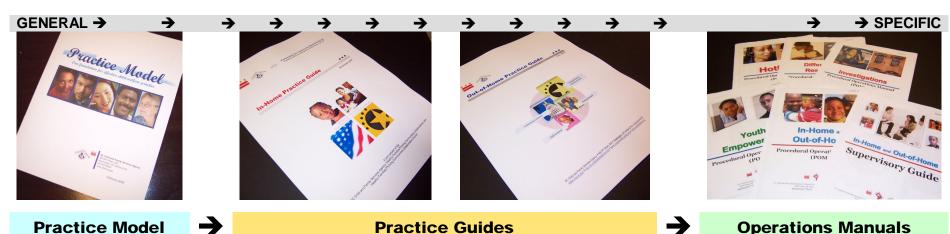
## Why Are We Here? How Do We Live Our Values? An Evolution of Thought and Action



## **Practice Model**

Foundation: In 2005, the CFSA executive team sponsored an effort to articulate overarching values and principles inherent in the specific performance requirements and benchmarks of the *LaShawn* Implementation Plan, which addressed both direct services and administrative/support functions. Drawing from documents in use in other jurisdictions (notably New York City), the CFSA Practice Model sought to give voice to our collective core beliefs about child welfare imperatives and responsibilities in serving children, youth, and families.

## **Practice Guides**

**Guidance:** In 2007, after 18 months of collective work, CFSA and the Healthy Families/Thriving Communities Collaboratives published the In-Home Practice Guide. It articulates a team-based philosophy and protocols for serving families at home. In 2008, CFSA co-located units of in-home social workers with the community-based Collaboratives to implement the practice of teaming with and jointly serving these families.

In 2008, with support from the Casey Strategic Consulting Group, CFSA initiated a work group to develop similar protocols for out-of-home services. Using the In-Home Practice Guide as a basis, a broad, inclusive process resulted in publication of the Out-of-Home Practice Guide in 2009.

Both these documents built on the CFSA Practice Model by providing guidance and expectations to direct services staff around a standardized philosophy and approach to serving children, youth, and families. These documents also provide guidance on working with kin, foster, and adoptive parents to achieve permanence or life-long connections.

## **Operations Manuals**

**How To:** In 2009, Agency Programs set out to develop procedural operations manuals (POMs) to improve, standardize, and document procedures for selected programs and functions. Specific information in the POMs makes them a valuable on-the-job reference. To date. Child Protective Services has developed POMs for the hotline, investigations, and Differential Response. Ongoing units have POMs that address working with youth and with in-home and out-of-home cases.