



## Linkages Work Plan Template

<b>County:</b>	Any County, CA
<b>Contact Person:</b>	Michael Lopez / Sheila Adams
<b>Phone:</b>	615 321-4567 / 615 543-9102
<b>Email:</b>	<a href="mailto:mlopez@anycounty.gov">mlopez@anycounty.gov</a> / <a href="mailto:sadams@anycounty.gov">sadams@anycounty.gov</a>
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**Instructions:** This customizable template provides a structure for you to create a Work Plan for a 12-month planning horizon.

- *Begin by filling out the table above to record who will be your point person. This person will be contacted for updates or feedback about the Work Plan.*
- *Below in Step #2, you'll see 12 potential topic areas organized into 3 categories of planning. As you consider which topic areas are most relevant for your county to focus on this year, consult with your Linkages Implementation Team and use the guidance in the Linkages Toolkit (Assessment & Planning Toolkit).*
- *In Step #4, you'll be customizing the template to meet your needs. For each topic area you choose in Step #2, you'll copy & paste a table to fill in with information about implementation objectives, action steps and the like. Consider the template a baseline structure from which you can build a work plan to suit your unique needs.*
- *If your Implementation Team has questions about completing your Work Plan, email Danna Fabella: [danna.fabella@cfpic.org](mailto:danna.fabella@cfpic.org).*

**Step #1** – Identify the overall result your County wants to accomplish through coordination of CalWORKs and Child Welfare Services over the next 12 months. Write this result as your Linkages Goal into the blank cell below.

<b>LINKAGES GOAL</b> <i>for the next 12 months</i>
To enhance service coordination between CalWORKs and Child Welfare in the West County Office to help families achieve economic stability and ensure child safety.



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**Step #2** – Build your work plan using the following Work Plan Topic Areas. Check as many boxes as needed to meet your Linkages Goal for this year. Type additional Topic Areas into the “Other” cell.

WORK PLAN TOPIC AREAS		
Program Launch or Expansion ↓	Practice Development ↓	Administration ↓
<input checked="" type="checkbox"/> Strategic Direction	<input checked="" type="checkbox"/> Client Identification	<input type="checkbox"/> Project Management
<input checked="" type="checkbox"/> Target Population	<input type="checkbox"/> Information Sharing	<input checked="" type="checkbox"/> Staff Training
<input type="checkbox"/> Infrastructure of Coordination	<input checked="" type="checkbox"/> Coordinated Case Planning Protocols	<input type="checkbox"/> Funding
<input type="checkbox"/> Communication	<input checked="" type="checkbox"/> Confidentiality	<input type="checkbox"/> Outcomes Evaluation
<input type="checkbox"/> Other:	<input type="checkbox"/> Other:	<input type="checkbox"/> Other:

**Step #3** – For *each* Work Plan Topic Area selected in Step #2, fill out the information in a table like the one below...

<b>Work Plan Topic Area:</b>	<b>Strategic Direction</b>	
<b>Implementation Objective:</b> <i>A year from now, what has been accomplished in this topic area?</i>	Leadership actions, program operations, staff behavior & client results in the West County office and throughout the agency are guided by a vision, mission & guiding principles for the Linkages program.	
<b>Target Date:</b> <i>to complete the Implementation Objective</i>	Mar 2022	
<b>What are the Action Steps to be taken?</b> <i>List below</i>	<b>Who is Assigned?</b>	<b>Due Date</b>
1. Engage with Planning Team to generate V/M/GP that reflects the purpose, approach and desired result of achieving economic stability and child safety for every family.	M. Lopez & S. Adams (LCs)	Nov 14
2. Refine vision, mission and guiding principles based on stakeholder review.	W. Smith & D. Fox	Jan 15
3. Distribute revised V/M/GP for incorporation into appropriate program documentation and activities, such as Coordinated Case Planning Handbook and Staff Orientation Curriculum.	M. Lopez & S. Adams (LCs)	Feb 15
4. Design & produce posters or other formats to communicate the vision, mission and guiding principles to staff, stakeholders and community.	W. Smith & D. Fox	Mar 15



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<b>Work Plan Topic Area:</b>	<b>Target Population</b>	
<b>Implementation Objective:</b> <i>A year from now, what has been accomplished in this topic area?</i>	West County Office families most likely to benefit from Linkages service coordination are being identified by an agreed upon set of eligibility criteria.	
<b>Target Date:</b> <i>to complete the Implementation Objective</i>	Apr 2022	
<b>What are the Action Steps to be taken?</b> <i>List below</i>	<b>Who is Assigned?</b>	<b>Due Date</b>
1. Review the characteristics of families currently served by both CalWORKs and Child Welfare.	IT Analyst	Dec 14
2. Identify circumstances and conditions where client outcomes are negatively impacted by lack of coordination between child welfare services and CalWORKs services.	Planning Team	Jan 15
3. Assess any legal requirements (or opportunities) for service coordination (AB 429, CalWORKs diversion, DV assessment in CalWORKs).	LCs & County Counsel	Feb 15
4. Define initial target population(s) for West County Office.	Planning Team	Mar 15
5. Draft eligibility criteria for each target population defined.	B. Sawyer, A. Day & Policy Analysts	Apr 15

