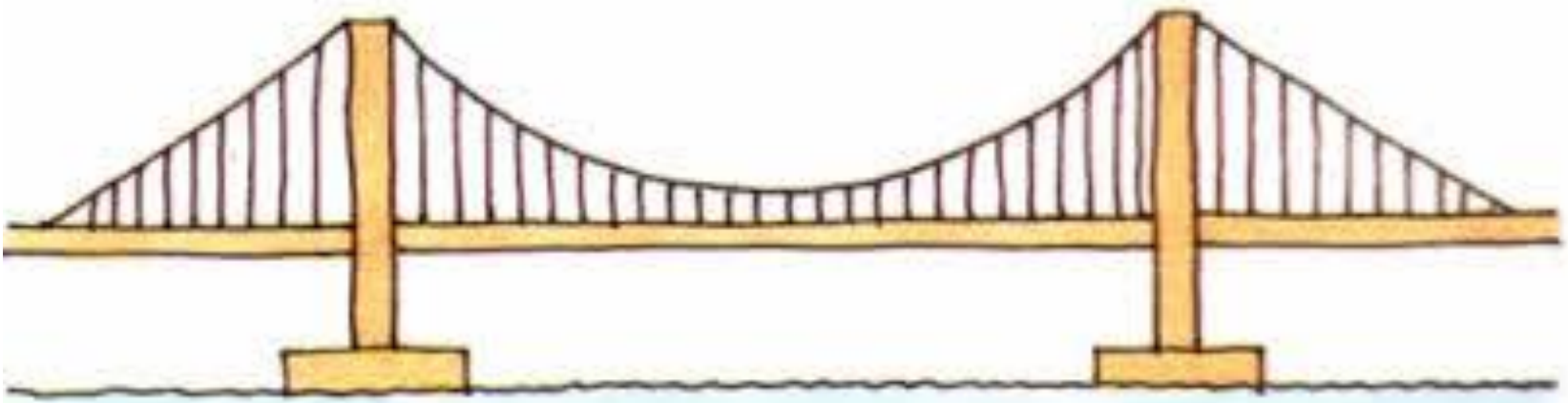




# Culture Change, Evidence and Leadership in Child Welfare

Tennessee Safety Culture Summit  
January 31, 2018  
Nashville, TN

# Bridging the Gap Between What We Know and What We Do



Chapin Hall provides public and private decision-makers with rigorous data analysis and achievable solutions to support them in improving the lives of society's most vulnerable children, youth and families.

What do you know?

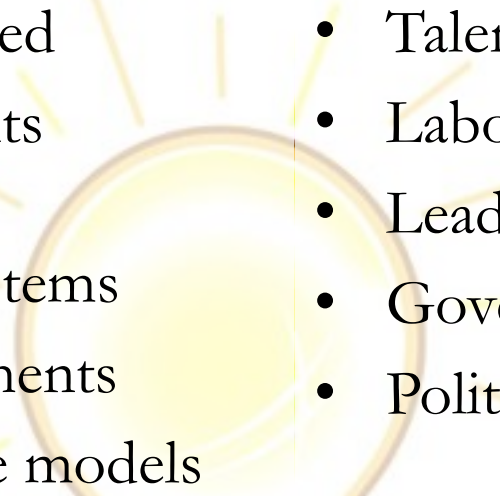
How do you know that?

Claim + Evidence +  
Reasoning = Explanation

How does your evidence  
support your claim?

