

A Service of the Children's Bureau, a Member of the T/TA Network

NCWWI National Webinar Series Session #5: ***Coaching to Support  
Solution-Based Casework in Child Welfare***

**Scott Steuby**, Washington State DSHS Children's Administration

**Simon Pipkin**, Alliance for Child Welfare Excellence, University of Washington SSW

**Dana Christensen**, Kent School of Social Work, University of Louisville

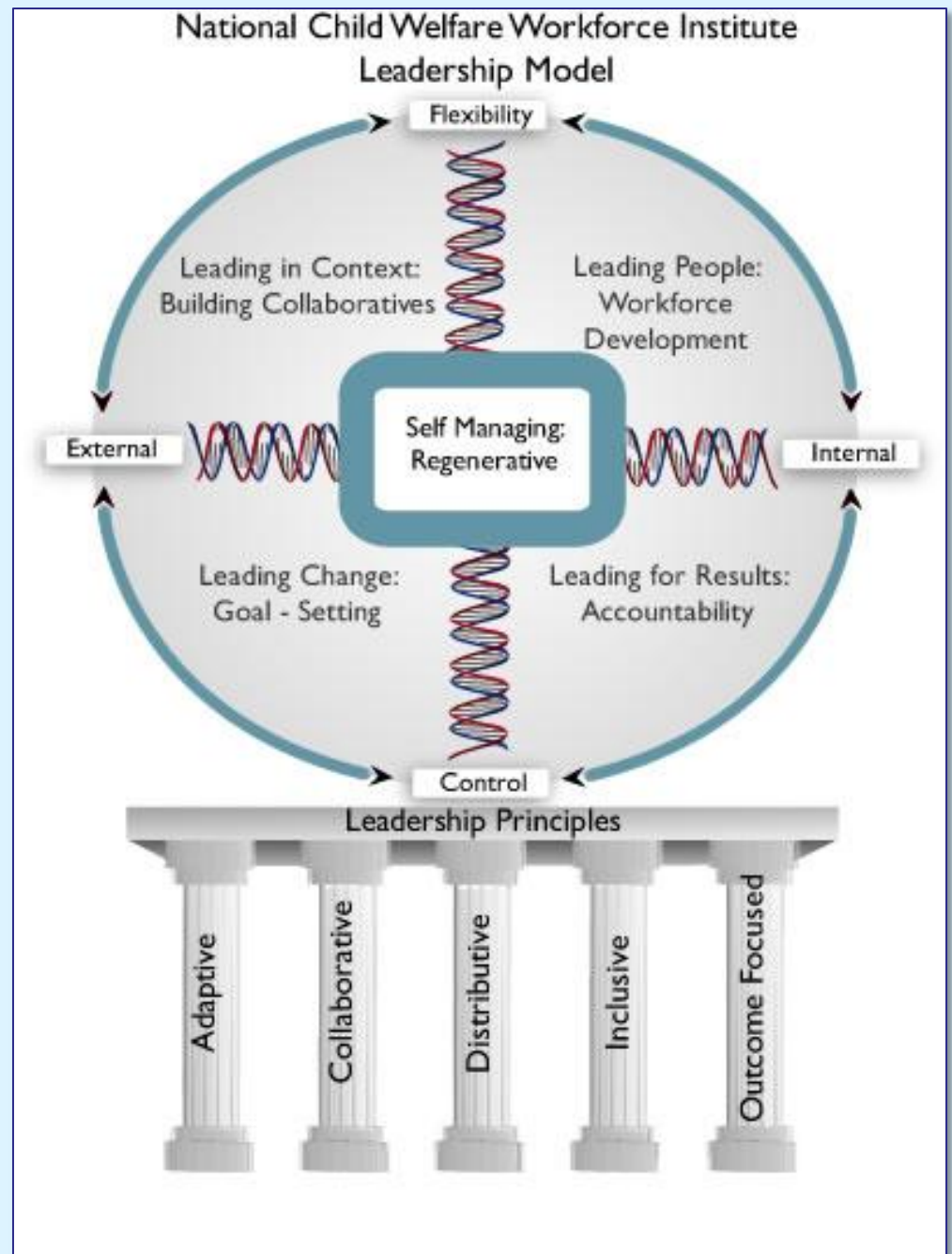
**Deborah Reed**, Center for Improvement of Child & Family Services, Portland State  
University SSW & NCWWI Leadership Academy for Middle Managers

