

Literature Review: 04/01/2013 – 06/30/2013

Brief Introduction of Content:

The National Child Welfare Resource Center for Organizational Improvement (NRCOI) quarterly literature review is a compilation of current sources relevant to child welfare organizational improvement. Resources cited can include: scholarly articles, reports, webinars, and book reviews. The research focus of this document involves the following areas of interest: charters, continuous quality improvement, implementation, interagency collaboration, leadership, recruitment and retention, strategic planning, supervision, systemic change, training systems, using data, and workforce development. The search is thorough but not exhaustive, feel free to contact us with recent selections that fit the search criteria and warrant review. The information captured is intended to present the general concepts of the work to help guide individuals toward current and relevant information.

Summary:

In the scholarly articles portion of this document twelve articles and three reports were reviewed and their key concepts summarized. The review captured one article on safety and well-being, one on program development, one on continuous quality improvement, one on leadership, three on using technology and social media, and five on workforce development. It additionally includes two reports on the effectiveness of trauma interventions, and one on the Making Connections Initiatives by the Casey Foundation. In regards to themes, several of these articles touched upon the concept of child well-being. Specifically, how this concept relates to long-term outcomes and current data collection techniques. Another prominent theme was evidence-based practice (EBP) in trauma interventions and the link between successful EBP implementation and engaged leadership. Also of note is a response by Commissioner Bryan Samuels and Brett Vaughn Brown from the Administration on Children Youth and Families (ACYF) on a Differential Response article reviewed in the January/ March NRCOI quarterly literature review. This current review also includes a webinar on trauma interventions and their effectiveness and a newly released reference guide on applying implementation science in early childhood programs and systems.

The review of the monthly Children's Bureaus publications includes; 41 selections from the Child Welfare Information Gateway Administration publication, 24 selections of specific interest to organizational improvement concepts from the Children's Bureau Express, and 5 selections from Child Welfare E-Alerts. All of these selections additionally include live links.

For more information or help with this document please contact Leah Bruns at leah.bruns@maine.edu.

Articles

Safety & Well-being		
Source	About/Method	Findings
<p>Ai, A., Foster, L., Pecora, P., Delaney, N., & Wenceslao, R. (2013). Reshaping child welfare's response to trauma: Assessment, evidence-based intervention, and new research perspectives. <i>Research on Social Work Practice</i>. Advance online publication, 1-18.</p>	<p>This research focuses on the emerging evidence demonstrating that PTSD intervention and assessment of children and adolescents involved in the child welfare system is lacking.</p> <p>Method:</p> <ul style="list-style-type: none"> • Review of current research on the psychiatric consequences of PTSD (author notes: this is not a meta-analysis of foster care research on PTSD). • Comparison of studies demonstrating the higher prevalence of PTSD among foster care recipients and alumnae. • Discussion of psychosocial and biological factors as they relate to maltreatment trauma and mental disorders. • A summary of current evidence-based interventions. • A discussion of posttraumatic growth (PTG), as opposed to posttraumatic stress disorder, and gene environment research. 	<p>Social workers and scholars should be aware of new and promising research on PTSD and PTG including;</p> <ul style="list-style-type: none"> • Resilience/posttraumatic growth (PTG) perspectives and the necessity of repeat assessments • Gene-environment Interactions (G x E) research – this involves research measuring individual susceptibility to trauma • Research on evidence-based treatments and alternative mindful healing approaches <p>*Also included is a table of current evidence based practices, their evidence ratings, a brief description of the intervention practice, and the target audience characteristics</p> <p>Limitations: many major studies cited in this research are mainly descriptive in nature. The review of current research does indicate that trauma informed practice and intervention is an area of study that needs attention. The authors also point out that the child welfare mission of safety, permanency, and well-being should consider refocusing resources toward the well-being portion of that mission.</p>
Program Development		
<p>Samuels, B., & Brown, B. V. (2013). Differential response:</p>	<p>A notable response to the article, Issues in Differential Response (DR),</p>	<p>Author Abstract: In their critique of differential response (DR), Hughes and</p>

<p>Response to Hughes and colleagues. <i>Research on Social Work Practice</i>. Advance online publication. doi:10.1177/1049731513487222</p>	<p>previously reviewed in the NRCOI literature review and cited below. This published response is from ACYF Commissioner Bryan Samuels and Brett Vaughn Brown. Samuels and Brown point to significant research and literature which serve as the underpinnings for the current DR philosophies supported by the ACYF.</p> <p>Hughes, R. C., Rycus, J. S., Saunders-Adams, S. M., Hughes, L. K., & Hughes, K. N. (2013). Issues in differential response. <i>Research on Social Work Practice</i>. Advance online publication, 1-29.</p>	<p>colleagues raise a number of important issues that are central to broader efforts at the Administration on Children, Youth, and Families (ACYF) including the need for greater reliance on evidence-based practice in child welfare, more rigorous evaluation methodologies, and a robust set of measures and instruments to guide practice and evaluation. ACYF is pursuing these goals with projects to increase focus on child well-being, improve associated measures, promote the use of evidence-based programs, and expand the evidence base. We believe that DR is a promising practice and expect forthcoming results from an ACYF-sponsored multisite evaluation of DR to significantly enhance the evidence base. Future efforts can build on these results by focusing on social and emotional well-being in addition to safety and permanency, using demonstrated assessments to monitor outcomes, and offering families in both alternative and investigative pathways evidence-based services.</p>
<p>Continuous Quality Improvement</p>		
<p>Toche-Manley, L., Dietzen, L., Nankin, J., & Beigel, A. (2013). Revolutionizing child welfare with outcomes management. <i>The Journal of Behavioral Health Services & Research</i>, 40(3), 317-329</p>	<p>Outcomes management and its subsequent technologies were recognized more than a decade ago as a “methodology of collecting and using clinical data to alter treatment results” (p.317). These concepts were initially embraced by the child welfare community but were hindered by lack of real-time technological advances. As technology has continued to improve the implementation of successful outcomes management systems has continued to lag. The authors address many of the issues, which are currently hindering</p>	<p>Effective implementation of outcomes management is reliant on the organizational environment. The results of the study also indicated that by using such data, which is now affordable to child welfare agencies, that it is possible to use specific factors (in this case resilience) to increase case and systems level learning of organizational structures and how they influence outcomes. The article also emphasized that one of the major stumbling blocks to implementing outcomes management fully is the concern from workers that the results will be used in a punitive way.</p>

	effective implementation of such programs. A model for predicting resiliency is presented and data collected from various agencies across several states from 2007 – 2009 using the computer-based behavioral outcomes management system is analyzed.	
Leadership		
Source	About/Method	Findings
Lavertu, S., & Moynihan, D. P. (2013). The empirical implications of theoretical models: a description of the method and an application to the study of performance management implementation. <i>Journal Of Public Administration Research & Theory</i> , 23(2), 333-360.	Research on the, Empirical Implications of Theoretical Models (EITM) “an initiative in political science to improve empirical inquiry by strengthening its theoretical foundations” (p.333). This specific research investigates how leadership commitment relates to staff’s use of performance information from performance information systems. The implications are discussed and reviewed in depth as they relate to a 2007 Government Accountability Office survey of federal agency managers.	<ul style="list-style-type: none"> • Leadership commitment does relate to performance information use. • Moderate levels of commitment correlates to the perception that data collection costs hinder information. • “...our model provides a logic for challenging the conventional wisdom that more committed leadership is always a good thing, as a leader might be committed to data collection precisely because she or he does not care about whether or not information use is beneficial” (p.356). • “The EITM method (broadly construed) stands to help improve public administration scholarship” (p.357).
Technology & Social Media		
Source	About/Method	Findings
Cavico, F., Bahaudin, M., Muffler, S. & Samuel, M. (2013). Social media and the workplace: legal, ethical, and practical considerations for management.	“ ...a legal, ethical, and practical examination of social media in employment. The legal section of this article is a very substantive one where the authors extensively address the legal	<p>This article contains the following:</p> <ul style="list-style-type: none"> • Social Media: Definition, Overview, and Trends • Legal Considerations • Ethical considerations <p>Practical Considerations and Recommendations for</p>

