

# Fundamentals of Change and Implementation in Child Welfare Information Systems

AUGUST 30, 2023  
2:00PM – 3:00PM ET

*Please participate in forming a word cloud on change management*

Using computer or phone:

- Click the link posted in chat
- go to [www.menti.com](http://www.menti.com)
  - enter code **4649 7654**

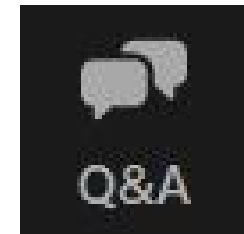
Using QR on phone:



# Participating in Today's Webinar

To ask questions during the presentation:

- Type them into the *Q&A* feature at the bottom or top of your screen.
- Ask over the phone using the *Raise Hand* feature, and the presenter will unmute your phone line.
  - If you aren't on the webinar and have called in using your phone, you can dial \*9, and the presenter will unmute your line.



After today's webinar, email questions to [CCWIS.Questions@acf.hhs.gov](mailto:CCWIS.Questions@acf.hhs.gov).



# Agenda

- Introductions
- Overview of Change and Implementation (C&I) Principles
  - Importance of C&I
  - Benefits of C&I for Child Welfare Information System Projects
- Staff Involvement in C&I
- *Mapping Change and Implementation to CCWIS Tool*
- Resources
- Questions & Answers



# Introductions

## Presenters:

- Brady Birdsong, Federal Contract Support
- Jessica Wals, Capacity Building Center for States

## Moderator:

- Phil Breitenbacher, Federal Contract Support



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# Audience Poll #1 – Word Cloud

*What comes to mind when you hear “change management”?*

*Please describe your thoughts in 1 or 2 words*

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- Use your smartphone camera to scan the QR code posted here or in the chat





# A Tale of Two Paths...



# Change & Implementation Principles



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# Importance of Change & Implementation

- Review teams have identified a need for increased teaming and more informed problem explanation
- Lack of consistent program and IT collaboration
- Lack of subject matter experts involved in planning
- Change management being limited to communication



# Benefits of Change & Implementation for CCWIS

- Guides teams to identify what needs to change and why
- Guides teams to identify who should be involved and how to bring them together
- Utilizes the team's theory of change to consider processes to address issues and/or needs
- Encourages teams to research available solutions and consider new, or not yet created, solutions



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# Benefits of Change & Implementation for CCWIS

- Guides teams to assess and build readiness to implement the solutions effectively
- Encourages the team to carefully plan and intentionally build capacity
- Encourages testing of the solution to assess, adjust, and plan for necessary supports
- Guides teams on monitoring progress toward goals and evaluating the solution



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# Staff Involvement in Change & Implementation

Consider, early and often, who should be at the table throughout the project:

- Program
- IT
- Leadership
- Regional and county staff
- Super users
- Change champions
- Child Welfare Contributing Agencies
- Youth and families with lived experience



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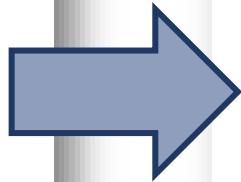
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# Mapping Change & Implementation to CCWIS: Upcoming Tool

## Teaming

Teaming brings together varied expertise and skills needed to effectively guide change and implementation activities. Executive leadership, program and IT staff, Child Welfare Contributing Agencies (CWCA), county or regional teams, people with lived experience in child welfare, and community partners are critical members of change and implementation teams. While your child welfare program and IT team brings together these individuals to guide change and implementation activities, consider these questions:

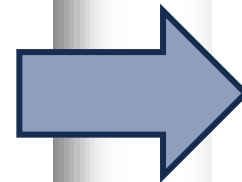
Questions to Consider as You Begin	Notes
Do the members of the project team, including leadership, program, and IT staff, have a shared understanding of the perspectives they each bring? What is the shared understanding of why other team members are at the table? How have individual team members put their purpose into their own words?	
What skills does your team believe are critical to have on the team? Who are the team members that can help update business processes in line with system updates? Who are the change and implementation experts that help guide this project?	
How are team members chosen? What has been done to enable participation (e.g., work redistribution)?	
Does your team include individuals with lived experience and expertise? What has been done to enable participation by youth and family members (e.g., later meeting times, virtual meetings and access to meeting technology, compensation)? What steps have been taken to promote meaningful engagement and ensure equal footing at the table?	
How are CWCA's and other external partners represented? Are they engaged early in the process?	
What is the existing governance structure or charter? Does everyone understand their role in governance?	
How does your team promote a culture of psychological safety for team members to feel secure in discussing CCWIS, IT, and program issues? Does your team have conversational agreements? Are all voices heard and respected?	



