ERP TOOLKIT

California Child Welfare

CORE PRACTICE MODEL

A Guiding Framework for Child Welfare Practice

A Collection of Tools and Resources

for CPM Implementation from the

Engagement, Relationships & Partnership
Development Circle

FINAL Feb. 28, 2018

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Introduction

Partnerships are essential to implementing the California Child Welfare Core Practice Model (CPM) and achieving positive outcomes for children and families. The CPM promotes behaviors and values foundational to collaboration – at both practice and system levels. This serves to keep children safe and meet the needs of families, heal the trauma experienced from system involvement and build more comprehensive, culturally humble service partnerships with community.

Partnerships with families, communities and Tribes are key to identifying and addressing system barriers and creating comprehensive culturally responsive practices, supports and services for the children and families being served. Through the building of strong partnerships, grounded in the principles of CPM, the work of keeping young people safe, living with permanent families, supported by connections, and attending to their trauma and well-being needs becomes a shared responsibility of the entire community, not just the child welfare worker and system.

Building and sustaining strong partnerships can only be meaningfully achieved when Child Welfare Services (CWS) staff partner through a lens of cultural humility. Central to this framework are the ability to acknowledge gaps in one's knowledge of others, an openness to new ideas, and a willingness to accept that individuals and families are the experts in their own experiences and views of the world in which we all live.

Background and Intent

The Engagement, Relationships & Partnership (ERP) Development Circle was formed in early 2017 as one of four capacity building workgroups designed to develop implementation resources and tools for use by California Child Welfare Directors and their implementation teams to help install or advance CPM in their locations.

The aim of the ERP Development Circle was to strengthen the capacity of child welfare leaders at all levels to establish, nurture and sustain the internal and external system and community partnerships essential for implementation of the CPM. When child welfare creates strong collaborative networks with system, community and Tribal partners, children and families are surrounded by relationships and opportunities that help them thrive. The membership of the ERP Development Circle brought together expertise from county child welfare agencies and their partners across the state to build on valuable

lessons about meaningful engagement and active involvement of community, system and Tribal partners in the work of child welfare. The shared aim was to develop and test a set of tools and strategies to help counties meaningfully engage partners in putting the values and principles of CPM into action. Through these strengthened collaborations, counties can improve safety, permanency and well-being outcomes for vulnerable children and their families.

The intent of this guide is to provide some of the most successful strategies for addressing partnership-building challenges as gathered through the experiences of peer counties and other stakeholders—for any county, at any point in their journey to implement CPM. The lessons learned and relevant resources contained in the ERP Toolkit address a variety of partnering goals and challenges, so that all counties can find something to support whatever their next steps toward CPM implementation involve.

Goals for the Toolkit

The ERP Toolkit is designed to accomplish the following goals:

- Reinforce the value that child welfare, the community and partner agencies share responsibility with families to make collaborative decisions supporting the safety, permanency and well-being of children and youth.
- Provide foundational materials such as tools, templates, resources and examples to assist child welfare agencies and their community, Tribal and system partners to work together on practice and system changes related to CPM.
- Offer insight and information on the essential role and contributions that community partners can play in improving child welfare practice, systems and outcomes.
- Help child welfare leaders and staff reach out and engage those community members or organizations who may not have been traditionally recognized or meaningfully involved as partners in the past.

Given that engagement, relationships and partnership are dynamic developmental processes impacted by the people, systems and contexts involved, the application of these tools and resources may look different in each county jurisdiction. True system transformation within the CPM framework requires a commitment of each county's leadership team to travel down this path in collaboration with their partners and communities.

