



# California's Integrated Core Practice Model for Children and Youth: Practice Enhancements for Probation Professionals

**UCDAVIS**

Continuing and  
Professional Education | Human Services

# Objectives

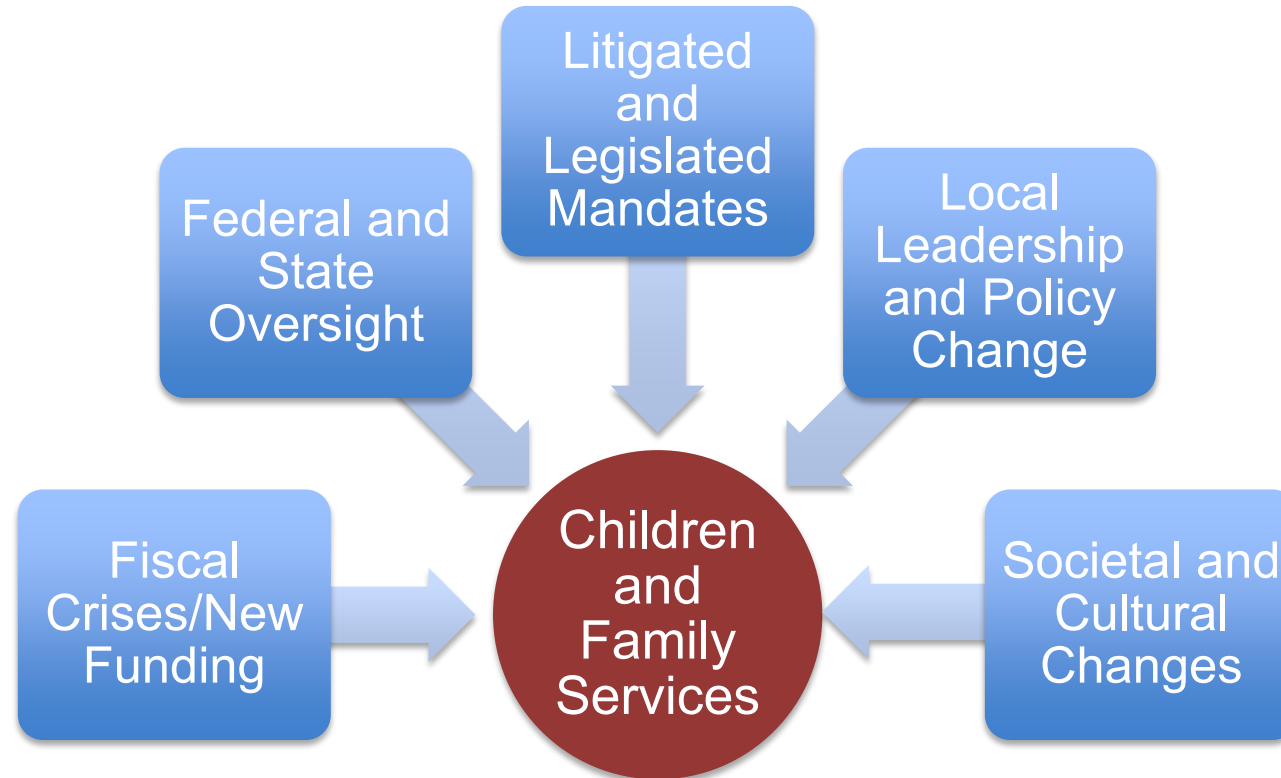
Participants will be able to:

- Identify 2 key differences in the roles and guiding mandates for Child Welfare Services, Probation and Behavioral Health
- Discuss three strategies to mitigate conflict and maximize team efforts
- Identify three principles to build cooperative and strengths-based teams
- Identify two of the ICPM values.
- Identify 5 of the 10 guiding practice principles
- Define 2 of the 4 phases of the practice model

*Today's Most  
Important  
Takeaway*

Authentic Sharing and Integrated  
Care support better outcomes for  
youth and **greater job satisfaction**  
for staff

# The Big Landscape Context: Collaborating is often a challenge



# History and Context: California's Efforts to work together

- Systems of care (1985, 1998)
- **WRAPAROUND (1997)**
- System Improvement/CWS Redesign (AB 636) (2001)
- Mental Health Services Act (2004)
- Pathways to Wellbeing Core Practice Model (2011)
- Continuum of Care Reform (2014)
- AB 2083 (2019)

# Some Definitions:

- **Continuum of Care Reform:** assure that youth and family are authentically engaged and empowered via teaming; toward a committed, permanent and nurturing family; receiving coordinated and individualized care; limiting congregate care use to high quality, intensive services.
- **System of Care:** “a set of personal and professional values, principles and behaviors that provide a framework which will outline how services should be developed and delivered; support consistent implementation of practice statewide”
- **Integrated Core Practice Model:** Provides a common strategic and practical framework that integrates service planning, delivery, coordination and management among all those involved in working with children in multiple service systems.

