Building Capacity in Child Welfare

Findings From a Five-Year Evaluation of the Capacity Building Collaborative

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Children's Bureau

Evaluation
OF THE CAPACITY BUILDING COLLABORATIVE

Building Capacity in Child Welfare

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Executive Summary

This report presents findings from an evaluation of the services delivered by the Child Welfare Capacity Building Collaborative (Collaborative) funded by the Children's Bureau (CB), Administration for Children and Families, U.S. Department of Health and Human Services. CB established the Collaborative in 2014 to help state and tribal child welfare agencies and Court Improvement Programs (CIPs) meet federal mandates; enhance child welfare practices; and improve child and family outcomes related to safety, permanency, and well-being. The Collaborative is a partnership among three Capacity Building Centers (the Centers): the Center for Courts, the Center for States, and the Center for Tribes. Building on lessons learned from its previous training and technical assistance network, CB restructured its service providers to improve efficiency and promote consistent service delivery (Child Welfare Capacity Building Collaborative, 2015) via common processes and practices.

Covering federal fiscal years (FYs) 2015 through 2019, the findings here stem from the cross-center evaluation conducted by a team of external evaluators led by James Bell Associates and ICF. Included are the types of capacity building services offered, the common service delivery approach the Centers used, and efforts to collaborate within and across Centers. This report details the universal and constituency products and services developed and disseminated by the Centers, the tailored services Centers provided to CIPs and state and tribal child welfare agencies, and the evaluation and outcomes of these services. The report also examines factors that influenced jurisdictions' decision to use services, their satisfaction with Center services, the nature and quality of relationships between Center service providers and recipients, and the outcomes of services. Finally, the report explores implications for future work by the Collaborative and for evaluation processes. Although the multimethod evaluation examined capacity building services designed for child welfare systems, including the courts, some of the lessons learned may be useful for program administrators, evaluators, and service providers in other fields.

Collaborative Service Types

Each Center in the Collaborative serves a target audience, maintains its own administrative structure, and conducts its own evaluation:

- The Center for States supports state and territorial title IV-B and IV-E public child welfare agencies and assisted title IV-E waiver demonstration projects prior to their completion.

- The Center for Tribes serves title IV-B and title IV-E tribal child welfare agencies and organizations.

- The Center for Courts provides services to state and tribal CIPs.

All Collaborative services aim to enhance professional skills and build organizational capacities of the child welfare system and courts so they can achieve better outcomes for children, youth, and families. The Centers develop and offer three types of services—universal, constituency, and tailored:

- Universal and constituency services seek to build the capacity of professionals across multiple jurisdictions. Centers create content and disseminate information and materials that are broadly relevant to child welfare and court professionals; they also generate content specific to the roles of different stakeholders in the child welfare system.

- Tailored services offer customized support to meet the unique capacity building needs of an individual state, tribe, or CIP. Centers partner with jurisdictions and use an assessment process to identify strengths and needs; they then develop a work plan for those jurisdictions that decide to engage in services. The work plan outlines the activities of the jurisdiction and the services provided by the Center to achieve the desired enhancements in organizational capacity and practice improvements.

Data Collection

The cross-center evaluation used a mixed-methods, longitudinal approach to answer evaluation questions about the Collaborative's services. The evaluation design was participatory and utilization-focused, with Center leadership, local Center evaluators, and federal staff actively involved in all phases of the study. Together the team learned what aspects of the evaluation approach worked well and where improvements could be made in evaluation design, instrumentation, data collection procedures, and analyses.

Key Findings

The cross-center evaluation yielded an array of valuable insights into the functioning and service outcomes of the Collaborative. The evaluation produced findings on the nature of services provided to jurisdictions, satisfaction with those services, knowledge gained about effective practices in child welfare, and the extent to which services improved understanding of change management and implementation and supported capacity building. Eight broad evaluation questions framed a mixed-method, longitudinal study that drew on multiple data collection strategies to capture rich quantitative and qualitative information. Some data were collected by the cross-center evaluation team, while the Centers and their evaluators provided other data. A summary of findings from the study follows.

Universal and Constituency Services

Universal and constituency services seek to convey to the field key information on best practices in child welfare. Some information and materials target a broad, national audience of child welfare professionals (universal services), while other services target specific groups of professionals (constituency services). Universal and constituency services are not tailored to the needs of a specific jurisdiction. Centers produce three major categories of universal and constituency services: products, events, and learning experiences. To measure outcomes of products and events, the cross-center evaluation team relied on shared datasets of Center-administered satisfaction surveys. Important findings on universal and constituency services follow:

- Topics of products and events frequently aligned with Center and CB priorities.
- Universal and constituency services supported numerous constituency groups, including older youth, Indian Child Welfare Act specialists, and family leaders.
- Center learning experiences were accessible to participants via CapLEARN.[1]
- Centers used a variety of dissemination strategies to promote their products and services.

[1] CapLEARN is a password-protected, searchable site that provides users with a single location for accessing recorded webinars and learning experiences.

- Most universal and constituency services were intended to increase awareness and knowledge.

- Across all Centers, most respondents viewed the content of universal and constituency services as relevant to the values and context of their agencies and their communities and reported satisfaction with the products and services.

- Learning experiences yielded participant knowledge gains, as evidenced by results from pre-post knowledge tests administered by two Centers.

Tailored Services

Assessments and Work Planning

To identify jurisdictions' strengths and capacity building needs, the Centers engaged jurisdictions in assessments and developed work plans to address jurisdictions' needs. Key findings about assessment and work planning follow:

- Interviews with jurisdiction leadership revealed assessment and work planning services were perceived by most respondents as being beneficial.

- Some jurisdictions offered recommendations, such as simplifying the work plan, making the work plan more focused, changing the format of the work plan to be more interactive, and reviewing the work plan more frequently.

- Few CIPs indicated active involvement in their state child welfare agency's assessment. CIPs reported a desire for more collaboration between states and CIPs.

Tailored Services Projects

Following assessment and work planning, Centers engaged jurisdictions in tailored services to address the identified capacity needs and support jurisdictions in making organizational changes and practice improvements. Key findings about the tailored services follow:

- Centers delivered most of their direct contact hours[2] in person, which enabled Center staff to use intensive service approaches more readily such as facilitation, coaching, and consultation.

- Centers focused most direct contact hours on strengthening organizational capacities in the areas of knowledge and skills, infrastructure, and engagement and partnership.

- Coaching was a particularly effective service strategy: the greater the proportion of direct contact hours delivered in the form of coaching, the faster jurisdictions achieved their implementation milestones.

- Service providers and jurisdiction project teams agreed organizational capacity increased in the capacities they targeted in their work plans.

[2] Hours of direct contact describe in-person or virtual communication between Center representatives and members of a jurisdiction that are intended to build capacity. The hours do not include time spent on indirect activities, such as preparing for a site visit, planning calls between Center staff and consultants, or activities not intended to build capacity such as making logistical arrangements for onsite visits.

- Jurisdiction project teams reported increases in their knowledge and skills related to change management and the implementation process.

- Service providers reported project teams completed most of their targeted milestones by project close.

- Project outcomes were influenced by the work of the Center service providers and the jurisdictions' organizational factors and foundational capacity.

- Jurisdictions with stronger foundational capacity were more likely to achieve their milestones than jurisdictions with less capacity.

- A greater number of hours of direct contact was associated with achievement of milestones and capacity enhancement.

Collaboration

The three Centers are expected to collaborate. Collaboration of two or more Centers occurred most frequently in areas of federal priority and on topics shared by all Centers, such as the Indian Child Welfare Act, continuous quality improvement, and Child and Family Services Review (CFSR). The evaluation revealed collaboration within each Center happened often and was perceived positively by Center leadership and service providers:

- Of the 251 products the Collaborative developed, 40 (16 percent) involved collaboration with another Center.

- Many of these jointly developed products were recorded webinars and resources from the virtual expos and included topics most frequently related to safety and risk assessment, permanency planning, recruitment and retention of workforce, and federal reporting.

- Centers collaborated on more than one-fourth of tailored services projects.

- The Center for Courts collaborated with other Centers on 40 percent of their tailored service projects.

- Facilitators to collaboration across Centers included in-person and regularly scheduled meetings and frequent meetings of Center directors.

There were, however, barriers to collaboration across Centers including insufficient time to collaborate, limited opportunities for collaboration, differences in Center size with respect to annual funding and number of employees, insufficient resources to collaborate, and lack of structure to facilitate collaboration across Centers.

Implications of the Evaluation

Although this multimethod evaluation involved capacity building services for child welfare, some of the lessons learned may pertain to other fields. Federal, state, tribal, and county program administrators; evaluators; and providers with other backgrounds may find relevant information related to preparing for and delivering services, facilitators and barriers to accessing capacity building services, and methods for evaluating training and technical assistance services.

Implications for the Centers and Jurisdictions

→ The Centers have benefited from consistently using a common change management approach to guide their work, which could be enhanced even further through greater operationalization and development of more consistent strategies.

→ There appears to be an opportunity for cross-training among Centers on the change management and implementation approach, including opportunities for sharing techniques and unifying methods.

→ Collaboration could be increased with improved communication and information sharing across Centers.

→ Centers provided fewer direct contact hours related to the capacity building areas of culture and climate and resources. Further investigation is needed to understand why.

→ By proactively following up with jurisdictions, Centers would have more opportunities to support late-stage implementation efforts, including installation and evaluation of interventions.

→ Coaching was shown to be an effective service strategy; opportunities should be explored to determine when it can be used more often.

→ If Centers played a more active role in promoting and facilitating collaboration between state agencies and CIPs during a state's assessment for tailored services, the CIPs could potentially enhance their role in state child welfare planning.

Implications for Future Evaluations of Capacity Building Services

→ Future evaluators of capacity building efforts should gather more information to assess how well jurisdictions understand the change management approach and assess its utility as a guiding framework for understanding and approaching capacity building service delivery.

→ Future evaluations of capacity building efforts need to more thoroughly assess tailored services focused on CFSR and Program Improvement Plan development and implementation.

→ Future evaluations should work to identify opportunities to assess tailored services outcomes related to practice (behavior) change.

Section 1
Background

This report presents findings from a five-year evaluation of the Capacity Building Collaborative, funded by the Children's Bureau (CB), Administration for Children and Families, U.S. Department of Health and Human Services. CB established the Collaborative in 2014 to help state and tribal child welfare agencies and Court Improvement Programs (CIPs) meet federal mandates; enhance child welfare practices; and improve child and family outcomes related to safety, permanency, and well-being. The Collaborative is a partnership among three Capacity Building Centers (the Centers): the Center for Courts, the Center for States, and the Center for Tribes. Building on lessons learned from its previous training and technical assistance network, CB restructured its service providers to improve efficiency and promote consistent service delivery (Child Welfare Capacity Building Collaborative, 2015) via common processes and practices. Covering federal fiscal years (FYs) 2015 through 2019, the findings here stem from the cross-center evaluation conducted by a team of external evaluators led by James Bell Associates and ICF.

From FY 2014 through FY 2019, the Capacity Building Collaborative (Collaborative) assisted 33 states, 31 tribal, and a few territorial child welfare systems and more than 50 Court Improvement Projects[3] (CIPs) with assessing and addressing specific issues within their child welfare systems through the provision of tailored services.

[3] This includes CIPs in states; Washington, DC; Puerto Rico; and a few territories.

This evaluation report examines the following:

- Change management and implementation approach
- Services delivered by the Centers
- Use of and satisfaction with Center services
- Nature and quality of relationship with Centers
- Outcomes achieved in jurisdictions
- Implications of the evaluation on the Collaborative
- Implications of the evaluation on future evaluations of capacity building

Children's Bureau Child Welfare Capacity Building Collaborative

CB, a federal agency within the Administration for Children and Families, U.S. Department of Health and Human Services, holds primary responsibility for administering child welfare programs. These programs seek to protect children from abuse and neglect; strengthen families so they can better meet their child's well-being needs; and establish permanent connections for children through reunification with their families, when possible, or placement into permanent living situations. CB provides guidance, oversight, and support so that states, territories, and tribes can effectively implement federal programs and meet federal requirements. These requirements may include supporting and monitoring longstanding provisions of the Child Abuse Prevention and Treatment Act and titles IV-B and IV-E of the Social Security Act and communicating guidelines and ensuring compliance to mandates in recent legislation.

To support jurisdictions' child welfare service delivery and performance, CB offers training and technical assistance. In 2014, CB established the Collaborative to help state and tribal child welfare agencies and Court Improvement Programs (CIPs) meet federal mandates; enhance child welfare practices; and improve child and family outcomes related to safety, permanency, and well-being. The Collaborative is a partnership among three Capacity Building Centers: the Center for Courts, the Center for States, and the Center for Tribes. Each Center serves a target audience and maintains its own administrative structure and evaluation team (see sidebar).

The **Center for States** supports state and territorial title IV-B and IV-E public child welfare agencies and assisted title IV-E waiver demonstration projects prior to their completion.

The **Center for Tribes** serves title IV-B and title IV-E tribal child welfare agencies and organizations.

The **Center for Courts** provides services to state and tribal court improvement programs (CIPs).

The Collaborative defines capacity building as "an ongoing, evidence-informed process that is intended to develop a system's potential to be productive and effective. Capacity can be built by applying child welfare system's human and organizational assets to achieve its current and future goals" (Child Welfare Capacity Building Collaborative, 2015). All Collaborative services aim to enhance professional skills and build organizational capacities of the child welfare system and courts so they can achieve better outcomes for children, youth, and families. A review of the literature supports the concept of organizational capacities across five general dimensions: resources, infrastructure, knowledge and skills, culture and climate, and partnership and engagement (Children's Bureau, 2016). These organizational capacities are defined in exhibit 1. See the glossary for definitions of the child welfare organizational capacity dimensions and subdimensions.

Exhibit 1. Organizational Capacity Dimensions

Adequacy and stability of fiscal, staffing, facilities, equipment, technology, informational resources and materials

Policies, processes, and operational structures that embed a codified understanding of practice and processes

Collaboration within the organization and with external partners to support integration and inform improved practice

Staff skills and expertise, ranging from initial awareness to high levels of competency and application of knowledge

Values, norms, and attitudes of members; organizational support for new practices; and leadership vision and commitment

Resources

Infrastructure

Organizational Capacity Dimensions

Engagement and partnership

Knowledge and skills

Culture and climate

Collaborative Service Types

All Centers in the Collaborative develop and offer three types of services: universal, constituency, and tailored. Universal and constituency services are intended to build the capacity of professionals across *multiple* jurisdictions. Centers create content and disseminate information and materials that are broadly relevant to child welfare and court professionals (universal services); they also generate content specific to the roles of different stakeholders in the child welfare system (constituency services). Tailored services offer customized support to meet the unique capacity building needs of an *individual* state, tribe, or CIP. Centers partner with jurisdictions and use an assessment process to identify strengths and needs; they then develop a work plan for jurisdictions that decide to engage in services. The work plan outlines the activities of the jurisdiction and the services provided by the Center to achieve the desired enhancements in organizational capacity and practice improvements. The purpose, audience, and examples of service activities are detailed in exhibit 2.