Why Partnership is Critical for Quality Implementation of CPM

A fundamental value of CPM is that children, youth and young adults are more likely to achieve lasting safety, permanency and well-being in the context of family, culture and community. In addition, the CPM practice elements of assessment, teaming, advocacy and accountability all depend on meaningful, active engagement of community, Tribal and system partners working together with child welfare agencies on behalf of children and families. Each of these aspirations requires a solid foundation of partnership. Roles partners play in quality implementation of CPM include:

- Contribute to a mutual understanding around common issues while co-creating solutions as the system aims for improved outcomes for children and their families.
- Work collaboratively across agencies and communities to address system barriers.
- Jointly establish the pathways to culturally relevant supports and services.
- Contribute to building competency throughout the system.
- Engage in regular, ongoing communication and feedback loops to fortify continuous quality improvement.
- Join across systems and communities to create a seamless continuum of care, services and supports.
- Help ensure cross-system accountability for keeping children safe, families strong and systems responsive.

CPM Leadership Behaviors for Promoting Partnerships

The following table highlights the CPM Leadership Behaviors most relevant to promoting quality CPM implementation through Engagement, Relationships and Partnership. Each Behavior supports one or more of the five sections of partnership development which are described in more detail in the remainder of this document. What's important here are the places where CPM Leadership Behaviors intersect with the work of cultivating, maintaining and sustaining partnerships. These intersections mark important leadership behaviors to apply throughout CPM Implementation.

CPM Partnership-Related Leadership Behaviors

Foundational Behaviors for Leadership and All Agency Staff

Be open, honest, clear and respectful in your communications.

Show deference to Tribal Leadership and their titles in written and verbal communications.

Engagement Behaviors for Leadership

Demonstrate that you hear and care about the thoughts and experiences of staff and stakeholders (children, families, community members, and Tribes) as they implement and sustain the CPM by establishing feedback loops and regular mechanisms to report progress and outcomes.

Inquiry/Exploration Behaviors for Leadership

Meet regularly with staff and stakeholders (children, families, community members, and Tribes) to understand their perspectives, develop consensus and create a path forward that is sensitive to the varied needs and concerns of all parties.

Regularly elicit feedback from staff and stakeholders (children, families, community members, and Tribes) by means of focus groups, surveys, and community meetings. Incorporate feedback into policy and practice when appropriate.

Directors: Keep track of and acknowledge barriers and challenges impacting the organization and be transparent with staff and partners about what can be accomplished and what cannot.

Advocacy Behaviors for Leadership

Provide frequent & regular opportunities for Tribes, agency partners, staff, youth, families, & caregivers to share their voice.

Supervisors: Provide information about gaps in services and resources needed to implement CPM.

Managers: Actively seek information about gaps in services for families and advocate to executive leadership for resources.

Directors: Ensure that all contracts are supportive of CPM practices and aligned with the CPM.

Teaming Behaviors for Leadership

Develop partnerships with effective community-based service providers with cultural connections to families receiving services from the CWS agency.

Managers: Under the direction of the child welfare director, sustain partnerships with effective community-based service providers with cultural connections to families receiving services from the CWS agency.

Managers: Develop partnerships with stakeholders to support CPM implementation.

Directors: Ensure partner agencies receive information about the CPM and support them in aligning their work with the practice model.

Work collaboratively with families; youth; resource families; and cultural, community and Tribal representatives as active partners in the local implementation of the CPM and in ongoing policy development and operations.

Accountability Behaviors for Leadership

Be transparent to staff and stakeholders about barriers and why some requested changes cannot be made.

Respond to inquiries from staff and stakeholders (families, caregivers, agency partners, community, and Tribes) within 24 business hours to acknowledge the concern or question and establish a shared expectation for follow-up.

Engage stakeholders (families, youth, caregivers, Tribes, and agency partners) in data collection and evaluation efforts.

Managers: Provide regular updates or reports to stakeholders and partners as appropriate.

Directors: Provide regular updates to agency partners and the Board of Supervisors as appropriate.

