Building a Culture of Best Practitioners

TCOM Conference
October 2017

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safe children | strong families | supportive communities

Conference Theme

This year's conference theme is Leadership. We are in a period of rapid change, and successfully managing change requires leadership. However, leadership must take many forms at many levels of a system and often has little to do with formal power and authority. We will look at leadership in all its manifestations within the collaborative processes and complex systems.

Order and Complexity

Ordered

Complex

A Tale of Two Parking Lots

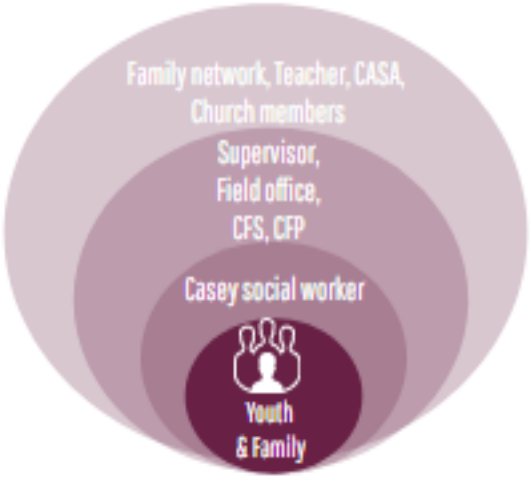
ENTRANCE
ENTRANCE

Wegmans

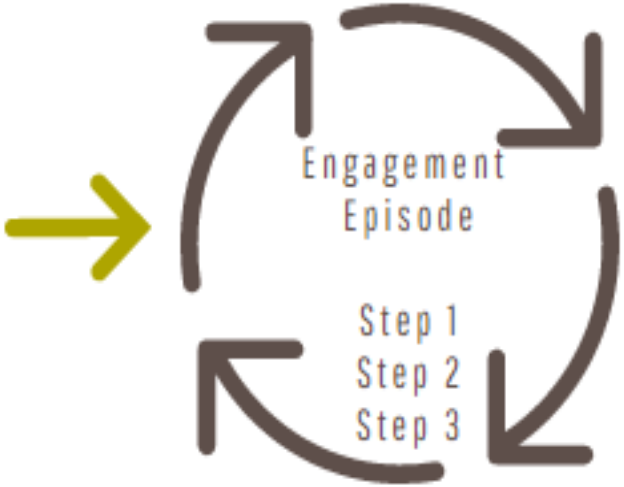
ORDERED

APPROACH

Manage to outcome with specific, controlled steps.



