



The Leading Edge

DIRECTORS INSTITUTE

Building Capacity. Leading Implementation.

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

Welcome to the first issue of The Leading Edge newsletter. As we discussed at Learning Session #2, we are exploring ways to maintain the vibrant relationships that have been established in the unfolding of this year's California Child Welfare Core Practice Model Directors Institute. We are hoping that The Leading Edge will enable Child Welfare Directors to keep connected with their peers across the state at the same time that they are able to strengthen their connections within their own organizations. We also hope that you will be able to share The Leading Edge with the staff whom you are working with in your county to plan for your Core Practice Model implementation.

With this periodic newsletter we will plan to provide you with information on topics that we believe will help you, as a Director, prepare for your own implementation activities in the coming year as well as support your staff who are working in the Development Circles to create implementation tools and resources. Each issue will have information about the progress of the Development Circles, key concepts that will help guide your planning for implementation, and examples of the great work that counties are already doing to support Practice Model implementation. In addition, we will keep you apprised of upcoming events, such as webinars, Development Circle Convenings, and Directors Learning Sessions.

As you know, our thinking about how to best support your efforts in implementing the Core Practice Model has evolved over the years since we began planning for the creation of a Practice Model. The immediate road ahead is clear—we have recently added a Development Circle Convening in Sacramento on 10/30, and we are on target for our final Learning Session #3 on December 7 & 8. But we have not had much discussion about what will occur in 2018.

Although we hope that the Development Circles will have created robust tools for implementation, we do not expect that you will be ready to simply begin rolling out your comprehensive implementation efforts on January 1, 2018.

We are beginning to talk with the Directors Institute Faculty (including the Regional Training Academies), CDSS, and the Practice Model Advisory Committee about what implementation support will look like in 2018.

We will be using this "Directors Corner" section of The Leading Edge to keep you apprised of our latest thinking and to seek your input in helping us to continue the evolution of our thinking about the best ways to support you as you plan for full implementation of the Core Practice Model in your county.

Please let us know your thoughts about the value of this newsletter as well as sharing your thoughts about our plans for implementation support.

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



Quality Outcomes and System Improvement

Champions, **Marlene Hagen** and **Judy Webber**, are providing great leadership and inspiration to the CPM logic model work underway. Since the last Director's Institute meeting, **Maryam Fatemi** and **Lora Larson** have joined the DC as champions, bringing additional energy and insight to the work.

QOSI members from 14 counties and champions are working vigorously to draft a CPM logic model, having identified data measures and potential data sources for key short and mid-term child and family outcomes. Through webinars and offline individual work, QOSI members and champions continue working on agency, system, and partnership outcomes, to build a CPM logic model that aligns the Director's Institute and DCs efforts into a full CPM picture. What an amazing QOSI group!!

Organizational Readiness

Twelve counties from across the state, led by expert faculty, and championed by **Sylvia Deporto, Nick Honey, Wendy Osikafo, and Diana Wagner**, have gathered and refined some exciting tools which will help counties cultivate and nurture the active "elements" of implementation. Our circle will test tools to **promote communication** for the purposes of engaging staff and partners, readying them for the work of implementation. We have also adapted an **organizational assessment** tool that will help counties "start from their strengths" as they engage in implementation planning. In August, we will rally around those counties who will test these first tools, then strengthen and refine them through broader testing this fall!



Workforce Development

Champions, **Michelle Love, Anita Guerrero-Ortiz, and Marie Brown-Mercadel**; facilitators and faculty members, Susan Brooks, Anita Barbee, Karen Lofts-Jarboe, Linda Martinez, Sharon Kollar and newest members Marcy Hara and Alison Book along with staff from 17 counties have been working diligently to research and identify tools to support workforce capacity building through the Core Practice Model in California. Three subgroups, *Recruitment, Screening and Selection; Training and Coaching; and Bringing it to Life* were formed to focus on specific aspects of each area. The team is excited to gather in August to refine ideas, share tools and begin to plan pilot testing the tools over the next several months.

Engagement, Relationships & Partnerships

Recognition that it 'takes a village' to ensure safety, permanency and well-being for vulnerable children and families inspires this development circle's work. Co-led by expert faculty and champions **Aaron Crutison, Lori Medina, Madeline Roachell, and Leslie Griffith**, child welfare staff from 13 counties are sharing their expertise and enthusiasm to help counties strengthen engagement, relationships and partnership to support CPM implementation in 5 targeted areas:

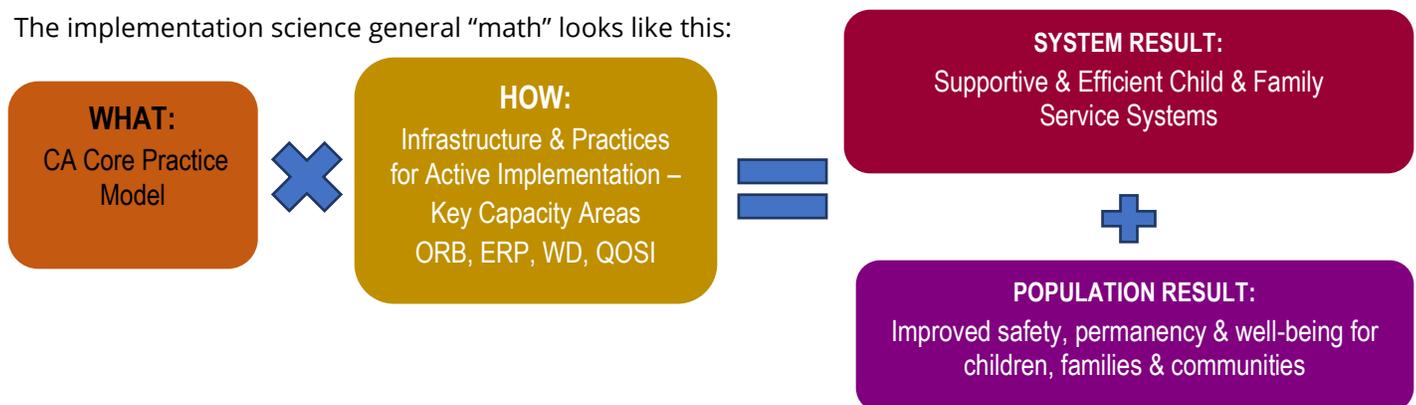
- **Foundational engagement** approaches for any partners or collaborators
- **Specialized outreach** and engagement strategies for non-traditional stakeholder group
- **Assessment** of community needs and resources for supporting children and families
- **Messaging** strategies and tools to communicate with internal and external partners
- Hosting effective "**Listening Sessions**"

