Area Academy
bayareaacademy.org

Northern Training Academy
humanservices.ucdavis.edu

Central California Training Academy
fresnostate.edu/chhs/ccta

The Academy for Professional Excellence
theacademy.sdsu.edu

Calendar of Events

CPM Implementation Planning February 15

10-11:30 AM

Directors Institute Webinar

Using Organizational Readiness Building Tools March 15

10-11:30 AM

Directors Institute Webinar

CPM Logic Modeling April 18

10-11:30 AM

Directors Institute Webinar

Using Workforce Development Tools May 16

10-11:30 AM

Directors Institute Webinar

Using Engagement, Relationships & Partnership Tools June 20

10-11:30 AM

Directors Institute Webinar

Learning Session #4 July 2018 (tentative)



CWDA

Advancing Human Services
for the Welfare of All Californians



CFPIC

Child & Family Policy Institute of California



CalSWEC

California Social Work Education Center