<i>Journal of Law, Policy and Globalization</i> , 12, 1-40.	ramifications of social media policies and practices in employment. Case law, regulatory law, as well as legal and management commentary, are also examined to determine how a wide variety of laws apply, and could apply, to social media in the workplace” (p1).	Employers & Employees
Beil, G. (2013). The next generation of casework. <i>Policy & Practice</i> , 71(2), 30.	An opinion piece by the Health and Human Services Business Development Manager at Adobe on the importance of integrating “digital customer engagement opportunities for customer self direction” (p.30).	New tools being developed for mobile phones have the possibility to transform traditional casework models and help engage citizens in a new way.
Harder, C. T., & Jordan, M. M. (2013). The transparency of county websites: a content analysis. <i>Public Administration Quarterly</i> , 37(1), 103-128.	Researchers explore the concept of transparency by utilizing content analysis of county websites. Transparency is described as an increase in citizen access and knowledge of government processes. This assessment is focused solely on county websites in the state of Arkansas which has a distinctly rural demographic. The methods used by the researcher involved the development of a transparency indicator scorecard, regression analysis, relevant demographic data, and content analysis of actual county websites.	Arkansas county websites are still fairly non-transactional or interactive, two major determinants needed to inform the researchers analysis of transparency. The websites reviewed are only in the beginning stages of informational development that would be necessary to support conclusions in regards to transparency. However, the researchers make the recommendations that while developing a site that does support the concept of transparency, agencies should attempt to survey the public to understand what information would be useful, and also be aware of and follow the 2009 Memorandum on Transparency and Open Governance developed by the Obama administration. (federal register 2009)
Workforce Development		
Source	About/Method	Findings
Aguiniga, D. M., Madden, E. E., Faulkner, M. R., & Salehin, M. (2013). Understanding intention to leave: a comparison of urban,	“The Child Welfare league of America (CWLA) estimates the national annual turnover rate for public child welfare workers is approximately 22%” (CWLA	There is likely a relationship between workplace location and intention to leave, but only as it applies to the different organizational factors already prevalent based on geographic location. The researchers note that their

small-town, and rural child welfare workers. <i>Administration in Social Work</i> , 37(3), 227-241. doi:10.1080/03643107.2012.676610	2008). This high turnover in the field has and impact on the number of well trained and experienced staff working. The intention of this article is to explore the turnover rates as they relate to geographic location. Specifically; urban, small towns, and rural agencies. The data analysis is based on the 2005 Survey of Organizational Excellence, which is administered biannually to Texas state agencies. The sample includes 2,903 participants. The researchers analyzed the following variables; intention to leave, organizational factors, (fair compensation, work group support, & mood about work), geographical location, personal case worker goals and factors, and other selected variables.	findings on the individual organizational differences within the three types of agency, urban, small-town, and rural, could be relevant in assisting organizations to employ specific strategies to lessen turnover. These specific factors are as follows, <ul style="list-style-type: none"> • Urban: Personal and organizational factors were most likely to influence intention to leave. Supervisors were more likely to have an intention to leave in these agencies than front line workers. • Small Town: Marked prevalence of older workers (50 – 59 years old) when compared to urban areas. These workers also displayed the longest service tenures. • Rural: More likely in comparison to urban and small town counterparts to report fair compensation.
Cooper, C., Gibbs Knots, H., McCord, D., & Johnson, A. (2013) Taking personality seriously: the five-factor model and public management <i>The American Review of Public Administration</i> , 43, 397-415.	This research explores “the use of personality assessments in public administration and examines the relationship between personality and job outcomes among public managers” (p.397). This study demonstrates the usefulness of the Five-Factor Model (FFM) as an alternative to the popular Myers-Briggs Type Indicator (MBTI). Method: Survey sample of 248 public managers of three city working with county management associations.	Findings: The researchers established documented regular use of personality assessments in public management practices. Their research went on to indicate that FFM can help explain public-sector employee behavior specifically as it relates to organizational citizenship behaviors.. This research clearly highlights the differences between these findings and previous research. It also discusses how FFM can provide a framework for both academics and practitioners in public administration.
Lee, S. J., Sobeck, J. L., Djelaj, V., & Agius, E. (2013). When practice and policy collide: child welfare	In collaboration with Department of Human Services officials of a mid-western state, university researchers	Five themes of significance were noted and reevaluation of current processes and practices recommended. 1. The intake process frequently hinders the

<p>workers' perceptions of investigation processes. <i>Children and Youth Services Review</i>, 35(4), 634-641. doi:10.1016/j.chilyouth.2013.01.004</p>	<p>conducted four focus groups to better understand individual investigative practice, and improve, child welfare investigations. This collaboration was the result of a court-ordered consent decree to improve child welfare investigations at the agency. The focus groups ran from May to June in 2011 and included 39 participants. The focus groups took the form of semi-structured interviews with 3 goals.</p> <ol style="list-style-type: none"> 1. To understand the quality of current CPS investigations 2. To identify issues and challenges related to the investigation process 3. To examine the resulting data for recommendations. <p>The researchers used Nvivo to search for themes.</p>	<p>investigation. Lack of information about a case prior to the initial meeting with the family can make the case workers job more difficult.</p> <ol style="list-style-type: none"> 2. Difficulty coordinating with various systems within the greater public (ex. police, schools, hospitals, and courts) can frequently make thorough investigations more challenging. The issues noted ranged from noncompliant or uncooperative behavior to collaborators not following the designated processes. 3. The limited time and resources allocated to complete investigations do not give workers what they need to be thorough. 4. Policy and practice misalignment was noted by workers as a day-to-day reality directly effecting investigative quality. They also noted that they are frequently unaware of all the current policies or policy changes needed to do their work. 5. The current investigative assessment tool was noted as being ineffective and biased.
<p>Preston, M. S. (2013). Motivating child welfare case managers: an application and extension of feedback information theory. <i>Children and Youth Services Review</i>, 35(4), 734-741. doi:10.1016/j.chilyouth.2013.01.014</p>	<p>The researcher addresses how case manager job characteristics impact job motivation, an issue, which has not previously been researched within the child welfare literature. The author surveyed 419 county-based public child welfare case managers in New York state.</p>	<p>Research findings:</p> <ul style="list-style-type: none"> • Clearly demonstrate that instrumental feedback has a direct and positive relationship with work motivation and that job complexity is a moderating influence • Without instrumental feedback case managers have more difficulty executing and implementing case plans. • When taking into account factors such as job complexity case managers with greater control over their work had higher job satisfaction. <p>Feedback that yields better outcomes is related to contextual and institutional factors and should be directly</p>

		linked.
Smith, D. B., & Shields, J. (2013). Factors related to social service workers' job satisfaction: revisiting Herzberg's motivation to work. <i>Administration in Social Work</i> , 37(2), 189-198. doi:10.1080/03643107.2012.673217	This research revisits the theory that job satisfaction in child welfare is linked to factors other than pay. This research further analyzed the personal characteristics of job satisfaction and categorized them into 3 major domains; demographics, maintenance characteristics, and motivation or personal characteristics. These domains are each then used as variables in a logistic regression technique. The population sampled was made up of individuals participating in an evaluation of a training program for social service workers in Missouri. It includes 229 respondents from 2002 – 2004.	The analysis indicates that elements of both maintenance and motivation characteristics are important predictors of job satisfaction. Notably; “experience with supervisor (maintenance) and variety and creativity (motivation)” (p. 195). This research also indicates that Herzbergs’s motivation of work theories continue to remain relevant.
Reports	About	
Forman-Hoffman V., Knauer, S., Mckeeman, J. & et al. (2013). Executive summary: Child and adolescent exposure to trauma: Comparative effectiveness of interventions addressing trauma other than maltreatment or family violence. (Comparative Effectiveness Reviews, No. 107). Rockville MD): RTI International – University of North Carolina Evidence Based practice Center, Agency for Healthcare Research and Quality.	The executive summary portion of a larger report examining the effectiveness of child and adolescent trauma interventions and treatments based on evidence from Comparative effectiveness Reviews.	
Golden Fraser, J., Lloyd, S., Murphy, R., & et al. (2013). <i>Child</i>	“Method: A team of reviewers, including clinicians specializing in child trauma treatment, independently reviewed, extracted data from, and rated the risk of bias of relevant trials. Decisions	

