Implementation Drivers Assessment for California Child Welfare Agencies Implementing the Child and Family Practice Model (IDA-CFPM)

Facilitator: _____   Date: _____

Participant Name	Role/Position Related to Agency Implementation of CFPM

Introduction and Instructions

Introduction to Participants: *Good morning/afternoon! Thank you for being here and taking the time to meet with us (again).* [Provide introductions or re-introductions as needed, and have staff sign in on the above lines].

Today we are (again) completing the Implementation Drivers Assessment for California Child Welfare Agencies Implementing the Child & Family Practice Model (IDA-CFPM). The IDA-CFPM helps us collectively understand and describe how your child welfare agency is supporting the practice of the Child & Family Practice Model. It is based on a set of "best practices" identified from both research and practice that define core components of the process of implementation. We'll cover a number of supports and activities related to the implementation of <u>any</u> innovative practice or program in any agency. No agency will have all supports or practices fully in place and some agencies may emphasize some practices rather than others. All agencies tend to look somewhat different, so there will be no right or wrong answers. We'd simply like to learn how your child welfare agency is organizing its CFPM implementation efforts.

Feel free to ask clarifying questions if any particular item is not clear. Across IDA-CFPM items, the term "ensures" suggests that the described function or activity is being met, regardless of how the function is being met. Also, "systematic" suggests being both <u>regular</u> and <u>purposeful</u>. Finally, please respond to the items from the perspective of "as of today."

Finally, we will use the following scale when completing all items:

No or Not in Place (0)	*No activities or elements of component are in place and/or this element has not yet been initiated.*
Sometimes or Partially In Place (1)	*Some activities or elements of this component are in place and/or initiated.*
Yes or Fully In Place (2)	*All dimensions of the element are adhered to and there is clear evidence to support this.*

Let me explain/remind you about how you'll use this scale to score, as a group, each item in the IDA-CFPM. [Provide a brief overview of the administration protocol, described below, using layman's terms].

OK, let's get started!

Facilitator Instructions: The facilitator reads each question aloud and asks all participants to vote whether the item is "Yes or Fully In Place" (2), "Sometimes or Partially In Place" (1), or "No or Not In Place" (0).

Individuals should first be given a moment to jot down their individual vote and then simultaneous public polling can occur by encouraging individuals to hold up their vote using their fingers (i.e., 0 fingers, 1 finger, 2 fingers). The facilitator should prompt simultaneous public polling by stating, "*ready, set, vote.*"

The facilitator records individuals' votes. If voting is unanimous, facilitator circles consensus decision and immediately moves on to the next question.

If voting is not unanimous, then the facilitator facilitates a brief discussion to see if modified consensus can be reached. "Modified consensus" means that all individuals in the group agree to move forward with a single group vote (0, 1, or 2) and can support that vote outside the context of the original group, even if individual members have or had a dissenting vote. The facilitator might build modified consensus by exploring the different initial votes within the group, asking the group to vote again, and, if voting is still not unanimous, asking the minority vote members if they can agree to move forward with the majority vote under the definition of "modified consensus."

Individual votes should be recorded each time a poll is taken publically and, once a consensus or final decision is made, the score is circled.

Note: if modified consensus is not reached in a reasonable fashion or if there are strong concerns raised by any participant, it is recommended that the facilitator skip that question for the time being and return to it at a later time during the same administration. If, at that later time, modified consensus still cannot be reached in a reasonable fashion, the majority vote will prevail for evaluation purposes.

Agency Implementation Capacity (AIC)

Scale Description: The agency has formally and sustainably organized and aligned leadership and team-based staff support with the authority, capacity, and abilities to coordinate and support day-to-day CFPM implementation activities within the agency.

