

California Child Welfare Core Practice Model



CORE PRACTICE MODEL IMPLEMENTATION PLANNING GUIDE

*Instructions and Templates
for Guiding CA CWS Directors
Through CPM Implementation Planning*

version 2.14.18



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The entire contents of this Guide can be found in the online version on the CalSWEC website:
<http://calswec.berkeley.edu/cpm-implementation-planning-materials>

OVERVIEW

CPM Implementation Planning: A Goal-Oriented Approach

All California Child Welfare agencies are implementing the Core Practice Model (CPM) over the next few years. Each county needs to assess what ways of doing business already support the CPM and what aspects of the CPM—practice behaviors, leadership behaviors, and organizational elements—need to be launched or strengthened. This will look different for each county, given their location, size, service population, and goals.

As with any journey, it is important to begin with the end in mind. It starts with describing what will be happening when your county reaches the next level of CPM implementation, then working backwards to design what it will take to get there. Collectively planning toward achieving this future state helps counties strategically target their CPM implementation efforts toward the goals the child welfare agency and its partners want to achieve.

Guiding the Way through CPM Implementation

While each county will create its own pathway for CPM implementation, all counties can follow a process informed by Implementation Science to develop and launch their specific Implementation Plans. Research shows that by attending to key areas of capacity building—Organizational Readiness, Workforce Development, Engaged Partnerships, and Quality Improvement—the evidence-supported practice of CPM is more likely to take hold. This Guide is designed as a reference and instruction manual for the journey ahead. It features a 3-part process supplemented with easy-to-use tools and templates.

Part #1: CPM Implementation Snapshot: Where Are We Now?

Counties can take a ‘snapshot’ of their CPM Implementation status using the **CPM Implementation Snapshot**. Organized by topic area, this assessment and analysis tool focuses counties on four key capacities necessary for active implementation of CPM. The tool concludes with a section for counties to score and analyze their assessment findings, then identify implementation priorities on which to focus local planning efforts.

Part #2: CPM Implementation Plan: Where Are We Going and How Do We Get There?

Counties identify the changes the child welfare agency and its partners want to achieve by addressing the CPM implementation priorities identified through the Snapshot process. In other words, each county asks themselves, “What changes do we want to see happening in the near term related to each priority”? The **CPM Implementation Plan Template** guides counties through the specifics of conducting goal-oriented action planning. As a result, counties create their own pathway for getting from where they are now to achieving their CPM implementation objectives.

Part #3: CPM Implementation Support: What Will Support Our Progress?

Counties are encouraged to identify what kinds of supports might help them carry out their CPM Implementation Plan. Emphasizing regionally based support, the **CPM Implementation Support Process** guides counties to coordinate their support needs through their Regional Training Academy using the tools and resources generated by the Development Circles.

Director’s Institute Learning Sessions, webinars and regional events over the coming months will refer to the segments of this Guide as the basis for reflection, strategizing, and regionally-focused supports for CPM implementation.

