SOP Waiver Collaborative
September 25, 2015
Notes from Breakouts

DOCUMENTATION

CWS COURT REPORTS
P & P – requirements being met

Three Areas
-Group Members
*Michele Clienkle – Butte County
*Stan Lee
*Kristine Frerer
*JaRita Booker
*Mindy Yamasaki
*Janice Walcoit
*Vickie Miller

0-1

DOCUMENTATION
*Is there a formulary on how to document in CWS for case notes to show use of SOP?
*How can you document SOP practices for evaluation? (CWS limitations)
*How did your labor unions respond to documentation? e.g. show ses
*How do we capture change in a very complex system of data? How do we know it's because of waiver vs. other interaction?
*How are counts documenting policy changes?
*Where do we document the use of SOP practices?
*How are SOP tools and approaches integrated into court reports?
*Is there policy that workers must follow regarding documentation?
*How is a case determined to be an SOP case?
*Where in CWS/CMS will SOP be documented?
*How are use of tools documented by social workers?
*Ideas for including SOP language and/or practices in court reports?
*<u>Doc</u> – Is this required in court reports and CWS? If so, where?
*How are use of SOP tools documented in CWS/CMS?
*How is an "SOP case" noted as such in CWS/CMS?

0-2

How/Where do we document in CWS to reflect SOP?

#1
- It's not being documented systematically
- CWS isn't set up for SOP documentation
- Documentation of use of SOP tools doesn't reflect effectiveness

0-3

CWS 2

#2
- Identify what denotes SOP documentation
- What technology is available to aid in documentation
- Workers to have more time to adequately document in CWS & other SOP tools

0-4

CWS 3

#3
- State template with necessary fields to reflect SOP – counties to be able to adapt to meet their needs
- Time study – how long will it take workers
- Coaching – training – supervision to ensure consistency in documentation

0-5

DOCUMENTATION Q2: 1

COURT REPORTS

How are SOP tools and approaches integrated into court reports & if so where?

1. NOW…
   a. Not a requirement
   b. Varies by county/social worker
   c. Lack of understanding/buy-in from court partners. SW are frustrated because not having common/standard language rather than using their legal terms

0-6

COURT REPORTS #2

A. Court/Partner buy-in + training
B. Knowing how much time it would take/workload or not?
C. Identify what would look like, language used, guiding templates?

0-7

COURT REPORTS #3

A. Make a court format template/headers/hidden text
B. Train court partners about practice further relationship through buy-in & engagement of the process
C. Ability to attach tool(s) to court reports
D. Coaching Training + SUPERVISION!

0-8

DOCUMENTATION Q3:1

How have counties adapted policies/procedures to reflect SOP tools/language in CWS?

#1

- Project is still in development stage
- Policies & procedures are not in alignment w/ current practices
- Variations in implementation by function will affect policies

0-9

#2

- Further progression in the practice
- Establish baseline/threshold

#3

- See #2!

0-10

MISC

MISC……
*It would be great if we could get a schedule of future topics so we can plan for thought people.

Fidelity to the practice: key practices

- How have counties dealt with dips in fidelity? E.g. start out strong then see a drop.
- How are counties evaluating fidelity to SOP?
- Want to be faithful to practice and still be flexible. How can we ensure this?
- How are counties evaluating the use of coaching?
- How are we going to measure fidelity?
- How to counties plan to ensure fidelity in conjunction with CFSR requirements?
- How do supervisors/managers monitor and evaluate practice to ensure fidelity to practice?
- How do we set staff to implement assessments when workload demand is already so high?
- Defining "Key practices"
- How to you measure consistency?

CASE PLANS

- Marian Kubiok – Sacramento
- Ash Ashahusk – San Francisco
- Roxanne Stephens – Program manager Santa Clara DFES
- Shelby Boston
- Do counties have examples of beh. based case plans? Are there policies and procedures attached?
- Is there a tool to measure if behaviorally based case plans work to prevent re-entry?
- How to construct behaviorally focused case plans working with the CWS/CMS system?
- How are counties addressing developmentally beh. based plan goals in CWS/CMS?
- Are the CWS/CMS case plans going to be updated to include SOP factor?
- Do you have policy regarding SOP and case plans?
- How do you evaluate behavioral based case plans?
- How do case plans that are behaviorally based and consistent with SOP look, feel and impact families?

CP EVALUATION

1. What we know
- CWS structure does not support/allow for overall evaluation/pulling data around CP's
- Time consuming to evaluate because it is manual/qualitative pull.

---

2. Need to know
- Expectations around evaluation
- Will input/feedback be included from families as part of this evaluation?

---

3. Next steps
- Incorporate QA review into CSFR process

What we know [Case plan structure/Dev.]

