

## **A Critical Thinking Guide for Implementation of Regulations and Bulletins**

For the last year the Paperwork Reduction Committee has been exploring ways to reduce the paperwork associated with Child Welfare work. Through this assessment process, we have discovered that some of the overload of paper work is initiated by Children and Youth Agencies in the process of implementing new practices and policies. In an effort to support agencies in developing practices that will enhance successful implementation and reduce unnecessary duplication of paperwork we have attached a Critical Thinking Guide to Implementation and offer the following suggestions:

- Utilize an implementation team
- Spend time to gather relevant Information
- Assessment – what you have, what do you need  
Develop recommendations and plans based on your assessment
- Ensure that your Implementation plan includes:
  - a. Piloting the new practice and forms before rollout to entire staff
  - b. Planning for communication, technology, quality assurance checks and edit/enhancements

### **Tips for Successful Implementation Planning and Reduction of Paperwork**

Develop a diverse implementation team

Clearly identify new requirements

Review existing relevant regulations, bulletins, and policies. (see resources below)

Research other existing national, state, and county resource sites. (see below)

Assess what your agency already has in place

Draft and pilot an implementation plan before rolling out to staff

Have your legal department or solicitor review your plan

In your implementation planning be sure to:

- a. Build consensus among stakeholders
- b. Discuss how the new practice is in keeping with the Agency mission
- c. Clearly identify and define tasks, roles and responsibilities
- d. Clearly define your plans for Training, Communication, Technology and Quality Assurance

### **Resources**

Laws and Regulations.

- PA Code (State Regulations) [www.pacode.com](http://www.pacode.com)
- PA Bulletin [www.pabulletin.com](http://www.pabulletin.com)
- Statutes (Laws and Amendments); *Federal and State*

Research current practice, policy and child welfare trends, such as:

- Other child protective service jurisdictions-within and outside of PA
- National/Federal Organizations committed to child welfare such as:
  - Administration for Children & Families <http://www.acf.hhs.gov/>
  - The Children's Bureau <http://www.acf.dhhs.gov/programs/cb/>
  - Children's Defense Fund <http://www.childrensdefense.org/>
  - Child Welfare Information Gateway [www.childwelfare.gov](http://www.childwelfare.gov)
  - Child Welfare League of America <http://www.cwla.org/>
  - Juvenile Law Center <http://jlc.org/>
  - National Association of Social Workers [www.socialworkers.org](http://www.socialworkers.org)

PA Statewide Technical Assistance Collaborative

- OCYF (Office of Children Youth & Families) [www.dpw.state.pa.us](http://www.dpw.state.pa.us)
- CWRC ( Child Welfare Resource Center) [www.pacwrc.pitt.edu](http://www.pacwrc.pitt.edu)
- ABA ( American Bar Association) [www.americanbar.org/aba](http://www.americanbar.org/aba)
- AOPC ( Office of Children & Families in the Courts) [www.ocfpcourts.us](http://www.ocfpcourts.us)
- SWAN ( Statewide Adoption & Permanency Network) [www.diakon-swan.org](http://www.diakon-swan.org)
- PCYA ( Pennsylvania Children & Youth Administrators) [www.pcy.org](http://www.pcy.org)

**Note:** You can find the examples from Allegheny County and Cambria county forms committees Protocol for Implementing Bulletins on the PCYA website at [www.pcy.org/Members Only/Committees/Paperwork Reduction](http://www.pcy.org/Members Only/Committees/Paperwork Reduction). Other counties are welcome to forward their examples to PCYA for inclusion at this site

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## Information Gathering

### 1. ID Practice Requirements

- Identify the practice requirements and the absolute regulatory bottom lines
- Determine what must be done in order to be in compliance
- Compare with what is recommended (best practice)
- Discuss resources and capacities with regard to implementation of best practice recommendations

### 2. ID Documentation Requirements

- Identify the documentation requirements

### 3. Review existing relevant regulations, bulletins, policies.

- PA Code (State Regulations) [www.pacode.com](http://www.pacode.com)
- PA Bulletin [www.pabulletin.com](http://www.pabulletin.com)
- Statutes (Laws Amendments); *Federal and State*

### 4. Research other existing national, state, and county resource sites.

## Assessment

### 5. Examine

- a. current policies/practices;
- b. related documentation/forms;
- c. and technology

### 6. Determine which, if any, will be impacted by the new requirements.

### 7. Identify and outline what changes can be made to what already exists. Determine if anything new will need to be added.

- a. existing practices
  - i. What, if any, practices already exist that can or will need to be updated, combined or enhanced in order to meet new needs?
  - ii. Are there practices that can be eliminated?
  - iii. Will a completely new practice be needed?

*Review and make changes if needed*

*Submit to relevant parties for feedback*

*Revise as needed*

- b. documentation/forms

- i. What documentation and/or forms already exist that can or will need to be updated, combined or enhanced in order to meet new documentation requirements?
- ii. What can be deleted/terminated?
- iii. What will need to be new or added?

*Review and make changes if needed*

*Submit to relevant parties for feedback*

*Revise as needed*

- c. technology

- i. What technology already exists that can or will need to be updated/enhanced in order to meet new needs?
- ii. What technology steps can be deleted/terminated?
- iii. Will there be need for new or added technology?

*Review and make changes if needed*

*Submit to relevant parties for feedback*

*Revise as needed*

**8. Identify training needs for changes.***Review and make changes if needed**Submit to relevant parties for feedback**Revise as needed***9. Identify and examine the fiscal/resource impacts of changes → What do we have? What do we need?***Review and make changes if needed**Submit to relevant parties for feedback**Revise as needed***Planning and Implementation****10. Based on a review/analyses of all relevant information above develop and draft procedure related to implementation of the bulletin along with related forms (new or revised) and submit to the chain of command for feedback and approval.****11. Develop implementation and communication plans**

- **Consider**
  1. The connection between the new practice and the agency mission, vision, and values
  2. Staff and stakeholder tasks, roles and responsibility
  3. Training, Technology, and Quality Assurance Plans
- **The plans should be designed to build consensus among staff and stakeholders, and anticipate barriers that may be encountered. Consider the method(s) of communication that will be most effective for your agency.**

*Review and make changes if needed**Submit to relevant parties for feedback**Revise as needed***12. Pilot draft procedure related to implementation of bulletin***Review and make changes if needed***13. Finalize agency policy, procedure and implementation plan related to the bulletin***Review and make changes if needed**Submit to relevant parties for feedback**Revise as needed***14. Roll out to all staff****Monitoring****15. Apply Quality Assurance checks as per county policy. Monitor and make changes as needed.**