# What is Continuum of Care Reform (AB 403)?

- All children live with a committed, permanent and nurturing family.
- Services and supports should be individualized and coordinated, so youth don't change placement just to get services.
- When needed, congregate care is a short-term, high quality, intensive intervention that is just one part of a continuum of care available for children, youth and young adults.
- Authentic Family Engagement drives decision-making and creates Healing Environments.

# Table top Exercise

1. Think back through your career. Locate a moment that was a high point, when you felt most effective and engaged.
2. Describe how you felt, and what made the situation possible.
3. Was there another person engaged in your success?



# What we know about Collaboration

- Uncovers natural resources not otherwise visible.
- Shares risk between agencies, and fosters a “power with” instead of “power over” approach.
- Increases accessibility and capacity
- Reduces recidivism and re-entry
- Takes a ton of commitment to keep all partners together.

***But Collaboration and Cooperation are not the same as  
INTEGRATION***

# “System” Integration Takes Different Forms

- ❑ **Functional:** Delivering services with others (similar sand and toys, but different boxes)
- ❑ **Physical/Structural:** Multiple agencies, including private partners, are co located in county or private service sites (same sand/toys in one large sandbox)
- ❑ **Fiscal:** Dollars from various state, federal and local fonts are shared to the fullest extent allowable and community shares decision making (sharing of toys from multiple proximal sandboxes)

# What does Integrative Services (Systems of Care) mean to me...

- New teammates often co-located
- Cross-training and new skills acquisition
- Quicker solutions to challenging cases
- More stable revenues, less risk of program loss

*All Children are our Children.*

*(No more Welfare Kids, Probation Youth or  
Mental Health Kids)*

# Tools in support of Organizational Togetherness (Four Statewide Anchors)

- Medi Cal Documentation and Billing Guide
- Interagency Memorandum of Understanding
- Integrated Training Guide
- **Integrated Core Practice Model**

# What is a Core Practice Model?

“The Core Practice Model (CPM)... will provide a framework which will outline how services should be developed and delivered; support consistent implementation of practice statewide”

“It is intended to facilitate a common strategic and practical framework that integrates service planning, delivery, coordination and management among all those involved in *working with children in multiple service systems.*”

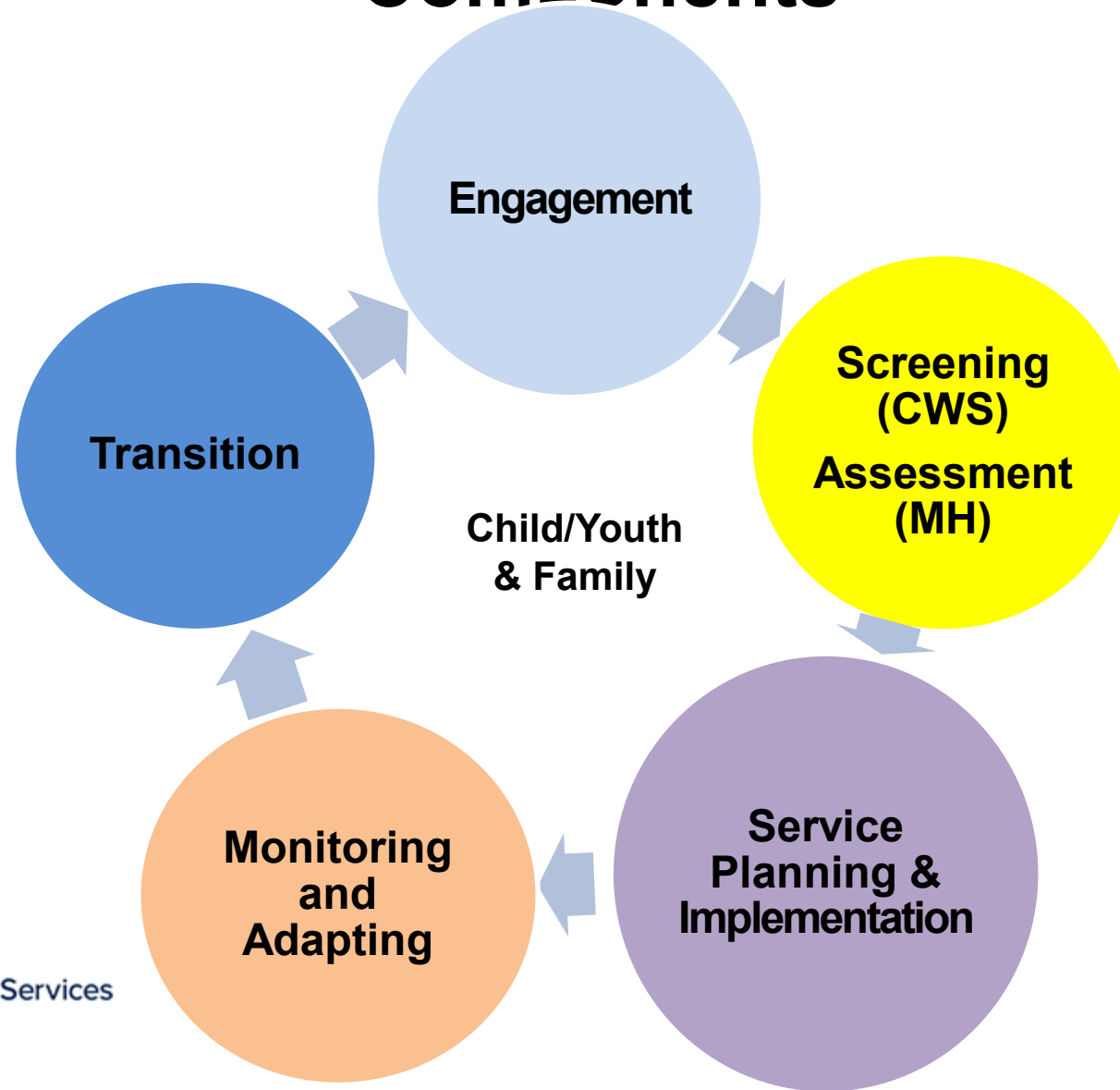
CPM, when practiced by partners, leads to System of Care!

