



The Journey to Outcomes: From Partnership to Evaluation

Partnership – “If you want to go fast, go alone. If you want to go far, go with others.” –African Proverb

The CAPP journey began, and continues, with the engagement and involvement of communities and Tribes. They are at the core of all of the CAPP practice development, implementation and Fidelity Assessment work. Together we conducted a review and analysis of the local county child welfare systems, uncovering themes of system and practice barriers. The CAPP Child and Family Practice Model was inspired by and co-created with community and Tribal partners to address those barriers. The Practice Model includes key elements and behaviors that support interactions with children and families that:

- **LEAN IN** – Meaningfully engage, listen to and learn from families.
- **LIFT UP** – Respect and support the power of families to advocate for their own needs.
- **CONNECT** – Bring a natural circle of family, community and Tribal supports together.
- **CULTURE** – Support families in using their cultural practices and traditions to promote healing and wholeness.

IMPLEMENTATION

Implementation Science tells us that an intervention such as the CAPP Practice Model must be consistently and systematically implemented as intended in order to improve outcomes for children and families. To accomplish this CAPP sites are applying the principles of implementation science at all levels of the system, from practitioners to leadership, to the larger organization and system. Community and Tribal Partners have been an essential part of this implementation process from the beginning of CAPP and continue to be involved in implementation supports such as training, coaching and Fidelity Assessment.

FIDELITY ASSESSMENT

The CAPP Fidelity Assessment protocol has been designed with community and Tribal partners to determine if the Practice Model is being practiced as intended. A Fidelity Assessment team, comprised of a community partner and a practice coach, directly observes staff interactions with a family and their circle of support during a team meeting. These observations help us determine the consistency of our interactions with families as well as strengthen our ability to detect challenges and improve system supports. The process represents a shift in accountability as it seeks to understand the degree to which the system is supporting social workers to implement the practice and address barriers in their work with children and families.

EVALUATION

The ultimate goal of the evaluation is to build evidence of the CAPP Practice Model’s ability to improve permanency and well-being outcomes for children in foster care. Our federal partners in the Permanency Innovations Initiative (PII) have provided an expert team of researchers who are leading this process. They will be studying outcomes (short and long-term) and implementation (fidelity) and the relationship between them.

Formative Evaluation, the first phase of evaluation, is seeking to determine if the CAPP Practice Model is working as intended. By analyzing data from early implementers of CAPP in Fresno County, federal partners are considering whether children and families show early signs of participating in, and benefiting from, the CAPP

Practice Model. Specifically they have been looking at:

- Changes in parents’/caregivers’ perceptions of interactions and relationships with CAPP-trained social workers
- Changes in the way CAPP-trained social workers conduct case management activities

CAPP EVALUATION: WHAT’S NOW – WHAT’S NEXT

Our Federal Partners will be:

- Completing the Formative Evaluation including a review of a small data set to test the evaluation processes and early results.
- Preparing a Formative Evaluation report for our review and feedback.
- Designing next steps for the next phase of evaluation activities to be used across CAPP sites based on what is learned through the Formative Evaluation process.
- Utilizing a Case Study to help tell the CAPP implementation and partnership story.
- Employing a Cost Study to aid in the understanding of the financial costs or advantages of the Practice Model.

In this next year the CAPP evaluation will expand to include all of the CAPP Counties and will help us determine whether the Practice Model can achieve our intended outcomes of:

- Reducing the number of children in long-term foster care
- Increasing the number and timeliness of permanent exits
- Decreasing re-entry into foster care
- Decreasing non-permanent exits
- Reducing disparity in achieving outcomes

Ultimately we are seeking to understand if there is a relationship between our Practice Model and positive outcomes for children and families. Through this evaluation process CAPP will become one of the most rigorously studied Practice Models in the nation.

Although all counties are working toward evaluation of the Child and Family Practice Model, each county is in a different place in the process. While some are solidifying the implementation process, others are preparing to test the fidelity of the Practice Model and still others have Fidelity Assessment well underway. Please read on to learn more specific information on the progress of your county.