<p><i>exposure to trauma: Comparative effectiveness of interventions addressing maltreatment.</i> (Comparative Effectiveness Reviews, No. 89 No. 13-EHC002-EF). Rockville MD: RTI International - University of North Carolina Evidence-based Practice Center, Agency for Healthcare Research and Quality. http://www.ncbi.nlm.nih.gov/pubmedhealth/PMH0055988/</p>	<p>required agreement between two independent reviewers, with disagreements regarding inclusion or exclusion resolved by a third. We qualitatively synthesized results; quantitative analysis was not appropriate due to clinical heterogeneity, insufficient numbers of similar studies, and wide variation in outcome reporting” (structured abstract).</p> <p>“Conclusion: This review serves as an urgent call for improving and building the evidence base for interventions to promote the well-being of maltreated children. A multisite research network is a powerful platform that could facilitate the conduct of large, methodologically rigorous comparative efficacy and effectiveness trials needed to move the field forward. More broadly, a paradigm shift is required on the part of researchers and funders alike to galvanize the commitment and resources necessary for conducting collaborative clinical trials with these particularly vulnerable children and families” (structured abstract).</p>
<p>The Annie E. Casey Foundation. (2013). Community change: Lessons learned from making connections. Baltimore, MD: The Annie E. Casey Foundation. http://www.aecf.org/KnowledgeCenter/Publications.aspx?pubguid={5D685BDA-9396-418F-88BE-94302EEF0756}</p>	<p>This report provides an overview of Making Connections, a major community development initiative led by the Casey Foundation. The report provides several big-picture lessons that can help inform community development work moving forward.</p>
<p>Other</p>	<p>Overview</p>
<p>Webinar: Saunders, B. (May 16, 2013). So Much Trauma, So Many Interventions: How Do We Choose? [Webinar]. Retrieved from The California Evidence Based Clearinghouse for Child welfare:</p>	<p>Abstract : “The webinar was originally recorded on Thursday, May 16, 2013, from 10:00 - 11:00 am (PDT). The webinar is 60-minutes long. Please click here to download a pdf version of the PowerPoint slides from this webinar. Please click here to start viewing and listening to the webinar.</p> <p>In this presentation, Dr. Benjamin Saunders, Professor in the Department of Psychiatry and Behavioral Sciences at the Medical University of South Carolina, first reviews many of the trauma interventions ranked highly for their effectiveness in the CEBC as well as several important promising practices. Characteristics such as the target populations, target problems, length of treatment, intervention</p>

<p>URL: www.cebc4cw.org.</p>	<p>components and quality of supporting research will be discussed. Then, Dr. Saunders discusses guiding principles for developing an evidence-based treatment plan grounded in assessment findings, selecting the most appropriate interventions, avoiding intervention overload, and staging interventions”.</p>
<p>Reference Guide: Halle, T., Metz, A, & Martinez-Beck, I. (Ed.). (2013). (Reference guide) applying implementation science in early childhood programs and systems. (Excerpt ed.). Baltimore MD: Brookes Publishing. URL: http://archive.brookespublishing.com/documents/implementation-science.pdf</p>	<p>“With contributions from 25+ early childhood researchers, this essential reference will help ensure that interventions are not only implemented effectively, but also scaled up and sustained so they help as many children as possible. Administrators, researchers, and policymakers will</p> <ul style="list-style-type: none"> • examine how the growing field of implementation science can help close the research-to-practice gap in early childhood • discover the core components needed to implement and sustain change in programs and systems • explore through specific examples how to build practitioner competency and promote high-fidelity implementation of early childhood innovations • get in-depth guidance on replicating and scaling up programs at the district and state level • learn from a helpful five-step model for assessing the fidelity of interventions • understand how to create readiness for change and why it's so important • see how implementation science can inform the process of systems change for early childhood professional development systems and Quality Rating and Improvement Systems (QRIS) <p>More than a how-to guide to effective implementation and scale-up, this volume also addresses the theoretical foundation of the stages of implementation science at all levels of early childhood systems and considers research, practice, and policy implications”.</p>

Child Welfare Information Gateway: Administration (monthly)

April 01, 2013 edition: Selections were added to Child Welfare Information Gateway in March 2013

Publication	Abstract
<p>Title: Revolutionizing Child Welfare with Outcomes Management.</p> <p>Author(s): Toche-Manley, Linda L.;Dietzen, Laura.;Nankin, Jesse.;Beigel, Astrid.</p> <p>Published: 2013</p> <p>Journal Name: The Journal of Behavioral Health Services and Research</p> <p>March 2013,</p> <p>Available from: SpringerLink</p> <p>http://www.springerlink.com/</p>	<p>Abstract: Outcomes management technology holds great promise for improving the quality of services provided to youth in the child welfare system. Advantages include better detection of behavioral health and trauma-related issues, early indicators of case progress or risk of failure, and program- and system-level learning. Yet organizational barriers to implementation persist. Attention is spent in this paper on addressing these barriers so the use of outcomes management technology becomes a common practice. A model for predicting resiliency is presented, along with case examples demonstrating its potential use for treatment planning and monitoring progress. (Author abstract)</p>
<p>Title: Implementation of Evidence-Based Practice and Organizational Performance.</p> <p>Author(s): Hovmand, Peter S.;Gillespie, David F.</p> <p>Published: 2010</p> <p>Journal Name: The Journal of Behavioral Health Services & Research</p> <p>v. 37, 1, January 2010, p. 79-94</p> <p>Available from: Springer</p> <p>http://www.springer.com/</p>	<p>Abstract: Administrators of mental health services may expect evidence-based practice (EBP) to offer strategic benefits. Existing theory suggests that the benefits of implementing EBP vary by organizational characteristics. This paper presents a conceptual framework for considering how implementation impacts organizational performance. The framework is developed as a system dynamics simulation model based on existing literature, organizational theory, and key informant interviews with mental health services administrators and clinical directors. Results from the simulations show how gains in performance depended on organizations' initial inertia and initial efficiency and that only the most efficient organizations may see benefits in organizational performance from implementing EBP. Implications for administrators, policy makers, and services researchers are discussed. (Author abstract)</p>
<p>Title: Fidelity Outcomes in the National Implementation Evidence-</p>	<p>Abstract: Objective: This article presents fidelity outcomes for five evidence-based practices that were implemented in routine public mental health settings in the National Implementing</p>

<p>based Practices Project. Author(s): McHugo, Gregory J.;Drake, Robert E.;Whitley, Rob.;Bond, Gary R.;Campbell, Kikuko.;Rapp, Charles A.;Goldman, Howard H.;Lutz, Wilma J.;Finnerty, Molly T. Published: 2007 Journal Name: Psychiatric Services v. 58, 10, October 2007, p. 1279-1284 Document available online at: http://ps.psychiatryonline.org/article.aspx?articleid=98526</p>	<p>Evidence-Based Practices Project. Methods: Over a two-year period 53 community mental health centers across eight states implemented one of five evidence-based practices: supported employment, assertive community treatment, integrated dual disorders treatment, family psychoeducation, and illness management and recovery. An intervention model of practice dissemination guided the implementation. Each site used both human resources (consultant-trainers) and material resource (toolkits) to aid practice implementation and to facilitate organizational changes. External assessors rated fidelity to the evidence-based practice model every six months from baseline to two years. Results: More than half of the sites (29 of 53, or 55%) showed high-fidelity implementation at the end of two years. Significant differences in fidelity emerged by evidence-based practice. Supported employment and assertive community treatment had higher fidelity scores at baseline and across time. Illness management and recovery and integrated dual disorders treatment had lower scores on average throughout. In general, evidence-based practices showed an increase in fidelity from baseline to 12 months, with scores leveling off between 12 and 24 months. Conclusions: Most mental health centers implemented these evidence-based practices with moderate to high fidelity. The critical time period for implementation was approximately 12 months, after which few gains were made, although sites sustained their attained levels of evidence-based practice fidelity for another year. (Author abstract, modified)</p>
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May 01, 2013 edition: Selections were added to Child Welfare Information Gateway in April 2013

Publication	Abstract
<p>Title: Bridging the Gap Between Research, Evaluation, and Evidence-Based Practice. Author(s): Davis, Sarita.;Gervin, Derrick.;White, Garrick.;Williams, Aisha.;Taylor, Angela.;McGriff, Ebony. Published: 2013 Journal Name: Journal of Social Work Education v. 49, 1, 2013, P. 16-29 Available from: Council on Social Work Education http://www.cswe.org</p>	<p>Abstract: This study organized a participatory action research team to investigate Council on Social Work Education policies and their effect on the teaching and production of evaluation at the master's level. Data were collected in the form of 282 theses, 27 surveys, and 7 telephone interviews with field instructors to examine the use of evidence-based practice with students in field instruction. The study results indicate that students produced fewer theses and practice-based research papers compared to conceptual papers. Although field instructors valued evaluation in social work practice, the majority of respondents did not feel adequately prepared to engage students in its use in field instruction. The study suggests ways in which schools of social work can bridge the gaps between research and practice through evaluation. (Author abstract)</p>