Wednesday, September 26, 2012

# Session Agenda

- Introduction to NCWWI Leadership Model
- Presentation:
  - Background & History
  - Solution-based Casework (SBC)
  - Coaching Program
  - SBC Coaching Program Development & Implementation
- Application of NCWWI Leadership Model
- Q & A
- Continuing the Conversation & Closing

# Introduction to the NCWWI Leadership Model



# State of Washington's Department of Social & Health Services

Aging &  
Disabled  
Services  
Administration

**ADSA**

Juvenile  
Rehabilitation  
Administration

**JRA**

Children's  
Administration

**CA**

Economic  
Services  
Administration

**ESA**

Health &  
Rehabilitation  
Administration

**HRSA**

# Children's Administration Regions

## 1. Eastern Washington

- ❖ East of the Cascade Mountains

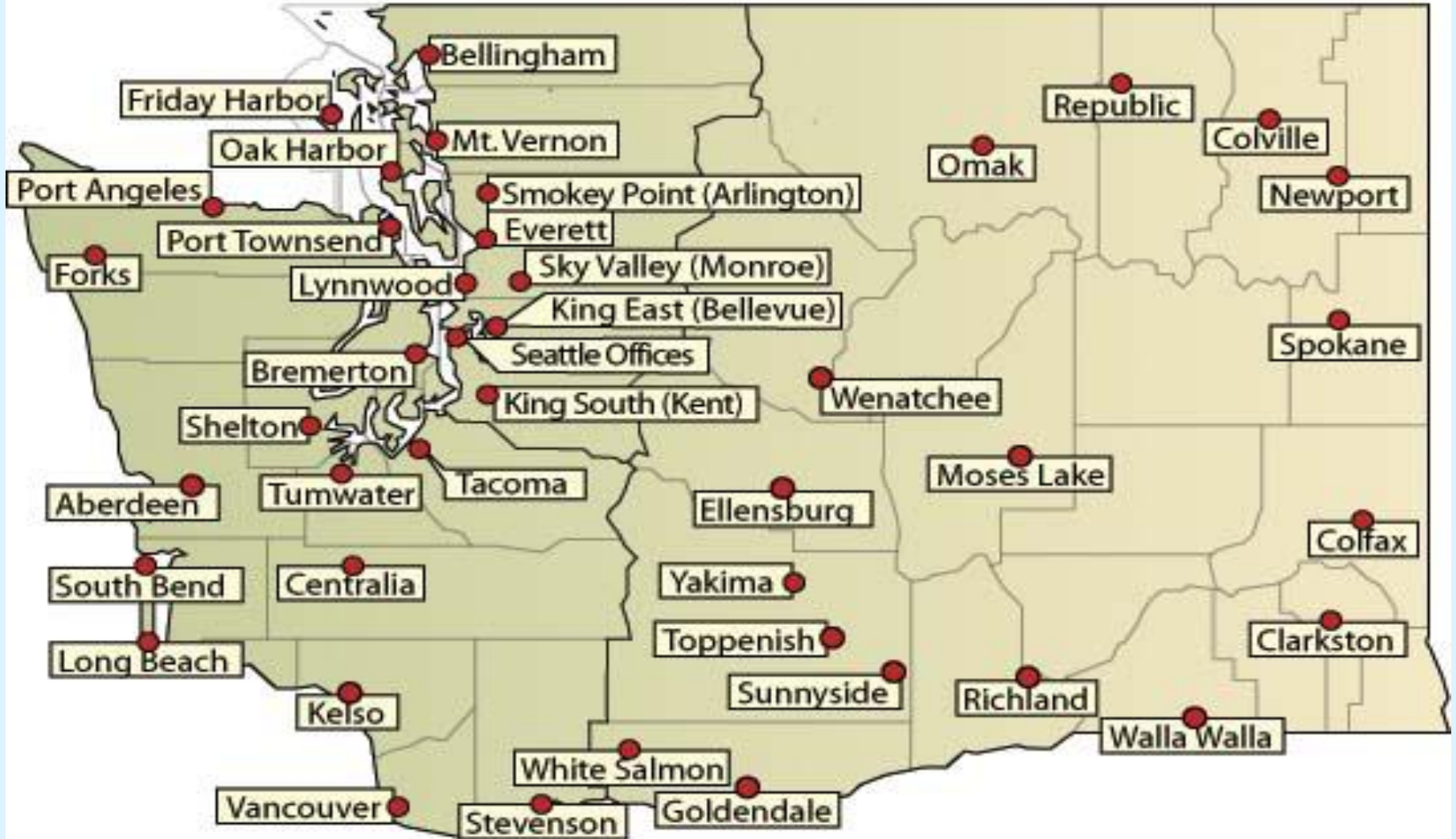
## 2. Western Washington North

- ❖ Seattle / King County to the Canadian Border

## 3. Western Washington South

- ❖ Tacoma / Pierce County to Oregon and the Western Peninsula

# Children's Administration Field Offices



# Children's Administration Service Areas

- ✓ Intake Services
- ✓ Investigations (**Child Protective Services**)
- ✓ Ongoing Case Services (**Child & Family Welfare**)
- ✓ Family Voluntary Services
- ✓ Licensing Services (**Division of Licensed Resources**)

# Implementation Snapshot 2007-2010

Adopted SBC as our Casework Practice Model

Sponsored the SBC Coaches Institute

Piloted Intensive SBC Training & Coaching for  
CA Supervisors and Social Workers

Provided Intensive SBC Training for CA Supervisors  
and Managers

Hosted Intensive SBC Training for CA Social  
Workers