# Core Practice Model Guide

- **Theories:** Why we do our work
- **Values:** The thoughts, beliefs and emotions that drive our work
- **Principles:** The ideas that sustain effective Services
- **Practices:** The how and what of our theories, values and principles

**All built on TEAMING and ENGAGEMENT**

# ICPM Service Delivery Components



*What's a  
Core Practice  
Model and  
Why the Big  
Deal?*

---

Receiving services from different public agencies creates major obstacles and challenges for youth and caregivers and is also a barrier for providers.

---

Approximately 50% of families need a service provided by a parallel or secondary system.

---

More than 25% of youth will be served by at least one additional county (Out of County)

---

**Closes the gaps** in access, coordination, information sharing and service delivery.

(System of Care)

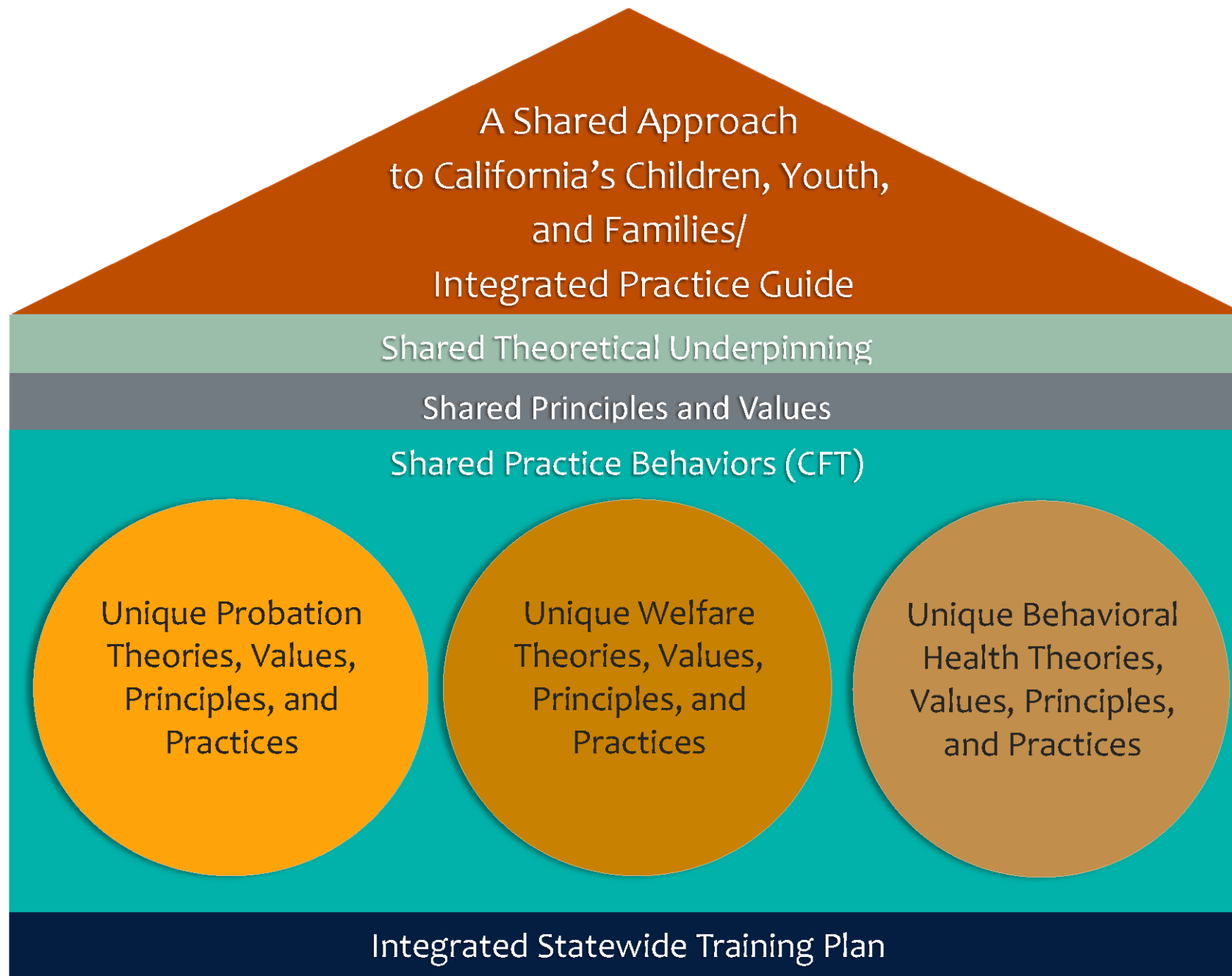


# Core Practice is not just a Welfare Goal:

## *California ICPM Evolution*

- Pathways to Mental Health CPM (2011)
- California Child Welfare CPM (2016)
  - Specific and measurable Practices and Leadership Behaviors
- In 2016, Probation and Behavioral Health Specific Content was added
- California's ***Integrated*** Core Practice Model Guide

**A first in the nation, Integrated CPM guides care  
for all youth serving agencies**



# Table Top Exercise: Integrated Core Practice Model Behaviors

## Review the Behaviors captured within the Integrated Core Practice Model

- What do you like about them?
- Do you think these will facilitate and support effective teaming?
