

INNOVATION IN CHILD WELFARE EXAMPLES OF IMPLEMENTATION STRATEGIES

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Implementation & Effectiveness in Youth Care Services

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CREATING TOMORROW





The Netherlands

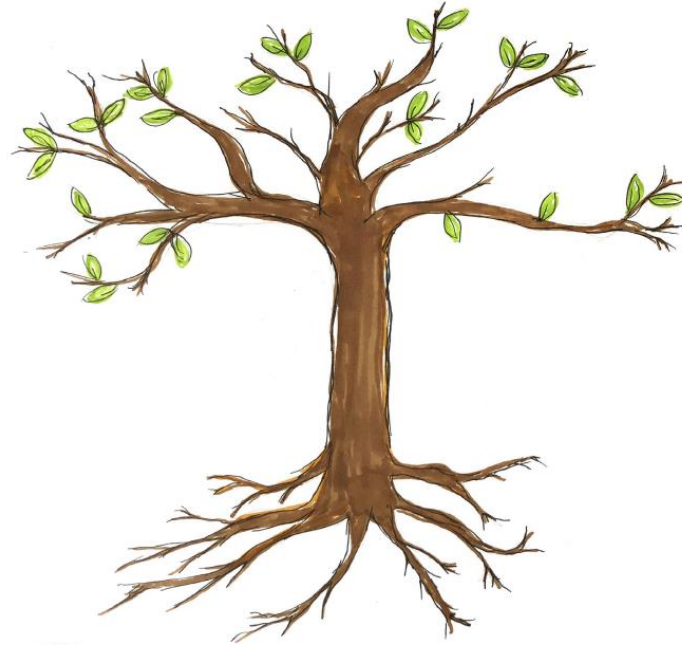
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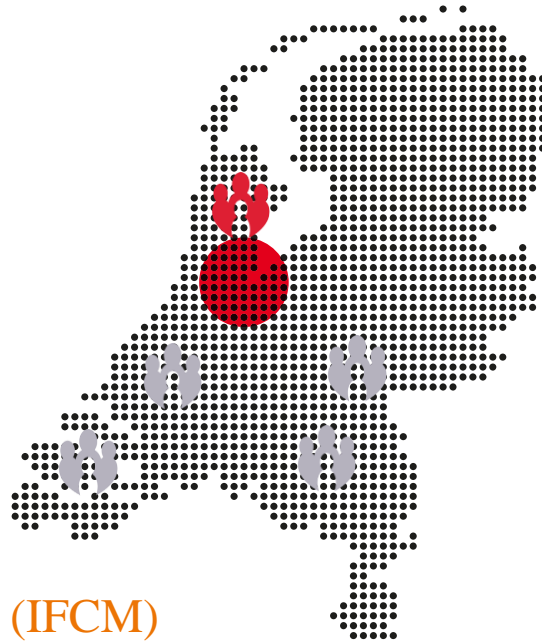
Innovation in children's services and child protection

Examples of
implementation strategies



Child Protection Amsterdam

- Total staff: 410
- Child protection + youth parole
- Case management in 3000 multi problem/high risk families
- > 7000 children
- Amsterdam metropole
 - 25 municipalities
- Population 1.9 million
- Intensive Family Case Management (IFCM)
- Dissemination 2013 - 2018



INTENSIVE FAMILY CASE MANAGEMENT

- ▶ Development started after crisis in the organization
 - ▶ Financial problems
 - ▶ Leadership not trusted
 - ▶ Direct control of the local government
 - ▶ Surveillance of Inspectorate on Child Welfare & Child Protection
- ▶ Functional Family Parole Service (FFPS) as core method
- ▶ System oriented approach on all levels
- ▶ Defining a population outcome: ‘every child safe, forever’
- ▶ Defining an organization outcome: we only deliver ‘value work’
- ▶ Vanguard ©

