

# **Results-Oriented Management Training**

## **Module 1: Introduction to Results-Oriented Management Training**

- Introduction to Results-Oriented Management
- What is Results-Oriented Management
- Overview of Section 1: Policy Context for Child Welfare Practice
- Overview of Section 2: Managing for Results
- Overview of Section 3: Evidenced-Based Practice for Achieving Outcomes
- Results-Oriented Management in action
- Other Management Orientations
- Results-Oriented Managers Summary
- Orientation to the Training

## **Section 1: Policy Context for Child Welfare Practice**

### **Module 2: Child Welfare Policy Over the Last 30 Years**

- Check your information about child welfare policy
- Timeline of major legislation in child welfare
- Check your knowledge of major legislation in child welfare

### **Module 3: The Adoption and Safe Families Act of 1997**

- ASFA national goals for child welfare
- Principles and key provisions of ASFA
- Safety of children is paramount
- Foster care is temporary
- ASFA compliance timeline
- Case report
- Permanency planning should begin quickly
- Innovative approaches are needed
- System should be results-oriented
- ASFA and Results-Oriented Management
- Check your ASFA knowledge
- Implementing ASFA provisions

### **Module 4: The Multiethnic Placement Act**

- What is MEPA?
- Purposes and key provisions of MEPA
- Implementing MEPA
- Check your understanding of MEPA
- Sources of additional information on MEPA

## Module 5: The Child and Family Services Reviews

- CFSR Introduces Results-Oriented Approach
- Purposes of the CFSR
- Overview of Content and Process of the CFSR
- The Statewide Assessment
- Outcome Indicators Used in Statewide Assessments
- National Standards for Statewide data Indicators
- The Onsite Review Process
- Onsite Performance Indicators
- Rating Outcomes of an Individual Case
- Substantial Conformity on Outcomes
- Importance of the CFSR to Managers
- CFSR Outcomes
- Systemic Factors Review
- The Systemic Factors
- The Program Improvement Plans
- Resources for Additional Information on the CFSR
- Check your knowledge

## Section 2: Overview of Managing for Results

### Module 6: Overview of Section 2 - Managing for Results

- Overview of Section 2
- Using results data and using a data concept map
- Preview of training modules in Section 2

### Module 7: Making Sense of Measurement

- Using measurement in everyday life and management
- What gets measured gets done
- Types of performance measurement in child welfare
- Decisions on what to measure and emphasize
- Terminology used in this training
- Concerns, cautions and fears

### Module 8: Ins and Outs of the Federal Outcome Indicators

- Use of CFSR outcome indicators in this training
- Guiding principles used by the federal government
- Modifying the outcome indicators for management use
- Permanency outcome indicators
- Child safety outcome indicators
- Federal outcome indicators need supplementing
- The alphabet soup of child welfare data

## Module 9: Effective Management Reports

- Management reports are feedback
- Assessing your existing management reports
- Qualities of effective management reports
- Electronic reports and drill downs
- Two views: Trend and management level
- Supplemental reports

## Module 10: Interpreting Results

- Introduction
- The basic steps of the analytic process
- A case example
- Analytic process for program improvement
- Let's get real
- Initial identification
- Postulating and hypothesizing
- Testing and findings
- Drawing conclusions
- Taking action and monitoring performance
- Final thoughts on data interpretation

## Module 11: Taking Action for Program Improvement

- Introduction to Module
  - Program improvement: Challenging and rewarding
  - The meaning of program improvement
  - Data Interpretation
- The Program Improvement Process
- Involving Others (Stakeholders) or Not
- Data Interpretation
- Defining a Desired Future
- Developing an Action Plan
  - Establish the outcome goal
  - Determine general strategy
  - Develop measurable objectives
  - Potential obstacles
  - Set numeric targets
  - Specify tasks, establish responsibilities and determine timelines
    - Action plan concept map
    - Determining tasks
    - Assigning responsibilities
    - Establishing timelines
- Format for an Action plan
- Implement the plan
- Monitor performance

- Update plan

## Module 12: Proactive Use of Data

- Introduction
- Have it Your Way: Styles of Data Analysis
- Taking Action Menu
- Using Data Proactively
- Tracking Outcomes Without the Aid of a Computer
  - Kelly and Elna, case example
- The Countdown Report
- Group Supervision
- Tracking Progress Toward Outcomes (Using Entry Cohorts)
- Survival Analysis

