Implementation Teams and Your Collaborative Structure: The SAFERR Model of Collaborative Development

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Agenda

• How it can be done? *The SAFERR Model of Collaborative Development*
  – Overview
  – Step by Step Guidance and Samples
• Resources
• Discussion
Overall Capacity Building – Percentage of Services that Expanded Capacity, by Program Area

(Percentages may not add to 100 due to rounding.)

- **All Program Areas**
  - New Service: 34.1%
  - Expanded/Enhanced Existing Service: 50.3%
  - Maintained Existing Service: 15.6%

- **System Collaboration and Improvements**
  - New Service: 61.2%
  - Expanded/Enhanced Existing Service: 34.1%
  - Maintained Existing Service: 4.6%

- **Substance Abuse Treatment and Linkages**
  - New Service: 26.8%
  - Expanded/Enhanced Existing Service: 55.2%
  - Maintained Existing Service: 18.0%

- **Child and Youth Services**
  - New Service: 28.7%
  - Expanded/Enhanced Existing Service: 51.9%
  - Maintained Existing Service: 19.4%

- **Clinical and Community Supports**
  - New Service: 36.0%
  - Expanded/Enhanced Existing Service: 49.1%
  - Maintained Existing Service: 14.9%
Clinical and Community Supports

Child and Youth Services

Substance Abuse Treatment and Linkages

System Collaboration and Improvements

Major Funding Sources – Percentage of Services Supported by RPG Funding, Other Community Resources, or a Combination, by Program Area

(Percentages may not add to 100 due to rounding.)

- RPG
- Other Community
- Combination

<table>
<thead>
<tr>
<th>Program Area</th>
<th>RPG</th>
<th>Other Community</th>
<th>Combination</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Program Areas</td>
<td>40.4</td>
<td>32.7</td>
<td>26.9</td>
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<td>System Collaboration and Improvements</td>
<td>64.2</td>
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<td>Substance Abuse Treatment and Linkages</td>
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<td>Child and Youth Services</td>
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<tr>
<td>Clinical and Community Supports</td>
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Overview:
The SAFERR (Screening and Assessment for Family Engagement and Retention) Model of Collaborative Development
### The SAFERR Program Model

#### SAFERR PRINCIPLES
- The problems of substance abuse and child maltreatment demand urgent attention and the highest possible standards of practice from everyone working in systems charged with promoting child safety and family well-being.
- Success is attainable and feasible. Staff in child welfare, substance abuse and court systems have the desire and potential to change individual lives and create responsible public policies.
- Family members are active partners and participants in addressing these urgent problems.

#### SAFERR INTERVENTION

<table>
<thead>
<tr>
<th>Builds Collaborative Structures</th>
<th>Establishes Individual and Cross-System Roles and Responsibilities</th>
<th>Identifies Frontline Collaborative Practices</th>
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</thead>
<tbody>
<tr>
<td>An Oversight Committee</td>
<td>Child Welfare System Understands—</td>
<td>Child welfare, alcohol and drug, and court systems have collaborative policies, protocols and tools to:</td>
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<tr>
<td>A Steering Committee</td>
<td>- the basics of substance use and how use affects child development;</td>
<td>- screen for substance use and child maltreatment;</td>
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<tr>
<td>Subcommittees</td>
<td>- how to screen for substance use</td>
<td>- assess for substance use and child maltreatment;</td>
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<tr>
<td>Mission and Principles</td>
<td>- the local treatment system and how to help families remain in treatment; and</td>
<td>- communicate across systems;</td>
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<tr>
<td>Shared Understanding and Language about Processes</td>
<td>- the implications of tensions between substance use recovery and ASFA rules.</td>
<td>- develop &amp; implement collaborative case plans; and</td>
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<tr>
<td>Goals, Timetables &amp; Products</td>
<td>Alcohol &amp; Drug System Understands—</td>
<td>- monitor progress and evaluate results.</td>
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<tr>
<td>Training Curricula &amp; Strategy</td>
<td>- how substance use puts children at risk and how child welfare must respond;</td>
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<td>Baseline Data</td>
<td>- child maltreatment reporting requirements; and</td>
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<td>Progress Reports</td>
<td>- how to screen for child safety.</td>
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<td>Outcome Data</td>
<td>Court System Understands—</td>
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<td>- the basics of substance use and child development;</td>
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<td>- its role in requiring substance use and child development assessments; and</td>
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<td>- its authority to prompt or require collaboration.</td>
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<td>Collaboratively, All Three Systems—</td>
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<td>- establish joint policies and procedures for sharing information</td>
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<td>- establish case plans;</td>
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<td>- develop shared indicators of progress; and</td>
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<td>- monitor progress and evaluate outcomes.</td>
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#### EXPECTED OUTCOMES
- Substance use disorders among families reported for child maltreatment will be identified more accurately and at earlier points in time.
- Potential child maltreatment among families assessed for or entering substance abuse treatment will be identified more accurately and at earlier points in time.
- Child welfare, alcohol and drug and court systems will communicate effectively in screening and assessing families for substance use disorders or child maltreatment.
- Child welfare, alcohol and drug and court systems will communicate effectively and collaborate in monitoring family progress in services.
- Staff will make informed, timely, and shared decisions regarding reunification, aftercare or continuing services, and filing of petitions for termination of parental rights.
- Families will enter and remain in alcohol and drug and child welfare services at higher rates.
- Work processes will be streamlined, resulting in reduced duplication and removal of inconsistent rules that create excessive burden in meeting case plan requirements.
- Families will enter and remain in treatment and other services at higher rates.
- Risks of child maltreatment will be reduced.
- Family stability, reunification, and well-being will be increased.
• Builds a Collaborative Infrastructure
  – Oversight/Leadership Committee

