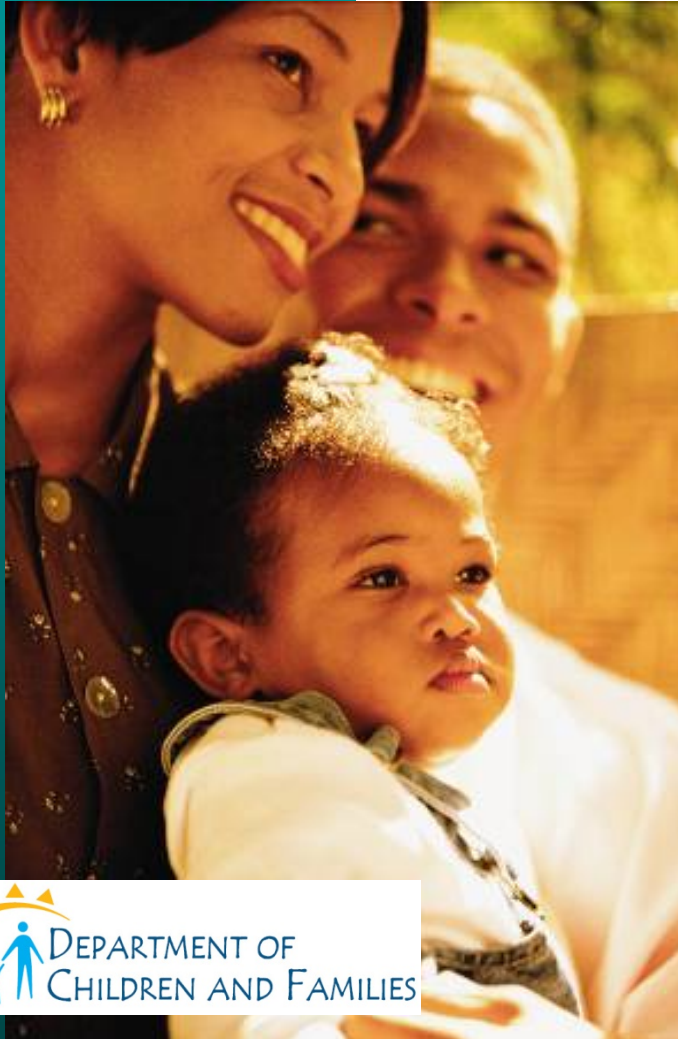


Child Welfare Reform Implementing System Change



Implementing and Sustaining Practice Models

Presented to
*National Resource Center
for Organizational Improvement
Conference Call/ Webinar*

November 29, 2011



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NJ DCF Assistant Commissioner**

Child Welfare Reform

Implementing System Change

Reform requires a focused & staged process to achieve results

1st Focus on the Fundamentals

Create the conditions that are pre-requisites to change

2nd Implementing Change in the Culture of Practice

Across all levels within the organization so that every individuals goal, regardless of their position, is focused on delivering results

3rd Deliver Results

With improved outcomes for children and families

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What are the Fundamentals?

- **Strong leadership**
- **Clear articulation of goals & desired outcomes**
- **Focus existing resources**
- **Coordination with internal and external partners**
- **Data collection & reporting**

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Implementing System Change

New Jersey

Implementing A New Case Practice Model

New Jersey's Fundamentals

- **Published a case practice model**
- **Leadership support & training**
- **Develop services necessary to support a family-centered child welfare practice**
 - *Hire and train staff & achieve caseload standards*

