

The Coordinated Services Team Initiative
Leadership for Effective Systems Change

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Dan Naylor
CST Project Specialist
White Pine Consulting Service
(715) 258-5430
whitepine@mwwb.net
www.wicollaborative.org

Examples of Effective Leadership in
Collaborative Systems of Care

Examples of Not So Effective Leadership in Collaborative Systems of Care

Key Principles of Collaborative Systems of Care

- Family-centered approach; emphasizing family involvement throughout the process
- Building resources on natural and community supports
- Strength-based approach
- Providing unconditional care
- Collaborative team approach across agencies and systems
- Being gender/age/and culturally responsive
- Ensure safety
- Focus on home and community-based services and supports
- Oriented to meaningful outcomes

Leadership Defined

- Leadership brings hope, direction, passion, and cohesion to group efforts. Leaders help their teams dream the future and choose to make it real.
- Management takes care of “nuts and bolts” such as budgets, staffing, planning, organizing, and problem solving. Managers make the future work.

John Franz, 2008

Attributes of Effective Leadership

- Leaders engage people and their energies rather than give them ready answers and quick-fix solutions.
- Leaders focus on the future and get agreement on common vision, goals, priorities, and direction.
- Leaders empower and support – rather than control and direct – people toward achieving desired outcomes.
- Leaders engender a perspective of “we” and partnership
- Leaders promote mutual respect and civility in all relationships.

Adapted from Carl Neu, Wisconsin Counties Association, 1999

Doing “Big Things” in Government

- Ensure a shared clarity of goals – capture the imagination of the public and gain agreement from stakeholders.
- Build in a high level of transparency – helpful to external accountability and creativity, essential to internal and cross-agency collaboration.
- Rely on cross-system collaboration around common outcomes – no “big thing” can be accomplished using a traditional hierarchical approach.
- Create a sense of urgency to focus on priorities.
- Allow freedom to innovate – find creative approaches to meet goals.

Adapted from Jonathan Breul, John Kamensky, March 2012

Leaders Who Attend to the “Soft Stuff”

- Engage those around us in looking at the individual assets each brings to the group.
- Blend their assets so that the whole group is strengthened.
- Show respect and appreciation for their contributions.
- Help the people we work with focus on what works well instead of complaining.
- Facilitate discussions about how people want to work together to achieve mutually established goals.

Adapted from Gail Johnson, July
2000

Leadership in the Balance

- Creating a context – Leaders must paint a broad and complete picture for their team, enabling them to understand the meaning, repercussions, and influences of their decision-making.
- Framing the challenges – Leaders need to make certain that their team fully understands the dimensions of those challenges.
- Seeking advice – Leaders must be clear that they are looking for solutions – without prejudicing the process by offering their own proposal at the start. Everyone who can contribute should be included.
- Reaching consensus - Leaders must ensure that the group moves toward a consensus solution. Endless discussion is never a solution.

Adapted from Signe Spencer, February 2013
George Washington, 1777

Leadership Role in CST

- Establish a strong commitment to values and mission. Be clear about goals and how to achieve them.
- Be knowledgeable of system change models.
- Take initiative to move forward, building support along the way. Have courage to make the necessary changes in the face of resistance, inspiring staff to participate in the process.
- Secure agreement among stakeholders through constant promotion of system change, education, removal of barriers, and clarification of benefits.
- Support development of an inclusive system of care including families, staff, and both formal and informal service providers.
- Possess and promote effective communication skills. Good leaders listen, synthesize, and articulate what they hear without distortion, and seek, receive and give feedback appropriately.

Adapted from Schoenberg, Franz, Miles, Adelman, Taylor, and Ciofari. 1993, 1994, 1995

Leadership Role in Organization Issues

- Create incentives for staff to change by providing recognition and rewards for staff who are able to move beyond their traditional roles in order to facilitate positive outcomes for children and families.
- Create organizational procedures which facilitate participatory decision-making, special training opportunities, and flexible working schedules.
- Phase in change through a carefully planned development period.

Adapted from Schoenberg, Franz, Miles, Adelman, Taylor, and Ciofari. 1993,1994,1995

Leadership Role in System Issues

- Promote broad-based agreement on values by all partners. Promote buy-in of stakeholders, gaining their support for moving the system forward.
- Phase in system development with a small number of children and families using the experience to build a community-wide initiative.
- Create and promote system flexibility in order for staff to be seen as representatives of the whole community, working for the needs of children and families, rather than representatives within organizations. Job descriptions should reflect flexibility and teamwork.