Exhibit 2. Collaborative Service Types

Purpose	Audience	Sample Service Activities
Universal Services		
Increase awareness, understanding, engagement, access, and/or use among a broad audience of child welfare or court professionals	Child welfare agency staff in title IV-B and IV-E states, tribes, and territories Legal professionals engaged in CIPs	Gather and organize research and information Develop and disseminate practice tools and resources Create learning events featuring live interactions with audiences
Constituency services		
Increase knowledge and skills about a topic or aspect of child welfare practice or policy Enhance peer connections and relationships of cohorts of child welfare and court professionals	Groups of child welfare or court professionals with similar roles and functions Cohorts of public child welfare agencies Groups of title IV-E waiver demonstration projects Partnerships among organizations	Provide peer networking and learning opportunities Offer coaching and support to target groups Deliver group-based learning experiences (e.g., virtual classes, coursework, applied exercises)
Tailored services		
Increase knowledge and skills of child welfare or court professionals Foster improvements in organizational capacity and performance	A specific state, territorial, or tribal child welfare agency Specific CIP A specific title IV-E waiver demonstration for children, youth, and families	Partner with jurisdictions to conduct needs assessments and to develop work plans Deliver brief training, coaching, and consultation to build staff practice skills Help jurisdictions design and implement capacity building projects, and assess outcomes of new practices

Children's Bureau Expectations

CB expects the three Centers within the Collaborative to adhere to a single service delivery model and share common or similar service planning and delivery procedures, evaluation expectations, and indicators of target outcomes. CB also expects Centers to avoid unnecessary duplication of effort and to capitalize on opportunities to design and deliver joint products, training, and other services to common service recipients. The three Centers are expected to—

- Rely on research-informed frameworks to support child welfare systems with organizational change, implementation, and continuous quality improvement (CQI).
- Plan and implement services that are grounded in sound theories of change.
- Identify and monitor specific and measurable outcomes of their services to promote accountability for learning and improvement (Child Welfare Capacity Building Collaborative, 2015).

Change Management and Implementation Approach

To ensure consistency when working with jurisdictions, CB outlined a research-informed approach that synthesizes change management, implementation, and CQI frameworks. As shown in exhibit 3, the change management and implementation approach has five phases that research suggests will enhance the design, implementation, and sustainability of improvements to an organization's practice or policies.

Exhibit 3. Change Management and Implementation Approach

10. Collect and use data to adjust intervention and/or implementation

11. Evaluate implementation quality and short-/long-term outcomes

12. Make decisions to spread, adjust, or discontinue the intervention

7. Assess readiness and plan for implementation

8. Build capacity to support implementation

9. Pilot and/or stage implementation

1. Identify a need or opportunity to be addressed

2. Form teams to guide the change process

3. Gather data and explore the problem

4. Develop a theory to address the causes of the need/opportunity

5. Identify, research, and select from possible interventions

6. Adapt existing interventions or design new ones

Phase 5 Evaluate and Apply Findings

Phase 1 Identify and Assess Needs

Phase 4 Plan, Prepare, and Implement

Phase 2 Develop Theory of Change

Phase 3 Develop or Select Solution

Although the three Centers all use the change management and implementation approach, they vary in how they apply it. The Center for Courts and Center for States identify where jurisdictions are in the change management approach, use this information to support work plan development, and then provide support to the jurisdictions throughout the applicable change management phases. In contrast, all Center for Tribes tailored services start at the beginning of the change management approach process; then the Center uses assessment and work planning to systematically work with tribes through phases 1 and 2. If the tribe opts to engage in a project, the Center works with the tribe through phases 3 through 5 of the change management approach.

Change Management and Implementation and Capacity Outcomes

As part of the work planning process for each tailored services project, Center staff identify the outcomes jurisdictions are expected to achieve through Center support. Centers select the intended outcomes from among a common set of change management milestones and/or from the list of organizational capacity outcomes. Centers then record these project-specific outcomes in CapTRACK and indicate the expected date of achievement.

CapTRACK is an online tracking system that enables Centers to record data about their universal, constituency, and tailored services. CapTRACK captures information about Center products, events, and learning experiences; processes and workflows; and Center tailored services, including the service recipients, service strategies, frequency, modality, topic, and dosage;[4] and the expected and actualized outcomes of services. CapTRACK is organized as a series of related forms that align with the Collaborative's service delivery structure for universal, constituency, and tailored services. Each form includes a series of fields that together describe the products, events, and learning experiences planned and provided and the tailored services delivered.

Centers select change management milestone outcomes when services support jurisdictions in their implementation efforts. The milestone outcomes provide a common mechanism for all Centers to measure and assess jurisdiction implementation progress.

Some tailored services projects seek to help jurisdictions build organizational capacity related to resources, infrastructure, knowledge and skills, culture and climate, and engagement and partnership. The selection of organizational capacity outcomes varies according to the goals for the tailored services projects and jurisdictions' preexisting capacity. One common outcome expected across all tailored services projects is improved knowledge and skills of jurisdictions related to change management and implementation.

[4] Dosage is defined as the number of hours of direct contact by Center staff with representatives from a jurisdiction.

Section 2

Cross-Center Evaluation of the Capacity Building Collaborative

Collecting data throughout FYs 2015 through 2019, the cross-center evaluation used a mixed-methods, longitudinal approach to respond to a set of evaluation questions related to Center service delivery approach and interventions, satisfaction with Center services, and jurisdiction outcomes. The evaluation design was participatory and utilization-focused, with Center leadership, individual Center evaluators, and federal staff actively involved in all phases of the study. Together the team learned what aspects of the evaluation approach worked well and where improvements could be made in evaluation design, instrumentation, data collection procedures, and analyses.

Evaluation Methods

Evaluators used a common methodology to measure satisfaction with and outcomes of services of the Centers. The design of the cross-center evaluation was based on the premise that the three Centers would provide consistent services to achieve a common set of outcomes (e.g., change management knowledge and skills, implementation milestones, capacity enhancements) despite serving different target populations. Working with the Centers, the cross-center evaluation team, established common outcomes for a diverse array of tailored services projects and identified common methods for assessing these outcomes. Ongoing collaboration and communication were necessary to make data collection across Centers work as planned, and the cross-center evaluation approach had to allow for flexibility to ensure findings were valid and meaningful to those being evaluated.

There was variation across Centers in the standards of evidence service providers used to indicate in CapTRACK when targeted outcomes were achieved. When developing surveys, evaluators had to balance adapting survey language to be Center-specific while retaining uniformity so comparisons across Centers could be made**.**

Sampling and Instruments

Quantitative and qualitative approaches were designed to be used conjointly to measure Center outcomes. CapTRACK was a key tool for collecting uniform evaluation data on service delivery and outcomes. Additionally, multiple survey instruments were designed to evaluate jurisdiction satisfaction with and outcomes of tailored services.

Data Collection and Data Quality

The evaluation team used a combination of instruments to collect evaluation data across Centers. A strength of the evaluation approach was the combined use of surveys, interviews, document review, and service data and the collection of data from multiple stakeholder groups. This approach provided a rich and abundant set of data on Center services, service recipient and federal staff experiences, and outcomes. With data collection occurring over time, the cross-center team could explore trends such as changes in service recipient satisfaction as services matured. Most data were shared freely among the cross-center team and Center evaluators, representing another strength of the evaluation. However, collecting such an abundance of data presented a burden on respondents, which had to be carefully managed.

Analysis Approach

A strength of the evaluation design was the analysis of data on service outcomes collected from multiple stakeholders using multiple instruments. The evaluation moved beyond basic descriptive analyses of jurisdiction outcomes by including statistical models that helped explain variation in outcomes across jurisdictions. The evaluation was guided by the logic model in exhibit 4.

Exhibit 4. Evaluation of the Capacity Building Collaborative Logic Model

Notes: CBCC = Center for Courts; CBCS = Center for States; CBCT = Center for Tribes; CFSR = Child and Family Services Review
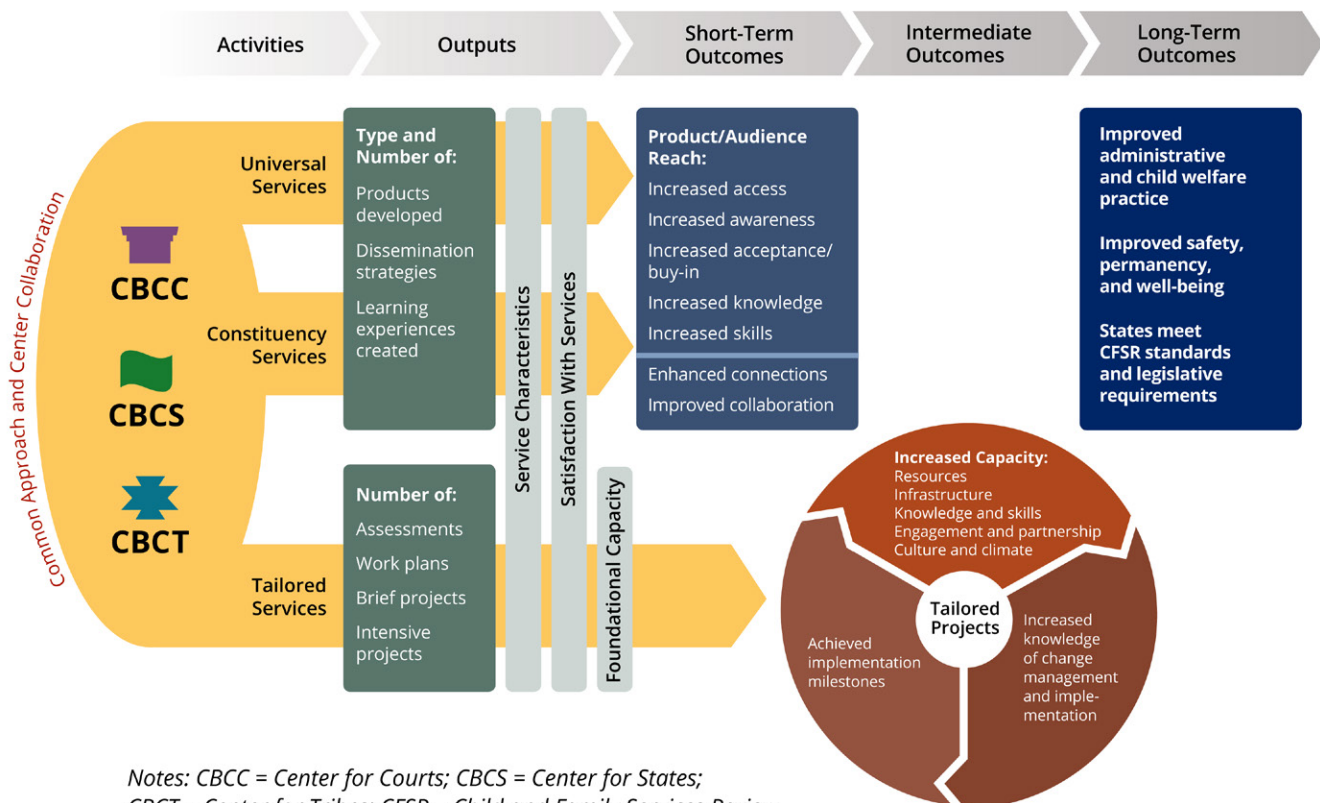
Depending on the goal(s) of the service, the intended outcomes of universal and constituency services include one or more of the following: increased access to and awareness of services, improved acceptance and buy-in, and enhanced staff knowledge and skills. Additional outcomes of constituency services include building peer connections and improving collaboration.

The evaluation measured outcomes from tailored services projects including improved organizational capacity, increased knowledge and skills in change management, and progress in meeting implementation tasks and milestones. The potential impact of services on outcomes could vary depending on the jurisdictions' foundational capacity and the service characteristics, including number of hours of direct contact and service delivery type.[5] Tailored services ultimately are intended to help child welfare agencies and CIPs improve administrative and child welfare practices, which over time could lead to improved safety, permanency, and well-being of children, youth, and families and the ability of jurisdictions to meet Child and Family Services Review (CFSR) standards and legislative requirements.[6]

The cross-center evaluation team collected some data, while the Centers and their individual evaluators provided other data. As shown in exhibit 5, various data collection strategies captured qualitative and quantitative data related to the evaluation questions.

Exhibit 5. Evaluation Data Sources

	Service Delivery Approach and Interventions	Satisfaction With Center Services	Outcomes Reported by Jurisdictions	Outcomes Reported by Centers	Jurisdiction Organizational Functioning
CapTRACK – Service Delivery and Outcome Tracking System	✓			✓	
Center leadership, staff, and Children's Bureau Interview	✓				
Center Collaboration Survey	✓				
Tailored Services Satisfaction Survey		✓			
Universal and Constituency Services Satisfaction Survey		✓			
Universal and Constituency Services Outcome Survey			✓		
Jurisdiction Leadership Interview		✓	✓		
Capacity Survey			✓		
CQI Workshop Follow-Up Survey			✓		
Foundational Assessment Survey					✓

[5] Descriptions and definitions of service delivery type appear in the glossary.

[6] These long-term outcomes were beyond the scope of the evaluation because of the time required to assess such long-term changes.

The following data sources were used to assess service delivery approaches and interventions:

- CapTRACK to record the tailored services provided to jurisdictions and the universal and constituency products, learning experiences, and events provided

- Interviews and focus groups with Center leadership, CB staff to explore issues impacting service delivery; collaboration among Centers; and approaches to capacity building

- Surveys and interviews with Center staff to determine their perspectives on collaboration within and across Centers and explore operationalizing and using an evidence-informed change management process

To measure satisfaction with Center services, surveys were distributed to individuals who participated in assessment, work planning, and tailored services projects to determine their satisfaction with the process and services. Surveys also were conducted with individuals who accessed products or participated in events to assess their perceptions of quality and satisfaction with universal and constituency services.

To measure outcomes reported by jurisdictions, the data sources included the following:

- Surveys to assess jurisdictions' changes in awareness, attitudes, and knowledge and skills after they used products and participated in events

- Tailored pre- and posttests of knowledge and skills after service recipients engaged in online learning experiences

- Interviews with child welfare directors and CIP directors who received tailored services to discuss experiences with Center services, factors influencing the decision to engage in services, and perceptions of effectiveness of services

- Surveys of jurisdiction staff at the completion of projects to capture perceived changes in five dimensions of organizational capacity

- CQI Workshop Follow-Up Surveys to examine the short-term and intermediate outcomes, increases in capacity, and use of the change management process among CIPs

Centers recorded in CapTRACK the capacity outcomes and the implementation progress jurisdictions made with the support of Center services. The organizational capacity and functioning, including the organization's availability of resources, infrastructure, and the culture and climate, was measured using the Foundational Assessment survey completed by jurisdiction staff.

For additional information on the evaluation design, please refer to the Cross-Center Evaluation Design Evaluation Brief.

Section 3

Services Delivered by the Centers

Universal and Constituency Services

Universal and constituency services are intended to present key information on best practices in child welfare to the field; they are not targeted to meet the specific needs of a jurisdiction. Universal services are meant for a broad, national audience of child welfare professionals, and constituency services are targeted to specific groups of professionals who have similar roles and responsibilities. Universal and constituency services are intended to increase awareness, skills, and knowledge and enhance connections, improve collaboration, and facilitate learning. The Centers produced three major categories of universal and constituency services:

- Products: resources, tools, publications, and other materials

- Events: activities involving live interactions with audiences

- Learning experiences: series of training, coaching, or curriculum-based activities delivered virtually or in person

In FYs 2017 and 2018, the Collaborative produced a total of 251 products, including audio/video products, publications, resource lists or collections, and tools/instruments/modules. The three Centers hosted a total of 329 virtual and in-person events (e.g., webinars, conference presentations) for an estimated 11,503 participants to transfer knowledge and support peer interactions. The Centers developed 14 learning experiences in FYs 2017 and 2018.