1. CWS Structure doesn't easily support language for beh. based CP's, but can be manipulated to include behavioral details
   - Word around is cumbersome
   - No set expectation or direction as to how counties should do this
   - RTA has 2 tools on website
   - BAA has toolkit in resources section of website

2.
   - How can changes be measured?
   - How do we use modified CP to help families achieve greater safety?
   - How do we ensure goals are met and definition is aligned w/ family?
   - Safety planning is essential and needs to be in tandem w/ CP
   - What is evaluator looking for?

3.
   - Put SOP resources on child's world webpage (CDSS)
   - Get clarity from evaluation around expectations
   - Assess coaching needs around CP's from each county

What we know [CP policy & procedure]

1.
   - Each county is in different stage of implementation and may/may not have P&P's around CP's
   - We must have P&P's in place before making practice mandatory
   - Involves labor unions around workload
   - Need clear direction from evaluator
   - Could influence implementation plan for county

Need to know

2.
   - Resources & training for counties around beh. based cp's
   - How this impacts workload & working with labor
   - What are unintended consequences that other counties are finding? (Slowing down/CQE)

Next steps

3.
   - Review P&P's to ensure updated around SOP & beh. based CP's (ongoing process)
   - Your own county structure, capacity & processes may impact P&P's
   - Have a P&P framework to work from in order to begin implementation (Key stakeholders need to be included)

SUPERVISION GROUP

How do we ensure sups are engaged in SOP? Expectations for sups? Monitoring?

Know How
- In conference/supervision managers are expected to discuss SOP w/ sups & document those discussions
- Coaching service delivery plan – (Santa Clara) – expectations for managers, sups, workers, outlines SOP elements being coached to each classification
- Coaching reports articulating themes of working well/ worries in supervisory SOP
- Managers must practice with their sups; show value; parallel process

1

Engagement expectations & monitoring of sups?

Know How
- Need to embed practice through use of tools for infrastructure and sustaining of practice
- Don't give up on anybody – takes longer; slow down to speed up
- Sups take 12 modules
- SOP for Sup. Series
- Coaching institute

2

Engagement expectations & monitoring of sups?

Need to Know
- What are some more concrete & consistent ways for documenting and monitoring sup use of SOP
- How are counties who started with a "voluntary" implementation now moving toward a more mandated practice under the waiver? What is the supervisor role?

3

Engagement expectations & monitoring of sups?

Next Steps
- Santa Clara is changing from supervision to coaching next month which will include a new template for managers & sups to use
- Re-engage tools w/ sups – level 200 training for those who were trained 4 years ago
- Align policies/procedures with practice model
- Alameda/San Francisco – take info back to SOP implementation team to discuss ideas from others counties – next Thurs (Alameda & SF)

4

*Sacramento – Polling other regions to see what they are doing by next week
*San Francisco – Visit Santa Clara in Oct to learn how they are implementing their coaching service delivery plan
*San Diego – Develop a supervision template & get feedback from waiver steering committee on Oct. 8

Implementation in a union driven organization?

Know how

- Focus on managers first
- Messaging about how it helps families; why we are involved; focus on families who really need it
- Not adding additional meetings but changing the framing of existing mtgs.
- Enhancing existing practice
- Improve morale
- Build on what you already know

Implementation w/ union?

Need to know

- What are people worried will happen with implementation?

Next steps

- Santa Clara – present coaching service delivery plan to staff
- San Diego – Share outcomes around caseload reduction w/ union by end of year
- Alameda – Share baseline survey results now that sup. trg. Is complete

Tools to assist sups?
Group supervision?

Know how

- UC Davis Practice Profiles.
- Group supervision model in court services – voluntary to come but lots of people came; provided materials in advance; people felt more confident.
- Mappings/ harm & danger stmts/ safety goals – workers did in group of 2 units combined; split into 3 or 4 staff. To do mappings; regular basis.

Tools for sups? Group supervision

Need to know

- How do people get group supervision sustained?

- Structures within the org. that support the utilization of tools; not just dependent on "the person"
- Jurisdictions need to allow time for staff to participate in these processes/tools
- Infrastructure, concrete, top down
- Management training/modeling

Tools for sups? Group supervision

<u>Next Steps</u>
- San Diego – Go to coaching group supervision Oct. to support its use
- San Francisco – Talk to Deputy Director & Program Director to consistently incorporate model tools in supervision
- Alameda – Take idea to impl. team mtg. next Thurs. to develop recommendations for leaderships modeling.
- San Francisco – Discuss using specific supervision tools to reinforce specific components of the practice

---

Tools for sups? Group supervision

- Santa Clara – Implement coaching service delivery plan for all sups in Oct. & monitor

*Bill Bean - CDSS
*Jennifer Uldricks – Alameda
*Kim Gardina
*Ronda Johnson – San Francisco
*Genny Maze – Sacramento
*Miday Toran – Santa Clara

Communication with the State

Now: Communication is unclear – Saying 'I already gave it to you' or 'we're in this together' isn't helpful

No consultation w/ counties
Role of communication consultant?