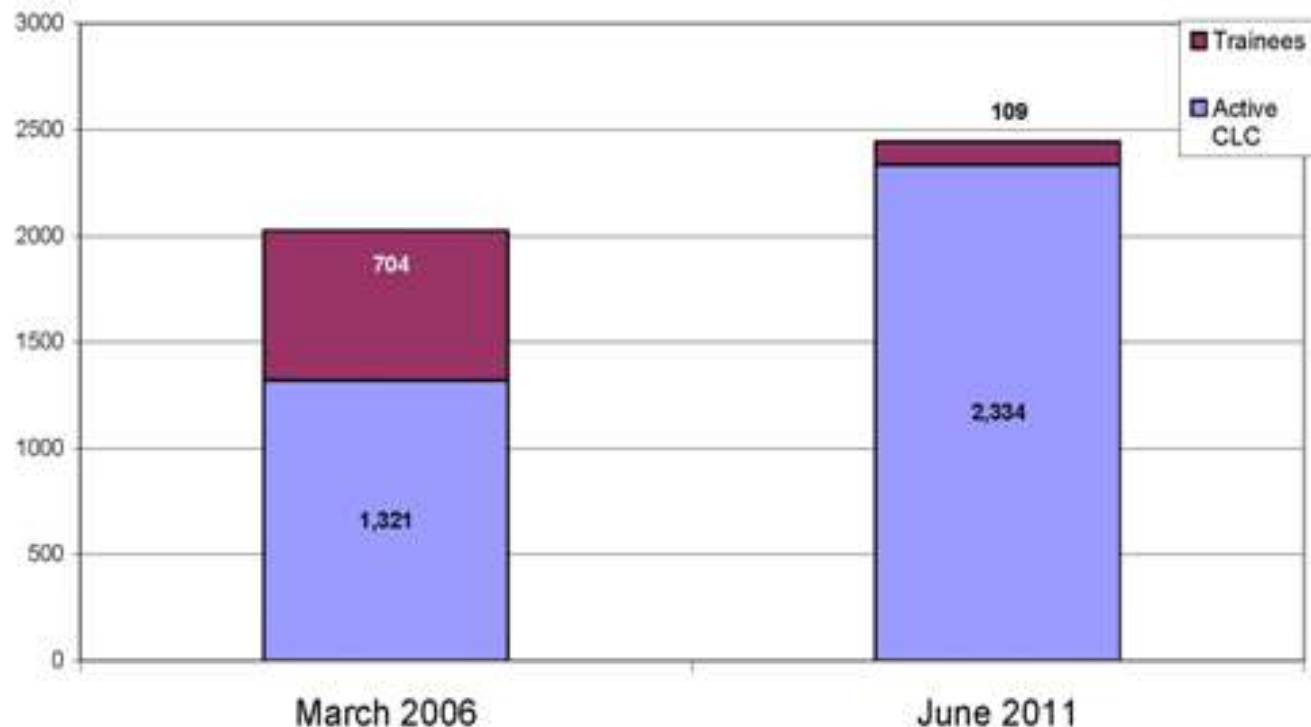
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DYFS Active Caseload Carrying (CLC) Staff & Trainees

Total March 2006 = 2,025

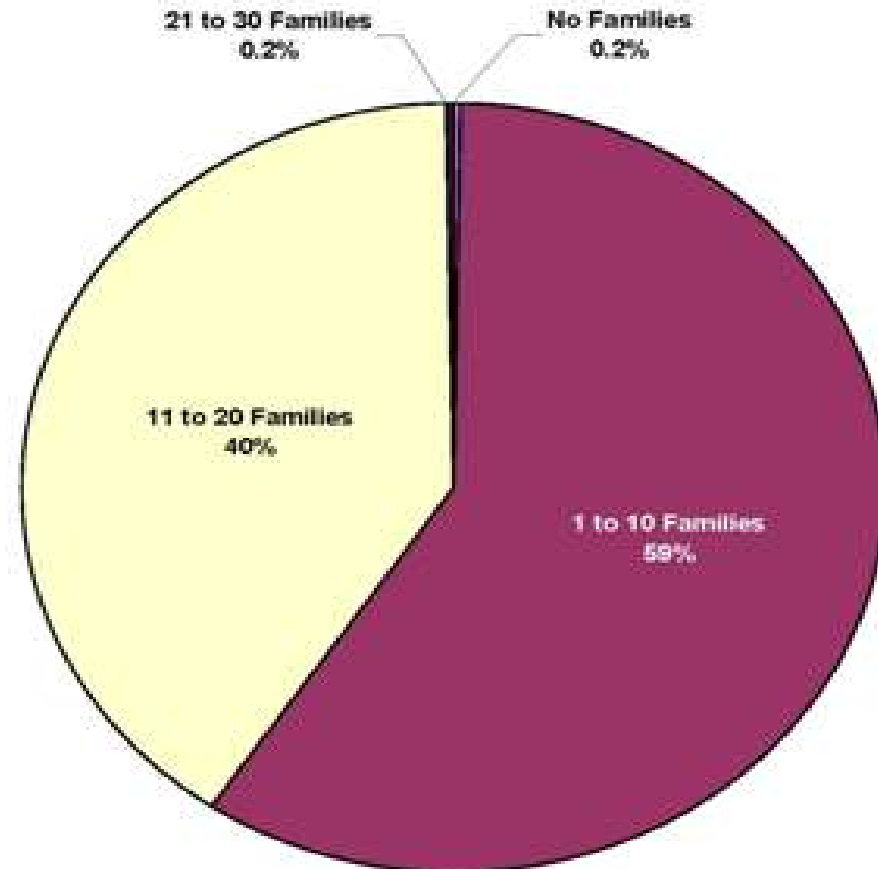
Total June 2011 = 2,443

(excludes staff on leave)