To what extent are the following practices in place?	*No or Not In Place (0)*	*Sometimes or Partially In Place (1)*	*Yes or Fully In Place (2)*
Executive Leadership			
1. The agency has clearly identified who (regardless if an individual or group) has executive leadership of CFPM implementation.			
Please identify the individuals who have underlined executive leadership roles of CFPM implementation in the agency:			
2. Among those with executive leadership, there are individuals with authority to create change to support the effective implementation of CFPM in the agency (e.g. ability to redirect funding, direct and reassign personnel, adjust agency policy, etc.).			
3. At least monthly, executive leaders of CFPM implementation in the agency communicate with individuals who manage and support day-to-day CFPM implementation activities inside the agency.			
4. The agency has documented a sustainability plan for the involvement of executive leaders in the implementation of CFPM in the agency beyond the CAPP grant. *NOTE: Undocumented or incomplete plans should be scored as a "1".*			
Agency Implementation Team			
5. The agency has clearly identified an Agency Implementation Team, consisting of three or more individuals, that is responsible for coordinating and supporting the day-to-day implementation of CFPM. *NOTE. Anything less than three team member - score "0". A team of three or more that is loosely identified - scored "1".*			
6. The agency has clearly identified an Agency Implementation Coordinator (or two) who is responsible for leading an Agency Implementation Team and/or coordinating and supporting the day-to-day implementation of CFPM.			
Please identify the Agency Implementation Team members; indicate Agency Implementation Coordinator(s) "":*			
7. Each member of the Agency Implementation Team has formally allocated time and effort to support the effective implementation of CFPM (as written into project documents or job description).			
What amount of job time (i.e., FTE) has been formally allocated for each Agency Implementation Team member and the Agency Implementation Coordinator to support effective implementation of the CFPM?			

To what extent are the following practices in place?	*No or Not In Place (0)*	*Sometimes or Partially In Place (1)*	*Yes or Fully In Place (2)*
8. Each member of the Agency Implementation Team has <u>sufficient time and effort</u> to support the day-to-day management and effective implementation of CFPM in the agency.			
What amount of job time (i.e., FTE) <u>would be ideal</u> for each Agency Implementation Team member and the Agency Implementation Coordinator, based on the work that needs to be done to support effective implementation of the CFPM?			
9. The Agency Implementation Team has a <u>document describing its organization</u>, including elements such as purpose, goals, roles and responsibilities, authority, communications, membership (e.g., a Terms of Reference, Charter, or Memorandum of Understanding). *NOTES: If the agency only has 1 person coordinating/supporting the implementation of CFPM, this item must be scored "0". If undocumented or incomplete, score as a "1".*			
10. Among Agency Implementation Team members, there is <u>experience creating and managing organizational changes</u> to support the implementation of an innovation.			
11. Among Agency Implementation Team members, there is <u>fluency</u> (i.e., advanced knowledge and the ability to apply that knowledge in varied contexts) <u>with the CFPM and how it should be implemented and practiced within an agency</u>.			
12. Among Agency Implementation Team members, there is <u>fluency</u> (i.e., advanced knowledge and the ability to apply that knowledge) <u>with the use of evidence-informed, active implementation strategies</u> (e.g. implementation teams, implementation infrastructure and best practices, implementation phases or stages, and plan-do-study-act improvement strategies).			
13. At least monthly, members of the entire Agency Implementation Team <u>meet in person</u> to discuss the ongoing implementation of CFPM. *NOTE: If the agency only has 1 person coordinating/supporting the implementation of CFPM, this item must be scored "0".*			
14. At least monthly, the Agency Implementation Team <u>provides updates and communicates successes/needs related to CFPM to those with executive leadership</u> of CFPM in the agency.			
15. The agency has <u>documented a sustainability plan</u> for the positions on the Agency Implementation Team (including the Agency Implementation Coordinator) beyond the CAPP grant. *NOTE: Undocumented or incomplete plans should be scored as a "1".*			

