

**NEW MEXICO LEGISLATIVE
FINANCE COMMITTEE
CHILD WELFARE SUBCOMMITTEE
NOVEMBER 18, 2025**

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PRESIDENT AND CEO
CHILD WELFARE LEAGUE OF AMERICA**



AGENDA

About CWLA

Trends and Issues in the Field

A Path to Reform

Q & A





The White House Conference on the Care of Dependent Children in 1909

- Best Practices
- Collaboration
- Implementation
 - Children's Bureau (2012)
 - CWLA (2020)
- Social and Organizational Context
- Program and Practice Integration
- Quality and consistency were key drivers in the conversation.

Michael, J. & Goldstein, M. (2010). Reviving the White House Conference on Children
. <https://www.cwla.org/reviving-the-white-house-conference-on-children/>

CWLA CORE OPERATIONAL COMPETENCIES



*MEMBERSHIP
&
PARTNERSHIP*



*STANDARDS &
BEST
PRACTICES*



*ADVOCACY &
POLICY*



*TRAINING &
CONSULTA-
TION*



PUBLICATIONS

SELECT NATIONAL DATA



- 7.78m Children Reported for Abuse/ Neglect
- Declines in Findings of Maltreatment
 - 667,738 in 2016 vs 542,904 in 2025
- Decline in the Children in Care
 - 27,901 in 2016 vs. 360,531 in 2025
- Increase in Child Fatalities
 - 1,670 in 2016 vs, 2,000 in 2023

- Workforce
 - Child Welfare
 - Provider Community
- Disabilities & Complex Behavioral Health Needs of Children
- Unmet Treatment & Placement Needs (PA, NC, KS, WA, IL, CO, TX, NM, TB, CA & many more)
- Service Availability & Alignment
 - Substance Use Treatment
 - Mental Health Services
- Equitable & Responsive Services
 - Prevention, Diversion, Intervention
 - FFPSA Clearinghouse
- Cross-Systems Impacts (Basic Needs, HC, JJ, MH)



The Massachusetts Experience

Key Principles



1

**Start With
People**

2

**Follow the
data/and
information**

3

Focus on how

4

**Push for
results**

Start with People

- Leadership Consistency & Support
- Culture Change
- Focus & Direction
- Managerial Engagement/Ownership
- Capacity Building
 - Operational Oversight
 - Workforce
- Work with Frontline Staff

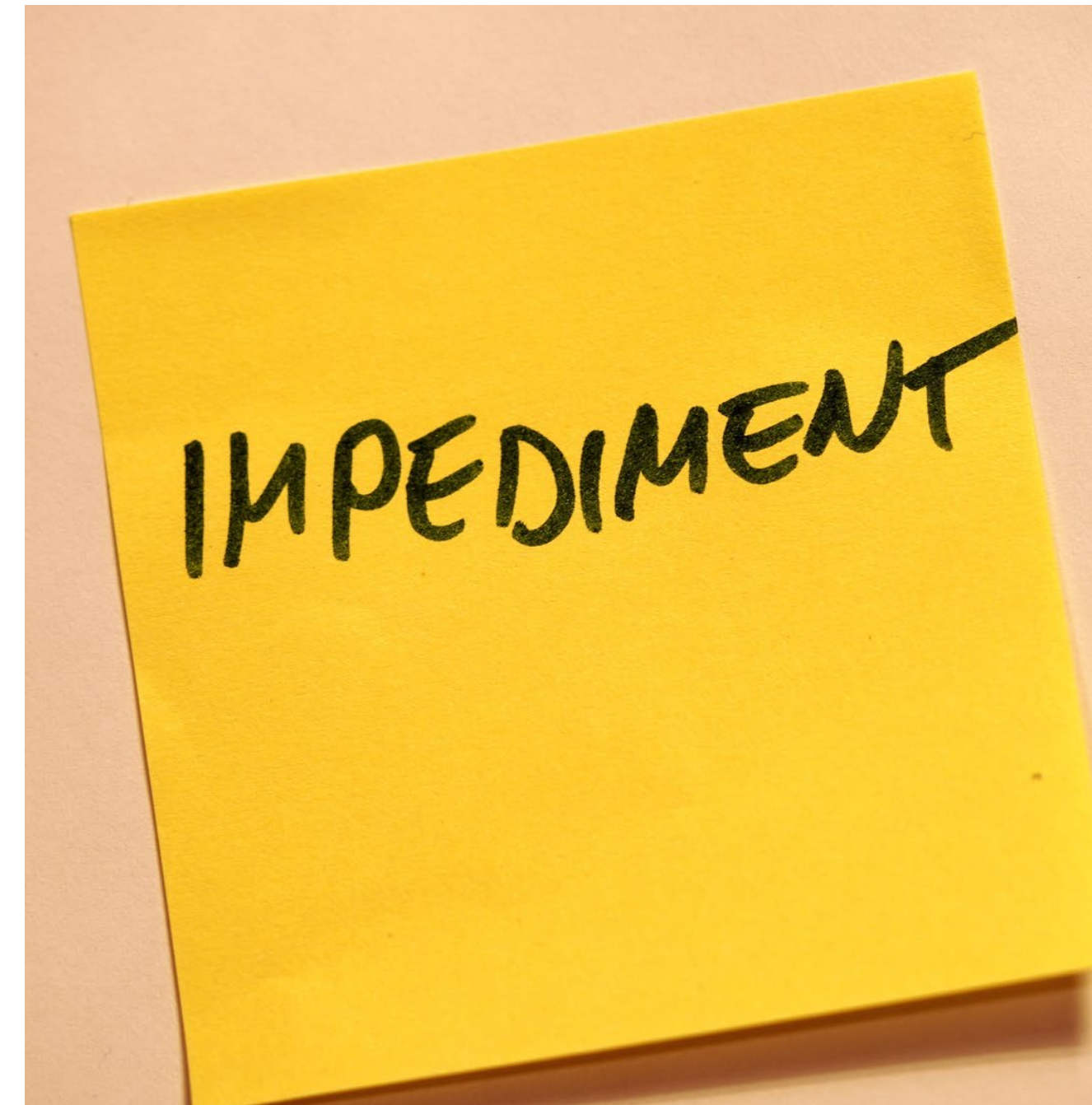


Follow the Data

- **Real-Time Data Drives Change**
- **Use the Right Measures**
- **Dig-in to Tell the Whole Story**
- **Prioritize, Prioritize, Prioritize**



- Breaking Large Goals Into Achievable Building Blocks
- Short Term vs Long Term Change
- Think Creatively/Tactically
- There are Always Impediments
- Engage Barrier -Busters
- Don't Be Afraid to Pivot



- Focus on the Mission
- Build a Strong Operational Capacity
- Shining Objects Are Often Distraction
- Dealing with Competing Demands
 - Day-to-Day Operations
 - Federal and State Oversight
 - Litigation
- Balancing Impatience w/Knowledge that Lasting Change Takes Time



Q & A

