

Some Assembly Required

*How Start (or Jump Start) Your Linkages
Program*

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Workshop Overview

- ❑ What have we learned are the key ingredients for a successful Linkages program?
- ❑ What does implementation science tell us are the drivers for Linkages becoming a “way of doing business”?
- ❑ What strategies can you use to create and/or sustain Linkages in your location?

What are the key ingredients for Linkages to thrive?



Key Ingredients for Linkages Success



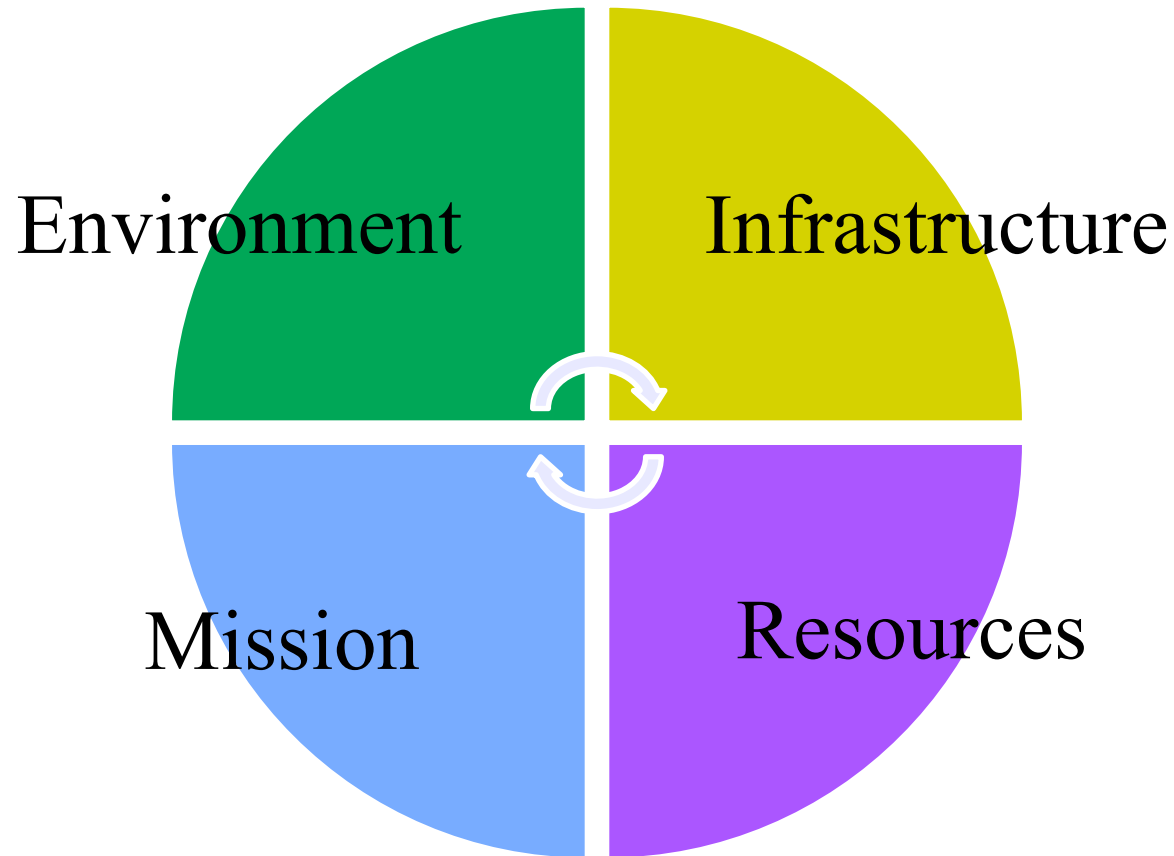
- ❑ Shared vision of Linkages
- ❑ Consistent, visible commitment from joint leaders
- ❑ Accurate, systematic identification of target population
- ❑ Deliberate service coordination between CalWORKs and Child Welfare Services
- ❑ Jointly trained workforce

