

Atlantic Coast Child Welfare Implementation Center Project Summary

Geographic Service Area	Regions III & IV
Primary Applicant's Legal Name	University of Maryland Baltimore (UMB) School of Social Work Ruth H. Young Center for Families & Children
City, State	Baltimore, Maryland
Federal Funds Requested in Year 1	\$1,410,000
Project Partners (co-applicants and/or contractors)	The Maryland Child & Adolescent Innovations Institute, Division of Child & Adolescent Psychiatry, University of Maryland School of Medicine

Guiding Theories of Organizational and Systems Change
<p>Guiding Theories – The ACCWIC has developed the Child Welfare Services Readiness for Change as its guiding theory. This model is based on the premise that in order for systemic change to be effective and sustainable, the system must be prepared for change. Building on community readiness work, this approach offers a theory-informed model designed to assess and to build child welfare staff's capacity to make systems change. The model begins where jurisdictions are—with their CFSR and PIP process. The working model describes eight stages of readiness to implement and sustain change. Strategies associated with each stage will be incorporated into T/TA activities. The ACCWIC's Model is depicted in Appendix A.</p>

Primary Goals and Objectives
<p>1. <u>MANAGEMENT</u>: To establish a management and advisory structure based on principles of collaboration and shared values reflected in the SOC framework and CFSR principles</p> <p>1.1 Establish a diverse Regional Advisory Board (RAB) and an Implementation Council (IC) that represent the perspectives and roles of consumers, service providers, administrators, T/TA partners, and researchers</p> <p><i>UPDATE: Objective partially achieved – have established the RAB, held three RAB meetings, and received their feedback on the request for concept papers. The IC council will be established in conjunction with the award of the first implementation projects.</i></p>

<p>1.2 Implement a collaborative executive management structure across UMB that is responsive to Federal partners and needs of State and regional partners <i>UPDATE: Objective achieved by establishing a single point of contact at UMB in order to effectively respond to the needs of State, Tribal, and Federal partners</i></p>
<p>1.3 Engage a diverse and informed array of national and regional consultants and local partners to support the work of the Implementation Center. <i>UPDATE: This objective is in process. We have established connections in conjunction with planning the first regional forum. More strategic connections will be established to support child welfare agencies in their implementation projects.</i></p>
<p>1.4 Work cooperatively with the CB and Regional Offices on each aspect of the project <i>UPDATE: Have established methods of working together. Have visited and talked with staff in both Regional Offices. Central and Regional Office staff are provided copies of all documents in draft form. Regional Office staff have been especially helpful in the ACCWIC outreach to states.</i></p>
<p>2. RESOURCE DEVELOPMENT: To derive from existing scholarship and practice wisdom the best practices regarding implementation and to address the needs of agencies in the geographic service area to improve their provision of child welfare services (CWS) that promote safety, permanency, and well-being</p>
<p>2.1 Develop implementation toolkits to guide the implementation efforts <i>UPDATE: Draft toolkits related to family engagement/involvement and youth engagement/involvement have been developed by Innovations Institute and are under review by the ACCWIC staff.</i></p>
<p>2.2. Work with the California Evidence-Based Clearinghouse for Child Welfare Practice, SAMHSA’s National Registry for Evidence-Based Programs and Practices, and other sources to identify best practices <i>UPDATE: CWA will be introduced to the Clearinghouse, Registry, and other resources to identify promising practices and trained to evaluate the level of evidence supporting interventions. Individual interventions will not be introduced to avoid the perception of highlighting one practice model over another. The center is developing strategies for sharing information as relevant to child welfare agencies based on their specific systems change efforts. The Executive Director of the California Evidence-Based clearinghouse serves on the RAB.</i></p>
<p>3. IMPLEMENTATION PROJECTS: Engage States and Tribes in the process of developing innovative and compelling proposals for implementation projects, promptly and fairly evaluate the proposals, and begin highly collaborative and successful implementation efforts</p>
<p>3.1 Complete outreach and planning efforts that engage the commitment of State and Tribal CWS and that can be integrated with cross-state efforts <i>UPDATE: Outreach efforts are in place with every CWA in Regions III and IV. All publically funded child welfare agencies in Regions III and IV will send representatives to the Regional Forum in Atlanta – March 17-19, 2009.</i></p>
<p>3.2 Provide proactive TA and ongoing, close consultation and supervision by drawing on the expertise of the T/TA network, stakeholders, and other resources <i>UPDATE: TA through conference calls and individual calls has begun – focused primarily on the application process for implementation projects. These activities will expand with the award of the first projects July 1, 2009</i></p>
<p>4. EVALUATION: Engage in national evaluation efforts and implement formative, high-</p>

quality, and low-demand evaluations of implementation projects
<p>4.1 Develop informative, rigorous, quasi-experimental evaluations for projects using administrative data, electronic surveying, repeated measures, and propensity score matching to control for biases that might confound comparisons to un-served populations in other States or Tribes <i>Update: ACCWIC is leading the cross-center evaluation workgroup and also working in conjunction with the TTA network evaluators to gain consensus on evaluation plans to the extent possible.</i></p>
<p>4.2 Provide informative qualitative and descriptive evaluations of the remaining projects—selected when more sophisticated methods would not be appropriate.</p>
<p>4.3 Collaborate across Regions to address common issues and to generate more efficient and powerful findings</p>
5. DISSEMINATION: Disseminate Information on Accomplishment of Objectives
<p>5.1 With input from the RAB and Implementation Council, develop and disseminate a systematic and regular series of written products based on lessons learned from each State and Tribal IIP</p>
<p>5.2 Collaborate with CB and partners to produce and disseminate toolkits and resource manuals that document steps to facilitate systematic change that leads to positive child welfare outcomes <i>UPDATE: The first products will be toolkits on family and youth engagement/involvement.</i></p>
<p>The ACCWIC’s Conceptual Model, depicted in Appendix B, categorizes action steps required for achieving the goals and objectives.</p>