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Average DYFS Caseloads Statewide
June 30, 2011



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New Jersey

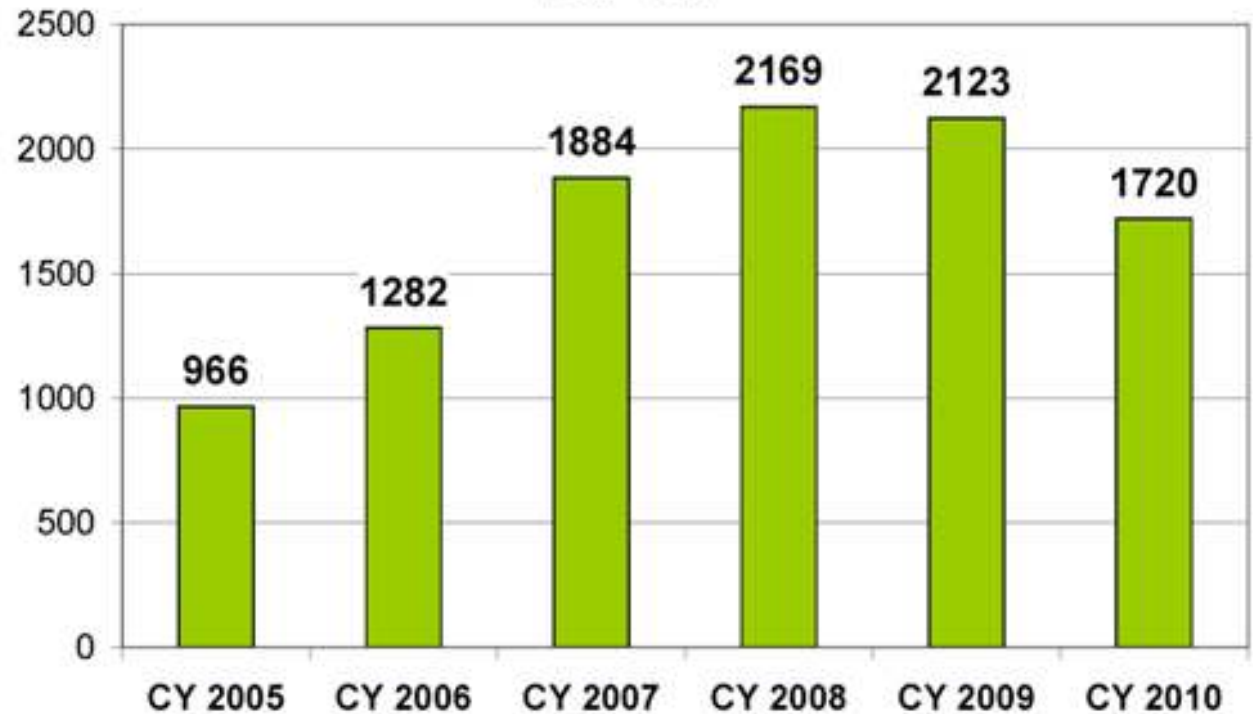
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 - *Grow the pool of resource families*

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Newly Licensed Resource Family Homes
(Kin and Non-Kin)
2005 - 2010