Anatomy of the ERP Toolkit

ERP Toolkit Sections

The ERP tools and resources are organized into five sections that reflect the general stages CWS agencies experience while working with partners to put CPM into practice:

- **Pre-Work:** Preparing to share CPM with the child welfare partner community
- **Early Engagement:** Laying the foundation for orienting partners to CPM
- **Barrier Busting:** Working together to reduce system barriers to CPM implementation
- **Stronger Together:** Aligning partnership with quality implementation of CPM practice
- **Sustaining Change:** Monitoring CPM implementation in partnership with the community

ERP Principles

Each of the five sections contain principles that describe how CWS agencies can approach, build, strengthen and sustain partnerships in alignment with CPM values and behaviors. Altogether there are 20 principles.

ERP Tools, Resources and Examples

The ERP Development Circle identified adaptable tools, existing resources and illustrative examples that will support counties' CPM Implementation efforts around partnerships. Woven throughout each section's list of Principles are highlighted boxes introducing that section's array of tools, resources and examples.

How to Use This Toolkit

County Directors and their leadership teams can reference this Toolkit in various ways, at any point in the CPM Implementation process. Familiarize agency leadership with the Toolkit contents, focusing on areas that may support capacity building for your county's unique needs. Toolkit materials can be adapted for local use or serve as stimulus for deeper dialogue and stronger alignment with partners, communities and other child-serving systems. Consider the results of your county's CPM Implementation Planning process to select specific tools, resources and examples to support moving CPM forward.

Click on Blue Links in yellow boxes to access specific tools.

PRE-WORK

Preparing to Share CPM
with the Child Welfare Partner Community

The following principles are important when CWS leaders prepare for engaging with partners essential to the full implementation of CPM. This guidance applies to a range of different relationships—from teaming with caregivers to aligning services across public systems to collaborating with community-based organizations to coordinating with Tribal partners. Thinking ahead about joining each unique partnership with humility, clarity and respect ensures these associations are grounded in the values of CPM.

1 Model CPM behaviors that build value for engagement, relationships and partnership

Demonstrate an ongoing commitment to modeling the CPM leadership and practice behaviors in every interaction with staff and partners. Commit to a deep understanding of CPM values that cultivate and sustain partnerships and the ability to model them through self-awareness and humility. Focus on being open to engaging in difficult conversations, accepting feedback from coworkers and community members and apologizing for past insensitivities. Seek out and engage with other system leaders who share a commitment to the CPM. Counties should start locally and self-reflectively, raising their own awareness about

assumptions and biases that appear when approaching partners.

TOOL:
How Well Are We Partnering?
An Assessment Tool
Designed by the ERP Development Circle, this tool offers a way to assess, in behavioral terms, how well your agency is partnering consistent with CPM values and behaviors.

A key element of supporting children and their families is the partnership inherent in the child and family team. Another critical support is a larger community network that works in collaboration with CWS to share the responsibilities and challenges of child and family support. By highlighting the broader perspectives and natural efficiencies of partnering to reach

important shared outcomes for children and families, local community can be drawn into mutually beneficial collaborations.

Both within the agency and out in the greater community, supporting children and families must happen in the context of their culture and identity, with inquiry, genuine curiosity and cultural humility defining the nature of the supportive efforts. Focusing on the relational aspects of partnerships, not just tasks to be accomplished, deepens the value and success of partnerships as well.

> **RESOURCE:**
> ## Understanding Culture & Diversity in Building Communities
> *This tool is part of the Community Tool Box, a service of the Center for Community Health and Development at the University of Kansas. It contains information on understanding culture and diversity, how to strengthen multicultural collaboration, and building inclusive communities. Counties will find the resources, examples and power points easily adaptable to community conversations related to CPM Implementation.*

2 Emphasize broad, inclusive and intentional engagement

CPM Implementation is enhanced when partnering is expanded to include the broadest conception of stakeholders.

> **TOOL:**
> ## Who's at Our Table? Exercise
> *Drawing from a best practice in community engagement, this tool offers a method to assess the diversity, equity and inclusion of partners brought to the table for CPM Implementation efforts.*

Counties can outreach to their current stakeholder community (staff, resource family, youth, biological parents, service providers, key community and Tribal leaders, etc.) to assess what additional stakeholders could be engaged to support the work of child welfare. Inquire with current stakeholders to inform and vet future outreach efforts. An intentional review of system assessment data can be an additional source for identifying key potential partners who share an interest in meeting the needs of children and families.

