Linkages: CalWORKs & Child Welfare Collaboration
It Really Does Just Make Sense!

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CWDA Conference 10-3-12
Long Beach, California
Agenda

- What is CFPIC and how did we get involved in Linkages?
- What is Linkages?
- Video
- Los Angeles County: An Example
- Toolkit
- Lessons Learned
What is CFPIC?

- CFPIC incorporated as 501 c 3 in 2004
- Mission
  - To advance the development of sound public policy and promote statewide program excellence in public Human Services Agencies through research, education, training and technical assistance targeted to unmet needs identified by Human Services Agencies and funding partners

- Fundamental goal: To identify best practices and help spread them across the state
Stakeholder consensus:

- CFPIC’s can best serve California’s Human Services System by:
  - Identifying Best Practices
  - Helping to Spread Best Practices
CFPIC EVOLUTION FROM 2004 TO 2012

- 8 YEARS OF EXPERIENCE IN IMPLEMENTING, SPREADING, SUSTAINING INNOVATIVE PRACTICES
  - FAMILY TO FAMILY
  - BREAKTHROUGH SERIES COLLABORATIVES
    - DIFFERENTIAL RESPONSE
    - TRANSFORMATION OF INDEPENDENT LIVING SERVICES
    - DISPROPORTIONALITY
  - FAMILY FINDING AND ENGAGEMENT
  - TANF/CHILD WELFARE PARTNERSHIP(LINKAGES)
  - CAPP
LINKAGES EXPERIENCE

- MOST WIDESPREAD CFPIC INITIATIVE
- 12 YEARS OF WORK IN MOVING FROM CONCEPT TO IMPLEMENTATION AND SPREAD
- PEER SHARING ACTIVITIES
  - TOPIC OF INTEREST CALLS
  - WEBINARS
  - CONFERENCES
LINKAGES: Context for Change

- California’s Human Services programs in late 1990’s challenged to reform
- Outcomes Focus provided measures for monitoring change
- Partners and advocates committed to working with the public system to achieve specific desired results
Vision Created in 1998, 1999
- Pubic/Private Partners

*Poverty is a risk factor for child abuse and neglect*

Families with annual incomes below $15,000, compared to families with annual incomes above $30,000, are over 22 times more likely to experience some form of maltreatment.

(US Dept HHS)
Overlap of clients in Temporary Assistance to Needy Families (TANF and Child Welfare Services (CWS):

- Statewide, 60% children in CWS have a history of AFDC or TANF aid
- Varies by county: from 44% - 87%
- CWS use predicted by: AFDC/TANF use, unemployment, and family poverty rates

(CDSS RAD, August 2002)
Linkages History (cont’d)

- Planning Phase 2000-2002 (Foundation)
- Four Stages of Implementation
  - Pilot Phase 2003 (Foundation)
  - Second Implementation Phase 2005 (Foundation)
  - Third Phase Implementation under the FederalDemonstration Grant 2006-2011
  - Fourth Phase to deepen and spread CDSS-Office of Child Abuse Prevention Grant 2011 to 2014
## Linkages Logic Model

### LINKAGES LOGIC MODEL: System Perspective

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outputs</th>
<th>Linkages Logic Model: System Perspective</th>
<th>Outcomes</th>
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<tbody>
<tr>
<td><strong>What we invest</strong></td>
<td><strong>What we do</strong></td>
<td><strong>Who we reach</strong></td>
<td><strong>What the short term changes are</strong></td>
</tr>
<tr>
<td>- Leadership commitment to coordinated services, leveraged resources, and shared outcomes</td>
<td>- Visible executive sponsorship to promote collaboration</td>
<td>- Families being mutually served by CWS and CalWORKs</td>
<td>- Staff understand the basics of the other program</td>
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<tr>
<td>- Research time and resources to determine target population, monitor outcomes and evaluate results</td>
<td>- Plan and oversee development of the program and method of tracking results</td>
<td>- Child Welfare and CalWORKs staff, Decision makers, Managers, Supervisor, line staff</td>
<td>- Barriers to collaborative practice have been minimized</td>
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<tr>
<td>- Staff time to plan and implement Linkages practice</td>
<td>- Produce policies and procedures</td>
<td>- Other partner agencies and services providers</td>
<td>- Increased access to services for mutual families</td>
</tr>
<tr>
<td>- Staff time to adapt Linkages practices into operational policies and procedures</td>
<td>- Consistently identify the target population</td>
<td>- Collaboration relationships exist between both programs</td>
<td>- Increased engagement of family in their coordinated case plan</td>
</tr>
<tr>
<td>- Staff trained in the skills and knowledge for effective Child Welfare/TANF service coordination</td>
<td>- Train workforce</td>
<td>- Mutual families are consistently and accurately identified</td>
<td>- Mutual families follow through on service participation</td>
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<td></td>
<td>- Engage family in coordinated case planning</td>
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<td>- Staff demonstrate competency in service collaboration</td>
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<td>- Make existing resources available to promote service coordination</td>
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<td>- Jointly monitor the coordinated case plan</td>
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<td>- Collect data for evaluation</td>
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<td>- Interpret evaluation findings and make program improvements accordingly</td>
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### External Factors

