The Perfect Storm

The Convergence of Data, Process & Dialogue for System of Care Development

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Waves of Change
Targeting and Measuring Systems Reform in Oklahoma

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Oklahoma Systems of Care

The CQI Soup

- The Data

- The Process

- The Dialogue

A Call to Action in Oklahoma

- Proposed legislation for parents to give up custody of their kids for services

- Overstressed residential system

- Everyone's kids are nobody's kids

There has to be a better way…

- A group of child serving agencies and Legislators came together and saw Systems of Care as an answer

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Two goals in Oklahoma

- Implement wraparound as a best practice model statewide

- Create a Systems of Care (Systems Transformation) to meet the needs of families
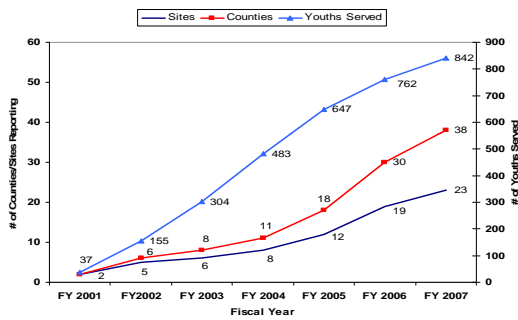
What are the indicators of a successfully implemented wraparound approach?

- A reduction or shortening of out of home placements for reduced costs and healthier families
- A reduction or shortening of school detentions for improved educational outcomes
- Wraparound implemented to as many kids as possible in as many locations as possible

Oklahoma Systems of Care State Fiscal Year 2008

Measure	Baseline	6 Months	% Improved
*# Youths Self-Harming (Item #12 on Ohio Problems)	227	158	30%
# of Suicide Attempts	50	22	56%
*# Days in Out-of-Home Placement	11,002	8,187	26%
# Youths Placed Out of Home	241	184	24%
# Arrests	179	103	42%
*# Contacts w/Law Enforcement (times questioned)	378	237	37%
*# Days Suspended from School	1,906	1,596	16%
*# Days Absent from School	7,165	5,709	20%
# Days Detention in School	1863	862	54%

FY2001-2007: Youths Served, Sites Reporting, Counties Served

What are the indicators of a successfully implemented Systems of Care?

- Communities coming together to address systemic issues around children's behavioral health
- Centralized and locally driven referral process
- Unique special projects designed to transform the child serving system on the state level

The Dialogue

- Whatever the community team wants?
- Who should be there?
- What decisions should be made?
- This is non-negotiable

Measuring Systems of Care Process on the Local Level

- Core Standards
- Site Review Checklist
- Using these tools as a CQI process for local systems development
- Quantifying the indicators

Core Standards

Community Team

2. An active and effective community team is in place that not only ensures a well run systems of care project but makes pro-active and high profile efforts in the community to improve the overall system of care for children and their families struggling with behavioral and emotional issues.

3. Community Team membership
- Core membership shall include: Parents, DHS, Child Welfare, DHS-DDSD, Youth, OJA, School, Host agency, Other Social Service Providers (substance abuse, mental health, and others), Child Guidance
- Recommended: Primary health care providers, District Attorney, Judges, Child abuse response agency, Faith, Youth activities (BBBS, Boys/Girls clubs, Scouts, law enforcement, etc.), Community coalitions (Turning Point, Community Partnership Boards, Child Abuse Prevention Task Forces, etc.)
- Referral Team Membership: Family members, directors or supervisors of Child Welfare, OJA/JSU, mental health, Special Ed.

4. Community Teams will have significant family voice and leadership from the community at every team meeting with minimal staff involvement.

Site Review Checklist

	Area: Community Team						
1	Does the Community Team meet on a regular basis?	A	M	S	L	N	#
2	Does the membership of the Community Team include key stakeholders (schools, child welfare, juvenile justice, mental health providers, developmental disabilities services providers)?	A	M	S	L	N	#
3	Does the membership of the Community Team include community members (business, civic, service organizations, social service agencies)?	A	M	S	L	N	#
4	Does the membership of the Community Team include at least three family members?	A	M	S	L	N	#
5	Does the membership of the Community Team include at least three youth members?	A	M	S	L	N	#
6	Are membership lists up to date?	A	M	S	L	N	#
7	Is membership contact information available to all Community Team members?	A	M	S	L	N	#
8	Are minutes taken and key decisions documented and shared with all Community Team members and advisory boards?	A	M	S	L	N	#
9	Are Community Team meeting announcements distributed on time and in a proper manner?	A	M	S	L	N	#
	Total score for the section =					(score range is 0 to 105)	

