Update on the Colorado Practice Initiative!
Historical Map

- 2007-2009  7 Evaluations of Colorado CW
- 2009  Application/Approval for Federal Funds
- 2009-2010  Planning and Designing CPI
- 3-5, 2010  Introduction of CPI State Wide
- 6-7, 2010  Development of New Draft CPM
- 8-9, 2010  Vetting of New Model to Counties
- 9, 2010  Collect/Analyze Feedback from Counties
- 9, 2010  Refine Draft Model based on feedback
- 10, 2010  Finalize Colorado “Base” Practice Model
- 11-12, 2010  Select 3-5 Volunteer Counties
- 01-02, 2011  Begin Implementing in Selected Counties
Goal of CPI

To collaboratively design, develop, implement, and evaluate a state and county wide consensus-based child welfare practice model that improves child and family outcomes by June 2015.
Expected Outcomes

- Compendium of Promising Practices in Colorado
- This product will enable all counties to access and adopt promising practices from other counties and incorporate them into their own practice framework.
- A Peer Built and Maintained Practice Culture
- A Child Welfare Community that Continuously Learns and Improves Services
The Structure of CPI
To collaboratively design and develop a consensus based Colorado child welfare practice model and vet this model through county child welfare offices for review and recommendations by August 30, 2010.
To design, develop, and implement a long-term communication protocol (strategy, media, materials, and county engagement plan) that will engage every level of management and caseworker (state, county, local) in learning and embracing the new Colorado Child Welfare Practice Initiative between October 1, 2010 and September 30, 2015.
Education Work Group

To identify, develop, and provide educational experiences that support all aspects of the practice model between September 15, 2010 & September 30, 2015.
Financial Work Group

To design, develop, and implement a child welfare services financial system that specifies child welfare outcomes as the basis for funding child welfare services at the county level by September 30, 2014.
To implement the practice model statewide beginning with a pilot group of county agencies and based upon success continue with each county until completed across the state by October 1, 2015.
Rewards and Recognition Work Group

To design, develop, and implement a recognition and reward system statewide that recognizes exceptional performance and outcomes through the new Practice Model between December 30, 2010 and September 30, 2015.
To develop a set of criteria for distinguishing child welfare practices along a continuum from “not recommended” to “emerging” to “promising” to “evidence informed”.

To review, modify, and approve county QPT recommendations for including promising practices in the Colorado Practice Model.
Evaluation Work Group

To evaluate the Colorado Practice Initiative as an intervention to improve child welfare costs, practices, and outcomes between May 30, 2010 and September 30, 2015.
Performance Management Work Group

To design, develop, and automate a statewide performance management and reporting system that informs the state and each county of their performance on standardized measures of services and outcomes by September 30, 2013.
To review, analyze, and recommend changes in legislative policy, rules, and/or procedures associated with the new practice model. Ongoing.
Continuous Quality Improvement Work Group

To design, implement, and sustain a continuous quality improvement approach at the county level by September 2011.
Colorado’s Base Practice Model
Components of a Practice Model

- Mission/Vision
- Values & Principles
- Standards of Practice & Skills
- Strategies, Tools & Methods
- Outcomes Organizational Systems & Practices
Colorado’s Base Practice Model

**Mission**

The Colorado child welfare system, in partnership with families and communities, will protect children and youth by striving to achieve their safety, permanency, and well being.

**Vision**

Colorado’s children and youth have the opportunity to thrive in safe, nurturing, and stable families within their communities.
## Colorado’s Base Practice Model

<table>
<thead>
<tr>
<th>Values</th>
<th>Principles (Truncated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>Child and youth safety is paramount.</td>
</tr>
<tr>
<td>Child Centered</td>
<td>Children/youth have right to safe, stable home.</td>
</tr>
<tr>
<td>Family Focused</td>
<td>CW system must make reasonable efforts to assess/meet individual and family needs through child centered, family focused practice.</td>
</tr>
<tr>
<td>Collaborative Partnerships</td>
<td>CW system will engage in mutually beneficial relationships to work toward common goals and outcomes.</td>
</tr>
<tr>
<td>Organizational Competence</td>
<td>CW system must demonstrate leadership, self-improvement, and clearly defined services.</td>
</tr>
<tr>
<td>Cultural Responsiveness</td>
<td>The child welfare system has a responsibility to understand and respond to children, youth and families with sensitivity to diversity.</td>
</tr>
<tr>
<td>Open Communication</td>
<td>CW system must communicate in a timely, respectful, &amp; appropriate manner</td>
</tr>
</tbody>
</table>
Colorado’s Base Practice Model