Recruitment & Selection (RS)			
Scale Description: The agency uses best practices for the recruitment and/or selection of staff to practice the CFPM with the agency's target population.			
To what extent are the following practices in place?	*No or Not In Place (0)*	*Sometimes or Partially In Place (1)*	*Yes or Fully In Place (2)*
1. The agency has clearly identified <u>who</u> (regardless if an individual or group) is responsible for ensuring the recruitment and selection of staff who will practice the CFPM.			
Please identify who (position/name) is responsible for ensuring recruitment and selection of staff who will practice the CFPM:			
2. The individual or group identified in #1 is <u>continually well supported</u> by executive leadership and the agency implementation team to ensure staff recruitment and selection to practice the CFPM (e.g., provided resources, valued, access to agency decision-making processes).			
3. <u>Individuals who are making staff selection or promotion decisions are proficient</u> (i.e., advanced knowledge and the ability to reasonably apply that knowledge during selection or promotion decisions) in the key principles, skills, and abilities required to effectively practice the CFPM.			
4. <u>There are job, position, or role descriptions</u> for potential staff hires and internal promotion candidates that provide clear expectations about their CFPM activities, responsibilities, and accountability.			
5. The agency uses <u>staff selection criteria</u> that are aligned with CFPM philosophy, values, and principles.			
6. The agency <u>systematically recruits or selects staff at all levels to practice the CFPM</u> in response to vacancies or staff turnover.			
7. Agency staff selection processes include <u>observational assessments of key abilities related to practicing the CFPM</u> (e.g., cultural responsivity, trauma-informed thinking, community engagement). *NOTE: observation may occur through interactive interviews or observation of family services delivery.*			
8. Agency staff selection processes include <u>observational assessments of willingness and key abilities related to staff professional development</u> (e.g., abilities to modify practice behaviors, accept coaching feedback, engage in conceptual thinking). *NOTE: observation may occur through interactive interviews or observation of prior professional development activities.*			

	No or Not In Place (0)	Sometimes or Partially In Place (1)	Yes or Fully In Place (2)
9. Information about newly selected staffs' strengths and needs is <u>used to inform their training and coaching supports.</u>.			
10. Appropriate <u>data are used to evaluate the effectiveness</u> of staff CFPM recruitment and selection practices (e.g., turnover data, data from exit interviews, training data, coaching data, fidelity data).			

<table>
<tr><td colspan="4" align="center">Training (T)</td></tr>
<tr><td colspan="4">Scale Description: The agency uses best practices for training staff to practice the CFPM with the agency's service population.</td></tr>
<tr><td>To what extent are the following practices in place?</td><td><i>No or Not In Place (0)</i></td><td><i>Sometimes or Partially In Place (1)</i></td><td><i>Yes or Fully In Place (2)</i></td></tr>
<tr><td>1. The agency has clearly identified <u>who</u> (regardless if an individual or group) is responsible for ensuring that staff receive training in CFPM.</td><td></td><td></td><td></td></tr>
<tr><td colspan="4"><i>Please identify who (position/name) is responsible for ensuring that staff receive training in the CFPM:</i></td></tr>
<tr><td>2. The individual or group identified in #1 is <u>continually well supported</u> by executive leadership and the agency implementation team to ensure training (e.g., provided resources, valued, access to agency decision-making processes).</td><td></td><td></td><td></td></tr>
<tr><td>3. The agency <u>systematically trains newly recruited or selected staff</u> on the CFPM.</td><td></td><td></td><td></td></tr>
<tr><td>4. All agency staff are <u>trained in the CFPM before being expected by the agency to practice</u> the CFPM in interactions with children and families.</td><td></td><td></td><td></td></tr>
<tr><td>5. The agency has developed or adopted a <u>written curriculum that details the content, methods, and sequence of how staff will be trained</u> to practice the CFPM. <i>NOTE: Undocumented or incomplete curricula should be scored as a "1".</i></td><td></td><td></td><td></td></tr>
<tr><td>6. The agency's CFPM training processes integrate <u>evidence-based approaches to adult learning</u> (i.e., combines four or more methods for presentation, application, and deep understanding of CFPM knowledge and skills; occurs in participants' normal work environment; occurs in groups of less than 40 trainees; lasts more than 20 hours).</td><td></td><td></td><td></td></tr>
<tr><td>7. The agency's CFPM trainers are recognized as <u>CFPM fluent</u>.</td><td></td><td></td><td></td></tr>
<tr><td>8. The agency <u>regularly provides coaching to CFPM trainers</u> using data about their training practices.</td><td></td><td></td><td></td></tr>
</table>

