National Child Welfare Workforce Institute

Learning, Leading, Changing

A Service of the Children's Bureau, a Member of the T/TA Network

NCWWI National Webinar Series – Special Bonus Session #2

Evidence-based Practices in Child Welfare: Opportunities & Challenges for the Workforce

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Wednesday, February 20, 2013

EBP & Leadership/Workforce Development

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- **Partnering**
- **Political Savvy**
- **Influencing**
- **Negotiating**

- **Conflict Management**
- **Developing Others**
- **Team Building**
- **Cultural Responsiveness**
- **Leveraging Diversity**

Leading in Context

Leading People

Leading Change

Leading for Results

- **Creativity & Innovation**
- **External Awareness**
- **Flexibility**
- **Strategic Thinking**
- **Vision**

- **Accountability**
- **Capacity-building**
- **Service Orientation**
- **Decisiveness**
- **Entrepreneurship**
- **Financial Management**
- **Planning & Organizing**
- **Problem Solving**
- **Technical Credibility**

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Importance of EBP for Workforce Development

- **Influences workforce recruitment**
  - Markets agency as learning organization offering high quality services and professional development opportunities, etc.
- **Affects the practice/supervision of child welfare staff**
  - Offers clear expectations to workers/supervisors regarding high performance and fidelity with high quality interventions.
- **Impacts organizational climate and retention**
  - Shows agency's dedication to professional development, building a learning organization, etc.
  - Motivates staff to perform and to make a difference
  - Encourages staff to stay when their agency's organizational culture/supervision promotes evidence-based practices.

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Session Agenda

1. **The California Evidence-based Clearinghouse for Child Welfare (CEBC)**
2. **Implementing Evidence-based Practices**
3. **Other Examples, Trends, Challenges & Controversies**
4. **Lessons Learned & Tips**
5. **Q & A via web platform**
6. **Continuing the Conversation & Closing**

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Greg Rose: *Why did California move in the direction of implementing evidence-based practice in child welfare?*

1. Systems reform
2. Emergence of federal outcome measures and performance measures
3. National movement to EBP
4. California context
5. Creation of the CA EBP Clearinghouse

The California Evidence-Based Clearinghouse For Child Welfare (CEBC)

- A growing body of scientific knowledge allows us to take a closer look at practices.

- Increased interest in outcomes and accountability by funders.

- Increased interest in consistent application of quality services.

- Past missteps in spreading untested "best practices" that turned out not to be as effective as advertised.
- Continuing focus on safety and effectiveness of interventions.
- Impact of EBPs on worker retention and satisfaction.

1. CDSS - Office of Child Abuse Prevention
2. Child and Adolescent Services Research Center (CASRC)
3. Guidance from our Advisory Committee and Scientific Panel
4. The CEBC was launched on 6/15/06
5. 36 Topic Areas on CEBC website with 280+ programs

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CEBC Overview (2)

Goal of The CEBC:

- Provide easy access to information about child welfare related programs through a user-friendly website.

Information on Practices arranged in Topic Areas:

- Brief and detailed summaries for each reviewed program – each user can determine the level they want.
- Programs are rated on level of scientific support.

EBPs in Child Welfare

- Less is known about EBPs in Child Welfare than other areas such as medicine and mental health, etc.