**What’s happening in the environment?**

- Policy changes in Child Welfare or CalWORKs
- Economic environment
- Community-based resources for families

- Increased job satisfaction for staff
- Mutual families feel supported
- Increased engagement of family in their coordinated case plan
- Mutual families follow through on service participation
- Staff demonstrate competency in service collaboration
- Linkages strategies are embedded in practice
- Children can remain at home safely
- Families are economically self-sufficient
- Staff prepared for program leadership positions
- Increased staff retention
Over 30 of California’s 58 Counties, Representing over ¾ of state’s population involved under the Federal Grant

Currently 20 Counties are actively in Peer Sharing and Mentoring funded by CDSS/OCAP
Linkages: What does it look like in practice?

- Units consisting of staff from and from Child Welfare
- Co-location of *TANF/WTW staff in Child Welfare offices
- Co-location of Child Welfare staff in TANF/WTW offices
- Coordinated Case planning meetings
- Joint Fiscal planning meetings

*Temporary Assistance to Needy Families Welfare To Work
Linkages: What does it look like? (cont’d)

- Cross Training between staffs
- Coordinated Case Plans
- Collaborative Client Engagement
- Sharing Resources between CalWORKs and Child Welfare programs
  - Domestic Violence
  - Substance Abuse
  - Mental Health
  - Parenting
  - Transportation
  - Child Care
Who Is Being Served?

- Families being served by Child Welfare who also being served by CalWORKs/WTW
  - Emergency Response Referrals
  - Family Maintenance
  - Family Reunification
  - After-care
Promising Outcomes

- **Percent of children with substantive recurrence of maltreatment:** data suggest families avoid early recurrence of maltreatment

- **Percent of children not removed:** Only 2 counties reported data and showed lower rates of removal

- **Percent of parents who resolved sanctions:** Increase

- **Length of time the Parent is on aid:** Limited data but showed decrease in time on aid
Staff Surveys and Case Study Findings

- **Top 5 Factors leading to successful implementation:**
  - Strong Leadership that supports the initiative
  - Workplace environment open to innovation
  - The belief families will be better off because of the collaboration between CWS and TANF workers/programs
  - Clear communication between workers/programs
  - Compatible procedures
Linkages Video: A View from staff and Family
Los Angeles Implements Linkages
Los Angeles Implements Linkages

- **Pilot (March 2006):** Three Department of Children and Family Services (DCFS) and corresponding CalWORKs and Welfare-to-Work Offices.

- **Countywide Implementation (November 2007 – November 2009):** Incremental rollout through four cohorts was necessary due to the County’s size. Pilot offices, Cohort 1.

- **Rollout Cohorts:** Each cohort included approximately four DCFS offices and their corresponding CalWORKs & Welfare-to-Work offices.
<table>
<thead>
<tr>
<th>Department of Public Social Services (DPSS)</th>
<th>Department of Children and Family Services (DCFS)</th>
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<tbody>
<tr>
<td><strong>CalWORKs/Welfare-to-Work</strong></td>
<td><strong>Child Welfare Services</strong></td>
</tr>
<tr>
<td><strong>Offices</strong></td>
<td></td>
</tr>
<tr>
<td>31 CalWORKs/General Relief (GR)</td>
<td>17</td>
</tr>
<tr>
<td>7 Welfare-to-Work</td>
<td></td>
</tr>
<tr>
<td><strong>Referrals</strong></td>
<td><strong>Cases</strong></td>
</tr>
<tr>
<td><strong>Monthly Caseloads</strong></td>
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<tr>
<td>177,045*</td>
<td>13,982</td>
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<td></td>
<td>34,886**</td>
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</table>

* CalWORKs Cases

** Includes Emergency Response (Open Services Cases), Family Maintenance, Family Reunification, Permanent Placement & Adoption Services Cases.
Planning Committee: Involvement by key stakeholders in the planning for the pilot included DCFS, Department of Public Social Services (DPSS), Chief Executive Office (CEO); and DCFS & DPSS office managers and line staff.

Linkages Liaisons: Line office coordinators were established as central point of contacts. A Linkages Liaison/Coordinator exists in every DCFS, CalWORKs/General Relief, and Welfare-to-Work office.

Linkages Coordinators: DCFS & DPSS designated a Linkages Coordinator.
Implementation Strategies (Continued)

- **Linkages Protocols:** The four protocols developed for implementation were deliberate. Currently, there are five protocols.