Key Ingredients for Linkages Success

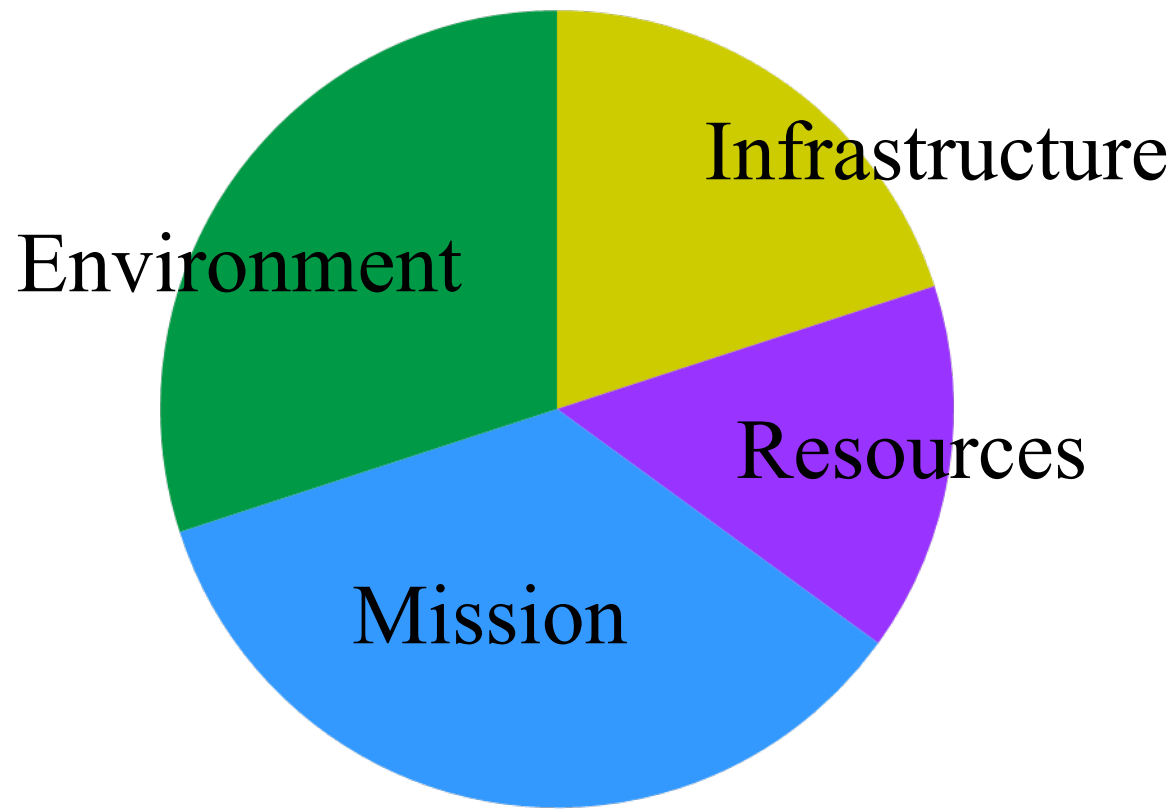
- ❑ Commitment to leveraging resources
- ❑ Shared accountability for economic self-sufficiency, family stability and child safety outcomes
- ❑ Robust communication between CWS and CalWORKs and across stakeholders



Relational World View: Forces in Balance



Relational World View: Forces at a Time of Imbalance



Getting Linkages Started

- Assess your readiness
- Create a work plan
- Customize the program
 - Establish an Implementation Team
 - Mission, Vision, Guiding Principles
 - Define the target population
 - Select type of Linkages program that fits
 - Clear the path for collaboration to happen
 - Establish policies & procedures to guide practice



Setting the Stage for Implementation

- ❑ Plan for training staff on Linkages values & practice
- ❑ Plan for evaluation of Linkages success
- ❑ Plan for communicating about Linkages
- ❑ Plan how to maximize funding for Linkages
- ❑ Plan for managing and sustaining Linkages