Casey social worker as component of process

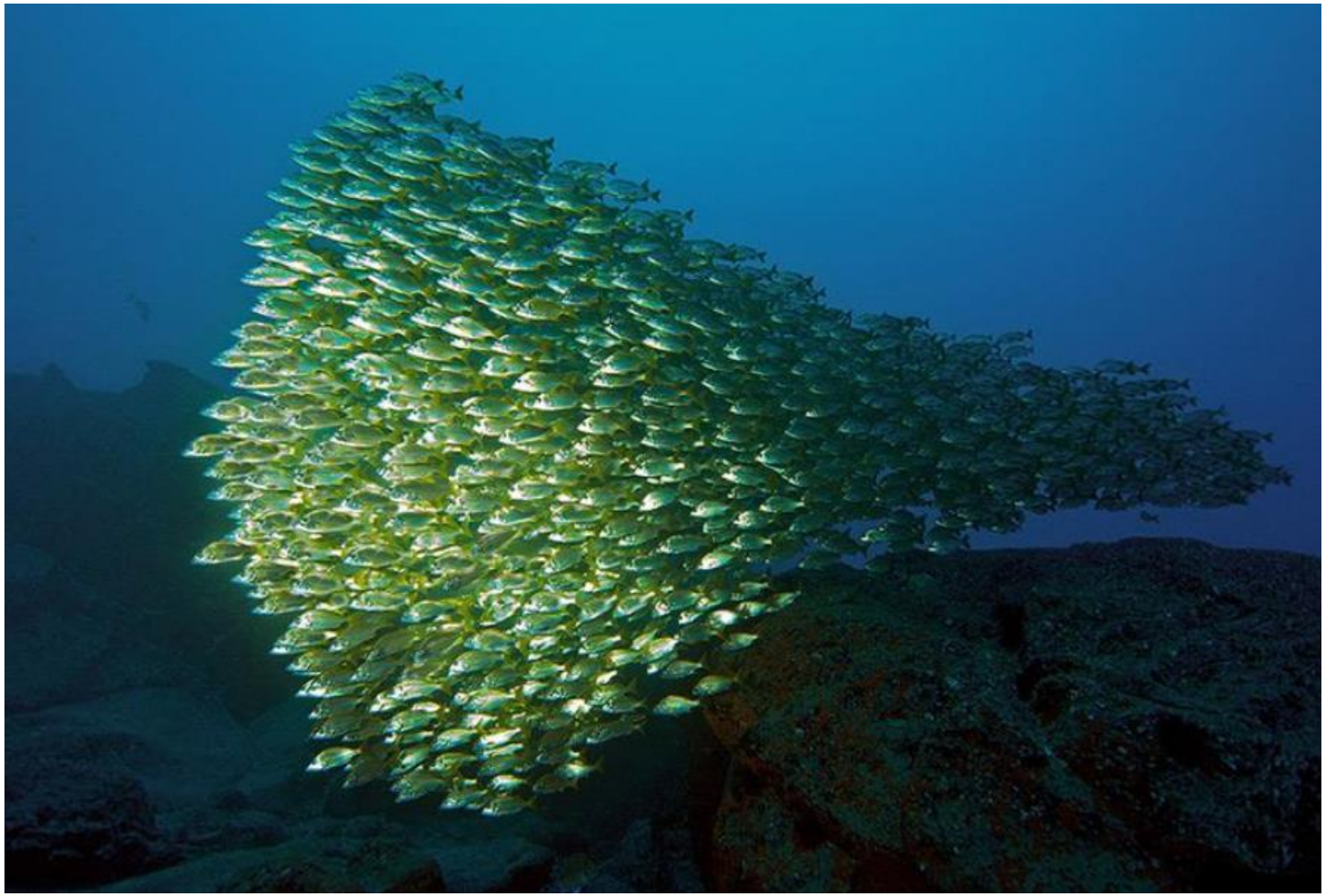


MEASURE: Quantity and fidelity to steps

PREDICTED YOUTH/FAMILY OUTCOME

TECHNICAL problem solving where the problem is defined and the solution is known.

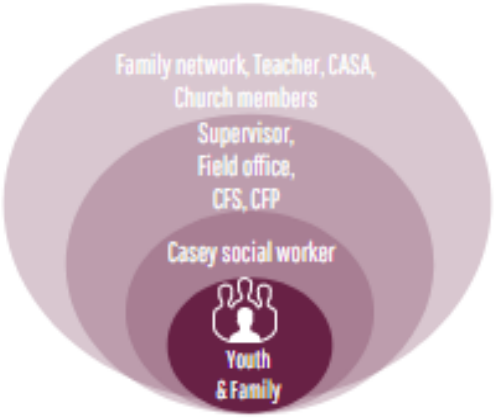
Complex Adaptive Systems



COMPLEX

APPROACH

Manage the emergence of transformation within boundaries.



Casey social worker as facilitator of transformation

MEASURE: Experience, preparedness and perceived influence

MEASURE: What was learned from the episode

TRANSFORMATION

+, -

YOUTH/FAMILY OUTCOMES

MEASURE: How learning is used

MEASURE: Improved functioning

ADAPTIVE problem solving where the problem emerges, a solution is unknown and strategies are tested.

Amazing Things Happen…

when best practices are in the hand of best practitioners.

Learning Organization

- A Practice Model that leaves room for emergent practice.
- A staff-inclusive Quality and Compliance Review process.
- A staff-inclusive evaluation process (Data to Practice).
- Localized research using Facilitated Collaborative Inquiry.