Stakeholders & Collaboration
<p>Partners - Child Welfare Agencies (CWA) from local, State and Tribal systems within Regions III and IV are viewed as “co-designers” with the ACCWIC by identifying and prioritizing problem areas, as well as participating in the creation of their systems change. In its initial introduction and contact with the District of Columbia, State, and Tribal CWA, ACCWIC staff members have been clear that each CWA will guide the change process. The ACCWIC will also rely upon the expertise of two partnering structures, the Regional Advisory Board and the Implementation Council.</p> <p><u>Implementation Council (“Council”)</u>: The Council will be composed of local, State and Tribal CWA, families and youth from the Region III and IV geographic service area based on their expertise, leadership qualities, and relationships with key stakeholders. The Council will guide the ACCWIC in its further understanding of the culture and needs within Regions III and IV and will serve three purposes: (1) assist the ACCWIC in planning forums and selecting themes for project proposals; (2) function as a central hub for the Peer-to-Peer (P2P) Network; and (3) serve as a forum to identify and solve systemic barriers at the local, State and/or Tribal and national levels.</p> <p><u>Regional Advisory Board (RAB)</u>: The RAB has been developed. It is comprised of individuals with child welfare subject matter and system-building expertise, who will be charged with advising the ACCWIC on the selection and implementation of priority projects. A list of RAB members and</p>

affiliations is included as Appendix C.

Proposed Approach to Collaboration – The ACCWIC has been involved in analyzing TATIS to understand the T/TA received by CWA from the national T/TA Network, and conducting a review of CFSR outcomes to identify areas of need that are common across the region. ACCWIC will use Central Desktop to foster collaboration across projects.

Outreach Approach & Activities

General Outreach - ACCWIC staff have been engaged in outreach activities with all CWA in the geographic service area of Regions III and IV. An introductory letter and fact sheet was mailed to all States and Tribes at the end of January 2009. Letters were followed up with phone calls to identify primary points of contact for ACCWIC activities and attendees for the regional forum. An email was sent to all CWA leaders and points of contact to introduce implementation projects and a request for concept papers. Follow up Q&A teleconferences were provided to respond to questions about implementation projects and concept paper submissions.

Targeted Outreach - *General outreach* activities will drive *targeted outreach* activities as follows:

- 1) Individual conference calls have been tailored for jurisdictions to further understand the focus of system change in each jurisdiction.
- 2) A tribal leader in Region IV has been added to our team to help engage the 6 federally recognized tribes in Region IV and to particularly focus on the two IVB eligible tribal child welfare agencies.
- 3) Requests for concept paper submissions will be used to identify common areas of focus in order to develop outreach plans that are targeted toward specific content areas; and
- 4) Peer affinity groups (see below Peer-to-Peer discussion) will be created around common systems issues or the outcome areas of safety, permanency, and well-being.

Regional Forum Structure & Activities

First Forum: Navigating Change in Child Welfare, March 17-19 – The initial forum will be a vehicle through which jurisdictions learn general information about successful systems change strategies and assistance through the T/TA Network. They will also receive hands-on guidance to develop logic models and fine tune their applications for Round One and Two submissions. The regional forum focuses on two areas that mirror ACCWIC’s implementation projects: family and youth engagement, and change management. There will be sessions on change management including readiness, implementation process, and sustainability; sessions on systems change to achieve specific outcomes (e.g., safety, permanency, well-being); roundtables on change management, family involvement, and youth involvement; and workshops on preparing implementation project applications that address resource management, building logic models, and using data to inform systems change. Our draft agenda is attached as Appendix D.

CWA will send delegations to the forum. The ACCWIC will pay for the travel and lodging expenses for three stakeholders from each jurisdiction. If the sites can sponsor other stakeholders, additional delegates will be welcomed.

Subsequent Annual Forums – Subject to the feedback from the Implementation Council, subsequent forums will follow a similar format. However, instead of starting with an overview of the ACCWIC, the forums will begin with updates on the status of the IIPs, as well as report on the P2P Network and affinity group T/TA. Information sharing about effective systems change strategies and facilitation of solution-focused dialogues will continue to be on the agenda. As indicated in the table below, the second forum will be held in September 2009. *UDPATE: To increase efficiency, ACCWIC will accept applications for two cohorts of projects in one round of applications. Applicants will indicate whether they would prefer a July 2009 or October 2009 start date.*