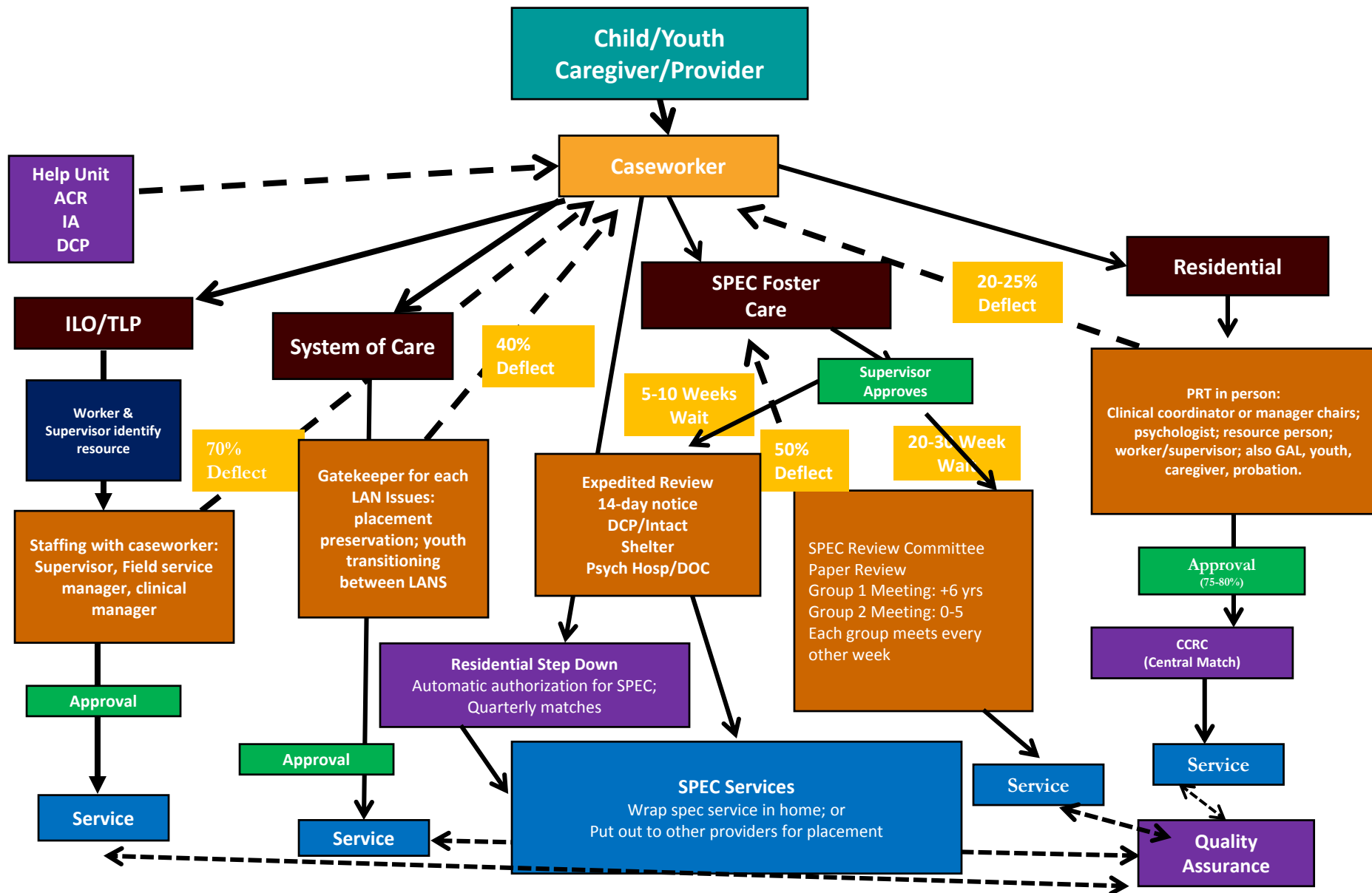
How do you  
define success?

# Child Welfare is NOT an Evidence-based Intervention<sup>5</sup>

- Statutory mandated
  - Legal requirements
  - Supervision & accountability systems
  - Funding requirements
  - Frontline practice models
  - Talent/Skills/Training
  - Labor Agreements
  - Leadership preferences
  - Governing philosophies
  - Politics
- 

# Example: IDCFS Specialized Care System

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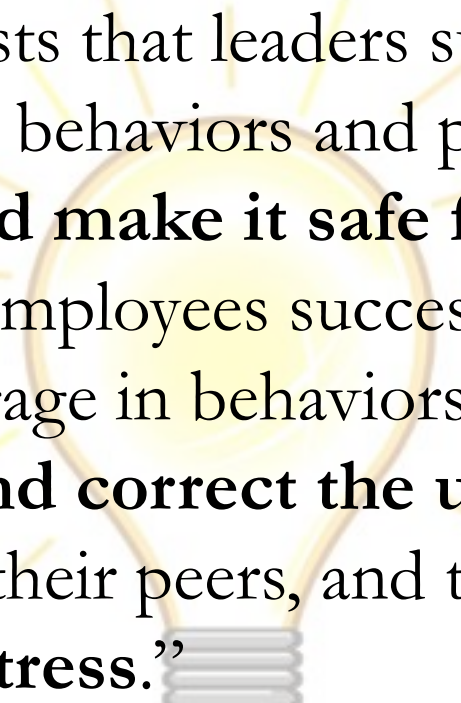