• Establishes Individual and Cross-System Roles and Responsibilities
  – **Child Welfare (CW)** understands the basics of substance use and how use affects child development; how to screen for substance use; the local treatment system and how to help families stay in treatment; and implications of competing timelines.
  – **Alcohol and Drug System (ADS)** understands how substance use puts children at risk and how CW must respond; child maltreatment reporting guidelines; and how to screen for child safety.
  – **Court System** understands the basics of substance use and child development; its role in requiring substance use and child development assessments; and its authority to prompt or require collaboration
  – **Collaboratively**, the three systems establish joint policies for information sharing; develop case plans; develop shared indicators of progress; and monitor progress and evaluate outcomes.
• Identifies Frontline Collaborative Practices
  – Screening
  – Assessment
  – Evidence-Based Practices
  – SA, MH, Trauma-Specific Services
  – Recovery and other Community Support Services
  – Collaborative Case Plans
  – Family Team Meetings
  – Information Sharing Protocols
SAFERR Step by Step Guidance
The SAFERR Model of Collaborative Development

Step 1: Establish a Collaborative Structure Composed of Stakeholders Diverse in Responsibilities Across Systems
- Oversight Committee: Executives to garner large scale buy-in and commitment
- Steering Committee: Senior level management to develop the scope of work, provide daily oversight, and act as a liaison between the Oversight and Sub Committees
- Sub Committee: Mid-level managers and front-line practitioners familiar with daily practice & policy
  - Can be issue/task based:
    - Policy
    - Sustainability
    - Evaluation
    - Evidence-Based Practices
    - Screening, etc.

Step 2: Formalize the Collaborative Structure
- Kickoff Meeting: Opportunity to engage all systems to formalize committees, roles, expectations, and initiate action planning.
  - Key Components:
    - Introductions
    - Overview
    - Agency Presentations
    - Brainstorming
    - Framing the Project
    - Define roles and responsibilities of partners

Step 3: Develop Shared Values, Principles, Mission and Outcomes
- Collaborative Values Inventory (CVI): Tool to facilitate understanding of underlying values
- Collaborative Capacity Instrument (CCI): Tool to facilitate understanding of collaborative capacity
- Shared Outcomes: Develop collaborative outcome measures to ensure accountability across systems
- Statement of Shared Values, Principles, Mission, & Outcomes: Short 1-page document to serve as a tool to facilitate decision-making

Step 4: Review Current Operations
- Define terms and processes across systems to develop, or an understanding of, common terms and processes
- Walk-through: In-person or virtual experience of the systems to understand how each system works
- Determine next steps by prioritizing and identifying implications of the surfaced issues

Step 5: Develop and Implement a Plan of Action
- Develop an action plan:
  - Major activities
  - Products
  - Tasks
  - Responsible Parties
  - Timelines
  - Sustainability plan
  - Communication Protocol
- Implement the action plan
- Implement the sustainability plan:
  - Engage a broad range of stakeholders
  - Disseminate information on successes, lessons learned, etc.
  - Identify future funding sources & resources

Step 6: Monitoring and Evaluating Success
- Collaborative Process: Evaluate progress of the action plan, including sustainability efforts
- Re-administration of the CVI and CCI can measure changes in collaborative practice
- Benefit to Families: What impact did your project have on child and family outcomes?
- Benefit to System: What impact did your project have on the broader systems in which it was implemented?

http://www.ncsacw.samhsa.gov/resources/SAFERR.aspx
Step 1: Establishing the Collaborative Structure

**Oversight Committee**
- Senior Officials/Executives
- Garner large scale buy-in and commitment

**Steering Committee**
- Senior Level Management: Authority to make decisions
- Development and implementation of the Scope of Work
- Liaison between Oversight and Subcommittees

**Subcommittees**
- Chaired by members of the Steering Committee
- Mid-level managers and front-line practitioners familiar with daily policy and practice issues.
- Can also include local and EBP implementation teams.