# *What is Solution-Based Casework ?*

**Solution-Based Casework** is an *evidence-based Casework Management* model for child welfare that provides a conceptual map for a family-centered practice from assessment through case closure.

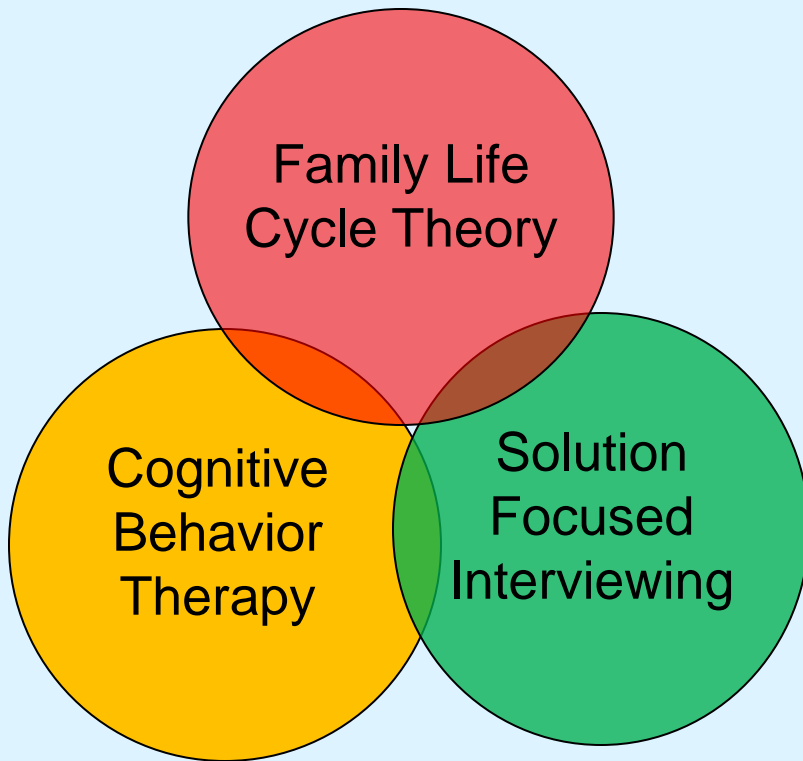
# *Why was Solution-Based Casework Developed?*

- “Family-centered” was not operationalized: no systemic support
- Investigations led to a list of problems, not solutions
- Assessments were too interrogative, no consensus built
- Assessments were not located in details of family life
- Case planning focused on service completion, i.e. compliance (versus skill acquisition)
- Case planning was more worker-driven and “owned”
- Caseworkers and providers did not share a common map

# How is Solution-Based Casework Different?

1. Problem definition shifts from *Pathology* to *Family Development*
2. Assessments focus on *difficult situations* in the family's everyday life
3. Details of *situations* are normalized, tracked & contextualized
4. Consensus building sought & guided from very 1st interview
5. Case planning targets **NEW** ways of handling those *situations* at both the family and individual level (i.e.. new ways to manage those *situations*)
6. Outcomes are measured by skill development in the specific areas of concerns (*versus service compliance*)
7. Skill development is documented and celebrated

# SBC's Integrated Framework



- **Family Life Cycle Theory**  
*(Carter and McGoldrick, 1999)*
- **Relapse Prevention (Cognitive Behavioral Theory)**  
*(Marlatt & Gordon, 1985; Pithers, 1990; Beck, 1993)*
- **Solution-Focused Therapy**  
*(Berg, 1994; DeShazer, 1988)*

