

Getting Off to a Great Start:

Leading Change in Your State

CTSI

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How did we learn this information?

The **Tufts Child Welfare Research Group**, led by Dr. Laurel K. Leslie, Dr. Christopher Bellonci, Dr. Justeen Hyde, and Mr. Thomas Mackie, conducted two national studies to examine psychotropic medication oversight for children in foster care. For both studies, we spoke to respondents in child welfare, Medicaid and mental health agencies, and their partners (e.g., court personnel, consultants).

We also present resources available through the Children’s Bureau Training & Technical Assistance Network.

Figure 1. Leading Change



(Western and Pacific Child Welfare Implementation Center, 2012)

How does one lead change?

James Kotter (Kotter, 2002) proposed an eight step change process that has been adapted by the Children’s Bureau (See Figure 1.) These eight steps fall into three broad categories:

1. Create a climate for change

- Create and increase urgency
- Create a team
- Get the vision and strategy right

*“We had a whole group. We came up with a **vision**. We came up with **principles and guidelines** of where we want to be. Then we came up with **strategies and plans and actions**. Then we moved forward in **implementing** quite a few of those” -Child Welfare Staff*

2. Engage and enable for change

- Communicate the vision for buy-in
- Enable action

“I think as we have looked at change and change in our agency, we are ...just talking more about and getting technical assistance... on how we are going to move through the change process” -Child Welfare Staff

3. Implement and sustain change

- Create short-term wins
- Don’t let up: Build on gains and produce more change
- Make it stick: Anchor new approaches in the culture

How do I use this handout?

This handout includes a worksheet (page 2) that you can use to (1) *assess where your state plan is* with respect to psychotropic medication oversight for children in child welfare custody, and (2) *create an action plan* with other stakeholders in your state.

Resources:

Kotter, J.P., Cohen, D.S. The Heart of Change: Real-life Stories of How People Change Their Organization (Boston: Harvard Business School Press, 2002, 11).
Leslie, L.K., Mackie, T., Dawson, E.H., Bellonci, C., Schoonover, D.R. Rodday, A.M., Hayek, M. Hyde, J. Multi-State Study on Psychotropic Medication Oversight in Foster Care. Available at: http://160.109.101.132/icrhps/faculty/fac_respage/docs/ROGERSEXAMINATION_MAINREPORT_FINAL.pdf
Western and Pacific Child Welfare Implementation Center. *Process for Implementing Change*. Available at: http://wpcicenter.org/docs/Process%20for%20Implementing%20Change_022511.pdf

Creating a Plan for Action in Your State

Category	Step	Examples	Ideas for Your State
Create a climate for change	Create and increase urgency	<ul style="list-style-type: none"> - Examine and share data on mental health needs of children in child welfare custody and psychotropic medications. - Review and share literature on all treatment options, medication and non-medication, and the respective benefits and risks for children. 	
	Create a team	<ul style="list-style-type: none"> - Involve the stakeholders in your state that work with children in child welfare custody or help manage their mental health care. - Identify any additional people with the skills/expertise you need. - Determine how you will collaborate with these potential partners (e.g., advisory board, project-based team.) 	
	Get the vision and strategy right	<ul style="list-style-type: none"> - Articulate your vision, including: <ul style="list-style-type: none"> - What is it? (e.g., appropriate mental health treatment: <i>"The right care at the right time"</i>) - Characteristics for the vision: Imaginable, desirable, feasible, focused flexible, easily communicated, measurable. - Develop your strategy. 	
Engage and enable change	Communicate the vision	<ul style="list-style-type: none"> - Develop a vision that is simple. - Employ metaphor, example, story, or picture. - Disseminate in multiple forums. - Use consistent messages. - Generate two-way communication. 	
	Enable action	<ul style="list-style-type: none"> - Identify what you need to implement your vision. May include providing leadership training, facilitating through making changes in existing structures or unding, or participating in a learning collaborative. - Consider what available resources might be used to generate change. - Generate list of needed resources and identify how you might secure them. 	
Implement and sustain change	Create short-term wins	<ul style="list-style-type: none"> - Provide evidence that work is worth it. - Help fine-tune vision and strategy. - Keep key stakeholders engaged. 	
	Don't let up: Build on gains and produce more change	<ul style="list-style-type: none"> - Determine mechanisms for identifying change as a win and disseminating the wins. - May highlight successes in e-newsletters, trainings, employee appreciation days, etc. 	
	Make it stick: Anchor new approaches in the culture	<ul style="list-style-type: none"> - Identify successive changes that are compatible with vision and culture you are seeking to build. 	