

Learning, Leading, Changing

A Service of the Children's Bureau, a Member of the T/TA Network
NCWWI National Workforce Webinar Series: Data & Accountability Session

***New Jersey Fellows:
Building Capacity in "Managing by Data" to Improve
Leadership, Frontline Practice & Case Outcomes***

Aziz Haidi, Michael Garr & Arnesha Roper-Lewis,
New Jersey Department of Children & Families

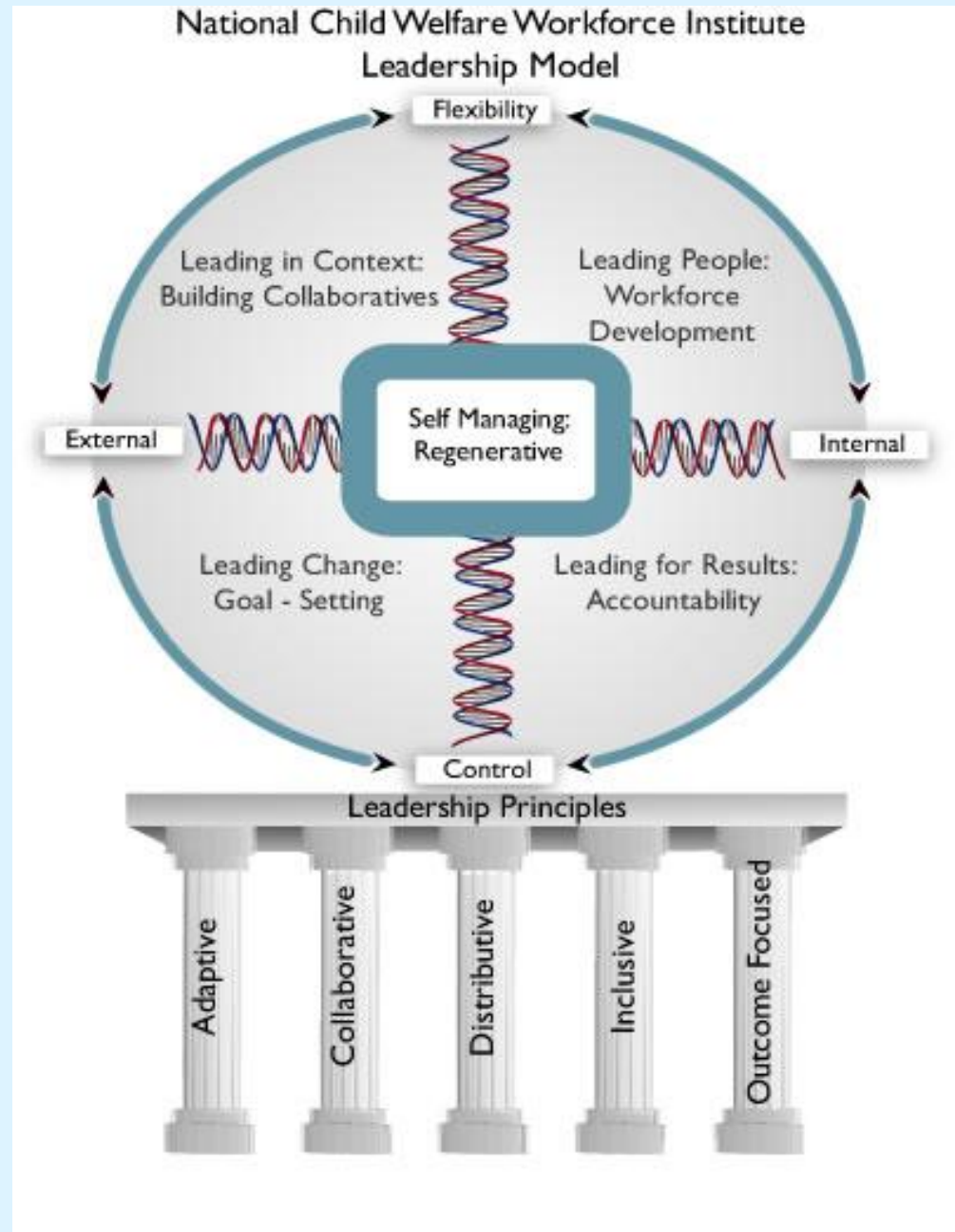
Deborah Reed, Center for Improvement of Child & Family Services, Portland
State University School of Social Work & NCWWI Leadership Academy for
Middle Managers (LAMM)