3 Adapt CPM key messages for communication with partners

The deeper their understanding of CPM behaviors and values, the more current and potential partners will be able to effectively collaborate around CPM Implementation. Customize communications so they speak directly to the nature and outcomes of specific partnerships. This can further emphasize and reinforce how each

partnership contributes to the implementation of CPM. When adapting communications, consider the cultural norms and community goals of the children and families whose needs are being met by local partnerships.

4 Understand system biases that pose barriers to partnership building

A critical element to the success of partnership-building is the exploration of obstacles impeding the initial engagement, ongoing sharing of responsibilities or long-term collaboration of partnerships. Such obstacles can range from language barriers to power differences to overworked staff. Addressing power differentials, whether real or perceived, is especially important to setting expectations and boundaries of influence in alignment with realities.

Not only do counties need to identify these barriers as they prepare for CPM Implementation, but they need to conduct the kind of self-reflection that exposes system biases and generates creative approaches to problem-solving.

5 Invite stakeholders to participate in local system review process

Invite community, Tribal and cross-agency partners to pinpoint how institutional actions are, or are not, organized to support intended system and community goals. Determine which stakeholders have a perspective to share about local CWS service system (e.g., provider, recipient, funder, advisor) and identify meaningful roles for each in the system review process. Establish clear feedback loops to encourage the exchange of perspectives during and following the review.

On-going post-system analysis between CWS and its partners can offer Tribes, communities, system leaders and staff, shared opportunities to improve outcomes through barrier identification and action planning at practice and system levels.

RESOURCE:
Détente and Decorum for Child Welfare Leaders

A collaboratively prepared set of guidelines to help Child Welfare leaders strategically partner with Tribes and Native American communities. This resource was a by-product of early CPM design work.

EARLY ENGAGEMENT
Laying the foundation for orienting partners to CPM

The initial stages of partnership development for CPM Implementation involves communication, expectation setting and reaching agreement on shared results. It begins with CWS leadership inviting partners to join with the child welfare agency to better meet the safety, permanency, well-being and trauma needs of children and families. The Child Welfare Core Practice Model is the framework for accomplishing this, yet CWS cannot act in isolation. The CPM can only be fully realized when CWS collaborates with community, system and Tribal partners to bring the values, behaviors and principles of CPM to life for every child and family encountered.

6 Identify and outreach to key partners

Early stakeholder identification and key engagement strategies will help to create partnerships for a seamless continuum of care by asking some of the following questions. Who or what is missing? Are there partners already doing similar work? Do we serve the same clients? What roles do we need them to play? Do our agencies have similar values?

Confirm assumptions on both sides of the equation regarding the intent of coming together around CPM Implementation. Ensure that communications clearly convey what CPM is all about and what role partners play in helping ensure CPM is consistently in place across the system.

7 Establish partnership forums for co-creation, shared learning & problem-solving

Leverage existing forums and venues in which partnership work can happen. Be sure to set mutually agreed upon times and

> **TOOL:**
> **Sharing Values Exercise**
> *This exercise can help CWS leaders host a conversation with existing or new partners about shared principles and values. Setting the foundation for how the partnership can work together to make a difference for vulnerable children & families.*

> ### TOOL:
> ### Foundational Engagement Tip Sheet
>
> *A set of guidelines for reaching out to existing, emerging and new partners who have a stake in achieving positive outcomes for children and families. Suggests creative approaches to the who, what, when and how of basic engagement with community, system and Tribal partners.*

locations so that full participation is more likely. Hold meetings at community locations, rather than agency facilities, whenever possible. Identify a coordinator to ensure timely, consistent and regular communication to the partnership members. It is important to invite partners to participate in shared leadership roles at forums and events, including agenda building, co-facilitation or other activities. This not only builds ownership of the process, but also helps ensure cross-system accountability for results.