- What concerns do you have about any of these?

Family Voice and Choice  
Natural Supports  
Collaboration  
Teaming  
Community-Based  
Culturally Competent  
Individualized  
Strength-Based  
Persistence  
Outcomes-Based

## **ICPM's 10 Core Principles**

**UCDAVIS**

Continuing and  
Professional Education | Human Services

RESOURCE CENTER FOR  
FAMILY-FOCUSED PRACTICE

# Family Voice and Choice

- Each family member's perspectives are intentionally elicited and prioritized.
- Team strives to find options and choices for the plan that authentically reflect the family members' preferences.

# Table Top Conversation

**Think of the most successful family that you've served.**

**What was it about the services that made it work?**

# Voice and Choice is about Empowerment

- Family Engagement is sometimes derailed when members of the family see themselves as having no personal power.
- While “bad” family and youth behavior can be seen as justification for “loss” of power and responsibility, without the experience of personal power, ***lasting change will not occur.***
- When professionals help restore family and individual empowerment, outcomes are enhanced, trauma is reduced, healing occurs, and re-entry is reduced.

## Team- Based

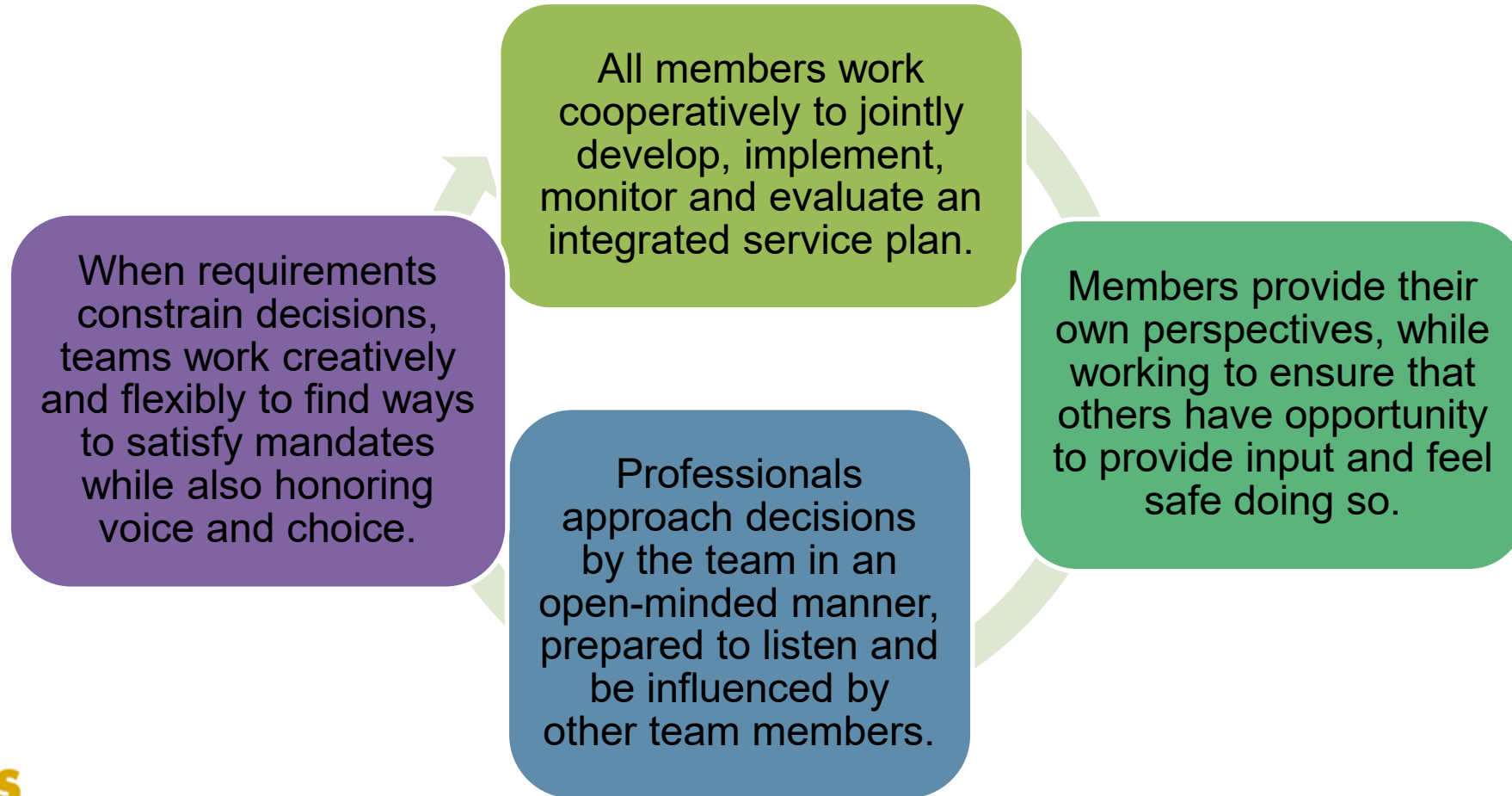
- CFT Membership: Individuals agreed upon by the family members and committed to the family through informal, formal, and community supports.
- At times, family members' choices about team membership may be shaped or limited by practical or legal considerations.
- It's a balancing act!



