



The Role of Implementation Drivers in Child Welfare Systems Change



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August 29, 2011

Creating a Practice Model



“This is not a new initiative... it will be our way of life”

Maggie Bishop, NH DCYF Director May 2009



Steps to Change

Leadership Listened

They're all our families

Transparency

Shared Vision

- 2009: Child Protective Services Supervisors recognized the need for a “model of practice”
- 2009: Agency dialogue with Juvenile Justice “partners” expanded
- 2009: Child and Family Services Plan started a vision
- 2010: CFSR Statewide Assessment gave us critical insight
- 2010: NCIC established sustained implementation projects= support/expertise available
- 2010: CFSR Outcomes gave us the critical data and NOW the PIP=PM

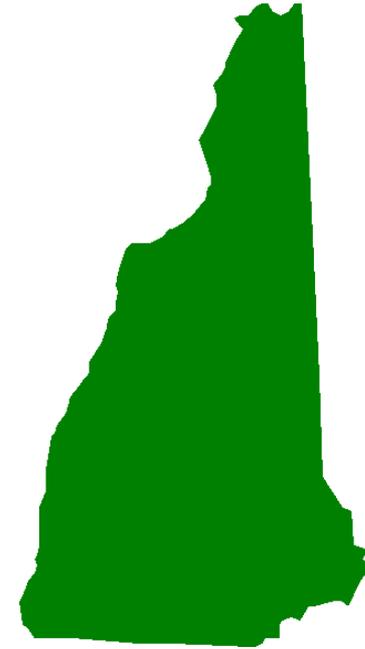
Keys to Implementation

✓ Exploration & Installation

Leadership
Cross-Functional Project Team
Communication
Resources

✓ Implementation

Leadership
Communication
Cross-Functional Team
Resources
Coaching



✓ *Maintenance & Sustainability

Implementation plus

Coaching
Culture & Climate
Frequent Monitoring and Evaluation



Leadership at all levels and across the organization!!



CHANGE CHEERLEADERS

- Go to your NEW group:
A, B, C, D, E, or F
- Create a cheer that has both words and actions.
- This cheer must reflect your place in the change process.
- Be creative and give us the true message!



A small illustration of a cheerleader standing on a podium with the numbers 1, 2, and 3 on it.

Gradients of Agreement ⁶

Strongly Agree (whole hearted) Support	Agreed Support w/ minor dispute	Cannot Agree but will support	Str (but an
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#1 SAFE
100% (54)

#2 45 9
~~22~~ 29 ~~X~~ 25
(SAFETY LANGUAGE)

Suggested change -
children must be safe

#3 49 (50) 1
? impact on risk mgt
add language + protected

#4 49

EVERYONE'S VOICE MUST BE HEARD!

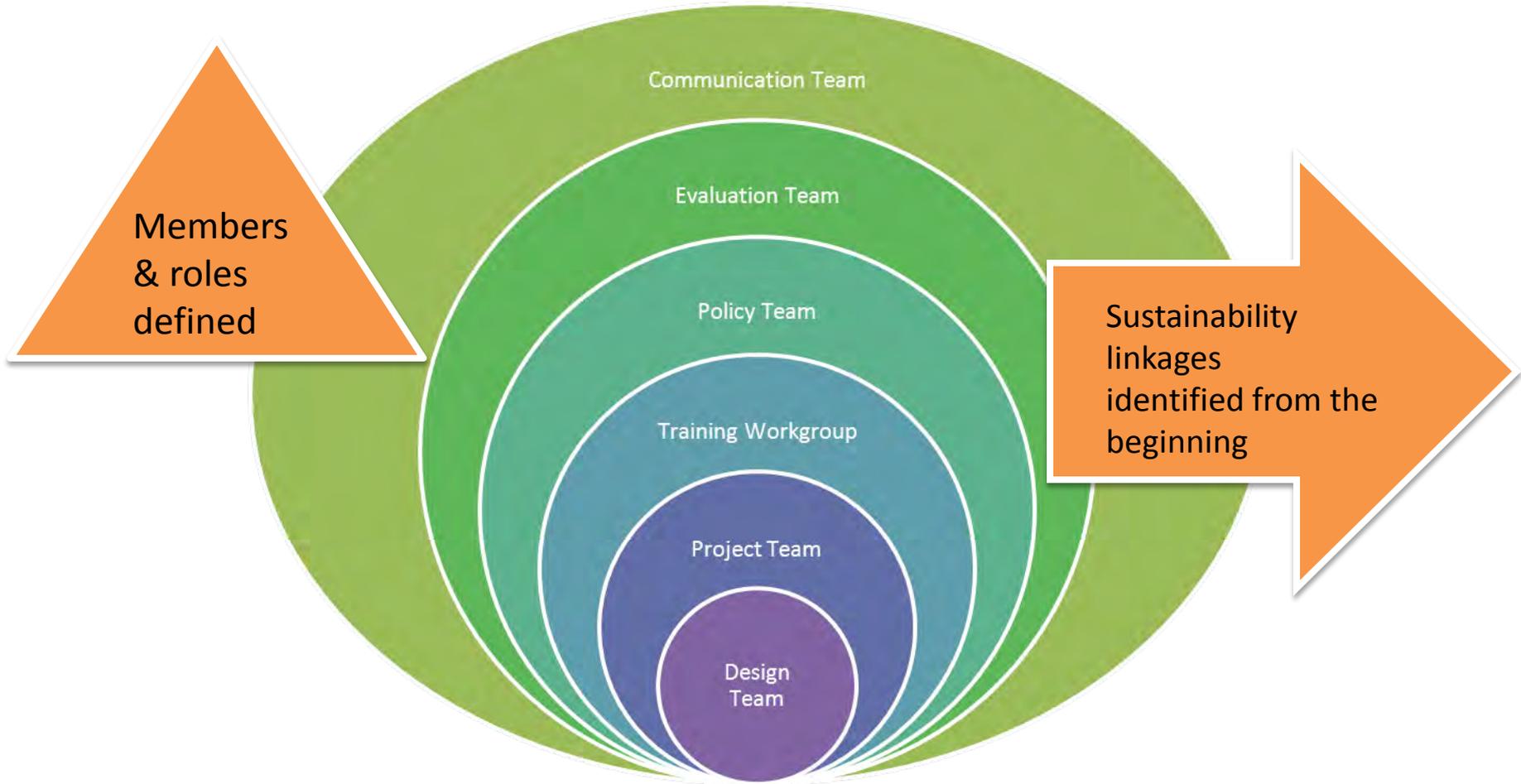
- ✓ Staff from across the agencies
- ✓ Application and selection
- ✓ Monthly works sessions and homework in between
- ✓ Commitment to a decision-making process
- ✓ "Spread" leader
- ✓ Sustained engagement
- ✓ Youth and parent team members

Design Team

The first vote!



Cross-Functional Project Teams



Beliefs that drove communication



- Transparency
- Feedback loops
- More is better
- Use varying approaches
- Go to the people
- Demonstrate passion!
- Youth, parents and staff tell the story best!
- Partnerships are critical to success



Resources?

PIP = PM
Crazy!!



- Dedicated agency staff time
- Project Consultants
- Combined agency and NCIC funding
- Long term view of sustainability
- Drives agency PRACTICE

New Hampshire DCYF/DJJS Practice Model Design & Implementation Project Logic Model

