

Publications produced by or about Child Welfare Implementation Centers

Supporting Change
in Child Welfare
An Evaluation of Training
and Technical Assistance



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<https://library.childwelfare.gov/cwig/ws/library/docs/gateway/SimpleSearchForm>

McCrae, Julie S. Scannapieco, Maria. Leake, Robin. Potter, Cathryn C. Menefee, David. (2014). Who's on board? Child welfare worker reports of buy-in and readiness for organizational change. *Children and Youth Services Review* 37(February)p. 28-35.

Elsevier

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Available From: <http://www.elsevier.com/>

This study views the extent to which staff buy-in for an organizational innovation in child welfare (CW) relates to implementation progress. The study occurs during implementation of a statewide practice model that was supported with technical assistance from the Mountains and Plains Child Welfare Implementation Center (MPCWIC) and framed around the National Implementation Research Network model. Mixed methods were used to address three study questions: (1) what is the level and nature of buy-in related to the innovation? (2) does buy-in vary according to staff characteristics, and (3) what is the relationship between buy-in, local level agency readiness, and implementation status one year after project start? Survey data were collected from 568 CW staff in 13 local county agencies and 12 implementation specialists assigned as coaches. Focus groups and interviews were conducted with 52 staff in four agencies. Bivariate chi-square analyses and multivariate regression using a cumulative logit model showed that buy-in was related to gender and agency tenure. Implementation progress was higher among smaller agencies, and agencies with lower levels of job stress. Qualitative themes centered on staff inclusivity in project design, communication, and supervisor support. Findings highlight the need to adapt implementation strategies in urban and rural locales, and to attend strongly to staff selection, supervision, and inclusion during implementation. Addressing job stress may help bolster implementation. (Author abstract)

National Resource Center for In-Home Services. (2013). *Developing and Implementing a Tribal In-Home Services System of Care Model*.

The National Resource Center for In-Home Services, with its partner the National Indian Child Welfare Association (NICWA), helps tribes build capacity to help families heal while their children remain safely at home. For the past several years, in collaboration with the Western and Pacific Child Welfare Implementation Center (WPIC), we have provided training and technical assistance to Alaska Native communities to assist with the development of in-home services models that fit the unique circumstances of their communities and make best use of all of the community's resources to keep children safe and well at home. This webinar described the use of a Tribal In-Home Service Practice Model Planning Template to: Develop a tribal safety and in-home services practice model; Describe key implementation issues such as enhancing tribal child welfare and state child welfare collaborations; and Provide training and technical assistance to tribes to enhance systems collaboration and service delivery. Examples of Tribal In-Home Services model development and implementation are provided by tribal child welfare systems of Central Council Tlingit Haida Indian Tribes of Alaska and the Nome Eskimo Community.

<https://www.youtube.com/watch?v=gFYRR-ytIBM>

Northeast and Caribbean Implementation Center. New Jersey Department of Children and Families. (2010). *New Jersey Department of Children and Families "Manage by Data" National Promising Practice Findings.*

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Available From: <http://muskie.usm.maine.edu/>

New Jersey's Department of Children and Families (DCF) has partnered with the Northeast and Caribbean Implementation Center (NCIC) to develop and introduce a model of utilizing data to manage toward improved outcomes for children and families. The project focus is on turning data into practical information that is used across the agency -- and specifically trying to bring it to the frontline supervisory level. This project will complement DCF's new case practice model. Metrics will be directly tied to the practice model, standardized, known, and reported on and will build upon and acknowledge data measures already used in the CFSR and the Settlement Agreement. In order to best achieve this goal, NJ DCF and NCIC began by reaching out to other state child welfare agencies who are currently managing with data to learn more about what is working well and what has been challenging. We first reached out to Linda Mitchell of the Administration on Children and Families (ACF) and Peter Watson of the National Resource Center on Organizational Improvement (NRCOI) for suggestions on which agencies may be helpful to talk with as they both work on data issues nationwide and would have a strong sense of the systems in place in each state. New Jersey selected several agencies from those suggested which would be able to describe their efforts in various aspects of managing by data. Those selected to interview were Illinois, Kentucky, Rhode Island, Texas and Utah. Approximately one hour telephone interviews were conducted with staff at each agency; please see the acknowledgments at the end of this report for the names of those who generously shared their time and expertise. This report describes the findings from those interviews, including why NJ DCF chose to speak with each agency selected, what we learned from each about their current system, what has worked well and what may have been challenging and what key lessons New Jersey learned about managing with data. (Author abstract)

<http://muskie.usm.maine.edu/ncic/assets/Final%20Managing%20by%20Data%20Promising%20Practice%20Report%20June%2016%202010.pdf>

Fisher, Cathy. Richards, Susan. Lester, Toby. Simms, Kathy. Action for Child Protection. Atlantic Coast Child Welfare Implementation Center. West Virginia Department of Health and Human Resources. National Resource Center for Child Protective Services. (2013). *Implementation of a safety model in child welfare. SLO Webinars and Teleconferences.*

Presenters from the Atlantic Coast Child Welfare Implementation Center and West Virginia's Department of Health and Human Resources/Bureau for Children and Families discussed how implementation science was used as a framework to successfully implement West Virginia's Safety Management System (SAMS). An overview of implementation science was provided with emphasis on the implementation drivers -- training, coaching and systems intervention. Staff from West Virginia provided information about the lessons learned while implementing SAMS.

