

# Implementing Child Welfare Practice Models



**Children's Bureau**  
**2011 Policy to Practice Dialogue**  
**“Making it Work In Child Welfare”**

**October 12, 2011**

# Brought To You By...



- New Hampshire Department of Health and Human Services
- New Mexico Department of Children, Youth and Families
- Northeast and Caribbean Child Welfare Implementation Center (NCIC)
- Mountains and Plains Child Welfare Implementation Center (MPCWIC)
- National Child Welfare Resource Center for Organizational Improvement (NRCOI)

# Implementation Centers and National Resource Centers



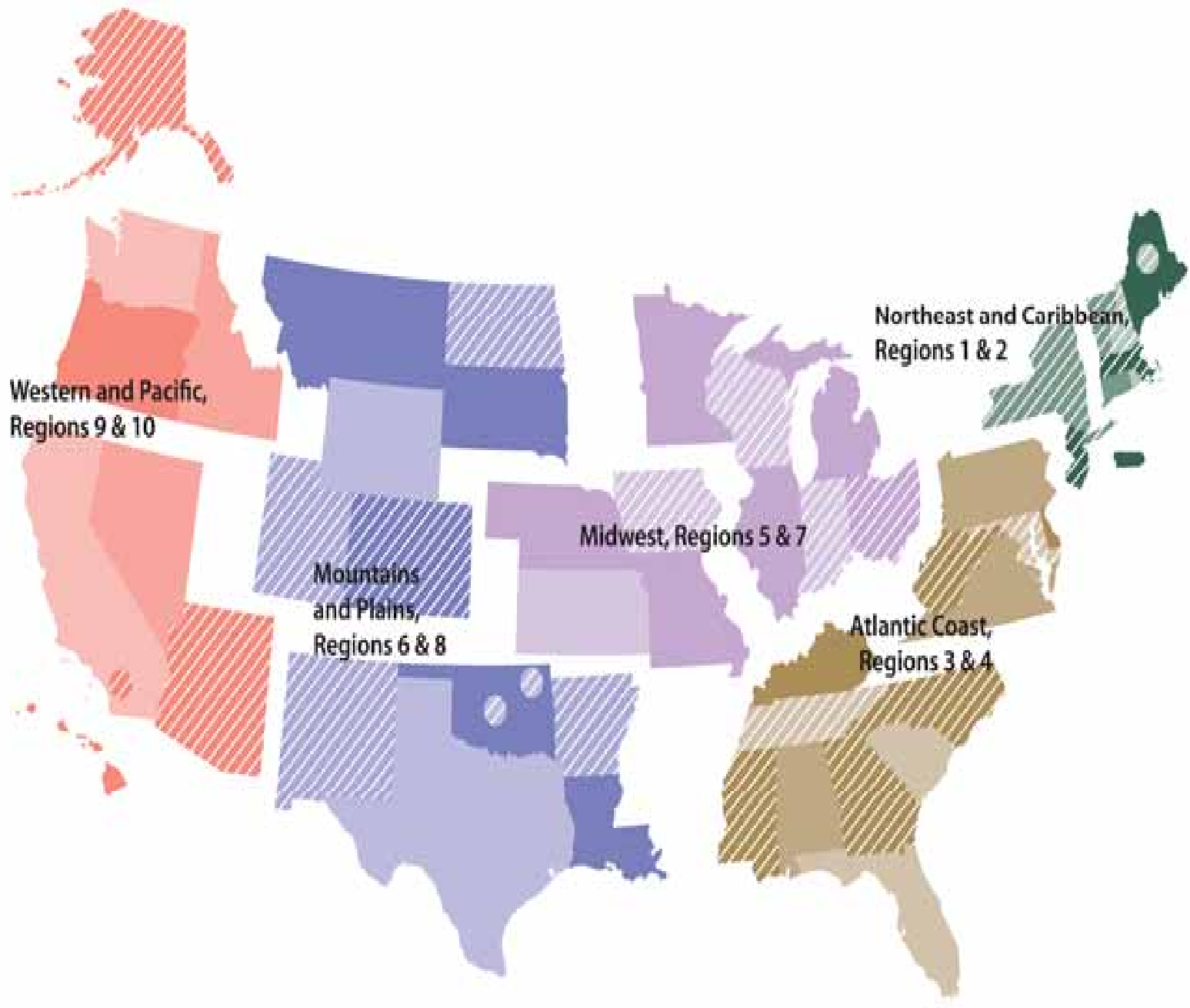
Funded by the Children's Bureau to provide States, Territories, Tribes and Tribal Consortia individualized training and technical assistance to:

- Improve child welfare administration and practice
- Support program improvement and implement effective programs
- Pursue sustainable and positive systems change
- Improve outcomes for children, youth and families