## Problem Exploration

Problem exploration is the process of identifying what needs to change, why it needs to change, and how we know that it needs to change. Teams that understand the underlying causes of problems are more likely to choose and implement a solution that will make a difference. While your child welfare program and IT team works to better understand specific challenges and digs into the underlying causes and current system limitations, consider these questions:

Questions to Consider as You Begin	Notes
What is your team's current understanding of the problem and the solution? Is there a shared understanding of the problem? Is the team at risk of solving the wrong problem?	
Does the team, collectively, see this project as a major change and opportunity? Does the team understand what must stay the same?	
What program or business needs are your team and/or the agency trying to support? Who determines the program or business needs? In what ways is your team considering the values and ideas of youth, families, and communities served by your agency?	
What processes and guidelines does your agency have or need around the use of your CCWIS?	
What internal or external forces are influencing what your system does, measures, and reports?	
Does your team know what the child welfare data means, where it comes from, and how it relates to child and family outcomes the agency is trying to achieve?	
Is your team aware of the populations and communities impacted by your child welfare agency? Who is represented by the data and who is missing?	
How is your team ensuring a balanced focus on identifying and solving both programmatic and technological problems?	
What types of data does your team have around the usability of the system?	



## Readiness

When organizational readiness is high, effective implementation of a new program is more likely. Assessing and building readiness are essential components of a successful change and implementation process. While your child welfare program and IT team examines factors that contribute to an agency's willingness and ability to make changes or put specific solutions in place, consider these questions:

Questions to Consider as You Begin	Notes
How will your agency assess project readiness, gather feedback, and communicate planning? How is your team planning to assess readiness with adequate time to address barriers to successful implementation?	
How will your team assess the readiness of individual team members to adopt, test, and use the new system? What is your team's plan to assess readiness throughout the project lifecycle?	
What is your team's communication plan to support CCWIS development and rollout? How does the plan address communication needs of executive leadership, program and IT staff, CWCA's, county or regional teams, and community partners? How has your team considered measuring the effectiveness of the communication plan?	
What internal and external resources are available to the agency to support planning, development, and implementation? How will resources be balanced with other agency activities and responsibilities? What is the backup plan for resources?	
What implementation supports (e.g., coaching, resources, change champions, etc.) are needed to support training, testing, and system adoption?	



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# Mapping Change & Implementation to CCWIS: Teaming

## Questions to Consider as You Begin

What skills does your team believe are critical to have on the team? Who are the team members that can help update business processes in line with system updates? Who are the change and implementation experts that help guide this project?

Does your team include individuals with lived experience and expertise? What has been done to enable participation by youth and family members (e.g., later meeting times, virtual meetings and access to meeting technology, compensation)? What steps have been taken to promote meaningful engagement and ensure equal footing at the table?

## Notes



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# Mapping Change & Implementation to CCWIS: Problem Exploration

## Questions to Consider as You Begin

What is your team's current understanding of the problem and the solution? Is there a shared understanding of the problem? Is the team at risk of solving the wrong problem?

Does the team, collectively, see this project as a major change and opportunity? Does the team understand what must stay the same?

## Notes



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# Mapping Change & Implementation to CCWIS: Readiness

## Questions to Consider as You Begin

How will your agency assess readiness, gather feedback, and communicate planning? How is your team planning to assess readiness with adequate time to address barriers to successful implementation?

What implementation supports (e.g., coaching, resources, change champions, etc.) are needed to support training, testing, and adoption?

## Notes



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# Additional Change and Implementation Resources

<https://capacity.childwelfare.gov/states/topics/cqi/change-implementation>

## Change and Implementation in Practice

Explore this collection of resources to learn how child welfare agencies can achieve meaningful changes in practice and improve outcomes.

### Are you looking to address complex problems and challenges in your agency or system?

The Change and Implementation in Practice series is a collection of research-informed and user-friendly resources that can help agencies achieve meaningful changes in child welfare practice and improve outcomes.



### How Can These Resources Help You?

The Change and Implementation in Practice series draws from current research and information on organizational development and implementation science to offer clear, concise steps for making changes and improvements. Child welfare leaders, program managers, teams, and other stakeholders can use these materials to build their understanding of implementation concepts and practices and apply them at their agencies.

Agencies can use these resources in the context of processes already in place—such as ongoing continuous quality improvement, program planning, Child and Family Services Review-related improvements, and strategic planning (e.g., Child and Family Services Plan)—to analyze problems, research potential solutions, and monitor and evaluate outcomes. The resources are structured so that agencies can begin using them no

Share:

### New to Change and Implementation?

Watch the [Change and Implementation in Practice: Overview video](#) for a bird's-eye view of the process.



Read the [Change and Implementation in Practice: Overview brief](#) to understand how to use the resources in this collection.

### Don't Miss!

#### [Focusing on Race Equity Throughout Change and Implementation](#)

Find prompts that help teams reflect and take steps to advance equity while implementing new programs and practices.

### Explore The Series

- [Problem Exploration](#)
- [Teaming](#)
- [Theory of Change](#)
- [Intervention Selection and Design/Adaptation](#)

## Change and Implementation AT A GLANCE



### Teaming

Teaming brings together varied expertise and skills needed to effectively guide change and implementation activities. Diverse groups of people with lived experience in child welfare...