LEARNING OPPORTUNITY

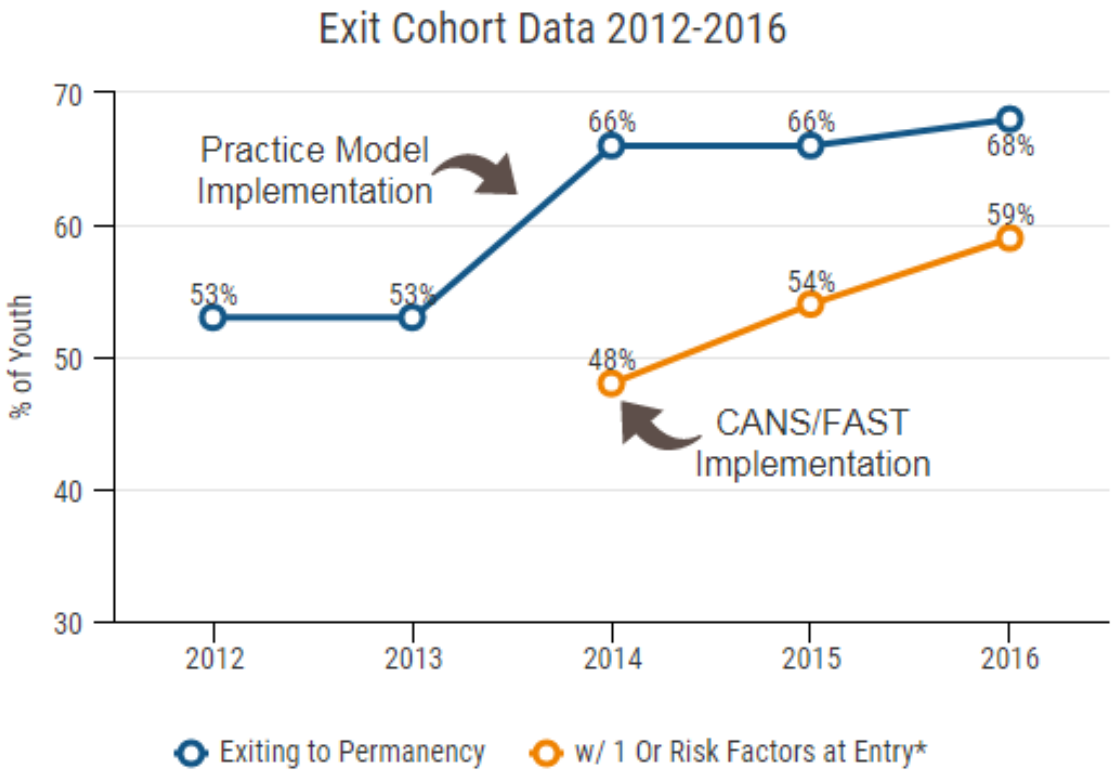
- ***Every youth*** and family that walks in our doors is a test of our system
- ***Those that exit*** teach us about the quality and efficiency of our system

- ***Those in care and those who are yet to come*** represent an opportunity for us to (a) confirm what we know and (b) improve our system

OVERARCHING QUESTIONS

- ***Data***: Are there group(s) of youth that have different outcomes than their peers?
- ***Stories***: What do we think is behind those differences?
- ***Hypothesis***: What can we do to adapt our practices to improve outcomes?
- ***Evidence***: What did we learn? What can we share?