Center services are expected to reflect CB priorities and the needs of jurisdictions. The three major categories of universal and constituency services were generally consistent across topical areas. Exhibit 6 provides information on the most common topics of universal and constituency products and services.

Exhibit 6. Common Topics of Universal and Constituency Products and Services

Child Welfare Topics
- Foster care, adoption, guardianship, and out-of-home services
- Child protective services
- Tribal permanency services
- Permanency planning

Systemic Areas
- Continuous Quality Improvement
- Information systems
- Cross-system collaboration
- Case review systems
- Foster and adoptive parent licensing, recruitment, and retention

Product Topics by Target Area

Federal Processes and Initiatives
- Child and Family Services Review and Program Improvement Plans
- Child and Family Services Plans and Annual Progress and Services Report
- Court Improvement Programs

Public Laws
- Indian Child Welfare Act
- Adoption and Safe Families Act
- Fostering Connections Act

As part of their services, Centers target and support specific constituency groups that are cohorts of child welfare (agency or legal) professionals who have similar roles or who are engaged in the same area of child welfare practice. Constituency groups also include groups of child welfare agencies brought together to support peer networking and to share ideas and resources. Centers frequently host virtual or in-person events as a service to constituency groups. In FYs 2017 and 2018, the 3 Centers supported 30 constituency groups.

Child Welfare Virtual Expos. The most significant and far-reaching annual events the Collaborative provides are the child welfare virtual expos. Since 2016, the Collaborative has hosted annual full-day virtual conferences. Topics of these virtual expos have focused on sex trafficking and normalcy; strengthening assessment and decision making; fostering a healthy workforce; and enhancing effectiveness in child welfare through the use of data, feedback, and research in assessing and monitoring performance. The Centers have used an online conference platform to engage attendees in virtual sessions, which feature national child welfare experts, professionals, parents, youth, and other stakeholders. Conference participants can visit virtual exhibit booths and join networking chats with peers and session hosts. The virtual nature of the conference enables Centers to target a broad range of stakeholders—from child welfare administrators to frontline workers. Participation in the expos has steadily increased each year, with the Center for States reporting 750 attendees from 53 jurisdictions in 2017 up to 1,742 participants from 53 jurisdictions in 2019. Recordings of virtual expo sessions are available on CapLEARN.[7]

CQI Workshops. Developed by the Center for Courts, the full-day CQI Workshops were intended to support the implementation of joint projects between CIPs and child welfare agencies. The Center for Courts structured the CQI Workshops to offer both general, constituency-focused services and tailored individualized services. The CQI Workshops provided CIPs with information on the change management and implementation approach and addressed specific topics of interest, such as quality legal representation and quality court hearings. The workshops also offered 3 hours of individualized consultation to each CIP team on its unique project.

Outreach and Dissemination

As part of the Collaborative approach, the Centers use common branding and share the Collaborative website for outreach and dissemination. The website brings together the overall goals and resources of the Collaborative and provides links to each Center and its services. Center products are posted to the website or kept on a cloud-based platform that provides shared electronic workspaces for Centers, CB, and select constituency groups. The Center for Tribes developed and operates the Tribal Information Exchange, which contains a library of more than 200 articles and resources and other tools and instruments relevant to tribal child welfare. Center online learning experiences and recorded webinars are all housed on the Collaborative's learning management system, CapLEARN.[7]

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[7] CapLEARN is a password-protected, searchable site that provides users with a single location for accessing recorded webinars and learning experiences. Registration and login are required for free access.

The Centers also use unique dissemination strategies to target their universal and constituency services to their constituents:

- The Center for Courts uses a staff-directed process, with staff noting dissemination efforts for those products in which they have content expertise. This Center frequently presents information about new products during regularly scheduled constituency group meetings.

- The Center for Tribes uses personalized strategies, such as distributing materials under the director's name and having staff promote products and services at conferences. Products also post to the Tribal Information Exchange.

- The Center for States established a Dissemination and Social Media Team to create individualized schedules and methods to disseminate products. Strategies to promote products and events include email blasts, social media posts, website updates, and introductory webinars. Over time, the Center for States dissemination strategies shifted to a "campaign" or "spotlight" approach, highlighting together several complementary products or learning experiences focused on a similar topic, practice, or outcome.

The Centers also share resources with other agencies through venues such as the Child Welfare Information Gateway.

Tailored Services Received by Jurisdictions

Partnering With Jurisdictions

To facilitate partnerships and build trusting relationships, each Center assigns liaisons to jurisdictions as the single point of contact for Center services. Liaisons respond to jurisdictions' questions, engage them in assessment, and develop service work plans if jurisdictions wish to obtain tailored services.

Assessments

Assessments are intended to identify the jurisdiction's strengths and capacity building needs. Although all Centers support assessment activities, the specific processes used across Centers differ:

- The Center for Courts reviews and offers feedback on CIPs annual self-assessments prior to submission. Required by CB, the self-assessment describes the work of the CIP, how CQI is being incorporated, and the challenges and areas where capacity building services are needed.

- The Center for States collaborates with child welfare agencies to conduct annual organizational assessments. Assessments review agency performance and functioning, child and family outcomes, agency initiatives to improve outcomes, and implementation of federal laws. The assessments identify agency strengths and needs and determine areas requiring capacity building support.

- The Center for Tribes includes a multistage approach to its assessment. The first stage, the Needs and Fit Exploration Tool (NAFET) call, discusses the tribe's initial inquiry. The second stage, the NAFET onsite visit, involves in-depth, onsite discussions about the tribal child welfare program and the program's desired outcomes from any potential project. If the tribe wants a more comprehensive examination of its child welfare program or wishes to engage in intensive capacity building services, the Center for Tribes engages in a third stage, the Tribal Organizational Assessment, an in-depth review of the tribe's child welfare program and the community context in which it operates.

From January 1, 2017, through September 30, 2019, the Center for States and the Center for Tribes conducted a total of 66 assessments involving 318 direct contact hours[8] across the fiscal years. The average Center for States assessment required between 4 and 5 hours of direct contact, although jurisdictions that experienced multiple assessments across fiscal years required fewer direct contact hours for the second or subsequent assessment. The average Center for Tribes assessment required between 6 and 8 hours of direct contact. The Center for Tribes, however, did not engage tribes in multiple assessments over time; rather, it conducted one assessment at the onset of its work with the tribe. The Center for Courts did not have a structured assessment process as it supported CIPs to complete their self-assessments and offered feedback on completed assessments.

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[8] Hours of direct contact describe in-person or virtual communication between Center representatives and members of a jurisdiction intended to build capacity. The hours do not include time spent on indirect activities, such as preparing for a site visit, planning calls between Center staff and consultants, or activities not intended to build capacity, such as making logistical arrangements for onsite visits.

Needs of States

The needs identified most frequently during assessments among states included the following:

- CQI
- CFSR and Program Improvement Plan
- Family engagement
- Assessment of safety and risk
- Information systems
- Child protective services
- Family/parent involvement
- Workforce recruitment, development, and retention

Needs of Tribes

The needs most identified in the assessment process for tribes were the following:

- Child protective services
- Information systems
- Service array and resource development
- Cross-systems collaboration
- Fostering Connections Act
- Tribal IV-E capacity building grants

Needs of CIPs

When completing the CIP self-assessment, CIPs identified their capacity building needs in nine distinct areas. As shown in exhibit 7, more than one-half of all CIPs identified needs related to topic-specific guidance (e.g., quality legal representation, quality hearings) and to understanding and analyzing data.

Exhibit 7. Percentage of CIP Needs Identified Through Self-Assessment
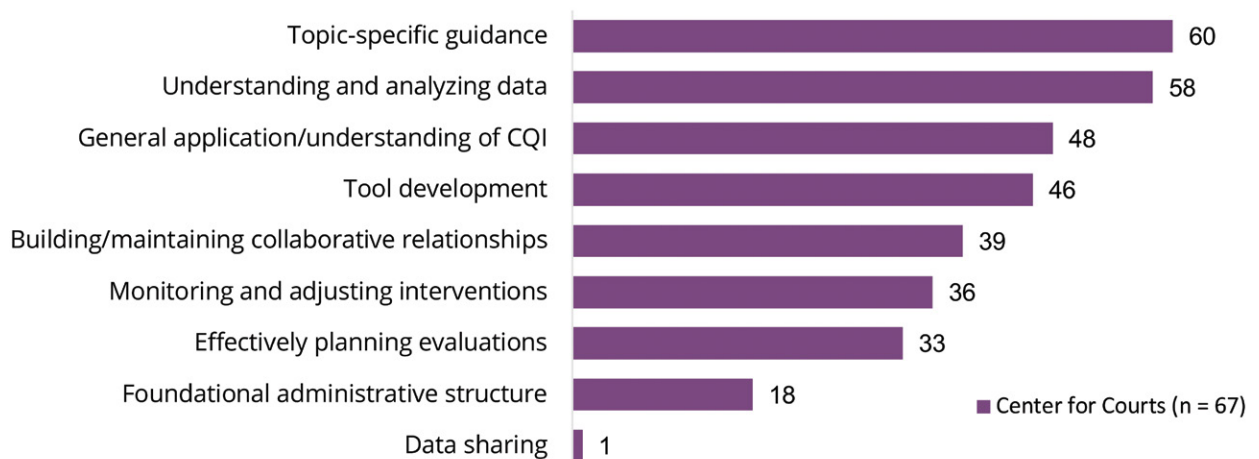
Notes: The areas of need differed from how service delivery was categorized; therefore, it was not possible to explore alignment. CIPs could select multiple needs, so the percentage sums to more than 100.

Work Plans

If jurisdictions decide to engage in tailored services after the assessment, Centers develop work plans in CapTRACK. Work plans are intended to address needs identified during assessment, but jurisdictions can choose which areas they wish to address. The work plans describe the type and sequence of services and activities, the responsibilities of the jurisdiction and the Center, and the intended outcomes of services. For jurisdictions engaged in multiple improvement efforts, the work plans include more than one project.[9] Projects within the same work plan are distinct from one another, often targeting different areas of child welfare practice or supporting implementation of separate interventions.

From January 1, 2017, through September 30, 2019, Centers delivered a total of 903 direct contact hours with jurisdictions to develop a total of 138 work plans:

- The Center for Courts spent on average 2 to 3 direct contact hours to develop a work plan.
- The Center for States spent on average 5 direct contact hours to develop a work plan.
- The Center for Tribes spent on average 17 direct contact hours to develop a work plan.

The variations in the average time indicate differences in the Centers' service delivery models. The Center for Courts developed the work plan after discussions with CIPs, which generally occurred after the CIPs attended CQI workshops. The Center for States often went onsite and co-created the work plan with jurisdictions. The Center for Tribes used a mixed approach, with tribes engaged in intensive services more actively involved in developing the work plan than tribes requesting brief services. The Center for Tribes work plans reflect the time to develop the work plan and the contact hours related to the initial stages of the change management approach.

Tailored Services Projects

From January 2017 through September 2019, the Centers provided a total of 8,886 hours to jurisdiction staff related to a total of 320 projects.

Center for Courts Direct Project Contact Hours

The Center for Courts provided a total of 1,126 direct contact hours to CIPs in 51 states/territories and in 1 tribe. The hours per CIP ranged from 135 hours to 1 hour.

CIPs that received the greatest number of Center for Courts project hours received CFSR and Program Improvement Plan support, were engaged in Center for Courts services across all 3 fiscal years, and/or received services related to multiple projects. Of the 52 CIPs receiving project services, 40 percent received 10 or fewer hours of direct contact.[10] Engagement of CIPs in Center for Courts services varied across fiscal years. Of the 52 CIPs engaged in project services, 21 CIPs received services across all 3 fiscal years; 16 CIPs received services across 2 fiscal years; and 15 CIPs received services in 1 fiscal year. Exhibit 8 shows the number of direct contact hours by state/territory.

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[9] A project is defined as a distinct scope of work with its own set of services, activities, and outcomes.

[10] The Center for Court's primary service delivery structure was through its regional CQI Workshops, each of which incorporated 3 hours of direct tailored service contact hours to support CIP projects.

Exhibit 8. Center for Courts Direct Project Contact Hours, by CIP
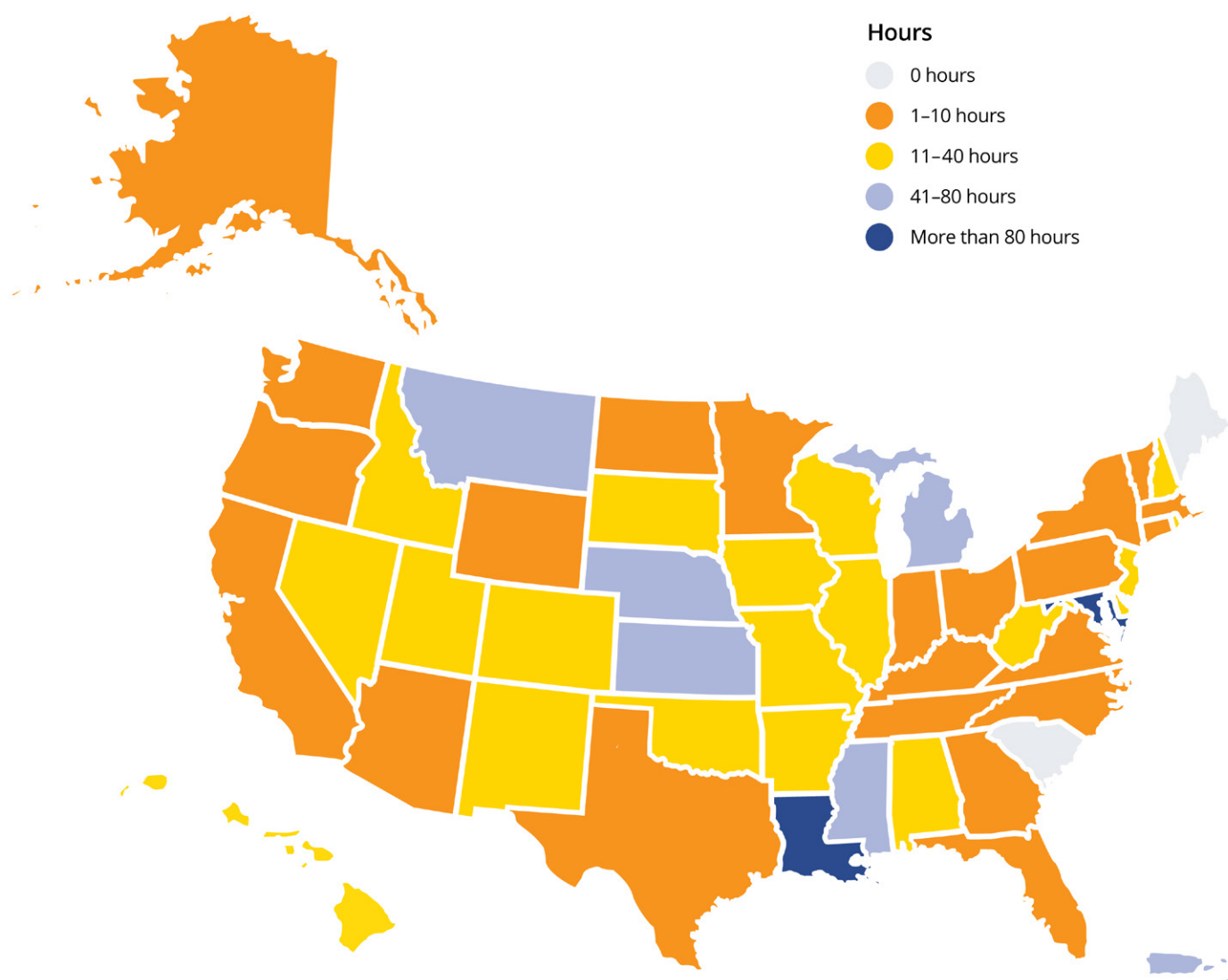
Note: The Center for Courts also provided 9 hours of direct contact to Standing Rock Sioux Tribe during the reporting window.