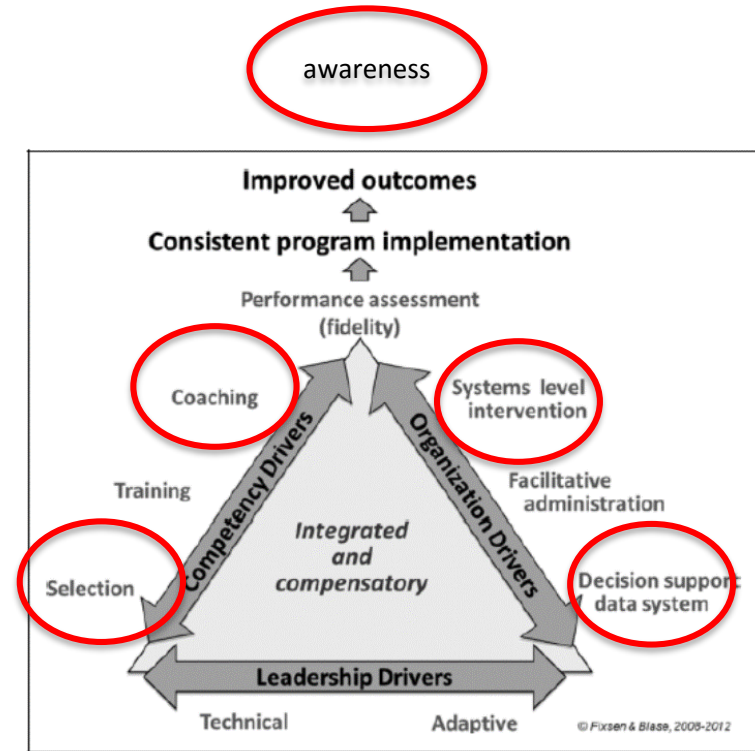
Working from ‘the purpose’

The core question is: why does our organization exist? What is the goal of our work?

What is the purpose? How do parents, children and youths benefit from this?

METHOD

- ▶ Model: Bertram, R. M., Blase, K. A., & Fixsen, D. L. (2015). Improving programs and outcomes: Implementation frameworks and organization change. *Research on Social Work Practice*, 25(4), 477-487.
- ▶ Review of documents
- ▶ Interviews key figures



1. Three dimensions

Implementing a new approach for the organization: what to bear in mind?



The organization system
(**trunk**)



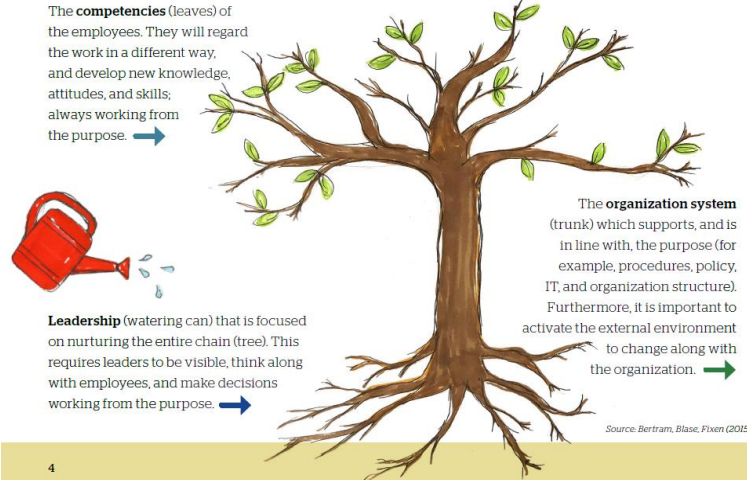
The employee competences
(**leaves**)



The (required) leadership
(**watering can**)



Together, these shape the culture
(**roots**)



These three components all add to the culture (**roots**) of the organization. Values, such as 'continuous learning' and 'calling each other to account' are experienced and nurtured. The culture stems from the purpose, and because the three components are constantly developing the roots grow deeper, creating a secure base and anchoring for the organization.