*In child welfare,<sup>7</sup>  
change is hard  
because people  
often **overestimate**  
the **value** of what  
they do, and  
**underestimate** the  
value of what they  
may gain by doing  
**something else.***

*Belasco and Stayer, 1994*

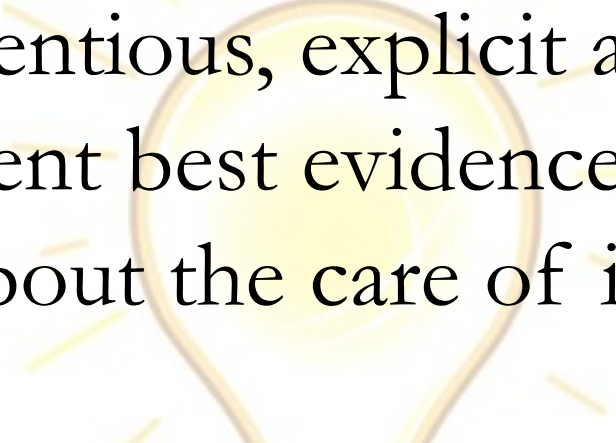
# Safety Culture as Evidence Use in Child Welfare

“Prior research suggests that leaders successfully enable safety culture through behaviors and practices that **place priority on safety and make it safe for individuals to speak up**. Frontline employees successfully enact a safety culture when they engage in behaviors and processes that **proactively detect and correct the unexpected** and **monitor** themselves, their peers, and the service delivery system for **signs of stress**.”



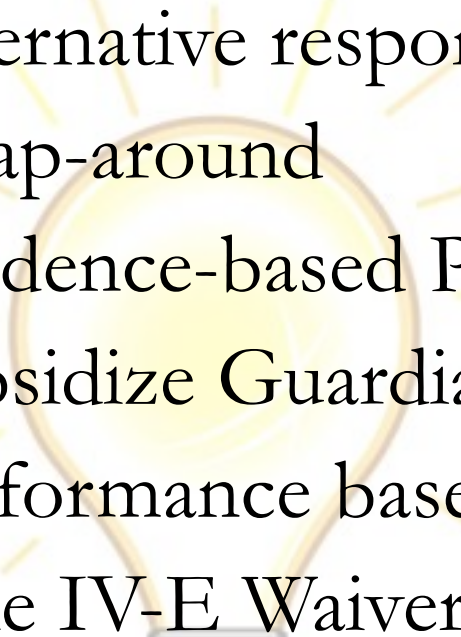


# Evidence-Based Medicine (EBM)



“the conscientious, explicit and judicious use of current best evidence in making decisions about the care of individual patients”

# Examples of Evidence Use in Child Welfare

- 
- Alternative response
  - Wrap-around
  - Evidence-based Practice
  - Subsidize Guardianship
  - Performance based contracting
  - Title IV-E Waivers

# Definition of Terms for EBM

**Conscientious:** (a person) wishing to do what is *right*, especially to do one's work or duty *well* and *thoroughly*.

**Explicit:** stated *clearly* and in *detail*, leaving *no room for confusion or doubt*.

**Judicious:** having, showing, or done with *good judgment* or sense.

# Three Questions: Use of Evidence in Policy Making

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1. **What does the evidence tell us?** Policy should be informed by a *wide breadth of evidence*, not just hard research. Key issues include the *quality, credibility, relevance and the cost of the policy*.
2. **How do we incorporate evidence into decision-making?** Policy processes ideally involve different stages, from *agenda-setting* to *formulation* to *implementation*. Evidence therefore has the potential to influence the policymaking process at each stage.
3. **What other factors should influence our decision-making?** It is important to acknowledge that at each stage of the policy cycle, a number of different factors will also affect policy. This occurs both at an **individual level** – for example, the *experience, expertise and judgement* of workers – and at an **organizational level**, for example in terms of *institutional capacity/resources*.

# RESEARCH IS FRAGMENTED...



# ...AND NOT ALIGNED

# Safety Culture: Using the Best Available Science

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# What is at the Core of Safety Culture?

