

CFPIC

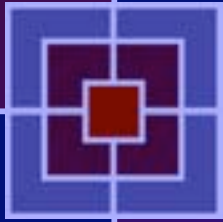
Child & Family
Policy Institute
of California

California's Linkages: Child Welfare and CalWORKs Partnership for Change

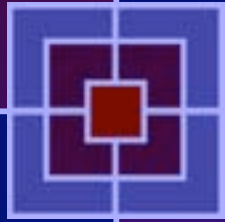
**State Innovations in Policies Supporting
Healthy Families Conference
Madison, Wisconsin
July 16 – 17, 2009**

Danna Fabella, Linkages Project Director

Linkages: A Case Study of System's Change



- **Vision Created in 1998, 1999**
- **Work began in 2000**
- **Planning Phase 2000-2002**
- **Three Stages of Implementation**
 - **Pilot Phase 2003**
 - **Second Implementation Phase 2005**
 - **Current Implementation Phase 2006-2011**
- **Steady Expansion to Include 33 of California's 58 Counties, Representing over $\frac{3}{4}$ of state's population**



Creating Shared Vision

- **Genesis with Private Foundation**
 - Learned of work in another state that provided cross-systems services
- **Engaged Public Sector at State and Local Level**
- **Funded Trip to See and Learn About Other State's Program**
- **Facilitated Development of Shared Vision for Serving Families in California**



Foundation of Vision

Poverty is a risk factor for child abuse and neglect:

Families with annual incomes below \$15,000, compared to families with annual incomes above \$30,000, are over 22 times more likely to experience some form of maltreatment.

(US Dept HHS)



Shared Vision

- ❖ **Child Welfare Services can serve as an anti-poverty program in helping families to achieve Self-Sufficiency**
- ❖ **Temporary Assistance to Needy Families can serve as a child abuse prevention program by providing families the resources they need to promote safety and well-being for their children**

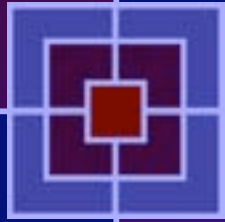


Foundation of Vision

Overlap of clients in Temporary Assistance to Needy Families (TANF) and Child Welfare Services (CWS):

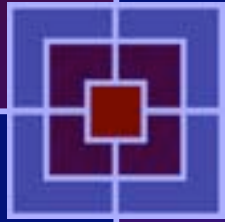
- ❖ **Statewide, 60% children in CWS have a history of AFDC or TANF aid**
- ❖ **Varies by county: from 44% - 87%**
- ❖ **CWS use predicted by: AFDC/TANF use, unemployment, and family poverty rates**

(CDSS RAD, August 2002)



Implementation

- **Solicited County Participation**
 - **Chose 13 Pilot Counties**
- **Provided Structured Planning Process**
- **Worked with Counties to Develop Implementation Tools**
- **Used Protocols, Policies, Tools Created by Workgroup Process and by Individual Counties to Create Cross-Systems Partnerships in Each Jurisdiction**
- **Used Project to Create Cross-County Learning Environment**



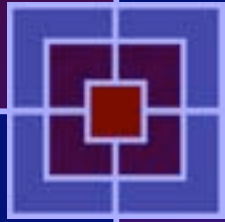
Expanding Partnerships

- **2005 Added 17 New Counties**
- **Offered Lessons Learned from Pilot Counties**
- **Provided Structured Planning Process**
- **Created Shared Learning Environment**
 - **Peer Mentoring from Pilot Counties**
 - **Shared Problem Solving Among Members of New Cohort**
- **Began Outcomes Evaluation Project**



Continued Expansion

- **2006 Competed for and Received 5 Year Federal Grant to Build on Linkages**
- **Enhance, Expand, & Measure Linkage impact**
 - **Increase number of counties up to (10)**
 - **Use Linkage Model**
 - **Policy/Practice/Administration**
 - **Planning Guide and Tool Box**
 - **Evaluation**
 - **Continued Training and TA**



PROGRAM GOALS

- **Coordinate Case Planning on mutual families being served by child welfare and CalWORKs**
- **Share Resources**
- **Create agency environments that share resources to better serve vulnerable families**
- **Support mutual program goals**



TARGET POPULATIONS

- **Families that are mutual Child Welfare and CalWORKs**
 - Family Maintenance
 - Family Reunification (family on CalWORKs when child removed)
- **Other Populations**
 - Referral Populations
- **Other Criteria**
 - Geographic regions
 - Consent by parent
 - Cooperate



CHALLENGES

- **Client Identification**
 - **Separate data bases**
- **Coordinating Case Plans**
 - **Different Time Frames**
 - **Different program expectations**
- **Staff turnover**
 - **Training Needs**
 - **Loss of Champions**



CHALLENGES (cont.)

