



Sustaining Systems Of Care: What Do We Know?




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What do we mean by the “sustainability” of systems of care?



System of Care Concept

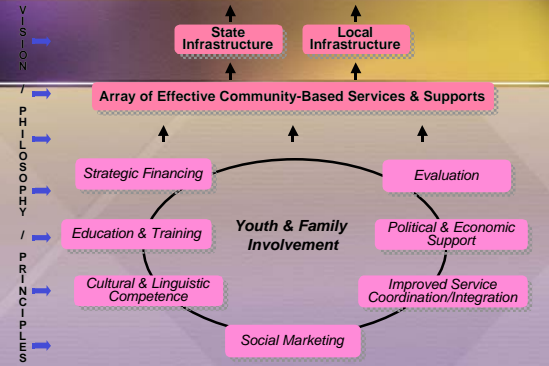


Defining Sustainability

- Maintenance of systems of care over time
Services, Infrastructure, and Philosophy
- Maintenance of systems of care after federal funding has terminated




Sustaining Systems of Care




Sustainable Systems of Care Have:

Policies, practices, structures, finances and philosophy in place in order to provide the services and supports that increase the capacity for children with serious emotional disturbances and their families to live, work, learn and participate fully in their community.




How can sustainability be assessed?



Special Study on Sustainability in National Evaluation

- Explore extent to which systems of care are maintained after federal funding
- Identify features more likely to be sustained and those less likely
- Identify factors that affect sustainability
- Identify successful strategies for sustainability

Methodology of Sustainability Study




- Literature review, focus groups
- Web survey
 - Current or former project director
 - Mental health system rep
 - Family member
 - Rep of another child serving system
- Telephone interviews
 - Current or former project director
 - Family member
 - State children's mental health director


Array of Services and Supports

Comparison of:

- Degree to which each of the services and supports in the array was available during period of grant funding
- Degree to which each of the services and supports is available during the current period (last 12 months)



System of Care Philosophy



Comparison of degree of implementation of principles during the grant period and during the current period:



- Individualized care
- Interagency coordination - system and service levels
- Service accessibility
- Family involvement - system and service levels
- Cultural competence - system and service levels

System of Care Goals

Comparison of goal achievement during the grant period and during the current period:

- Minimizing need to leave the community for services
- Reducing services in overly restrictive settings
- Ensuring sufficient service capacity
- Using evaluation to inform policy and program decisions
- Maintaining focal point for system management
- Maintaining an active family organization
- Achieving general acceptance of system of care philosophy among system managers/leaders and service providers

What do we know about sustainability in “graduated” communities?

Sustainability of Services

Increased Availability from Grant to Current Period	Decreased Availability from Grant to Current Period
Medication treatment/monitoring	Outpatient individual/family
Case management	Professional consultation
Therapeutic group homes	Inpatient
Substance abuse treatment	Flexible funds
Independent living	Respite care
After school/summer programs	Family preservation/home-based
Transition to adult services	Family support
Behavioral aides	Recreation
Transition - residential to community	Transportation
	Tutoring
	Mentoring

Most Available Services

Services	Grant Period	Current Period
Outpatient individual	4.05	4.01
Case management	4.08	4.11
Diagnosis and evaluation	3.85	3.85
Outpatient family	3.78	3.71
Medication treatment	3.56	3.64
Professional consultation	3.65	3.58
Emergency/crisis	3.52	3.52

Sustainability of Philosophy

Principle	Grant Period	Current Period
Family involvement – service level	3.77	3.84
Interagency coordination – service level	3.96	3.70
Individualized care	3.94	3.68
Cultural competence – service level	3.52	3.49
Cultural competence – system level	3.43	3.43
Service accessibility	3.43	3.37
Family involvement – system level	3.41	3.30
Interagency coordination – system level	3.16	2.98
Shared administrative processes	2.63	2.55


Achievement of Goals

Increased Achievement from Grant to Current Period	Decreased Achievement from Grant to Current Period
Minimizing need to leave community for services	Ensuring sufficient service capacity
Reducing services in overly restrictive settings	Using evaluation data to inform program and policy decisions
Achieving general acceptance of SOC philosophy among system/program managers	Maintaining a focal point for management of the system of care
Achieving general acceptance of SOC philosophy among service providers	Supporting and maintaining an active family organization in the community

Factors Affecting Sustainability

Factors most present in sites:

- Local commitment to the SOC approach
- Increased utilization/reliance on Medicaid
- Existence of ongoing administrative leadership
- Interagency partnerships
- Inclusion of key stakeholders at all levels




Impact of Factors on Sustainability

Factor	Impact Rating
Inclusion of key stakeholders at all SOC levels	4.50
Interagency relationships and partnerships	4.43
Local commitment to SOC approach	4.35
Existence of ongoing administrative leadership	4.31
Provision on ongoing training	4.27
Existence of constituency advocating for SOC approach	4.27
Presence of a "champion" with power/influence	4.21
Infusion of SOC into larger system, not separate	4.16
Existence of evaluation data on effectiveness of SOC	4.12
State commitment to SOC approach	4.09
State involvement in the SOC	4.06

Impact of Factors on Sustainability, Continued

Factor	Impact Rating
State financial support for maintaining SOC	3.82
Engagement of political/policy leaders	3.81
Existence of formal policies and regulations supportive of SOC	3.80
Local financial support	3.78
Increased utilization/reliance on Medicaid	3.73



Strategies for Sustainability

Strategy	Percent Using	Effectiveness
Mobilizing resources	100%	
Providing training on SOC approach	100%	
Involving stakeholders	100%	3.64
Generating political/policy level support	100%	
Cultivating strong interagency relationships	100%	3.78
Using evaluation results	97%	
Creating an advocacy base	97%	
Creating an ongoing focal point for managing SOC	94%	3.56
Establishing a strong family organization	94%	3.55
Making policy/regulatory changes for SOCs	94%	3.51
Infusing the SOC approach into broader system	94%	3.51


Financing Strategies

Strategy	Percent Using	Effectiveness
Increasing ability to obtain Medicaid reimbursement	94%	3.37
Operating more efficiently	89%	
Creating partnerships with non-MH systems	86%	
Obtaining grants	81%	
Coordinating categorical funds	81%	
Obtaining new/increased state funds	81%	3.39
Leveraging funding sources	78%	
Redeploying from higher to lower cost services	75%	3.62
Charging fees for services	75%	
Pooling or blending funds from several agencies	72%	
Using in-kind space donation	72%	

Financing Strategies, Continued

Strategy	Percent Using	Effectiveness
Reinvesting money saved by redeploying or reducing	61%	3.38
Obtaining new/increased local funds	61%	
Refinancing	61%	
Obtaining new/increased federal funds	56%	
Fundraising	50%	
Obtaining new/increased foundation funds	42%	
Administrative claiming	42%	
Obtaining new/increased private or corporate funds	39%	
Decategorizing funding streams	39%	
Creating new revenue through unrelated activities	6%	

What are the implications for currently funded communities?



Implications for Systems of Care

- Need for greater focus on maintaining supportive services (respite, home-based, family support, mentoring, flexible funds)
- Greater attention to increasing service capacity
- Increased emphasis on maintaining principles at the system level (family involvement and interagency coordination) as well as service level



More Implications

- Attend to infrastructure elements in sustainability planning (e.g., focal point for system management, evaluation, maintaining family organization)
- Maximize factors that enhance sustainability (e.g., nurture state partnerships)
- Use multiple sustainability strategies (e.g., create a viable focal point, forge interagency partnerships, include key stakeholders, create a strong family organization, infuse SOC into larger system, partner with state to make needed policy/regulatory changes)