Forum and Implementation Timeline 9/2008 – 1/2010	
Oct. – Jan. 2009	(1) Collaborate with CB, T/TA Network, and other Implementation Centers; (2) Outreach to jurisdictions: to provide background on the ACCWIC; discuss interest in participating in the planning process, and begin conversations to identify areas of need and possible solutions; (3) Conduct CFSR analysis and additional research for the geographic service area; and (4) Select themes that will frame the proposal process.
Feb. 2009	Post RFA for Concept Papers. First RFA will include two phases. Phase 1 – concept papers; Phase 2 – applications. Q&A teleconferences will be held around implementation projects and concept papers.
Mar. 2009	(1) Concept papers due March 3; (2) Hold first forum in Atlanta March 17-19; (3) Assist CWA in developing their full applications
April 2009	April 19 deadline for jurisdictions to submit applications for cohorts one and two. The Review panel will review and score applications.
May – Jun. 2009	Select implementation projects and begin working with CWA to implement proposals (i.e., identify partners and staff and create work plans).
Jul. 2009	Begin implementation of the first cohort.
May 2009 – Sept. 2009	Provide TA to selected second cohort projects to promote readiness.
Oct. 2009	Begin implementation of Round Two cohort.

The forums will be designed to increase participation, buy-in, and commitment to creating systemic change and to motivate participants to take on “next steps.” The ACCWIC will provide follow-up TA and coaching to support the jurisdictions and help ensure those steps are taken.

State & Tribal Networking

Peer to Peer (P2P) Network– Believing that many of the challenges faced in child welfare are common across the Regions and that the experiences of jurisdictions who have successfully achieved outcomes have much to share with others, the ACCWIC will build and support an active P2P Network that is accessible to all of the jurisdictions in the geographic service area. The ACCWIC will use the P2P Network as a venue for many of its resource support offerings, including region wide training on systems change practices, generalized T/TA, and system updates. ACCWIC staff will support the P2P Network and work closely with the Implementation Council. Together, they will

coordinate online meetings, and facilitate P2P Network goal setting and planning.

Awareness of the P2P Network will be promoted through a dedicated ACCWIC website, collaboration through Central Desktop, continuing outreach and engagement activity, as well as regional and national dissemination. As the ACCWIC works to increase the use of the P2P Network, staff will continue to adapt its support to meet the changing needs of Regions III and IV. The goal is to bring States and Tribes together using a variety of processes that will enable them to learn and support each other in developing solutions to common problems and to exchange knowledge and resources. In addition to the Implementation Council, the ACCWIC will leverage the expertise of Region III and IV CWS leaders through a three-pronged P2P Network approach that includes:

- 1) P2P Shadow Learning,
- 2) P2P Project Workgroups, and
- 3) P2P Affinity Groups.

P2P Shadow Learning - This facilitated process will reinforce active thinking about systemic change in implementation project sites, allow jurisdictions the opportunity to see how a principle to practice approach operates, and learn how other sites have solved problems. Shadow learning opportunities will be supported through the use of onsite and distance learning. The purpose of shadow learning will be to understand how to manage the change process by observing and discussing perceptions and experiences with implementation project leaders.

P2P Project Workgroups - As projects unfold, P2P Workgroups will convene as needed to work on identified targeted problems associated with particular aspects of the projects, such as financing or policy changes necessary to support a specific practice changes. These workgroups will support the development of strong projects incorporating a sound theory of change and solid action plans.

P2P Affinity Groups - As the District of Columbia, States and Tribes complete the current round of the CFSR process, affinity groups will be established as a vehicle for sites to work on common problems in the development and implementation of PIPs. Affinity groups will receive an orientation to systems change processes and will be facilitated to support their efforts to develop well thought-out change strategies. The affinity groups will assist in collaborative problem solving across the geographic service area with common issues. Bringing to bear regional knowledge and experience of other CWA allows for the sharing of practical solutions to problems grounded in the real world experience of child welfare administrations. To kick off the affinity groups, experts will be engaged to present an analysis of the problem and to identify solutions that have worked in other areas. Affinity groups will be supported through active listservs and webinars, which will encourage members to work together to analyze issues and to share potential solutions. ACCWIC staff will facilitate affinity groups and encourage participants to think together about how the group might develop proposals for IIPs to enhance their collective capacity to address identified concerns in a culturally competent manner. Affinity groups will also allow the ACCWIC to maximize its impact beyond active projects. Because not all sites may choose or be able to participate in larger implementation projects, affinity groups will allow a greater number of jurisdictions to actively benefit from the ACCWIC's existence and support. Finally, the affinity groups may serve as incubators for subsequent rounds of projects.

Cultural Competence in Tribal Systems - To ensure that the Center operates with a clear sense of

Tribal concerns and issues, the Center has recruited from the Native American community for RAB membership and engaged a tribal leader in Region IV who can apply personal experiences as a Native American and professional expertise based on work within Tribal communities. This process will help the Center to establish additional credibility and to gain some initial acceptance into the community.

Recognizing that it will take time to build a trusting relationship with regional Tribes, Year 1 will be devoted to needs sensing and relationship building. As part of this process, the Center will offer support through the development of P2P networking on child welfare issues, possibly building upon existing communication networks. As the Center becomes more broadly known and accepted, it will begin work with Tribes to either develop a Tribal-focused IIP or a joint Tribe and State child welfare implementation project. Consistent with the Center's guiding principle of cultural and linguistic competency, the Center will work with Tribes in developing or adapting its T/TA support to a relational world view.