<p>Title: Child Abuse and Neglect Fatalities 2011: Statistics and Interventions Published: 2013 Available from: Child Welfare Information Gateway Children's Bureau/ACYF Document available online at: http://www.childwelfare.gov/pubs/factsheets/fatality.cfm Printable version (PDF): http://www.childwelfare.gov/pubs/factsheets/fatality.pdf</p>	<p>Abstract: Presents statistics and information on child fatalities due to abuse and neglect in the United States during Federal fiscal year (FFY) 2011 as compiled and reported in Child Maltreatment 2011. This summary of national and State data includes information on fatalities due to abuse and neglect, child and perpetrator characteristics, and communities' responses to child fatalities.</p>
<p>Title: Decision-Making Tools Library [Webpage]. Published: 2012 Document available online at: http://nrccps.org/information-dissemination/1249-2/</p>	<p>Abstract: While conducting technical assistance or peer support programming, we are frequently asked to provide examples of current decision-making practices and tools used by other child welfare agencies. The purpose of this Library is to provide frequently updated and easily accessed child protection decision-making resources currently in use in states and territories. The types of tools that are included in the Library differ according to the child welfare system in each state or territory and represent a broad spectrum of the child welfare system from the initial hotline call through case closure. In addition to tools, the state or territory may also have provided child welfare protocols, policies and procedures used for a variety of different purposes such as educational neglect and home schooling or needs assessment for children. (Author abstract)</p>
<p>Title: Knowing the Best of What's Out There: Understanding and Identifying Evidence-Based Practices in Child Welfare [Presentation Slides]. Author(s): Walsh, Cambria Rose.; Zimet, Blake. Published: 2011 Document available online at: http://www.cebc4cw.org/files/CEBC_Knowing the Best of Whats Out There 12 8 2011.pdf</p>	<p>Abstract: This Power Point presentation discusses identifying and understanding evidence-based practices in child welfare and highlights the California Evidence-Based Clearinghouse for Child Welfare (CEBC) project. Presentations discuss the purpose of the CEBC project; the process the CEBC uses to identify evidence-based programs; how the CEBC rates programs; and how CEBC identifies evidence based practices relevant to child welfare. The focus of the CEBC to improve outcomes for children and families is emphasized, and the Adverse Childhood Experiences (ACE) study is discussed as an example of investigating the link between child maltreatment and adult health and well-being, and the need to fund research to find out what works in child welfare.</p>
<p>Title: Readiness for Change.</p>	<p>Abstract: Readiness is an under-emphasized part of the implementation process.</p>

<p>Author(s): Fixsen, Dean L.;Blase, Karen A.;Horner, Rob.;Sugai, George.</p> <p>Published: 2009</p> <p>Printable version (PDF): http://web.archive.org/web/20130227030839/http://sisep.fpg.unc.edu/sites/sisep.fpg.unc.edu/files/resources/SISEP-Brief3-ReadinessForChange-02-2009.pdf</p>	<p>Proceeding with implementation prematurely can lead to both ineffective and expensive implementation efforts. In some cases, leadership or management teams within an organization or system have fully explored a "change initiative" and have decided on a course of action. The same leaders and managers then are surprised when collaborators, staff, or colleagues display what some call "resistance to change." Resistance occurs when people are asked prematurely to move to action. They are resistant to change because they are not ready for change. In this document we frame the core elements of readiness, and place the role of readiness for change in the larger context of implementation stages. (Author abstract)</p>
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June 01, 2013 edition: Selections were added to Child Welfare Information Gateway in May 2013

Publication	Abstract
<p>Title: Building a Culturally Responsive Workforce: The Texas Model for Undoing Disproportionality and Disparities in Child Welfare [Video].</p> <p>Published: 2013</p> <p>Available from: Vimeo http://vimeo.com/</p> <p>Document available online at: http://vimeo.com/65814104</p>	<p>Abstract: This session highlights a collection of strategies for building a culturally responsive workforce based upon the Texas Model for Addressing Disproportionality and Disparities, a framework that encompasses (1) data-driven strategies; (2) leadership development; (3) culturally competent workforce development; (4) community engagement; (5) cross-systems collaboration; (6) comprehensive training systems defined by anti-racist principles; and (7) a systems-wide understanding of the history of institutional racism and its impact. Presenters detail the Model's key components, implementation, and outcomes, as well as share specific workforce development innovations designed to infuse cultural responsiveness into all program areas, interventions, and practice enhancements throughout the state. Finally, the presenters offer lessons learned and tips for agencies seeking to build a culturally responsive workforce and eliminate disproportionality and disparities in their own child welfare organizations and systems. (Author abstract)</p>
<p>Title: Evidence-Based Principles for Choosing Programs to Serve Parents in the Child Welfare System.</p> <p>Author(s): Andrews, Arlene Bowers.;McMillan, Lynn.</p> <p>Published: 2013</p> <p>Journal Name: Administration in Social</p>	<p>Abstract: Summarized here as criteria and questions to ask when choosing a program, the research evidence about services to parents in the child welfare system reveals three core principles: the parenting program fits the child welfare system, demonstrates specific accountability, and supports parental efficacy through engagement, empowerment, and leadership. (Author abstract)</p>

<p>Work v. 37, 2, 2013, p. 106-119 Available from: Routledge -- Taylor and Francis Group http://www.routledge.com</p>	
<p>Title: Organizational Processes Supporting Evidence-Based Practice. Author(s): Plath, Debbie. Published: 2013 Journal Name: Administration in Social Work v. 37, 2, 2013, p. 171-188 Available from: Routledge -- Taylor and Francis Group http://www.routledge.com</p>	<p>Abstract: A case study is used to illustrate the implementation of evidence-based practice (EBP) as an organizational change process. EBP implementation is presented as a systemic process reliant on executive leadership and organizational culture. Qualitative findings suggest that effective EBP implementation requires engagement of staff across the organization. Strategies for staff engagement are identified, including the development of communities of practice. A model for organizational analysis is presented to assist preparation for EBP implementation. (Author abstract)</p>
<p>Title: Designing Evaluations in Child Welfare Organizations: An Approach for Administrators. Author(s): Lawrence, Catherine.;Strolin-Goltzman, Jessica.;Caringi, James.;Claiborne, Nancy.;McCarthy, Mary.;Butts, Erin.;O'Connell, Kelsey. Published: 2013 Journal Name: Administration in Social Work v. 37, 1, 2013, p. 3-13 Available from: Routledge -- Taylor and Francis Group http://www.routledge.com</p>	<p>Abstract: Evaluations in child welfare settings present challenges and opportunities for administrators. This paper presents a framework for considering such evaluations and proposes mixed methods to assess participatory interventions for sustainable organizational change. A progression of three studies illustrates this approach and draws on results to demonstrate how evaluation designs impact findings. (Author abstract)</p>
<p>Title: Support for Evidence-Based Practice in a Human Service Organization. Author(s): Plath, Debbie.</p>	<p>Abstract: Developing evidence-based or research-informed approaches to practice in human services requires research-oriented cultures in organizations. One feature of this is frontline staff that are engaged with and supportive of evidence-based practice (EBP)</p>

<p>Published: 2013 Journal Name: Administration in Social Work v. 37, 1, 2013, p. 25-38 Available from: Routledge -- Taylor and Francis Group http://www.routledge.com</p>	<p>approaches. This paper reports on a study of staff support for EBP in an organization where senior management made a commitment to EBP. Utilizing several measures of support for EBP, including two standardized scales, the study found strong support for EBP. Findings indicate that, in this organization, being female, having higher qualifications, and being at a higher level in the organization are associated with greater support for EBP and that years employed in the organization is negatively correlated with support for EBP. (Author abstract)</p>
<p>Title: Evidence-Based Programs in Children's Services: A Critical Appraisal. Author(s): Axford, Nick.;Morpeth, Louise. Published: 2013 Journal Name: Children and Youth Services Review v. 35, 2, February 2013, p. 268-277 Available from: Elsevier http://www.elsevier.com/</p>	<p>Abstract: Evidence-based programs (EBPs) are increasingly being implemented in children's services agencies in developed countries. However, this trend is meeting resistance from some researchers, policy makers and practitioners. In this article we appraise the main critiques, focusing on scientific, ideological, cultural, organizational and professional arguments. We contend that some of the resistance stems from misconceptions or an oversimplification of issues, while others represent valid concerns that need to be addressed by proponents of EBPs. We set out implications for the development and evaluation of programs and how they are introduced into service systems, and conclude with broader recommendations for children's services. (Author abstract)</p>
<p>Title: Strengthening Evaluation Capacity Within Agencies: Naomi Goldstein, Office of Planning, Research and Evaluation at the Administration for Children and Families, HHS [Podcast]. Author(s): Goldstein, Naomi. Published: 2013 Document available online at: http://govinnovator.com/naomi-goldstein-acf/</p>	<p>Abstract: For public leaders at the federal, state and local levels who want to strengthen their agencies' abilities to learn what works and to continually improve performance, building program evaluation capacity within their agencies is essential. But what are the building blocks of that capacity? And why is the relationship between an evaluation office and a program office within an agency so important? To explore these and other related issues, we speak with Naomi Goldstein, the Director of the Office of Planning, Research and Evaluation within the Administration for Children and Families (ACF) at the U.S. Department of Health and Human Services. In her role, she advises the Assistant Secretary for Children and Families on improving the effectiveness and efficiency of ACF programs. She is one of the leading experts in program evaluation within the federal government and was awarded the Presidential Rank of Distinguished Executive in 2012. (Author abstract)</p>
<p>Title: The Context of Child Welfare Performance Measures. Author(s): Carnochan, Sarah.;Samples, Mark.;Lawson, Jennifer.;Austin, Michael J. Published: 2013 Journal Name: Journal of Evidence-Based</p>	<p>Abstract: A growing movement in the United States seeks to improve the outcomes achieved by public agencies through performance measurement strategies. In child welfare policy, a federally mandated performance measurement system has evolved since the 1980s, establishing the federal Child and Family Services Review which uses a series of performance indicators for evaluating the child welfare system. This article reviews the literature on performance measurement and performance management in the public sector</p>

