

STATE OF THE SCIENCE

More and Better Systems of Care: Leverage Points

Beth Stroul
Gary Blau
Regenia Hicks
Paige Pierce
Myra Alfreds

What have we learned about implementing systems of care?

- ◆ What opportunities, strategies, or "leverage points" are best for making significant change?
- ◆ How do we bring about more pervasive, deeper changes in children's mental health systems?
- ◆ What interventions will have the biggest impacts?

Leverage Points for System Change

"Range of possible actions available to continuously develop a system"
"Places within a complex system where a small shift in one thing can produce big changes in everything"

- ◆ **Values/Beliefs Leverage Points**
Intrinsic philosophy fundamental to systems of care
- ◆ **Goals Leverage Points**
Expectations and intended outcomes of system change
- ◆ **Information Leverage Points**
The availability of feedback to system stakeholders
- ◆ **Structures Leverage Points**
Specified roles, responsibilities and authorities that define organizational boundaries and enable an organization to perform its functions

Case Studies of System of Care Implementation

- ◆ Initial system change efforts typically focused on reshaping values, beliefs, and mindset of persons engaged in children's services
- ◆ Efforts that follow typically include focus on goals and information leverage points, sometimes on shifting system structures
- ◆ System change efforts focused on values and beliefs enable greater range of later changes, maximize return on systems change efforts

What have we learned about sustaining systems of care?

- ◆ Study on the Sustainability of Systems of Care
- ◆ Studied 36 communities – 4 key stakeholders in each
- ◆ Web survey and telephone interviews
- ◆ Examined strategies considered most effective for maintaining SOC's over time

 **Framework for System Change**

Sustainability Strategies

- 1. Ongoing Locus of Accountability**
 - Creating a viable, ongoing focal point for system management
- 2. Family Organization and Advocacy Base**
 - Establishing a strong family organization
 - Creating an effective advocacy base
- 3. Evaluation/Accountability Data**
 - Using evaluation/accountability results to "make the case" for sustaining the system and care and services
- 4. Interagency Partnerships**
 - Cultivating strong interagency relationships and partnerships for service delivery and coordination
 - Cultivating strong interagency partnerships for ongoing financing of services

Sustainability Strategies

- 5. Infusion of SOC Approach into Larger System**
 - Making state-level and local-level policy and regulatory changes that support the system of care approach
 - Making the system of care philosophy and approach the way the community's larger service system operates
- 6. Training**
 - Providing ongoing training and coaching re system of care philosophy and approach
 - Providing ongoing training re effective services (evidence-based and promising interventions)
- 7. Generating Commitment/Support for SOC Approach**
 - Generating political and policy level support for the system of care approach
 - Generating state involvement and commitment
 - Generating local involvement and commitment
 - Cultivating ongoing leaders and champions for system of care philosophy and approach

Financing Strategies

- 1. Medicaid**
 - Increasing ability to obtain Medicaid reimbursement for services
- 2. State Mental Health Funds**
 - Obtaining new or increased state mental health funds
- 3. Other Child Service Systems Funds**
 - Obtaining new or increased funds from other child-serving agencies
 - Coordinating, blending, or braiding funds with other child-serving agencies
- 4. Redeploying Funds**
 - Redeploying/shifting funds from higher to lower cost services
- 5. Local Funds**
 - Obtaining new or increased local funds (e.g., taxing authorities)

Importance of State-Local Partnership

State Role:

- ◆ Working with the state Medicaid agency
- ◆ Providing funds from state mental health agency
- ◆ Negotiating agreements with other child-serving systems
- ◆ Implementing statewide programs, such as wraparound or crisis programs
- ◆ Using work in funded communities as basis for statewide SOC development
- ◆ Enacting legislation
- ◆ Provide technical assistance and training

