Identifying What Makes Systems of Care Successful

Vicki S. Effland, Ph.D.
Janet S. McIntyre, MPA
March 3, 2009

SOC in Indiana
- Division of Mental Health and Addiction (DMHA)
- $50,000 development grants
- Choices TA Center

Strengths-Based Site Assessment
- Based on:
  - Building Systems of Care: A Primer (Pires, 2002)
- Completed by TA Center SOC Coaches

Strengths-Based Site Assessment
- Community Representation
- System of Care Structure (e.g., staffing)
- Funding
- Outcomes
- Family Involvement

Stages of SOC Development
1 – Precontemplation
2 – Contemplation
3 – Preparation
4 – Action
5 – Maintenance

Communities in Each Stage of Development

<table>
<thead>
<tr>
<th>Stage of System of Care Development</th>
<th>Percentage of Communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (n=2)</td>
<td>4.7%</td>
</tr>
<tr>
<td>2 (n=5)</td>
<td>11.6%</td>
</tr>
<tr>
<td>3 (n=21)</td>
<td>45.9%</td>
</tr>
<tr>
<td>4 (n=9)</td>
<td>20.0%</td>
</tr>
<tr>
<td>5 (n=6)</td>
<td>14.0%</td>
</tr>
</tbody>
</table>
Vigo County (est. 1818)
- Population: 105,078 (dropping)
- Size: 403 sq mi
- Density: 266 people/sq mi
- Race: 91% white, 6% black, 1.2% Hispanic
- Median household income: $33,184
- County Seat: Terre Haute - pop. 58,642 (largest)
- SOC formed: June 2000

Randolph County (est. 1818)
- Population: 25,859
- Size: 453 sq mi
- Density: 57 people/sq mi
- Race: 98% White
- Median household income: $38,805
- County Seat: Winchester - pop. 4,616 (largest)
- Smallest town: pop. 206
- SOC formed: September 2002

St. Joseph County (est. 1830)
- Population: 266,088 (4th largest county in Indiana)
- Size: 467 sq mi
- Density: 580 people/sq mi
- Race: 84% white, 12% black, 4% Hispanic
- Median household income: $44,706
- County Seat: South Bend - pop. 104,069 (largest)
- SOC formed August 2002

Clark County (est. 1801)
- Population: 105,035
- Size: 375 sq mi
- Density: 281 people/sq mi
- Race: 90% white, 7% black, 3% Hispanic
- Median Household Income: $43,158
- County Seat: Jeffersonville: pop. 29,627 (largest)
- Smallest town: Utica - pop. 650
- SOC Formed: September 2003

Harrison County (est. 1808)
- Population: 36,810
- Size: 487 sq mi
- Density: 76 people/sq mi
- Race: 98% white, 1% Hispanic
- Median household income: $43,423
- County Seat: Corydon - pop. 2,715 (largest)
- Smallest Town: New Amsterdam - pop. 1
- SOC formed: June 2004

One Community One Family
- Total population: 140,487
  - Largest: Dearborn (49,759)
  - Smallest: Ohio (5,849)
- Total Size: 1872 sq mi
  - Lowest Density: 41 people/sq mi (Switzerland)
  - Highest Density: 142 people/sq mi (Dearborn)
- Race: 98-99% white
- Median household income:
  - Lowest: $37,092 (Switzerland)
  - Highest: $54,468 (Dearborn)
- SOC Formed: May 2005

St. Joseph County (est. 1830)
One Community One Family

- Dearborn
  - County Seat: Lawrenceburg - pop. 4,840
- Decatur
  - County Seat: Greensburg - pop. 10,361
- Franklin
  - County Seat: Brookville - pop. 2,932
- Ohio
  - County Seat: Rising Sun - pop. 2,441
- Ripley
  - County Seat: Versailles - pop. 1,781
- Switzerland
  - County Seat: Vevay - pop. 1,670

Maintenance Stage Sites

Interviews

- Project coordinators from each of the six communities
- 3 questions in each of the areas assessed
- Overall lessons learned and advice for new communities

Community Representation

<table>
<thead>
<tr>
<th>Stage of Development</th>
<th>% DCS Active</th>
<th>% MH Active</th>
<th>% JJ Active</th>
<th>% Educ Active</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2</td>
<td>0.0%</td>
<td>60.0%</td>
<td>0.0%</td>
<td>80.0%</td>
</tr>
<tr>
<td>3</td>
<td>42.9%</td>
<td>57.1%</td>
<td>47.6%</td>
<td>57.1%</td>
</tr>
<tr>
<td>4</td>
<td>80.0%</td>
<td>100.0%</td>
<td>77.8%</td>
<td>77.8%</td>
</tr>
<tr>
<td>5</td>
<td>100.0%</td>
<td>83.3%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Community Representation