8 Initiate early, targeted communication about CPM

Deliver initial communications reflecting the spirit and intent of the practice model behaviors for building and sustaining the partnership team and diving deeper into practice and system-improvement at all levels of the organization. Be willing to have

crucial conversations to build and re-build relationships, heal areas of mistrust, refocus on mutual interests and establish common ground.

When inviting community into the process of CPM implementation, be clear about the role they are being asked to play. Are they simply being informed about the CPM? Are they an equal partner with the agency in shaping CPM to fit with community needs? Or is it something in between? Determine the appropriate level of community engagement for CPM Implementation, clarify the promise to community members, and then fulfill those promises.

> ### TOOL:
> ### Community Engagement Spectrum
> ### Community Engagement Toolkit, pp. 5-6
>
> *Adapted from the International Association for Public Participation (www.iap2.org) this tool defines a range of roles for community partners along a continuum of increasing impact on decision-making and implementation. Counties can use this spectrum and reflective questions to determine the level of community engagement that will achieve the best results for CPM Implementation in your location.*

9 Co-create the framework for working together

Demonstrate respect, humility and transparency in all partnership-building

work with communities. Recognize the historical mistrust and trauma experienced by many communities whose voices have been silenced or rights have been marginalized in the past. Do more listening than talking and be responsive to feedback of partners. Demonstrate courage to lean in and stay in challenging conversations although they may feel uncomfortable. This can be accomplished by setting clear expectations and ground rules for honest yet respectful dialogue. Invite shared problem-solving, rather than justifications for past transgressions. Whenever possible ensure that input is reflected in program, policy and system changes.

Create safe space for meaningful involvement by setting ground rules for honest and respectful dialogue, expectations for participation and clearly defined and designated participant roles. Use CPM language in dialogues and written materials to reinforce desired values, principles and expectations. Allow conversations to take place in neutral settings when possible.

Explore and develop shared terminology, values and desired outcomes meaningful to both the system and community. Co-create and build upon shared vision, mission and purpose that is linked to overall agency mission and strategic plans. Explore clear partner roles to support practice and system improvements.

10 Explore system data together

Results of readiness assessments, system reviews, and outcome data are important to share with partners whenever possible. This joint exploration of data could focus on baseline data about the system, graphs showing trends over time and/or community specific data. Invite partners to suggest important data to examine from their perspective. Let the data inform discussion of desired impact and surface areas that pose a challenge for meeting strategic goals. Sharing data about how children and youth are involved with and experiencing CWS can help build trust with partners who may not have been exposed to this information previously. It will also help set the stage for shared goal-setting toward improved outcomes.

RESOURCE: **Listening to Those Who Matter Most**

This article from the Stanford Social Innovation Review guides social service leaders in how to listen to those who benefit from change efforts. In our case, this means seeking the perspectives of children, youth & families about whether CPM Implementation is improving their experience with the system.

BARRIER BUSTING

Working together to reduce system barriers to CPM implementation

Critical to setting the foundation for any successful partnership is identifying and adaptively working through system barriers that may hamper that success. Barriers can exist around power inequities, lack of institutional accountability, lateral oppression, historical trauma, as well as both institutional and structural discrimination that has led to disproportionality and disparities in outcomes for certain communities that interface with the child welfare system.

11 Collaborate to establish culturally relevant and trauma-informed services

Communities often report that "evidence-based models" are not the only path to proven results. Complex, cumbersome and exclusive contracting processes often limit access to additional services from which the community can benefit. Faith-based and other cultural and community supports are often the first places to which vulnerable families turn, because they trust them over government services. Seeking help from such private organizations often means that a family's needs and issues are addressed without the risks they may associate with involvement in the public system. Partnering with community builds value

and visibility for these services and models CPM values which further contributes to trust-building with partners.