Wednesday, May 2, 2012

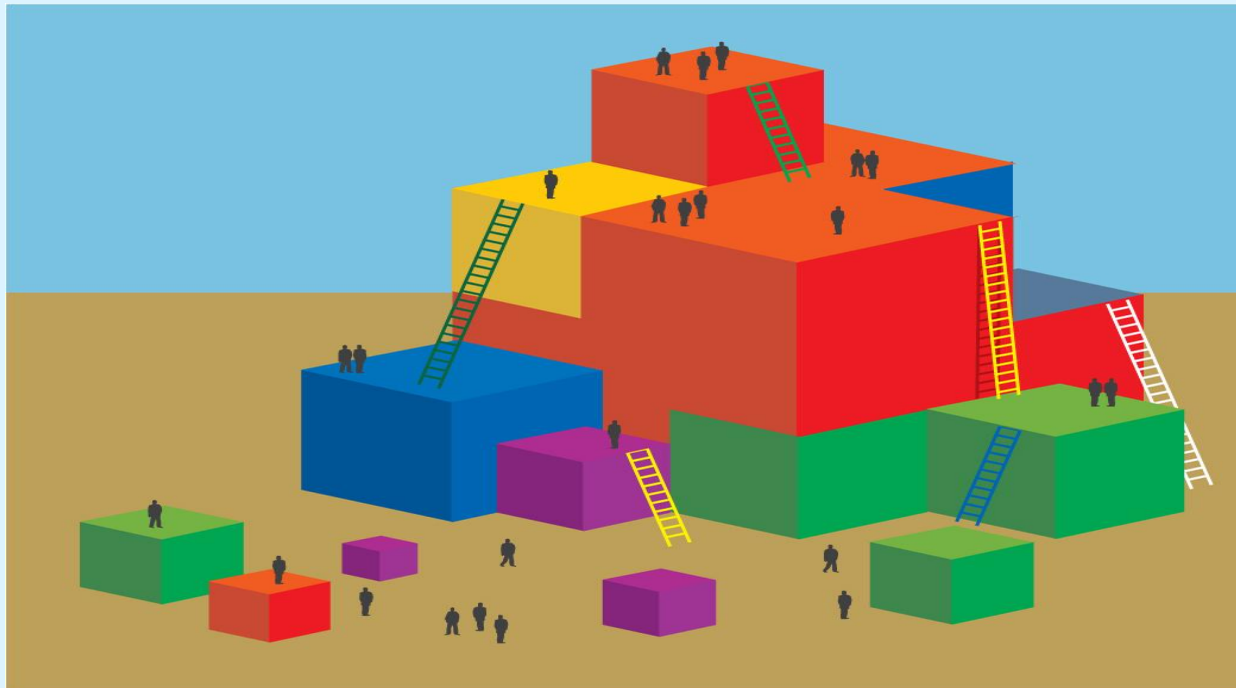
Session Agenda

- **Brief Technology Orientation**
- **Introduction to NCWWI Leadership Model**
- **NJ DCF *Fellows Program* Presentation**
- **Application of the Leadership Model to *Fellows Program* Implementation**
- **Questions & Comments**
- **Continuing the Conversation & Closing**

Introduction to the NCWWI Leadership Model



New Jersey's *Fellows Program* *Much, much more than a training curriculum*



Agency Background

- **New Jersey Department of Children & Families (NJ DCF)**
 - 3 Divisions
 1. Youth & Family Services
 2. Child Behavioral Health
 3. Prevention & Community Partnerships