Implementation Projects

The primary mechanism for providing training and technical assistance for a child welfare agency is through implementation projects. These projects provide an opportunity for the agency to work closely with the ACCWIC to develop implementation projects with clear action steps toward achieving measurable outcomes that contribute to successful systems change. Support (financial and technical assistance) will be provided for two types of projects in the first two rounds: (1) Change Management Implementation Projects and (2) Family and/or Youth Engagement Individualized Implementation Projects. The goals and expectations of each project type are described below.

Goals for Implementation Projects:

1. Implement core strategies to achieve sustainable systems change.
2. Improve the organization's culture, structure, policy, and/or practice.
3. Obtain measurable progress on relevant safety, permanency, and well-being indicators of system performance.

Change Management Implementation Projects

Change Management Implementation Projects (CMIPs) are intended to "meet child welfare agencies where they are" by providing the change management tools necessary for effective implementation and sustainability of systems or program change strategies *currently underway*. Many CWA have active projects that have been initiated as part of their Child and Family Services Reviews (CFSR) or Program Implementation Plans (PIPs) that could benefit from tailored T/TA around implementation and change management. CMIPs focus on the systems change process. They are designed for a CWA with an active project that could benefit from technical assistance in implementing or sustaining systems change. CMIPs will draw on resources via the Implementation Center and T/TA Network to adopt sound methodologies for systems change, including assessment, goal development, strategic planning, change management, evaluation, and action planning. These projects will build upon and share the knowledge, skills, and experiences of CWA in improving outcomes for children, youth, and families.

Individualized Implementation Projects: Family and/or Youth Engagement

For the first round of projects, the area of focus for Individualized Implementation Projects (IIP) is family and/or youth engagement. This focus is based upon a review of first and second round CFSR findings which identified Areas Needing Improvement for the outcome areas of promoting continuity of family relationships and connections for children (Permanency 2), and enhancing the capacity of families to care for their children's needs (Well-Being 1). The Children's Bureau Regional Offices and the ACCWIC Regional Advisory Board also helped to identify family and/or youth engagement as a priority in these Regions. Individualize Implementation Projects are designed to assist States and Tribes in adopting and implementing evidence-based or promising practices related to improving family and/or youth engagement and involvement.

Implementation projects may pursue systemic change within a child welfare system or across multiple systems that are integral to successful child welfare practice. The ACCWIC will enhance existing services of the T/TA Network by providing long-term, coordinated, individualized, and intensive technical assistance.

Implementation Project Expectations

To participate in a project, the agency agrees to:

- Develop a specific implementation strategy that incorporates best practices in implementation and systems change;
- Draw on the ACCWIC and the TTA Network for expertise in systems change in further developing, implementing, and sustaining the projects;
- Work with the ACCWIC so that individualized and tailored T/TA can be provided to support its change goals;
- Participate in the Peer-to-Peer networking process and shared learning community;
- Engage in an open process that allows other jurisdictions within and outside of Regions III and IV to support and learn from its experiences;
- Participate in a tailored evaluation designed to track the activities and outcomes of the project; and
- Enter into a Memorandum of Agreement with the ACCWIC and commit to working on a project for a period of at least 24 months.

The ACCWIC will conduct three rounds of application submissions, resulting in four award cycle cohorts of projects of varying duration. Applications for cohorts one and two are due April 19, 2009. An independent review panel will review and rate each project application. . Individuals who have provided TA to one or more of the States and/or Tribes in finalizing their proposals will be excluded from participation on the review panel.

Once projects are selected as implementation projects, the ACCWIC will enter into formal agreements with the State and Tribal child welfare agency through a Memorandum of Agreement (MOA) and create Implementation Teams overseen by the Implementation Coordinators. For each project, the ACCWIC will collaborate with the T/TA Network and when necessary, will draw from

this wide pool of experts, as well as from staff and faculty from UMB. For jurisdictions who submitted viable applications, but are not yet ready to begin full-scale implementation, the ACCWIC will provide intensive and individualized TA, shadow learning, onsite or distance learning, and virtual meetings in an effort to bring these proposals to readiness; support may include periodic updates from other implementation project teams.

Evaluation

The logic model in Appendix E describes how the ACCWIC’s mission and approach are designed to respond to the current contextual environment of child welfare agencies and service delivery. The Center proposes a two-tiered evaluation plan that addresses the primary purpose of Implementation Centers as defined in the cooperative agreement and outlined in the logic model. Evaluation activities will be designed to assess the implementation process, as well as the quality of practice of both the T/TA provided by the ACCWIC and the projects. This preliminary evaluation plan is structured to ensure that timely and relevant information can be obtained from the evaluation, yet is flexible enough to allow for evaluation activities to be tailored to each project. As the needs and strategies for each child welfare agency are better defined during the planning period, detailed evaluation plans will be created to assess the unique contributions of each project.

Regardless of the systems change theme or the research design that best matches the evaluation of each implementation project, one common method uniting all evaluation activities is a focus on the *implementation process*. In all projects, as well as with T/TA, the ACCWIC will carefully document the implementation process and ask stakeholders to evaluate implementation activities. Child welfare implementation research is an emerging scholarly area that is need of further development. The national network of Implementation Centers provides the opportunity to advance the knowledge base about what works in implementing systems change in CWA.