EXAMPLE:
CDSS Tribal Consultation Policy
TCP Summary
TCP Policy
"Dear Tribal Leader" Example

Tribes and CDSS co-created a Tribal Consultation Policy (TCP) that was finalized in June 2016 after several years of listening sessions and convenings both on state and tribal lands to identify, discuss and decide upon critical components of a TCP. While the TCP is an example of an outcome when partners meaningfully collaborate, the co-creation process of teaming, engaging and vetting the TCP created the foundation to build a TCP that is mutually acceptable.

TOOL:
Equity – Testing Assumptions & Bias
Community Engagement Toolkit, pp. 11-12

Adapted from the Kirwan Institute for Race and Ethnicity at Ohio State University, this tool can be used by counties to examine their implicit biases, reveal 'blind spots' affecting decision-making and explore the root causes of disparity. Engaging with partners in this inquiry can generate powerful insights about how to diminish these systemic barriers for more equitable implementation of CPM.

12 Co-create solutions to address system biases

Collaboration with partners to jointly develop solutions that tackle system biases can lead to development and acceptance of a diverse array of culturally-relevant and trauma-informed services. Without the historical perspective, cultural expertise and practice knowledge that partners contribute to the child welfare agency and system, a more limited range of options would be available to children and families. For example, an agency meaningfully partnering with Tribes may help the system learn about and accept traditional native healing practices as more supportive of the well-being of Tribal children and their families than therapeutic services provided by professionals trained in "western" doctrines.

13 Partner to adapt CPM to local needs

Collaborate with community, Tribal and system partners to adapt CPM to local community demographics, needs and desired outcomes. Eliciting the input and perspectives of these partners can ensure action plans address local system barriers to improved outcomes for children and families. Continually working with partners also helps engage the community in becoming invested in improved outcomes for children and families. Welcoming community members and collaborators to the table as partners in planning for CPM implementation contributes to a sense of feeling valued as co-creators of solutions to complex issues for children and families.

EXAMPLE:
THE POWER OF STORIES
Using stories can bring to life the values and benefits of CPM. Los Angeles County Department of Children and Family Services (DCFS) has developed a web resource for county professionals based on video testimonials from families. Another resource highlighting CPM principles through personal experiences can be seen in the video about CPM called We Believe.

14 Recognize and jointly tackle common partnership barriers

When an agency and its leadership demonstrate readiness for partnering by opening themselves up to listening, recognizing past transgressions, and demonstrating willingness to explore and take necessary steps to heal historical traumas and partners are willing to engage and, in some instances, forgive, this can create a climate in which partnership barriers can be tackled. Examples of opportunities where space has been created together with partners to identify and address those system barriers include 'Listening Sessions'. These are facilitated discussions by an individual outside of the

> **TOOL:**
> ## Café to Go
> *Creative process for leading collaborative dialogue, sharing knowledge and creating possibilities for action among stakeholders. This is an effective technique for counties to host problem solving forums to reduce barriers to CPM Implementation.*

agency held in a neutral venue that emphasize honoring the voices of those whose input has been unrecognized in the past. For example, powerful insights can be gained by realizing through a Listening Session that the very building in which a child welfare agency is housed may trigger trauma for certain groups. Thoughtful selection of safe, neutral spaces for connecting with community can start a breakthrough dialogue on the right foot.

> **TOOL:**
> ## Sources of Power
> *A tool to help child welfare partnerships understand the ways that participation and communication styles in a group setting can be perceived. Encourages users to consider how to share power, minimize power differentials and establish trust.*

STRONGER TOGETHER

Aligning partnerships with quality implementation of CPM practice

Cultivating viable, culturally relevant and community-based partnerships during a family's involvement with child welfare services ensures that effective support networks are accessible to the family after formal system interventions conclude. Based in local communities and natural systems of support, these enduring supports fortify the work of CWS in meeting the needs of children and families. Establishing strong relationships with partners also creates more opportunity to ensure understanding and alignment with CPM values and principles in all encounters with vulnerable families.