- **State Administered System**
 - 21 Counties

- **Youth & Family Services**
 - *NJ Spirit* is the division's SACWIS system
 - 52,000 children under supervision
 - 7,000 children in placement

Agency Context: Data Culture

- **NJ Spirit (SACWIS):** *System stabilization; transparency added; direct worker input*
- **CFSR & Modified Settlement Agreement:** *Requires data production*
- **Management Utilizing Data:** *No more manual counts; Data Accountability Surfacing*
- **Different Data for Different Users**
- **Accessible, Real Time Data**
- **ChildStat:** *Helps assess case practice model implementation, and review emergence of quality improvement processes at the local level*

Agency Context: Readiness

NJ DCF wanted to take its data work to a new level....what emerged was the goal of:

An approach that builds internal capacity throughout the organization to use data to measure and improve performance

-- in a public child welfare setting --

thus facilitating a cycle of continuous quality improvement

The result....an NCIC TA grant

Fellows Program History

- In 2010, DCF became the recipient of a technical assistance grant from the federally funded Northeast & Caribbean Child Welfare Implementation Center (NCIC).
- The award was made with the intent that DCF would build capacity in the area of “Managing by Data.”
- DCF and NCIC conducted interviews with other states who were identified by the Children’s Bureau as having demonstrated some best practices in managing by data or other quality improvement work.
- Using lessons learned from these interviews and a literature search, DCF developed the program that is now known as the **“Fellows Program”**

Analysis of National Promising Practices

- Interviews with Linda Mitchell and Peter Watson based on their CFSR work
- Surveyed states identified as standing out (usually in the broader QI arena or some data work)
- Common themes:
 - ✓ Data champions
 - ✓ Mentoring
 - ✓ Coaching
 - ✓ Supporting the practice model
 - ✓ Linking it to child and family outcomes at the local level
 - ✓ Personalizing the data
- Findings available at <http://www.muskie.usm.maine.edu/ncic/>

Fellows Program Goals

- The *Fellows Program* was designed to support the Department's emerging quality improvement efforts:
 - In a way that uses both quantitative and qualitative data
 - On the ground, at the front line level, and throughout the organization as opposed to just the Central Office level
- The program also has a secondary intent of developing the Fellows' skills in the areas of leadership, presentation and team building

