



DIRECTORS INSTITUTE

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 2019, all County Child Welfare Directors (CWDs) will have the individual skills & organizational resources to systematically implement the CPM.



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Director's Corner—About Core Practice Models

Since 2012, the California public Child Welfare community has worked on creating, and planning for the implementation of, a Child Welfare Core Practice Model. From the beginning the use of the term "Core Practice Model" has been a source of potential confusion because it is a label that is used for a number of practice approaches.

To address this possible confusion it is helpful to begin with a definition such as the following

Child Welfare Casework Practice Model Definition (Barbee, Christensen, Antle, Wandersman & Cahn, 2011):

A practice model should be theoretically and values based, as well as capable of being fully integrated into and supported by a service delivery system. The model should clearly articulate and operationalize specific casework skills and practices that workers must perform through all stages and aspects of casework in order to optimize the safety, permanency and well being of children who enter, move through and exit the system.

Director's Corner—About Core Practice Models

The development of a Core Practice Model approach in California has been evolutionary and congruent, with each of four Practice Models adopting and adapting elements and components from one another in its articulation.

- The initial work that was achieved in developing the **Katie A./Pathways to Permanency Core Practice Model** produced a set of values and principles to guide the work of the partner agencies who strive to address the needs of children and youth in the Child Welfare System with mental health concerns.
- The California Partners for Permanency Project built on and expanded these principles and values and added to them an aspect of operationalization that translated them into observable practice behaviors that could be assessed to measure the fidelity of social workers and leaders in their adherence to the **Child and Family Practice Model**.
- **The Child Welfare Core Practice Model** built on the work of CAPP and the Katie A. Pathways Practice Model, by identifying the theoretical framework that guides Child Welfare work, meeting with statewide and local Child Welfare constituencies to adopt and adapt the values and principles of both efforts, and identifying practice and leadership behaviors that clearly articulate how Child Welfare agencies throughout the state can comprehensively deliver effective services in improving child safety, permanency and well-being.
- **The Integrated Core Practice Model** adopted the theoretical framework, values and principles and Child Welfare-specific practice behaviors from the Child Welfare Core Practice Model. Through the added perspective of workgroups from County Behavioral Health Directors Association (CBHDA) and Chief Probation Officers of California (CPOC), practice behaviors held in common across all three disciplines were articulated. These workgroups additionally identified "enhanced" behaviors reflecting their roles and discipline-specific behaviors.

The recent publication of ACIN I-21-18 includes language that clarifies the specific relationship between the Child Welfare Core Practice Model and the Integrated Core Practice Model.

*The **Integrated Core Practice Model** values and principles, and the practice behaviors, adopted from the cumulative work of the other practice models and held in common, are being championed across all three disciplines. Each discipline should be taking steps to install and implement not only their discipline-specific practice behaviors in partnership with one another, but to support actively through Integrated Leadership and Cross Training, the universal elements of the ICPM. For California Child Welfare agencies this means installing and implementing the California Child Welfare Core Practice Model that the 58 counties have been implementing since 2012, resulting in*

a consensus-based adoption of a theoretical framework, components, elements, values, principles and practice and leadership behaviors. CWDs have developed a broad range of supportive tools that are being used to ensure effective implementation of the Child Welfare Core Practice Model.

Although the Child Welfare community set out to define its own profession, from its theoretical basis through its practice and leadership behaviors, we have been able to provide leadership to our programmatic partners in laying down principles of engagement, teaming and partnership that have the potential to transform the broader landscape of our state's entire human services system.

The CPM Director's Institute Faculty: Creating Learning Opportunities through Webinars



At our December 2017 Child Welfare Directors Institute III in Berkeley our goal was to hold a 2018 Spring Institute. However, the limited timing and budget to plan just weren't compatible. But that didn't stop the Institute's faculty from creating opportunities for learning through monthly Webinars. The Webinars were designed to complement one another and to provide a "deeper dive" into the tools developed by the four Development Circles: Organizational Readiness Building, Quality Outcomes and System Improvement, Workforce Development, and Engagement, Relationships & Partnerships.

Two earlier Webinars – ***Fitting All the Pieces Together: Mapping Initiatives*** in **September 2017** and ***CPM Implementation Snapshot: Where Are We Now?*** in **November 2017** – helped prepare the Directors for the December meeting and continue to be of importance as we prepare for the August 2018 Director's Institute IV, where we will focus on implementation of the CPM in the context of various initiatives, such as Child & Family Teams (CFT), Safety Organized Practice (SOP), Continuum of Care Reform (CCR), System Improvement Plans (SIPs), to name just a few.