APPROACH

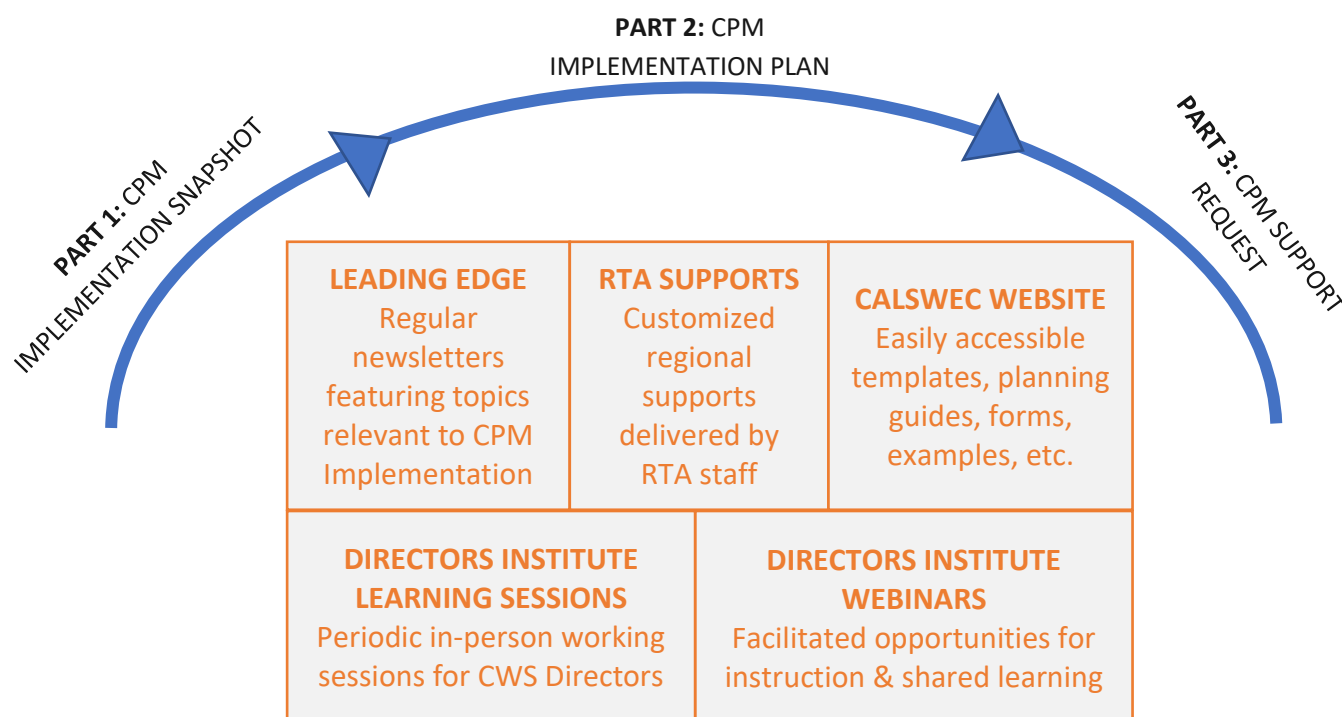
By and For Directors

County Child Welfare Directors play a key leadership role in preparing and supporting their people and organizations for CPM implementation. As part of the CPM Directors Institute, Directors will go through a sequence of orientations, assessments and decisions, coordinated through webinars, convenings and county team work to create a clear path toward launching or strengthening CPM in their location.

To ensure quality implementation of CPM down the road, Directors are encouraged to begin or continue cultivating a local team of CWS leaders with the management authority and functional expertise to move CPM implementation forward in your county. While these leadership teams may look different across counties, having one working in concert with the Director throughout implementation is a key to success.

A Supported Process

Throughout the 3-part CPM implementation planning process outlined above, counties will have access to a multi-faceted support system. Some supports will be coordinated regionally. Others involve collaboration with peers or access to online information. Overall, opportunities for continued learning and guidance create a solid support infrastructure on which counties can rely as they progress through CPM implementation.