- **DPSS Worker Co-located in DCFS:** Co-location was key for implementation.

- **Rollout & Training:** Planning the rollout of the cohorts and training curriculum was strategically planned.

- **Linkages Leadership:** After the pilot phase, the Linkages Planning Committee evolved into the current Leadership infrastructure needed to support and sustain Linkages.
FIVE LINKAGES PROTOCOLS IN LA

- Linkages DCFS 5122 Screening Tool
- Family Reunification Service Coordination
- Linkages GSW Co-Located at DCFS
- Family Preservation Service Coordination
- Homeless Outreach

- Attends Priority TDMs
- Provides Ongoing Case Consultation
Training Planning Strategies

• **Rollout Pre-Meetings:** Prior to training, held pre-implementation meetings with impacted DCFS & DPSS office leadership and their administrative team.

• **Co-located GSW:** As Linkages was rolled out to a DCFS office, their co-located Linkages GSW was selected prior to training and he/she attended all of the office’s training sessions.

• **Linkages Training Team:** Developed the training curriculum and a training plan for each DCFS/DPSS office.
Some of our best practices to successful training is modeling collaboration through:

- Training sessions conducted jointly, a DCFS and DPSS trainer.
- For each training session, the “Welcome” is conducted jointly by office managers (DCFS/DPSS) for implementation training.
- Linkages Leadership Team representatives are always in a supporting role for implementation training sessions and others trainings as needed.
- Curriculums include both departments’ role within the specific protocol being covered.
Strategies used for training sessions:

• **Joint Training Sessions:** Staff are purposely seated next to someone from the opposite department.

• **Handout Packet:** Includes PowerPoint, training session related forms, process flow charts, and a Linkages brochure.

• **Linkages Liaison Listing:** Most recently revised listing is distributed and reviewed.

• **Training Environment:** We create a fun environment to keep staff engaged and awake, especially during an all day training session.

• **Curriculum:** Interactive & fun activities are incorporated to reinforce the curriculum.
# Training Activity Sample

## LINGO BINGO

### Answer Sheet

<table>
<thead>
<tr>
<th>LEADER</th>
<th>FM</th>
<th>DPSS</th>
<th>CWS/CMS</th>
<th>LGSW</th>
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</thead>
<tbody>
<tr>
<td>LA Eligibility Automation Determination Evaluation &amp; Reporting System</td>
<td>Family Maintenance</td>
<td>Department of Public Social Services</td>
<td>Child Welfare Services/Case Management System</td>
<td>Linkages GAIN Services Worker</td>
</tr>
<tr>
<td>CBL</td>
<td>GSW</td>
<td>TDM</td>
<td>GEAR</td>
<td>FR</td>
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<tr>
<td>Community Based Liaison</td>
<td>GAIN Services Worker</td>
<td>Team Decision Making (Meeting)</td>
<td>GAIN Employment Activity Reporting System</td>
<td>Family Reunification</td>
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<tr>
<td>GAIN</td>
<td>WCMIS</td>
<td>DCF</td>
<td>SCSW</td>
<td>CallWORKs</td>
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<tr>
<td>Greater Avenues for Independence</td>
<td>Welfare Case Management Information System</td>
<td>Department of Children and Family Services</td>
<td>Supervising Children’s Social Worker</td>
<td>California Work Opportunity and Responsibility to Kids</td>
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<td>ER</td>
<td>SAAMS</td>
<td>WWW</td>
<td>MCPC</td>
<td>CalWORKs</td>
</tr>
<tr>
<td>Emergency Response</td>
<td>Search Attach Assign Merge Specialist</td>
<td>Welfare-to-Work</td>
<td>Multidisciplinary Case Planning Committee</td>
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<tr>
<td>CSW</td>
<td>VFM</td>
<td>GROW</td>
<td>DI</td>
<td>GR</td>
</tr>
<tr>
<td>Children’s Social Worker</td>
<td>Voluntary Family Maintenance</td>
<td>General Relief Opportunities for Work</td>
<td>Dependency Investigator</td>
<td>General Relief</td>
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</table>
## Training Activity Sample

### Linkages Jeopardy

<table>
<thead>
<tr>
<th>Service Coordination</th>
<th>Family Reunification</th>
<th>CalWORKs &amp; CWS Collaboration</th>
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<tbody>
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<td>10</td>
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</table>
Workers leverage services/resources for CalWORKs families with an open Child Welfare case where the child(ren) remain in home of parent.

What is Family Maintenance (Family Preservation) service coordination?
Who are the Child Welfare Services and CalWORKs/Welfare-to-Work workers?