Source: CapTRACK, January 1, 2017–September 30, 2019

Center for States Direct Project Contact Hours

The Center for States provided a total of 6,120 direct hours of contact to child welfare agencies in 37 states/territories and 1 tribe. Project hours ranged from 761 hours to 19 hours (see exhibit 9). Of the 38 jurisdictions engaged in project services, 16 jurisdictions received services over the 3 fiscal years; 18 jurisdictions received services over 2 fiscal years; and 4 jurisdictions received services in 1 fiscal year. The number of jurisdictions engaged in project work with the Center increased from 27 in FY 2017 to 33 in FY 2018, before declining to 26 in FY 2019.

Exhibit 9. Center for States Direct Project Contact Hours, by State/Territory

Hours

- 0 hours
- 19–50 hours
- 51–100 hours
- 101–300 hours
- 301–500 hours
- More than 500 hours

Note: The Center for States also provided 67 hours of direct contact to the Port Gamble S'Klallam Tribe during the reporting window.

Source: CapTRACK, January 1, 2017–September 30, 2019
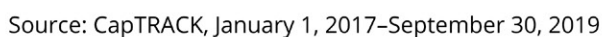
The Center for States provided more than 300 hours of project services to child welfare agencies from seven states/territories. The Center for States projects in these jurisdictions were intended to support the child welfare agency in the following areas:

- Implement kinship care.
- Enhance CQI.
- Improve child safety practices.
- Improve timeliness of medical and dental care.
- Enhance supervisory practices.
- Implement a quality coaching model.
- Update policies and procedures.
- Make better use of performance-based contracting.
- Improve state–tribal collaboration and engagement.
- Enhance child welfare agency and court collaboration.
- Increase foster parent recruitment, retention, and support.
- Improve data quality and infrastructure to meet federal reporting requirements.
- Design and implement a state technical assistance model.
- Select an appropriate in-home services model, and strengthen the provision of in-home and family preservation services.
- Develop youth and parent advisory boards for practice improvement.
- Improve family engagement and National Youth in Transition outreach.
- Implement initiatives to foster and maintain family and sibling connections.

The Project Highlight in exhibit 10 describes a project and services the Center delivered.

Exhibit 10.
Project Spotlight

Project Goal: *Improving family engagement by strengthening connections between birth families and foster families.*

Overview: The Center for States partnered with the state agency to provide consultation, information, and coaching to identify strategies that could increase family participation in case planning and service delivery. The Center for States consulted with and coached the agency on implementing and sustaining icebreaker conversations—facilitated discussions between birth and resource families that frequently occur shortly after placement or following placement changes. Icebreaker conversations are intended to support the continuity of relationships to help meet children's needs.

Duration: This intensive project spanned two work plans. The first 18-month project ran from November 2017 through April 2019, and the second 7-month continuation project spanned April to November 2019.

Center for States capacity building activities to support policy and practice improvements: With assistance from the Center for States, the state conducted the activities below.

Initial Project (November 2017–April 2019)

- Formed an icebreaker implementation team
- Developed an implementation plan and timeline
- Created and distributed communication materials about icebreakers
- Developed a theory of change, logic model, and evaluation plan for the icebreakers intervention
- Launched icebreakers pilot, including training for facilitators, and tracked and collected data
- Created a memo and policy to implement icebreakers statewide
- Used pilot data to inform statewide implementation

Continuation Project (April–November 2019)

- Collected fidelity data and short-term outcome data from pilot sites
- Refined facilitator training and revised communication plan
- Conducted readiness assessment prior to full implementation
- Implemented an evaluation plan to show state progress toward goals
- Fully implemented icebreakers statewide
- Developed a sustainability plan

Source: Children's Bureau, 2020

Service hours: For the initial 18-month project, the Center for States delivered 107 service hours, averaging 6 hours per month; the 7-month continuation project included a total of 20 additional hours and averaged 3 hours per month.

Number of months since project onset
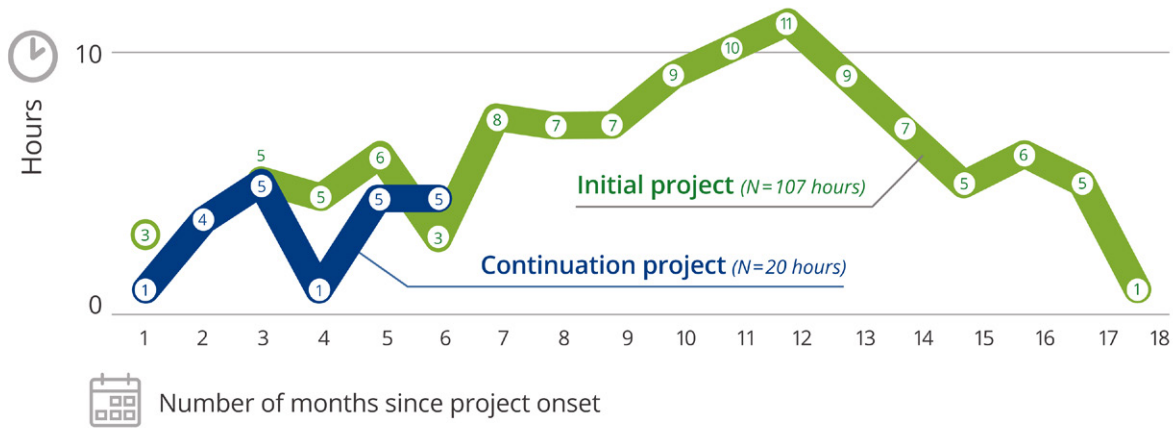
Note: Data on service hours and characteristics are provided from November 2017 through September 30, 2019.

Service highlights

Strategies used for services were similar across projects, with 60 percent of hours involving consultation, 40 percent facilitation, and up to 5 percent coaching.

● **Initial Project** *(N=107 hours)*
● **Continuation Project** *(N=20 hours)*
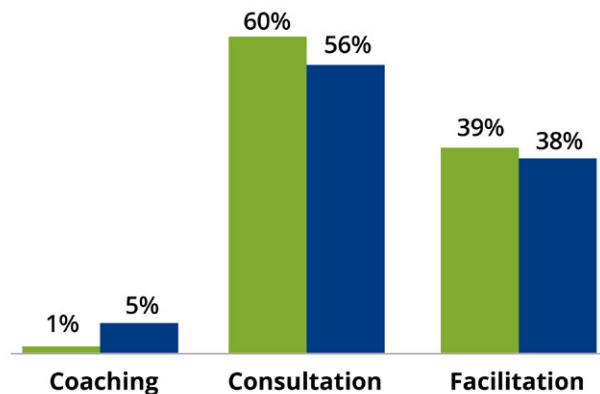
In-person vs. remote hours. The initial project involved a greater percentage of in-person hours than the continuation project, which provided services more often remotely.

● **Initial Project** *(N=107 hours)*
● **Continuation Project** *(N=20 hours)*
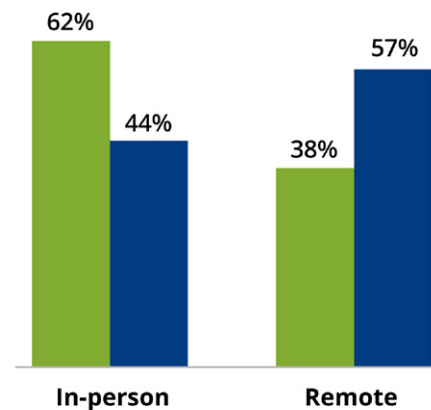
Areas of focus. More than 90 percent of all project hours targeted:

- Family engagement
- Foster care and out-of-home services
- Family and parent involvement
- CFSR and Program Improvement Plan support

Outcomes targeted. The projects targeted to improve capacity outcomes in the following areas:

- Informational resources
- Knowledge and skills related to child welfare and change management and implementation
- Training system infrastructure

Change management processes supported: Hours related to the initial project supported several steps in the change management process, including the formation of teams to guide the change process (S2), the selection of the icebreaker intervention (S5), the building of capacity to support implementation by training of facilitators (S8), the pilot of the icebreaker intervention (S9), and the tracking and collecting of evaluation data related to pilots (S10). Hours associated with the continuation project helped the jurisdiction to assess readiness prior to full implementation (S7), implement icebreakers statewide (S9), collect fidelity and outcome data (S11), and develop a sustainability plan (S12).

S2. Form teams to guide the change process — 3%
S5. Identify, research, and select intervention — 3%
S7. Assess readiness and plan for implementation — 44%
S8. Build capacity to support implementation — 10%
S9. Pilot, stage implementation of intervention — 49% / 49%
S10. Collect, use data to make adjustments — 40%
S11. Evaluate implementation quality and outcomes — 26% / 5%
S12. Make decisions about intervention — 51%

● **Initial Project** *(N=107 hours)*
● **Continuation Project** *(N=20 hours)*

Support to States and Territories Regarding CFSR and Program Improvement Plan

Along with tailored services supports, the Center for States also provided support to states related to preparation for CFSR and Program Improvement Plan development. Within the designated timeframe, the Center for States provided 2,269 direct contact hours to 37 states. Exhibit 11 shows the geographical distribution of CFSR and Program Improvement Plan support provided to states.

Exhibit 11. Center for States Child and Family Services Review and Program Improvement Plan Development Contact Hours, by State/Territory
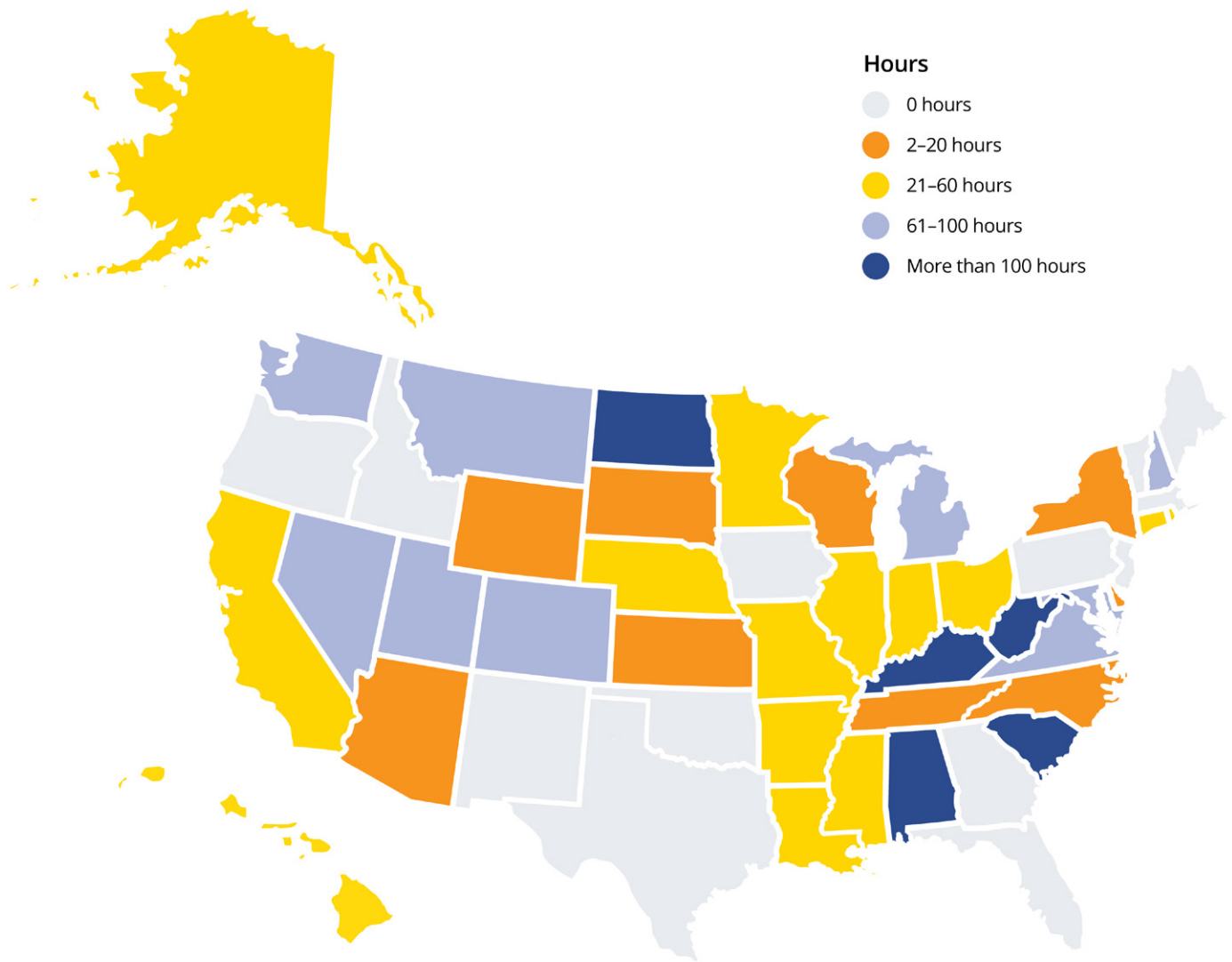
Source: CapTRACK, January 1, 2017–September 30, 2019

Center for Tribes Direct Project Contact Hours

The Center for Tribes provided 1,640 direct contact hours to 26 tribes that were working on 16 permanency projects[11] and 36 tailored services projects. The number of tribes engaged in Center for Tribes project services increased from 13 tribes in FY 2017 to 21 tribes in FY 2018; in FY 2019, the number of tribes engaged in Center for Tribes tribal projects dropped to 17. The median was 37 project hours per tribe. As shown in exhibit 12, most tribal projects were concentrated in the Midwestern and Western regions of the United States.

