

# Achieving Systems Change Project – Los Angeles

## Department of Child and Family Services

### Implementation Project Plan

#### INTRODUCTION

DCFS, with support from the Western Pacific Child Welfare Implementation Center (WPIC), will implement a three-year project intended to achieve values-based, data-driven, and sustainable systems change on behalf of children and families through the advancement of three inter-dependent and inter-related models (or interventions) for transformation - strategy management, stakeholder engagement, and initiative alignment - that will operate at both a macro- and micro-level.

- **Strategy Management** – Application of research and evidence-based management activities including an Office of Strategy Management (OSM), strategic planning and organizational development, data-driven management and decision-making, and strategy review and monitoring.
- **Stakeholder Engagement** – Comprehensive implementation of values-driven, transparent, and inclusive engagement of diverse stakeholders including parents, caregivers, youth, inter-departmental partners, community-based organizations, community networks, policy makers, philanthropy and DCFS staff toward the collective achievement of a shared set of desired goals and outcomes.
- **Initiative Alignment** – Integration of select programs/initiatives based upon a new vision for the Department and a core set of practice principles.

At the *macro-level*, DCFS will create the strategies and processes necessary to carry out these models throughout each level of the Department and with its many stakeholders. At the *micro-level*, DCFS has selected a “transformation zone” via the Community Based Support Division where these interventions can be tested and adapted to create and document the learning environment necessary for DCFS to take these and future interventions fully to scale.

#### Interventions

The following describes activities that DCFS will undertake with support from the WPIC:

#### Strategy Management

<i>Macro-level</i>	<b>Activities</b>
	Create an Office of Strategy Management that oversees, coordinates, and facilitates all strategy related activities in order to help institutionalize the Strategy Management Process by reconfiguring responsibilities for planning, communications, development, execution, target setting, and measurement.
	Create responsive, flexible, and adaptive management processes to integrate and align inter-departmental and intra-departmental strategic child welfare reform efforts, create mutual accountability measures, and effectively utilize flexible funding approaches to achieve desired goals.
	Develop a strategic plan to serve as the umbrella structure to unify and align DCFS goals, outcomes, and strategies and orient DCFS and partners around a clearly stated vision, values, a practice approach, and the five DCFS goals of improved child safety, expedited permanence, reduced reliance on out-of-home care, increased child and family well-being and enhanced organizational excellence.  The three-year plan will be updated regularly as part of the overall strategy management approach.
	Integrate data-driven planning throughout DCFS by creating a Balanced Scorecard and Data Dashboard that convey key metrics focused on results and help steer the organization.

As stated previously, operating at a *micro-level*, the CBSD will serve as the “transformation zone” by which DCFS can finetune and embed the application of the above strategy management activities. These will be adopted and administered by each Division.

## Stakeholder Engagement

Operating at a *macro-level*, the OSM has prioritized the incorporation of a values-driven, transparent, and inclusive engagement process during the development of its strategic plan. DCFS aims to implement multiple engagement and empowerment opportunities, together with the structures and processes necessary to sustain such engagement, so that stakeholders can inform DCFS policy, practice, and investment decisions at the central and regional office levels.

This enhanced engagement process is intended to engage youth, caregivers, community networks, DCFS staff, cross-systems partners, representatives from sister County departments, and community-based organizations as follows:

<i>Macro-level</i>	<b>Activities</b>
	Implement a values-driven, transparent, and inclusive engagement process that includes youth, caregivers, community networks, DCFS staff, cross-systems partners, and community-based organizations.
	Develop and sustain a diverse <i>Core Team</i> , a Champions Track comprised of key policy and opinion leaders, and a Regional-level Stakeholders group.

As part of its *micro-level* testing of its stakeholder engagement process, the CBSD will include stakeholder and consumer voices in planning, decision-making, and monitoring progress towards the integration of division-specific initiatives and programs. Further, the CBSD will test evidence-based and emerging practices related to shared decision-making and shared governance, which may serve as models for establishing a DCFS-wide approach to governance.

## Initiative Alignment

The macro- and micro-level focus on initiative (or model of practice) alignment will occur within both the OSM and CBSD. The OSM will provide the overarching framework to align all DCFS initiatives and programs, while CBSD, serving as a “transformation zone”, will align those initiatives and programs within its purview.

<i>Macro-level and Micro-level</i>	<b>Activities</b>
	Articulate and embed organizational values and practice principles that help guide alignment of initiatives/programs.
	Develop initiative crosswalk that describes and determines the extent to which initiatives/programs can be aligned.
	Create ongoing feedback loops that foster organizational learning and development to ensure DCFS has the capacity to share strategies, processes, and desired outcomes of alignment.
	Involve stakeholders in alignment of initiatives.
	Create a “transformation zone” for the testing of components of the strategic management approach to determine department-wide viability.

## Technical Assistance

WPIC technical assistance at the micro level will focus on supporting the CBSD to identify and align select prevention, early intervention, and/or aftercare programs and initiatives with common purpose and similar outcomes—but currently implemented in diverse ways in different offices—into a unified practice approach co-developed by stakeholders and reflective of DCFS values and goals. Examples of WPIC technical support include:

- Building the capacity of DCFS and the community to translate the principles of family-centered, strength-based practice into measurable indicators for CBSD to be tracked by the OSM and shared broadly with stakeholders.
- Providing strategic consultation and facilitation to assist DCFS to optimize and bring to scale some of the existing DCFS and community-based strategies geared toward addressing the systemic problem of disproportionality, such as efforts by the regional offices located in the Eastside of the County.
- Facilitating processes and building the capacity within the CBSD to create a division specific long-term plan that will promote the engagement of internal and external stakeholders and utilize consumer and

fiscal data to drive policy and practice changes at the line operations and community levels. This division-specific plan will serve as a tool to aid DCFS in spreading the lessons learned, integration, and culture change that emerge from the CBSD's innovations.