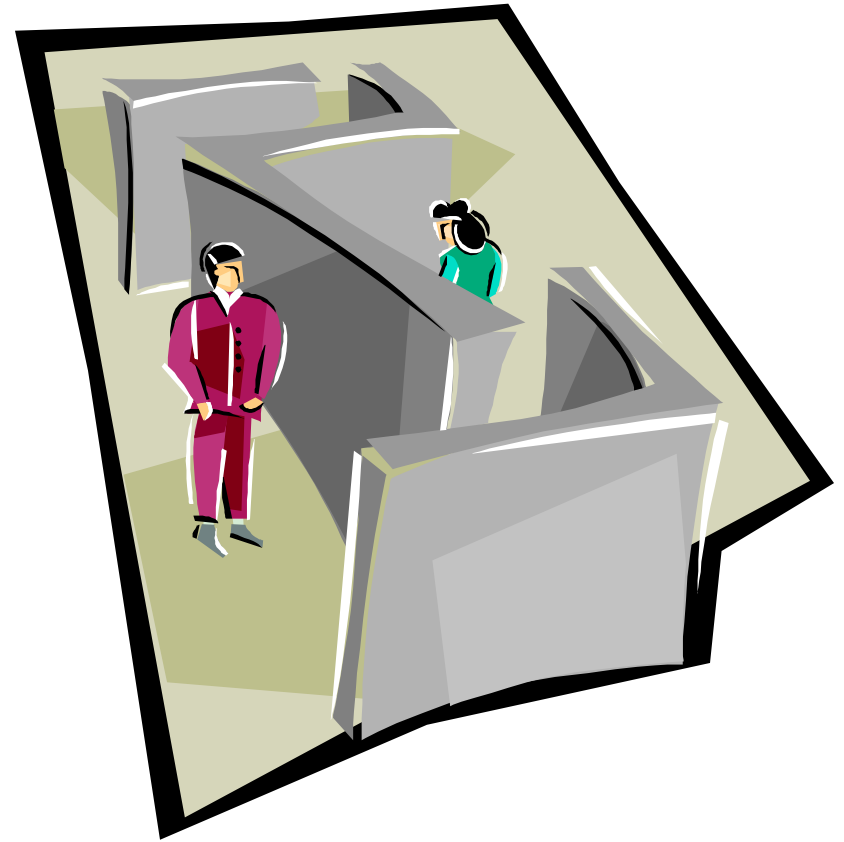
Keeping Linkages Going



- Assess sustainability of your program
 - Sustainability Assessment Tool
- Prioritize areas for growth & sustainability
- Develop sustainability strategies
- Revise work plan to promote sustainability

Common Barriers to Implementation & Sustainability

- ❑ Competing Demands
- ❑ Maintaining Commitment
- ❑ Reaching Full Implementation





Strategies to Address Competing Demands

- ❑ Reinforce the integrative power of Linkages
- ❑ Connect milestones and success of Linkages to goals of other priorities
- ❑ Stay focused on what matters most
- ❑ Let go of what doesn't matter
- ❑ Form alliances across organizational boundaries



Strategies to Address Maintaining Commitment

- ❑ Communicate successes
- ❑ Increase the “Emotional Quotient”
- ❑ Advocate, inquire and repeat, as needed
- ❑ Build trust across functions
- ❑ Set the bar high in the public view



Strategies for Reaching Full Implementation

- Appreciate the “Implementation Dip”
- Utilize informal networks
- Pace the process for faster results
- Cope with the challenge of diffusion
 - Build coaching capacity
 - Promote permeability of organizational boundaries
 - Information infrastructure
 - Establish a learning culture

Domains of Sustainability





Factors Affecting Sustainability

- ❑ Local commitment to Linkages philosophy
- ❑ Existence of ongoing administrative leadership
- ❑ Strong partnership between CalWORKs and Child Welfare Services
- ❑ Inclusion of key stakeholders at all levels of Linkages development, operations & oversight
- ❑ Presence of a “champion” with power/influence to consistently advocate for Linkages approach



Factors Affecting Sustainability (cont.)

- ❑ Incorporate Linkages into larger system, not separate initiative
- ❑ Provision of ongoing training
- ❑ Collect evaluation data on Linkages efficacy
- ❑ Engagement of political/policy leaders
- ❑ Existence of formal policies and regulations supportive of Linkages
- ❑ Integrate Linkages into county strategic plans



Strategies to Sustain Linkages

Strategy

- ❑ Conduct social marketing campaign to build support
- ❑ Provide refresher or ongoing Linkages training
- ❑ Cultivating strong CWS / CalWORKs relationships
- ❑ Create & disseminate evaluation results
- ❑ Create an advocacy base

Tools

- ❑ Linkages video & communications material
- ❑ Linkages curriculum from Training Academy & CFPIC
- ❑ Meet 'n' Greet, co-location, joint strategic planning
- ❑ Outcome worksheets; track results, even on small scale
- ❑ Video; communications material; evaluation findings



Strategies to Sustain Linkages (cont)