Exhibit 12. Center for Tribes Direct Project Contact Hours, by Tribe
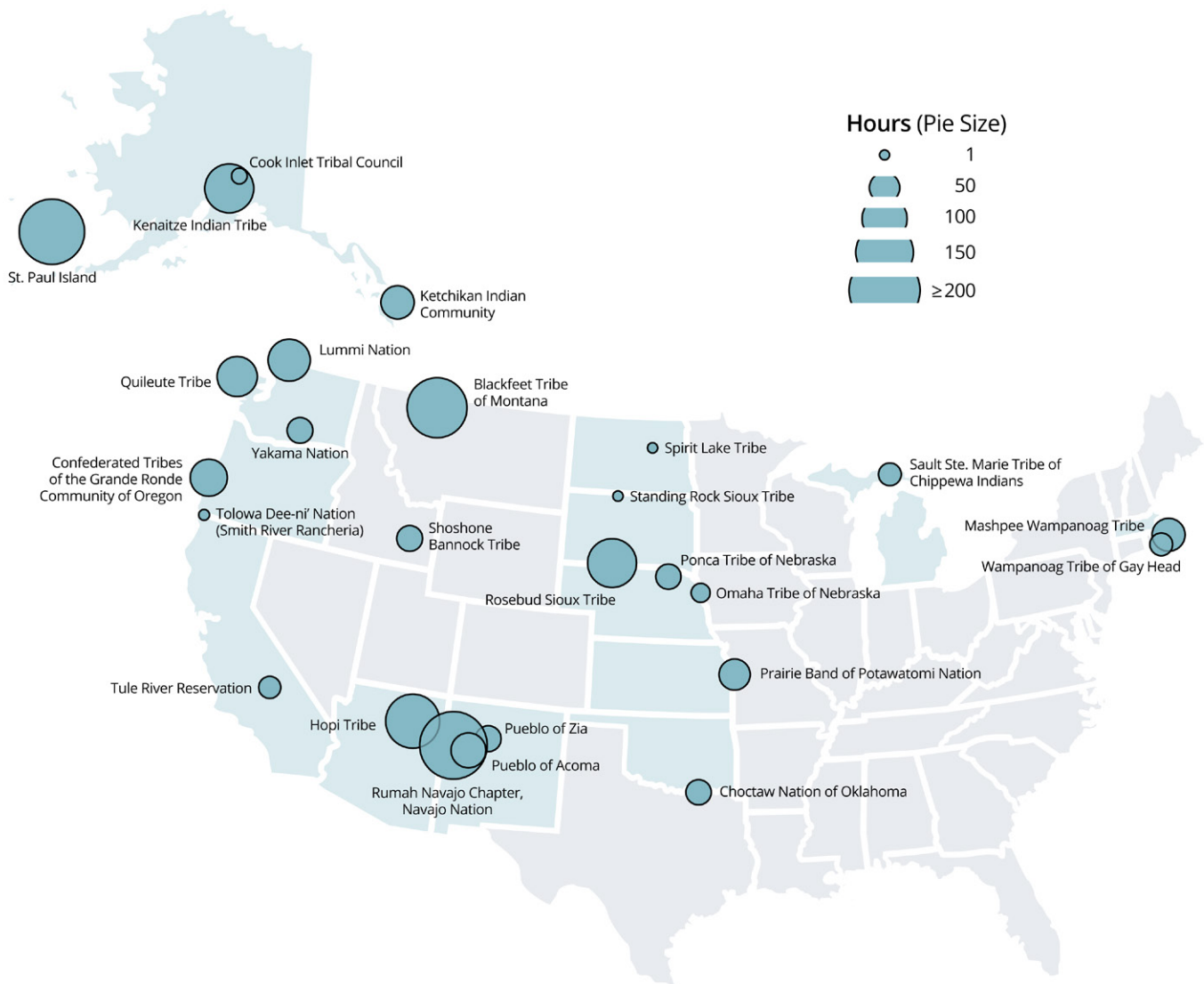
Source: CapTRACK, January 1, 2017–September 30, 2019

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[11] Based on its unique Center mandate, the Center for Tribes provides services to support some tribal permanency projects, which are specific projects designed to assist tribal systems in implementing an array of culturally responsive permanency options.

The Center for Tribes delivered more than 100 direct contact hours to 6 tribes, which accounted for 60 percent of all tailored service project hours delivered. These six projects were focused on supporting the tribe to—

- Provide consistent child welfare practice, including developing policies and procedures.
- Develop data collection and reporting systems.
- Create culturally based, trauma-informed procedures to guide practice.
- Develop, pilot, and implement child protective services training.
- Develop state–tribal agreements.
- Use geographic information system tools to improve understanding and planning of child welfare services.

Characteristics of Project Services

As Centers developed their work plans and recorded tailored services in CapTRACK, they provided descriptive information about their services (exhibit 13). This helped CB learn more about the tailored services delivered in relation to:

- How project services were delivered (mode[12] of delivery)
- Who within the agency received the services (professional roles of recipients)
- What strategies[13] were used for service delivery
- Practice areas of project services
- Systemic areas and federal processes addressed by services
- Organizational capacities that the services focused on

Exhibit 13 highlights the characteristics of Centers' tailored services and presents the most frequently reported categories under each variable.

[12] Descriptions of modes of service delivery appear in the glossary at the end of this report.

[13] Strategies included facilitation, consultation, coaching, and training. Strategies are defined in the glossary.

Exhibit 13. Characteristics of Centers' Tailored Services

	CBCC	CBCS	CBCT
	N = 1,126 hours	N = 6,120 hours	N = 1,640 hours
Mode of Service Delivery: How Services Were Provided			
In person	68%	80%	84%
Teleconference (audio only)	20	15	6
Professional Roles of Recipients: Who Received Services*			
Administrative leadership (directors and deputies)	54	50	81
Program managers	37	69	28
CIP coordinators/directors	85	3	0
Service Strategies: Activities and Methods to Deliver Services*			
Facilitation	46	30	26
Consultation	29	35	24
Coaching	13	21	3
Tool/product development and refinement	1	5	36
Practice Area: Content of Services*			
Child protective services	3	7	50
Permanency planning	21	2	1
Foster care / out-of-home services	2	10	9
Family engagement	3	11	5
Systemic Areas and Federal Processes: Content of Services*			
Cross-system collaboration (e.g., agency-court, tribe-state)	57	5	9
Continuous quality improvement	45	17	2
Information systems	22	10	14
Workforce recruitment, development, retention	4	12	0
Service array and resource development	2	0	24
Child and Family Services Review and Program Improvement Plan Development	50	15	0
Capacity Area: Focus of Services*			
Knowledge and skills	67	48	24
Infrastructure	4	46	80
Engagement and partnership	40	30	12

*Centers could select multiple categories, so the total percentage sums to more than 100.

Notes: CBCC = Center for Courts; CBCS = Center for States; CBCT = Center for Tribes

Project Implementation Concentration

Exhibit 14 displays the percentage of hours associated with each implementation step by Center. For the Center for Courts, most project hours were concentrated in the early implementation phases 1, 2, and 3. Exhibit 14 also shows that the Center for States services tended to concentrate more on the early to middle stages of implementation, while the implementation focus of Center for Tribes project services showed a larger percentage of hours concentrated in the later stages of implementation.

Exhibit 14. Percentage of Project Hours, by Implementation Phase and Step

Phase	Step	CBCC N = 1,126	CBCS N = 6,120	CBCT N = 1,640	Total N = 8,886
1. Identify and Assess Needs	S1. Identify a need or opportunity to be addressed	27%	1%	-	4%
	S2. Form teams to guide the change process	10	8	1%	7
	S3. Gather data and explore the problem	31	22	3	19
2. Develop Theory of Change	S4. Develop a theory to address the causes of the need/opportunity	26	7	-	9
3. Develop or Select Solution	S5. Identify, research, and select from possible interventions	25	11	6	12
	S6. Adapt existing interventions or design new ones	1	10	3	9
4. Plan, Prepare, and Implement	S7. Assess readiness and plan for implementation	4	8	30	11
	S8. Build capacity to support implementation	2	17	47	20
	S9. Pilot and/or stage implementation of the intervention	0	7	12	7
5. Evaluate and Apply Findings	S10. Collect and use data to adjust the intervention and/or implementation	1	3	1	2
	S11. Evaluate implementation quality and short-/long-term outcomes	2	0	-	0
	S12. Make decisions to spread, adjust, or discontinue the intervention	0	2	-	2

Notes: CBCC = Center for Courts; CBCS = Center for States; CBCT = Center for Tribes

Jurisdiction Needs and Focus of Center Services

The needs of the jurisdictions were identified using assessment data.

Needs of States and Tribes

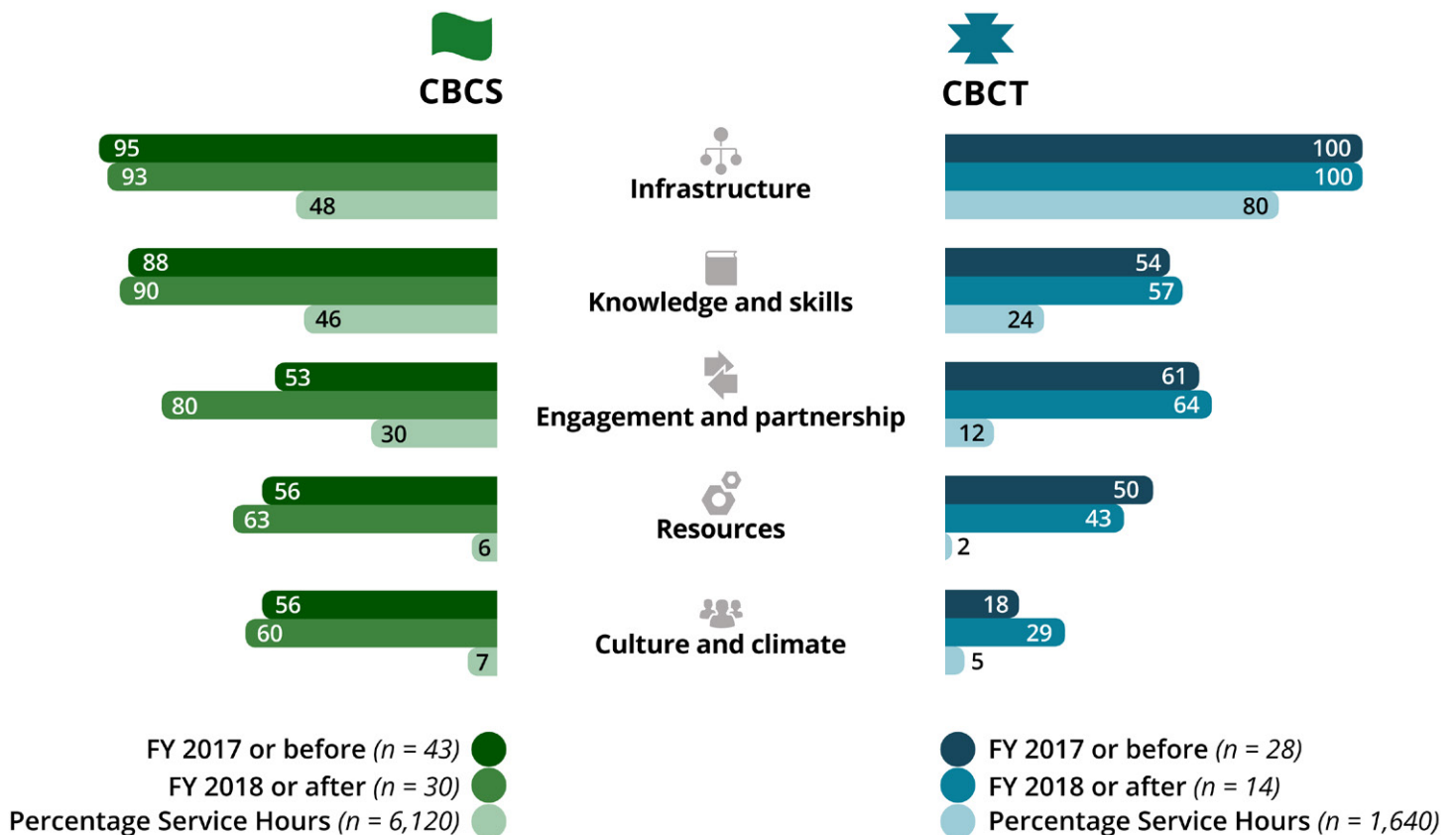After completing assessments with jurisdictions, the Center for States and the Center for Tribes identify and record in CapTRACK the needs of jurisdictions using both capacity dimensions and target areas (e.g., child welfare practice areas, systemic areas, federal processes/initiatives, public laws). Exhibit 15 identifies the needs of states and tribes, over time, categorized by the capacity dimension. As shown, the top three needs were related to infrastructure, knowledge and skills, and engagement and partnership. Looking longitudinally, state and tribal needs remained generally consistent over time with one exception: an increase in needs related to engagement and partnership for state assessments conducted in FY 2018 or after. Exhibit 15 also shows the percentage of direct contact hours devoted to each capacity area and indicates Centers provided more contact hours in the capacity areas for which jurisdictions exhibited greater needs.

Exhibit 15. Percentage of State and Tribal Needs, by Capacity Dimension

CBCS

CBCT

Infrastructure	CBCS: 95 / 93 / 48	CBCT: 100 / 100 / 80
Knowledge and skills	CBCS: 88 / 90 / 46	CBCT: 54 / 57 / 24
Engagement and partnership	CBCS: 53 / 80 / 30	CBCT: 61 / 64 / 12
Resources	CBCS: 56 / 63 / 6	CBCT: 50 / 43 / 2
Culture and climate	CBCS: 56 / 60 / 7	CBCT: 18 / 29 / 5

FY 2017 or before *(n = 43)*
FY 2018 or after *(n = 30)*
Percentage Service Hours *(n = 6,120)*

FY 2017 or before *(n = 28)*
FY 2018 or after *(n = 14)*
Percentage Service Hours *(n = 1,640)*

Notes: CBCS = Center for States; CBCT = Center for Tribes

Source: CapTRACK, January 1, 2017–September 30, 2019

Collaboration Across and Within Centers to Deliver Tailored Services

Centers collaborated to deliver tailored services to jurisdictions in more than one-fourth of all projects. Collaboration varied by Center, though it was generally episodic, occurring on average for about 1 to 3 months of the projects' duration. The Center for Courts more frequently involved other Centers, providing services jointly in 49 (40 percent) of its 125 projects. The Center for Courts engaged the Center for States in 48 of its projects and worked collaboratively with the Center for Tribes in 9 projects. Collaboration most often occurred during Center for Courts CQI Workshops, supporting state CFSR and Program Improvement Plan development, or working on court–agency joint projects.

The Center for States provided joint services in 33 (23 percent) of its 144 projects, engaging the Center for Courts in 33 projects and the Center for Tribes in 5 projects. Center for Courts and Center for States collaboration occurred in 16 states, while Center for Tribes and Center for States collaborated in 2 states. Center for Tribes' involvement in Center for States' projects primarily focused on strengthening state and tribal engagement and partnership.

In contrast, Center for Courts' involvement in Center for States' projects was wide ranging, with the focus of projects related to updating or disseminating information on policies and procedures; improving court and agency collaboration; implementing child welfare information systems; supporting permanency practices, assessment and intake practices, CQI practices, and state strategic planning processes; strengthening family engagement and youth involvement; reducing congregate care; and enhancing service array.

The Center for Tribes collaborated less frequently with other Centers in its project work, collaborating on two of its projects with the Center for States. This is largely influenced by the Centers' target audiences. Center for States and Center for Courts focus predominately on state systems, and Center collaboration typically occurs to improve state-court and agency functioning. Center for Tribes works with tribal child welfare programs receiving title IV-B/title IV-E funding based on requests for services. In working with sovereign tribal nations, if the tribe does not request and approve the involvement of another Center, the Center for Tribes would not reach out to engage another Center.