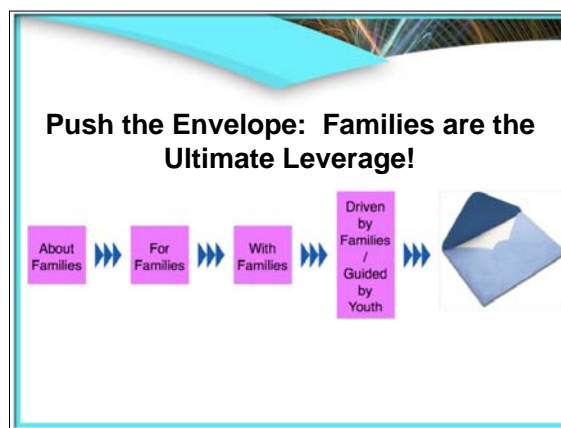
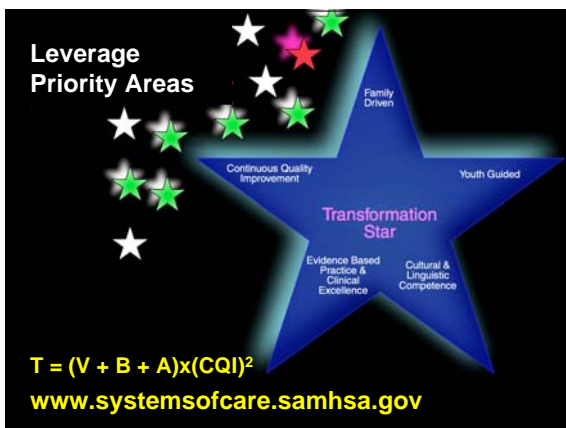
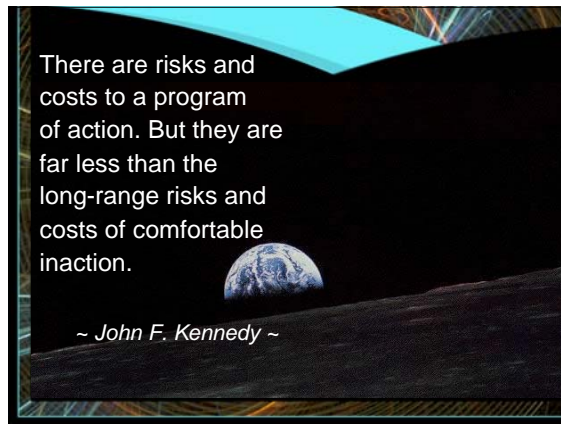
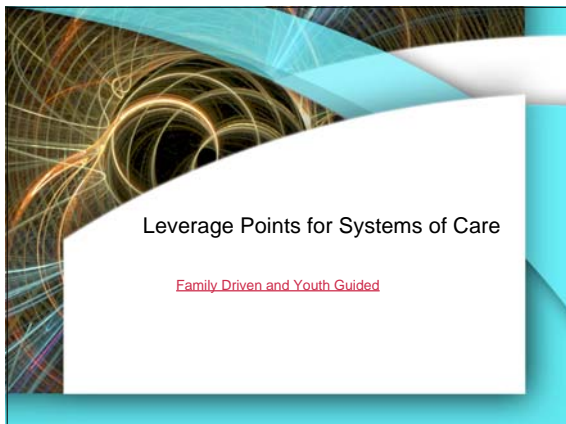
More State Roles

- ◆ Creating state, regional, and/or local entities to provide leadership, coordination, and support for SOCs
- ◆ Incorporating the SOC philosophy and approach in policy documents, plans, licensing requirements for provider agencies, and contracts with provider agencies and managed care organizations
- ◆ Removing identified barriers in policy, regulations, and financing
- ◆ Monitoring compliance with the SOC philosophy and approach in communities
- ◆ Evaluating the outcomes of SOCs and service

 **Taking Systems of Care to Scale**

Perspectives on Leverage Points for Implementing and Sustaining Systems of Care

- ◆ Federal perspective – Gary Blau
- ◆ Multiple communities perspective – Regenia Hicks
- ◆ Family organization perspective – Paige Pierce
- ◆ Local community perspective – Myra Alfreds



Family driven means families take the lead

- ✓ Choosing supports, services, and providers;
- ✓ Setting goals;
- ✓ Designing and implementing programs;
- ✓ Monitoring outcomes;
- ✓ Partnering in funding decisions; and
- ✓ Determining the effectiveness of all efforts to promote the mental health and well being of children and youth.

Focus on the Fundamentals

Leverage Through Youth!!!!

History of a M.O.V.E ment
Youth Motivating Others through Voices of Experience.
Youth M.O.V.E.

Youth MOVE

We the members of youth MOVE will work as a diverse collective to **UNITE** the voices and causes Of youth while raising awareness around youth issues. We will **ADVOCATE** for youth **RIGHTS** and **VOICE** in mental health and other systems that service them. In the process of **EMPOWERING** youth to be **EQUAL** partners in the process of change.