Standards of Practice (Truncated)

- Family engagement
- Supportive relationships
- Consistent/meaningful contact
- Thorough and accurate documentation
- Collaborate with systems to coordinate and integrate service planning/delivery
- Supervisors will guide casework practices and decisions
- Supervisors will support staff in developing skills through proactive performance management and feedback
- Leadership at all levels of the Colorado Child welfare system
- Case transitions include the relevant/appropriate participants and are transparent, planned, timely, clearly communicated and documented.

- Information sharing should occur through an active exchange of information
- Effective screening of incoming referrals
- Assessment is a dynamic, ongoing process throughout the life of the case.
- Child safety is paramount.
- Keep children and youth in their own home
- Service planning is a dynamic, ongoing and culturally responsive process
- Include the family in the decision making
- Setting goals and developing plans will be done with families.
- Families and caseworkers will work together to develop family service plans
Colorado’s Base Practice Model

Standards of Practice (Truncated)

- Service delivery follows the terms of the plan and is adjusted as indicated by ongoing assessment of the family’s needs.
- If out of home placement is necessary, first consideration is given to kinship or tribal providers.
- Place the child/youth with kin whenever safe and feasible and when such a placement promotes reunification, visitation, permanency, and overall child well being.
- Visitation for children and youth in placement is based on their individual needs to maintain connections, including contact with siblings, and to promote permanency.
- Concurrent permanency planning begins at the time of placement and includes engaging parents and extended family in planning for the permanency of a child/youth.
- All foster care/placement providers are considered as valued members of a team working together to meet a child or youth’s needs.
- Effective service delivery includes connecting families to an array of post permanency services to promote success.
Colorado’s Base Practice Model

Standards of Practice (Truncated)

- State, county, and tribal staff uses data and information collection, along with monitoring efforts, to develop strategic plans and drive service delivery.
- State, County, and Tribal partners will strive to align strategic support systems.
- Well trained, supported, professional workforce with manageable workloads.
- The child welfare system has an overall staff development plan that addresses initial and ongoing staff development and is accessible to all staff.
- Key decisions are structured to increase consistency and accuracy, seeking to identify solutions that are child centered and family focused.
- The child welfare system assesses the strengths and needs of their community and partners with local providers to develop services for the identified needs of at risk children, youth, and families.
- Services provided should be continuously monitored to assure that those services the family receives align with the values and principles put forth in an agency practice model.
Colorado’s Base Practice Model

Skills

Engaging
Assessing
Decision making
Communicating
Organizing
Colorado’s Base Practice Model

Strategies, Tools & Methods

Statewide (examples)
- Wraparound
- Family Engagement
- Differential Response
- System of Care
- Cultural Competence
- Others?

County Level

?
Colorado’s Base Practice Model

Outcomes

- Safety, permanence, and well being for children and youth
- Families, including relatives and other kin, are engaged in the actions necessary to assure their children/youth’s safety, permanence, and well being.
- Families are strengthened, empowered and have the skills and knowledge to access community resources resulting in positive exits from the child welfare system.
- Families will receive quality, evidence informed services based on their individual needs.
- The CW system will self assess, self correct, and have effective communication, demonstrating a state-county partnership and unified system with singular message.
- The child welfare system engages other systems and the community in protecting its children.
- All children, youth, and families experience assessment, service planning, and service delivery in an equitable, culturally responsive manner that supports positive outcomes.

- Services are restorative, resulting in healing for families and empowering children, youth, and families to achieve their goals and dreams.
- Staff holds the safety of children and youth as paramount as they perform their job functions.
- Child welfare staff will perform their duties with an understanding of protocol and practices gained through training and supervision and have the resources, tools, and workload to perform effectively.
- Supervisors will have a model of practice to support them as they develop staff and oversee work.
- Caseworkers feel empowered, supported, safe, and valued as they perform their jobs.
- Practice and system change are data informed and quality assurance driven.
- The public view of the child welfare system is improved and the public is informed as to the good work that happens.
Building the Compendium of Best Practices
Implementation Purpose

• To install the base practice model into each county over the next 4 years and...