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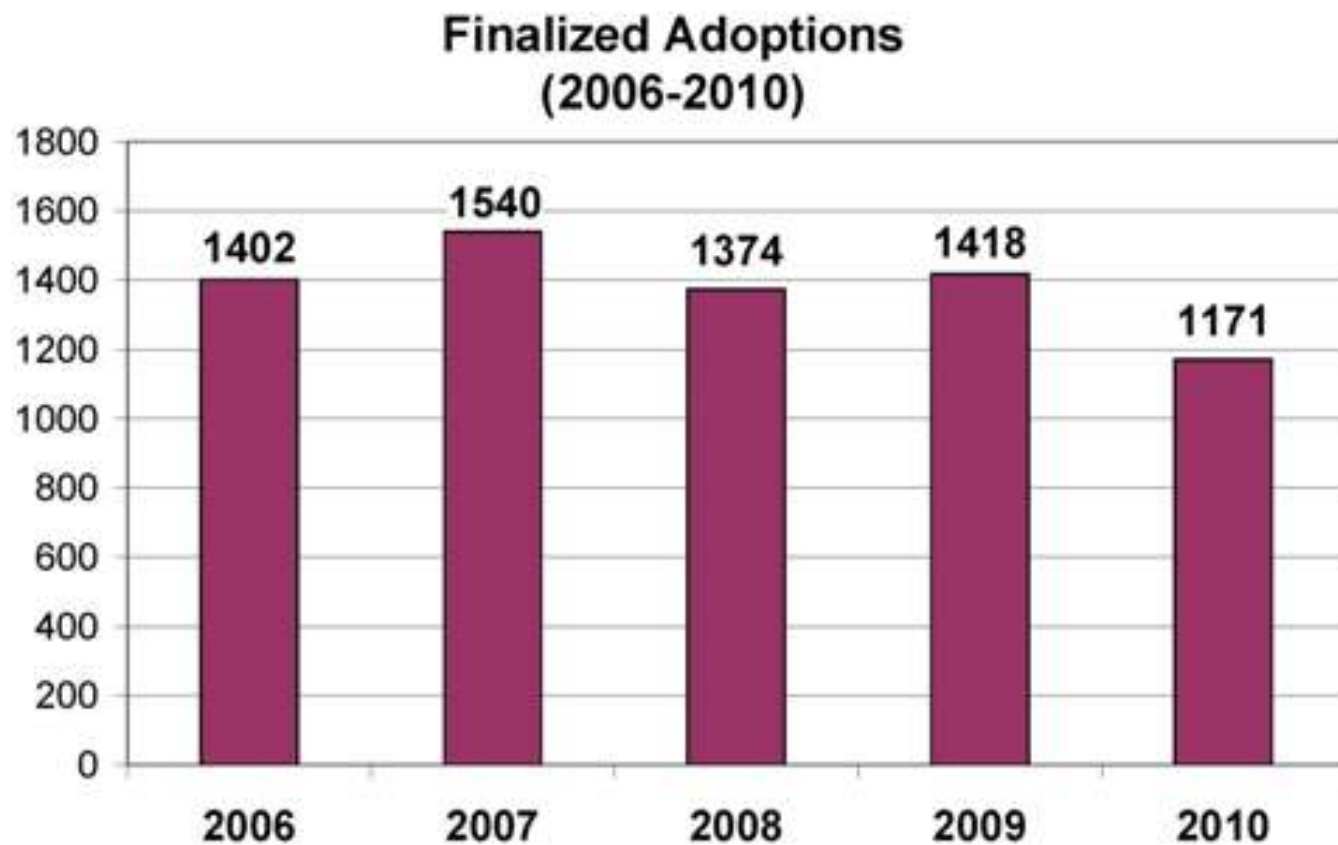
New Jersey

Implementing A New Case Practice Model

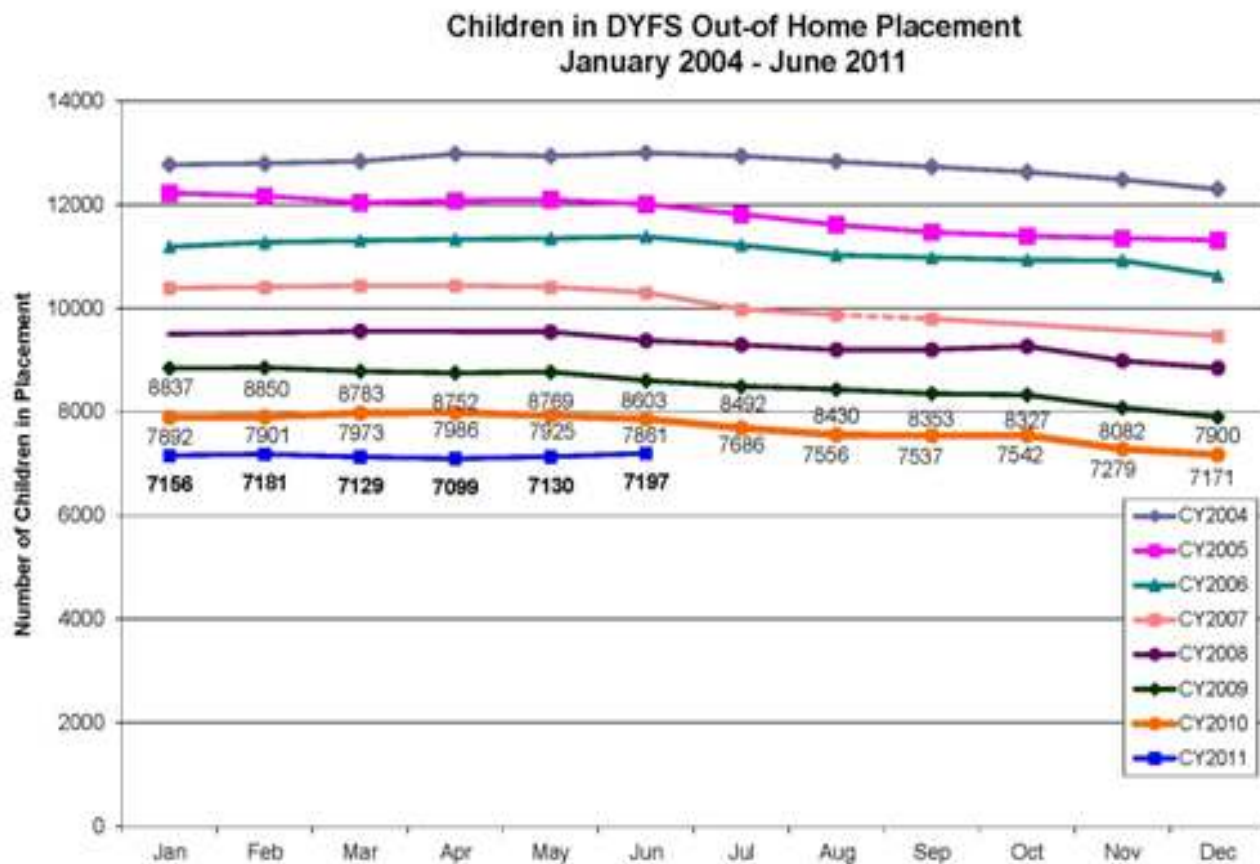
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 - *Strengthen permanency processes & achieve adoption targets*