15 Collaborate with leadership to support community input in CWS decision-making

Partnerships in implementation of CPM will only be meaningful if leaders support community input in CWS decision-making and create strong feedback loops ensuring that community partners are aware of how their contributions are informing decisions. This principle builds upon the previous barrier busting section in acknowledging that truly culturally-relevant services may stretch a child welfare agency to acknowledge that deferring to community partners and embracing multi-disciplinary natural supports may lead to better outcomes.

> **TOOL:**
> ### Developing Terms of Reference
> *Terms of Reference (ToR) is a method to institutionalize partnership roles and functions by documenting concrete and visible ways that the system and leadership interact with partners to support implementation and continuous quality improvements to the system and practice. ToR also helps to ensure communication protocols and feedback loops are documented and sustained over time. An example from Santa Clara county is included with this tool to illustrate the results of one agency's experience conducting a ToR process.*

16 Engage partners in practice level teams with shared accountability for outcomes

Resource families, service providers and others are essential partners in practice level teams. The co-creation of shared agreements and institutionalizing those agreements are opportunities for system supports that emphasize shared accountability. CPM values, principles and behaviors can be integrated into contract language, inter-system Memoranda of Understanding, partner role descriptions and Terms of References that govern how child welfare systems and partners manage conflict, share information and hold themselves accountable for outcomes.

17 Involve partners in CPM training, coaching and skill-building

Partners can play a critical role in the capacity-building of the child welfare agency workforce. In some California counties, partners have designed and delivered training and coaching that is aligned with practice model values and principles and have served as experts to support the ongoing learning of child welfare agency staff. This can include an array of activities such as accompanying social workers on family visits, conducting fidelity assessments and advising child welfare agency leadership of cultural considerations when engaging with specific communities.

EXAMPLE:

[Washoe Tribe-Alpine County Memorandum of Understanding (MOU)](#)

The MOU between the Washoe Tribe of California & Nevada and Alpine County institutionalizes collaboration between the Washoe Tribe and Alpine County. It is the outcome of a collaborative process between the Washoe Tribe, Alpine County and legal experts in Indian law that has been recommended and vetted by Tribal, State & County representatives. Around 40% of the population in Alpine County are members of the Washoe Tribe and the MOU has served not only to support compliance with ICWA, but also helped strengthen relationships between County & Tribal representatives leading to the return of sacred tribal land from Alpine County jurisdiction to the Washoe Tribe and has served as the impetus for the initial exploration of co-creating a joint CSEC protocol.

SUSTAINING CHANGE

Monitoring CPM implementation in partnership with the community

Establishing relationships between CWS and its community partners is the first step in ensuring long-term connections to the resources, supports and services available to help children and families thrive. Changes in demographics, political leadership, fiscal priorities and other factors, contribute to an ever-shifting community terrain. To best meet the needs of children and families, child welfare leaders must stay vigilant in monitoring the nature and effect of established partnerships. Integrating community voices into the ongoing work of the agency ensures the pulse of the community is continually evaluated, re-evaluated and accommodated to help keep children safe and families strong.

18 Establish linked teaming structures with partners

Agencies and community partners that work together to create the hospitable, collaborative environments critical for CPM Implementation jointly help to ensure that there is accountability and support for socially significant outcomes. In addition to the various activities listed in this toolkit, they do this by intentionally collaborating on regular, on-going system supports and activities (such as staff training, resource family recruitment, family resource centers, etc.) for effective, sustained practice change.

None of this can happen unless partners play concrete, visible and supported roles within linked teams and structures that attend to and support sustained implementation of CPM. Many counties are already practicing this principle through Child and Family Teams and Community Advisory Groups. Partners

RESOURCE:

The New Community Collaboration Manual

The National Assembly of National Voluntary Health & Social Welfare Organizations offers social service leaders tips, tools, and strategies for building and sustaining collaborations. Counties can apply these fundamental guidelines to shape how partnerships essential for CPM Implementation can stay viable.

bring important perspectives that can guide and advise system leaders on key organization, program and policy decisions with objectivity an\d candor.