#### What It Takes to Get It Done

- Identify the team purpose and write a team mission statement
- Identify team members and the teaming structure
- Develop the team charter to clarify roles and responsibilities
- Develop the team communication plan and external communication strategy
- Guide the change process
- Analyze the results and repeat the team-building process as necessary

#### As you develop the teaming structure and the...

- Ask youth and families with lived experience what would virtual meetings and access to meeting technology, communication tools, and other resources look like for your team
- Document the steps you will take to promote meaningful opportunities and equitable power-sharing and decision-making
- Identify and implement strategies to prepare all participants for the teaming process
- Identify and implement what the team will need to improve the team's focus on racial equity:
  - Describe how the team and its members are action-oriented
  - Describe how the team's work will build on cultural practices that most affected
  - Describe how the team members will be meaningfully engaged
  - Describe how the team will develop the space and environment for the teaming process
  - Describe how the team will include a transparent, equitable teaming process
  - Revisit the mission and the goals with all team members
  - Ensure the charter reflects equity as it relates to resolving issues for all children and families

#### As you develop the team communication plan a...

- Document the steps your team will take to promote a culture of equity
- Establish conversational agreements
- Agree on a shared set of terms and definitions

## Change and Implementation AT A GLANCE



### Readiness

When organizational readiness is high, effective implementation of a new program is more likely; when readiness is low, change efforts are more likely to fail (Dymnicki et al., 2014). Assessing and building readiness are essential components of a successful and equitable change and implementation process.

#### What It Takes to Get It Done

- Consider factors that contribute to readiness
  - Determine focus (readiness for change or readiness for implementation of a specific intervention)
- Develop an assessment approach
  - Select or develop tool(s)
  - Identify participant groups
  - Plan analysis approach
- Conduct assessment and analyze findings
  - Communicate why assessment is important and build buy-in
  - Identify readiness strengths and areas for development
  - Use findings for implementation planning and capacity building
  - Reassess readiness over time

#### As you develop your assessment approach:

- Select or develop a readiness tool that includes a focus on the team, and addresses local context and values
- Plan for assessment and analysis to include lived experiences of readiness as accurately collected as safe for people participating
- Document how communication about the process will inform implementation planning and capacity building

#### As you consider and analyze findings:

- Partner intentionally with lived experts and community members to collect accurate information
- Review the findings with lived experts and community members
- Use the final set of vetted findings to inform implementation

## Change and Implementation AT A GLANCE



### Problem Exploration

Problem exploration is the process of identifying what needs to change, why it needs to change, and how we know that it needs to change. Teams that fully understand the underlying causes of their problems are more likely to choose and implement a solution that will make a difference. No matter what the identified problem is, the equitable solution will require an examination of various sources of data and evidence, an intentional focus on racial equity, and a problem exploration process that authentically integrates the perspectives and priorities of the people most affected, including those with lived experience.

#### What It Takes to Get It Done

- Identify a problem
- Create a data plan to explore the problem:
  - Identify research questions
  - Assess data sources (e.g., administrative data, surveys, focus groups, case reviews)
  - Determine data analyses
  - Identify staff responsible
- Collect and analyze the data
- Identify possible contributing factors and possible root causes of the problem
- Explore and validate possible root causes
- Isolate the root cause(s) to address

#### While collecting and analyzing data, identify how your team will:

- Use qualitative data and guided discussions to explore and understand the underlying reasons for differences in experiences and outcomes for different racial and ethnic groups
- Analyze data and evidence on the contributing factors and root causes of the problem
- Identify who is most affected by the identified problem
- Gather input on root causes from youth and families of color with lived experience in child welfare
- Recognize and address cultural and implicit biases affecting interpretation of the data

#### Consider this:

- Using an equity impact assessment throughout a change and implementation process can help teams better understand problems and determine whether actions are likely to contribute to equity or inequity.
- Asking for the perspectives of people of color and believing what they share about their experience with the child welfare system are critical to understanding the root causes of problems and effectively addressing them.



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# Additional DSS Resources

<https://www.acf.hhs.gov/cb/training-technical-assistance/state-tribal-info-systems>

- CCWIS Technical Bulletin #7: Technical Assistance, Self-Assessment Tools, and Monitoring Reviews

<https://www.acf.hhs.gov/cb/training-technical-assistance/ccwis-tb-7>

- Webinars and Training Materials

<https://www.acf.hhs.gov/cb/training-technical-assistance/state-tribal-info-systems/state-tribal-info-systems/training>



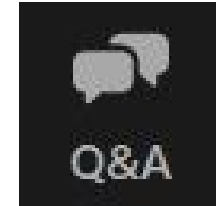
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# Questions and Answers

Remember that you can use the *Q&A* button to type your comments and questions, or

Select *Raise Hand* to ask a question over the phone.



# Webinar Satisfaction Survey



## CCWIS Participant Survey

**Thank you for your time attending today's CCWIS webinar and for your valuable feedback!!!**

**The survey will take no more than 5 minutes to complete, and the results will be used to improve technical assistance and webinar content to support agencies that are building child welfare information systems.**

- **All the questions are voluntary, and**
- **Your responses are anonymous.**

**The Satisfaction Survey link will pop up when you leave the webinar, or please find it in chat or use the QR code above - thank you!!!!**

OMB #: 0970-0401

Expiration Date: June 30, 2024

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