



## CFPM LEADERSHIP STRUCTURE AND RESOURCE COMMITMENTS (w/Worksheets)

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How implementation work is supported and teaming structures are formed will vary across jurisdictions and over time; however, the constants for successful implementation and scale-up of the Practice Model across jurisdictions have been:

- Visible executive leadership that proactively builds and sustains infrastructure and support for the Practice Model and cultural and community partnerships
- Linked teaming structures that consistently support Practice Model implementation and system change
- Intentional and consistent focus on applying active implementation and scaling functions within the organization and its teams to support the Practice Model

All of these lessons learned are consistent with implementation research and experience, which indicates that proven interventions must be (1) consistently and systematically implemented as intended and (2) supported at all levels of the organization and system to allow the practice to thrive, reach children and families, and positively affect their outcomes. Understanding the science of implementation can be very helpful to child welfare agencies and their leadership and partners interested in implementing the CFPM. The box below provides several possible resources to explore.

- PII-TTAP resource, The Development, Implementation, and Assessment Approach, at [http://www.acf.hhs.gov/sites/default/files/cb/develop\\_implement\\_a\\_ssess\\_approach.pdf](http://www.acf.hhs.gov/sites/default/files/cb/develop_implement_a_ssess_approach.pdf)
- PowerPoint presentation done for implementing jurisdictions early in the federal grant period by Dr. Dean Fixsen of PII-TTAP at <http://unc-fpg-cdi.acrobat.com/p44621455/>
- Articles and resources on the National Implementation Research Network website at <http://nirn.fpg.unc.edu/>
- Resources located on the A1 Hub which, though focused on the education system, are easily understandable and adaptable to child welfare implementation work at <http://implementation.fpg.unc.edu/>

In addition, public child welfare jurisdictions may have access to implementation-focused technical assistance partners who can bring knowledge and expertise regarding implementation to help guide local activities and efforts.

Understanding that CFPM implementation and system change require strong leadership and a local commitment of resources, such as people, time, and money, the leadership readiness and capacity-building resources on the following pages are designed to prompt strategic exploration and planning in establishing a leadership team structure and building local commitment to resource and support effective implementation of the Practice Model.

## **LEADERSHIP TEAMING STRUCTURE: *Shared Commitment to the Practice Model***

A clear and visible leadership team structure for the Practice Model is essential to practice model planning, capacity-building, and implementation. A team approach ensures leadership is shared and leadership support continues during leadership transitions. Building on agency strengths, needs, and context, an existing leadership team or group in the agency (such as the Child Welfare Services (CWS) Management Team) may take on this role, or a broad team that includes key agency leadership and community and system partners may be leveraged or developed for this purpose. What is important is:

- Someone with executive-level authority is on the team or group (such as the CWS director or deputy).
- The implementation team is part of the Practice Model leadership team and participates regularly in leadership team meetings.
- The functions to be handled by the leadership team have been decided, and team members are aware of the active implementation functions that are the responsibility of their team.
- Functions that are not being handled by the leadership team are the responsibility of another designated team or group, which has sufficient time and resources to effectively handle the function.

The planning questions below will assist exploration and decision making in determining a local Practice Model leadership team structure that will be efficient and effective.

### **Key Questions:**

1. What leader or group in the agency has been identified to provide executive leadership for all Practice-Model-related planning and activities in the agency?
2. Does the identified leader or group (“executive leadership”) have sufficient authority to direct/redirect staffing and resources, adjust agency policy, etc., so implementation teams and structures can be formed and system changes supported?
  - Are there strategies or steps that could be taken to better position executive leadership with the authority to create infrastructure and to support change within the child welfare agency?
  - What are the local protocols or processes that are necessary (or advisable) for executive leadership to direct/redirect staffing and resources? To adjust agency policy?

➤ Are there other agency leaders and partners that must be involved in redirecting staffing or adjusting agency policy? If so, are they aware of and supportive of implementation of the Practice Model? How can their readiness and support be further developed?

➤ How has or will executive leadership be clearly identified within the agency and with community and system partners to increase the visibility of Practice Model leadership and commitment?

3. What other leaders and teams (such as a local advisory group that includes agency, system, and community partners) are or will be important in Practice Model leadership, planning, and implementation?

➤ What leadership structure for the Practice Model will ensure each of these leaders and teams becomes a part of the local Practice Model leadership structure or is systematically connected to and informing the Practice Model leadership team or group?

➤ If a cross-system governance structure for Practice Model implementation is important or strategic in the local context, what is the plan for outreach to leadership in the other system(s) and inclusion in ongoing Practice Model leadership, planning, and activities?

4. What leaders, groups, or teams are or will be important in handling the leadership functions for active implementation and scaling of the Practice Model in the chart below?