<b>Work Plan Topic Area:</b>	<b>Client Identification</b>	
<b>Implementation Objective:</b> <i>A year from now, what has been accomplished in this topic area?</i>	West County Office staff are utilizing an intake screening tool & protocols to identify eligible families for participation in Linkages.	
<b>Target Date:</b> <i>to complete the Implementation Objective</i>	Jun 2022	
<b>What are the Action Steps to be taken?</b> <i>List below</i>	<b>Who is Assigned?</b>	<b>Due Date</b>
1. Based on organizational structure selected for Linkages program, interview staff performing initial screener role to analyze current intake screening procedure.	G. Simons & L. Bonita	Jan 15
2. Identify decision points during intake process where eligibility for Linkages would be made.	G. Simons & L. Bonita	Jan 15
3. Recommend modifications to current intake screening protocols & tools to support identification of Linkages families.	Planning Team	Feb 15



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4. Develop prototype protocols and tools for field testing.	B. Sawyer, A. Day & Policy Analysts	Feb 15
5. Conduct field test of protocols and tools.	West County Intake Screeners	Mar 15
6. Refine protocols and tools based on field test results.	B. Sawyer, A. Day & Policy Analysts	Jun 15

<b>Work Plan Topic Area:</b>	<b>Confidentiality</b>	
<b>Implementation Objective:</b> <i>A year from now, what has been accomplished in this topic area?</i>	West County Office personnel adhere to a confidentiality policy that guides information sharing regarding Linkages families between CalWORKs and Child Welfare Services for the purposes of service coordination.	
<b>Target Date:</b> <i>to complete the Implementation Objective</i>	Jun 2022	
<b>What are the Action Steps to be taken?</b> <i>List below</i>	<b>Who is Assigned?</b>	<b>Due Date</b>
1. Review current information sharing policies & protocols of county's CalWORKs and Child Welfare Services operations to identify inconsistencies and gaps in ensuring client privacy protections.	Policy Analysts	Jan 15
2. Outreach to peer counties to research confidentiality policies & practices used by other Linkages counties.	M. Lopez & S. Adams (LCs)	Jan 15
3. Develop consistent, standard confidentiality protocols that can be applied to Linkages families; circulate to stakeholders for review & comment.	L. Maddox, J. Tyler & Policy Analysts	Feb 15
4. Submit revised confidentiality protocols to county counsel for review & approval.	LCs & County Counsel	Mar 15
5. Develop training module for supervisors and caseworkers on confidentiality policy & protocols.	B. Sawyer, A. Day & Policy Analysts	Jun 15

<b>Work Plan Topic Area:</b>	<b>Coordinated Case Planning Protocols</b>	
<b>Implementation Objective:</b> <i>A year from now, what has been accomplished in this topic area?</i>	Linkages families in West County Office have coordinated case plans to increase access to benefits, leverage resources and eliminate conflicting case plan expectations.	
<b>Target Date:</b> <i>to complete the Implementation Objective</i>	Sept 2022	



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What are the Action Steps to be taken? <i>List below</i>	Who is Assigned?	Due Date
1. Explore Linkages Toolkit to identify 1 – 3 Linkages counties who currently serve similar target populations.	M. Lopez & S. Adams (LCs)	Mar 15
2. Engage with peer counties to review coordinated case planning protocols (e.g., consult with Linkages Coordinators, review program documentation, discuss impact on clients & families).	L. Maddox, J. Tyler & LCs	May 15
3. Assess existing case planning practice in West County Office to identify decision points that can trigger coordination, supervisory support needed to reinforce coordination & communication channels for feedback & coordinated plan updates throughout family's involvement in Linkages.	L. Maddox, J. Tyler, West County Office Managers	Jun 15
4. Develop draft coordinated case planning protocols and circulate for stakeholder review.	L. Maddox, J. Tyler & Policy Analysts	Aug 15
5. Finalize coordinated case planning protocols based on stakeholder input.	L. Maddox, J. Tyler & Policy Analysts	Sep 15

<b>Work Plan Topic Area:</b>	Training	
<b>Implementation Objective:</b> <i>A year from now, what has been accomplished in this topic area?</i>	West County Office personnel are oriented to the values & principles of Linkages and have the introductory knowledge and skills necessary to implement Linkages service coordination practice in their location.	
<b>Target Date:</b> <i>to complete the Implementation Objective</i>	Nov 2022	
What are the Action Steps to be taken? <i>List below</i>	Who is Assigned?	Due Date
1. Determine target audiences for training curriculum.	Planning Team	Jun 15
2. Review basic orientation training materials available on Linkages Toolkit & adapt to fit our county's needs.	M. Lopez & S. Adams (LCs)	Jun 15
3. Identify & prepare trainers (members of Planning Team).	M. Lopez & S. Adams (LCs)	Jul 15
4. Schedule training session dates, times & locations.	Staff Dev. & Training	Jul 15
5. Communicate training in advance to encourage attendance.	Staff Dev. & Training	Aug 15
6. Design simple evaluation form to be completed by attendees at end of training.	Planning Team & Staff Dev. & Trng	Aug 15
7. Deliver training sessions.	Trainers	Oct 15 - Nov 15