- No one was looking specifically at EBPs for Child Welfare services and populations
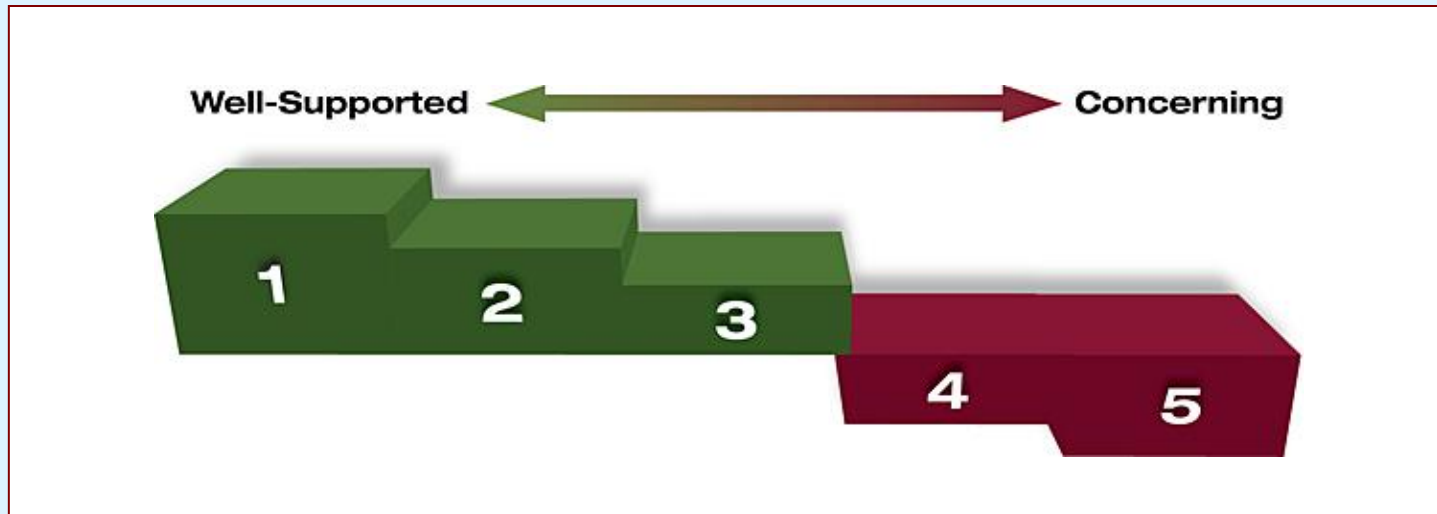
  – Unique population with complex needs

What the CEBC Brings to the Equation…(1)

Best Research Evidence

NR

What the CEBC Brings to the Equation…(2)

- Detailed information to help you determine if:

  - The program would be consistent with **Family & Client Values**

  - The program would fit with what your **Clinical Experience** says is needed

Child Welfare Relevance & Outcomes

- Each program is reviewed for its **relevance to Child Welfare Services** populations.

- Examines whether program has **outcomes related to the Child and Family Services Reviews (CFSRs)** in their published, peer-reviewed research:
  - Safety, Permanency, Well-being

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Topics Currently on the Website

1. Anger Management, Domestic Violence, and Substance Abuse

2. Behavior Management including Parent Training

3. Core Child Welfare Services including Placement and Reunification

4. Engagement and Parent Partnering Programs

5. Mental Health

6. Prevention and Early Intervention

7. Support Services for Youth in the Child Welfare System

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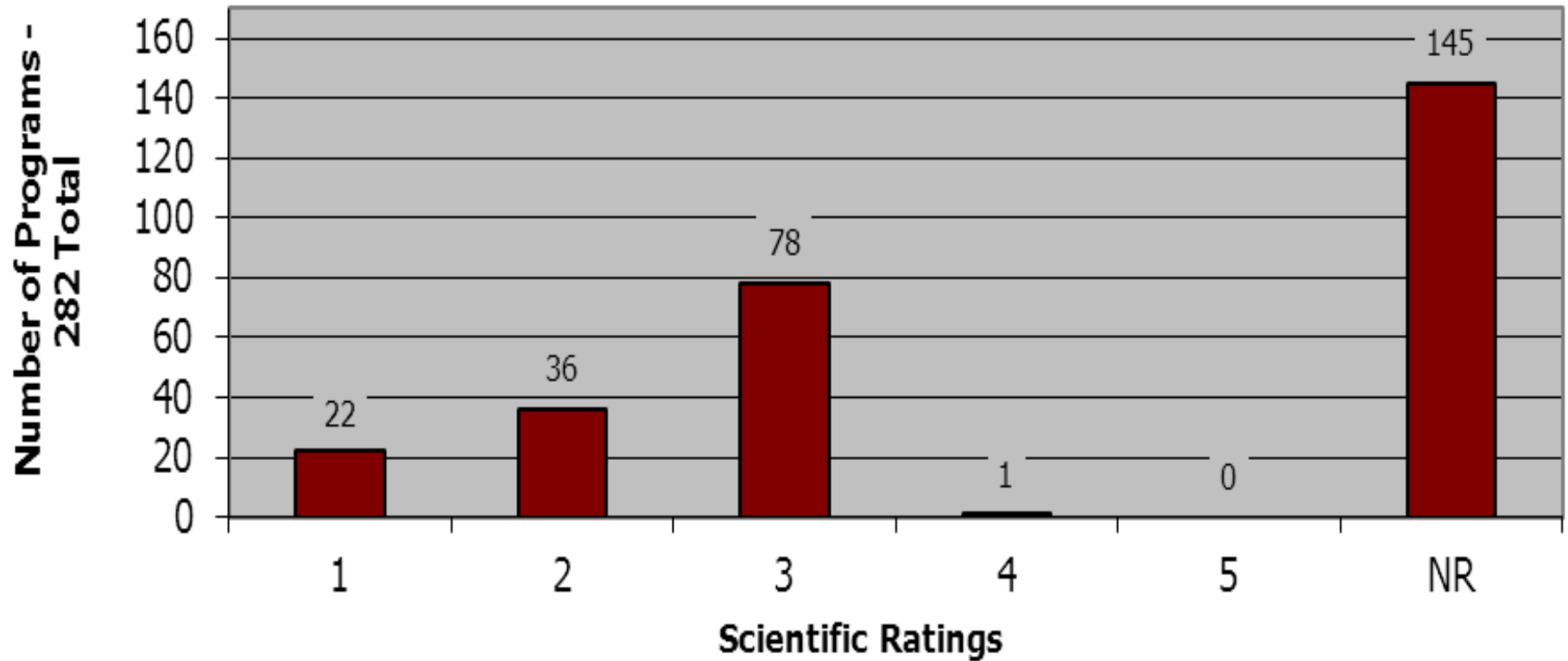
Other Materials on CEBC Website