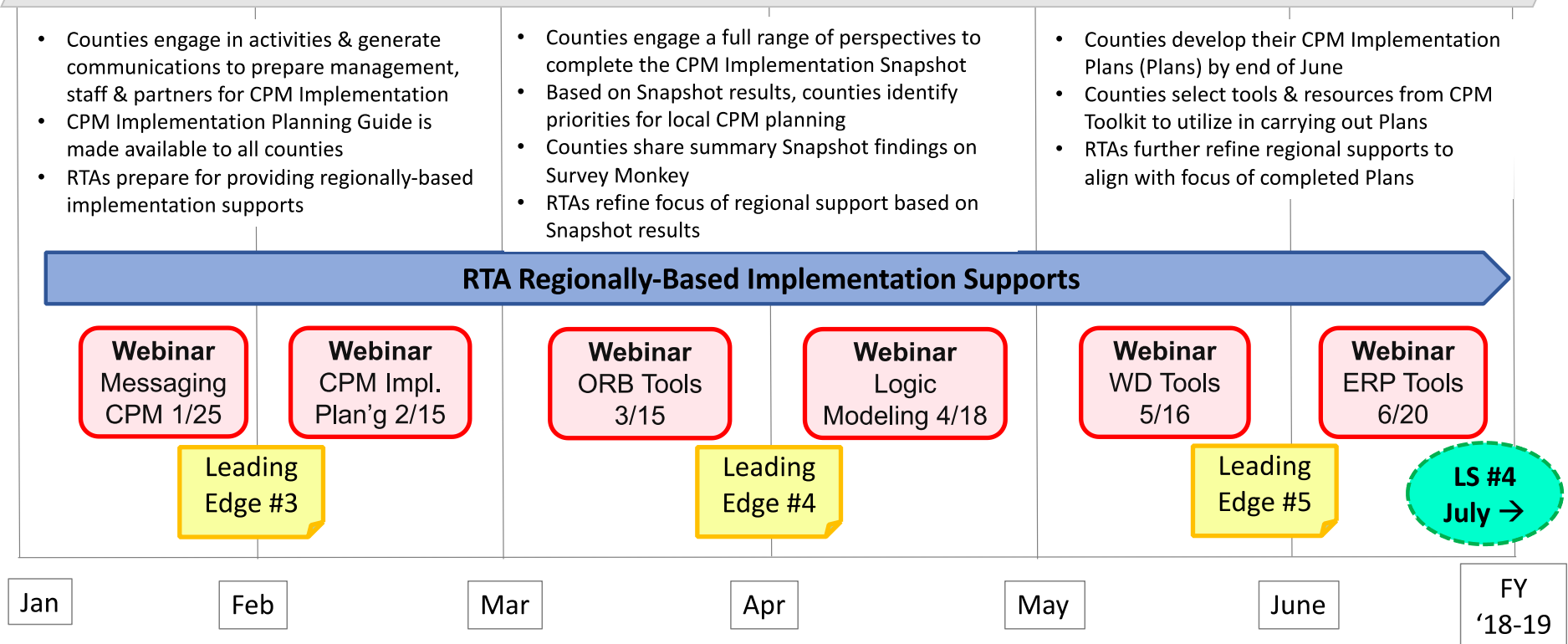


The graphic on the next page is a calendar-driven view showing the project timing of specific support activities through the end of fiscal year 2017-18.

2018 Directors' Road Map – County Focus

STRATEGIC PREPARATIONS FOR CPM

Implementation Capacity Building ♦ Assessment & Teaming ♦ Implementation Planning ♦ Support & Next Steps



All webinars scheduled for 10:00am to 11:30am.

Dashed line (- - - -) = Event date & location to be determined

Part 1–CPM IMPLEMENTATION SNAPSHOT: Where Are We Now?

Overview

All California counties are already on their way to implementing CPM, each to a greater or lesser extent, on pace with their local context. Some have partnership agreements in place that uphold CPM engagement principles; other counties have long-standing teaming approaches that reflect CPM practice behaviors; still others are adapting recruitment efforts to better align job expectations with CPM. To identify what CPM capacities are already in place, which to incorporate next and which to prioritize for action, it's critical for each county to start with determining "Where We Are Now" with respect to effectively supporting the use of CPM.

The CPM Implementation Snapshot serves this purpose. Designed to help counties gauge the status of their CPM implementation efforts, the Snapshot is organized into four dimensions of active implementation familiar to Directors from the Development Circles:

- Organization and Leadership
- Workforce Development
- Using Data for Understanding and Improvement
- Strengthening Partnerships for System Change

Completing the Snapshot is a collective process that not only brings CPM to the forefront of the organization's attention, but also creates a shared view of what progress has already been made to put CPM into practice in your location. Once the assessment questions are completed, the Snapshot serves as a baseline for each county to use as they identify gaps and successes, determine priorities and strategize how the work of implementation will unfold. The Scoring and Analysis segment guides counties through a process to identify:

- Strengths to Build On
- Opportunities for Growth
- Feasibility Considerations
- Setting Priorities for Local Planning

Step-by-Step

All items in **blue bold** can be found in the online version of this guide on the CalSWEC website:

<http://calswec.berkeley.edu/part-1-cpm-implementation-snapshot-where-are-we-now>

Open the **Snapshot** and proceed with the following steps:

- **Step #1: Prepare for a Successful Process.** Refer to several supports available for helping Child Welfare Directors and their leadership teams get ready for the Snapshot process:
 - Engage your leadership team in the **'Warm-Up' Activity** to prepare for the Snapshot process.
 - Review the recording and materials from "Where Are We Now" **Snapshot Orientation Webinar** held Nov. 6.
 - Learn from your peers by reading the article titled, **"Snapshot Tips from the Field: Counties Reflect on Using the CPM Implementation Snapshot"**.
- **Step #2: Collectively Answer the Questionnaire Segment.** Follow the instructions on p.1 of Snapshot.
- **Step #3: Complete the Scoring and Analysis Section.** Follow the instructions on p.8 of Snapshot.

CPM Implementation Planning Guide



- **Step #4: Fill out a Brief Survey** to communicate the type of implementation support your county would find most useful based on your Snapshot findings.
 - Survey data will be shared with the Regional Training Academies and the Directors Institute to ensure the support offered is designed to address the needs identified.

Relevant Resources

While each county's leadership team is ultimately responsible for completing the Snapshot, counties will determine for themselves who and how many staff and other stakeholders will be involved. Some may be involved in the process of responding to questions, while others will help draw conclusions from the findings. The assessment will be most effective if those invited to participate in the Snapshot process are familiarized with the CPM values and behaviors beforehand.

- Background material about CPM can be found on the [CalSWEC website](#).
- Ideas for how to communicate to others about CPM can be found within the recording and materials from the [CPM Messaging Webinar](#) held on Jan. 25.
- [Poll Everywhere](#) – an interactive online service for 'real-time' audience response and engagement.

Part 2–CPM IMPLEMENTATION PLAN: Where Are We Going and How Do We Get There?

Overview

Now that your county has taken a “Snapshot” of its CPM implementation status and set priorities for moving CPM forward, the next part involves outlining a clear pathway for how you’ll get from where you are now to where you want to be. Where should your county start? Who is accountable to show progress? Which voices influence decisions, and by when? The CPM Implementation Plan Template (Plan) is designed to guide your county through the process of decision-making around specific action items to reach your unique implementation priorities.

Based on priorities identified in the Snapshot process, counties choose a planning horizon and match priorities with implementation objectives, action steps, and timeframes. Together, these components form a road map for moving counties’ CPM efforts forward. Through the planning process county teams make the following key decisions:

- Which priorities are strategic to address first?
- What is our timeframe?
- What changes do we want to see?
- What action steps need to be taken?
- Who is the responsible leader or team?
- What is the target date for monitoring progress?
- What will support our progress?

Like the Snapshot, developing a Plan is a collaborative activity engaging those with key roles and oversight responsibilities for implementation of your county’s CPM priorities. For example, if your county’s focus is on training and coaching as the next advancement of CPM, it would be important to not only include program managers, but also training personnel and supervisory representatives as contributors to crafting your CPM Implementation Plan.

Step-by-Step

All items in **blue bold** can be found in the online version of this guide on the CalSWEC website:

<http://calswec.berkeley.edu/part-2-cpm-implementation-plan-where-are-we-going-and-how-do-we-get-there>

Gather the results of your completed Snapshot and open a **CPM Implementation Plan Template**. Development of a CPM Implementation Plan consists of engaging your leadership team or other partners to proceed through the following steps:

- **Step #1: Establish a CPM Implementation Planning Team** – Identify and empower a group who can develop your county’s CPM Implementation Plan, guide the process, and oversee execution of the Plan.
 - Decide who needs to be involved in developing the Plan, orient them to the process, and identify appropriate forums in which planning can occur.
 - The configuration of the planning group can vary based on many factors (e.g., county size, staffing, competing demands, etc.). Whether an existing team is leveraged for this purpose or a dedicated group is formed, include individuals who will have oversight responsibility for implementation of CPM in your location.
 - Formulate and empower the Team to conduct efficient, effective decision-making while promoting a transparent process informed by relevant feedback loops.

CPM Implementation Snapshot: Where Are We Now?