Methods and Measures - The table below lists preliminary evaluation questions in order to provide a basic description of the kinds of questions that will be answered within each evaluation type (process, practice, outcome) for each tier of the evaluation (ACCWIC, projects). One of the planning activities that will be done prior to implementation activities will be for each site to work with evaluators to develop a program logic model that specifies which practice and outcome areas are being targeted. Just as the Center’s logic model will guide the Center’s evaluation plan and research questions, each IIP logic model will guide the IIP evaluation activities.

<i>Preliminary Evaluation Questions</i>			
	Process Evaluation “How were services provided?”	Practice Evaluation “What was the quality of services provided?”	Outcome Evaluation “So what? Is anyone better off?”
Center T/TA	How did Center provide T/TA to identify and meet the needs of CWS	What T/TA approaches were most effective at promoting sustainable change?	Have CWS improved in their target areas?
Implementation Projects	How did CWS implement IIPs to meet their needs?	What changes were made to child welfare practice as a result of IIPs?	Have children experienced improved safety, permanency, and well-being outcomes?

To allow for the opportunity for stakeholders to provide input into the evaluation design, data collection measures and methods will be individualized to meet project needs. In accordance with SOC principles, the ACCWIC will include program planners, collaborative members, and other stakeholders in the development of evaluation plans. Local stakeholders will be involved in defining the goals of their program and the outcomes that will be assessed, as well as be asked to provide input on the methods and measures used to evaluate their implementation projects. Additionally, the Evaluation Team will provide a continuous feedback loop whereby evaluation results inform implementation activities. This type of collaborative evaluation approach, where the focus is on providing partners and staff with practical and immediate feedback, is integral for systems change initiatives to ultimately make an impact at the systems and practice levels.

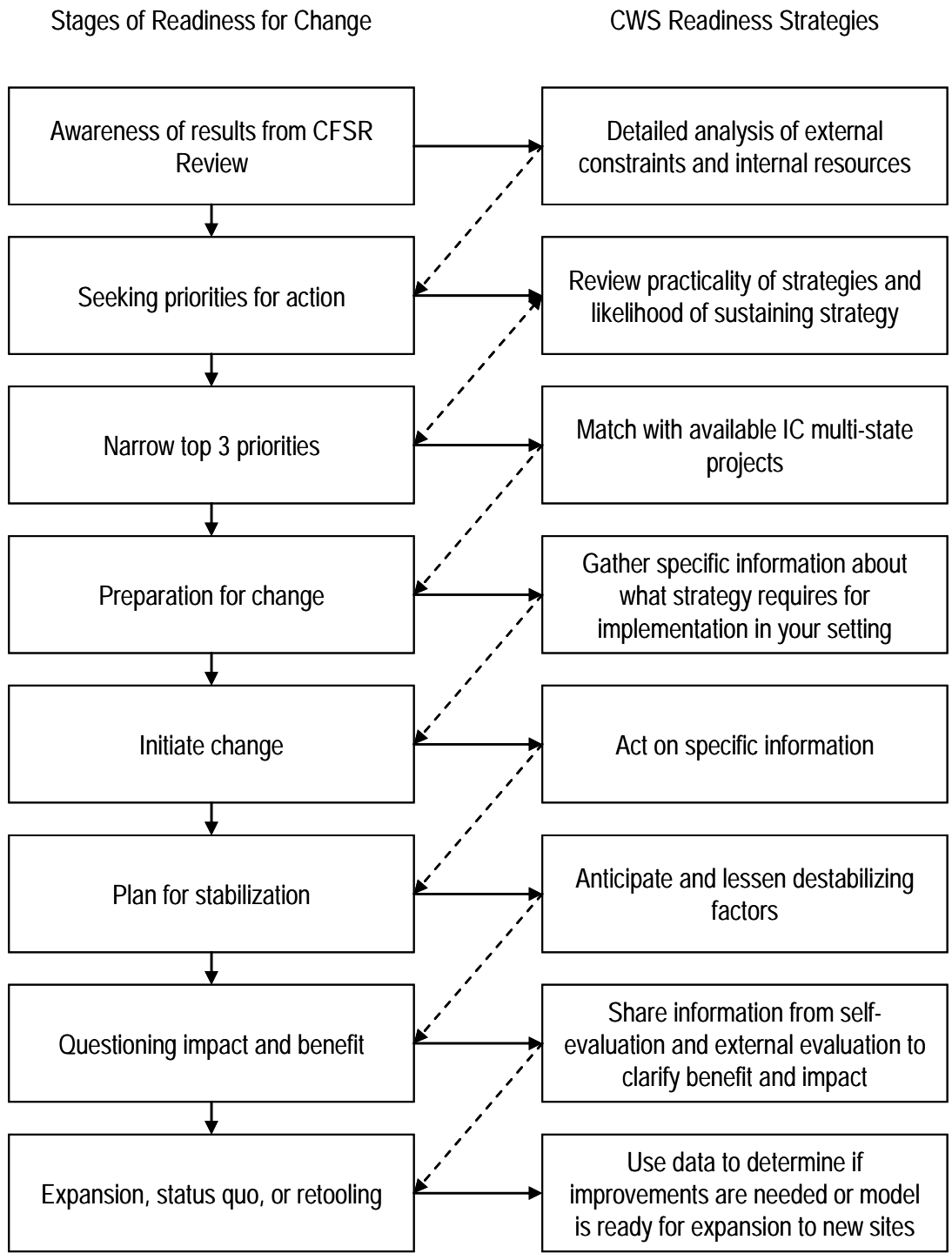
Documenting Activities and Results - The development of a core set of evaluation processes, protocols, and indicators is vital to obtain generalizable cross-site findings. The ACCWIC will work in consultation with the CB, T/TA Network, and national evaluation team to create and implement a core set of organizational and systems change indicators that will be used to track, document, and evaluate project progress from all sites. The collection of a core set of standardized data and outputs/products (logic models, strategic plans) will be integrated into project evaluation plans. Nevertheless, flexibility will also be required as each grantee will have unique agency and community conditions, employ different strategies and service arrays, and target different system components and long-term outcomes for children and families.