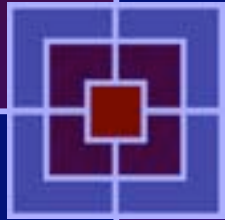
- **Worker Buy In (WII-FM)**
- **Confidentiality issues**
- **Leadership Changes**
- **Staff Reductions**



RESPONSE TO CHALLENGES

- **Peer Sharing**
- **Technical Assistance**
- **Training**
- **Intranet**
- **Convening: Sharing Best Practice**

MAJOR TRADE-OFFS IN DESIGNING/IMPLEMENTING



- **County autonomy**
 - **Allows for county to decide how they will implement**
 - **Target populations can vary**
 - **Coordination varies**
 - **What each consider as fully implemented varies**
 - **Difficult to evaluate statewide**



TRADE-OFFS (CON'T)

- **County autonomy**
 - **Allows counties to use their strength**
 - **Adapt the model for their county**
 - **Large, Medium, Small counties can “size” for their own county**
 - **Be creative with their coordination model and not tied into an overly defined set of program rules**



Pilot Successes

- **2 Years of Developing, Refining, Creating Tools as a Cohort**
- **Met monthly via Conference Calls**
- **Met Semi-Annually in Statewide Convenings**
- **Partnerships Within Counties and Across Counties**
- **Demonstrated Value of Partnership Work**



Evaluation Plan

- **Build Upon Outcomes Evaluation Project in Second Implementation Phase**
 - **Tracking Administrative Data in Statewide Child Welfare Information System (SACWIS)**
- **Develop Evaluation Approach that Measures Changes in Both Systems and Across Systems**