Youth MOVE

We the members of Youth MOVE envision a system of care in which every young person that enters any youth-serving system is successfully prepared for life.

We help guide the redevelopment of the system so that no youth falls through the cracks.

We advocate for youth to utilized their power to foster change in their communities and in their own lives.

Youth MOVE works toward the day when all people will recognize and accept the culture of youth, their families and the communities that serve them in order to be truly culturally-competent.

Youth MOVE looks forward to the day when youth are no longer treated as numbers, problems, or caseloads, but as individuals and humans.

We will all stand as partners: youth, youth advocates, supporters, parents and professionals, to see our youth become successful.

State of the Science Conference
Presented in Tampa, March 2007



National Evaluation Team Youth Liaison

- ✓ Leverage can all points of the system

Leverage by Taking a Stand

Disparities

g l b t q i

Leverage Through Data

CQI Progress Report and Benchmarking Initiative

Continuous	Quality	Improvement
Community	Program Administrators	National T.A.
<i>Cultural Context</i>	<i>Program Performance</i>	<i>Strategies to Improve</i>

Leverage Through Partnerships

Building Bridges

- ✓ Alaska Behavioral Health Association
- ✓ Alliance for Children and Families
- ✓ American Association of Children's Residential Centers
- ✓ Center for Health Care Strategies, Children in Managed Care Initiative
- ✓ CHARPP (Children's Array of Psychiatric Programs)
- ✓ Child Welfare League of America
- ✓ Children and Adults with Attention-Deficit/Hyperactivity Disorder (CHADD)
- ✓ Federation of Families for Children's Mental Health
- ✓ International Society of Psychiatric Nurses
- ✓ National Alliance on Mental Illness
- ✓ National Association for Children's Behavioral Health
- ✓ National Indian Child Welfare Association
- ✓ Oregon Alliance of Children's Programs
- ✓ Pennsylvania Community Providers Association (PCPA)
- ✓ State of Delaware, Division of Child Mental Health Services
- ✓ State of Massachusetts Department of Mental Health/Division of Child and Adolescent Services
- ✓ Travis County Health and Human Services Office of Children's Services

State of the Science Conference
Presented in Tampa, March 2007



Leverage Through Sharing

We must learn to share and give mental health away

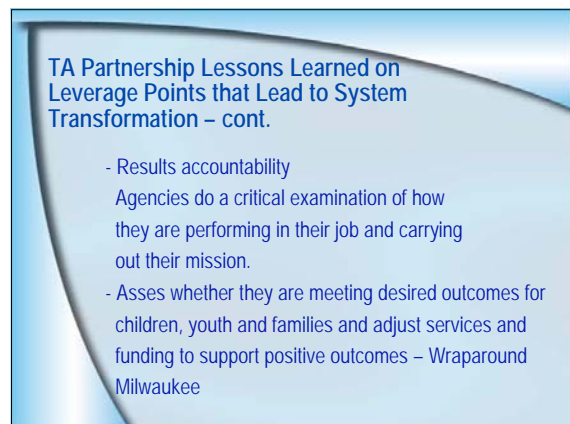
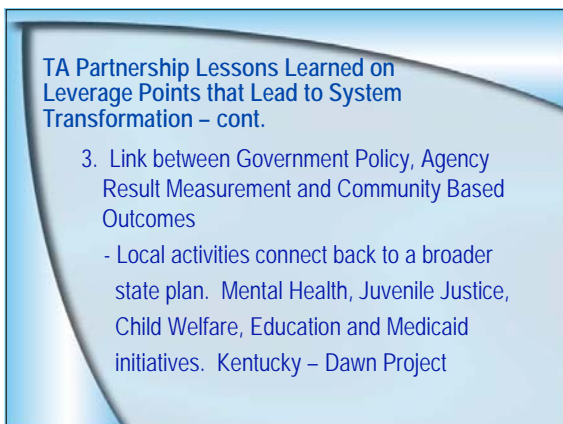
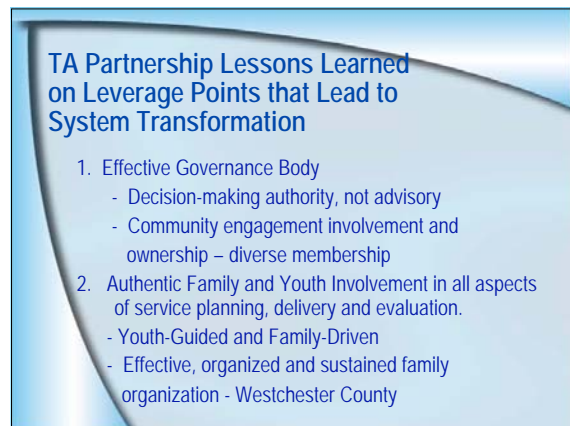
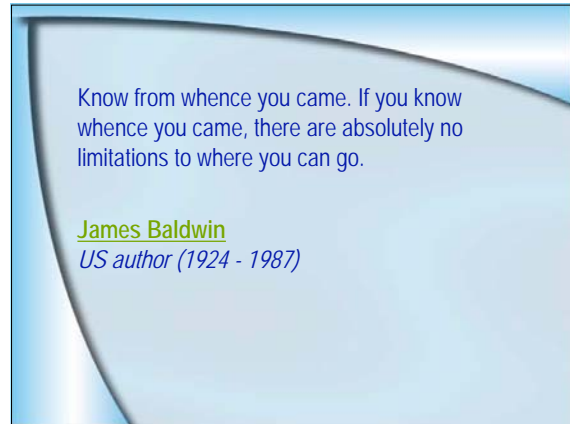
Leverage Through Visibility