Data Sources and Types of Data Collection

<i>Data Source</i>	<i>Type of Information Collected</i>
Site monitoring log	Number and type of implementation activities
Administrative data	Child safety, permanency, and stability Disparity/disproportionality
Evaluator field notes	Fidelity of implementation activities to SOC and CFSR principles Detailed description of implementation activities
Stakeholder questionnaires	Satisfaction with implementation activities Guided by SOC and CFSR principles Suggestions for improvement Transfer of learning
IIP-specific measures	Additional data sources developed or identified to assess the target areas of IIPs

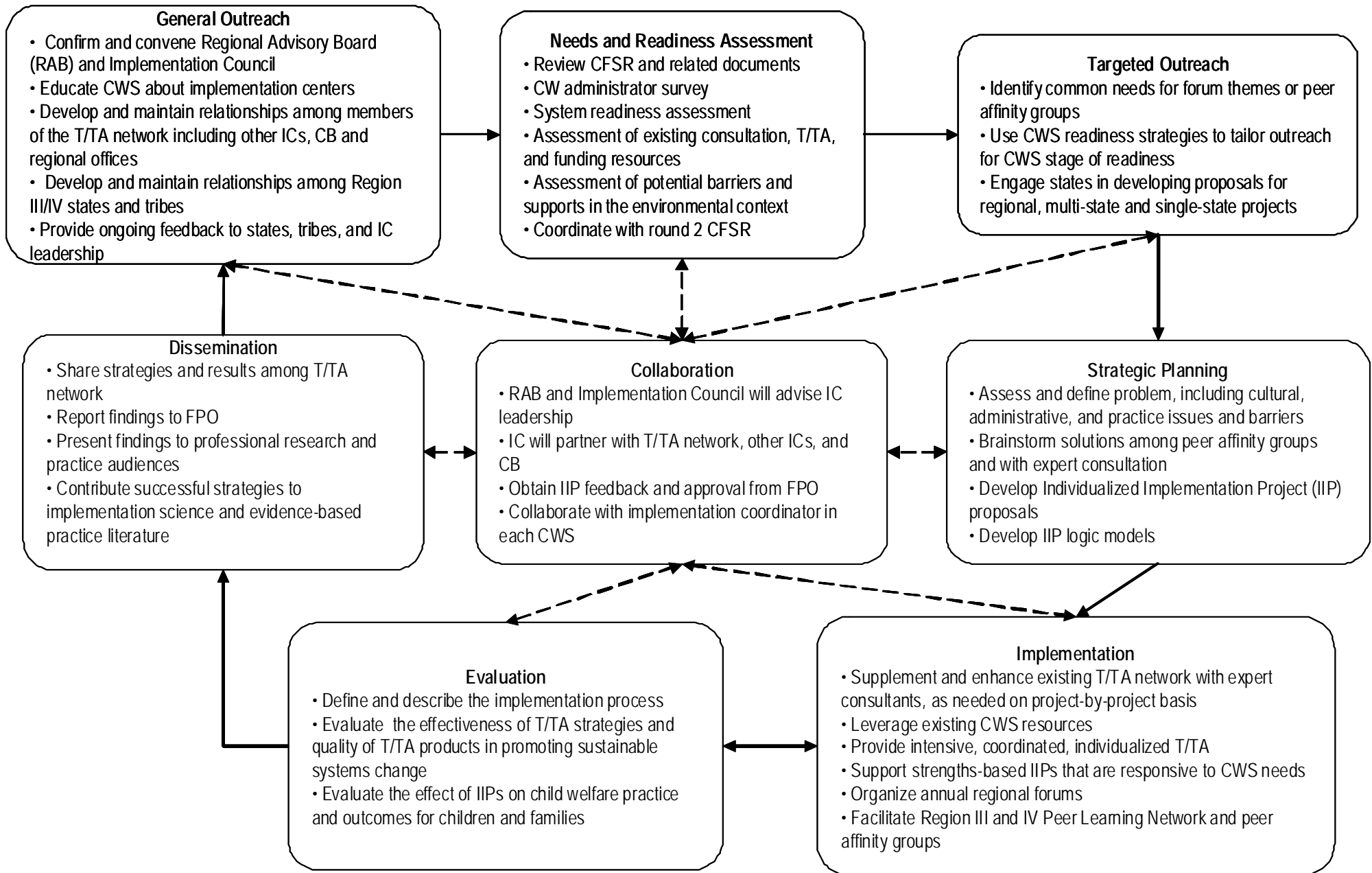
Protection of Human Subjects – The ACCWIC is committed to protecting the rights of staff and clients involved in this project. To ensure the protection of human subjects, UMB’s Institutional Review Board (IRB) will review and approve all data collection activities. All participants in the research process will be provided an informed consent form with the option to refuse to participate in the study without jeopardizing their access to services. During Phase I, research staff from UMB will clearly describe the procedures for protecting the privacy of client rights and for ensuring the confidentiality of collected data and submit to the IRB for review and approval.