# Natural Supports

- Seek full participation of members drawn from the family members' networks of interpersonal and community relationships.
- The service plan reflects activities and interventions drawn from sources of natural support.

# Collaboration



---

Service and support strategies are accessible and available within the community ***where the family lives.***

---

Same range of activities and environments as other families, children, and youth within their community, and that support their positive functioning and development.

## Community- Based

# Table Top Discussion

- What can probation professionals do to effectively connect youth to their communities?
- How can I help my department/team develop more community-based connections?

## Culturally Competent and Responsive

Planning and services demonstrate respect for and build on the strengths inherent in the family's cultural preferences – including language, beliefs, cultural traditions and identity of the family members, their community or tribe.

Cultural humility and openness to learning about the family recognizes family strengths, supports empowerment and leads to better outcomes.

# Individualized

- Plans and resources are customized to the specific needs of the individual child, youth and family members.
- Each element of the family's service plan is built on the unique and specific strengths, needs, priorities and interests of family members.

# A Strength-Based Lens

---

Validates and expands each members' perspective about themselves (e.g., positive self-regard, hope, optimism, and clarity of values, purpose and identity), their interpersonal assets (e.g., social competence and social connectedness), and their expertise, skill and knowledge.

---

Creates a foundation of competence and capability that supports lasting change.

---

Where strengths necessary for successful progress and accomplishment of goals are under development, plans and interventions should be focused on increasing aptitudes, talents and skills through education, skills training, exposure to new environments and other activities.

The team does not give up on, blame or reject children, youth or their families.

When faced with challenges or setbacks, the team continues working towards meeting the needs of the youth and family and toward achieving the team's goals.

## Persistence



---

Goals and strategies of the plan are tied to observable and measurable indicators of success.

---

Progress is routinely monitored to learn what works and what doesn't.

---

Plans are changed based on the outcomes of the strategies and what is learned.

---

The team is accountable to keep working until goals are reached and transition plans support continued success.

## Outcome-Based

# One county's example

<http://gettothecore.org/cpm-stories/>

Peter and Bethsabe's Story

# What does Integrated Care mean to Probation Professionals?

- **Access to Behavioral Health services**
- **More timely Assessment for SUD/MH care**
- **Connection to Special Ed/School Services**
- **Implications for Dual Status Cases**

# What a fully Integrated, Cross System Practice Model and Training Plan mean for California's Families?

1. Youth and families in parallel systems have uniform language and engagement approach.
2. Reduced caregiver strain and increased satisfaction
3. Youth who re-enter another system subsequently, are already familiar with how the county engages and serves families.
4. Judges, district attorney, and law enforcement partners have clear and consistent understanding about how child welfare, mental health and probation work with families.
5. Reduced training costs
6. More flexible human resource use/interdepartmental transfer of staff and knowledge. Reduced staff recruitment costs.
7. County QI and oversight efficient – cross system program evaluation
8. Uniform Assessment of Youth or Child Needs

# Table Top Exercise

Which of the ICPM's 10 principles most resonate with me?

I can practice (Insert Practice here) each day with  
youth/family/partners by...

I can practice (Insert Principle Here) each day with my co  
workers/other departments by...