***All three models have their own well-documented evidence base***

# 3 Tenets at the Heart of SBC

We  
Prioritize  
the Family  
Partnership

1

2

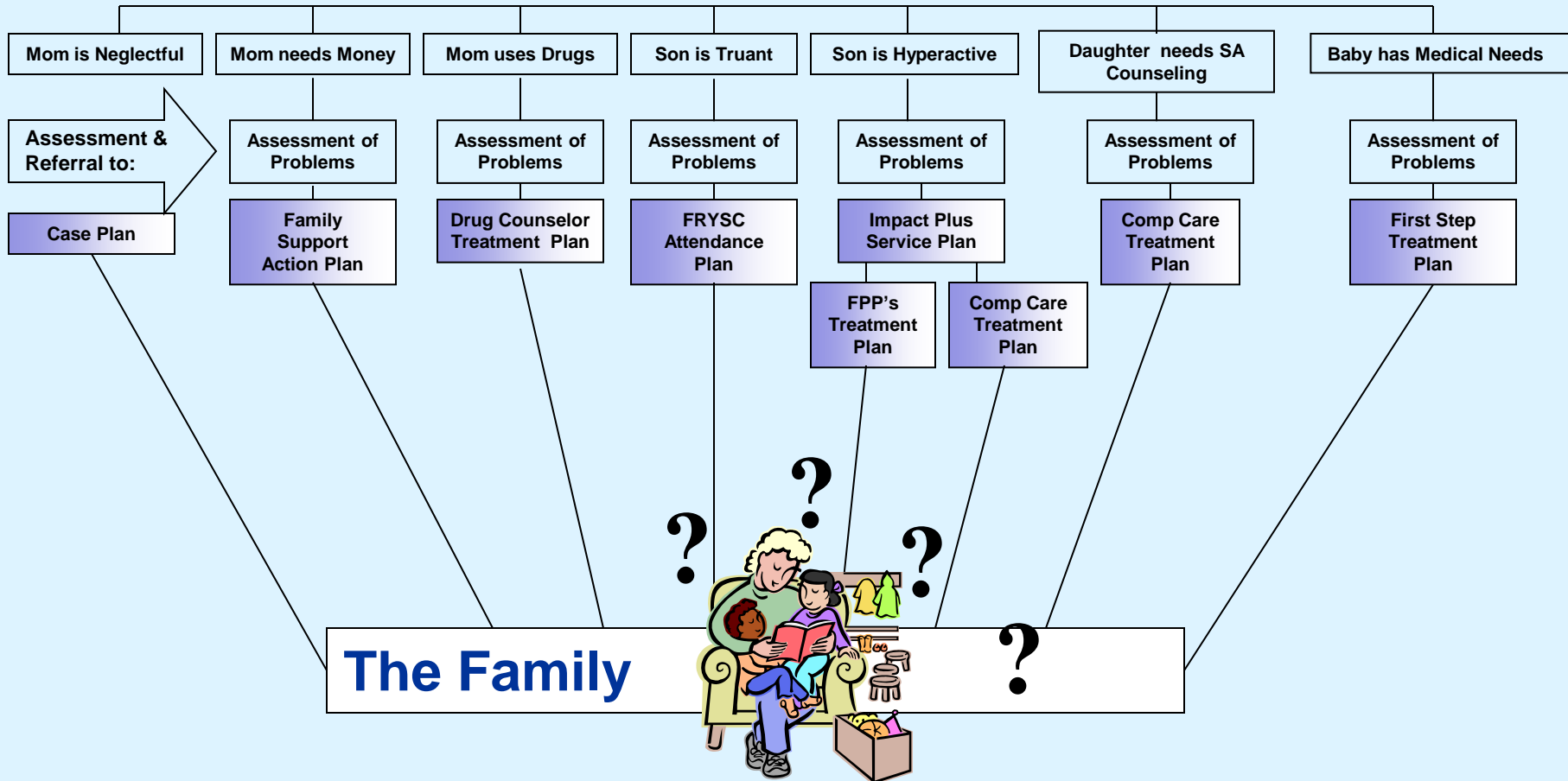
We Focus on  
Pragmatic  
Solutions to  
Everyday Life  
Problems