• In this process, grow a practice model that supports the base, adds promising practices, and develops the capacity to improve practice on a continuous basis.
Implementation Counties + Southern Ute Tribe
Continuous Organization Change Management

Using a Repeatable Implementation Model for the Colorado Practice Initiative

Implementation Plan

- Pre-training for Staff Imp. Team
- Initial County Cohort Full Team Sessions
- Individual County On-Site Working Sessions
- Identification of 2nd Cohort

Jan - Mar | Mar - May | Jun – Dec | Nov & Dec

Continuous Organization Change Management
**Referral** - Referral is the initial contact with the potential client. This phase begins when ....... During this phase reporter/requestor information is gathered. The end point of this process is a decision to ......

**Assessment** - The Assessment Phase begins with a decision to conduct an investigation or an assessment for services. During the assessment phase standard practice templates such as Risk and Safety Assessments to determine ..... It is here where eligibility for requested services is established. The end point of this process is ..........................................

**Provide and Re-Evaluate Services.** Provide Services and Re-Evaluate Services are two distinct phases in which the client is actively receiving services from the agency. This phase begins with a service plan ...... During this phase staff monitor that services are provided as agreed upon, & periodic reviews of services provided are conducted with client eligibility revalidated. The end point of this process is when it has been determined that ................. or a decision to end services.

**End of Service.** End of service is the phase where .......,The client will no longer be served by the agency. This process includes finalizing case documentation. During this phase a final review of the services provided is conducted and external referrals could be made.
Individual County Implementation Strategy and Plan
Individual County Process

- Form individual county QPTs and elect leader 5/11
- Conduct first weekly QPT meeting 5/11
- Train QPT in CQI 6/11
- Begin ID of PPs and ANIs using CQI Process (PIP!) 6/11 to 9/11
- Make proposals for PPs and ANIs to SQPT 9/11
- Continue process Ongoing
Major Support Systems

- Director of Child Welfare
- Associate Director of CW
- MPCWIC Implementation Specialists
- CW Implementation Specialists Team
- CQI Facilitator and Trainers
- CWLT members

- County Directors
- County Child Welfare Administrators
- County Child Welfare Supervisors
- County Child Welfare Staff (QPTs)
- State CMP Rep
- County CMP Rep
- County Stakeholders
## Implementation Team

<table>
<thead>
<tr>
<th>County</th>
<th>Lead</th>
<th>Co-Lead</th>
<th>Specialists</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adams</td>
<td>Mary Iannone/Libby Wells</td>
<td>Michael Gallegos</td>
<td>Judy Rodriguez / Kerry Swenson</td>
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<tr>
<td>Chaffee</td>
<td>Mary Iannone/Libby Wells</td>
<td>Michael Gallegos</td>
<td>Kii Powell / Adolfo Regalado</td>
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<tr>
<td>Denver</td>
<td>Mary Iannone/Libby Wells</td>
<td>Michael Gallegos</td>
<td>Sharen Ford / Mimi Scheuermann</td>
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<td>Mary Iannone/Libby Wells</td>
<td>Michael Gallegos</td>
<td>Ruby Richards / Jeannie Berzinskas</td>
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<td>Elbert</td>
<td>Mary Iannone/Libby Wells</td>
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<td>Ruby Richards / Kimber Johnson</td>
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<td>La Plata/San Juan/So. Ute Tribe</td>
<td>Mary Iannone/Libby Wells</td>
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<td>Kii Powell / Diane Wolfe</td>
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<td>Mesa</td>
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<td>Ruby Richards / Mary Griffin</td>
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<td>Les Cowger / Roni Spaulding</td>
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<tr>
<td>Routt</td>
<td>Mary Iannone/Libby Wells</td>
<td>Michael Gallegos</td>
<td>Judy Rodriguez / Melinda Cox</td>
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## Implementation Team Backup Staff

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<tr>
<th>County</th>
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<th>Implementation Specialists</th>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Sandra Kirby</td>
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<td>Brian Brant</td>
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<td></td>
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<td>Shirley Dodd</td>
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<td>Connie Fixen</td>
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<td>Stacee Read</td>
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<td>Ashleigh Rankin</td>
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<td></td>
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<td>Erin Hall</td>
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<tr>
<td></td>
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<td>Ida Drury</td>
</tr>
</tbody>
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CQI Training Team

- Still Forming this Team Internally
Building Process
Performance Improvement Program (PIP)

- Integrated into the CPI at the State and County Levels
- Focus on both Federal Measures and County Outcomes
“Change brings opportunity.”