<p>Social Work v. 10, 3, 2013, p. 147-160 Available from: Routledge -- Taylor and Francis Group http://www.routledge.com</p>	<p>in order to develop a conceptual framework for examining the federal child welfare performance measurement system. It briefly summarizes the evolution of federal policy related to performance measurement in child welfare. The framework is then used to guide an analysis of the debate surrounding the establishment of the current child welfare performance measurement system, concluding with recommendations for consideration in future reform efforts. (Author abstract)</p>
<p>Title: Evidence, Policy and Pragmatics: A Case Study on the Development of a National Research and Data Strategy on Children's Lives and the Role of Knowledge Exchange. Author(s): Hanafin, Sinéad.;Roche, Gillian.;Brooks, Anne-Marie.;Meaney, Bairbre.; Published: 2013 Journal Name: Evidence and Policy v. 9, 1, January 2013, p. 29-42 Available from: The Policy Press. http://www.policypress.org.uk</p>	<p>Abstract: This paper presents a case study on the transfer of research into policy and describes how evidence was used to inform, develop, frame and ultimately agree a national strategy for research and data on children's lives in Ireland. The paper highlights key issues arising in the research-policy exchange, but also argues that evidence on its own, while vital and helpful, is insufficient to develop strategy. The paper concludes by highlighting other brokering, pragmatic and strategic considerations that need to be addressed if implementation is to be agreed. (Author abstract)</p>
<p>Title: Using Performance Measures to Manage Child Welfare Outcomes: Local Strategies and Decision Making. Author(s): Samples, Mark.;Carnochan, Sarah.;Austin, Michael J. Published: 2013 Journal Name: Journal of Evidence-Based Social Work v. 10, 3, 2013, p. 254-264 Available from: Routledge -- Taylor and Francis Group http://www.routledge.com</p>	<p>Abstract: The federal child welfare performance measurement system exerts a profound influence over the design, delivery, and evaluation of child welfare services at the local level, with funding contingent upon participation in the federally mandated Child and Family Services Review. In this exploratory study the authors focus on local efforts to respond to and comply with the federal child welfare performance measurement system in 11 northern California counties. The authors review the System Improvement Plans of each county and the findings from focus groups with child welfare staff conducted in five of the counties that included the limitations of federal performance measures, the difficulty using these measures to inform decision making, and the continuing struggle to achieve the major child welfare goals of safety, permanency, and well-being. The implications include the need for: flexibility in the federal performance measurement system, opportunities to integrate local values and priorities, and child well-being measures so that timeliness does not take on more significance than well-being or the quality of relationships among local stakeholders in the child welfare system. (Author abstract)</p>
<p>Title: Transforming Workforce Capacity</p>	<p>Abstract: This article highlights examples of how some States have advanced the</p>

<p>through a Child Welfare Practice Model: Lessons from the Field. Author(s): Rubin, Jon. Published: 2013 Journal Name: Policy and Practice v. 71, 1, February 2013, p. 23-25 Available from: American Public Human Services Association http://www.aphsa.org/</p>	<p>transformation of their workforce capacity by implementing their child welfare practice model. Information is provided on organizational strategies, improved supervision, and improved training, recruitment, retention, and performance management in Arkansas, Michigan, Pennsylvania, and Indiana. Lessons learned are shared by child welfare leaders.</p>
<p>Title: Implementing Evidence-Based Practice: Practitioner Assessment of an Agency-Based Training Program. Author(s): Bledsoe-Mansori, Sarah E.;Manuel, Jennifer I.;Bellamy, Jennifer L.;Fang, Lin.;Dinata, Erna.;Mullen, Edward J. Published: 2013 Journal Name: Journal of Evidence-Based Social Work v. 10, 2, 2013, p. 73-90 Available from: Routledge -- Taylor and Francis Group http://www.routledge.com</p>	<p>Abstract: Responding to the call for evidence-based practice (EBP) in social work, the authors conducted a multiphase exploratory study to test the acceptability of a training-based collaborative agency-university partnership strategy supporting EBP. The Bringing Evidence for Social Work Training (BEST) study includes an agency training component consisting of 10 modules designed to support the implementation of EBP in social agencies. Qualitative data from post-training participant focus groups were analyzed in order to describe practitioner perceptions of the 10 training modules and trainer experiences of implementation. Based on the findings from this study the authors suggest that the BEST training was generally acceptable to agency team members, but not sufficient to sustain the use of EBP in practice. (Author abstract)</p>
<p>Title: Oh How I Try to Use Evidence in my Social Work Practice: Efforts, Successes, Frustrations, and Questions. Author(s): Williams, Nathaniel J.;Sherr, Michael E. Published: 2013 Journal Name: Journal of Evidence-Based Social Work v. 10, 2, 2013, p. 100-110 Available from: Routledge -- Taylor and Francis Group http://www.routledge.com</p>	<p>Abstract: Convinced by the literature that they could do better for their clients, in this article the authors describe their efforts to transform a categorically-funded program model at one agency from relying on authority and good intentions to evidence-based practice (EBP). Using a case study approach the authors describe a six-year research effort in which they experienced a modicum of success, including completion of a few projects, followed by paralyzing frustrations that warrant sharing with other social work professionals. Reflecting on their experiences, they posit a few questions about EBP for practitioners and leaders in the profession to contemplate. The authors then offer five pathways for moving the profession closer to making EBP a reality in social work. (Author abstract)</p>

<p>Title: Implementing Evidence-Based Practice: A Review of the Empirical Research Literature. Author(s): Gray, Mel.;Joy, Elyssa.;Plath, Debbie.;Webb, Stephen A. Published: 2013 Journal Name: Research on Social Work Practice v. 23, 2, March 2013, p. 57-166 Available from: Sage Publications http://www.sagepub.com</p>	<p>Abstract: The article reports on the findings of a review of empirical studies examining the implementation of evidence-based practice (EBP) in the human services. Eleven studies were located that defined EBP as a research-informed, clinical decision-making process and identified barriers and facilitators to EBP implementation. A thematic analysis of the findings of the 11 studies produced a list of barriers to EBP implementation grouped in terms of inadequate agency resources dedicated to EBP; skills and knowledge of practitioners; organizational culture; the research environment; practitioner attitudes; and inadequate supervision. Given the limited and exploratory nature of available research on EBP implementation, tentative findings suggest that to facilitate the uptake of EBP in social work and human services practice, strategically driven, adequately resourced, multifaceted approaches to EBP capacity building in organizations are needed. (Author abstract)</p>
<p>Title: Understanding and Measuring Evaluation Capacity: A Model and Instrument Validation Study. Author(s): Taylor-Ritzler, Tina.;Suarez-Balcazar, Yolanda.;Garcia-Iriarte, Edurne.;Henry, David B.;Balcazar, Fabricio E.; Published: 2013 Journal Name: American Journal of Evaluation v. 34, 2, June 2013, p. 190-206 Available from: Sage Publications http://www.sagepub.com</p>	<p>Abstract: This study describes the development and validation of the Evaluation Capacity Assessment Instrument (ECAI), a measure designed to assess evaluation capacity among staff of nonprofit organizations that is based on a synthesis model of evaluation capacity. One hundred and sixty-nine staff of nonprofit organizations completed the ECAI. The 68-item measure assessed participants' perceptions of individual and organizational predictors of two evaluation capacity outcomes: mainstreaming and use of evaluation findings. Confirmatory Factor Analysis and internal consistency results support the inclusion of the items and factors measured by the ECAI. Moreover, structural equation modeling results support the synthesis model and its depiction of relationships among evaluation capacity predictors and outcomes. We discuss the implications of using a validated model and instrument in evaluation capacity building research and practice. (Author abstract)</p>
<p>Title: Creating Partnerships Between Stakeholders and the Cooperative Extension System. Author(s): Schramm, David. Published: 2013 Available from: National Resource Center for Healthy Marriage and Families https://healthymarriageandfamilies.org/ho</p>	<p>Abstract: This tip sheet introduces the Cooperative Extension System (CES) and offers practical tips on how extension specialists can help safety-net service providers in their efforts to strengthen families. (Author abstract)</p>