Who are all the outside people & what are their roles

Need:
- More notice
- Consistency – ex of IDIR
- To know what info will be used for
- Calls to feel more collaborative – utilize opportunity to learn from each other

Next Steps:
- Opportunity to calendar/reschedule together
- Talk about the previous waiver
- Develop FAQs
- Save the dates at least 4 weeks in advance with agenda
- Consider probation staff & double of attendees
- Consult all counties re: mtgs/conveying schedule
- 6 MTH calendar of events
- Centralized place for info (Dropbox)

1

Communication – Internal

*Margo Durrett – Sacramento
*Michelle Love
*Alan Weisbars
*Rocio Abundis
*Shahla Craggs (CDSS)
*Lillah Granillo

Now: Focus groups by bureau weekly directors message internal staff champions parent/youth part of implementation team

<u>Need</u>: Support from messaging expert to facilitate local discussion (Objective)

<u>Next Steps</u>: Video message. ID champions within your organization across all levels

2

Communication

<u>External</u>

<u>Now:</u> Initiating partners to launch advocates miscommunications explanation of waiver to board of sups

<u>Need</u>:
- Not to reinvent the wheel
- How to communicate with labor orgs.
- Transparency – trust – especially form families re: "babysnatchers"

<u>Next Steps:</u>
- Educate court with SOP/CPM trainings
- Consider county's political climate
- County share out resources on state calls
- Share ppt re: fiscal aspects of waiver   C

3

Community Members

*What resources are available to help bring community to the table and keep them there?
*How are counties capturing/documenting changes in relationships with families as a result of SOP?
*What strategies have counties used to help community stakeholders understand the shift in practice due to SOP
*Outreach
*How are counties engaging community members in the process?
*How are counties involving community partners in implementation?
*How to balance the importance of involving community & still maintain momentum of work
*Documentation: How can we keep this to a minimum? Knowing how data and evaluation are crucial?

B

Implementation

*Stacy Orr
*Keeva Pierce
*Staci Parisi
*Cathleen Kloose
*Katie Greaves
*Linda Martinez
*Jim Anderson
*A. Mark Lapiz

1. Once a <u>baseline</u> of training has been established, what are the next steps to implementation?

What do we know?	What do we need to know further?	Next steps
1. Training is not enough 2. Timing is important 3. Size matters – not too much too fast change/expectation --This provides an opportunity to gather data for improvement 4. Know that need an implementation plan 5. We know that infrastructure for coaching is not immediate 6. Implementation is ongoing? CQI 7. We need a message	1. We need structure around implementation science 2. Need to know what the evaluator will be looking for? 3. How to customize the information to various stakeholders 4. We need to know the standard baseline in each specific area 5. Where will the practice make the most impact 6. The other available support services for implementation (i.e. NIRN – National implementation SME – Implementation science 7. How was the infrastructure developed? 8. How to move from voluntary to mandatory	1. Continuous training 2. Compile or make available resources already available –PPs 3. Use of QA staff for continued reviews 4. Determine + generate all that exists 5. Develop appropriate tools 6. Address prevention and intervention to reduce entries -Utilizing community engagement

1

Implementation
2. How to evaluate our practice including the implementation process?

What we Know	What do we Know further	Next Steps
1. It's complicated 2. We know we need some common definitions i.e. goals, outcomes, desired beh, tasks 3. Need a measurement/plan -What are we looking for -What tool will we use 4. Evaluation will always include CQI model 5. (Utilize fidelity assessments) 6. SOP is on a spectrum – various levels	1. Clarity of the "what" we want to evaluate 2. What does SOP look like at different junctures of the case -What amount is used throughout the case 3. Where is information located in system 4. How do you develop a rating tool?	1. Develop fidelity tool 2. Develop logic model (framework) 3. Need evaluation tool/plan 4. Develop a rating tool *Evaluator needed

Implementation
3. How do we effectively promote enhanced practice? (Change) New Visions

What we Know	What do we Know further	Next Steps
1. We need innovations 2. Need to spend time with those people who are already "on board" 3. Strategic co-creation produces buy-in 4. Champions are utilized at high level events *Presenters 5. Role of community partners is valuable in implementation 6. Join in trainings, meetings, etc.	1. What has been effective in promoting change 2. Need to forge effective relationships with community partners *Use the practice model to establish common language 3. Need to know where the "hold up" might be (Weakest link)	1. Involve & engage community partners 2. Top-Down model management needs to lead first 3. Utilize coaching and management + supervisory level 4. Consistent messaging 5. Understand expectations 6. Our practices need to line up with policy