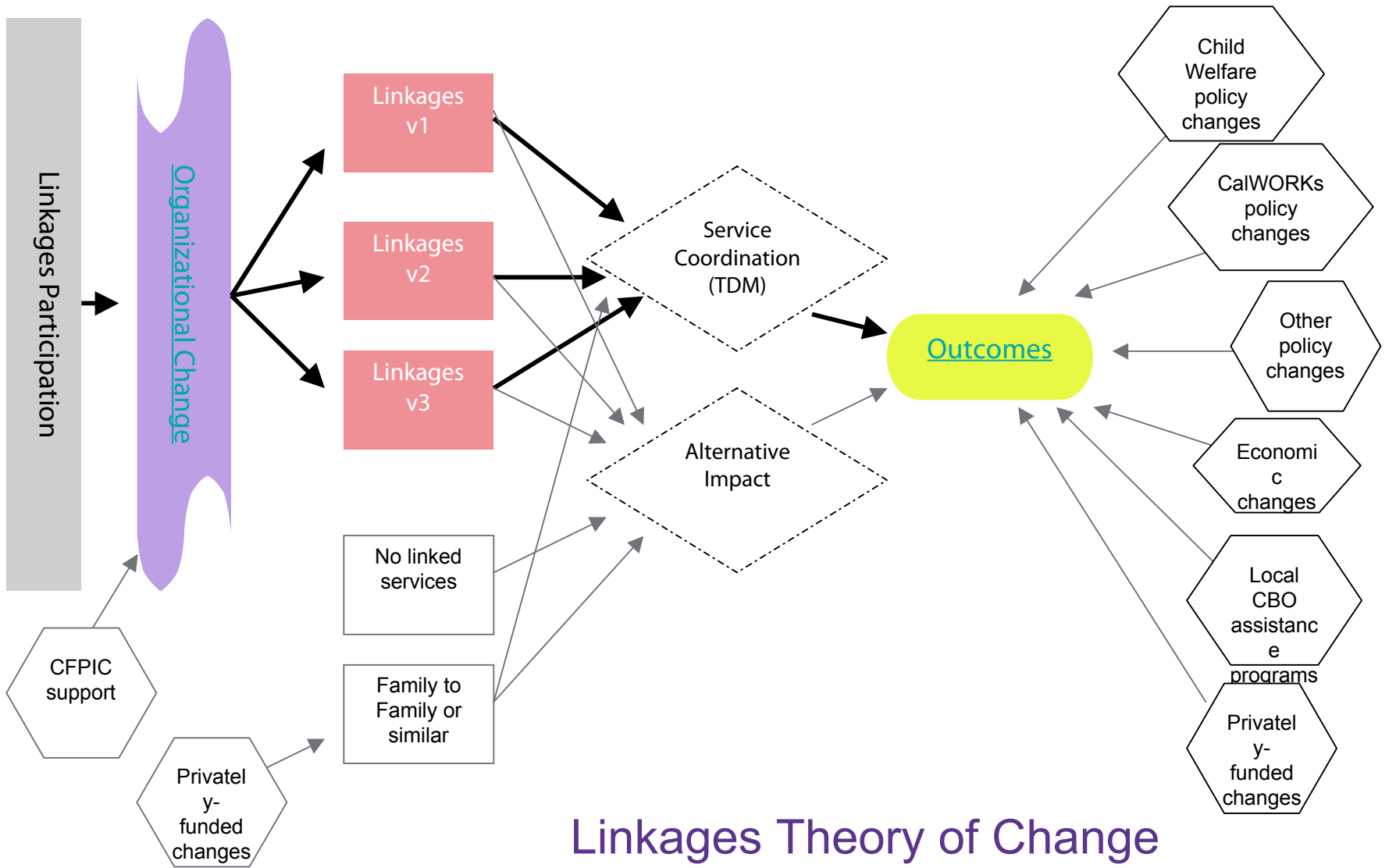
Precursors to Implementation

Implementation

Outputs

Outcomes

External Factors



Linkages Theory of Change



Elements of Evaluation Plan

- **Client Level Impacts**
 - **Data**
 - **Analysis**
 - **Measures of Success**
- **Integration and Coordination Across Partner Systems**
 - **Linkages Integration Assessment Tool**
 - **Interviews Across Systems**
 - **Focus Groups**
- **Case Studies**
 - **County Level Analysis**
 - **Staff Interviews**
 - **Service Delivery Observations**
 - **Client Focus Groups**



Client Level Impacts

- **Outcomes Measured in SACWIS**
 - Repeat referrals for maltreatment
 - Recurrence of maltreatment
 - Foster care entry and re-entry
 - Time to permanence
 - Length of stay in foster care
 - Reunifications
 - Child well-being measures
- **Outcomes Measured in TANF Systems**
 - Workforce participation
 - Employment service utilization
 - TANF Work Requirement Compliance
 - Recidivism
 - Time on aid



Organizational Impacts

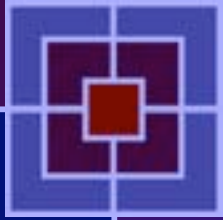
- **Measuring Progress in**
 - **Co-Location of Partners**
 - **Communication**
 - **Cross-Training**
 - **Data Sharing**
 - **Addressing Confidentiality Barriers**
 - **Development of Common Client Assessments**
 - **Joint Case Management**
 - **Joint Supervision**
 - **Agency and Community Leadership**



Funding and Sustainability

- **Partnering from the Beginning Has Enabled Project to Last 8 Years to Date**
- **Funding Assured through 11th Year of Project**
- **Foundation Funding Provided Impetus for Project**
- **Collaborative Approach to Service Delivery Has Allowed for Blended Funding Approach From Partnering Agencies**
 - **Shared Vision**
 - **Mutual Goals**
 - **Working Together**
- **Outcomes Evaluation to Develop Rationale for Permanence of Integrated Approach to Service Delivery**
 - **Quantitative**
 - **Qualitative**

The Most Compelling Reason: What it Means for Families



- **The Linkages Video—Partnerships in Action**
- **Go to: CFPIC.ORG**
 - **Click on the Linkages Project tab**
 - **Go to County Tools**
 - **Then click on: Linkages: A Staff Training Video**



For More Information

- **On Line Resources**
 - **www.cfpic.org**
- **Linkages Staff**
 - **Danna.fabella@cfpic.org**
 - **Stuart.oppenheim@cfpic.org**