Appendix A. Child Welfare Services Readiness for Change Model



Adapted from Edwards, R.W., Jumper-Thuman, P., Plester, B.A., Oetting, E.R., & Swanson, S. (2000). Community readiness: Research to practice. *Journal of Community Psychology*, 28(3), 291-307.

Appendix B. Region III and IV Conceptual Model



Appendix C – Regional Advisory Board Member List

**Atlantic Coast Child Welfare Implementation Center
Advisory Board Members**

Children’s Bureau Regional Office

Representatives

Christine Craig - Region III

Tracy Fava - Region IV

Gregory Aarons, Ph.D.

Associate Professor of Psychiatry,

University of California, San Diego

Child & Adolescent Services Research Center

Kathy Barbell, MSW

Senior Director, Technical Assistance

Casey Family Programs

Washington, DC

Angela Braxton

Family Involvement Consultant

Kansas Family Advisory Network

Theresa Costello

Director, National Resource Center for
Child Protection, Inc.

Deputy Director, ACTION for Child
Protection, Inc.

Albuquerque, New Mexico

Kathy Deserly

Director, Indian Child and Family Resource
Center

Helena, Montana

Mario Hernandez, Ph.D.

Professor and Chair,

University of South Florida

Department of Child and Family Studies

Tampa, Florida

Honorable William G. Jones

Retired Juvenile Court Judge

Charlotte, North Carolina

Jan McCarthy

Retired, Former Director of Child Welfare

Policy at the National Technical Assistance

Center for Children’s Mental Health

Georgetown University

Washington, DC

Shalita O’Neale

Executive Director, Maryland Foster Youth

Resource Center

Laurel, Maryland

Damon Saunders, LCSW

Child Welfare Supervisor. County of Fairfax

Virginia, Virginia, Department of Family

Services

Reston, VA

Carolyn M. White, MSW, LCSW

Family Services Executive Director

Poarch Band of Creek Indians

Charles Wilson, MSSW

Executive Director, Chadwick Center for

Children and Families

Rady Children’s Hospital

Director – California Clearinghouse on

Evidence Based Practices in Child Welfare

San Diego, California



Atlantic Coast Child Welfare Implementation Center

Partners for Change

Navigating Change in Child Welfare Regional Forum – March 17-19, 2009 - Atlanta

March 17

7:30 – 9:00	Registration and Networking Breakfast
9:00 – 9:15	WELCOME! Jane Morgan – Director, Capacity Building Division, Children’s Bureau/ACF/HHS Cathy Fisher – Project Director- Atlantic Coast Child Welfare Implementation Center, former Executive Director - Maryland Department of Human Resources Social Services Administration
9:15 – 10:00	Vision for the Implementation Centers Jane Morgan - Director, Capacity Building Division, Children’s Bureau/ACF/HHS Overview of the National Training/Technical Assistance Network Peter Watson – Director, National Child Welfare Resource Center for Organizational Improvement
10:00 – 10:45	Key Note: Navigating Change through Turbulent Times Cari DeSantis - Executive Vice President of Public Affairs and Communications-Casey Family Programs, former Cabinet Secretary for the Delaware Department of Services for Children, Youth & Their Families
10:45 – 11:00	BREAK
11:00 – 12:00	Views from the Field: Contextual Factors Affecting Implementation -What factors are affecting your change efforts? Co-Facilitators: Peter Watson - Director, National Child Welfare Resource Center for Organizational Improvement Theresa Costello – Director, National Resource Center for Child Protective Services Carolyn M. White – Family Services Executive Director, Poarch Band of Creek Indians & Atlantic Coast Child Welfare Implementation Center Advisory Board Member
12:00 – 1:30	LUNCH
1:30 – 3:00	Managing Change: Readiness, Implementation, Sustainability <i>Readiness for Change</i> - Peter Watson, Director, National Child Welfare Resource Center for Organizational Improvement <i>Managing Implementation</i> -Olivia Golden, Senior Fellow, Urban Institute, Former Assistant Secretary for Children and Families, HHS <i>Sustaining Change</i> -Cari DeSantis, Executive Vice President of Public Affairs and Communications-Casey Family Programs, former Cabinet Secretary for the Delaware Department of Services for Children, Youth & Their Families
3:00 – 3:15	BREAK

ROUNDTABLE DISCUSSIONS – <i>(Team members should attend separate sessions)</i>			
3:15 – 4:45	<p>Readiness Roundtable Discussion Peter Watson -Director, National Child Welfare Resource Center for Organizational Improvement</p> <p>Sarah Kaye -Director of Evaluation, Co-Investigator - Atlantic Coast Child Welfare Implementation Center</p>	<p>Implementation Roundtable Discussion Olivia Golden -Senior Fellow, Urban Institute, Former Assistant Secretary for Children and Families, HHS</p> <p>Rick Barth -Dean & Professor, University of Maryland School of Social Work, Co-Investigator – Atlantic Coast Child Welfare Implementation Center</p>	<p>Sustainability Roundtable Discussion Cari DeSantis - Executive Vice President of Public Affairs and Communications-Casey Family Programs, former Cabinet Secretary for the Delaware Department of Services for Children, Youth & Their Families</p> <p>Cathy Fisher -Project Director, Atlantic Coast Child Welfare Implementation Center, former Executive Director - Maryland Department of Human Resources Social Services Administration</p>
5:30 – 7:00	<p>Reception and Poster Session – WHAT WORKS in Child Welfare?</p> <p><i>Submission of posters from all child welfare service agencies in Children’s Bureau Regions III and IV</i></p>		