	No or Not In Place (0)	Sometimes or Partially In Place (1)	Yes or Fully In Place (2)
9. The agency assesses whether or not <u>CFPM training is being delivered as intended</u> (e.g., format and sequencing of training correct, all content is covered, training delivered competently and responsively).			
10. The agency <u>uses pre- and post-training data to evaluate</u> whether staff members' competence in and confidence to practice the CFPM increased as a result of CFPM training.			
11. Information about newly trained staffs' strengths and needs is <u>used to inform their ongoing coaching supports</u>.			

Coaching (C)			
Scale Description: The agency uses best practices for coaching staff as they practice the CFPM during interactions with children and families.			
To what extent are the following practices in place?	*No or Not In Place (0)*	*Sometimes or Partially In Place (1)*	*Yes or Fully In Place (2)*
1. The agency has clearly identified <u>who</u> (regardless if an individual or group) is responsible for ensuring that staff receive coaching on their practice of the CFPM following training completion.			
Please identify who (position/name) is responsible for ensuring that staff receive coaching on their practice of the CFPM following training completion:			
2. The individual or group identified in #1 is <u>continually well supported</u> by executive leadership and the agency implementation team to ensure coaching (e.g., provided resources, valued, access to agency decision-making processes).			
3. The agency has developed or adopted a <u>written plan that details expectations</u> for their staff to receive CFPM coaching after completion of CFPM training (e.g., where, when, with whom, why, methods). *NOTE: Undocumented or incomplete plans should be scored as a "1".*			
4. <u>Coaches' adherence</u> to the agency's written coaching plan <u>is regularly reviewed</u>. *NOTE: to receive a "2", C #3 must be scored "2."*			
5. Agency <u>staff systematically participate in CFPM coaching</u> following completion of initial CFPM training.			
6. Among those providing coaching to staff at the agency, there is <u>fluency</u> of the key principles, components, skills, and abilities required to effectively practice the CFPM.			
7. CFPM coaches make use of <u>observational data</u> (in person, audio, or video) as a primary source of information to support staff coaching.			

	No or Not In Place (0)	Sometimes or Partially In Place (1)	Yes or Fully In Place (2)
8. CFPM coaches use <u>multiple sources of information to give feedback to staff at the agency</u> (e.g., observational data, case or records review, staff member self-report, family outcome measures, interviews with others who may know about the staff member's practice of the CFPM – e.g., families, supervisors). *NOTE: only one source of information should be scored a "1".*			
9. The agency <u>uses data to evaluate</u> whether or not staffs' abilities to practice the CFPM improve as a result of CFPM coaching.			
10. CFPM coaches are <u>provided feedback on their coaching from *multiple sources of information*</u>, such as staff satisfaction surveys, observational assessment of coaching, coach self-report, and staff fidelity data. *NOTE: only one source of information should be scored a "1".*			

Fidelity Assessment (FID)

Scale Description: The agency uses best practices for assessing whether or not core CFPM components are practiced as intended by staff during interactions with children and families.

To what extent are the following practices in place?	*No or Not In Place (0)*	*Sometimes or Partially In Place (1)*	*Yes or Fully In Place (2)*
1. The agency has clearly identified <u>who</u> (regardless if an individual or group) is responsible for ensuring that CFPM fidelity assessments are completed and reported.			
Please identify who (position/name) is responsible for ensuring that CFPM fidelity assessments are completed and reported:			
2. The individual or group identified in #1 is <u>continually well supported</u> by executive leadership and the agency implementation team to ensure fidelity assessments (e.g., provided resources, valued, access to agency decision-making processes).			
3. The agency has <u>practical and efficient</u> CFPM fidelity assessment procedures (i.e., not burdensome).			
4. The agency ensures that <u>CFPM fidelity assessments predict intended short-term child and family outcomes</u>. *NOTE: this may be accomplished through interactions with county or state evaluators or other partners.*			
5. Staff at all levels in the agency have been <u>oriented</u> to CFPM fidelity assessment protocols and procedures.			
6. CFPM fidelity assessment procedures are <u>systematically completed</u> for each staff member.			