Section 4

Satisfaction With and Outcomes of Center Services

Factors That Influenced the Use of Center Services

In 2016 and 2019 two waves of leadership interviews were conducted with state and tribal child welfare directors and CIP directors. The purpose of the interviews was to obtain information on leaders' experiences and perceptions regarding Center services, including the factors that influenced their decisions to engage with Centers. During each wave of interviews, respondents described a range of similar factors to the question, *"What influenced your decision to utilize the services from the Center?"* Exhibit 16 shows the commonly cited factors from the 2019 interviews with respondents whose agencies or CIPs received services from Centers.

Exhibit 16. Factors That Influenced the Use of Center Services, 2019

	Total	States	Tribes	CIPs
Agency/program current needs	42	16	9	17
CFSR and Program Improvement Plan	38	27	-	11
Center expertise	26	2	2	22
Regional office	13	8	2	3
Relationship with the Center	12	5	3	4

Note: Most respondents described more than one key contributing factor, so the total number of responses exceeds the number of respondents.

Of the jurisdictions that had not used Center services in recent years, respondents described a range of factors, most commonly stating they had not needed Center services. A few respondents noted their agencies' limited capacity prevented utilization of Center services.

Satisfaction With Universal and Constituency Services

Centers collected data on participant satisfaction with universal and constituency services[14] by administering common survey items to recipients of selected products, events, and constituency groups. Across all three Centers, most respondents viewed the content of universal and constituency services as relevant to the values and context of their agencies and the communities they serve. Of the respondents served by the three Centers, 80 to 89 percent agreed or strongly agreed the content of constituency groups and events was relevant to their agency values, context, and community.

Quality of Products

Center for Courts and Center for States respondents reported high levels of satisfaction with the products Centers developed and disseminated. Across the two Centers, approximately 90 percent of survey respondents agreed or strongly agreed they were satisfied with various products and the products were easy to understand and would be helpful to their work.

Quality of Constituency Group Services

The majority of survey respondents agreed or strongly agreed with general satisfaction statements about their experiences participating in Centers' constituency group services. More than three-fourths of respondents reported that the format of the services provided opportunities to participate and interact. Respondents also reported the information provided would be helpful to their work.

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[14] Key findings presented here focus on data collected in FY 2018 on selected satisfaction domains, including relevance of services and general satisfaction. Findings from analyses of Centers' FY 2017 satisfaction datasets were previously reported in *Evaluation Brief: Satisfaction With Center Services,* which JBA submitted to CB in January 2019. No meaningful differences were observed from 2017 to 2018 data collection on satisfaction with universal and constituency services

Satisfaction With Assessments and Work Planning

The cross-center team administered surveys to jurisdiction staff who participated in assessment and/or work planning activities and who were knowledgeable about the services and documents resulting from those activities.

Assessments

Jurisdictions reported high levels of satisfaction with the Center for Tribes and Center for States assessments. More than 75 percent of Center for States respondents and more than 85 percent of Center for Tribes respondents agreed or strongly agreed with positively worded items measuring the partnership, assessment accuracy, and effectiveness of the Center liaisons who provided services. However, only 66 percent of Center for States respondents agreed or strongly agreed with the statement, *"The assessment summary added to our understanding of the system."* Survey responses indicate that over time satisfaction with assessment increased, particularly after the earliest months of service.

Work Planning

Survey data indicate that overall satisfaction with the work planning process and the work plan itself was high. Across the three Centers, between 80 and 81 percent of survey respondents agreed or strongly agreed with the statement, "Overall, I was satisfied with the process to develop the work plan," and between 73 percent and 88 agreed or strongly agreed they were satisfied with the work plan itself.
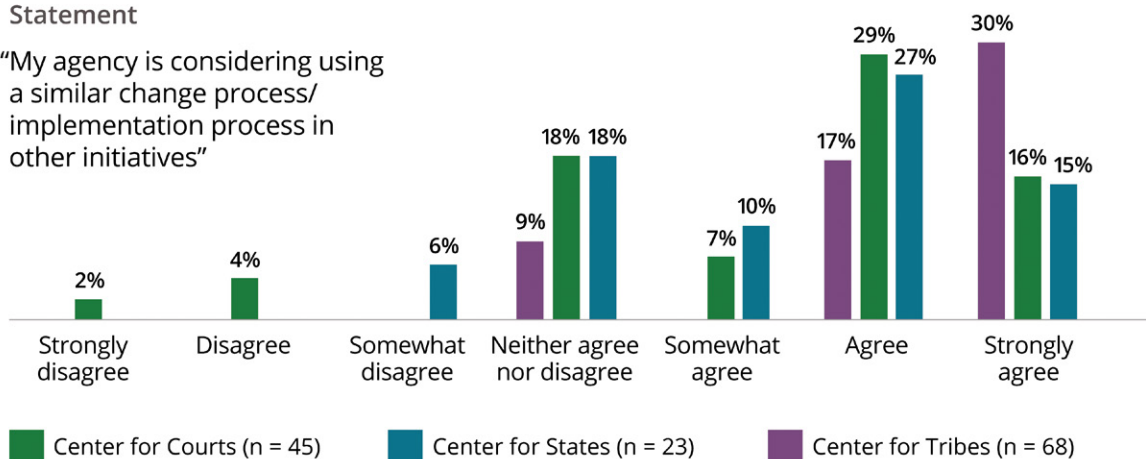
Satisfaction With Tailored Services

The cross-center evaluation determined satisfaction with tailored services from the analysis of data from the Survey of Satisfaction with Tailored Services. Based on survey results, satisfaction with tailored services was high across Centers. For all three Centers, most respondents agreed or strongly agreed with positively worded survey items measuring satisfaction with tailored services. Specifically, for 14 of the 18 survey items measuring satisfaction, agreement or strong agreement was greater than 90 percent. As shown in exhibit 17, the one exception for all Centers was agreement with the statement, "*My agency is considering using a similar change process/implementation process in other initiatives.*"[15]

[15] There are several possible explanations for this perspective. For example, many jurisdictions work in one or two phases of the change management approach and may not feel familiar enough with the process to know whether their agency would likely use it again in future initiatives. Respondents may feel the decision about whether their agency would use a similar change process in the future is for leadership to make, or they may be unsure whether they will engage again in a project of the size and scope of the current project outside of working with a Center. It is possible some respondents may not have used the language of "change process" or "implementation process" when discussing work with their Center and may be unfamiliar with the meaning of the question.

Exhibit 17. Likelihood of Using Change and Implementation Process Again
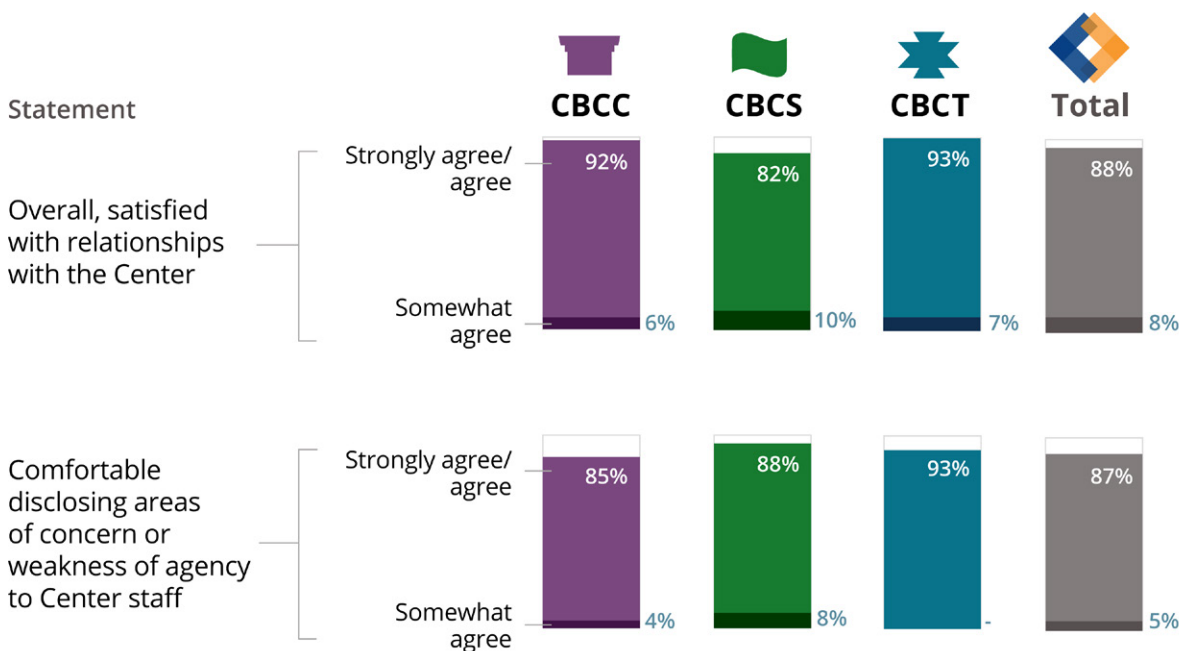
Statement

"My agency is considering using a similar change process/ implementation process in other initiatives"

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
Center for Courts (n = 45)	2%	4%		18%	7%	29%	16%
Center for States (n = 23)			6%	18%	10%	27%	15%
Center for Tribes (n = 68)				9%		17%	30%

■ Center for Courts (n = 45)   ■ Center for States (n = 23)   ■ Center for Tribes (n = 68)

Nature and Quality of Relationship With Centers

The 2016 and 2019 leadership interviews asked child welfare and CIP directors about their level of satisfaction with their interactions and relationships with the Centers and the services provided by the Centers. The directors provided predominantly favorable ratings of their interactions and relationship with the Centers and were satisfied with their communication with the Centers. Exhibit 18 shows directors' level of agreement with statements reflecting satisfaction with their relationship with the Centers and their comfort in disclosing areas of concern to Center staff.

Exhibit 18. Director Satisfaction With Relationship With the Centers

Statement	CBCC	CBCS	CBCT	Total
Overall, satisfied with relationships with the Center — Strongly agree/agree	92%	82%	93%	88%
Overall, satisfied with relationships with the Center — Somewhat agree	6%	10%	7%	8%
Comfortable disclosing areas of concern or weakness of agency to Center staff — Strongly agree/agree	85%	88%	93%	87%
Comfortable disclosing areas of concern or weakness of agency to Center staff — Somewhat agree	4%	8%	-	5%

Notes: CBCC = Center for Courts; CBCS = Center for States; CBCT = Center for Tribes

The directors also reported the services provided were relevant to the agency or CIP and were aligned with the needs of the agency or court. Satisfaction with communication, relationship with the Centers, and the relevancy of services all increased from 2016 to 2019.

Outcomes Achieved in Jurisdictions

Outcomes of Assessments and Work Planning

To identify jurisdictions' strengths and capacity building needs, the Centers conducted assessments. The work plans that resulted from the assessments were designed to address jurisdictions' needs. Key findings about assessment and work planning include the following:

- Interviews with jurisdiction leadership revealed assessment and work planning services were perceived by most respondents as being beneficial.

- Some jurisdictions offered recommendations, such as simplifying the work plan, making the work plan more focused, changing the format of the work plan to be more interactive, and reviewing the work plan more frequently.

- Few CIPs indicated active involvement in their state child welfare agency's assessment. CIPs reported a desire for more collaboration between states and CIPs and recommended the Centers help structure this collaboration.
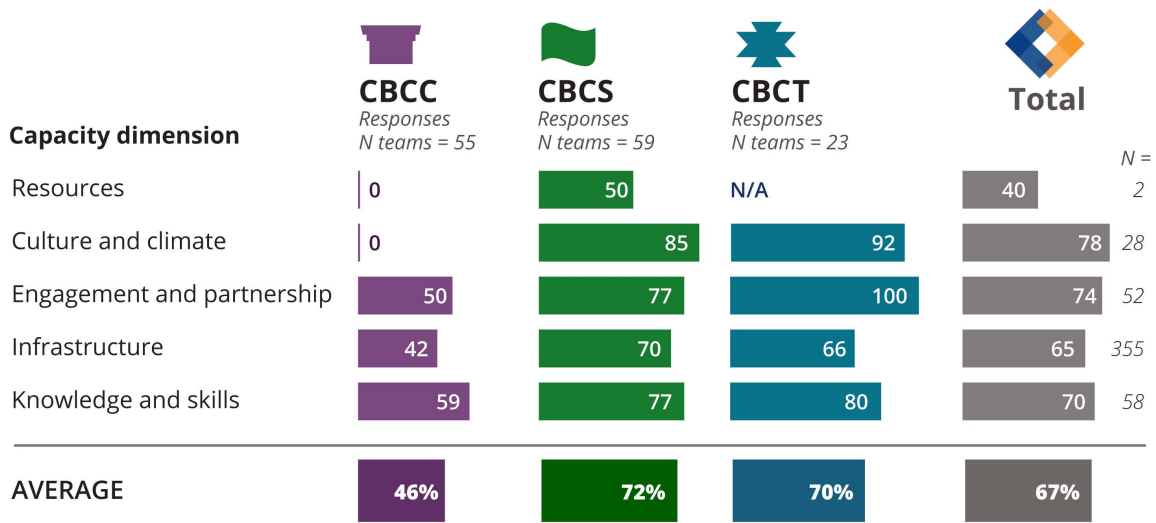
Outcomes of Tailored Services Projects

Following assessment and work planning, Centers engaged jurisdictions in tailored services to address the identified capacity needs and to support jurisdictions in making organizational changes and practice improvements. Key findings about the tailored services include the following:

- Centers delivered most of their direct contact hours in person, which enabled Center staff to use service approaches more readily such as facilitation, coaching, and consultation.

- Centers focused most direct contact hours on strengthening organizational capacities in the areas of knowledge and skills, infrastructure, and engagement and partnership—the areas where jurisdictions showed the greatest needs.

- Coaching was a particularly effective service strategy: The higher the proportion of direct contact hours delivered in the form of coaching, the faster jurisdictions achieved their implementation milestones.

- Service providers and jurisdiction project teams agreed organizational capacity increased in the capacities they targeted in their work plans (see exhibits 19 and 20).

- Jurisdiction project teams reported increases in their knowledge and skills of the change management and the implementation process (see exhibit 21).

- Service providers reported project teams completed most of their targeted implementation milestones by project close (see exhibit 22).

- Project outcomes were influenced by the work of Center service providers and by the jurisdiction's organizational factors and foundational capacity.

- Jurisdictions with higher levels of foundational capacity were more likely to achieve their milestones than jurisdictions with lower levels.

- A higher number of hours of direct contact was associated with milestone achievement and capacity enhancement.

Exhibit 19. Percentage of Instances in Which Project Teams Reported an Increase in Targeted Capacity

Capacity dimension	CBCC Responses N teams = 55	CBCS Responses N teams = 59	CBCT Responses N teams = 23	Total	N =
Resources	0	50	N/A	40	2
Culture and climate	0	85	92	78	28
Engagement and partnership	50	77	100	74	52
Infrastructure	42	70	66	65	355
Knowledge and skills	59	77	80	70	58
AVERAGE	46%	72%	70%	67%	

Notes: CBCC = Center for Courts; CBCS = Center for States; CBCT = Center for Tribes. Each capacity dimension was measured by one or more survey items. We tallied the number of instances in which team members responded to items and reported the proportion of responses that indicated increased capacity.