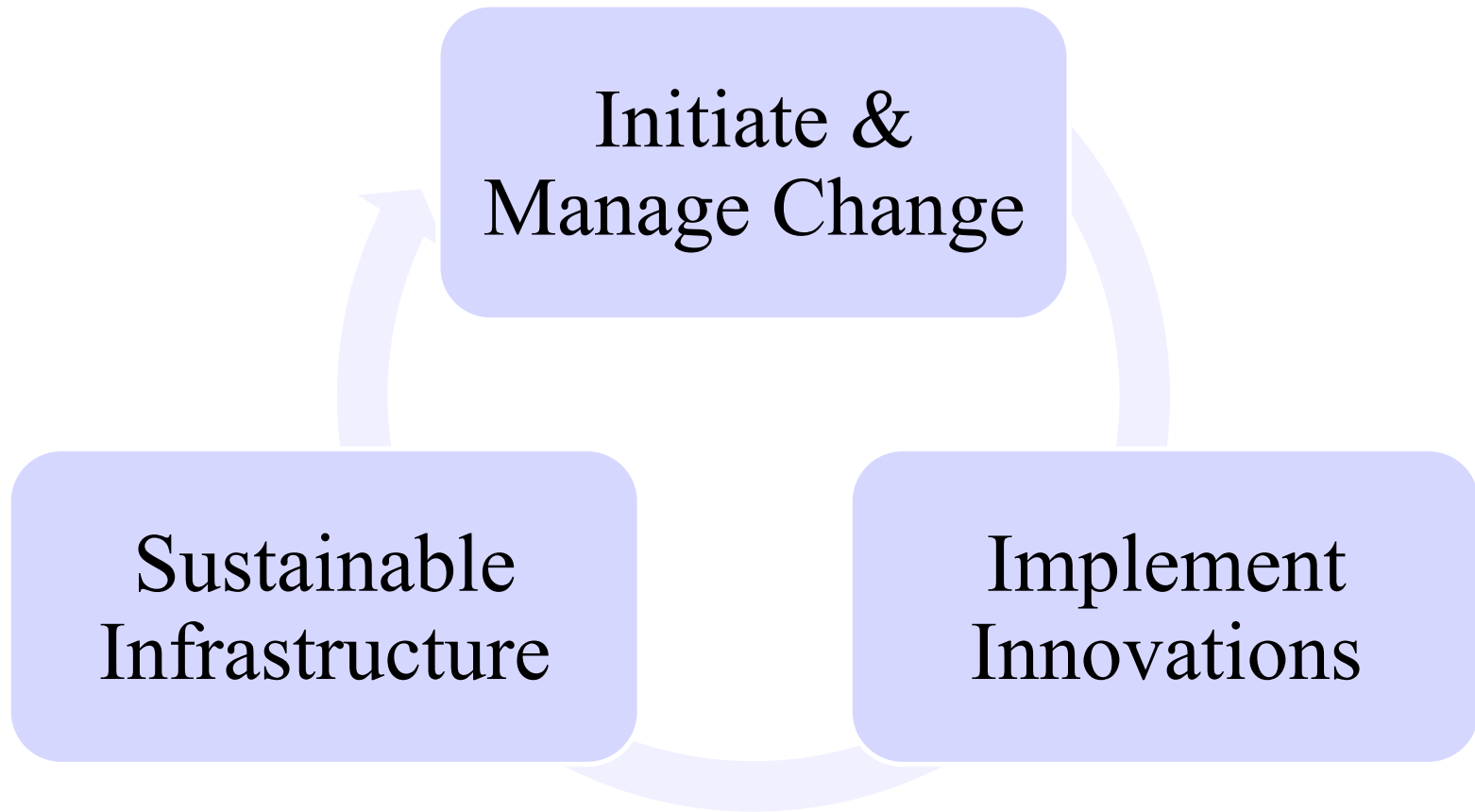
Strategy

- ❑ Cultivate Linkages leaders for succession planning
- ❑ Maximize funding source for mutual clients
- ❑ Anchor Linkages model in context of community safety net
- ❑ Ensure available resources reach all eligible clients

Tools

- ❑ Newsletters, bulletin boards, staff recognition
- ❑ Fiscal case plans, track cost savings, inform leadership of cost outcomes data
- ❑ Coordinate services for mutual clients as prevention, intervention & after care
- ❑ Resource Support Teams; court endorsement