7. Fidelity assessments include <u>observational assessment of staffs' skills and abilities</u> to competently practice the CFPM.			
8. Fidelity assessment procedures make use of <u>multiple sources of information</u> about staffs' practice of the CFPM (e.g., quality assessments –third-party observational assessments; adherence measures – session checklists; caregiver engagement – caregiver participation in session and out-of-session activities as intended). *NOTE: only one source of information should be scored a "0".*			
9. The agency <u>recognizes staff specifically for participating</u> in CFPM fidelity assessment procedures.			

Decision-Support Data System (DSDS)			
Scale Description: The agency uses best practices to gather, use, and share implementation and CFPM data for decision-making to improve the implementation of CFPM within the agency.			
To what extent are the following practices in place?	*No or Not In Place (0)*	*Sometimes or Partially In Place (1)*	*Yes or Fully In Place (2)*
1. The agency has clearly identified <u>who</u> (regardless if an individual or group) is responsible for ensuring that CFPM data are collected, analyzed, and reported.			
Please identify who (position/name) is responsible for ensuring CFPM data are collected, analyzed, reported:			
2. The individual or group identified in #1 is <u>continually well supported</u> by executive leadership and the agency implementation team to ensure CFPM data are collected, analyzed, and reported (e.g., provided resources, valued, access to agency decision-making processes).			
3. The agency has <u>practical and efficient</u> CFPM data collection procedures (i.e., built into practice routines, not burdensome).			
4. The agency systematically collects data about the <u>recruitment and selection</u> of staff to practice the CFPM (i.e., # of staff selected, selection outcomes, quality of recruitment and selection processes).			
5. The agency systematically collects data about CFPM <u>training</u> (i.e., # of staff trained, training outcomes, and quality of training processes).			
6. The agency systematically collects data about CFPM <u>coaching</u> (i.e., # coaching sessions, coaching outcomes, quality of coaching processes).			
7. The agency systematically collects data about staff members' <u>fidelity</u> to the intended practice of CFPM core components (i.e., number of fidelity assessments, fidelity outcomes, and quality of fidelity assessments).			

To what extent are the following practices in place?	*No or Not In Place (0)*	*Sometimes or Partially In Place (1)*	*Yes or Fully In Place (2)*
8. The agency systematically collects data about CFPM <u>service provision</u> (i.e., number of families served, caregiver satisfaction with the CFPM).			
9. The agency systematically collects data about <u>short-term child and/or family outcomes</u> related to the CFPM (e.g., positive engagement with the child welfare agency, increased connection to community or natural supports, reduced experience of historical trauma triggers). *NOTE: these examples are not requirements*			
10. The agency systematically collects data about <u>long-term child and/or family outcomes</u> related to the CFPM (e.g., reduced entry into foster care, reduced disparity and disproportionality among identified cultural groups at risk for long-term foster care). *NOTE: long-term child and/or family outcome data may be obtained from county or state partners.*			
11. The agency ensures that selected <u>long-term, child and/or family outcomes are socially important</u> (i.e., align with safety, permanency, and wellbeing goals of child welfare). *NOTE: long-term child and/or family outcome data may be obtained from county or state partners.*			
12. The agency ensures that <u>CFPM data are reliable and valid</u>. *NOTE: this may be accomplished through interactions with county or state partners, including evaluators or researchers.*			
13. At least quarterly, agency-specific CFPM data reports are <u>widely shared within the agency</u>.			
Please identify what data/information and who (teams, depts., people, positions) receives these communications:			
14. At least quarterly, <u>executive leaders in the agency provide feedback to Agency Implementation Team members</u> on agency-specific CFPM data reports.			
15. CFPM data <u>are used for decision-making</u> to improve CFPM and implementation practices within the agency.			
16. At least quarterly, agency-specific CFPM data reports are <u>shared with community partners and appropriate system partners outside the agency</u>.			
Please provide more details about who outside the agency receives these reports:			