It's the Core Practice Model **AND** the Active Implementation Support That Makes the Difference to You!

Implementation science teaches us that having a strong evidence-based (or evidence supported) practice like the Core Practice Model (CPM) is *by itself* not enough to change organizations or population outcomes. Additionally, we must build capacities to support the process of implementation in key areas:

- Organizational Readiness – leaders and teams linked through functional roles, shared vision and dedicated resources to problem-solve and improve the process of implementation.
- Partnerships – system and community partners engage and build strong relationships within and across levels of organizations that are essential to meet the needs of children and their families.
- Well-Prepared Workforce – strategies and process that ensure best practices in recruitment, selection, training, and ongoing coaching to support those doing the work.
- Quality Improvement & Continuous Learning Systems – data tools, methods, systems and feedback loops that capture useful, meaningful data that inform team members about how effective the work is and what ongoing improvements are needed.

The implementation science general “math” looks like this:



The aim of California’s Child Welfare Directors Institute is to build **“HOW”** capacity in these “core areas” of readiness to help counties locally prepare and strengthen their own resources and abilities over time to fully implement and support the CPM. Directors, managers, supervisors, faculty and others participating in the Learning Sessions and Development Circles are following this equation.

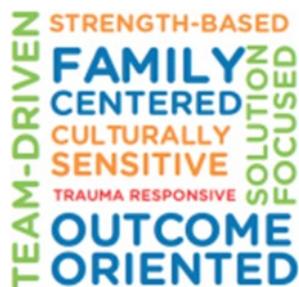
With guidance, resourcing and facilitation support from CFPIC, CDSS, CWDA, CalSWEC and the Regional Training Academies, the “real work” of implementation that happens at the local level in each county can be supported and enhanced. By aligning the work of the Development Circles with each core capacity building area, we greatly increase the likelihood that:

- County child welfare agencies are better prepared to support the ongoing process of implementing the CPM;
- County child welfare agencies fully implement the CPM as intended, and
- Children and families achieve better outcomes through CPM-focused interventions.

In future issues of The Leading Edge, look for examples of key implementation science tools, strategies, ideas and recommendations to help support local implementation teams create the necessary conditions for CPM to take hold and ultimately improve the lives of children, youth and families.

Notes from the Field: LA’s “Get To the Core” Web Site

Sometimes, the biggest challenge of implementing new child welfare improvement strategies is getting the new practice into the hands of the social workers—making it relevant, concrete and part of their everyday work. Only then, can it make a difference in the lives of children, youth and families they serve. Los Angeles County Department of Children and Family Services (DCFS) has developed a website to do just this. The site, GetToTheCore.org, is a resource to provide county professionals with tools, guidance and support as they



implement the CPM on a day to day basis. The website features videos, posters, a handbook, practice

tips, family testimonials and more. In addition to concrete resources, there is a forum where DCFS and Department of Mental Health professionals share their experience and advice about the CPM. While focused primarily on an internal



audience, the website is available to the public and demonstrates a high degree of transparency about the practice the county aspires to achieve with its consumer and partners. The posters, for example, even feature external stakeholders such as a mental [health provider, a minister, and a CPM practice coach.](#)

Building on the tools developed by professional consultants

QUESTIONS TO HELP THE CONVERSATION

QUESTIONS FOR CHILDREN:



that are featured on the website, the DCFS regional offices have come up with many tools on their

own. As Assistant Deputy Director **Madeline Roachell** says, “I love [the offices’ tools] even more because it shows how they have taken the ideas and are making them their own. That’s when we know the practice model has truly been adopted.”

Check it out at: www.gettothecore.org

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- Madeline Roachell

**California 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

Webinar #1 [September 21, 9—10:30 am](#)

Mapping Initiatives, Policies and Practices Under the CPM Framework
Capacity Building Session for Directors

Webinar #2 [October Date TBD](#)

Messaging the CPM
Capacity Building Session for Directors

DC Joint Meeting [October 30, 8:30—4:30 pm](#)

CDSS Sacramento
All Development Circles work meeting

Webinar #3 [November Date TBD](#)

Adaptive Leadership
Preparing for implementation

Learning Session #3 [December 7-8](#)

Berkeley Marina Doubletree
Directors Institute planning meeting



CWDA

Advancing Human Services
for the Welfare of All Californians



Child & Family Policy Institute of California



CalSWEC

California Social Work Education Center



CDSS

CALIFORNIA
DEPARTMENT OF
SOCIAL SERVICES