Fellows Program Objectives

Grounded in
good case
practice model
principles

Develop
presentation
skills

Understand &
demystify data

Master
qualitative &
quantitative tools

Recognize
challenges

Celebrate good
practice

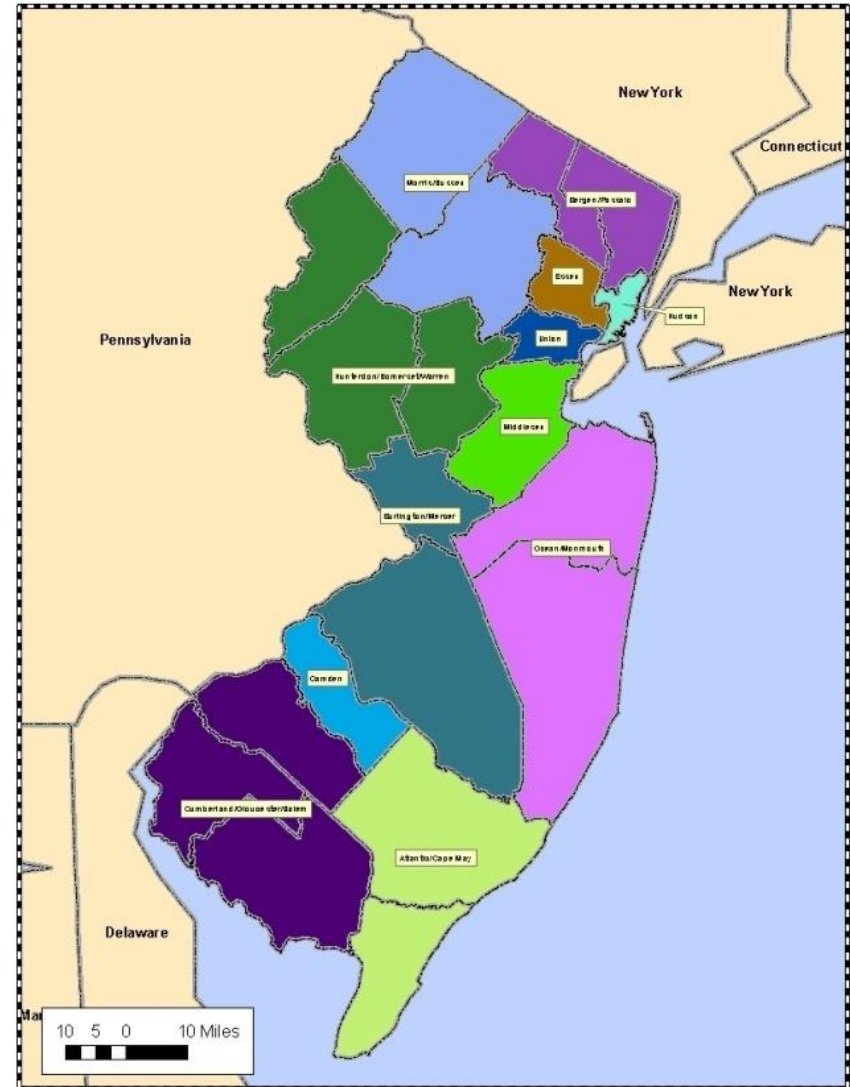
Support positive
change

Act as a local
resource

Grow as
managers &
leaders

DCF Fellows Selection

- **147 applicants for 100 positions**
 - Median years of experience: **10**
 - Range: **3 to 34** years of experience
- **Broad participation:**
 - **40** local offices; **8** area offices
 - All divisions of DCF
- **Roles include:**
 - Local office manager
 - Casework supervisor
 - Area office quality coordinator
 - Centralized screening senior supervisor
 - Institutional investigations senior supervisor
 - Behavioral health team leader
 - Prevention domestic violence services coordinator



Interview 1

DCF Fellows Seminar Series

- *Fellows Program* includes 18 Seminars (1 per month, over 18 months)
- Seminars involve interactive and applied learning methods
- Coursework falls into 3 progressive modules:

Becoming Knowledgeable Consumers of Data

- Data point
- Focus on safety case practice
- *Seminars 1-6*

Utilizing Data to Manage Change

- Business process & data flow
- Focus on permanency & well-being case practice
- *Seminars 7-12*

Improving Outcomes

- Data in a systemic context
- Deploying data & information as leadership tools
- *Seminars 13-18*

Important Curriculum Components

1. Utilizing case studies has been helpful and well-received
2. Coursework is strengthened by homework and presentations
3. Bringing in management for presentations adds energy and renews commitment
4. Individual coaching is critical

Interview 2

Keys to Successful Implementation

1. Leadership Commitment
2. Stakeholder Involvement: Communication & Participation
3. Culture & Climate: Organizational Readiness
4. Effective Partnership of NCIC, Child Welfare Agency & Contractors
5. Operational Details
6. Frequent Monitoring & Evaluation
7. Coaching
8. Cross Functional Team Resources



Building Stakeholder Support

1. Advisory Committee
2. Commissioner and Upper Management Support
3. Area Director/LO Manager Meetings
4. Leadership Summits
5. Project Selection
6. Home Teams



Interview 3

Important Operational Details

1. Resource Fellows present at the project meetings AND all Fellows classes
2. Monthly meetings with the trainers and the Resource Fellows
3. Resource Fellows demonstrate different functions in Excel and PowerPoint
4. Provide SPSS to some of the more advanced Fellows
5. Make mapping available
6. Training Academy staff observe and think about how to integrate this curriculum into existing and future agency classes



Lessons Learned: Challenges

1. Coaching has been much more time consuming than originally assumed
2. Time for the Fellows to complete their assignments in addition to their regular work has been an issue
3. Team dynamic is critical and important, but new to the *Fellows*, who are peers in the class, but may not be on the outside/within the larger agency

Interview 4

Lessons Learned: Live Data!!!!