19 Support ongoing communication & feedback loops

Community, Tribal and system partners have often reported that even if they are invited to the table to support system change or implementation, they are often inconsistently, if ever, invited back to the table to explore the outcomes of the system's efforts or to help assess quality improvement. Be mindful of the need to communicate with responsiveness and transparency under all circumstances—an approach that is always preferable to no response at all. Finally, make sure partners jointly develop and have access to agendas, meeting notes, data and reports and that they have a way of providing feedback to the system about the efforts in which they have a stake.

20 Evaluate impact of partnership efforts on outcomes

By ensuring that linked teams include community and by sustaining access to

partnership meetings, forums and communication loops, partners can continuously guide ongoing practice and system changes to achieve improved outcomes for children and their families.

Systems can institutionalize and strategically align partner involvement by intentionally creating short-term and long-term goals, data measures, outcomes and action plans relating to community partnership in their system and program improvement efforts, strategic planning and CPM Implementation Plan. In this way, leaders can focus on the impact these partnerships are having on desired child and family, system and agency outcomes. Systemic issues such as staff retention, community perception and prevention are good examples of where child welfare must rely on collaboration with its partners to truly influence lasting change.

> TOOL:
> ## The 6 Rs of Partnership Participation
> *This exercise helps counties reflect on how well they are practicing the six key motivational factors for people to participate in partnerships: Recognition, Respect, Role, Relationship, Reward, and Results. Through this activity, counties can generate ideas to ensure partnerships related to CPM Implementation meet members' needs and create stronger alliances for achieving positive outcomes for children and families.*

Acknowledgments

Engagement, Relationships & Partnership Development Circle

Robin Luckett – ***Alameda***

Roslyn Gentry – ***Contra Costa***

Amanda Divine, Leslie Griffith – ***El Dorado***

Jacqueline Do, Madeline Roachell – ***Los Angeles***

Shanel Moore – ***Madera***

Daniel Bach, Christine Lerable, Lori Medina, Alice White – ***Monterey***

Teri Badia, Derrick Perry, Erika Tucker – ***Riverside***

Mia Sullivan – ***San Bernardino***

Javier Perez – ***San Diego***

Barrett Johnson, Jessica Mateu-Newsome – ***San Francisco***

Roxanne Stephens – ***Santa Clara***

Amber Middleton – ***Shasta***

Aaron Crutison – ***Solano***

John Fong – ***Sonoma***

Darcy Massey – ***Tulare***

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Conclusion

The ERP Toolkit was designed to help county leaders inform and prepare staff for implementing the CPM, with a focus on internal engagement, strengthening relationships with staff and stakeholders and identifying new partnerships, who along with existing partners can support CPM implementation. Through strong partnerships counties can build a seamless continuum of care, support and services to help children and families achieve the goals of safety, well-being and permanency.

Application of the tools and resources included in this toolkit will look different in each county based on the dynamics, relationship and historical context between the county, stakeholders and community. To this end, many of the tools and resources have been reviewed and tested in various counties to ensure that they can be adapted and used in various settings, regardless of county size or the stage of implementation in a county.

Just as the ERP was one of four Development Circles, the ERP Toolkit itself is part of a larger collection known as the CPM Toolkit. This comprehensive repository offers CPM implementation assessment materials, planning tools, webinars and vetted resources. The CPM Toolkit is housed on the [CalSWEC website](#). Counties at all stages of CPM implementation can identify resources and guidance to design locally relevant implementation plans consistent with CPM values and leadership behaviors.

Through partnership, CWS can collaborate with families, communities and tribes to arrive at a place of shared accountability, to overcome system barriers, to achieve better outcomes and to bring the values, behaviors and principles of CPM to life for every child and family who encounters the California child welfare system.