March 18

8:00 – 9:00	Networking Breakfast
9:00 – 10:15	<p>Systems Change to Achieve Safety, Permanency, and Well-Being</p> <p>Charge for the Day: Ruth Walker – Regional Program Manager, ACF/HHS Region IV Lisa J. Pearson – Regional Program Manger, ACF/HHS Region III</p> <p>Safety -Theresa Costello, Director, National Resource Center for Child Protective Services</p> <p>Permanency -Gerald Mallon, Professor & Executive Director, National Resource Center for Family-Centered Practice & Permanency Planning</p> <p>Well-Being -Michelle Zabel, Director, The Maryland Child and Adolescent Innovations Institute, Division of Child and Adolescent Psychiatry, University of Maryland School of Medicine</p>
10:15 – 10:30	BREAK
EXEMPLAR DISCUSSIONS – (PICK ONE)	

10:30 – 12:00	Safety Exemplar: Safety Intervention System in South Dakota -Theresa Costello, Director, National Resource Center for Child Protective Services -Todd Holder, National Resource Center for Child Protective Services	Permanency Exemplar: -Gerald Mallon, Professor & Executive Director, National Resource Center for Family-Centered Practice & Permanency Planning -State or tribe in Region IV	Well-Being Exemplar: Interagency Strategic Planning -Michelle Zabel, Director, The Maryland Child and Adolescent Innovations Institute, Division of Child and Adolescent Psychiatry, University of Maryland School of Medicine -Cathy Fisher, Project Director- Atlantic Coast Child Welfare Implementation Center, former Executive Director - Maryland Department of Human Resources Social Services Administration
12:00 – 1:30	LUNCH		
ROUNDTABLE DISCUSSIONS – (PICK ONE)			
1:30 – 3:00	Change Management Round Table -Cathy Fisher, Project Director, Atlantic Coast Child Welfare Implementation Center, former Executive Director – Maryland Department of Human Resources Social Services Administration -Denise Sulzbach, Policy Analyst, Atlantic Coast Child Welfare Implementation Center & The Maryland Child and Adolescent Innovations Institute, Division of Child and Adolescent Psychiatry, University of Maryland School of Medicine -Kathy Barbell, Senior Director, Technical Assistance Unit, Casey Family Programs & Atlantic Coast Child Welfare Implementation Center Advisory Board Member	Family Engagement/ Involvement Round Table -Michelle Zabel, Director, The Maryland Child and Adolescent Innovations Institute, Division of Child and Adolescent Psychiatry, University of Maryland School of Medicine -Angela Braxton, Family Involvement Consultant & Atlantic Coast Child Welfare Implementation Center Advisory Board Member	Youth Engagement /Involvement Round Table -Marlene Matarese, Director of Training and Technical Assistance, The Maryland Child and Adolescent Innovations Institute, Division of Child and Adolescent Psychiatry, University of Maryland School of Medicine -Shalita O’Neal, Executive Director – Maryland Foster Youth Resource Center & Atlantic Coast Child Welfare Implementation Center Advisory Board Member
3:00 – 3:15	BREAK		
3:15 – 4:00	Instructional Session: Translating Concepts to Applications Diane DePanfilis -Principal Investigator Atlantic Coast Child Welfare Implementation Center, Director – Ruth H. Young Center for Families and Children, Professor & Associate Dean for Research – University of Maryland School of Social Work Denise Sulzbach - Policy Analyst, Atlantic Coast Child Welfare Implementation Center & The Maryland Child and Adolescent Innovations Institute, Division of Child and Adolescent Psychiatry, University of Maryland School of Medicine		
WORKSHOPS – (PICK ONE)			
<i>At least 1 representative from each jurisdiction should attend each of these sessions</i>			

4:00 – 5:00	Resource Planning and Budgeting Workshop Cathy Fisher Denise Sulzbach	Program Planning and Logic Model Workshop Diane DePanfilis Theresa Costello	Using Data to Inform Systems Change Workshop Sarah Kaye Representative from South Carolina (invited)
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March 19

8:00 – 9:00	Networking Breakfast		
Attendees will be Assigned to the A or B Group based on Concept Papers or other expressed interests			
9:00 – 10:30	GROUP A – Diane DePanfilis & Theresa Costello (facilitators) CW Leaders Develop and Present Logic Models to each other	GROUP B Sarah Kaye & Gary Mallon (facilitators) CW Leaders Develop and Present Logic Models to each other	
10:30 – 11:00	BREAK and Hotel Checkout		
11:00 – 12:00	Wrap up - Jane Morgan & Cathy Fisher <ul style="list-style-type: none"> - Input - TA needs - Next Steps: RFA - Safe Travels! 		

Appendix C. Region III and IV Implementation Center Logic Model