Exhibit 20. Number of Capacity Dimension Outcomes Reported Achieved and Not Achieved by Project Closure, Across all Centers
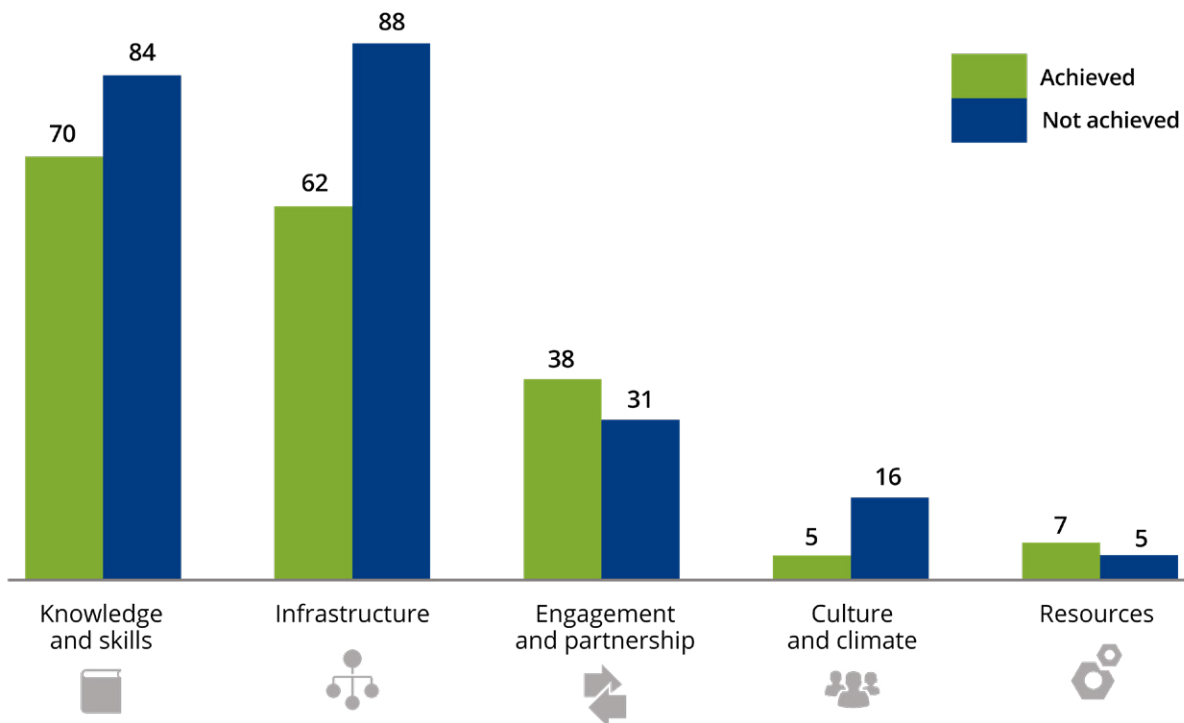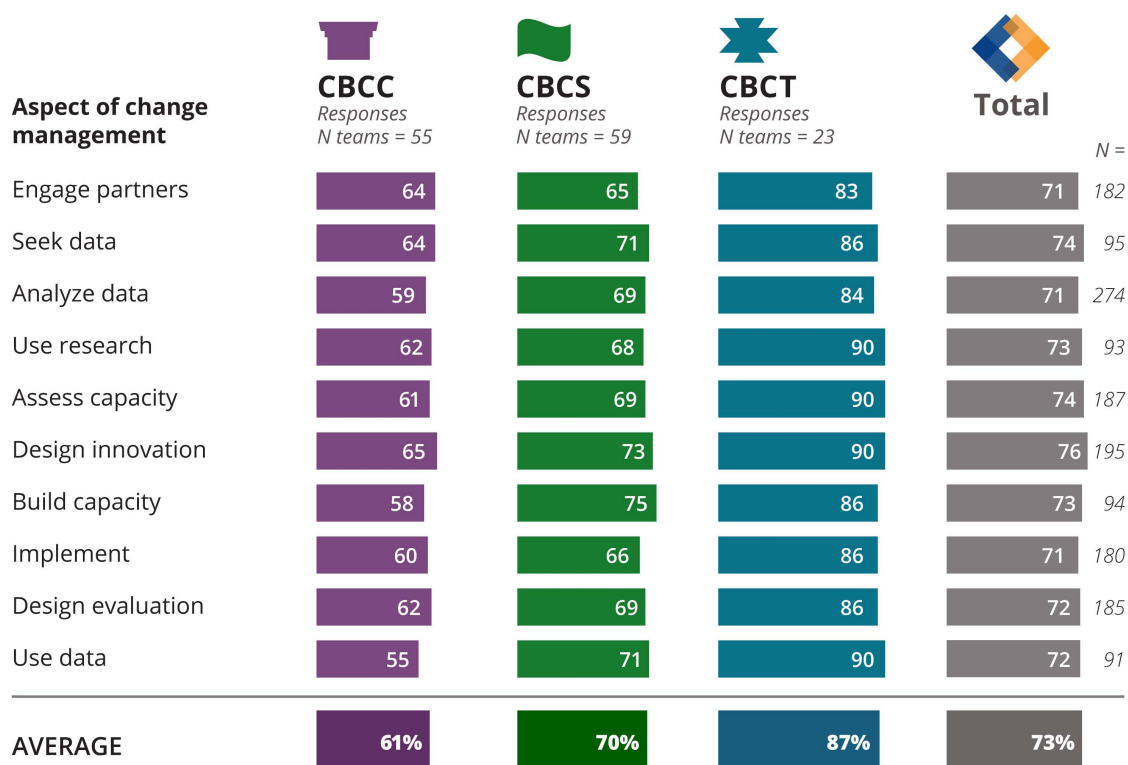
Exhibit 21. Percentage of Instances in Which Project Teams Reported an Increase in Change Management-Related Knowledge and Skills

| Aspect of change management	CBCC Responses N teams = 55	CBCS Responses N teams = 59	CBCT Responses N teams = 23	Total	N =
Engage partners	64	65	83	71	182
Seek data	64	71	86	74	95
Analyze data	59	69	84	71	274
Use research	62	68	90	73	93
Assess capacity	61	69	90	74	187
Design innovation	65	73	90	76	195
Build capacity	58	75	86	73	94
Implement	60	66	86	71	180
Design evaluation	62	69	86	72	185
Use data	55	71	90	72	91
AVERAGE	**61%**	**70%**	**87%**	**73%**	

Notes: CBCC = Center for Courts; CBCS = Center for States; CBCT = Center for Tribes. Each aspect of change management was measured by one or more survey items. We tallied the number of instances in which team members responded to items and reported the proportion of responses that indicated increased knowledge or skill.

Implementation Step Milestones

Exhibit 22 explores the implemenation step milestones targeted and completed by jurisdictions. As shown, the concentration of milestones targeted and completed included step 8, step 3, and step 9, which may be reflective of the nature of the project-based work in jurisdictions. Center service providers first spent time gathering data and defining an issue, then they built capacity to support implementation, and then they finally piloted or implemented an intervention. The steps with the fewest milestones targeted included step 12, step 1, and step 11. Providers may not have targeted milestones in step 1 because this work was completed during the Center assessment or a prior assessment, such as the CFSR.

Exhibit 22. Number of Milestones Reported Achieved and Not Achieved by Implementation Step, for all Centers
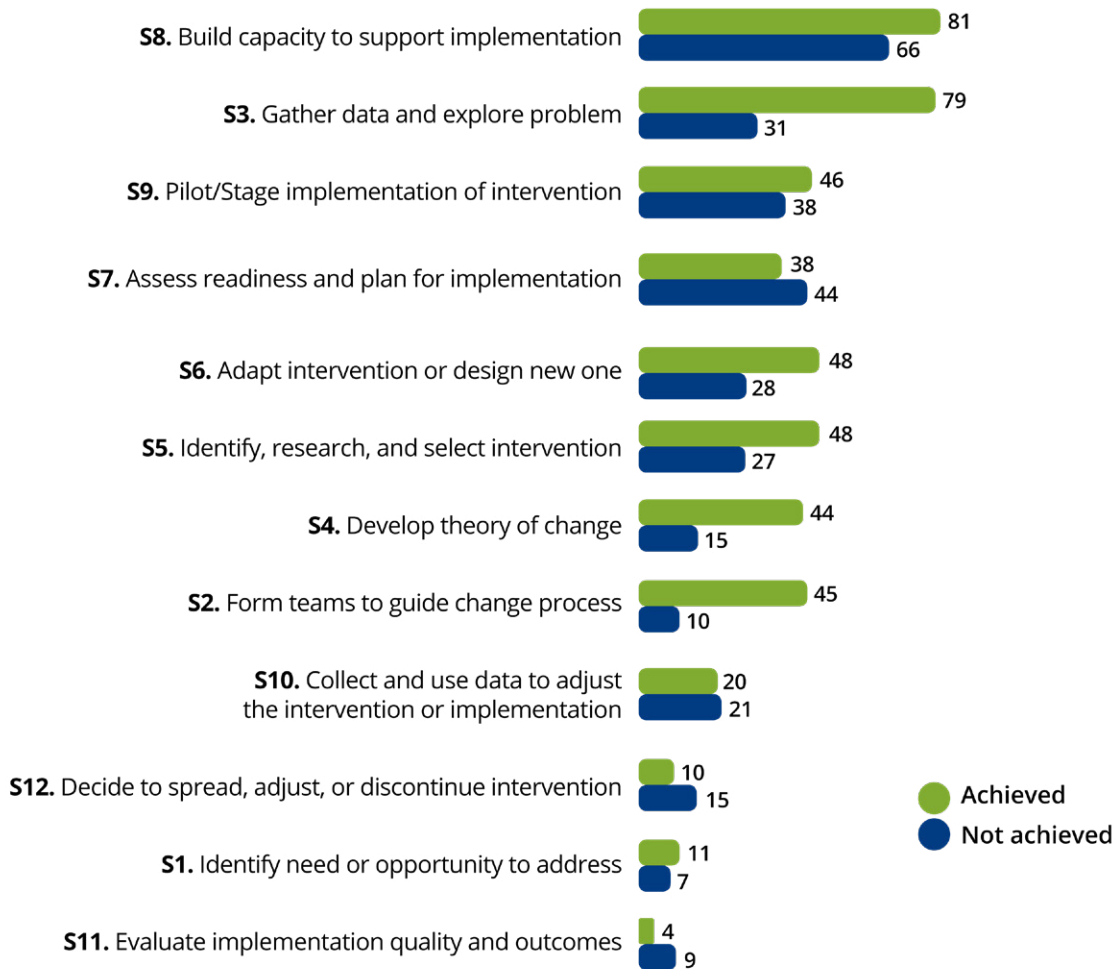
Source: CapTRACK, January 1, 2017–September 30, 2019

Targeting and completion of implementation step milestones varied by Center, which may reflect differences in how Centers provided services:

- The Center for Courts most frequently targeted steps in early implementation: steps 1, 3, and 4. Most Center for Courts tailored brief services occurred during CQI Workshops, when CIPs identified and established the focus of their projects.

- The Center for States implementation efforts were highly concentrated in steps 3, 7, and 8.

- The Center for Tribes went through each step of change management with the tribe, generally completing steps 1 through 4 during assessment and work planning. In general, the Center for Tribes began to record its service delivery and identify implementation step milestones when interventions were selected or implementation began. Therefore, most services targeted milestones in steps 6, 8, and 9.

Outcomes of CQI Workshop Model

CQI Workshops followed a structured process that included presentations, one-on-one tailored services, group discussion, and peer sharing. These workshops, attended by CIPs and child welfare agency teams, covered a variety of topics including quality legal representation, quality court hearings, effective training evaluations, and joint projects between the court and child welfare agency. The goal of the workshops was to identify where CIP projects were in the change management and implementation process and help program staff move to the next phase of work to support CIPs in implementing their projects. During the workshop, CIP teams established action steps for their projects.

Data indicate CQI Workshops were successful in achieving their primary goal of helping CIP teams progress to the next step of work in the change management process. Most CIP teams were able to set and achieve action steps following the workshops and indicated their projects were further along in implementation 6 months and 12 months after the workshops.

The Center for Court's tailored follow-up services did not seem to make a substantial difference in whether CIP teams achieved their action steps and progressed through the 12-step CQI process. However, data show overall engagement with the Center for Courts may support action step achievement.

Projects with attendance at voluntary workshops achieved more action steps but were less likely to progress through the 12-step change management process than those that attended mandatory workshops required by CB. As with all tailored services projects, CIPs with higher foundational organizational capacity were associated with greater achievement of project goals.

Factors That Influenced Achievement of Outcomes

In the 2019 Leadership Interviews, state, tribal, and CIP leaders[16] were asked to describe factors that contributed to or were associated with their organizations' achievements. Exhibit 23 illustrates the primary responses leadership cited.

Exhibit 23. Factors Associated With Achievement of Outcomes
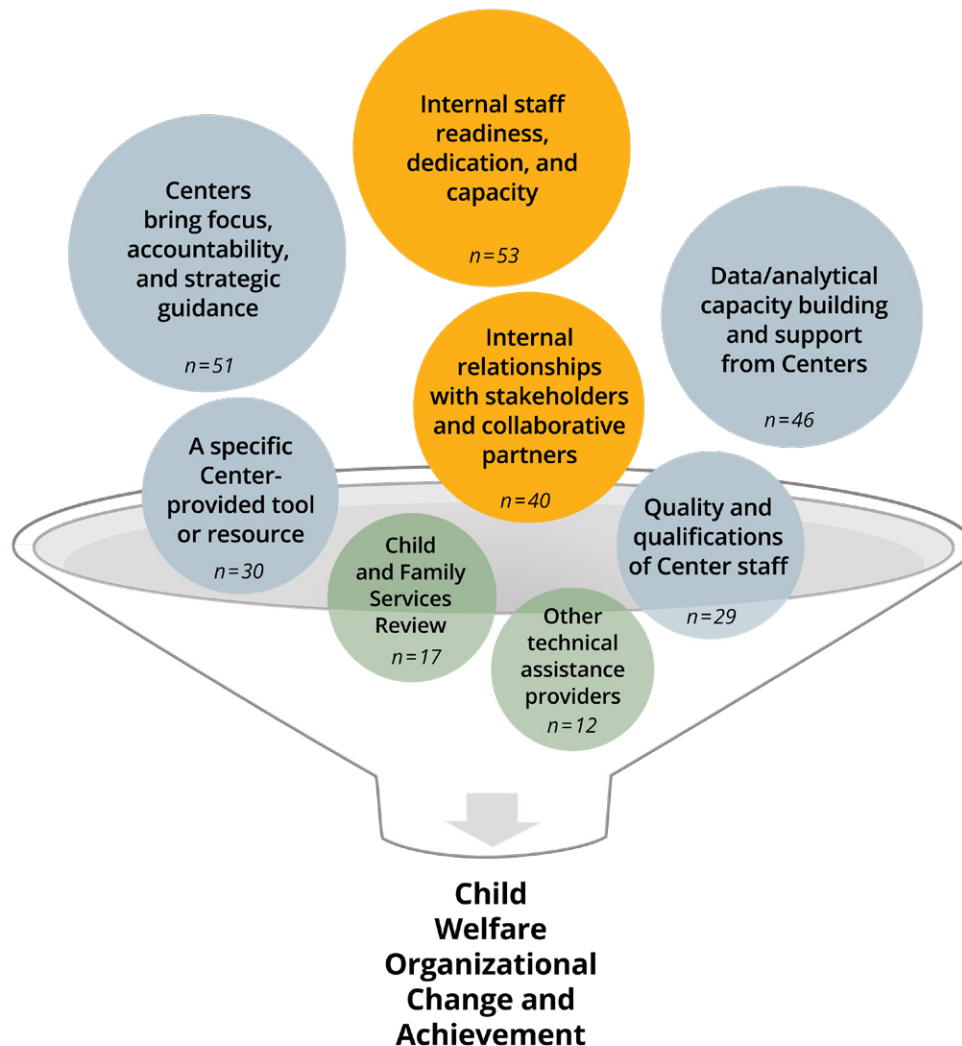
The size of each circle represents the frequency with which the factor was identified by respondents to an open-ended interview question.