We began 2018 with a **January 25th Webinar – *Messaging the Core Practice Model***. The objectives of the webinar were to understand strategies for targeting messages to specific audiences, to identify important features of effective communication including feedback loops and to use resources developed by the Development Circles. Materials posted for this webinar include: Communication for Engagement – Key Messages, Target Audience Worksheet, Community Engagement spectrum. Additionally, besides a link to the recorded Webinar, you can find links to videos "How to Create an Elevator Pitch" and "How Great Leaders Inspire Action".

The **February 15th Webinar – *California Practice Model Implementation Planning: Designing the Road Ahead*** - was designed to build on the previous webinars – and to answer the question "we completed

the Snapshot, what now?" Tools shared on that webinar include: The Implementation Plan template, Implementation Snapshot, and Tips From the Field.

The **March 15th Webinar- [CPM Organization Readiness Building: What it is & Why it Matters](#)**

focused on key elements of organizational readiness building (ORB): the value of a local planning team taking a deeper dive for understanding ORB's key elements and how this ORB "deeper dive" fits into the overall SNAPSHOT tool for CPM implementation.

The **April 18th Webinar- [CPM Logic Modeling: Navigating the Road to Implementation & Change](#)** offered an opportunity for participants to learn how the Snapshot and CPM implementation tools lead to a practical Logic Model process for your agency. The goal of the webinar was to teach participants working examples of logic models based on simple implementation plan data and to engage teams in active Logic Model planning using the tools, resources and sample templates developed for the Director's Institute.



The **May 16th Webinar- [Workforce Development - Selection, Training & Coaching](#)** set learning objectives for participants to understand the tools developed for employee selection, training and supervision, to understand the value the supervisor's unique role in CPM implementation, to understand the value of coaching at all levels of the organization, and to connect how a Workforce Development "deeper dive" fits into the overall Snapshot tool for CPM implementation.

And, finally this month, the **June 20th Webinar - [Engagement, Relationships & Partnership: Partnering to Bring the CPM to Life](#)**, set learning objectives that included an opportunity for participants to learn about key tools & resources to strengthen CPM implementation through engagement, relationships & partnership building, to hear how counties have successfully addressed partnership challenges and to learn how to integrate ERP tools and resources into your county's CPM implementation plan.

You may not have been able to participate in all or, in fact, any of the Webinars but they are all posted on the CalSWEC Website under the Core Practice Model. Each webinar topic contains relevant take-away to help you with implementation of the CPM in your agency. Using the Snapshot Webinar to assess your county's starting point and set the focus for your implementation planning efforts might be a good way to begin; however, each of the Webinars and associated documents can stand alone in assisting you in your efforts.

We are planning to hold a webinar in the fall to provide a guided tour of the CPM Toolbox on the CalSWEC website where we will demonstrate how to find the tools created by the Development Circles and that have been presented in the various webinars. While they all can be located through the link to each Webinar, we are in the process of reorganizing the site so that tools can more easily be accessed. So stay tuned and, in the meantime, please use the links provided to access the Webinar you would like to hear and to view the tools that were shared during that session.

Snapshot Tips from the Field: Counties Reflect on Using the CPM Implementation Snapshot

The CPM Implementation Snapshot is a tool for counties to use to assess their status in terms of CPM implementation. As outlined in the CPM Implementation Planning Guide, using the Snapshot to understand the starting point is the first step in the local CPM planning process. Counties ask themselves, “Where are we now with putting CPM into practice in our location?” to create a shared view of where to focus implementation planning efforts.

Two counties ‘tested’ the Snapshot and contributed a wellspring of information about their experience. Many thanks to Baljit Gill of Mariposa and Cori Allen from Tuolumne counties for being so generous with their time and reflections! Considered together, their experiences form a Tips List for counties to reference as they plan for their own CPM Snapshot process.



Start with CPM Information

The CPM page on the CalSWEC website has several articles, videos and PDFs that offer good background information about the CA Core Practice Model. Drawing from these resources to familiarize staff and partners with CPM prior to their participation in the Snapshot process helps get everyone ‘on the same page’ about the purpose and principles of CPM.

Orient Participants Through a Values Exercise

As an early step in the CPM Snapshot process, try reflecting together as a staff about the values and intention underlying your work with children and families. This helps orient Snapshot participants to the value-driven nature of the Core Practice Model.

Take Your Time; Keep it Engaging

Allow ample time to reflect on the topics and questions posed in the Snapshot. Paying attention to key factors related to readiness for implementation will lead to more engagement and a smoother implementation process.

Engage the Right People

Seeking a 360-degree perspective is critical to a county’s Snapshot process. From staff to families to providers, a wide-range of input will create a more realistic and complete picture of where the county currently is in terms of putting CPM into practice.

Adapt Questions to Fit the Audience

Counties will be asking Snapshot questions to various groups of staff and stakeholders. Feel free to adapt the questions to best elicit engagement and input from the particular audience involved. Keep the intent of the question the same while editing specific wording to resonate better with respondents.



