

Strengthening Capacity for Effective Implementation in Central Counties

Proposed AIM

Building on counties’ strengths and unique infrastructures, CCTA’s aim is to design and operationalize a system of support that attends to executive, cross-agency, and day-to-day leadership and management functions necessary for effective implementation of the CA Practice Model and any integrated practice and system improvement. In partnership with key county stakeholders, CCTA Implementation Support Team members can provide facilitative coaching and consultation so that counties meet their desired objectives in the focus areas described below. Effective implementation requires clarity and agreement about the explicit, stated intervention and how it fits within the county context and serves the mission of the organization. The intervention must be defined, clearly understood, realistic, and possible to implement. Focus Areas below are geared towards building implementation capacity for that specific intervention.

These on-site consultation days, known as “Implementation Support Days,” can be provided by CCTA through a fee for service agreement, can be added to contracts for training, or can be the sole deliverable in a new contract. The number of days desired in each focus area will be unique for each county. We estimate the range of days the work might require, but look forward to shaping the scope of work and desired Implementation Days with each county individually.

Implementation consultation is best designed for *teams* and will require their active involvement in the work *throughout* the consultation process. Phasing of the work within each Focus Area below is important (*please see visual below*). Focus Area A is foundational and should be addressed prior to beginning work in Focus Areas B through D. All work is developmental and will be tailored, paced, and designed for each county.



Strengthening Capacity for Effective Implementation in Central Counties

Focus Areas

A. Enhancing the demonstrated role of leadership at all levels (8-12 Days)

1. Facilitation of an Implementation Assessment, or Readiness Assessment (for CPM) which targets implementation planning priorities.
2. Co-create Charter for Leadership and Management Teams, which define each team's functional role, competencies, strategic communication protocols within and between each team, and staff at all levels.
3. Clarify and define the new or existing practice (or set of practices), within the CPM practice model to the extent that leaders and agency staff at all levels can clearly describe it and how it integrates into current and existing work priorities. Shared understanding about the new practice or system improvement and how it integrates into daily work might be supported by communication tools, focus groups, graphics, and other ways that promote active engagement of staff.
4. Co-create communication plan that ensures input, and regular feedforward and feedback loops between key teams and staff at all levels.
5. Enhance the development of a county's key Implementation Team, which includes Charter development (clearly describes function and objective for the team, including its action plan), selection of key members for the team, and process for linkage between both the Leadership and Management team and staff at all levels.
6. Co-design an annual implementation plan geared towards implementation of the CPM as well as the CPM's integration into the county's existing work priorities.

B. Workforce Development (5-8 Days)

1. Ensure that the essential elements or core components for the new practice are deliberately connected to training and coaching plans, and incorporate implementation best practices of workforce development (use of adult learning, primary and secondary observation, using data to provide feedback, etc.).
2. Ensure that the training and coaching plan, focused on Continuous Quality Improvement (CQI) related to the practice and system improvement, meets the needs of the county. This includes the readiness of supervisors to coach the practice, the use of practice fidelity tools, as well as the ability to generate practice themes which inform ongoing training and coaching for continuous quality improvement.
3. Utilize a case consultation framework that can be applied across all levels of the agency, mindful of CQI, both in practice and the system, which facilitates and nurtures a culture and climate for ongoing learning and improvement.

Strengthening Capacity for Effective Implementation in Central Counties

C. Using Data for Understanding and Improvement: Engaging Staff in Continuous Quality Improvement (6-10 Days)

1. Utilize available and/or co-create tools that support data gathering related to practice behaviors and strategies. Ensure that leadership at all levels uses this data to regularly inform and guide ongoing implementation activities.
2. Utilize available and/or co-create tools that support data gathering related to planned implementation activities and ensure that key teams and leaders use the data to determine next steps and evaluate progress of implementation.
3. Connect data tracking and analysis and planning efforts with current SIP and other CQI efforts that staff use to track and monitor family and system outcomes.

D. Building and Engaging Partnerships (3-5 Days)

1. Co-create and utilize a communication plan about the “new practice” (or any practice/system improvement effort) that will be used to actively engage key internal and external partners.
2. Build partnerships with stakeholders that result in a shared role, shared commitment, and shared accountability for implementation success.
3. Explore and describe current and potential opportunities that promote stakeholders’ active involvement in implementation.
4. Ensure communication and active engagement efforts also honor the priorities and agendas of stakeholders.

The CCTA Implementation Support Team encourages a process that allows for each county and the IST to develop a specific scope of work, based on the county’s objectives. The scope would detail the deliverables in each implementation domain, describe the expectations for both the CCTA consultation team and the county, and specify the needed number of on-site days and planning calls.