“Let us put our minds together and see what life we can make for our children.” –Sitting Bull



Over these past months Fresno County has conducted the following Implementation Stage activities in partnership with their local community and Tribal partners:

- **Addressing System Barriers**

- o Fresno County has continued on their path to build community and Tribal relationships and address system barriers based on their Institutional Analysis and Action Plan developed in 2010. Continuing work includes:
- o Identification of Tribal service providers who have been approved through the courts in order to broaden service array for Native American populations.
- o Ongoing efforts to integrate various local and statewide initiatives to eliminate silos and streamline social worker practice aimed at improving the continuity of services and support for families.
- o Implementing a variety of pilot programs that are aimed at providing support for the most vulnerable youth particularly related to developing and securing permanent connections. Most recently partnering with a community based organization, Street Saints, to develop a mentoring program that provides permanency support to youth in long term foster care with the goal of stepping down or out of care.

- **Implementation Teams**

- o Fresno County's Implementation Team is made up of individuals with members with diverse yet complimentary skill sets, including individuals from child welfare leadership, project management, data analysis, social worker line staff, regional training academy and community members.
- o The team has been in place and functioning for well over a year. They guide the work as well as act as a bridge between line staff and agency leadership. They are responsible for ensuring effective communication through feedback loops that provide information and feedback regarding identifying system barriers and addressing solutions.
- o The dedicated resources for the Implementation Team have allowed for effective installation of the Practice Model.
- o The recent focus of the Team's efforts has been in developing a coaching framework, preparing for Formative Evaluation and developing communication and feedback loops between leadership and line staff and leadership and coaches.

- **Coaching for Competence**

- o Fresno is developing a team of coaches with expertise in Safety Organized Practice, Cultural Humility/Racial Sobriety and the CAPP Practice Model. They have been training and coaching social workers over the past year.
- o Community members have been hired as coaches from the African American community and they are in the process of hiring a Tribal coach as well.
- o In an effort to build capacity and sustain the implementation of the Practice Model the focus of their coaching has shifted to the supervisor level.
- o They have developed a coaching framework and a service delivery plan and are work with the supervisors to develop both practice and assessment skills as well as their coaching skills.

- **Fidelity Assessment**

- o Fresno County's Fidelity Assessment was developed with the input of local partners and was tested and refined by the Implementation Team over several months.
- o In February an orientation was held with local community partners to familiarize them with the Fidelity Assessment protocol and train them in relation to their role as observers in the Fidelity Assessment process.
- o The meeting was well attended and plans to proceed with Fidelity Assessments on all social workers currently implementing the Practice Model began in March.

CAPP has provided Fresno County with an opportunity to resource, activate and energize efforts that began in response to their Institutional Analysis and that were part of their System Improvement Plan. In the process the voice of the community was heard and has had a significant impact on the development and implementation of the Practice Model.

Over these past months Humboldt County conducted the following Implementation Stage activities in partnership with their local Tribes:

- **Addressing System Barriers**
 - Humboldt County continues to convene a monthly Advisory Team Meeting to address system and practice issues. The team consists of 25-40 members who represent Tribal leaders and partners, Department of Health and Human Services leadership and staff, as well as other community partners.
 - They are beginning to conduct a review of their child welfare system to identify barriers. A review of Tribal cases is currently underway with input from the Advisory Team.
 - Department of Health and Human Services leadership has started to regularly meet with local Tribal leadership to receive guidance and direction on the system review process and focus.
 - A recent Standing Order from the Court now allows Child Welfare Services to communicate and work with local Tribes directly when they get a report of child abuse or neglect of an American Indian child that is or may be a member of a local Tribe. This provides a foundation for early coordination of services and supports and assists with the provision of Active Efforts as part of the Indian Child Welfare Act.
 - The county has convened working meetings with Tribal partners, social workers and legal representatives to develop the policies and procedures that will guide the implementation of the Standing Order. These working meetings have evolved into regular monthly meetings to address case-related issues and broader system issues that come up as partnership moves forward.
 - Weekly meetings between Yurok Tribe Social Services and Child Welfare Services have recently started to staff joint cases that require deeper collaboration.
 - Together with their Advisory Team, Child Welfare Services developed and convened a cultural training for social workers, supervisors and managers. The three-day training included presentations and panels that provided information on the history and historical trauma of the American Indian Community, the individual perspectives and experiences of American Indians involved in child welfare and the opportunities for healing and recovery in a cultural context.
- **Implementation Teams**
 - Humboldt County's Implementation Team consists of child welfare supervisors, managers, staff and analysts. They are working to grow and evolve the team representation as they move further into the implementation of the Practice Model.
 - The Implementation Team meets weekly to discuss what is needed to support the initial implementation of the Practice Model. Their work at this phase includes identifying and developing the training needed to orient social workers to the CAPP Child and Family Practice Model and support the development of coaches as well as addressing other internal organizational logistics.
 - They have developed a training workgroup comprised of members from their Advisory Team who provide support for the training development and implementation.
- **Coaching for Competence**
 - Currently, Humboldt has hired four coaches to support implementation of the Practice Model. The coaches are community and Tribal leaders who are respected for their work in the community. The community member coaches will work with supervisors as they coach the initial social workers implementing the Practice Model.
 - In collaboration with their coaches, they are developing the appropriate training and orientation to prepare the coaches to begin to support and guide social workers with implementation of the Practice Model.
 - The goal is to build capacity for internal coaching by utilizing supervisors in conjunction with community coaches and expand that approach as they move forward.
- **Fidelity Assessment**
 - Humboldt is in the beginning weeks of the implementation of the CAPP Child and Family Practice Model.
 - The Fidelity Assessments will be integrated into that process after 6 months of implementation activities.
 - Currently the county is developing a framework for their Fidelity Assessment and will begin working with community members to prepare them to participate in the observation process of that work.