		Key Leaders/Teams
ACTIVE INVOLVED COMMUNITY PARTNERSHIP FUNCTIONS	Conduct listening sessions to learn about and begin to address historical trauma and mistrust of agencies and systems	
	Work with community partners to identify system barriers to improved outcomes and to implement action plans to address those barriers	
	Collaborate with community partners to establish culturally relevant and trauma-informed services to meet the needs of local children and their families	
	Meaningfully involve community partners in training, coaching, and ongoing system supports for the Practice Model	
	Establish ongoing meetings and feedback loops so community partners are continuously connected to and informing practice and system changes	
EXECUTIVE FUNCTIONS	Demonstrate ongoing commitment to implementation and scaling of the Practice Model to achieve intended child and family outcomes	
	Demonstrate ongoing commitment to community partnerships to ensure multi-cultural values and experiences are incorporated in practice and system changes	
	Create opportunities for responsible change within the agency	
	Nurture systems changes once they are underway	
CROSS-AGENCY FUNCTIONS	Select and align agency initiatives under a common approach to practice and implementation	
	Review and recommend solutions to shared implementation barriers and system needs	
	Facilitate communication about agency and system changes among and across all stakeholders and community and Tribal partners	

5. Based on local exploration and discussions, what existing or to-be-developed clear and visible leadership team structure will attend to the implementation functions above and bring the needed partners, perspectives, and executive authority to local Practice Model leadership?

- If an existing leadership team will be leveraged, what changes to team composition, meeting schedule, agenda, etc., need to occur to ensure Practice Model leadership meets at least monthly.
  
- If a new team is being formed, who will be responsible for bringing the team together (at least monthly) and supporting it? What information do they need to do this?

## **RESOURCE PLANNING: Shared Commitment to the Practice Model**

Committed Practice Model leadership teams work with other agency leaders and internal and external partners to identify needed implementation resources, build supportive infrastructure for the effective implementation of the Practice Model, and identify and address system barriers to improved outcomes for the children and families being served.

The questions below encourage consideration of strategic areas of resource need, infrastructure development, and capacity to help strengthen the ability and resolve of leaders to guide and support effective practice model implementation and system change.

### **Key Questions:**

1. Do agency leadership and management have an understanding of implementation science and the infrastructure and linked teaming processes needed to coordinate and support effective implementation of a practice model? If further understanding is needed, what is the plan for continuing to build this understanding?
  
2. What opportunities and strategies will help strengthen the willingness and readiness of executive leadership and other key leaders in the agency to work together to identify staffing and resources for an implementation team to be linked with agency leadership and to coordinate and support practice model implementation and system change?
  
3. What community partnership linkages, meeting processes, and forums can ensure ongoing opportunities for executive leadership to listen to, learn from, and partner with the most impacted communities and Tribes in guiding local practice model planning, implementation, and system change?
  - What ongoing forums will support agency/community partner collaboration in assessing and addressing system barriers? In developing a culturally relevant system of supports and services?

- As implementation planning and activities proceed, how will the role of community partners in practice model implementation be determined?
  
  - How will the needed community partnership linkages, meeting processes, and forums focused on both implementation and system change be developed? If they already exist, how will they be sustained?
4. Do agency leadership and management have an understanding of the evidence base for and importance of ongoing coaching and fidelity assessment processes to assure confidence, competence, and consistency in applying the Practice Model in diverse cultures, contexts, and situations? If developing greater understanding of this would be helpful, what opportunities, consultants, or resources can assist?
  
  5. Are agency leadership and management willing to leverage or invest resources in a practice model coaching plan that ensures behaviorally focused coaching is provided to leaders and staff in applying the Practice Model in their work and role (accomplished by developing capacity of supervisors and managers to provide practice model coaching for their staff)? If there are barriers to be addressed or greater commitment needed, what strategies and next steps will be helpful?
  
  6. Are agency leadership and management willing to leverage and invest resources in practice model fidelity assessment? If this is an area that needs further exploration or strengthening, what information, activities or resources can assist?  
*(Note: The Practice Model fidelity assessment involves an observation completed annually on one case on each continuing social worker's caseload. An agency supervisor or coach is paired with a trained community partner to observe a family team meeting and to rate the behaviors and interactions of staff with the family and their team).*

7. Where will the following delivery support functions live within the organizational infrastructure and teams? What group, team, or unit in the agency will be responsible for each?

		Where will this live?
STAFF COMPETENCY AND CONFIDENCE	Select staff that demonstrates alignment with the philosophy, values, and principles of the Practice Model. <b>(Recruitment &amp; Selection)</b>	
	Develop staff members' initial knowledge, skills, and abilities to practice the Model. <b>(Training)</b>	
	Improve staff members' ongoing ability to practice the Model effectively across diverse families and contexts. <b>(Coaching)</b>	
QUALITY & OUTCOME MONITORING FOR AGENCY IMPROVEMENT	Assess whether the core components of the Practice Model are consistently being delivered as intended. <b>(Fidelity Assessment)</b>	
	Gather, manage, and report data about the Practice Model and its implementation to inform ongoing decision making and continuous quality improvement. <b>(Decision Support Data System)</b>	

8. How well are leadership and teams supporting the following agency-wide Functions? If needed, are there strategies that can strengthen agency-wide capacity to demonstrate these functions?

		Ideas for Strengthening
ONGOING LEARNING	Prioritize learning for continuous improvement	
	Value youth and families' preferences and experiences	
	Use data to make decisions	
	Take time to identify and build readiness for the next right steps	
ACTIVE PROBLEM SOLVING	Identify local administrative and service delivery needs and respond with facilitative solutions	
	Identify larger system needs and advocate for appropriate solutions with system partners.	
	Use appropriate technical and adaptive strategies to respond to larger system and internal service delivery challenges	
	Communicate purposefully and regularly to nurture engagement across the agency and community	