**Product Development**
- Implementation of Collaborative Practices: Screening; Assessment; EBPs; Trauma-Specific Services; Substance Abuse & Mental Health Treatment; Recovery & Community Support; Collaborative Case Plans; Information Sharing/Communication Protocols

**Meets**
- Quarterly
- Monthly
- Monthly, or more, depending on progress
Helpful Tips: Oversight Committee

• A statement of support issued by the Oversight Committee at the outset of the initiative can garner buy-in and commitment.
• Engage them initially
• Keep informed of progress and challenges
• Engage in sustainability discussions.
• Final briefing
Helpful Tips: Steering Committee

Collaboration is hard work! Structure and commitment are key:

• Members must have authority to make decisions on behalf of their agencies

• Members must have sufficient time to participate in regularly occurring meetings

• High standards for meeting logistics (e.g.: consistent, structured, planned in advance, & convenient location [s]) and meeting participation (e.g.: prep work and a high level of engagement required by members) can contribute to the authority of the committee
Step 2: Formalizing the Collaborative Structure and Initiating Action Planning

• Kickoff Meeting:
  – Identify initiative’s priorities
  – Formalize committees and member roles and expectations
  – Establish meeting logistics, including advanced scheduling and ground rules
  – Initiate action planning.

• Attended by:
  – Oversight Committee: At least partial attendance will garner commitment and buy-in
  – Steering Committee: Responsible for overall planning and facilitation
  – Subcommittee and Additional Stakeholders
Step 3: Developing Shared Values, Principles, and Mission Statement

• Open and honest discussions on values is a critical component in effective collaboration. Focus is not on forcing agreement on every value. Instead, the ultimate goal is to develop a shared statement on values, principles and mission.

• Acknowledging and allowing for differences that do not reach consensus allows for moving forward with identifying and explored shared values to develop a mutually agreed upon base. This is only achievable through trusting relationships.
Step 3: Developing Shared Values, Principles, Outcomes and Mission Statement

• Task 1: Complete the Collaborative Values Inventory (CVI) and Collaborative Capacity Inventory (CCI)
  – CVI: Self-administered anonymous questionnaire; provides a way to assess underlying values.
  – CCI: Self-administered anonymous questionnaire; provides information on perceptions of how systems are collaborating and in areas in which collaboration is strong or weak. [http://www.cffutures.org/files/publications/Collaborative_Capacity_Instrument.pdf](http://www.cffutures.org/files/publications/Collaborative_Capacity_Instrument.pdf)

• Task 2: Create a Mission Statement and a Statement of Shared Values, Principles and Outcomes
  – Developed from findings from the Kickoff Meeting and results of the CVI and CCI
  – Should be a short, one-page document that includes a mission statement, values and principles that are concrete enough to guide decision-making.
Step 4: Review Current Operations

Develop an in-depth understanding of each other’s systems and how one impacts the other.

• Task 1: Define Terms and Processes
  – Bring awareness to unknown processes
  – Clarify misunderstood processes
  – Address differences/inconsistencies in language to develop common terms and descriptions

• Task 2: Understanding Systems
  – Walk-Through: A virtual or actual experience of systems
  – Depicting system processes and identified issues in a table, flow-chart, or other illustration can facilitate prioritization of issues and development of the scope of work
Step 4: Review Current Operations

• Task 3: Determining Next Steps
  – Identify issues to be worked on
  – Identify desired goals and outcomes for each issue
  – Consider implications of desired changes
  – Initiate development of action steps
  – Re-visit the Statement of Shared Mission, Principles and Values to ensure relevancy to the prioritized issues
Step 5: Develop and Implement a Plan of Action

Task 1: Develop a plan of action, including action steps, desired products, and a sustainability plan. The action plan will serve as a roadmap or blueprint and standard against which progress will be monitored and evaluated.

• Integrating a summary of work to date and the statement of shared mission, values, principles and outcomes can serve as a powerful reminder throughout the initiative.