## Module 13: Establishing a Results-Oriented Culture

- Introduction
- Reports, skills and culture
- Reactions to the use of data
- Organizational culture survey
- Blaming and punishment
- Accountability
- What is culture and how is it - communicated?
- Comparing cultures: results vs. blame
- Seven steps to a results-oriented culture
- The elusive culture
- You can make a difference
- End of section 2

## Section 3: Evidence-Based Practice

### Module 14: Introduction to Evidence-Based Practice for Achieving Outcomes

- Introduction
- Revisiting Sue From Module 11
- Sue's First Assignment on a State Advisory Committee to Improve ASFA Outcomes
- Overview of Section 3: Evidence-Based Practice for Achieving Outcomes
- About Module 15: Good Child Welfare Practices Under ASFA
- Modules 15 - 21 Will Present Research Findings
- Evaluating Strength of the Research
- Organization of the Outcome Modules

## Module 15: Achieving "Good Practices" Under ASFA

- Introduction
- Rate Your Agency on Good Child Welfare Principles
- Critical Questions for Planning
- The ASFA Puzzle
- More Pieces of the Puzzle
- Answers
- Promising Service-Delivery Programs Under ASFA
  - Collaborations
  - Multidisciplinary Teams
  - Community-Based Services
  - Prevention
  - Other
- Programs Focused on Administration
  - Funding
  - Staffing
- Snapshot of Promising Programs by State

## Module 16: Best Practices for Achieving Timely Reunification

- Introduction
- Reunification as an Outcome
- Reunification as a Process
- What to Make of All This
  - Carla Examines Reunification Rates
  - Carla Examines the Evidence
  - How Carla Used the Research to Investigate Reunification Problems
  - Check Your Understanding
- Who Gets Reunified?
- Intensive Case Review
- Back to Carla: Intensive Case Review
- Carla Develops an Action Plan for Program Improvement
- Program Improvement Results
- Selected Web Resources

## Module 17: Best Practices for Preventing Reentry Into Placement

- Introduction
- Reunification and Reentry: The Connection
- Experts Say ....
- Overview of Outcome
- An Example
- Ed Looks at His Reunification Rates
- Evidence-Based Practice Tool
  - Factors that may influence reentry rates
  - Recap of child factors, family factors, service factors

- Check Your Understanding
- What Should Ed Do?
- The Results of Ed's Experiment
- Ed Talks to Carla Again
- Parents Helping Families Reunify
- What Do You Think?
- Resources for Additional Information

## Module 18: Best Practices for Achieving Timely Adoption

- Introduction
- Do You Know?
- Timely Adoption as an Outcome
- the Research Say?
  - Evidence-Based Practice Tool
- Check Your Understanding
- Gathering Information to Improve Adoption Outcomes
  - Anne's Interview
- Anne's First Month: Ruling Out Rival Causes
- Three Months, Three Million Meetings
- Check Your Understanding
- Anne's Program Improvement Plan
- So What Happened?
- Selected Web Resources

## Module 19: Best Practices for Achieving Stability in Placement

- Introduction
  - It's All About Mastery
  - Coming Up
- Stability in Placement as an Outcome
  - Child and Family Services Review
- Questions You May Have
  - What About the Purple Pie Piece?
  - What About Kids in Care Longer than 12 Months?
- Check Your Understanding
- Learning From Linda
- What the Research Says
  - Evidence-Based Practice Tool
  - Review of Important Factors
- Check Your Understanding
- Inspector Linda and "The Case of Low Placement Stability"
  - Check Your Understanding of Linda's Findings
  - Linda Looks for Patterns
  - Check Your Understanding
  - Intensive Case Review

- Key to the Case of Low Placement Stability
  - Conclusions
- Linda's Action Plan
- The Results

## Module 20: Best Practices for Preventing Recurrence of Maltreatment

- Introduction
- What Do You Know About Maltreatment Recurrence?
- Recurrence of Maltreatment as an Outcome
- An Example
- What Does the Research Say?
  - Evidence-Based Practice Tool
- Predictors of Recurrence
- Joyce's Research, Case Reviews & Results
- Check Your Understanding