The implementation of CAPP has offered an opportunity for Humboldt County to build and improve their existing relationships with their local Tribal communities. Their work on CAPP has grown from an evolving understanding and respect for the approaches and strengths of their community and resulted in the development of a foundation for a productive partnership as they move forward in the implementation of a Practice Model that will best serve the needs of American Indian children and families.

PREPARING FOR FIDELITY TESTING AND EVALUATION

Los Angeles County is currently focused on providing consistent training and support for the implementation of their core Practice Model to ensure fidelity to the model. Specifically they are engaged in the following activities:

PARTNERSHIP ACTIVITIES:

Building on the partnership work conducted late last year they are:

- Identifying methods to merge the strengths of the existing work taking place in the CAPP sites and the work needed to spread Child and Family Teaming throughout LA County.
- Refining how the model is implemented to ensure close alignment with the goals of Eliminating Racial Disparity and Disproportionality Workgroup, CAPP work, the Katie A. Panel, and the Los Angeles Core Practice Model.
- Developing staff to support teaming practices which lift up the family's voice and strengthen family ownership of plans and decisions made.
- Conducting outreach and training for community partners as family team meeting observers

COACHING ACTIVITIES:

Los Angeles County is working with a Child Welfare Consultant to assist in training and coaching for all the Los Angeles Offices. They have been:

- Engaging in a 4-Step process to shift the flow of family team meetings. Those steps are:
 1. COACHING AND CASE REVIEW – where underlying needs and barriers are identified and discussed.
 2. CHILD AND FAMILY ENGAGEMENT – where they meet with parents to determine team members, hear the family story and set the meeting structure.
 3. CHILD AND FAMILY TEAM MEETING – where families lead discussion with support from facilitator focused on needs moving forward.
 4. DEBRIEF – where coaches, staff and observers discuss team meeting, use of practice behaviors and outcomes.
- Cultivating Coach Developers (existing coaches) and Coach Facilitators (existing Team Decision Making facilitators) and Child and Family Team Facilitators as part of the 'testing' phase. These positions are filled by current coaches, staff and community partners. Specifically their roles are:
 - Coach Facilitator: to repurpose items from TDM facilitator work dedicated to developing practice at all levels, county wide, in partnership with Mental Health.
 - Child and Family Team Facilitator: to facilitate Child and Family Team (CFT) and Child and Family Team Meeting (CFTM) independently.
 - Child and Family Team Coach: to coach CFT/CFTM through observation, practice, and feedback.
 - Selecting cases for teaming, followed by the meetings with parents/older youth which are typically held in the home, or in a community location.