• Key components:
  – Major activities
  – Products
  – Tasks required to complete activities and produce products
  – Parties responsible for each task
  – Timelines
  – Sustainability Plan
Step 5: Develop and Implement a Plan of Action

Task 2: Develop a Communication Protocol. Intended to move beyond preliminary discussions on cross-systems communication to development of a comprehensive protocol that outlines:

- Which activities are each system is responsible for?
- What information is needed by which system?
- When information is needed by each system?
- Clearly defined mechanisms for exchange of information, such as report templates, primary point of contact, etc.
Pathways of Communication Template for Treatment and Case Plans, Monitoring Change, Transitions and Outcomes

Identification Through Community or Family Awareness of Signs, Symptoms and Behaviors

Family and Extended Family Members

Other Community Agencies

Alcohol and Drug Services

- Case Plan Activities, Objectives and Service Strategies
- Visitation Plan
- Required Drug Testing
- Requirements for Reunification
- Visitation Plan

Child Welfare Services

- Treatment Plan, Activities and Objectives
- Required Drug Testing
- Number and Type of Treatment Sessions Required

- Compliance with Court Orders
- Progress in Meeting Treatment Objectives and Parenting Responsibilities

Treatment Plan and Services

- Progress in Meeting Case Plan Objectives
- Changes in Visitation
- Scheduled Meetings with CWS Workers
- Child Has Been Moved to a New Placement
- Transfers of Case to New Workers
- Court Orders

Treatment Monitoring and Transition Planning

Recovery Management

Outcome Monitoring

Community Based Family Support Services

Screening

Immediate Need Triage

Diagnosis

Multidimensional Assessment

Outcome Data

Case Plan Development and Services

Case Plan Monitoring, Permanency Determination

Family Well Being

Outcome Monitoring

Court Reports Including Progress in Meeting Treatment and Case Plans

Court Orders

Review Hearings

Family Treatment Court Hearings

Case Closures

Dependency Court

Detention/ Shelter Hearing

Jurisdiction Disposition Hearings
Task 3: Implement the Action Plan

- Implement the sustainability plan. Key components to address:
  - Identify and engage a broad range of stakeholders, ranging from policymakers to funders to service providers to community members
  - Disseminate successes, lessons learned, etc. through various media outlets and mediums
  - Identify future funding sources and resources
Step 6: Monitoring and Evaluating Success

Ideally, plans for monitoring and evaluation should be developed at the beginning of the initiative and continually monitored.

The collaborative process:

• The CVI and CCI can be administered at multiple points, with the first administration serving as a baseline.
• Partner Surveys
• Network analysis
• Local evaluation: focus groups
• Sustainability efforts

Collaborative outcome measures:

• Which data from each system can help all agencies understand the benefits to families that are served in common?
• What is the impact on the larger system?
• Helpful data sources: RPG-I Data Dictionary; Introduction to Cross-System Data Sources
• Have data sharing agreements been developed?
Implementing EBPs

• Establish an implementation team for new EBPs
• Look at the data that are available
• Align with target population
• Define the outcomes and anticipated impacts
• Utilize existing resources and other sites’ experiences with implementing specific practices
• Training and Fidelity Monitoring
• Evaluate impact
• How will it be sustained?

Adapted from “Integrating Evidence-Based Practices Into Strategic Planning: Building an Evidence-Based Continuum.” CEBC Hosted Webinar, March 2013. Available on CPM.
Building capacity requires more than just *forming* Implementation Teams…There needs to a be new way of…

- Talking about issues
- Making decisions
- Relating to one another
- Organizing to address complex problems

Questions and Discussion
Questions and Discussion

- What key issues have you addressed during this early phase of implementation with your partners?

- What type of partnership structure have you developed to guide the collaborative through the life of the grant? Have you determined the roles and responsibilities of your primary partners in the context of oversight, consultation?

- How have you engaged leadership thus far in your partnership?

- What partners are currently challenging to engage?

- What are your next steps?
Technical Assistance Resources
Collaborative Practice

- SAFERR
- Collaborative Practice Model
- Cross-Systems Collaboration Primer
- Cross-Systems Data Primer

http://www.ncsacw.samhsa.gov/resources
NCSACW Online Tutorials

- FREE online tutorials for child welfare, substance abuse treatment and court professionals

- Example of TA approach
  - Assistance with system-wide implementation of tutorials as a required training for new professionals (e.g. Oklahoma Department of Human Services)

http://www.ncsacw.samhsa.gov/training/default.aspx
Staff Development

Child Welfare Training Toolkit

- 6 modules, each containing:
  - Trainer Script
  - PowerPoint Presentation
  - Handouts
  - Case Vignettes

- Example: Adaptation of toolkit

http://www.ncsacw.samhsa.gov/training/default.aspx
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Please visit our Exhibit Booth to pick up materials!  
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http://www.ncsacw.samhsa.gov/