OVERALL OUTCOMES



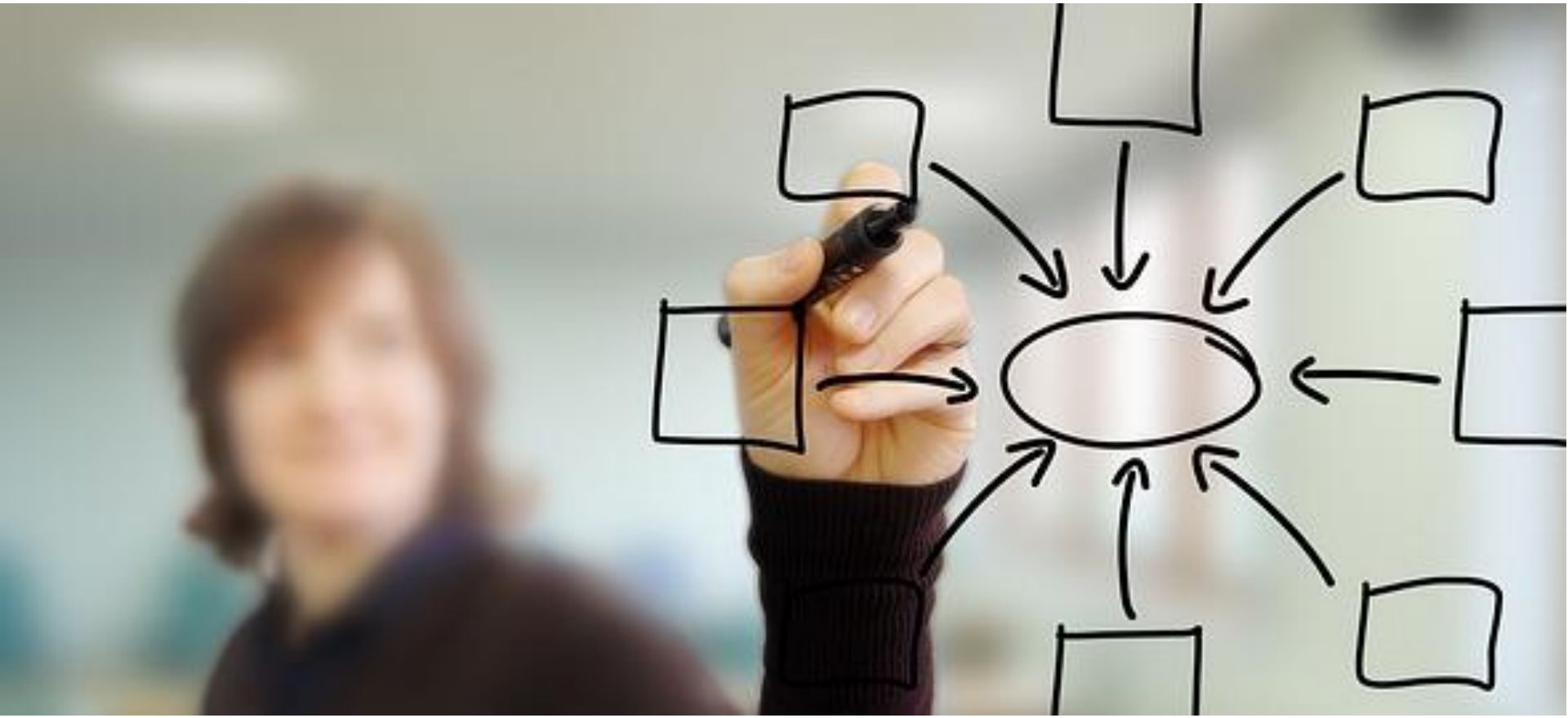
** Risk Factors include CANS data which CFS starting using in 2014*

1. *Age 15 and older at Casey Entry*
2. *5 or more placements prior to Casey*
3. *5 or more Actionable Items in Behavior, Life Functioning and Risk*
4. *4 or More Trauma Items with Adjustment to Truama*

Change in a CAS

- Change in a complex adaptive system does not happen by a centralized directive.
- Patterns are emergent, change occurs when the localized decision making patterns change.
- We want to ***use data to empower our social workers and field office leadership*** to develop strategies and interventions to respond directly to the local patterns they identify.

Culture Building Leadership

- There truly is a leader in every chair.
- Develop opportunities for people to do more than just “data gaze,” use data to get insight into patterns – specifically differences.
- Develop avenues for staff to unpack (analyze) the causes of those differences.
- Provide space for them to develop and test out solutions.
- Create feedback loops at all levels to increase learning and adaptation.
- Provide infrastructure to tell the story about what you are learning.
- Increase opportunities for people to learn beyond your organizational walls.

Learning Together