# Critical Implications in Practice

- Child and Family Team meeting behavior
- Engagement, empathy, empowerment and authenticity
- Trauma awareness and behaviors
- Secondary trauma and coaching and supervision

# Child and Family Teaming

- Is required by California's Integrated Core Practice Model
- A fundamental element of Systems of Care
- Central to WRAPAROUND approach
- Must be authentic

*CFT is where the rubber of Family-Centered Care hits the road*

# What is Empathy and Why is it Necessary?

<https://www.youtube.com/watch?v=1Evwgu369Jw>

**UCDAVIS**

Continuing and  
Professional Education | Human Services

RESOURCE CENTER FOR  
FAMILY-FOCUSED PRACTICE



# Therapeutic Use of Disclosure

- If Empathy is necessary ingredient to healing
- And Vulnerability is the key element in communicating Empathy
- How can professionals communicate understanding, empathy and connectivity about the family's experience?  
(What are the words?)

Organizational Collaboration,  
Engagement and Alignment are  
contingent on Teaming Behaviors

**Interpersonal Engagement,  
empathy and Power Sharing**

-or-

What works for youth and family  
Works for organizations and the staff  
that comprise them!

# Engagement Building Blocks

**Empathy:** The fundamental process of sharing the emotions, feelings and thoughts of another human being. It leads to deep level of engagement (caring)

**Accountability:** Keeping commitments matters. It is the cornerstone of Trust!

**Authenticity:** Healing from Trauma and Loss requires a real meaningful relationship.

**Empowerment:** The therapeutic outcome of believing or knowing that others see you as capable, responsible and competent.

**Appreciative Inquiry:** Asking questions of clients and or peers/co-workers in the right way fosters shared accountability and empathy.

# Research suggests

***Engagement is the single best predictor of service success in all social services.***

***When families are engaged*** and supported to have a ***significant role*** in case planning, they are ***more motivated*** to actively commit to achieving the case plan.

And are more likely to recognize and agree with the identified problems; perceive goals as relevant and attainable; and be satisfied with the planning and decision-making process.

Antle, Christensen, van Zyl, & Barbee, 2012; Healy, Darlington, & Yellowlees, 2011; Dawson & Berry, 2001; Jones, McGura, & Shyne, 1981.

# Voice and Choice is about Empowerment

- Family Engagement is sometimes derailed when members of the family see themselves as having no personal power.
- While “bad” family and youth behavior can be seen as justification for “loss” of power and responsibility, without the experience of personal power, lasting change will not occur.
- When professionals help restore family and individual empowerment, outcomes are enhanced, trauma is reduced, healing occurs, and re-entry is reduced.

***How does “Voice and Choice” influence your professional/Peer Behavior?***

# What does Power sharing mean? (Authority versus Power)

How can professionals/formal supports share  
power with youth and family?



**UCDAVIS**

Continuing and  
Professional Education | Human Services

RESOURCE CENTER FOR  
FAMILY-FOCUSED PRACTICE

# Two Kinds of Experts

- **Content Experts** are professionals, staff in your organization, service providers, and leaders with formal power who have knowledge, tools, and resources to address the issue.
- **Context Experts** are people with lived experience of the situation, including children and youth. They are the people who experientially know about the strengths and challenges of the family.

*Context experts include Youth, Parents, Extended Family Members*



## LET'S TALK ABOUT TRAUMA

- Exposure to interpersonal violence = an increased likelihood of engaging in delinquent and acting-out behaviors.
- Students dealing with trauma are 2 ½ times more likely to fail school
- Over 90% of juvenile justice-involved youth have experienced at least one trauma, with many experiencing multiple events, and reporting an average of 5 different types of trauma or violence exposure in their lifetime.
- Substance Abuse in at least 75% of all CWS cases.