me Printable version (PDF): http://tinyurl.com/stakeholders-and-ces-p	
Title: A Primer for the Design of Practice Manuals: Four Stages of Development. Author(s): Galinsky, Maeda J.;Fraser, Mark W.;Day, Steven H.;Richman, Jack M. Published: 2013 Journal Name: Research on Social Work Practice v. 23, 2, March 2013, p. 219-228 Available from: Sage Publications http://www.sagepub.com	Abstract: Treatment manuals are increasingly being used to guide interventions with individuals, families, groups, organizations, and communities. However, little is known about best practices in designing manuals. We describe a process that provides for the development of manuals and specifies the means by which manuals can be adapted for practice conditions and constraints. Manual development is conceptualized as comprising four systematic and recursive stages: (a) formulation, (b) revision, (c) differentiation, and (d) translation. We discuss issues and challenges in developing manuals that are responsive to a range of factors that influence social work practice, including advances in knowledge, the influence of evidence-based practice, the needs of individual clients, and contingencies linked to organizational policies, procedures, and leadership. (Author abstract)
Title: Applying Trauma-Informed Practices to Our Work. Author(s): Cook-Daniels, Loree. Published: 2013 Journal Name: Family and Intimate Partner Violence Quarterly v. 5, 3, Winter 2013, p. 225-234 Available from: Civic Research Institute http://www.civicrosearchinstitute.com	Abstract: Here, Loree Cook-Daniels provides us with a compendium of the best of our knowledge as far as understanding the role of early life trauma in the later well-being of elderly persons. We know that childhood abuse, sexual and otherwise, is far more common than previously believed, and so we may assume that such abuse is equally common among the elderly. Thus, if we want to be effective with the mentally ill, substance-dependent, or other elderly clients, we need a deep understanding of how earlier trauma echoes throughout people's lives and in their thoughts, feelings, and behaviors. As common and problematic a history of trauma is for our clients, even seasoned clinicians often misunderstand why their clients do what they do. What clinicians really need to understand is that early abuse leaves behind characteristic marks on the human psyche, often "setting people up" for a pattern of re-victimization throughout their lives, particularly in their later years--like the abhorrent "gift" that keeps on giving, including, to its victims, mental illnesses, serious health problems, and even early death. (Author abstract)
Title: Differential Program Evaluation Model in Child Protection. Author(s): Lalayants, Marina. Published: 2012 Journal Name: Child Welfare v. 91, 4, Winter 2012, p. 9-40 Available from: Child Welfare League of	Abstract: Increasingly attention has been focused to the degree to which social programs have effectively and efficiently delivered services. Using the differential program evaluation model by Tripodi, Fellin, and Epstein (1978) and by Bielawski and Epstein (1984), this paper described the application of this model to evaluating a multidisciplinary clinical consultation practice in child protection. This paper discussed the uses of model by demonstrating them through the four stages of program initiation, contact, implementation, and stabilization. This organizational case study made a contribution to the model by

<p>America (CWLA) http://www.cwla.org/pubs</p>	<p>introducing essential and interrelated elements of a "practical evaluation" methodology in evaluating social programs, such as a participatory evaluation approach; learning, empowerment and sustainability; and a flexible individualized approach to evaluation. The study results demonstrated that by applying the program development model, child-protective administrators and practitioners were able to evaluate the existing practices and recognize areas for program improvement. (Author abstract)</p>
<p>Title: The Sustainability of New Programs and Innovations: A Review of the Empirical Literature and Recommendations for Future Research. Author(s): Stirman, Shannon Wiltsey.;Kimberly, John.;Cook, Natasha.;Calloway, Amber.;Castro, Frank.;Charns, Martin. Published: 2012 Journal Name: Implementation Science v. 7, 17, March 14, 2012, p. 1-19 Printable version (PDF): http://www.implementationscience.com/content/pdf/1748-5908-7-17.pdf</p>	<p>Abstract: Background: The introduction of evidence-based programs and practices into healthcare settings has been the subject of an increasing amount of research in recent years. While a number of studies have examined initial implementation efforts, less research has been conducted to determine what happens beyond that point. There is increasing recognition that the extent to which new programs are sustained is influenced by many different factors and that more needs to be known about just what these factors are and how they interact. To understand the current state of the research literature on sustainability, our team took stock of what is currently known in this area and identified areas in which further research would be particularly helpful. This paper reviews the methods that have been used, the types of outcomes that have been measured and reported, findings from studies that reported long-term implementation outcomes, and factors that have been identified as potential influences on the sustained use of new practices, programs, or interventions. We conclude with recommendations and considerations for future research. Methods: Two coders identified 125 studies on sustainability that met eligibility criteria. An initial coding scheme was developed based on constructs identified in previous literature on implementation. Additional codes were generated deductively. Related constructs among factors were identified by consensus and collapsed under the general categories. Studies that described the extent to which programs or innovations were sustained were also categorized and summarized. Results: Although "sustainability" was the term most commonly used in the literature to refer to what happened after initial implementation, not all the studies that were reviewed actually presented working definitions of the term. Most study designs were retrospective and naturalistic. Approximately half of the studies relied on self-reports to assess sustainability or elements that influence sustainability. Approximately half employed quantitative methodologies, and the remainder employed qualitative or mixed methodologies. Few studies that investigated sustainability outcomes employed rigorous methods of evaluation (e.g., objective evaluation, judgement of implementation quality or fidelity). Among those that did, a small number reported full sustainment or high fidelity. Very little research has examined the extent, nature, or impact of adaptations to the interventions or programs</p>

	<p>once implemented. Influences on sustainability included organizational context, capacity, processes, and factors related to the new program or practice themselves. Conclusions: Clearer definitions and research that is guided by the conceptual literature on sustainability are critical to the development of the research in the area. Further efforts to characterize the phenomenon and the factors that influence it will enhance the quality of future research. Careful consideration must also be given to interactions among influences at multiple levels, as well as issues such as fidelity, modification, and changes in implementation over time. While prospective and experimental designs are needed, there is also an important role for qualitative research in efforts to understand the phenomenon, refine hypotheses, and develop strategies to promote sustainment. (Author abstract)</p>
<p>Title: Fact Sheet for Tribal Child Welfare Officials. Published: 2012 Document available online at: http://www.acf.hhs.gov/programs/cb/resource/cfsr-fact-sheet-tribal-child-welfare-officials Printable version (PDF): http://www.acf.hhs.gov/sites/default/files/cb/cfsr_factsheet_tribal_child_welfare_officials.pdf</p>	<p>Abstract: Intended for tribal child welfare officials, this fact sheet discusses the history and purposes of the federal Child and Family Services Reviews (CFSRs) and explains its relationship to the Indian Child Welfare Act (ICWA). Key protections under the ICWA are listed, and efforts to include tribes as stakeholders in the CFSR process are described. Areas in which the CFSRs assess State efforts to conform with ICWA requirements are outlined, and findings from the first round of CFSRs conducted from October 2000 to March 2004 are reported. A total of 134 cases applicable to ICWA were identified among 26 States. Promising approaches and areas needing improvement in meeting the needs of Native American children in these cases are considered.</p>
<p>Title: More Than the Sum of Its Parts: An Innovative Organizational Collaboration Model. Author(s): Goldkind, Lauri.;Pardasani, Manoj. Published: 2012 Journal Name: Administration in Social Work v. 36, 3, 2012, p. 258-279 Available from: Routledge -- Taylor and Francis Group http://www.routledge.com</p>	<p>Abstract: For at least the past decade, the social service sector has been pressed by external forces to develop models of interagency collaboration. While many organizations use strategic partnerships, joint service delivery models, and even mergers to remain viable in climates of competition, few agencies have explored the possible rewards of sharing development and fundraising tasks. This article examines an innovative collaborative fundraising entity forged by three child welfare organizations in the New York City area. The authors conducted structured interviews with key stakeholders at each of the three agencies to describe the model as implemented by the agencies as well as begin to identify the organizational and executive characteristics that may make such models successful. The article concludes with a discussion of recommendations and suggestions for organizations interested in pursuing similar collective efforts, in addition to providing areas of consideration for agency executives. (Author abstract)</p>
<p>Title: An Exploratory Examination of</p>	<p>Abstract: This article examines one agency's family support program's documentation</p>