1. Invaluable!
2. Adds intensity to the work
3. Takes resources, but the value is immense
4. Staff own the data – indescribable
5. Staff get to experience bad data or coding issues
6. Setting limits on how much data is important
7. Make recommendations on changes (practice, policy, SACWIS systems)
8. See the value of disaggregation
9. A new avenue of self-assessment

Lessons Learned: Keys to Overall Success

1. Individual meetings with Area Directors to break down barriers
2. Applying the information learned during the classes using live data
3. Individual coaching and peer learning
4. No segregation of quantitative & qualitative data - all equally important & emphasized throughout sessions
5. Leverage measures have been a key concept
6. Convening thematic conference calls amongst Fellows working on similar projects
7. Team competition paired with positive support
8. Project Manager needs to be open to listening and developing relationship with the field
9. Opportunities for Fellows to get beyond statewide data



Interview 5

DCF Fellows Program: Overall Impact

1. Fear of data/numbers is gone; more focus on quality improvement
2. More integrating data with case practice and looking at how the data supports case practice
3. Entire Fellows Program is now embedded in the middle of the organization and supported from the top
4. ChildStat presentations in each district office have helped bring learning back to the Area Offices and mirror Fellows' behavior
5. The field has more resources through the Resource Fellows; IT has become more connected with the field
6. Sharing of data, especially to new levels of the organization, can be scary at first, but adds a new level of transparency and accountability

DCF Fellows Program: Results

1. Each Area Office has a team skilled in the use of data
2. The team utilizes a variety of datasets
3. Increased competency of targeted staff to engage in data-informed supervision and management
4. Increased management capacity in use of data to support case practice model
5. Sustained use of data among all users

DCF Fellows' Perspectives

- **Arnesha Roper-Lewis**, (Adoption Supervisor/Fellow in Middlesex County)
- **Michael Garr** (Litigation Supervisor/Fellow in Camden County)
 1. Most Meaningful/Beneficial Aspects of Experience with the *Fellows Program*
 2. Working with Qualitative & Quantitative Data: Before & After the *Fellows Program*
 3. How the *Fellows Program* Changed Their Practice & How They Are/Will Be Using What They Learned Going Forward