# Implementation Centers: Filling the Gap



- States and Tribes do not always have the resources necessary to implement comprehensive systems change plans
- Implementation Centers provide in-depth and long-term consultation and peer networking opportunities to States and Tribes



*\*Diagonal lines indicate States/Tribes/Counties where implementation projects are being conducted.*

# Presentation Overview



- Practice model research and other state experiences
- Foundational concepts about practice model implementation
- Highlights of the New Hampshire and New Mexico child welfare systems
- Lessons learned and considerations for developing and implementing practice models
- Group discussion

# Defining a Practice Model



- A practice structure **conceptualized and driven by fundamental values** which incorporates integrated best-practice behaviors to achieve overarching goals.
- Used to guide and drive critical systemic and operational issues to achieve greater system-wide advancement.

# National Implementation Research Network (NIRN) Framework



- Organization Drivers
- Competency Drivers
- Leadership Drivers



# Child Welfare Matters Highlights



- Train managers, supervisors, staff and stakeholders
- Provide experience and coaching
- Designate staff and support champions
- Align staff selection and evaluation systems



- Evaluate progress and outcomes through quality improvement
- Use feedback loops
- Revise policy and create tools

- Commit to the practice model
- Pace implementation and be flexible
- Be inclusive and transparent

# ORGANIZATION DRIVERS



- Evaluate progress and outcomes through quality improvement
- Use feedback loops
- Revise policy and create tools

# COMPETENCY DRIVERS



- Train managers, supervisors, staff and stakeholders
- Provide experience and coaching
- Designate staff and support champions
- Align staff selection and evaluation systems

# LEADERSHIP DRIVERS



- Commit to the practice model
- Pace implementation and be flexible
- Be inclusive and transparent

# Adaptive vs. Technical Work



Kind of Work	Problem & Solution Definition	Locus of Work	Type of Work
Technical	Clear ↕	Authority ↕	Optimize Execution ↕
Adaptive	Requires Learning	Stakeholders	Experiments and Smart Risks

# The “Getting To Outcomes” Framework



- 10 Step framework
- Easy to explain and understand
- Ensures that all areas to support practice change are addressed.

# Discussion Questions



- Why does your state need a practice model?
- What would full implementation look like in your system?
- What steps have you taken so far to develop and implement your new practice model?

## Discussion Questions (cont.)



- What “drivers” have you prioritized to support practice model implementation?
- What challenges have you encountered in your efforts to develop and improve key “drivers”?
- How have you tried to address these challenges?

# New Hampshire Practice Model Implementation



## NEW HAMPSHIRE PRACTICE MODEL



### Why did New Hampshire decide to create a Practice Model?

- Shared vision for all staff.
- Consistency in practice & policies statewide.
- Improved accountability for DJJS, DCYF and agencies providing services on their behalf.



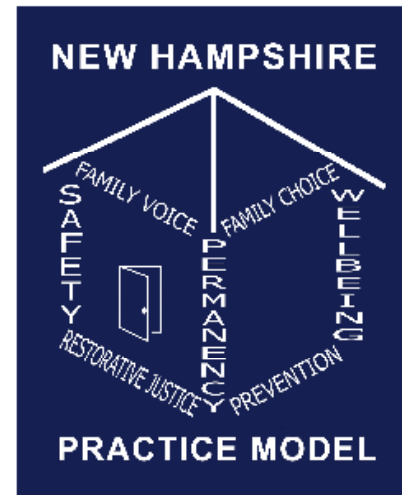
# New Hampshire Practice Model Implementation



## NEW HAMPSHIRE PRACTICE MODEL

### How will this influence the work that we do?

An evaluation of the Practice Model Logo will provide insight into how the Practice Model will influence the work that we all do in New Hampshire.



# New Hampshire Practice Model Implementation



## NEW HAMPSHIRE PRACTICE MODEL



### Practice Model Example

- **Belief:** All children/youth need and deserve permanency.
- **Principle:** Permanency planning begins immediately and is ongoing.
- **Theory:** Restorative Justice, Solution Focused, Parallel Process, Family Development
- **Domain:** Family Engagement
- **Strategy:** When children/youth are placed in out of home settings a Family Assessment and Inclusive Reunification (FAIR) Meeting will be scheduled within 10 days of placement.

## Practice Model Phases

**Vision/Mission** (Articulated in Practice Model)

**Values** (Articulated in Practice Model)

**Operating Principles / Foundational Standards**

These are the paragraphs under each value in the Practice Model; they will be revised once the work groups have drafted standards in the various practice areas.

**Specific Standards for Practice Areas**

These will be described for each value in the Practice Model by work groups, beginning with intake, investigation, and family centered meetings.

**Best and Promising Practices**

Practices that conform with standards will be identified by work groups.