<p>Record Keeping Policies and Procedures in Preparation for Evidence-Based Practice. Author(s): Martin, Elisa.;Moriarty, Raquel. Published: 2012 Journal Name: Administration in Social Work v. 36, 5, 2013, p. 520-544 Available from: Routledge -- Taylor and Francis Group http://www.routledge.com</p>	<p>pertaining to record keeping practices and staffs' understanding of that information. This review was conducted in preparation for an agency transition to an evidence-based practice model of documentation. In-person open-ended interviews were conducted with all program staff and analyzed inductively. The findings suggest that, although staff demonstrates an understanding of written expectations, the expectations are overly broad and would require significant modification for evidence-based practice documentation. Recommendations and guidance are offered for other agencies considering a transition to documentation that can support evidence about effectiveness of treatment. (Author abstract)</p>
<p>Title: Performance-Based Contracting and the Moderating Influence of Caseworker Role Overload on Service Provision in Child Welfare. Author(s): Chuang, Emmeline.;Wells, Rebecca.;Green, Sherri.;Reiter, Kristin. Published: 2011 Journal Name: Administration in Social Work v. 35, 5, 2011, p. 453-474 Document available online at: http://www.tandfonline.com/doi/full/10.1080/03643107.2011.614195#.UZ5rH9iNCSo Printable version (PDF): http://www.tandfonline.com/doi/pdf/10.1080/03643107.2011.614195</p>	<p>Abstract: Although performance-based contracts have become increasingly popular in child welfare, administrators are developing these contracts with little empirically guided information about how internal work conditions may influence the services families receive. This study examines how child welfare caseworker role overload moderates associations between child welfare agencies' use of performance-based contracting and services provided to families. Analyses using data from the National Survey of Child and Adolescent Well-Being suggest that when caseworkers experience high role overload, use of performance-based contracts may decrease caregivers' likelihood of receiving necessary social and behavioral health services. These findings and their implications are discussed. (Author abstract)</p>
<p>Title: Making Systems Integration Work. Author(s): Wright, Claudia. Published: 2011 Journal Name: The Connector v. 1, 2, Fall 2011, p. 9-12 Printable version (PDF): http://www.njln.org/uploads/digital-library/connector%20fall%202011%20fin</p>	<p>Abstract: This article suggests five concrete actions that individuals and groups can take to make systems integration work without waiting for the reform of an entire system. The actions include: training children's lawyers to work with social workers and other professionals, training social workers to work with lawyers and other professionals; ensuring the integration of services starts with crossover cases and comes from the bottom up; utilizing differentiated case management with crossover children; and having judges specialize to address the issues of families with crossover children. 6 references</p>

<p>al.pdf</p> <p>Title: Building Managerial and Organizational Capacity in Nonprofit Human Service Organizations Through a Leadership Development Program. Author(s): Austin, Michael J.;Regan, Kate.;Samples, Mark W.;Schwartz, Sara L.;Carnochan, Sarah Published: 2011 Journal Name: Administration in Social Work v. 35, 258-281</p>	<p>Abstract: Highly skilled managers are needed to lead organizations and enable them to survive in changing times, especially in this era when members of the baby boom generation are retiring from senior positions. Most short-term in-service management training programs for practicing managers reflect the abbreviated versions of content found in either undergraduate or graduate degree programs in nonprofit management. Recognizing the limitations of these traditional approaches to training future senior managers,a group of directors of nonprofit human service agencies serving children and families collaborated with a university to develop and implement a training program for their middle and senior managers to enhance their managerial leadership capacities. The program design and evaluation differs from traditional professional development programs in terms of the: 1) extensive involvement of agency directors and program participants in the program design;2) learning projects that address agreed-upon agency issues that focus on both managing and leading; 3) participant-centered learning with individualized coaching; and 4) outcome-focus with respect to identifying new conceptual frameworks for training. This case study of the training design, implementation and evaluation concludes with implications for effectively preparing future generations for leadership roles in nonprofit human service organizations. (Author abstract)</p>
<p>Title: Workforce Planning and Development Final Report: Valuing Families, Valuing Ourselves. Published: 2011 Printable version (PDF): http://www.cps.ca.gov/workforceplanning/reports/AZ_DCYF_FinalReport.02.14.11.pdf</p>	<p>Abstract: From September 2007 through December 2010, CPS Human Resource Services provided technical assistance to the Arizona Department of Economic Security's Division of Children, Youth and Families -- DCYF designed to help them embark on a comprehensive and strategic approach to strengthening and supporting their workforce through workforce planning and development -- WFPD. This technical assistance was financially supported by a grant from the Annie E. Casey Foundation's Human Services Workforce Initiative. This final report provides context for the technical assistance offered under the Human Services Workforce Initiative, shares the accomplishments, and includes the many examples of WFPD tools and documents that can be incorporated into the work of other human services agencies. (Author abstract)</p>

<p>Title: Organizational Culture-Performance Link in the Human Services Setting. Author(s): Agbenyiga, DeBrenna L. Published: 2011 Journal Name: Administration in Social Work v. 35, 5, 2011, p. 532-547 Document available online at: http://www.tandfonline.com/doi/abs/10.1080/03643107.2011.614536#tabModule Printable version (PDF): http://www.tandfonline.com/doi/pdf/10.1080/03643107.2011.614536</p>	<p>Abstract: To inquire into the relationship between organizational culture and effective human services delivery, this exploratory cross-sectional study collects data from a nonprofit sectarian human service agency in the Midwest (n = 92) in an effort to assess the applicability of the Organizational Culture Inventory (OCI) in a human services setting. Results of the quantitative analyses of the OCI create an organizational culture profile of the agency and find the existence of multiple cultures within the agency and strong culture-performance link. Special attention is given to the influences of the Humanistic-Encouraging, Dependent, and Perfectionistic cultural norms on service delivery for foster care children. Limitations and implications of this exploratory study are discussed. (Author abstract)</p>
<p>Title: Mini-CFSR Review Onsite Review Instrument and Instructions Round IV 2007/2008. Published: 2007 Printable version (PDF): http://wycrp.org/Forms/2007-2008MiniCFSR.pdf</p>	<p>Abstract: This Onsite Review Instrument is designed to be used to review both foster care and in-home services cases. The process for gathering information to complete the Onsite Review Instrument includes conducting case record reviews and case-related interviews with children, parents, foster parents, caseworkers, and other professionals involved with the child. The instrument is organized into a face sheet and three sections. On the Case Description, reviewers document general information about a case, such as the type of case. The three sections focus on the outcome domains that form the basis of the child and family services reviews: safety, permanency, and child and family well-being. For each outcome, the reviewers collect information on a number of items related to that outcome. The instrument also includes a quality assurance review of onsite review instruments and concludes with a case rating summary form. Directions for completing the instrument are provided.</p>
<p>Title: Children in Child Welfare Systems: Service Utilization and Cost. Published: 2006 Document available online at: http://www.chcs.org/publications3960/publications_show.htm?doc_id=403575 Printable version (PDF): http://www.chcs.org/usr_doc/Service_Utili</p>	<p>Abstract: This fact sheet summarizes findings from national studies to outline how children in child welfare are using services and potential costs related to their care. Discusses Medicaid-funded services and factors associated with service use.</p>

zation and Cost.pdf	
<p>Title: Evaluation for the unevaluated : program evaluation 101 / Center for Substance Abuse Prevention.</p> <p>Published: 2004</p> <p>Available from: Substance Abuse and Mental Health Services Administration, Center for Mental Health Services http://pathwayscourses.samhsa.gov</p>	<p>Abstract: This Internet-based tutorial explains the basic concepts of program evaluation, including the purposes of evaluation, the components of evaluation, and types of evaluations. Tips for selecting an evaluator and planning an evaluation also are provided. The interactive modules are intended to be used for self-paced study and include examples and questions to test comprehension.</p>
<p>Title: Evaluation for the unevaluated : program evaluation 102 / Center for Substance Abuse Prevention.</p> <p>Published: 2004</p> <p>Available from: Substance Abuse and Mental Health Services Administration, Center for Mental Health Services http://pathwayscourses.samhsa.gov</p>	<p>Abstract: The second in a series of Internet-based tutorials about program evaluation address the role of evaluation in program planning, data analysis techniques, and considerations for evaluating prevention programs. Three interactive modules guide the reader through the evaluation of a fictional program. Quizzes are included to support comprehension of the self-paced training program.</p>
<p>Title: Wading through the data swamp : program evaluation 201.</p> <p>Published: 2004</p> <p>Available from: Substance Abuse and Mental Health Services Administration, Center for Mental Health Services http://pathwayscourses.samhsa.gov</p>	<p>Abstract: This Internet-based tutorial about evaluation techniques for prevention programs focuses on data analysis. Topics include: descriptive statistics, subgroup analysis, relationships between variables, correlations, and tests for significance. The self-paced training program guides the reader through the data analysis phase of evaluation for a fictional project. Sample tables and a glossary are provided.</p>