- Reviews of commonly used Screening and Assessment tools
- Training materials
  - Webinars and on-line tutorials
- Implementation resources
  - Selection guide
  - Program–specific resources

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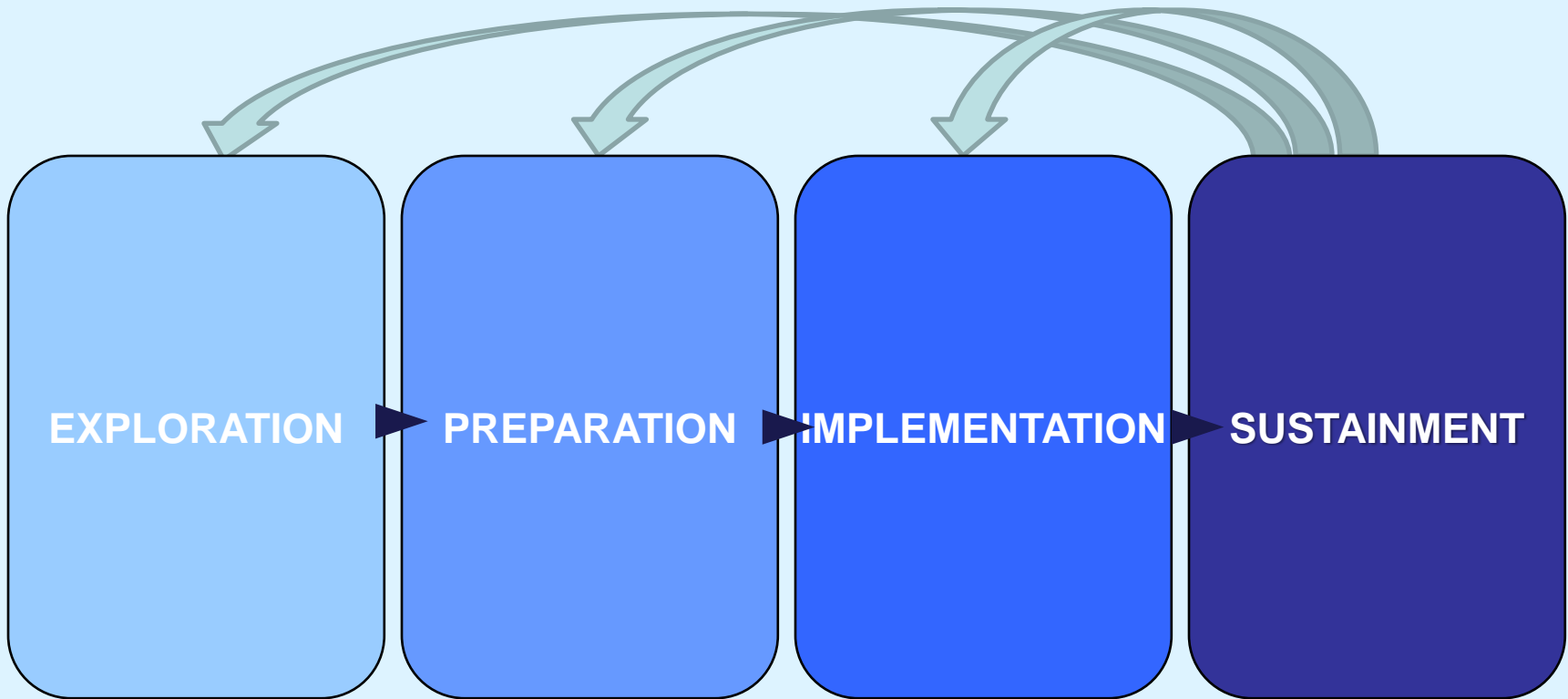
BRIEF OVERVIEW OF CEBC WEBSITE

