

Enhanced MiTEAM: Parallel Steps for Directors and Mid-Managers

Case Planning and Case Plan Implementation

Parallel Steps

Parallel Steps refer to specific activities that Management and Supervisors engage in during a training cycle to demonstrate a competency in their role at the same time as caseworkers are expected to demonstrate the competency with their families and providers. Management and Supervisors discuss with staff how to utilize the competency to improve their effectiveness with families and providers.

Case Planning Fidelity Indicators

1. The individuals described specific examples where his or her input was utilized in decision making.
2. The plan builds resiliency including two or more strategies that:
 - a. Promote family member's ability to develop and build relationships.
 - b. Promote family member's mastery and/or competency.
 - c. Improve family member's ability to regulate emotional behavior.
 - d. Strengthen family member's self-esteem.
 - e. Gives family member's voice.
 - f. Enables family member's choice.

Case Plan Implementation Fidelity Indicators

1. There is evidence in the documentation that service providers were provided with clear and specific service needs for the family.
2. When developing or adjusting the plan, the worker asked for the team members' input.

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Examples of Parallel Steps for Directors

Macro Level	References	Things to Consider
<p>Develop, track and adjust a plan that engages community partners in strengthening the community; building a network of partners and community resources to strengthen families.</p>	<p>UCLA Center for Health Policy Research - Asset Mapping http://healthpolicy.ucla.edu/programs/health-data/trainings/Documents/tw_cba20.pdf</p> <p>Civic Engagement and the Restoration of Community: Changing the Nature of the Conversation. – A Small Group http://www.asmallgroup.net/pages/images/pages/CES_jan2007.pdf</p> <p>Guide to Developing, Implementing, and Assessing an Innovation http://ncwwi.org/files/Change_Implementation/Guide_to_Developing_Implementing_and_Assessing_an_Innovation_-_Vol_1_Teaming_Communication.pdf</p> <p>Positioning Public Child Welfare Guidance: Strengthening Families in the 21st Century http://ncwwi.org/files/Leadership_and_Management/PCW_Leadership_Guidance.pdf</p>	<p>Developing a community asset map has multiple benefits and takes time. Consider assigning the project to an intern.</p> <p>May use Google Map or similar program to download a map of your community.</p>
<p>Develop, track and adjust a plan that engages key stakeholders in strengthening families' protective factors.</p>	<p>Center for the Study of Social Policy - Strengthening Families http://www.cssp.org/reform/strengtheningfamilies</p>	<p>Protective factors were introduced to staff in the Application Exercises during the Assessment Training Cycle.</p>

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Evaluate, track and adjust your current MiTEAM Implementation Plan.	<p>Permanency Innovations Initiative (PII) http://www.acf.hhs.gov/sites/default/files/cb/pii_approach_infographic.pdf</p> <p>National Implementation Research Network’s Active Implementation Hub http://implementation.fpg.unc.edu/</p>	<p>Questions to consider:</p> <ul style="list-style-type: none"> • How much hope is evident during the implementation of your county’s plan? • How is voice and choice visible in the plan? • Where is the plan progressing and where does it need refinement? • How much daily and weekly progress is tracked, measured and celebrated? • Where is resiliency evident?
Use data to inform, adjust and strengthen your current MiTEAM Implementation Plan.	<p>Lessons from Permanency Innovations Initiative (PII): Using Data to Inform, Adjust, and Strengthen Practice http://static.coreapps.net/nccan2016/handouts/4a83aded1b48a9819f33c94e3e376d91_1.pdf</p>	<p>Questions to consider:</p> <ul style="list-style-type: none"> • What does your data indicate? • Are intervention strategies effective?
Implement a collaborative planning process to determine best practices that contribute to a workforce that is both committed and capable of supporting the ongoing implementation of the MiTEAM model.	<p>Workforce Development Planning and Assessment Tool Kit http://wdf toolkit.ncwwi.org/worksheets/WDF-Toolkit-Manual.pdf</p>	<p>The Workforce Development Framework cited follows a structured framework that is similar to the MiTEAM competencies where assessing, tracking and adjusting throughout are key components of the process.</p>

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Examples of Parallel Steps for Mid-Managers