NATIONAL CHILDREN'S MENTAL HEALTH AWARENESS DAY

Thriving in the Community • May 8, 2006

Leverage Your Inner Super Hero

Leverage Your Leadership Capabilities



TA Partnership Lessons Learned on Leverage Points that Lead to System Transformation – cont.

4. Turning Crisis into Opportunity

- Effective utilization of law suits and consent decrees: From lemons to lemonade
- Hawaii Felix Class Action
- Arizona – JK Settlement
- Maryland Lisa L Class Action
- North Carolina - Willie M Class Action

TA Partnership Lessons Learned on Leverage Points that Lead to System Transformation – cont.

Limitation factor: If not managed correctly, it becomes an obstacle to transformation.


- New logic model for system transformation.

Develop strategies for change:


Key Decision Makers Sustainability
Families Youth Services Funding
Cultural and Linguistic Competence

State of the Science
More and Better Systems of Care:
Leverage Points


Myra Alfreds, Director
 Children's Mental Health Services,
 Westchester County Dept. of Community Mental Health



WESTCHESTER COMMUNITY NETWORK





It's Not A Program
 There Is No Address
It's the Spirit of Community
 That Never Gives Up



Community Network Model




*"A System of Care Design
 Built on a Community
 Organization Model"*

- Child & Family Networks in 10 communities serving over 300 families yearly.
- Modeling System of Care Principles, Values & Practices
- Community Ownership
- Culturally Competent, Needs-Driven Approach
- Forum for Training & Social Marketing
- Sustainable

**Families/Youth As the Driving Force in
 the Change Process**
 (Family Ties/Youth Forum)



- ...Shared power with government
- ...Independent Family Organization representing < 600 families
- ...Families and youth at every table
- ...Family Resource Centers (6) serving as community hubs
- ...Peer support/outreach groups
- ...Family and youth involved in
service delivery
training
evidence-based practices
research & evaluation
policy development & decisions

Modeling Implementation of a System of Care

*"Transforming the Child-Serving
 System to create one System of
 Care in Westchester County."*

- Creating an Evolving Oversight Body to Promote System Level Change
- Designing/Transforming/Sustaining the Infrastructure
- Organizing at the Community Level within a County/State Structure
- An Accessible System-of-Care for Families
- "Theory of Change" Model that addresses the needs of families and communities

On-going Expansion of the Infrastructure

*"Developing new
 partnerships"*

- "Seize the opportunity"
 Cross-Systems Initiatives
- Cross System Planning Committees in many areas
 - Co-Occurring SED-MR/DD
 - Early Childhood
 - Transitional Age Youth
 - Youth with Fire-setting behaviors
 - Youth with Sexually Reactive Behavior
 - Parents with Multiple Challenges




Myra Alfreds, Director
Children's Mental Health Services,
Westchester County Dept. of Community Mental Health

Westchester Community Network

Myra Alfreds

Tel. (914) 995-5250/email

mmv4@westchestergov.com

For additional information click to:

www.westchestercommunitynetwork.com