**Implementation**

Practices will be implemented in Transformation Zones according to implementation science. Implementation will be assessed as part of the process evaluation

**Outcome Evaluation**

Evaluation of outcomes for children, youth and families will use system data (FACTS) and QA Tools (possibly modified) in pre-post and comparative designs

Policy

Procedure

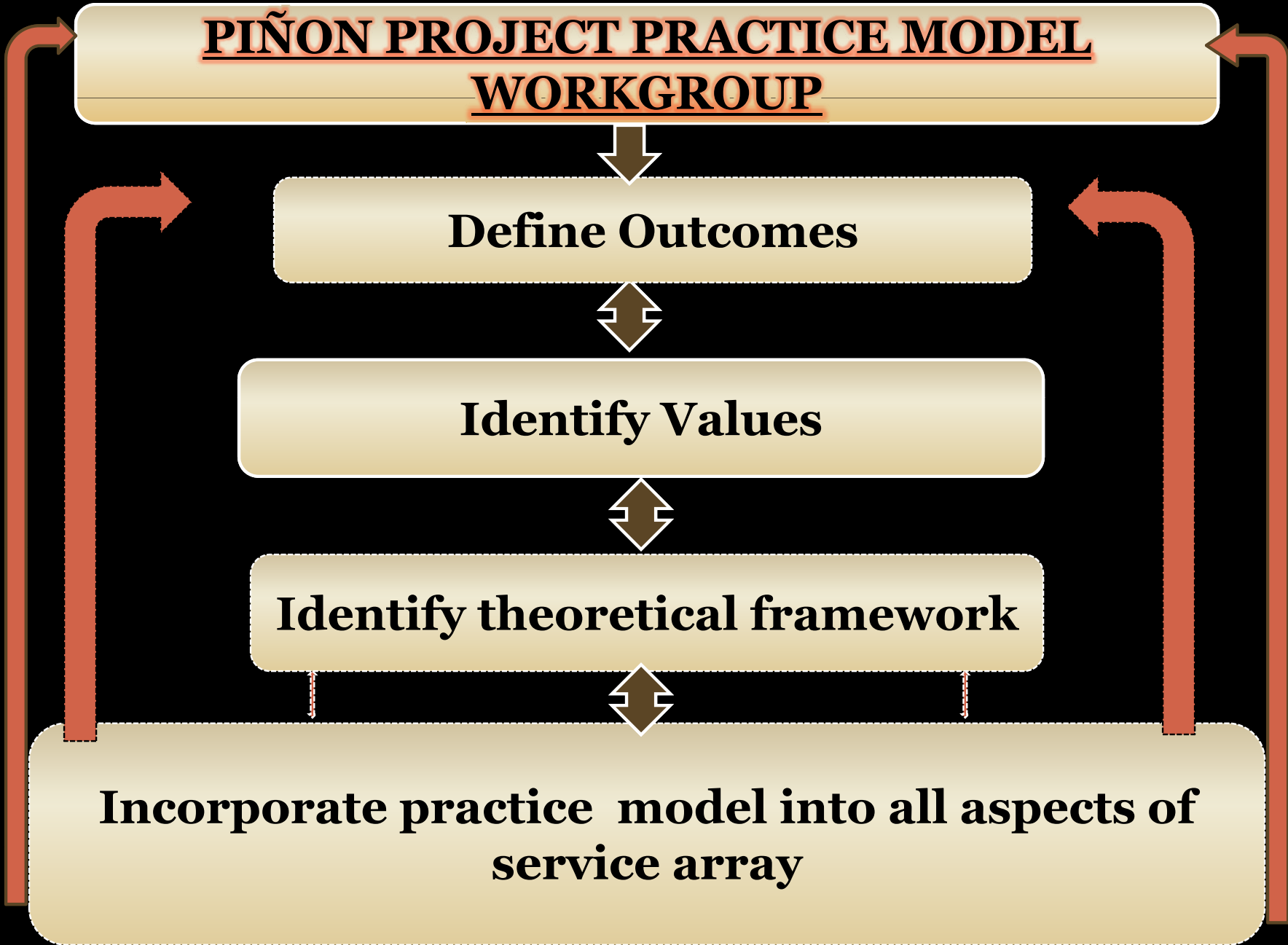
**PIÑON PROJECT PRACTICE MODEL**  
**WORKGROUP**

**Define Outcomes**

**Identify Values**

**Identify theoretical framework**

**Incorporate practice model into all aspects of  
service array**



# Next Steps in New Mexico



- Readiness and training activities
  - Implementation Zones
- Implementation phase begins January, 2012
  - Six zones, intake and investigation
- Establish internal capacity for technical assistance, coaching and training
- Evaluate outcomes
- Revisit the model and outcomes
- Expand implementation to additional zones