

A Roadmap To Continued Transformation Through Values Driven Practice



Why a roadmap?



- 1) There is not a clear and consistent understanding among staff and community partners regarding the need or goals of agency transformation, nor of desired outcomes.
- 2) Staff and community partners do not have a clear understanding of their role in transformation, or the associated performance expectations.
- 3) Operating without a cohesive and measurable plan for change will result in inability to measure progress and the increased likelihood of “mission drift” (especially in the midst of crisis).
- 4) A clear plan will result in the development of a common set of values, practice strategies and outcome measures.
- 5) A common roadmap will facilitate better integration of sometimes fragmented and disparate initiatives in child welfare practice (e.g. CFRS/PIP, CPPC, Watchful Oversight, Systems of Care, etc)
- 6) Operating under a mutually agreeable set of values, strategies and outcomes will decrease the level of service fragmentation, increase the opportunity for efficiency and service integration for families.
- 7) A sequential roadmap for transformation will become a foundation for the development of consistent outcome measures leading to evidenced based decision making and CQI.
- 8) A community owned roadmap is resistant to agency changes in leadership, funding sources or political environment; therefore, encouraging a consistent focus on good practice.

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DFCS Values Statements

All children deserve to live in a family that is safe and permanent

The protection of children is a community responsibility involving not only the public child welfare agency, but also schools, service providers, and the larger community

Prerequisites to success are accountability, evidence-based decision making, self-evaluation and continuous quality improvement

Targeted prevention strategies used at all points in the child welfare continuum will improve outcomes relating to safety, permanency and well-being

Families and children need to be given "ownership" over the decisions that impact their lives. These decisions are not made without their input

All individuals, families and communities have strengths, we can enhance a family's ability to care for their children

We Believe

All children have connections to caregivers, siblings and community. These connections are important to the child's development and identity, and should be preserved

*Placement moves are inherently traumatic. A move should occur only **after** all parties to the case meet to discuss the issues, and to consider services or other supports that could help preserve the placement*

Race, gender ethnic background, economic or social status should not play a role in determining the child's experience in the foster care or protective services system

Children need to have a connection to an adult in their life that provides unconditional love and acceptance. These types of bonds are best formed in families

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*Eight Steps To Managing Change**

Current State: Multiple programmatic strengths, but need to enhance coordinated and cohesive practice strategies with clearly delineated performance measures.

1. Create a sense of urgency

2. Put together a guiding team

3. Create a vision and strategy

4. Communicate for buy-in

5. Empower people

6. Produce short-term wins

7. Build momentum through achievements

8. Embed change in organizational culture

Desired State: Community-based, preventive and early intervention strategies with measurable impact on safety, permanency and well-being.

* Adapted from: John P. Kotter

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Eight Priority Targets

- 1) Full and measurable implementation of Family Centered Practice model, to include development of specific protocol and performance expectations governing FTMs.
- 2) Identification of the current array of behavioral and medical services for children in state custody to result in full access to services, and development of performance based reporting and contracting.
- 3) Expansion of CPPC practice model to eight additional counties with particular focus on impacting prevention of CA/N, integration into SOC practice and sustainability.
- 4) Development of regional “scorecard” and evaluation performance targets for counties and regions focusing permanency, safety and well being.
- 5) Systemic reinforcement of innovative practices within the regions and state office in an effort to identify, reward and replicate creative and effective practice strategies.
- 6) Maximize funding utilization by increasing IV-E penetration rate.
- 7) Implement comprehensive assessment format for utilization by DFCS and partners.
- 8) Develop and implement youth and parent advocacy models in four pilot counties.

*Safety, Permanency, and Well-Being for
Children*

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Eight Steps in Eight Months

- 1) Identify the transformational leadership team including partners, field staff, etc.
- 2) Develop and refine values, associated practice strategies and performance measures
- 3) Establish comprehensive priority transformational targets for next fiscal year
- 4) Identify outcome measures and data needed to support strategies
- 5) Develop internal and external communication plan supporting transformational process
- 6) Conduct regional forums to obtain broad support
- 7) Assess gaps and identify resources needed to support change
- 8) Assess DFCS structure to optimize service delivery and performance outcomes

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