How can you use the information on the CEBC?

- General information on programs
- RFP Development
- Proposals
- Monitoring
- Logic Models
- Implementation

IMPLEMENTING EVIDENCE-BASED PRACTICES

EPIS Phases of Implementation

EXPLORATION ➤ **PREPARATION** ➤ **IMPLEMENTATION** ➤ **SUSTAINMENT**

Source: Aarons, G.A., Hurlburt, M., & Horwitz, S.M. (2011). Advancing a conceptual model of implementation in public service sectors. *Administration and Policy in Mental Health and Mental Health Services Research, 38*(1), 4-23.

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Exploration Phase

- Actively **considering** the possibility of implementing an evidence-based practice.

- A key step involves **awareness** of an issue that needs to be addressed in a more effective way.

Sample Tasks in the Exploration Phase (1)

- **Work with stakeholders** to identify factors that may support or detract from effective implementation of a new program.
  - Funding issues
  - Existing agency policies and practices
  - Staffing issues

Sample Tasks in the Exploration Phase (2)

- **Determine what areas** need to be addressed with evidence-based practices.
  - Where do weaknesses currently exist in your services?
  - What data do you have on these issues?
  - What are the outcomes you want to see?
  - Drill down past symptoms to causes
    - Ask why 5 times

Sample Tasks in the Exploration Phase (3)

- **Consider which potential EBPs** target the core issues you want to address.

- **Develop internal support** for the changes at administrative and staff levels.

- **Consider the fit** of the potential EBPs in your organization.

  - Supervision process, IT, documentation requirements, referral process, workforce, etc.

Preparation Phase

- Agency has made the decision to adopt a specific EBP and is doing the planning and preparation work necessary to effectively implement it.

- Example:
  - Agency has decided to implement SafeCare with first time parents.

Sample Tasks in the Preparation Phase (1)

- **Work with stakeholders** to develop contracts or memorandums of agreement regarding referral, client engagement, and fidelity monitoring.

- Determine how the EBP services will be **funded**.

Sample Tasks in the Preparation Phase (2)

- Make sure that **timetables for staff training and certification** meet with existing service and productivity requirements.

- Address any **consumer concerns**, such as potential for stigma, applicability of practices for client needs and culture.

- Create or reinforce **referral pathways.**

Implementation Phase

- Agency is actively delivering the new practice in the community.

- Example:
  - SafeCare services are being delivered to families.

Sample Tasks in the Implementation Phase

- **Execute contracts** developed during the Preparation phase.

- Assess on-going **training needs**.

- Monitor **program indicators**.
  - Process
  - Outcomes

- Continue **working with stakeholders** to assess the impact of the program.

Sustainment Phase

- Agency has the new practice firmly in place and wants to continue it indefinitely.

- Example:
  - SafeCare becomes a part of routine services at the agency.

Sample Tasks in the Sustainment Phase

- Embed the practice in **agency materials**
  - Policy and procedure manuals, forms, new employee orientation, annual trainings, etc.
- Clarify long-term **funding streams**.
- On-going **fidelity monitoring and training**.
- **Evaluate** program to support sustainment.