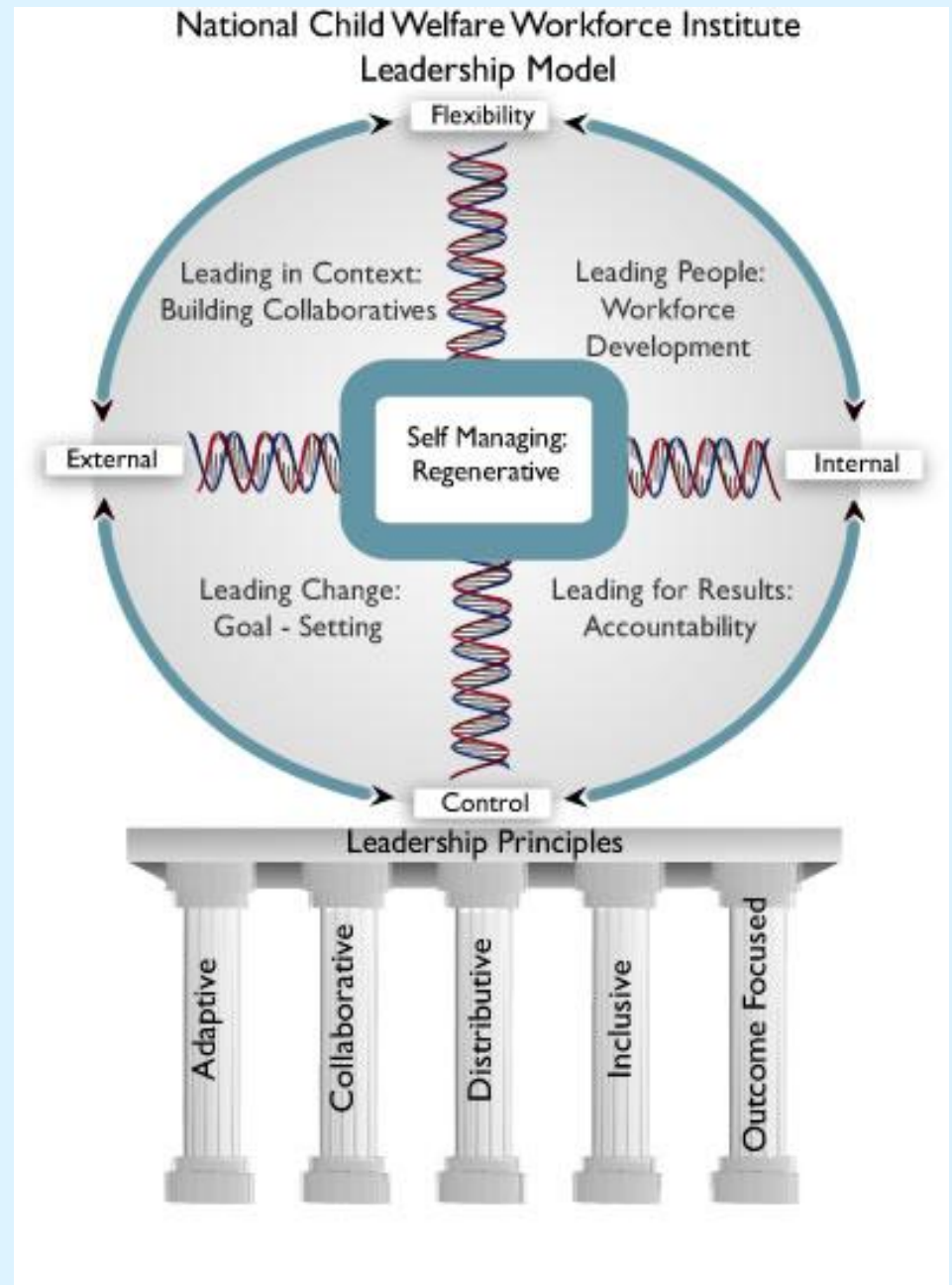
The NJ Fellows



The NJ Fellows



Applying the NCWWI Leadership Model to this Workforce Change Initiative

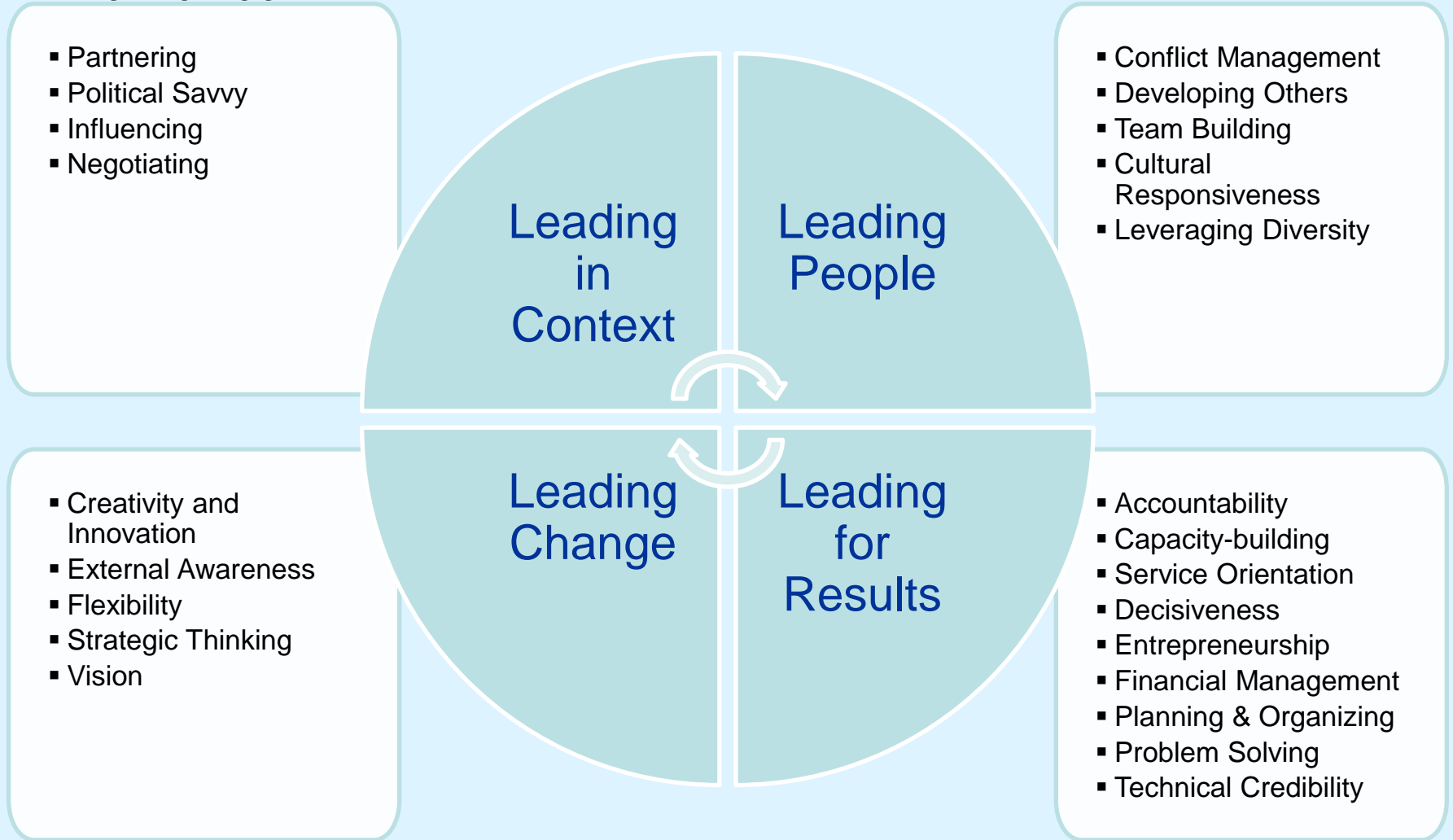


Applying the Leadership Model to this Workforce Change Initiative

Fundamental competencies include continuous learning, effective communication, initiative, interpersonal relations, integrity/honesty, resilience, personal leadership, socially responsible



What leadership competencies & skills have supported this Initiative's success?



Questions & Comments



Continuing the Conversation

1. **Visit Our Webinar Archives:**

<http://www.ncwwi.org/events/archive.html>

2. **Explore Our Online Resource Library:**

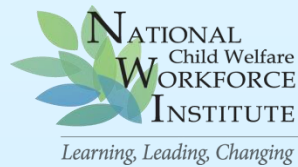
<http://www.ncwwi.org/resources/library>

3. **Participate in Our Follow-up Learning Lab –
Thursday, May 10 at 3 pm ET:**

<http://events.constantcontact.com/register/event?llr=pfnuq9dab&oeidk=a07e5vuzyosa880bf18>

4. **Join the Child Welfare Workforce Connection
(CWWC):** <http://cwwc.ncwwi.org>

5. **Respond to a Webinar Evaluation Survey:** Via email from Robin Leake, Butler Institute/University of Denver



FOR MORE INFORMATION

About the New Jersey DCF Fellows Program

Aziz Haidi, Aziz.Haidi@dcf.state.nj.us

Michael Garr, Michael.Garr@dcf.state.nj.us

Arnesha Roper-Lewis, Arnesha.Roper-Lewis@dcf.state.nj.us

About the NCWWI Leadership Model & its Application

Deborah Reed, deborah.reed@pdx.edu

About the Upcoming Learning Lab

Sharon Kollar, skollar@albany.edu

About the National Webinar Series & other NCWWI Products

Sara Munson, smunson@albany.edu