We Help  
Families  
Document &  
Celebrate  
Success

3

# The All-Too-Familiar Child Welfare Approach

## The Referral & Assessment Process



# A Family-Friendly Interface that Helps to Organize Complex Issues & Multiple Partners

**Mental Health: Comp Care**

**Work Issues: Family & Child Support**

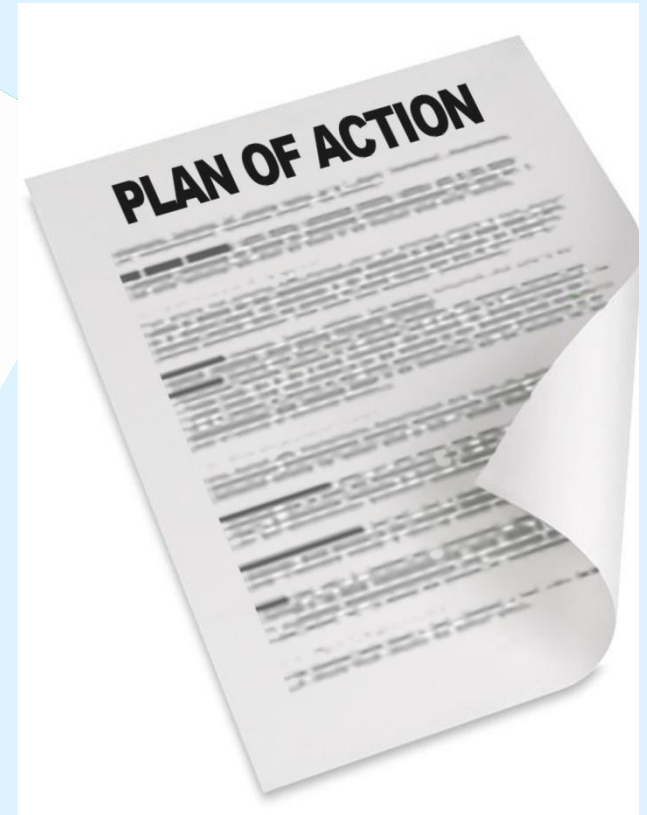
**Supervision: Family Members**

**School Attendance: FRYSC**

**Substance Use: AA Counselor**

**Home & Child Cleanliness: FPP**

**Protection Issues:  
Courts and P & P**



# SBC: Family & Individual Plans

## *Our Family's Plan*

Family members are helped to develop plans they can *all work on as a family*, to make family activities or tasks go better, such as plans to:

- Improve child supervision
- Keep the house clean
- Become financially stable, or to
- Secure good housing