**Safety climate** helps reduce emotional exhaustion by serving as a coping resource.

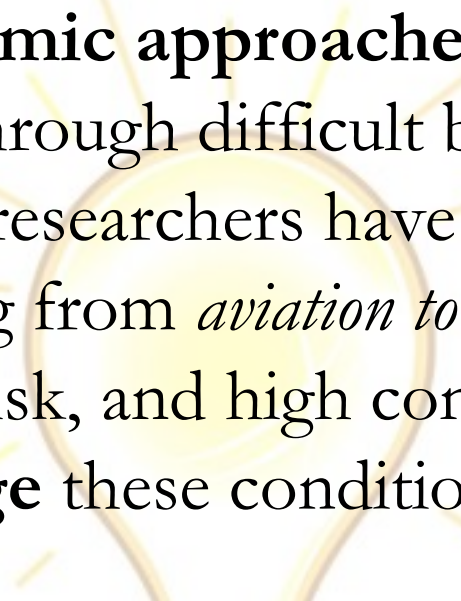
**Psychological safety** is the shared belief that members of an organization are accepted, respected, and safe to take interpersonal risks.

**Safety organizing** entails detecting and correcting errors and unexpected events by attending to “near miss” events and deferring to frontline expertise to solve pressing problems.

**Stress recognition** entails understanding how such stress and fatigue affects work activities, including decision-making.

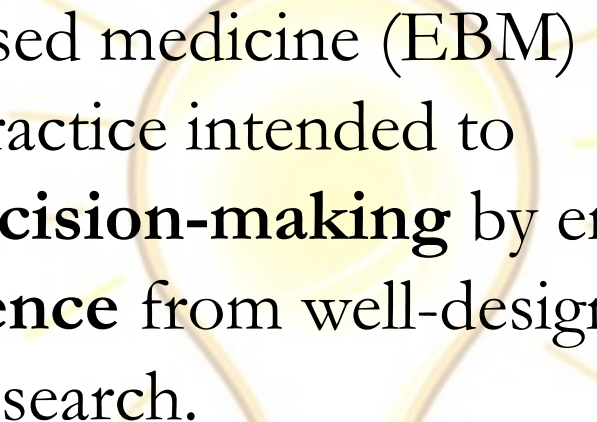
# Building a Framework for Safety Culture

“To find more **systemic approaches** to reducing *persistent harm* and breaking through difficult barriers to *meaningful change*, child welfare researchers have called for emulating other sectors ranging from *aviation to health care* that face similar complexity, risk, and high consequence **decision-making** and **manage** these conditions in a nearly harm-free manner.”





# Decision-making Emphasizing Use of Evidence



Evidence-based medicine (EBM) is an approach to medical practice intended to **optimize decision-making** by emphasizing the **use of evidence** from well-designed and well-conducted research.

# Moving Toward a Safety Culture

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## Make case for change in Child Welfare

- Understanding the **current** policy/practice context
- Describing **what needs to change**
- Demonstrating **what can be achieved** through change
- Detailing what will stay and **what will go away**

## Build capacity and structures support change

- Getting people with the **right skills**
- Fostering cooperation thru **mutual interest**
- **Testing/piloting** change and demonstrating **outcomes**.
- Introducing change to larger systems **with fidelity**

## Plan for making change system-wide

- Embedding change in **measurement/accountability** systems
- Ensuring **continuous support and resources**
- Anticipating problems
- Changing “down stream” **business processes**
- Documenting **success/outcomes/impact**

# Casey/Chapin Partnership to Build Capacity in Child Welfare

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Build capacity in child welfare systems by leveraging asset of Casey Family Programs and Chapin Hall to:

- Promote successful waiver implementation & systems improvement
- Increase the likelihood of achieving better safety, permanency, and well being outcomes for children and families
- Safely reduce the number of children in care

# Casey/Chapin Partnership to Build Capacity in Child Welfare

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**Data Analytics and Evidence Use:** Build Capacity to Use Data & Evidence in Rigorous Manner



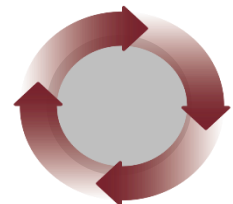
**Leadership, Governance, and Strategy:** Structures Critical to Large Scale Systems Improvement



**Practice and Implementation:** Expansion of Evidence-based Practice and Programs



**Policy and Fiscal Alignment:** Leverage Policy and Financing as Tools for Progress



**Continuous Quality Improvement:** Progress-monitoring and Mid-course Improvements

# Contact Information

Bryan Samuels, Executive Director  
Chapin Hall at the University of Chicago  
1313 E. 60<sup>th</sup> Street  
Chicago, IL 60637  
[bsamuels@chapinhall.org](mailto:bsamuels@chapinhall.org)