Micro Level	References	Things to Consider
<ul style="list-style-type: none"> • Create opportunities to highlight your staff’s strengths. 	<p>Strength-Based, Solution-Focused Leadership http://ncwwi.org/index.php/resource-library-search/resource-topics/leadership-and-management/item/1418-strength-based-solution-focused-leadership</p> <p>Positioning Public Child Welfare Guidance: Strengthening Families in the 21st Century http://ncwwi.org/files/Leadership_and_Management/PCW_Leadership_Guidance.pdf</p> <p>Liquid Planner: 11 Ways to Build Strengths of Your Team Members https://www.liquidplanner.com/blog/11-ways-build-strengths-team-members/</p> <p>How Employees’ Strengths Make Your Company Stronger http://www.gallup.com/businessjournal/167462/employees-strengths-company-stronger.aspx</p>	<ul style="list-style-type: none"> • Case Planning builds on previous MiTEAM competencies of Engagement, Teaming, and Assessment.

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<ul style="list-style-type: none"> Praise your staff on specific skills that they demonstrate, as a way of fostering self-esteem. 	<p>The 9 Elements of Highly Effective Employee Praise http://www.inc.com/jeff-haden/the-9-elements-of-highly-effective-employee-praise.html</p> <p>Improve Employee Performance: 5 Ways to give Praise http://managing-employee-performance.com/5-ways-to-give-praise/</p> <p>In Praise of Praising Your Employees http://www.gallup.com/businessjournal/25369/Praise-Praising-Your-Employees.aspx</p>	<ul style="list-style-type: none"> Always look for opportunities to remind staff of their positive qualities.
<ul style="list-style-type: none"> Form workgroups that strengthen teaming among various levels of staff (i.e. caseworkers, supervisors, managers) as well as stakeholders such as youth, birth parents, foster parents or service providers. 	<p>Guide to Developing, Implementing, and Assessing an Innovation http://ncwwi.org/files/Change_Implementation/Guide_to_Developing_Implementing_and_Assessing_an_Innovation_-_Vol_1_Teaming_Communication.pdf</p>	<ul style="list-style-type: none"> The membership of workgroups or committees will always vary based on team members other responsibilities and the expectations of the team.
<ul style="list-style-type: none"> Collaborate with service providers and other stakeholders in your planning efforts. Communicate clearly with staff, service providers and stakeholders regarding goals. Communicate changes and progress being made as a result of implementation of the plan. 	<p>Leading Practice: A Resource Guide for Child Protection Leaders http://ncwwi.org/files/Leadership_and_Management/Leading-practice-resource-guide-for-child-protection-leaders-0214.pdf</p> <p>Stakeholder Involvement and Interagency Collaboration http://muskie.usm.maine.edu/helpkids/pubstext/Collaboration%20Fact%20Sheets.pdf</p>	<ul style="list-style-type: none"> Identify strategies to engage staff. Explore the feasibility of the plan as it is developed, including action steps, resources, barriers, and ways to measure efficacy.

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<ul style="list-style-type: none"> Use brainstorming as a technique with your staff when working on a project as a way of bringing new ideas to the planning process. 	<p>Brainstorming https://www.mindtools.com/brainstm.html</p> <p>Brainstorming Process http://www.businessballs.com/brainstorming.htm</p>	<ul style="list-style-type: none"> When inviting individuals to a brainstorming session, consider people with different backgrounds and degrees of expertise. Sometimes a fresh outlook comes from someone who isn't considered an expert or close to the problem. Be mindful of your role in the brainstorming process, as the presence of senior-level leadership can affect the active participation of staff.
<ul style="list-style-type: none"> Acknowledge and celebrate change with your staff. Celebrating small steps can instill a sense of hope and achievement with your staff. Also take time out to acknowledge and celebrate your own successes. 	<p>Change Management Toolkit: Reinforcing Change by Celebrating Successes http://www.change-management.com/tutorial-reinforcing-mod3.htm</p> <p>Why you Should Celebrate Small Successes: The Skool of Life http://theskooloflife.com/wordpress/why-you-should-celebrate-small-successes/</p> <p>The Importance of Celebrating Your Success http://www.thechangeblog.com/celebrating-your-success/</p>	<ul style="list-style-type: none"> Keep in mind that just as it can be difficult for families to maintain a positive long-term view when it comes to their own case plans, it can be equally challenging for your staff to maintain a sense of optimism and see progress when trying to impact broader agency outcomes.