FIDELITY ASSESSMENT ACTIVITIES:

Los Angeles County is currently conducting another cycle of 'installation' where they test out the implementation of the Practice Model in a more consistent and predictable manner and assess fidelity to the model. To support this effort they will:

- Continue the training and coaching process that have been created to maintain fidelity.
- Incorporate community partners as observers into this new process.
- Conduct entrance and exit meetings to provide an opportunity for the leadership team to better understand the process.
- Provide an opportunity for workers, supervisors and community observers to review challenges to fidelity and discuss possible solutions.

SYSTEM SUPPORT AND LEADERSHIP ACTIVITIES:

Leaders and staff throughout the Los Angeles County Department of Children and Families are working with those in the Los Angeles County Department of Mental Health to address system supports. Specifically, they are:

- Working on strengthening the adaptive leadership skills of their Executive Leadership Team as well as local field office managers.
- Connecting practice to outcome data in a way that is meaningful to staff and the community.

In their continuing efforts to support fidelity to the Practice Model and prepare for evaluation, Los Angeles County will expand the training and coaching activities to the Pomona and Wateridge Offices. In addition they will begin to capture and analyze the data from the Fidelity Assessments to inform needed adjustments and additional supports.

PARTNERSHIP ACTIVITIES:

Santa Clara County community stakeholders continue to be active participants in many CAPP activities including training, meeting planning and developing a community leadership structure. Specifically, they have:

- Participated in the Core Training and Follow-up Training Modules by providing their unique perspectives and experiences with the child welfare system. With their assistance we have completed training for all 15 continuing Child Welfare Units at DFCS. In addition, they will assist as in the training for new continuing child welfare social work staff, front end staff and support staff, as well as other community partners.
- Taken a leadership role in the development of the Agenda for CAPP Cross Site Meeting that takes place in Santa Clara County this quarter. This meeting provides an opportunity to continue our outreach and engagement activities with other communities and share information about the Child and Family Practice Model and the ongoing efforts to address over-representation, develop better practice approaches and improve outcomes for children and families.
- Developed their own leadership structure to continue to inform the process and build sustainability for the Practice Model in the future.

In addition, Santa Clara has provided CAPP overview training for various county partners including court partners and community based agencies who provide services to child welfare clients.

Planning is underway to provide a modified training to non-system partners on the Child and Family Practice Model and the vision for improving outcomes for children and families.

COACHING ACTIVITIES:

Santa Clara County is working with child welfare supervisors and managers to support them in their efforts to coach staff on the use of the Child and Family Practice Model practice behaviors. CAPP staff are being trained and coached in phases. Currently 90% of our continuing child welfare staff have successfully completed training and 95% are engaged in coaching activities.

Santa Clara has also recently convened a coaching retreat for CAPP trained supervisors and managers with an emphasis placed on linking the connection between coaching behaviors and Fidelity Assessment.

SYSTEM SUPPORT AND LEADERSHIP ACTIVITIES:

Santa Clara Leadership Team has:

- Repurposed their monthly meeting to focus on identifying system issues and barriers and developing solutions. In addition, the team is working to engage leadership at all levels to assist in that process.
- Redefined their technical assistance relationship with CDSS and PII TTAP to build system support and facilitate consistent implementation.

FIDELITY ASSESSMENT ACTIVITIES:

Santa Clara County has increased their efforts to conduct the Fidelity Assessments. Specifically they have:

- Obtained the additional resources needed for the process
- Provided orientations and trainings for department supervisors and managers
- Conducted training for community stakeholders in preparation for their participation in the Fidelity Assessment

To date Santa Clara County has completed 6 Fidelity Assessments. The results indicated a high degree of consistency among the individuals conducting the assessments. In addition, it appears staff were more critical than stakeholders in assessing the interactions between staff and families. Santa Clara anticipates conducting additional Fidelity Assessments in the near future.

To move into the next phase of Evaluation Santa Clara County will be taking the following steps:

- Developing organizational capacity for the Fidelity Assessment process;
- Taking Fidelity Assessments full scale;
- Facilitating Fidelity Assessment Surveys of Social Workers who have completed Fidelity Assessments;
- Obtaining data from the Fidelity Assessment process to be input into DSDS
- Identifying trends and issues to ensure fidelity and long-term sustainability. Based on the data obtained.

Santa Clara enjoys a partnership with a strong core group of community members that has developed over the course of this work. They are a highly dedicated group of individuals that are passionate about working together to improve the system and supports for children and families.