Use Multiple Modes

Counties are encouraged to be creative in the forums they use to conduct CPM Snapshot conversations. Focus group, staff meeting, webinar; consider modalities that encourage reflection, dialogue and interaction. Some counties have successfully used polling tools such as Poll Everywhere. The integrated polling feature in GoToMeeting or other webinar platforms can also be effective.

Leverage Scheduled Forums

To avoid the difficulty of adding to already busy schedules, utilize previously scheduled meetings for CPM Snapshot discussions. Questions in the Snapshot can easily be divided up into smaller segments or targeted focus areas for specific venues.

Tie to Existing Initiatives

It helps to anchor Snapshot conversations in the context of how CPM may be infused into practice through major initiatives already underway, such as CCR, SOP, RFA or others. Several exercises and a webinar for mapping initiatives to the CPM framework are available on the CalSWEC website.

Intermediary Organizations in Support of California's Child Welfare Core Practice Model

By Robin Jenkins, Ph.D.

In large human services systems, multiple levels of support are required to fully implement initiatives such as the Practice Model (CPM) to achieve system-wide integration. Local agencies usually need support beyond the basic training or technical assistance typically offered when the “new shiny object” comes to town. Traditional forms of technical assistance can come from several sources. But to grow something into a statewide policy or practice (e.g., “scale” something), support is most effective and sustained when it is strategically “layered” across multiple system levels.

Think about it – if you were tasked with rolling out a new statewide “thing”, what supports would be necessary to ensure success? You’d probably imagine support coming from state level influences (CDSS, CWDA, CFPIC, the California State Legislature, etc.), because you’d think that your new thing would require policy, administrative and fiscal/funding support. There would need to be some legitimate overarching requirement or policy driver of need or compliance to take on this new thing. Regionally, you might think of the Regional Training Academy as a key resource (and you’d be right!). At local levels, you’d likely need support from your agency leaders, managers and supervisors, trainers/technical assistance providers, peers, other local service agencies, and buy-in from those affected by and/or implementing the new thing. So far so good. But where do you turn for ongoing external support? And for what kinds of support? And will that support come in all the forms you need?

New initiatives or programs are usually developed and sent out into the world through a network of relatively limited numbers of technical assistance providers, trainers, consultants, etc. For an initiative like the CPM to be **fully implemented**, beyond the state and local supports there is often a middle layer of support required from one or more organizations called “**intermediary organizations**” (IOs). IOs fill

critical gaps in translating and scaling implementation supports. They sometimes vary by the functions and services provided; nonetheless their roles include the translation of support for an innovation (e.g., CPM) from larger and more complex systems to local, individually tailored activities to help agencies implement the innovation with fidelity. Sometimes IOs can directly support local agencies through training, coaching, technical assistance, evaluation, and so on. Other IO supports can be viewed as indirect forms of assistance, such as helping translate state (or federal) policies into actionable items to help local agencies conform; or perhaps doing some detective work to learn where financial opportunities exist to support and inform efforts for local agencies to sustain their work.

If you were to search for a standard definition of an IO, you might not be surprised to learn that there really isn't one. A good place to start, however, is a study done by Mettrick and colleagues¹. Mettrick et al. reviewed a select number of Centers of Excellence in a national learning community to examine how they functioned in support of child welfare system reforms – and to attempt to establish a standard definition for the Centers (we think of COEs very similarly to IOs). They came to the following definition: *"A COE is an organized center or partnership that supports state and/or local child and family-serving agencies in designing, implementing, and sustaining services, practices, and frameworks that have been shown to be effective with particular populations of children, youth, young adults, or families."*(p.3).

Additional defining characteristics of IOs are **where they exist in the support system** (in-between an upper layer, often the state or federal government or creator of a new program/practice, and a local or regional level) – **and what they do**. IOs are known for the **functions** that they fill (another way of thinking is that they are defined by what they do). Mettrick et al.'s definition includes *designing, implementing and sustaining services, practices or frameworks* – this way of thinking lends itself to the full array of activities that an organization could do to fully support something like the CPM.

Figure 1 reiterates the Mettrick et al. definition as well as some additional IO characteristics and activities/functions. Note the "vertical" nature of the work; IOs are typically active in the space between state/federal entities, and local implementing organizations.