<http://nrccps.org/wp-content/uploads/2013-02-22-12.00-Implementation-of-Safety-Practice-in-Child-Welfare.wmv>

Porter, Loa L. Park Zink, Patrina. Gebhardt, Angela R. Ells, Mark. Graef, Michelle I. (2012). Best outcomes for Indian children. *Special Issue: Services for Native Children and Families in North America. Child Welfare* 91(3)p. 135-156.

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Available From: <http://www.cwla.org/pubs>

The Wisconsin Department of Children and Families and the Midwest Child Welfare Implementation Center are collaborating with Wisconsin's tribes and county child welfare agencies to improve outcomes for Indian children by systemically implementing the Wisconsin Indian Child Welfare Act (WICWA). This groundbreaking collaboration will increase practitioners' understanding of the requirements of WICWA and the need for those requirements, enhance communication and coordination between all stakeholders responsible for the welfare of Indian children in Wisconsin; it is designed to effect the systemic integration of the philosophical underpinnings of WICWA.

Colorado Division of Child Welfare Services. Mountain and Plains Child Welfare Implementation Center. Colorado Practice Initiative. (2010). *Colorado's Practice Initiative Toolkit*.

Colorado Division of Child Welfare
cdhs.communications@state.co.us;

Available From: <http://www.colorado.gov/cs/Satellite/CDHS-ChildYouthFam/CBON/1251579373548>

Includes links to informational materials related to the Colorado Practice Initiative, an effort to develop a clear, consistent and cohesive approach to practice and service delivery for children and their families involved with the child welfare system. This framework will be designed and developed collaboratively with child welfare staff and stakeholders across the state. To support Colorado on this journey, the Mountains and Plains Child Welfare Implementation Center is supporting a three-year implementation project, which will explore and define a Colorado practice model and implement specific practice strategies that are directed towards improved outcomes for children and families.

<http://www.colorado.gov/cs/Satellite/CDHS-ChildYouthFam/CBON/1251588112622>

Los Angeles (Calif.). Dept. of Child and Family Services. (2010). *Achieving Systems Change Project: Los Angeles Department of Child and Family Services Implementation Project Plan*.

Western and Pacific Child Welfare Implementation Center

Available From: <http://westpac.fmhi.usf.edu/default.aspx>

A plan is presented for implementing a three-year project intended to achieve values-based, data-driven, and sustainable systems change on behalf of children and families in Los Angeles through the advancement of three inter-dependent and inter-related models for transformation: strategy management, stakeholder engagement, and initiative alignment. A chart illustrates the activities that the Los Angeles Department of Child and Families Services will undertake at the macro-level and micro-level in each of these areas. The technical assistance that will be provided by the Western Pacific Child Welfare Implementation Center is also described.

http://wpicenter.org/docs/LACounty_ProjectPlanSummary_Jan102010.pdf

Alaska Child Welfare Initiative. Western and Pacific Child Welfare Implementation Center. (2010). *Alaska Child Welfare Initiative WPIC Partner Tribe: Tribal In-Home Services Practice Model Description: Planning Template*.

The Western and Pacific Child Welfare Implementation Center (WPIC) partner tribes are engaged in a project to reduce the disproportionate out of home placement of Alaska Native children by the State Office of Children's Services. WPIC has developed this planning template to be used by each of the 16 tribal partners to define their in-home practice models and to develop a program development, technical assistance, funding strategy and training plan to implement the practice model.

http://wpicenter.org/inc/resources/projects/alaska/Alaska_Tribal_In_Home_Services_Planning_Template.pdf

Western and Pacific Child Welfare Implementation Center. (2009). *Western and Pacific Child Welfare Implementation Center Logic Model*.

Western and Pacific Child Welfare Implementation Center
American Institutes for Research

Available From: <http://westpac.fmhi.usf.edu/default.aspx>

Sponsoring Organization: United States. Children's Bureau.

This is the logic model for the Western and Pacific Child Welfare Implementation Center. The Center supports child welfare systems in moving from their vision to values to changes in organizational culture and practice resulting in sustainable improvements in outcomes for children and their families. The Center assists States, Tribes and Territories to implement principles, policies and proven and promising practices that they have adopted for system improvement and change. (Author abstract)

Crosson-Tower, Cynthia. (2009). *Maltreatment and the Developing Child (Chapter in Understanding Child Abuse and Neglect. Eighth Edition.)*

Prentice Hall Press

Maltreatment and the developing child are the focus of this chapter, which examines the effects of abusive and neglectful behavior on children's progress, or lack of progress, during developmental stages birth through adolescence. A case example is offered to illustrate the relationships between development, maltreatment, and resiliency, and review questions are included. 30 references.