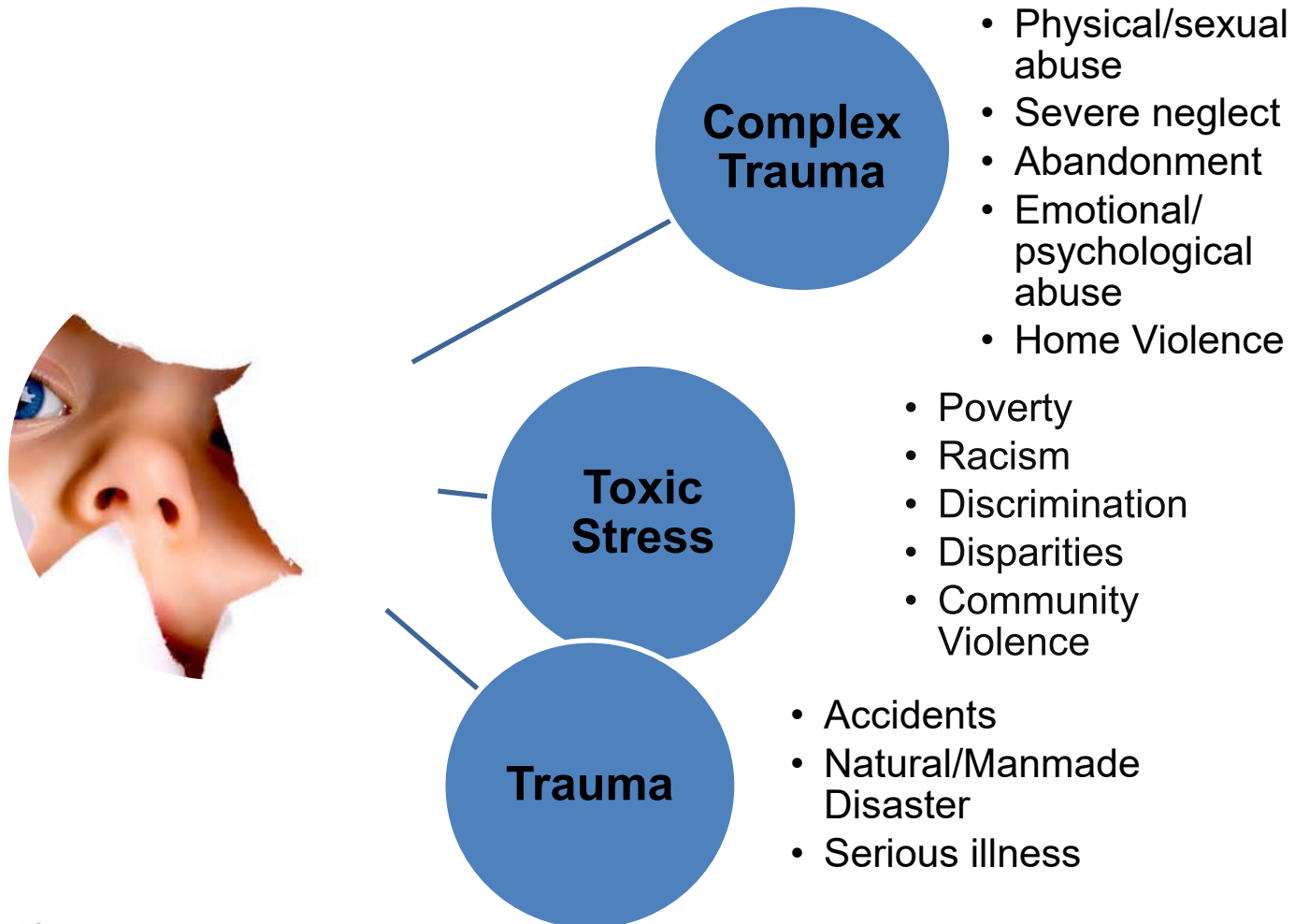
# What is Trauma?

A traumatic stress response occurs when our ability to respond to the threat is overwhelmed.

Trauma leads to adverse brain, bodily and psychological changes that damage self, relational and spiritual development and impair living, learning and working.

Trauma is a response to a perceived threat to survival or emotional well-being of an individual or large group, such as a community or a culture.