Figure 1

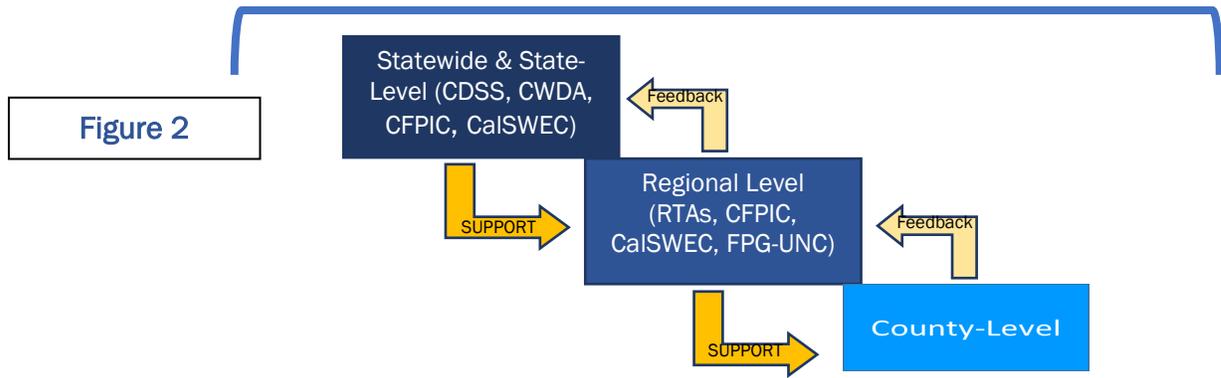
IO = Organized center or partnership that supports state and/or local child- and family-serving agencies in designing, implementing, and sustaining services, practices, and frameworks that have been shown to be effective with particular populations of children, youth, young adults, or families. Complement to a state or local government's ongoing efforts to change or install an innovation, program or practice.

Supports service array development through **implementation technical assistance**, creative financing options, **training, coaching, education, continuous quality improvement monitoring, and outcomes evaluation**.

Connects providers, state agencies, local jurisdictions, and purveyors to ensure that effective implementation leads to improved outcomes and builds on existing systems reform efforts.

Source: Mettrick, J., Harburger, D.S., Canary P.J., Lieman, R.B., and Zabel, M. (2015). Building Cross-System Implementation Centers: A Roadmap for State and Local Child Serving Agencies in Developing Centers of Excellence. Baltimore, MD: The Institute for Innovation and Implementation, University of Maryland.

As local CPM implementation increases throughout the state, the RTAs (as IOs) have become integral to developing and supporting implementation capacity building efforts for counties. RTAs are well positioned to support local county CPM implementation due to their regional configurations within California's overall child welfare system as well as their historical functions (training, workforce development, planning, consultation, etc.). Figure 2 illustrates the optimal layers of support for counties implementing CPM and illustrates RTAs placement in the overall system as IOs in service to providing the continuous support and feedback needed to ensure CPM implementation success.



Mettrick et al.'s assessment of IO level work aligns very nicely with **RTA capacities and roles**. Figure 3 (below) illustrates the five core IO functions Mettrick et al. noted in their study (see appendix for function definitions and examples). Note that not every IO does all five. But most IOs do some or all of them in service to local capacity building and implementation support. And the RTAs provide many of these functions and services as they exist now.

Moving forward, work is ongoing in California to grow the RTAs' capacities to support local CPM implementation (indeed, implementation of any new program, practice or framework) *while the RTAs are taking on the local county support roles*. Support is coming by way of CWDA, CFPIC, CalSWEC (which also provide some IO functions to local child welfare agencies) and the Impact Center at Frank Porter Graham Child Development Institute at UNC. While **this is a growth process and will take time to evolve**, the RTAs are beginning to build their own capacities to incorporate implementation science-informed strategies, tools and frameworks to assist local county agencies. RTAs have incredible potential to serve as catalysts for system improvements. But they will need investments to grow and sustain this new area of work as well as be responsive to stakeholder needs. They cannot simply

Figure 3



add regional implementation support to their menu of functionality without additional resources. And as Robert Franks notes in his own IO study², RTAs must be sensitive and responsive to all layers of the implementation support system to be effective. Referencing his own Center as an IO, Franks writes, "Each of the systems with which the Center works has its own demands and cultures, and it is therefore necessary for the Center, as an intermediary organization, to remain flexible and responsive." (p.92).

¹Mettrick, J., Harburger, D.S., Canary P.J., Lieman, R.B., and Zabel, M. (2015). Building Cross-System Implementation Centers: A Roadmap for State and Local Child Serving Agencies in Developing Centers of Excellence. Baltimore, MD: The Institute for Innovation and Implementation, University of Maryland.

²Franks, R. (2010). Role of the Intermediary Organization in Promoting and Disseminating Mental Health Best Practices for Children and Youth: The Connecticut Center for Effective Practice. **Emotional & Behavioral Disorders in Youth**. (Fall, 2010), 87-93.

Child Welfare Core Practice Model

Directors Institute



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Calendar of Events

Directors Learning Session #4 [August 28-29, 2019](#)

Sheraton Fairplex, Pomona CA

[Register Here](#)

Tools of the Trade: Touring the CPM Implementation Toolbox

[October 3, 2018](#)

10—11:30 AM

Directors Institute Webinar



CWDA

Advancing Human Services
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CFPIC

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CalSWEC

California Social Work Education Center

