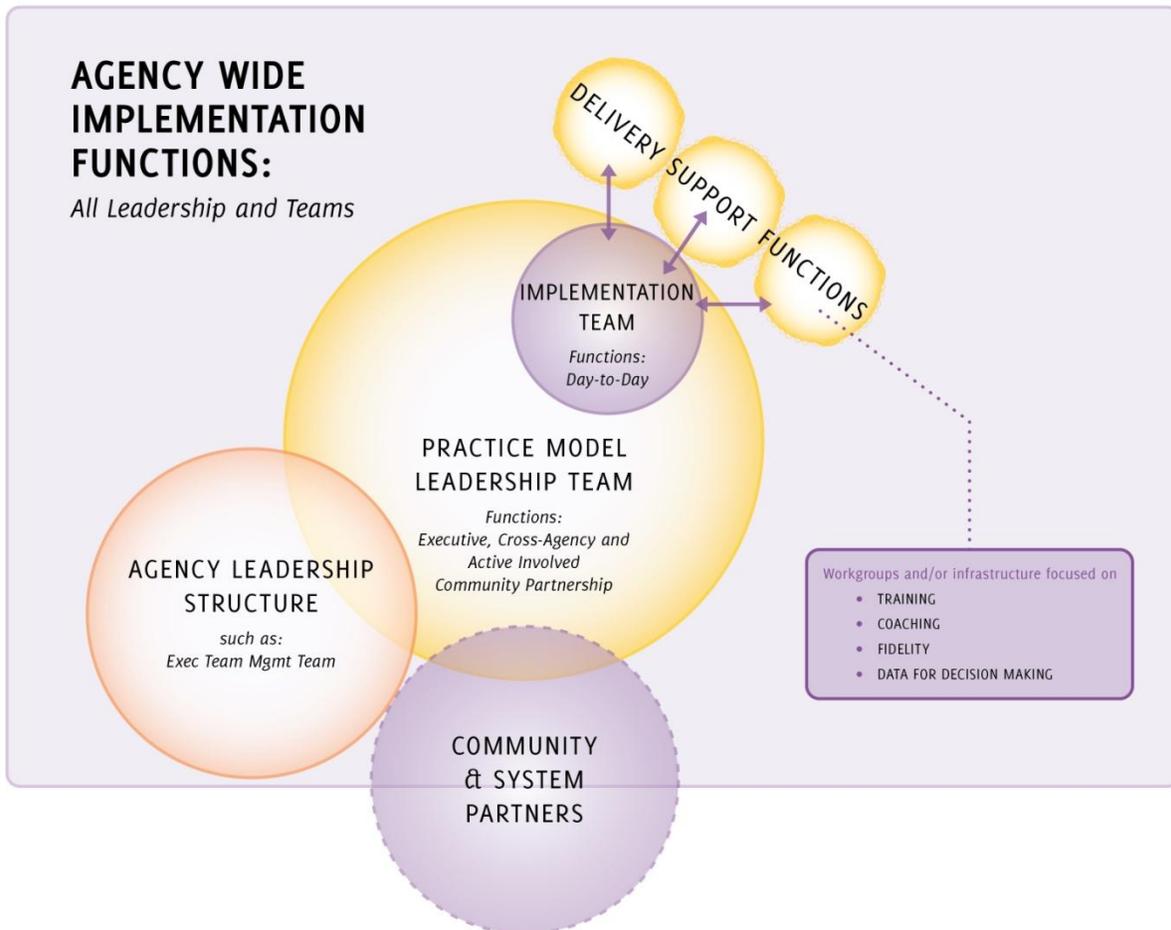


WHAT IMPLEMENTATION INFRASTRUCTURE LOOKS LIKE

The supportive implementation infrastructure necessary to undertake, support, and sustain system-wide, practice model change requires the development of leadership and implementation teaming structures that are linked and address all of the active implementation and scaling functions for the Practice Model. Because agency structures, resources, and context are different, these leadership and implementation teaming structures can look different, as long as they ensure that:

- 1) the groups and teams involved have intentional, functional roles in implementation; and
- 2) those roles are coordinated by a central team to ensure accountability and support for effective, sustained support of practice model implementation and system change.

The diagram below reflects one implementing jurisdiction’s linked leadership and implementation team structures, with the functions that are being handled by each.



The leadership team shown in the above diagram is a broad team that includes quite a few representatives from the agency's executive and management teams, as well as several key community partner representatives who are part of and connected to a much larger group of active involved community partners. All implementation team members are a part of the CFPM leadership team and participate in and help support monthly leadership team meetings. Each set of active implementation and scaling functions has a designated team or place in the organization where the function "lives." While the leadership and implementation teams handle most of the functions, the agency-wide functions are the responsibility of all leadership and teams in the organization. There are also groups or places in the organization responsible for the delivery support functions (e.g., a workgroup that supports fidelity assessment, a data and evaluation workgroup, and the training section of the social service agency, which handles CFPM training). These other groups or sections of the organization handling the delivery support functions have frequent and ongoing linkages with the implementation team so everything is coordinated. For instance, one or more implementation team members sit on the fidelity assessment and data work groups, and the manager over training is a core implementation team member. These intentionally overlapping and connected structures ensure all of the active implementation and scaling functions are supported, and there is an effective engine in place with which to build capacity for successful implementation of the Practice Model.

While each implementing jurisdiction began by forming an implementation team that worked closely with executive leadership in the agency, not all implementing jurisdictions maintained implementation teams over time. One implementing jurisdiction had a very active linked leadership and implementation team structure during the first several years of implementation. However, the Practice Model was well established as the basis of the child welfare strategic and system improvement plans by the time all existing staff had been trained, were receiving coaching, and were participating in annual fidelity assessment processes. When implementation team turnover occurred, leadership in the jurisdiction made a decision to move toward a more broad-based coverage of implementation functions, activities, and supports across existing leadership and management teams, units, and sections of the organization. While the implementation team structure was critical for startup and early implementation, the plan for sustainability was for the agency to become an effective "implementation support system" through its teaming structures, partnerships with the community, and ongoing continuous quality improvement (CQI) processes.

Another implementing jurisdiction made very different decisions, finding its linked leadership and implementation team structure as a core way of doing child welfare business that it wanted to sustain. It has continued to strengthen and refine its teaming structures and processes over time; despite the ending of the PII federal grant, it is transitioning these structures for ongoing implementation support and sustainability of the Practice Model and other local initiatives, which are aligned with the Practice Model or for which the Practice Model is the foundation, such as the California title IV-E waiver.