Western and Pacific Child Welfare Implementation Center. (2009). *Alaska Child Welfare Disproportionality Reduction Project Western and Pacific Child Welfare Implementation Center Implementation Project Plan*.

Western and Pacific Child Welfare Implementation Center

Available From: <http://westpac.fmhi.usf.edu/default.aspx>

This plan describes a four-year project designed to reduce the overrepresentation of Native American children involved in the child welfare system in Alaska. The project is a collaboration of Alaska Title IV-B tribal partners supported by the Office of Children's Services (OCS) and the Court Improvement Project (CIP), and will allow tribal partners to develop and implement changes in child welfare practice for Native American children, youth, and families that focuses on key changes in initial safety assessments and placement decisions. The project will promote the use of a family-centered, state-tribal bi-lateral, collaborative approach in which the State OCS will rely more heavily on tribes to participate in the initial decision making and service delivery. The project is also designed to build the capacity of the tribes to conduct services needed by identified families to prevent out-of-home placement whenever possible and to promote community based services when placements are necessary. Information is provided on the context for the project, underlying values, project partners and stakeholders, the activities of the Western and Pacific Implementation Center (WPIC), key components of system, program and policy, practice implementation, and the technical assistance plan. The process that will be used to evaluate the project is also explained.

<http://wpicenter.org/docs/AlaskaProjectPlan.pdf>

Journal of Public Child Welfare. (2012). *Applying Implementation Drivers to Child Welfare Systems Change: Examples From the Field* 6(4): 512-530

Routledge

Available From:

http://www.researchgate.net/publication/232672429_Applying_Implementation_Drivers_to_Child_Welfare_Systems_Change_Examples_From_the_Field

Implementation science is a relatively young field of research that studies efforts to put improved policies or programs into routine practice. In recent years, the Children's Bureau has placed increasing emphasis on implementation of child welfare system reforms to promote improved outcomes for children, youth, and families. Using an implementation framework from the National Implementation Research Network, this article reviews the relevance of core drivers to child welfare and describes selected examples to illustrate how public agencies can apply and adapt concepts from implementation science to drive and sustain their system reforms.

Graef, M., Leake, R. (2011). *Re-Examining the role of professional development and training evaluation through an implementation science lens*. California Education Social Work Center (CalSWEC).

Available From: http://calswec.berkeley.edu/files/uploads/ppt/CalSWEC/2_2_2011_NHSTES_Graef_Leake.ppt.

Gautreau, M., Graef, M., Fisher, C., Scannapieco, M. (2011). *Facing reality: What it takes to implement systems change*.

Available From: <https://www.mcwic.org/events/media/facingReality.ppt>.

Lambert, D., Richards, T., Knight, T. (2014). *The role of implementation drivers in child welfare systems change*. University of Southern Maine Muskie School of Public Service.

Available From: <http://muskie.usm.maine.edu/ncic/documents/Implementation%20Drivers%20Presentation.pdf>

Midwest Child Welfare Implementation Center. (2014). Final implementation project report. *Partners for Ohio's Families*.

Available From: <http://jfs.ohio.gov/PFOF/PDF/PFOF-Final-Implementation-Project-Report.stm>

The primary goal of the proposed project was to develop and implement a new technical assistance model, intended to transform the way OFC works with the counties and private child welfare providers across the state.

Lint, S., Moore, D., Chambers, J., Spohn, R., Detrich, H. *Partnering with parents for systems change in Iowa*. Midwest Child Welfare Implementation Center

Available From: https://www.pal-tech.com/intranet/OCAN/3346_Chambers,_J.-Partnering_with_Parents.pdf

Lambert, D., Atkins, J. (2015) *New Jersey's Manage By Data Program: Changing culture and capacity to improve outcomes*. *Improving Performance Series*.

Cutler Institute for Health and Social Policy

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Available From: <http://www.businessofgovernment.org/report/new-jerseys-manage-data-program-changing-culture-and-capacity-improve-outcomes>

Although the program's initial focus was on training employees to make better use of data, its ultimate goal was to change the department's culture. This report presents five strategies that organizations can follow to change their culture by moving toward data-driven decision making. These strategies include creating a common language, striving for quick wins, and aligning people and processes.

The report also includes a set of findings from the authors' assessment of the Manage By Data Program. Lambert and Atkins found that the program had a clear, positive impact, and changed the way NJDCF conducts its operations. Agency staffers now use data on the job more effectively and make changes in agency programs based on their analysis of data. The report concludes with three recommendations on how agency leadership can implement a culture change initiative, including ways to better align data analytics programs with agency priorities and processes.

Western and Pacific Child Welfare Implementation Center. (2012). *A framework for implementing systems change in child welfare: A practice brief*.

Available From: http://wpcicenter.org/inc/resources/projects/Framework_For_Implementing_Systems_Change.pdf

Gives an overview of why sustainable systems change is important for child welfare and improving outcomes for children, youth, and families. An eight-step process for implementation is also presented.

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