## *My "KEEP COOL" Plan*

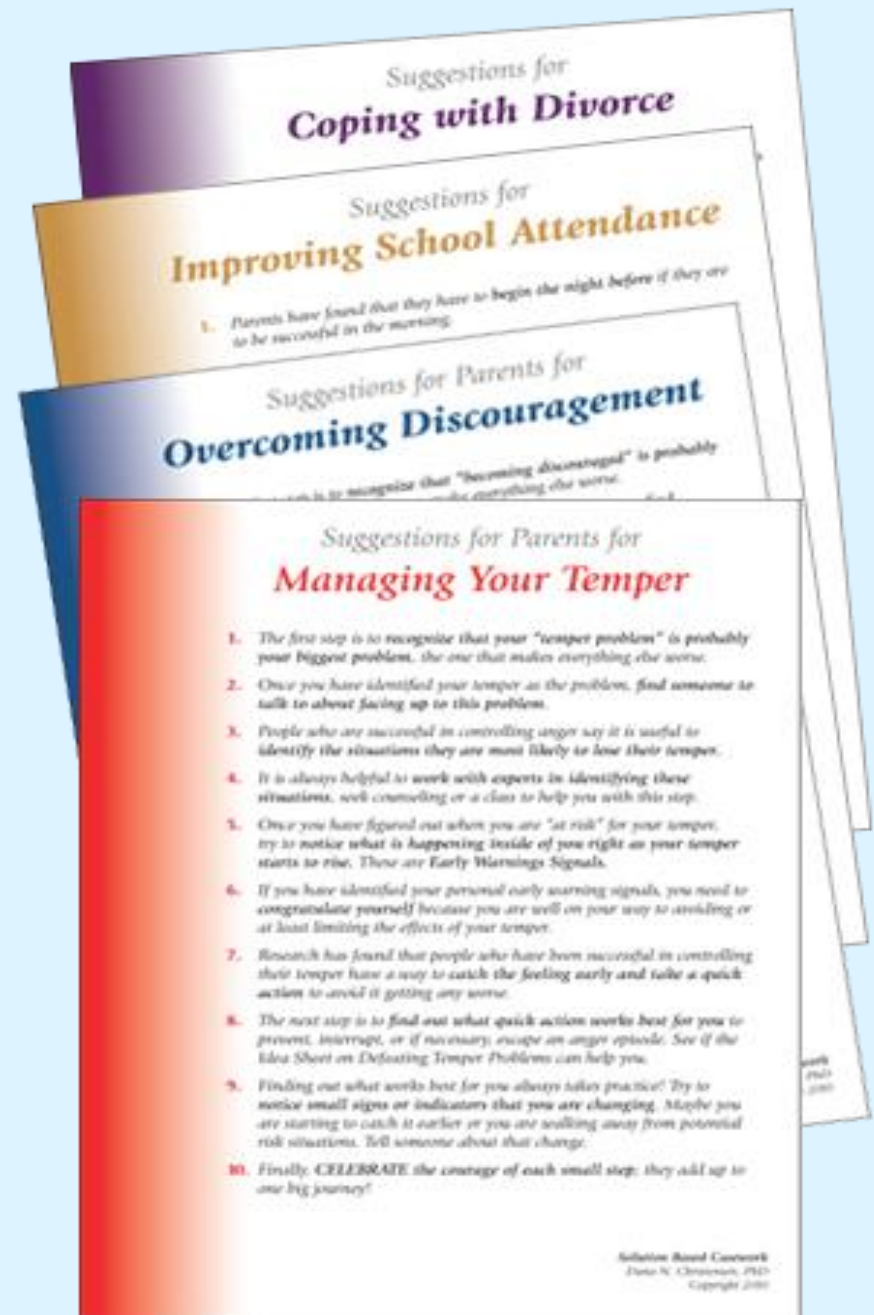
Individual members who have personal issues related to risk area are assisted in developing their own *plan of action*, e.g.,

- Overcome their substance abuse
- Manage their temper, or
- Stay motivated during tough times



# Family Friendly Tipsheets

Available in English or Spanish  
for free download at  
<http://www.solutionbasedcasework.com>



# Why Use Coaching?

The goals and benefits of coaching include....

1. Enhancing Fidelity to Evidence-informed Model of Practice
2. Supporting Transfer of Learning
3. Encouraging a Parallel Process
4. Strengthening Peer Support

# One Practice Model: Multiple Expressions

CHILD SAFETY  
FRAMEWORK

SAFETY &  
FAMILY  
ASSESSMENTS

SAFETY/CASE  
PLANS

CASE  
CONSULTATIONS

FAMILY TEAM  
DECISION  
MAKING  
MEETINGS

SHARED  
PLANNING  
MEETINGS

WRAPAROUND  
PRINCIPLES

# Coaching Program Development

## ***Making SBC Practice a Reality involved...***

1. Establishing a Practice Model Coaching Unit
2. Hiring 6 Coaches for 3 Regions (began with 10 plus master/lead coach)
3. Investing in Coaches' Professional Development
4. Providing 2 types of Coaching: Field & Expert

# Field-level Coaching

1. Individual coaching sessions (supervisor/worker)
2. Group consultation
3. Assessment & planning reviews
4. Field work
5. Family staffings
6. Staff meetings
7. Trainings/workshops



# Expert-level Coaching

1. Planning and coordination
2. Product development
3. Policy and practice procedures



# SBC Coaching Decelerators

1. Information and support systems not in place when needed
  - Disconnect between training staff/supervisors/management and the ability to measure outcomes
2. Change can create feelings of shame/resistance
  - Normalizing the change process
  - Not reacting punitively to resistance
3. Competing agendas
  - Increase safety & wellbeing vs. Reducing workload
  - Support vs. Accountability
  - Training as Orientation vs. Competency/Skills-building
4. Need for Management to...
  - Understand details of how new processes/policies impact frontline
  - Observation of staff
  - Modeling SBC
5. Under-communication
6. Coaching influence not extended to management hierarchy

# SBC Coaching Accelerators

1. Support of statewide and regional leadership
2. Training for staff and managers
3. SBC aligned with developments in Child Safety Framework
4. Local coaching & practical tools for assessment, case planning & case management
5. Part of Academy for new social workers
6. Case consultations with specific agendas
7. Infrastructure/policy & information systems aligned w/ SBC
8. Inclusion of outside facilitators
9. Dedicated positions of coaches
10. Performance review instruments (performance indicators) tied to practice model and research
11. Quality assurance programs tied to competency