Children's Bureau Express (monthly)

Publication Date	Selected Topics	Links
April 2013, Vol. 14, No. 3	News From the Children's Bureau	<p>ACF Evaluation Policy:</p> <ul style="list-style-type: none"> • https://cbexpress.acf.hhs.gov/index.cfm?event=website.viewArticles&issueid=145&articleid=3822 <p>Child and Family Services Reviews Technical Bulletin #6: This Technical Bulletin provides information regarding initiation of Child and Family Services Reviews Round Three:</p> <ul style="list-style-type: none"> • https://www.acf.hhs.gov/programs/cb/resource/cfsr-technical-bulletin-6
	Training and Technical Assistance Network Updates	<p>NRCOI Practice Model Guide</p> <ul style="list-style-type: none"> • http://muskie.usm.maine.edu/helpkids/strategic_pm.htm
	Children's Bureau Grantee News	<p>Implementation Science and CB Grantees</p> <ul style="list-style-type: none"> • http://www.jbassoc.com/reports/documents/cb_impsciencereport_final_012413.pdf
	Child Welfare News	<p>Evaluating Trauma-Informed Care Training</p> <ul style="list-style-type: none"> • http://www.sciencedirect.com/science/article/pii/S0190740912003945
	Strategies and Tools for Practice	<p>Implementing Evidence-Based Practice</p> <ul style="list-style-type: none"> • http://calswec.berkeley.edu/2013-leadership-symposium-evidence-based-practice-implementation-science-closing-gap-between <p>Strengthening Families and QRIS Integration</p> <ul style="list-style-type: none"> • http://www.dhhs.nh.gov/dcyf/cdb/documents/sf-article.pdf
	Resources	<p>Trauma-Informed Child Welfare Practice</p> <ul style="list-style-type: none"> • http://www.cehd.umn.edu/ssw/cascw/attributes/PDF/publications/CW360-Ambit_Winter2013.pdf

May 2013, Vol. 14, No. 4	News From the Children's Bureau	<p>Funding Opportunity Announcements</p> <ul style="list-style-type: none"> • Child Welfare Training: The National Center for Child Welfare Curriculum Development on Evidence Based Treatment Services HHS-2013-ACF-ACYF-CT-0595
	Spotlight on National Foster Care Month	<p>Electronic Information Exchange for Foster Care</p> <ul style="list-style-type: none"> • <i>Electronic Information Exchange: Elements that Matter for Children in Foster Care</i> was published by the State Policy Advocacy and Reform Center (SPARC) and is available on the SPARC website http://www.firstfocus.net/sites/default/files/Electronic%20Information%20Exchange-%20Elements%20that%20Matter%20for%20Children%20in%20Foster%20Care.pdf
	Training and Technical Assistance Network Updates	<p>Customer Service and Resource Family Retention</p> <ul style="list-style-type: none"> • An example of an implementation process for good customer service and several tools for agency assessment and development of standards and practices also are included. Access <i>Using Customer Service Concepts to Enhance Recruitment and Retention Practices</i> through NRCDR's website: http://www.adoptuskids.org/_assets/files/using-customer-service-concepts-to-enhance-recruitment-and-retention-practices.pdf <p>❓ <i>The Children's Bureau Training and Technical Assistance Network 2013 Directory</i></p> <ul style="list-style-type: none"> • now available on the Children's Bureau website. This directory describes the services and activities of the 28 members of the Children's Bureau's T&TA Network, including the National Resource Centers, Quality Improvement Centers, Implementation Centers, and more: http://www.acf.hhs.gov/programs/cb/resource/tta-network-directory-2013 <p>The National Child Welfare Workforce Institute (NCWWI) published the winter/spring issue of its <i>National E-Update</i>:</p> <ul style="list-style-type: none"> • NCWWI posted the recording and materials for its recent webinar on "Evidence-Based Practices in Child Welfare: Opportunities and

		<p>Challenges for the Workforce": http://www.ncwwi.org/events/archive.html</p> <ul style="list-style-type: none"> The next session in the "What Works for the Workforce: Leadership Competencies in Action" webinar series will be held in June. More information and registration details for the session, "Professional Education and Training," to be announced: http://www.ncwwi.org/events
June 2013, Vol. 14, No. 5	News From the Children's Bureau	<p>Final Report on NSCAW II Wave 2</p> <ul style="list-style-type: none"> http://www.acf.hhs.gov/sites/default/files/opre/nscaw2_welfare.pdf <p>Funding Opportunity Announcement on Training</p> <ul style="list-style-type: none"> Child Welfare Training: The National Child Welfare Workforce Institute HHS-2013-ACF-ACYF-CT-0596 <p>Quality Implementation of Child-Serving Programs</p> <ul style="list-style-type: none"> A recent issue brief from the Administration for Children and Families' Office of the Assistant Secretary for Planning and Evaluation (ASPE) explores the importance of quality implementation for programs serving children and youth. http://aspe.hhs.gov/hsp/13/KeyIssuesforChildrenYouth/ImportanceofQuality/rb_QualityImp.pdf <p>New! From CB</p> <ul style="list-style-type: none"> Statewide Automated Child Welfare Information System (SACWIS) Status Update – https://www.acf.hhs.gov/programs/cb/resource/sacwis-status For news from the Administration for Children and Families, read the latest entries in its blog, <i>The Family Room</i>: http://www.acf.hhs.gov/blog

	Training and Technical Assistance Network Updates	<p>The Children's Bureau announced the creation of a new National Resource Center as the successor to the National Resource Center for Recruitment and Retention of Foster and Adoptive Parents at AdoptUSKids. The new center, called the National Resource Center for Diligent Recruitment (NRC DR) at AdoptUSKids, will work with child welfare systems to develop and implement comprehensive diligent recruitment plans in order to improve safety, permanency, well-being, and outcomes for children in foster care.</p> <p>The National Child Welfare Workforce Institute (NCWWI) posted the following new resources:</p> <ul style="list-style-type: none"> • <i>Evidence-Based and Evidence-Informed Practices Online Resource List:</i> http://cf.umaryland.edu/ncwwi/files/Evidence-based%20&%20Evidence-informed%20Practices.pdf (94 KB) • <i>Leadership and Management Online Resource List:</i> http://cf.umaryland.edu/ncwwi/files/Leadership%20&%20Management.pdf • <i>Online Resources to Support LAS Participants' Change Initiatives: Leadership Academy for Supervisors: State-Supported Implementation, Hawaii, March 2013:</i> http://www.ncwwi.org/docs/Online Resources to Support LAS CIs Hawaii.pdf • <i>Transitioning Your Child Welfare Career After Graduation</i> http://www.ncwwi.org/docs/Transitioning your Child Welfare Career after Graduation Webinar Resource List.pdf
	Strategies and Tools for Practice	<ul style="list-style-type: none"> • Trauma-Informed Practice Toolkits

Child Welfare E-Alert (monthly)

The following are now available on the Child Welfare Information Gateway

Publication Date	Selected Topics	Links
April 2013	2013 Training & Technical Assistance (T&TA) Network Directory	http://www.acf.hhs.gov/programs/cb/assistance
	Rural Child Welfare Web Section The resources in this section will help child welfare professionals at all levels serve children and families in rural communities.	https://www.childwelfare.gov/systemwide/rural/
May 2013	May is National Foster Care Month Visit this year's website to find tools and information that highlight a variety of practices and approaches you can use to support your work with youth, such as: Resources to help create meaningful connections, partner with youth, advance permanency options, and prepare youth for successful transitions to adulthood Real-life stories of children, youth, and families involved in foster care Tools for promoting National Foster Care Month through email signatures and social media messages	https://www.childwelfare.gov/fostercaremonth/?utm_source=IG&utm_medium=email&utm_campaign=NFCM
June 2013	2013 CFSP/APSR Toolkits for States and Tribes Provide information for both States and Tribes on developing Child and Family Service Plans (CFSPs) and Annual Progress and Services Reports (APSRs).	https://www.acf.hhs.gov/programs/cb/programs/state-tribal-cfsp/state-toolkit https://www.acf.hhs.gov/programs/cb/programs/state-tribal-cfsp/tribal-toolkit