- The leadership role of the CW Director is critical to the success of the Planning Team. Key leadership behaviors to model throughout the planning process include:
 - Creating the organizational conditions for planners to contribute their best thinking
 - Supporting facilitated planning discussions
 - Participating in critical planning decisions
 - Reinforcing a spirit of collaboration and consensus-building at each step along the way
- **Step #2: Set the Plan Boundaries**
 - a) Decide Where to Start – Translate the conclusions drawn from the Snapshot process into setting Plan priorities. Follow the instructions on p. 1 of the CPM Implementation Plan Template.
 - b) Determine a Planning Horizon – Customize the span of time your county needs to make sufficient progress on your Plan priorities before re-assessing what has been accomplished. Follow the instructions on p. 2 of the Plan Template.
- **Step #3: Define Success** – Collectively determine what is expected to be happening if your Plan priorities are successfully met. Follow the instructions on p. 2 of the Plan Template.
- **Step #4: Document the Pathway to Action**
 - a) Customize Your Plan – Create your Plan structure based on the number of priorities your county is addressing within the planning horizon. Follow the instructions on p. 4 of the Plan Template.
 - b) Develop Your Plan Content – Across all Plan priorities, decide what actions need to be taken, by whom, and by when to move CPM forward in your location. Follow the instructions of p. 5 of the Plan Template.

Relevant Resources

Planning will be most effective if those invited to participate in the process are familiar with the rationale, process, and supports available for engaging in implementation planning. Local leaders are encouraged to refer to the resources below to inform themselves and their planning partners about CPM implementation.

- Applying a goal-oriented approach to CPM implementation planning can be found within the recording and materials from the [CPM Implementation Planning Webinar](#) held on Feb. 15.
- Guidance for utilizing the CPM implementation support tools and resources generated by each Development Circle can be found within the recording and materials from the following Webinars:
 - [Organizational Readiness Building Tools & Resources Webinar](#) – March 15
 - [CPM Logic Modeling Webinar](#) – April 18
 - [Workforce Development Tools & Resources Webinar](#) – May 16
 - [Engagement, Relationship & Partnership Tools & Resources Webinar](#) – June 20
- The [CPM Implementation Toolkit](#) can be found on the CalSWEC website.

Part 3—CPM IMPLEMENTATION SUPPORT: What Will Support Our Progress?

Overview

So far, this Guide has focused on how each county can plan for building the capacities necessary to install or advance CPM in their location. Accomplishing the range of tasks identified by each county will require vigilance and commitment, all of which can be upheld with continued learning and guidance—ideally in collaboration with peers and reinforced through a regionally coordinated system of support. A proposed multi-faceted approach to meeting the support needs of counties to actively implement CPM is described below. As with counties, support resources and capacities vary across the state. So, processes and activities to support county progress in CPM implementation planning will be flexible and co-created to best address identified needs.

Supporting Counties for Success

No matter where a county is with its CPM Implementation efforts—from just getting started to making progress to being well underway—it will be beneficial to access support along the way. The range of support needs spans many topics including help with CPM implementation planning, internal capacity building, utilizing implementation support tools, leading organizational change, and more. As outlined in the Directors' Road Map on p. 5, support will be available to counties through the following means:

- Statewide Support: The Directors Institute will continue to provide a series of Webinars, communications and learning forums for Directors and their leadership teams throughout FY 17-18, and beyond. A shared commitment to CPM implementation statewide is reinforced through the existing infrastructure that supports professional development, active implementation and technical assistance for Child Welfare Services through CWDA, CFPIC, CalSWEC, and the Regional Training Academies (RTAs).
- Regionally Based Support: Each RTA is designing activities and methods to provide regionally based support for CPM implementation capacity building to the counties in their area. Contact the designated point of contact (POC) at your Regional Training Academy for more information.
 - Northern Regional Training Academy: Alison Book, apbook@ucdavis.edu
 - Bay Area Regional Training Academy: Jennifer Buchholz, jbuchholz@mail.fresnostate.edu
 - Central Regional Training Academy: Andrea Sobrado, ansobrado@gmail.com
 - Southern Regional Training Academy: Nancy Satterwhite, nsatterwhite@mail.sdsu.edu

Step-by-Step

The remainder of Part 3 is under development and will be published soon.