Implementation Approaches

- Many different implementation models exist

- Little research on which models are effective (Few controlled studies)

- ARC (Availability, Responsiveness, Continuity)

- CDT (Community Development Teams)

- Breakthrough Series

Factors for Successful Uptake

- Careful planning before deciding what, if anything, to adopt.

- Data driven decisions.

- Training is necessary, but not sufficient.
  - *The "train and hope" approach does not work*

- On-going monitoring and reinforcement.

OTHER EXAMPLES, TRENDS, CHALLENGES & CONTROVERSIES

Examples

- **SafeCare**
  - Statewide in Oklahoma
  - California

- **TF-CBT**
  - Arkansas

- **MTFC**
  - Cal-40 study in California

- **Dramatic increase in number of solid research studies on interventions relevant to child welfare.**
- **Dramatic increase in use of EBPs over the past decade.**
- **Funders are requiring the use of EBPs.**
  - Let the buyer beware: "Evidence Based Practice" as a marketing term…

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- **Emergence of Implementation Science.**
- **Recognition of the role of trauma in development of individual and family problems and use of that insight in development and testing of intervention models.**

■ **Defining what an EBP is**

- EBP as a "marketing term"
  - –Need clear definition of what is meant by EBP

- **Political challenges**
- **State vs. County driven child welfare systems**
- **Partnering with other sectors**
- **Challenging the status quo**
- **Restricting to a single defined list of EBPs**

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- **Workforce issues**
  - Match of skill set, compatibility, culture and climate

- **Training staff in multiple models**
  - How many do you need?

- **Staff turnover and retraining**

- **Fidelity and drift over time**

Challenges (4)

- **How to fund EBPs**
  - Many not fit cleanly in existing funding streams

- **Incorporating EBPs in Social Work curricula**
  - What to include?
  - Are field placements using EBPs?

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- **Art vs. Science**
  - The concern that EBP does not address practitioner's expertise

- **Application with Diverse Groups**
  - Using EBPs with Cultural and Ethnic groups

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Controversies

- **Practice Based Evidence**

- **Common Elements**

LESSONS LEARNED & TIPS FOR CHILD WELFARE AGENCIES & STAFF

Tips & Lessons Learned

1. Importance of Assessment and Referral pathway
2. Power of a change agent
3. Importance of sustained effect
4. How much evidence is enough?

QUESTIONS?
COMMENTS?
IDEAS?

Continuing the Conversation

1. Visit http://www.ncwwi.org/events/archive.html for the webinar **RECORDING** & **PRESENTER HANDOUTS**
2. Participate in session's follow-up **LEARNING LAB teleconference on 3/11 at 1 pm ET** for additional Q&A with peers/presenters. Register here: http://events.constantcontact.com/register/event?llr=pfnuq9dab&oeidk=a07e710o6um66bb7f21
3. Provide feedback on our webinar series by completing a quick **EVALUATION SURVEY** (via email from Robin Leake, Butler Institute for Families at the University of Denver)

For More Information about the CEBC

California Evidence-Based Clearinghouse for Child Welfare (CEBC)

E-Mail: cebc@rchsd.org

Website: www.cebc4cw.org

To learn more about…

***Evidence-based Practices in Child Welfare** –*
please contact
Charles Wilson, cwilson@rchsd.org
Jennifer Rolls Reutz, jrolls@casrc.org
Greg Rose, Greg.Rose@dss.ca.gov

***NCWWI Traineeships & Peer Networks** –*
please contact Virginia Strand, strand@fordham.edu

***Follow-up Learning Lab** –*
please contact Sharon Kollar, skollar@albany.edu

***National Webinar Series & other NCWWI products** –*
please contact Sara Munson, smunson@albany.edu

UPCOMING SESSIONS

February 25, 2013, 3-4 pm ET - *Learning & Living the NCWWI Leadership Model Learning Lab*

March 11, 2013, 1-2 pm ET - *Evidence-based Practices in Child Welfare Learning Lab*

May 8, 2013, 3-4:30 pm ET – *Developing a Culturally Responsive Workforce: The Texas Model for Undoing Disparity & Disproportionality in CW*

Final Sessions in National Webinar Series

June/July 2013: *Professional Education & Training*

September 2013: *Workforce Retention*