Workers who conduct ongoing service coordination for mutual Linkages families
This worker participates in Team Decision Making family meetings with Child Welfare Services when it involves a mutual family

Who is the CalWORKs/Welfare-to-Work worker?
Maximizing resources/services for families, communicating effectively and developing complementary case plans

What is effective service coordination?
Terminated CalWORKs families whose children were removed from the home and the parent has a Child Welfare Services case plan in place

**What is CalWORKs Family Reunification?**
What are CalWORKs-funded FR activities/services?

Mental Health, Substance Abuse, Domestic Violence, Employment Services, Supportive Services (transportation, school/work related expenses)
Child Welfare Services establishes good cause for a FR extension and a CalWORKs redetermination must determine the parent to continue to be CalWORKs eligible.

*What is required for an extension of CalWORKs FR services?*
1) The child(ren) was removed from the home & placed in out-of-home care;  
2) Assistance Unit (including the parent) was receiving CalWORKs when the children were removed; and 
3) CWS has determined CalWORKs services are necessary for reunification.

**What are the conditions a CalWORKs parent must meet to receive CalWORKs Family Reunification services?**
Maximizing resources for families, less duplication of services, and a “Team” approach in serving families

What is efficient Linkages service coordination?
Create a shared vision, foster and support CWS and CalWORKs/WtW partnership, recognize and reward collaboration, and reinforce service coordination

**What can Directors/Managers do to champion Linkages?**
Initiate contact with CWS/CalWORKs counterpart to maximize services for families, share necessary information to provide services, and invite counterpart to conduct joint Linkages presentations during staff meetings.

What can staff do to promote Linkages?
In Child Welfare Services, this is the first and most important step in serving families through Linkages.

What is identifying a CalWORKs family?
Linkages Products for Spread and Sustainability

- **Communications Tools**
  - Video
  - Brochure
  - FAQ’s

- **Linkages Toolkit**
  - On-line tool “how-to” plan and implement Linkages
Toolkits

- An exciting approach to supporting implementation, spread and sustainability

- CalSWEC/CFPIC has developed a standardized toolkit framework that we are using across a multitude of platforms
Toolkit Home Page
Statewide Linkages Toolkit
Welcome
Here you’ll find guidance, tips and suggestions from the field, all designed to help you establish, upgrade or sustain Linkages in your county.

How the Toolkit Can Help
The experience of more than 30 operating Linkages programs has highlighted essential ingredients for successful service coordination. Taken together, these elements help counties launch, revitalize or improve their Linkages programs.

Where to Start
If you’re a county considering bringing Linkages on board, start by familiarizing yourself with the overall flow of the toolkits, dive deep into the Definitional Toolkit then proceed through the toolkits in order. If Linkages is up and running in your county, find the toolkit that best matches where you need refinements or fresh ideas.

How to Get Started
Tools and resources are provided to help counties establish, upgrade or sustain Linkages in your county. This toolkit includes:

- Definitional Toolkit
- Assessment & Planning Toolkit
- Tools and Resources

What You’ll Find Here
- Definitional Toolkit
- Assessment & Planning Toolkit
- Tools and Resources

Implementation Planning Road Map
Implementation Lessons Learned

Welcome to the Statewide Linkages Toolkit! Here you'll find guidance, tips and suggestions from the field, all designed to help you establish, upgrade or sustain Linkages in your county.
Definitional Tools
About Linkages
Logic Models

What Is a Logic Model?

A logic model is a simple diagram that communicates the rationale for why a program will work. Also known as a “theory of change,” a logic model shows how contextual factors and programmatic inputs, activities and outputs are related leading to the programs desired outcomes. Since over 50 counties have implemented Linkages in California, a commonly accepted logic model has evolved for this initiative. Click on the links below to view two different versions of the Linkages logic model: one from the overall systems perspective and the other from the staff and families perspectives.

Why Create a Logic Model?

A logic model is a useful planning tool that helps programs clearly connect resources and activities to results. Logic models are also valuable tools for communication, evaluation, and continuous learning and improvement. Consider using the Linkages logic model to:

- Communicate the purpose, rationale and key elements of Linkages.
- Show why Linkages is important.
- Create a common understanding and reference point for everyone involved in Linkages.
- Illustrate what will result from Linkages and how to achieve these results.
- Ensure that you have the necessary resources (inputs) for Linkages.
- To define what success means for Linkages to inform evaluation.
- Reference when you are designing training materials and evaluation tools.
- Revise as you learn from implementing Linkages and from evaluation feedback.

If you decide to proceed with Linkages in your location, follow the steps in the Evaluation Road Map to customize the Linkages logic model so that it reflects the context, substance and results planned for your specific Linkages program.
Toolkit Demonstration:
http://cfpic.org/toolkit/
Lessons Learned

- Visionary county leadership can unite management and staff to create a coordinated services system to more comprehensively serve families.
- Need stronger communication between Leaders and Project.
- The county must be willing to provide the resources for the data gathering for evaluation.
- Coordination requires long-term commitment and changes in systems.
Questions?
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