# Impact of Coaching at the Children's Administration

1. Moves systems improvement efforts beyond “train and hope...”
2. Provides staff with content experts
3. Promotes a culture of ongoing learning
4. Reinforces the parallel process
5. Allows coaches to become change agents

# Implementation Considerations

1. Implementation is more than a training plan
2. Need to define the goals/outcomes desired
3. Make infrastructure changes early
4. Communicate to the masses
5. Secure visible leadership support
6. Prevent the new practice model from being a SILO

# Tips for Coaching Program Development

1. Identify who will be coaches
2. Communicate coaches' role early and often
3. Assess coaches' geographical area and numbers
4. Develop coaching competencies and an evaluation process
5. Provide professional development opportunities for coaches
6. Celebrate and credential coaches

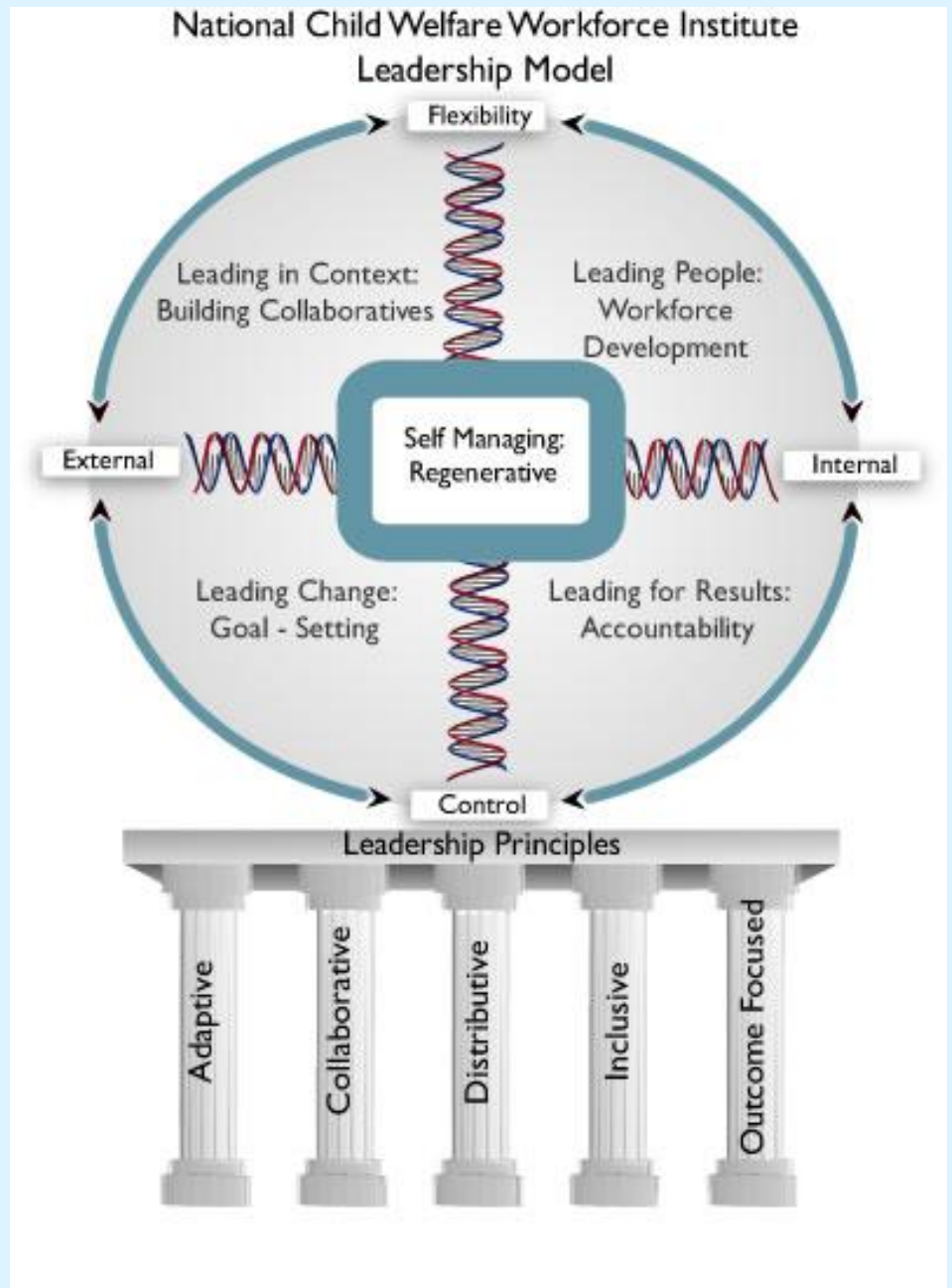
# ***Where is Washington State now?***

1. Practice Model Coaches provide ongoing support, consultation and assistance to staff
2. New Worker & Supervisor Academy incorporates Solution-based Casework
3. Practice Model is part of the Performance Improvement Plan
4. There have been many changes to the Children's Administration infrastructure:
  - Policy
  - Information System

# ***Where is SBC now.... What is New?***

Washington State  
New Hampshire  
Kentucky  
Florida  
New York City  
Kansas

# Applying the NCWWI Leadership Model to a Workforce Change Initiative



# Impact of Coaching: 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 in this coaching program have supported its success?

- Partnering
- Political Savvy
- Influencing
- Negotiating

Leading  
in  
Context

Leading  
People

- Conflict Management
- Developing Others
- Team Building
- Cultural Responsiveness
- Leveraging Diversity

- Creativity and Innovation
- External Awareness
- Flexibility
- Strategic Thinking
- Vision

Leading  
Change

Leading  
for  
Results

- Accountability
- Capacity-building
- Service Orientation
- Decisiveness
- Entrepreneurship
- Financial Management
- Planning & Organizing
- Problem Solving
- Technical Credibility



# Questions? Comments? Ideas?

Submit them now through the  
GoToWebinar online platform  
or by joining the operator-assisted  
audio queue

