





Findings: Facilitative Structural/ Organizational Factors

- A coordinating entity at the state level with Commissioner-level representation, legislative authority, and a mandate to promote collaboration
- Consent decrees may promote cross-agency establishment of common values and the introduction of evidence-based practices
- The number of organizational entities involved, or the integration of children's systems into one state agency, may or may not result in high levels of collaboration



Findings: Inhibiting Structural/ Organizational Factors

- Two or more different state entities that fund local collaborative infrastructures
- Two or more state entities with mandates and resources for children with mental health problems
- Financing systems, including managed care arrangements and Medicaid waivers, with funding levels that are not able to support a comprehensive service array or flex funds



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Findings: Inhibiting Structural/ Organizational Factors

- Diffused responsibility and accountability for a target population
- Frequent changes in administration and leadership at the state levels
- The absence of a statewide family organization that can facilitate collaboration and advocate for system of care development
- Lack of an infrastructure for convening childserving agencies at the state level



Findings: Facilitative Behavioral Factors

- A series of consistent policies and initiatives that provide moderate resources for collaboration and system of care development
- Strong leadership by at least one state agency that promotes a shared vision and strategic crossagency activities
- Moderate resources to support local interagency coordinating infrastructures
- Creative use of human resources, such as placement of personnel in school districts, child welfare, and juvenile justice settings to provide consultation and skill development



Findings: Facilitative Behavioral Factors

- Policies with clear accountability mechanisms, including data collection on outcomes, evaluation, and quality assurance activities
- Shared, active use of data by policymakers to drive decision-making, planning, and problem solving
- Development of a cross-agency strategy for the integration of activities into a comprehensive, coordinated approach to system of care development



Findings: Inhibiting Behavioral Factors

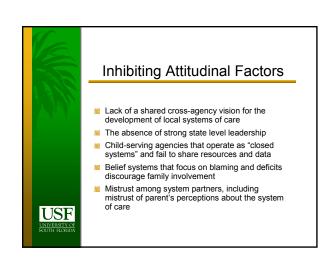
- System of policies developed at different times by various legislative bodies and state agencies, with conflicting policy interpretations
- Policies of child-serving agencies that do not reflect system of care values, such as family involvement and collaboration

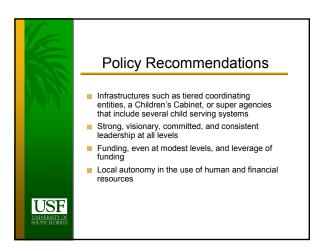
















Policy Recommendations

- The use of data by interagency structures to guide decision making and allocation of new resources
- Clear state-level responsibility for a target population
- Policies that mandate family attendance and participation at service planning meetings
- Policies that promote cross-system pooling of resources
- The rotation of leadership for interagency collaborative infrastructures and activities



Policy Recommendations

- Policies that balance promotion of a broad policy framework, local autonomy for how the vision is carried out, and a reasonable level of statewide standardization and accountability
- Policy mandates with modest funding can get stakeholders to the table more quickly
- Support by state policymakers for initiatives that strengthen interagency collaboration, whether these efforts are initiated at the state or local level