TO START WITH: AWARENESS

- ▶ Phases: exploration + installation
- ▶ Check-Plan-Do was used to start awareness in the organisation (Vanguard)
- ▶ ‘Check’ helps to find out what contributes to the purpose and what doesn’t
- ▶ Main group, designs a new work process (‘Plan’)
- ▶ ‘Enroll’ in all teams -> same ‘check’ by all staff
- ▶ Back-up team to make this possible
- ▶ Crucial steps: not taken elsewhere

Do's & Don'ts

- ✓ • Bottom-up approach (enroll).
- Let employees feel the need for change.
- Create a safe learning environment.
- ✗ • Top-down approach (unroll)
- Focus on the approach
- Give insufficient time

COMPETENCIES - SELECTION

- ▶ In the development of the desired competencies, four elements are important:
selection, training, coaching and monitoring.
- ▶ Selection: can be a scary to arrange for ->
- ▶ Child protection Amsterdam dared to select
- ▶ Introduction competence management
- ▶ Teammanagers + all staff : Capable? Willing?
- ▶ Support team by group not selected

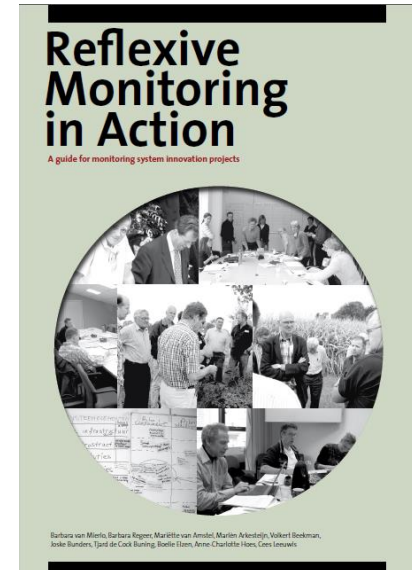
Do's & Don'ts

- ✓ • Select people who are excited about the change and can convey this excitement to others.
- Continually convey the vision (the purpose) so more and more people will be convinced of the need for change.
- ✗ • Hold onto people who do not feel committed, for fear of costs or an exodus. Dare to make changes!



COMPETENCIES - COACHING

- ▶ Weekly team session, 2-3 hours
- ▶ 3 components: supervision (treatment fidelity), case discussion (child safety) and team issues/team development
- ▶ 3 roles: supervisor/coach; psychologist, team manager
- ▶ Joint reflection and feedback loops on other levels in the organization
 - ▶ Work sessions with team leaders
 - ▶ Work sessions with the main group
 - ▶ Weekly supervision and a head supervisor
 - ▶ Video reflection on every level
 - ▶ A variety of active working methods, like theatre exercises, dynamic learning agenda, change mapping sessions, Barometer.



ORGANIZATION – INTERNAL SYSTEM INTERVENTIONS

- ▶ **Issue management**: culture, put forward by management, which stimulates employees to report issues as soon as possible, whenever they are unable to solve ‘system problems’ themselves.
- ▶ **De-blame employees**: staff often feel that it’s their fault if something doesn’t work out in a case. This makes open discussions difficult. Supervisors consciously “de-blame” employees, making it easier for employees to seek help with issues they can’t solve themselves.
- ▶ **Escalate**: Whenever an employee can’t solve an issue, the team gets to work. If they are unsuccessful, the team manager takes up the case. If *they* are unsuccessful, the board will take it up.
- ▶ **Complex cases**: long-term and complex cases are discussed in a special meeting in order to realize a breakthrough. “Nobody leaves until a new direction is found to achieve the purpose”.

ORGANIZATION – MEANINGFUL MEASURES



Family level:

- ▶ Two scores (from 0 to 10) after every conversation with a family: 1) For the level of current safety (at the time of the conversation) 2) For the extent to which lasting safety (the so-called central line) of the children has been achieved.
- ▶ is an aid to talk more specifically about the family's progress, with the family and in the team meeting.

Team level:

- ▶ information on caseload, the duration of the current phase of the case, etc.
- ▶ information on the yearly audits of team functioning.
- ▶ information on client satisfaction
- ▶ information based on assessment instruments
- ▶ etc



CONCLUSION

- ▶ Many more examples described: for instance application of fidelity instruments in supervision and competence management in teams; strategies on the physical environment (ICT, building etc.), training, research, facilitating leadership
- ▶ Most salient ones explained today
- ▶ Do these strategies work?
 - The interviews with key persons showed that most strategies help other organizations as well
 - But the strategies can't be copied exactly
 - This project was focused on describing strategies, to inspire other organizations
 - What works is a next step

THANK YOU

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- ▶ Please find the interactive document at:
 - ▶ www.amsterdamuas.com/youthcareservices

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Examples of
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