Regular Data

- Monthly Data Report: Sent to individual sites, State staff and Quality Assurance Committee
- Annual Data Report to the State Advisory Team
- Regular data to Legislature and as a social marketing tool
- Quarterly CQI Progress report reviewed by QA Committee and State staff

Regular Process: CQI

- Adjusting technical assistance to communities

- Changing contract rules and funding decisions

- Addressing barriers at the state and local level

Regular Dialogue

- State Advisory Team

- Project Directors Meeting

- Children's Integrated Budget Request

- Staff Meetings

Contact Information

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Waves of Change
Examining System-wide Indicators of Performance in Monroe County

Kathleen C. Plum, Ph.D., RN
Jody Levison-Johnson, LCSW

- Upstate NY
- City of Rochester and surrounding area
- County Population = 730,807
- City Population = 208,123
- 19 school districts
- Phase V community

The Nature of Change

- Developmental Change
  - Improves "what is:" i.e., "do better" or "more of" what is currently done
- Transitional Change
  - Replaces "what is" with something entirely different
- Transformational Change
  - Demands a complete shift in the way the system/ organizations view the world, their clients, their work, themselves

Transformational Change

- Begins <u>before</u> the destination is fully known & defined
- Requires a <u>fundamental</u> shift in culture, behavior & mindsets (System of Care values)
- Requires structures, operations, products, services and/or technology to change <u>radically</u> to meet needs
- Is <u>far-reaching and complex</u>, presenting a host of challenges to defining, measuring, & understanding "success"

Understanding Transformational "Success"

- ☐ Distributive Justice (equity and efficiency) and Respect for the Individual (personal autonomy)
  - Lessons learned from deinstitutionalization: frame transformation goals in the positive
- ☐ Look at the "Big Picture"
  - Changes in utilization patterns across & within systems
  - Unintended consequences, adverse & beneficial
- ☐ **Select outcomes carefully as they become your benchmark of "success"**
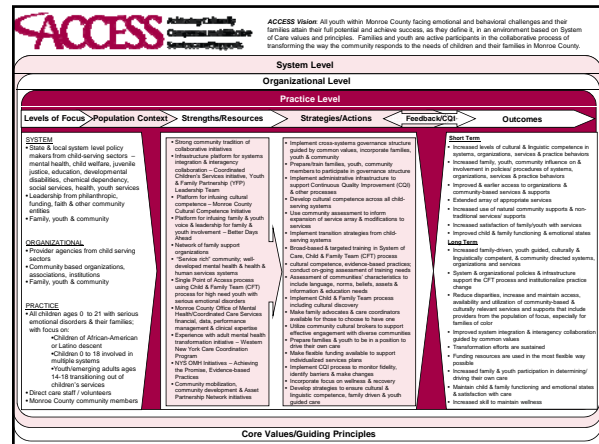

ACCESS System Level Outcomes

- ☐ Improved & earlier access to organizations & community-based services & supports
- ☐ Increased use of natural community supports & non-traditional services/ supports
- ☐ Reduced disparities, increased and sustained access, availability and utilization of community-based & culturally relevant services and supports that include providers from the population of focus, especially for families of color
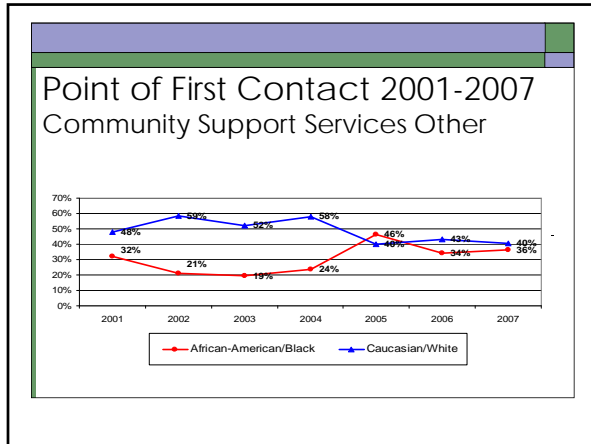
The Data