Facilitative Administration (FAC)			
Scale Description: The agency uses best practices to solicit, document, and use information about agency policy and practice facilitators and barriers to improve the implementation of CFPM within the agency.			
To what extent are the following practices in place?	*No or Not In Place (0)*	*Sometimes or Partially In Place (1)*	*Yes or Fully In Place (2)*
1. Executive leaders in the agency have <u>integrated</u> the implementation of the CFPM <u>into the agency's strategic plans</u>.			
2. Internal <u>agency policies and practices reflect</u> evidence-informed, active approaches to implementing <u>CFPM</u> (e.g., staff recruitment and selection, training, coaching, and fidelity assessment; decision-support data systems; linked leadership and implementation teams; family access to CFPM).			
3. The Agency Implementation Team <u>employs usability testing strategies</u> (i.e., short plan-do-study-act cycles with small groups) to test and adjust the implementation of CFPM within the agency.			
4. The agency <u>systematically solicits information from staff</u> at all levels about how well its internal policies and practices support implementation of CFPM (e.g., adequate time or resources to practice the CFPM; adequate time or resources to participate in CFPM implementation support activities – e.g., coaching, data completion; alignment of the CFPM with other agency activities).			
5. The agency <u>systematically solicits information from the children, families, and/or communities it serves</u> about how well its policies and practices support family experience of the CFPM (e.g.., CFPM-trained staff availability, bilingual CFPM staff, agency capacity to support practice of the CFPM).			
6. <u>Common themes</u> in the information gathered from staff, families, and/or community partners <u>are documented</u>.			
7. At least quarterly, the Agency Implementation Team <u>communicates to the executive leaders in the agency</u> common themes in the information gathered.			
8. At least quarterly, <u>executive leaders in the agency provide feedback to the Agency Implementation Team</u> on common themes in the information gathered.			
9. Common themes in the information gathered are <u>used to strengthen internal agency policies and practices</u> to support the implementation of the CFPM.			

Systems Intervention (SI)			
Scale Description: The agency uses best practices to solicit, document, and use information about CFPM successes and larger systems needs to improve and sustain the implementation of CFPM within the agency.			
To what extent are the following practices in place?	*No or Not In Place (0)*	*Sometimes or Partially In Place (1)*	*Yes or Fully In Place (2)*
1. The agency has <u>integrated</u> their implementation of CFPM <u>within larger county health and wellbeing initiatives or strategic plans</u>.			
2. The agency <u>systematically solicits information from staff at all levels</u> about larger service system needs related to the CFPM that may be outside of the agency's immediate influence or direct control (e.g., system partner awareness of the CFPM, gaps in resources, community engagement).			
3. The agency <u>systematically solicits information from the children, families, and/or communities it serves</u> about larger service system needs related to family experience of the CFPM (e.g., cross-agency practice alignment, travel to sessions).			
4. The agency <u>systematically solicits information</u> from staff at all levels, families, and community partners <u>about CFPM successes</u> in the agency.			
5. As they are identified, the agency <u>documents</u> larger service system needs and CFPM successes.			
6. At least quarterly, larger service system needs and/or CFPM successes are <u>communicated to executive leaders in the agency</u>.			
7. At least quarterly, <u>executive leaders in the agency provide feedback to Agency Implementation Team members</u> on larger service systems needs and/or CFPM successes.			
8. The agency <u>works with appropriate system partners</u> at various levels (e.g. mental health, courts, probation, county council) <u>to address larger service system needs</u> related to implementation of the CFPM.			
9. At least quarterly, the agency's <u>CFPM successes are shared with appropriate stakeholders, partners, champions, and opinion leaders outside the agency</u>.			
Please identify who receives information about CFPM successes:			
10. The agency has <u>documented a sustainability plan for the necessary financial and practice model resources</u> needed to support the ongoing implementation of CFPM beyond the CAPP grant. *NOTE: Undocumented or incomplete plans should be scored as a "1".*			