Everyone had the same vision - keeping kids in the community and saving money
(One Community One Family)

Community gets buy-in, collaborates between meetings (St. Joseph)

Standing up and saying this works (One Community One Family)

Need to sell this as truly collaborative, despite gaps in representation (Vigo)
SOC Coordinators

- Length of time in position
  - Average of 35.5 months
  - 83% in position more than 2 years

- Additional Responsibilities
  - Stage 3: Preparation – 81%
  - Stage 5: Maintenance – 33%

SOC Coordinators

See multiple perspectives when working with facilitators, system partners and families (Harrison and Clark)

Care Coordinators

We originally focused on degrees, now prefer to hire people who live in the community; they are going to serve rural communities that don’t like outsiders (One Community One Family)

Supervision

Individual supervision based on their needs
(One Community One Family)

Make sure that they are in a good place
(St. Joseph)

Funding

- Funding primarily from child-serving systems
- 20% of communities also received funding from private sources
- Medicaid and Medicaid Waivers

<table>
<thead>
<tr>
<th>Stage of Development</th>
<th>Medicaid</th>
<th>Plan to Blend</th>
<th>Sustainability Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2</td>
<td>80.0%</td>
<td>0.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>3</td>
<td>95.2%</td>
<td>19.0%</td>
<td>14.3%</td>
</tr>
<tr>
<td>4</td>
<td>100.0%</td>
<td>77.8%</td>
<td>66.7%</td>
</tr>
<tr>
<td>5</td>
<td>100.0%</td>
<td>83.3%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
Funding Priorities

Mental Health Center allowed system of care to belong to the community.

Mental health center let facilitators do their jobs most productive teams within the center.

Contributions from community members via Force to think outside the box; they will find a way to sustain.

Outcomes

- Identify outcomes
- Measure outcomes
- Collect and track outcomes
- Analyze data
- Report results
- Use outcomes to inform decisions

Outcomes

Provides reason/documentation of validity for how their money is being used.

(Harrison and Clark)

Key to keeping what we have.

(Randolph)

Outcomes

- Placements (e.g., out-of-home, remain in the community)
- Education (attendance, achievement, behavior)
- Child welfare (substantiated cases)
- Juvenile justice (offenses)
- Graduation from SOC
- Cost savings

Outcomes

- Identify outcomes
- Measure outcomes
- Collect and track outcomes
- Analyze data
- Report results
- Use outcomes to inform decisions

Outcomes

Specify what you need to know and why; if facilitators see the importance of information they will report it.

(Harrison and Clark)

Need to have someone in charge of it to do it yourself.

(Randolph)

Family Involvement

<table>
<thead>
<tr>
<th>Stage of Development</th>
<th>% Active Family Involvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>50.0%</td>
</tr>
<tr>
<td>2</td>
<td>0.0%</td>
</tr>
<tr>
<td>3</td>
<td>14.3%</td>
</tr>
<tr>
<td>4</td>
<td>11.1%</td>
</tr>
<tr>
<td>5</td>
<td>83.3%</td>
</tr>
</tbody>
</table>
Benefits of Family Involvement

People are interested in what they have to say. Capacity builds when the SOC Coordinator can’t make (One Community, One Family)

Barriers to Family Involvement

Prepare families about expectations. They don’t have to talk about things they are uncomfortable with (Randolph)

Other Reasons for Success

Mental health center supports SOC all the way up to the Executive Director and CFO (One Community, One Family)

Top 3 Lessons

Outcomes data to get funding (One Community, One Family)

National Lessons Learned

Stroul and Manteuffel (2008)

- Get key leaders involved
- Acknowledge representative contributions
- History of collaboration & shared vision
- Use of waivers, grants & community partner funding for sustainability

National Lessons Learned

Stroul and Manteuffel (2008)

- Use outcomes to validate how money is used
- Families at the table contribute to the success of SOC
- Learn from other SOC communities
- Provide ongoing training and coaching
Indiana Sets the Stage

- SOC “start up” grants since 2000
- Funded Choices TA Center
- Incorporated SOC approach in block grant and grant waiver applications
- Funded family led organizations to provide TA

Indiana Sets the Stage

- Start up grants for family led support organizations since 2007
- Federal grants as a part state’s strategy
- Mechanisms to pay for interagency coordination and individualized service planning

Keys to Success Unique to Indiana

- Hire the right people and support them well
- Involve leaders in hiring to ensure ownership
- Flex funds from a variety of sources
- Do whatever it takes attitude
- Small communities make it easier
- Mental health center support

Vicki S. Effland, Ph.D.
Director, Outcomes and Evaluation
Choices, Inc.
VEffland@ChoicesTeam.org

Janet S. McIntyre, MPA
Director, Choices TA Center
JMcintyre@choicesteam.org

www.ChoicesTeam.org/TACenter