System-wide Indicator #1

For what proportion of child and youth clients in Monroe County was the first contact with the mental health system via outpatient or community-based services versus acute services?
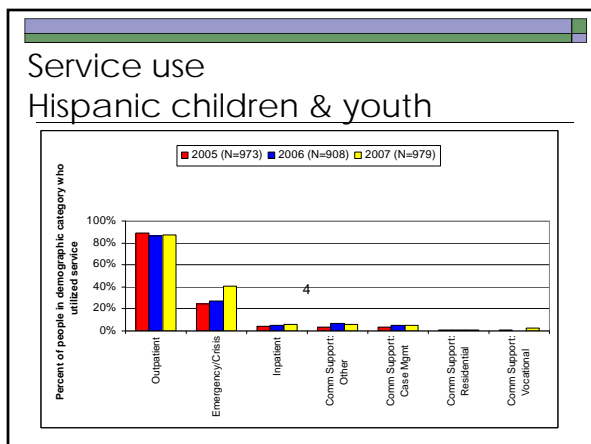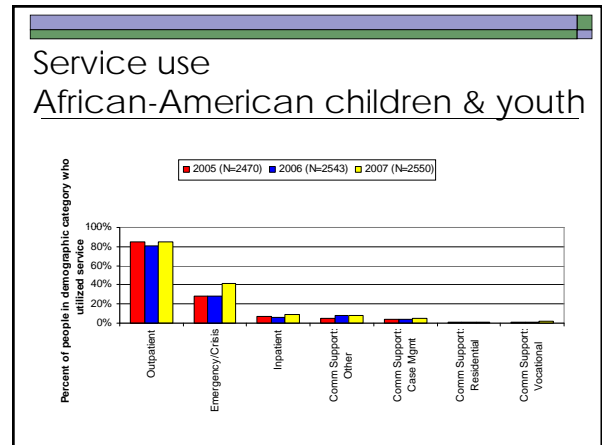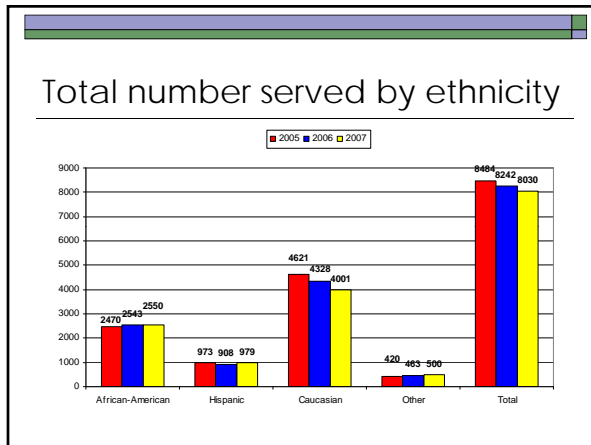
Point of First Contact 2001-2007

Point of First Contact 2001-2007
### Community Support Services Other
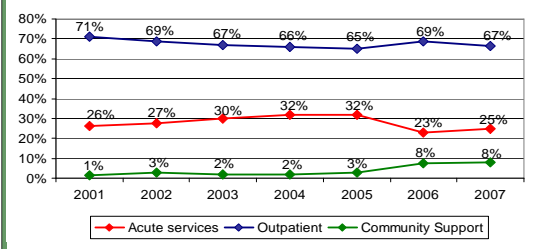
System-wide Indicator #2

To what extent has service utilization changed over time in Monroe County child and youth mental health services, particularly among African-American and Latino youth?

Total number served by ethnicity

Service use
African-American children & youth

Service use
Hispanic children & youth

Supplemental analysis

With the overall decrease in children and youth being served in the public mental health system, are we seeing increased numbers of youth in the child welfare or juvenile justice settings?

Other system view…

Monroe County
Child Welfare and Juvenile Justice System Utilization
2005-2007
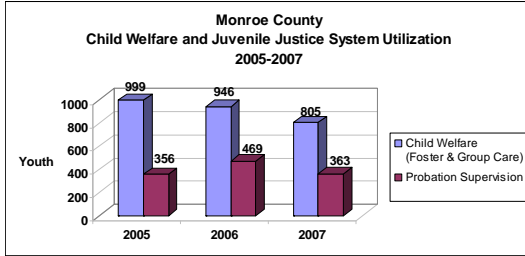
The Process

Process

- ☐ Data are collected and updated annually
- ☐ Reviewed by MCOMH internal team & "EDIDM" (Ensuring Data Informed Decision-Making)
- ☐ Presented in various forums including:
  - ■ Children's System of Care Leadership Team
  - ■ ACCESS Community Collaborative, Family Council & Youth Council (SWAT)
  - ■ Other groups as requested
- ☐ Expectation that there will be modification/ adaptation of strategies

The Dialogue

Implications

- ☐ Systems of care necessitate transformational change
- ☐ True and meaningful measures of total system performance must be developed and monitored throughout the change process
- ☐ The discussion does not rest solely within a single system
- ☐ Data must be used to inform systemic adaptation and change

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