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New Jersey

Implementing A New Case Practice Model

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 - *Hire and train staff & achieve caseload standards*
 - *Grow the pool of resource families*
 - *Strengthen permanency processes & achieve adoption targets*
- **Improve coordination between DYFS, DCBHS & DPCP and Engage external stakeholders**
- **Transparency with data and budget process**
- **Continued focus on the fundamental practice of child safety, well-being and permanency**

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Lessons Learned

1. Keep the goal clear and at the forefront of all decisions...

- *Understand that change is a dynamic process; be flexible and don't be afraid of mid-course correction*

In New Jersey this meant...

- *We slowed down roll out of statewide implementation*
- *We added coaches; both consultant and DYFS. We extended the opportunity to become a coach to additional titles based on ability and desire*
- *Coaches and trainers are spending more time in each local office*
- *We are now training office supervisors prior of line staff*
- *We implemented an additional day of training at end of each module to teach supervisors how to supervise to the particular skills taught*

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Lessons Learned

2. It's not about the administration...

- *Work quickly and strategically to imbed the change into the work of the staff who will be expected to carry it out*

In New Jersey this meant...

- *Charging middle managers with the role of leading the practice change*
- *Identify "champions" in each local office to support the new practice*
- *Providing tools to support the new practice*
- *Continuously conducting focus groups with line staff and middle managers*
- *Educating and training external stakeholders and service providers*

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Implementing System Change

Lessons Learned

3. Build in evaluation at the start...

- *Design a system for measuring success and apply it early and often*

In New Jersey this meant...

- *Losing the opportunity to have true baselines in the 14 local offices that have already begun implementation of the case practice model*
- *Implementing a quality review process that will measure child and family outcomes to satisfy the CFSR PIP and the federal Monitor*
- *Undertaking a research project with Rutgers University on the effectiveness of New Jersey's case practice model*

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Implementing System Change

Challenges to Reforming a System

- *Political will*
- *Frequent turnover in administration & top leadership*
- *Under funded systems & dwindling fiscal resources*
- *Lack of evidenced based programming*
- *Competing demands from oversight bodies; courts, federal and state government, plaintiffs in lawsuits, federal monitors, stakeholders to produce outcomes*

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Sustaining the Change: *Now What?*

What do we need to sustain our change?

- Transparency
- Internal and external accountability
- Comprehensive review system
- Alignment of mission
- Measurable outcomes; data driven; common platform
- Sustain progress made
- Celebrate successes

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Sustaining the Change: *Now What?*

Performance Management & Accountability

To ensure the integrity and quality of services and programs

- Created a new departmental level office solely dedicated to performance management & quality improvement
- Robust Qualitative Review Process
 - Include system partners & stakeholders as reviewers
- More focused and in-depth case reviews
 - Investigations
 - Parent/ child visitation
- Child Stat
 - Areas of practice
 - Case specific
- DCF Fellows program
- Improve supervisory practice