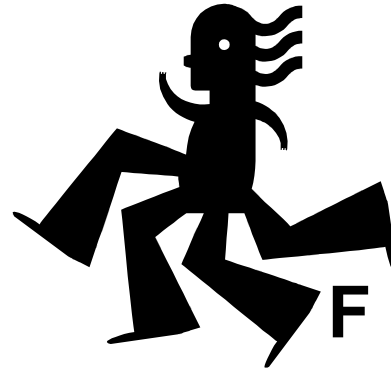
# Complex Trauma & Toxic Stress



# Impact of Trauma on Survivors



**FIGHT**



**F  
L  
I  
G  
H  
T**



**FREEZE**

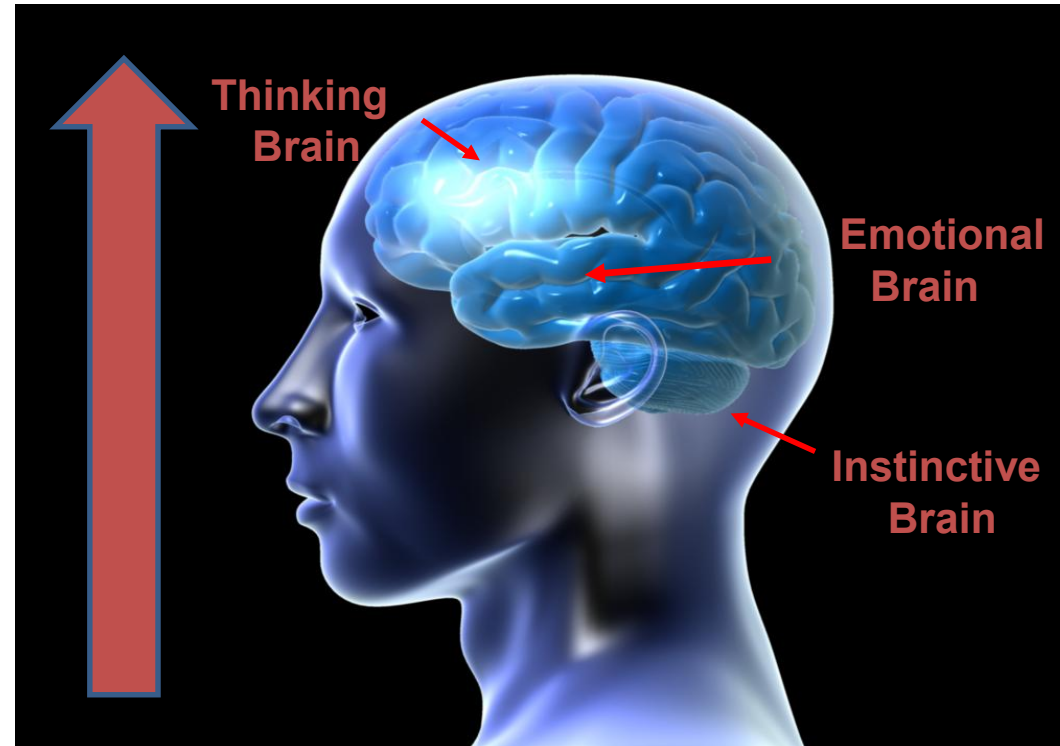
# Survival Response

- **Fight**
  - Individual struggles to regain or hold on to power, especially when feeling coerced
  - Mislabeled as: Non-compliant or combative
- **Flight**
  - Individual disengages, “no shows”, or “check outs” emotionally
  - Mislabeled as: Uncooperative or resistant
- **Freeze**
  - Individual gives in to those in positions of power, does not or is unable to speak up
  - Mislabeled as: Passive or unmotivated

*Our interpretation guides our intervention*

# Post-Traumatic Stress Reactions

Individual reacts as though a “there and then” experience is happening “here and now”



54

**UCDAVIS**

Continuing and  
Professional Education | Human Services

RESOURCE CENTER FOR  
FAMILY-FOCUSED PRACTICE

# Common Post-Traumatic Triggers

- Therapy & therapists
- Being asked questions
- Self-disclosure
- Being put on the spot
- Being center of attention
- Loud noises
- Authority figures
- Being told “No”
- Males/females
- Criticism, feedback
- Home/family
- Eye Contact
- Recall of traumatic event
- Anniversaries
- Not allowed to speak
- Being ignored
- Unfamiliar stimuli
- Performance demands
- Having to say “Yes”
- Night time, sleep
- Confrontation
- Intimacy
- Commitment

# Psychological Distress & Trauma is Common

## *In the USA, in the Course of Normal Life*

1. 100% will experience severe psychological distress  
(Severe injury, death, loss, bereavement)
2. 50% will experience psychological trauma
3. Among psychological trauma victims
  - 90% will have an acute stress reaction
  - 50% will have transitory delayed symptoms
  - 20% will develop Post-Traumatic Stress Disorder



# Protective Skills & Habits

## *The Seven Skills Of Resiliency*

1. **Spirituality** (Higher values, vision, purpose, & power)
2. **Attitude** (Willingness; first things first; easy does it, do it)
3. **Balance** (Work, social, intimate, recreation: be more & have more than your job)
4. **Nutrition** (Eat right)
5. **Fitness** (Aerobic, stretching, strength)
6. **Relaxation** (Meditation & reflection)
7. **Intimacy** (Lovers, family, friends)

# Knowing how you react and respond to other's trauma is critical

- Think about “what happened to him” rather than “what’s wrong with him.”
- Embrace not knowing what may be “right” for this provider/agency.
- Trust the collective process of the conversation at hand.
- Breathe, pause and connect with peers/others to manage your own reactions.

# What is Secondary or Vicarious Trauma?

- What does it look like in Probation-Involved youth?
- How can we best prevent or mitigate it?

# Effective Engagement and Secondary Trauma

- When caring and engaged professionals spend long days working absorbing the traumatic stories and experiences of others, it becomes challenging to process that heaviness consistently and maintain objectivity and readiness for every day service.
- It is imperative that helpers invest in helping themselves to cope with the trauma they witness and absorb by caring for themselves routinely.
- How is your supervisory process and organizational culture “Trauma Sensitive”?

# Table Top

1. What two things will I do in the next 30 days to foster greater awareness for trauma for my supervisees?
2. For my supervisors?
3. For my peers?

# Review and Discuss

- State and county systems making largest reform effort in history of foster care
- Teaming is central and necessary
- Engagement, empowerment and empathy are paramount
- California has country's first multi-system Core Practice Guide and other tools for working together
- California is on cutting edge of systems building
- Empathy, engagement and empowerment are foundational behaviors/practices

## Today's Most Important Takeaway

Authentic Sharing and  
Integrated Care support better  
outcomes for youth and greater  
job satisfaction for staff