Tips from Implementation Science

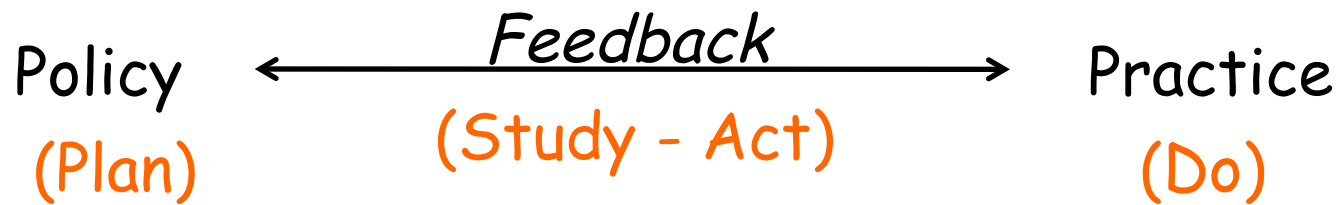


Initiate & Manage Change

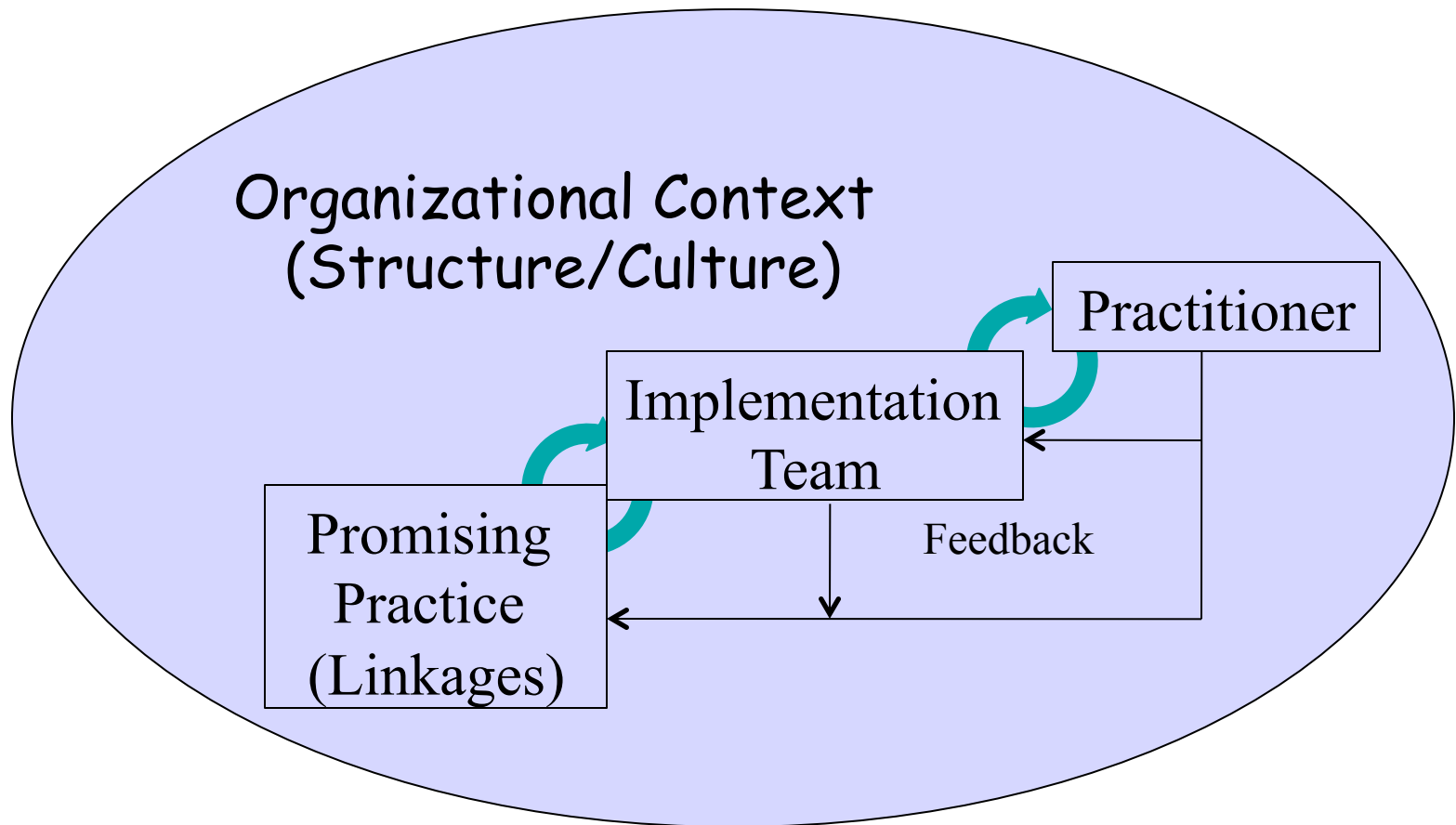
- Can't change a whole system at one time
- Manage the old while creating the new
- Build on the best of current reality
- Reduce impact of mistakes
 - Minimize damage
 - Increase flexibility
 - Repair rapidly
 - Learn from errors



Form Follows Function



Implement Innovations



Sustainable Infrastructure

- Become addicted to feedback & assessment of results
- Focus on function—measurable benefits to consumers
- Feedback loop enables the learning process
- Feedback loop provides a trusted guidance system
 - Approximates overall goals of the system at each level
 - Prompts action in the Plan-Do-Study-Act cycle



What's Your Sustainability Plan?





Sustainability Planning

- ❑ Assess balance in your county across sustainability domains
- ❑ Select 1 priority area for action
- ❑ Create action plan

Questions?