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[16] Interviews were conducted with representatives of 110 agencies/programs: 47 state child welfare systems, 15 tribal child welfare systems, and 48 CIPs.

Section 5

Implications of This Evaluation

The findings from this evaluation of the Capacity Building Collaborative have potential implications for the Centers, the jurisdictions, and future evaluations.

Implications for Centers and Jurisdictions

Defining, Designing, and Operationalizing Capacity Building Services

→ **The Centers' work in the change management approach could benefit from further operationalization and development of more consistent strategies**. Each Center modified the change management and implementation approach to enhance service delivery by tailoring the process to the context and needs of their service recipients. Some evidence from the evaluation indicates more systematic approaches may help jurisdictions increase capacity and complete milestones. It may be useful for each Center to review milestones that are commonly selected and/ or are less likely to be achieved and consider whether more clearly defined service strategies might help to more effectively support jurisdictions to complete specific implementation tasks.

→ **There appears to be an opportunity for cross-training among Centers on the change management and implementation approach, including opportunities for sharing techniques and unifying methods**, based on evaluation findings. Findings from a change management substudy show Centers varied in how closely they adhered to steps and tasks in the change management approach when they worked with jurisdictions and in how they discussed the approach with jurisdictions. Through cross-trainings, Centers can continue to learn from one another and incorporate new ideas and techniques into the services they deliver.

Improving Service Delivery

→ **It may be beneficial to explore why fewer direct service hours are devoted to culture and climate and resources.** Although, research shows the importance culture and climate play in supporting organizational change (Glisson, 2015), evaluation findings indicate most work is done in areas of infrastructure, knowledge and skills, and engagement and partnership. If a jurisdiction's culture and climate pose continual challenges that could account for poor performance (e.g., on the CFSR), this may be important for Centers to explore as they begin their work and plan services with jurisdictions.

→ **By proactively following up with jurisdictions, Centers would have more opportunities to support later stage implementation efforts, including installation and evaluation of interventions.** Most Center services focused on identifying jurisdiction needs, selecting and adapting or designing interventions, and planning for implementation. To begin to see changes in practice, jurisdictions need to reach the critical stage of implementing, evaluating, and adjusting the intervention. Centers could be more proactive in their outreach to those jurisdictions they have previously supported through intervention selection and preparation. By remaining engaged with jurisdictions and encouraging them to implement longer term projects, Centers could support jurisdictions to move beyond planning and reach implementation.

→ **Coaching is often an appropriate service strategy and may need to be used more frequently.** The cross-center evaluation ran models to test for relationships between service strategies and milestone achievement. Findings showed the higher the proportion of total contact hours described as coaching, the faster jurisdictions achieved their implementation milestones.

Enhancing Collaboration

→ **If the Centers played a more active role in promoting and facilitating collaboration between state agencies and CIPs during a state's assessment for tailored services, the CIPs could potentially enhance their role in state child welfare planning.** A theme emerged through interviews with CIP directors indicating a desire for greater collaboration between state agency leaders and CIPs. If Centers promoted and facilitated greater collaboration among CIPs and state child welfare agencies around the state CFSR Program Improvement Plan processes and capacity building efforts, CIPs could potentially enhance their role and involvement in state child welfare planning.

→ **Increased collaboration depends on improved communication and information sharing across Centers.** CB expected Centers to collaborate to develop and deliver joint products and services to avoid duplication of effort and address the needs of common service recipients. Of the 251 products developed by the Collaborative, 40 involved collaboration with another Center. Forty-nine products addressed cross-system collaboration (e.g., agency–court, tribe–state), but none involved Center collaboration. Centers should consider efforts to enhance collaboration in the development of products and events across Centers. One possible mechanism is to encourage Centers to share their plans for service delivery with one another so overlapping priority areas and areas for collaboration could be identified.

→ **Effective collaboration will require the examination and removal of barriers**. Evaluation results show barriers to successful collaboration across Centers, including differences in Center size, available resources, structure, insufficient time to collaborate, and lack of knowledge about the preferred process to connect with staff at other Centers. Some of these technical barriers could be mitigated with sufficient attention. The Centers could examine other possible adaptive barriers such as shared interest and initiative to capitalize on collaborative opportunities in their future work.

Implications for Future Evaluations of Capacity Building Efforts

→ **Future evaluators of capacity building efforts should gather more information to assess how well jurisdictions understand the change management approach and assess its utility as a guiding framework for understanding and approaching capacity building service delivery.** Satisfaction with tailored services was high across Centers; however, there was an exception regarding the survey item: *"My agency is considering using a similar change process/implementation process in other initiatives."* For each Center, fewer than half of respondents agreed/strongly agreed with this statement. Given the sizable number of jurisdiction staff who do not think their agency will use a similar implementation process in the future, gathering more information to better understand why this survey response pattern emerged appears warranted.

→ **Future evaluations of capacity building efforts need to more thoroughly assess tailored services focused on CFSR and Program Improvement Plan development and implementation.** Findings suggest the CFSR and Program Improvement Plan can be a major driver for jurisdictions' engagement in tailored services. During FY 2019, the Center for Courts and the Center for States piloted new approaches and services to support CFSR and Program Improvement Plan development. Current limitations in the way data are captured regarding these tailored services prevent the evaluation from describing across Centers specifically what services were provided and in what quantity.[17]

→ **Future evaluations could work to identify opportunities to assess tailored services outcomes related to practice (behavior) change.** Current data provide information regarding how projects progressed in implementation or how they are associated with improvements in capacity. A subsample of tailored services projects installed an intervention, which provides an opportunity in the next iteration of Center services and evaluation to understand how practice was intended to change, and to measure practice change over time through evaluation efforts, including under what conditions services are supporting changes in behavior.

[17] Although the cross-center evaluation was unable to report across Centers on the piloting of new approaches to support CFSR Program Improvement Plan development, the Center for States conducted a separate substudy on the quality and experiences of participants in this pilot service delivery.

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Glossary

Organizational Capacity Dimensions and Subdimensions

Organizational Resources: Adequacy and stability of fiscal, staffing, facilities, equipment, technology, informational resources, and materials. Includes resources allocated internally, available external resources, and tangible assets.

- **Facilities, Equipment, and Technology** (things): Space, materials, and technology required for service delivery; materials required to implement innovation (e.g., office space, database for data collection activities).

- **Fiscal** (money): Sources of revenue and funding mechanisms to implement and sustain improved practices/innovations.

- **Informational Resources and Materials** (content): Best practice/evidence-informed, innovative, and/or program-related materials; peers and external specialists with best practice/innovation experience and expertise.

- **Staffing** (people): Stability and adequacy of staff numbers/full-time equivalents to perform job duties related to an organization's desired level of practice. Staff have adequate time to participate in planning and/or designing innovation; staff have time to develop expertise/learn how to apply practice; and there are adequate numbers of staff for service delivery.

Organizational Infrastructure: Policies, processes, and operational structures existing independently of people who work within the system, embedding a codified understanding of practice/processes in manuals, protocols, and tools.

- **Administrative Structures:** Organizational and service delivery structures, including financial and accounting systems, contracting, and procurement systems; structures created or revised to facilitate desired practice, including revisions of budgeting, contracting, and procurement systems.

- **Coaching/Supervisory System:** Development or refinement of supervisory system; development of system to provide support, consultation, coaching, and feedback to employees to promote skill building and consistent practice; and creation of processes intended to build staff's ability to apply innovation-specific practice in context.

- **Communications Systems, External:** Processes that govern relationships with systems outside the organization; development or revision of structures that support communication with systems outside the organization, including memorandums of understanding, written agreements, and contracts.

- **Communication Systems, Internal:** Communication structures and processes meant to inform staff, resolve issues, and improve services through information flow up and down levels and across divisions within the organization, used to facilitate and structure work and create feedback loops to support innovation.

- **Continuous Quality Improvement/Evaluative System:** Processes for internal review that facilitate fidelity/performance assessment and assist the organization in taking action steps in response to findings; development of monitoring systems to assess fidelity of innovation and outcomes; and analysis of results to make adjustments to services.

- **Governance/Decision-Making Structures:** Strategic plans, governance structures, and decision-making and approval processes. These include structures created to facilitate decision making related to selection, design, and implementation of initiatives to improve practice, including creating multidisciplinary implementation teams.

- **Human Resources/Recruitment/Staff Selection:** Recruitment and hiring, job descriptions and qualifications, performance evaluation processes, retention efforts, and performance incentives; selection process to identify staff to implement innovations and to revise job requirements and performance evaluations to support desired practice.

- **Information System/Data Supports:** Data collection, management, and cleaning of information related to organizational systems (human resources, administrative, billing, case management); data protocols, programming, and coding; and ongoing procedures to collect and store data on operational and service indicators.

- **Policies, Operating Procedures, and Protocols:** Standard operating procedures/guidelines, manuals, protocols, and policies; creation or revision of policies, operating procedures, and protocols that operationalize desired practice.

- **Service Array/Service Delivery System:** Service provision structure and options for children, youth, and families, including structures for matching services to address individual needs and networks of local organizations that coordinate and integrate to increase the safety, permanency, and well-being of children, youth, and families.

- **Training System:** Staff learning and training processes, preservice, ongoing learning structures, and continuing education; structures created to build staff knowledge of new practice, delivery of curriculum specific to innovation; and development or revision of preservice and in-service trainings to increase knowledge of innovation.

Organizational Knowledge and Skills: Staff skills and expertise, ranging from initial awareness to high levels of technical competency, and the application of that knowledge.

- **Analytic/Evaluative:** Problem assessment; critical reflection; data analysis; development of measurable outcomes; data presentation; evaluating the effect and advantage of innovation; posing research questions; specifying target population; constructing a theory of change; and evaluating implementation and outcomes.

- **Change Management/Implementation:** Understanding of change management process, including intervention selection and/or development stages of implementation; knowledge of how to support and facilitate change, including understanding of capacities that can support implementation and sustainment of change.

- **Child Welfare Practice:** Awareness, understanding, and knowledge related to practice; application of knowledge to work with children, youth, and families; understanding new practice/innovation; ability to apply new knowledge in context; and development of high levels of competency in desired practice.

- **Cultural Competence/Humility:** Understanding of cultural issues and cultural groups; skills and techniques that reflect workers' knowledge and respect of cultural groups; selection and/or adaption of culture-specific service approaches; and tailoring practice/innovation to more effectively serve cultural communities.

- **Leadership/Management:** Strategy development and execution; developing and communicating vision and mission; setting goals and objectives; monitoring performance; planning, organizing, coordinating, prioritizing, delegating, and decision making; and skills in team formation, meeting management, and work planning.

- **Policymaking/Administration:** Efficiently organizing people, fiscal, and material resources; directing organizational activities toward common goals and objectives; and crafting policies that clearly explain required processes and how to accomplish these processes to achieve organizational goals.

- **Workforce Development/Supervision:** Developing others' abilities related to the design, development, and delivery of curriculum and training (i.e., adult learning strategies and techniques); knowledge and skills related to successfully recruiting and retaining employees; and effective supervisory and coaching strategies.

Organizational Culture and Climate: Values, norms, and attitudes of members that influence behavior, organizational environment, cultural awareness, organizational support, and readiness to implement new practices.

- **Leadership Vision/Commitment:** Leadership's openness to change; commitment to new practice; alignment of innovation with leadership priorities; leadership's communication of importance of intended changes to internal and external stakeholders; and leadership's dedication and protection of resources to implement/sustain changes.

- **Organizational Norms/Values/Purpose:** Norms and expectations regarding how people behave and how things are done in the organization; the values, goals, purpose, and mission of the organization; and fit of innovation with organization's goals, values, norms, and needs.

- **Workforce Attitudes/Morale/Motivation/Buy-In:** Workers' commitment to the organization; staff clarity related to roles and responsibilities; workforce openness to change; workforce motivation and buy-in; perception of importance; and belief that resources are available to implement and sustain practice innovations.

Organizational Engagement and Partnership: Collaboration within the organization, with external partners, with communities and cultural groups, and with family and youth to support integration of services, provide feedback, and inform improved practice.

- **Community and Cultural Group Engagement/Participation/Buy-In:** Building trust, working relationships, shared vision, and understanding between child welfare and the community; understanding of, outreach to, and connections with cultural groups in the community; and seeking input to enable culturally sensitive and community-responsive child welfare practice.

- **External Organizational Relationships/Collaboration:** Number, breadth, and diversity of partners; identifying and engaging partners external to the organization (e.g., courts, tribes, private agencies, health providers, law enforcement, local government) to support service delivery, including selecting, designing, and/or implementing innovations.

- **Family and Youth Engagement/Participation/Buy-In:** Partnerships with family and youth stakeholders who can provide input and feedback on the organization's practice; seeking input from family and youth who will experience new practices; and involving youth and family in selecting, designing, and/or assessing identified practice/innovation.

- **Internal Organizational Relationships/Collaboration:** Connections and productivity of internal partnerships; identifying and engaging staff from multiple levels within the organization (i.e., executive, middle management, supervisors, frontline) to support improvement of practice, including selecting, designing, and/or implementing innovations.

Service Delivery Types

- **Assessment:** Conducting with the jurisdiction the systematic collection of data (qualitative and/or quantitative), analysis, and reporting of findings to identify and understand a need or condition.

- **Coaching:** A process that supports the improvement of specific skills/practices and focuses on performance-based outcome(s). Includes observation, listening, questioning, reflection, feedback, prompting, modeling, and practice. Coaching can be individualized or provided to a group, with feedback tailored to performance.

- **Consultation:** A collaborative, problem-solving process that requires outside or independent expertise (e.g., in child welfare practice, change management, evaluation) to support and inform the jurisdiction's comprehension, completion of a task, and/or resolution of a specific concern or topic.

- **Dissemination of Information:** Deliberate spreading of content (e.g., about best practice and evidence-based interventions) to the target audience via planned strategies.

- **Facilitation:** Carrying out and/or helping to develop a specific process for a group to achieve a goal, make a decision, or resolve a dispute.

- **Peer-to-Peer Sharing (Peer Engagement):** Peer-to-peer activities involving other jurisdictions.