# Continuing the Conversation

1. Visit <http://www.ncwwi.org/events/archive.html> for the webinar **RECORDING & HANDOUTS**
2. Participate in this session's follow-up **LEARNING LAB** on 10/3 at 3 pm ET for more discussion with your peers & the presenters (via email from Sara Munson)
3. Post **QUESTIONS, COMMENTS OR RESOURCES** on the NCWWI's national peer network, the *Child Welfare Workforce Connection* located at <http://cwwc.ncwwi.org>
4. Provide feedback to continue to strengthen our webinar series by completing a quick **EVALUATION SURVEY** (via email from Robin Leake, Butler Institute for Families at the University of Denver)

# Additional Resources

## Coaching

1. NRC-Organizational Improvement Newsletter on *Coaching in Child Welfare*, at <http://muskie.usm.maine.edu/helpkids/rcpdfs/cwmatters12.pdf>
2. NCWWI Leadership Academy for Supervisors (LAS) *Take the Lead* Module on Coaching Strategies, at <http://www.ncwwi.org/las/takethelead.html>
3. NCWWI E-Resource List on Coaching/Mentoring/Teaming, at <http://cf.umaryland.edu/ncwwi/files/Peer%20Mentoring-Teaming-Coaching.pdf>

## Solution-based Casework

1. Barbee, A.P., Christensen, D., Antle, B., Wandersman, A., & Cahn, K. (2011). Successful adoption and implementation of a comprehensive casework practice model in a public child welfare agency: Application of the Getting to Outcomes (GTO) model. *Children & Youth Services Review*, 33, 622–633.
2. Antle, B.F., Christensen, D.N., van Zyl, M.A., & Barbee, A.P. (2012). The impact of the Solution Based Casework (SBC) practice model on federal outcomes in public child welfare. *Child Abuse & Neglect*, 36, 342– 353.

# To Learn More....

*About Washington State's Coaching Program – contact*  
Scott Steuby, [STUJ300@dshs.wa.gov](mailto:STUJ300@dshs.wa.gov)  
Simon Pipkin, [PIKS300@dshs.wa.gov](mailto:PIKS300@dshs.wa.gov)

*About Solution-based Casework – contact*  
Dana Christensen, [dana.christensen@louisville.edu](mailto:dana.christensen@louisville.edu)  
or visit <http://www.solutionbasedcasework.com/>

*About the NCWWI Leadership Model – contact*  
Deborah Reed, [deborah.reed@pdx.edu](mailto:deborah.reed@pdx.edu)

*About the Upcoming Learning Lab – contact*  
Sharon Kollar, [skollar@albany.edu](mailto:skollar@albany.edu)

*About the National Webinar Series or other products – contact*  
Sara Munson, [smunson@albany.edu](mailto:smunson@albany.edu)