Adapted from Schoenberg, Franz, Miles, Adelman, Taylor, and Ciofari. 1993,1994,1995

The Coordinating Committee: Required Membership Representation

- The county/tribal department(s) responsible for the following services:
 - child welfare and protection
 - mental health and alcohol and other drug abuse
 - developmental disability
- Family Support Program under 46.985 if the county or tribe has one
- Juvenile Court Administrator or another representative appointed by the judge responsible for cases heard under chs. 48 and 938
- The largest school district in the county and appropriate CESA's
- At least 2 parents or the number that equals 25% of the committee's membership, whichever is greater, of children who are involved in 2 or more systems of care.
- The agency responsible for economic support programs

WI State Statute 46.56

The Coordinating Committee: Selective Optional Membership Representation

- Technical college
- Law enforcement agencies
- County health department
- Representatives of other agencies located in the county or tribe
- County board and/or elected governing body of the tribe
- Regional offices of the department
- Local faith-based community
- Probation and parole agencies
- Youth member or young adult representative

Based on WI State Statute 46.56

The Importance of Parent and Youth Involvement on Coordinating Committees

- Parents and youth are essential for the development of realistic policies and procedures
- A parent and youth perspective ensures the committee stays grounded
- Parents and youth bring real life and experience
- Parents and youth know what works and what doesn't

Understanding the Changing Role of Parents and Youth

- Parents and youth as coordinators for their own and their family's lives
- Parents and youth as partners with members of their team
- Parents and youth as shared or primary service coordinators of their team
- Parents and youth as advocates, service providers, and support for others
- Parents and youth as leaders and consultants

Leadership Role of the Coordinating Committee

- Thoroughly understand and support the collaborative system of care
- Create new approaches, resources, and opportunities as needed.
- Help solve problems and resolve conflicts.
- Ensure quality implementation and improvement.
- Develop collaborative funding for long-term success.

Adapted from David Fraser, Community Care

A Summary of Coordinating Committee Responsibilities

- Prepare interagency agreement
- Promote cross-system collaboration, working to avoid duplication of services and supports.
- If requested by a parent or partner, review determinations regarding eligibility for assessment, appropriate family resources, or funding of services.
- Plan for sustainability of the system change.
- Act as a consortium to pursue additional initiative funding. Recommend a plan for savings from substitute care budgets to be reinvested in community-based care.
- Establish operational policies and procedures (target group, referral, screening, conflict management, flexible funding); ensure they are monitored and adhered to.
- Ensure quality, including adherence to the core values
- Identify and address gaps in services
- Ensure participant and partner agency satisfaction

Self Assessment Tool for Leaders Community Partnerships

- Membership that includes the right people, right positions, key agencies.
- Structure that supports and encourages partnerships that translate hope into action.
- Process is in place that maintains effective relationships, goals, plans.

Miles, P., Brown, N., & The National Wraparound Initiative Implementation Work Group. (2011)

Self Assessment Tool for Leaders Collaborative Action

- Shared leadership - working with stakeholders including families to build support for the initiative.
- Establishment of a guiding plan that is future-oriented, strategic, and relevant.
- Organizational integration – consideration of the entire system in the design of the initiative.

Miles, P., Brown, N., & The National Wraparound Initiative Implementation Work Group. (2011)

Self Assessment Tool for Leaders Fiscal Policies and Sustainability

- Adequate funding is available to support the staff and infrastructure necessary to produce desired outcomes.
- Ability to build additional funding streams necessary to support both project implementation and individual family team services and supports.
- Flexible funds are available.
- Stewardship – the management of flexible funds and resources reinforces CST values and practices.

Miles, P., Brown, N., & The National Wraparound Initiative Implementation Work Group. (2011)

Self Assessment Tool for Leaders Access to Needed Services and Supports

- Creativity is encouraged and utilized to help ensure a range of services and supports is available to families.
- A wide range of options is available, maximizing choice for families and individual teams.
- Ensuring open doors – access to support is simple and straightforward
- Efficient options for timely response are in place.

Miles, P., Brown, N., & The National Wraparound Initiative Implementation Work Group. (2011)

Self Assessment Tool for Leaders Human Resource Development and Supports

- Adequate staff and roles help ensure the right people are in the right role with the right tools to do the work.
- Comprehensive performance system – there are methods for assessing and supporting the continual development of staff.
- Involve families in all aspects of workforce development.

Miles, P., Brown, N., & The National Wraparound Initiative Implementation Work Group. (2011)

Self Assessment Tool for Leaders Accountability

- Key outcomes are identified.
- Key process elements are identified for staff to use in their work with families, helping to ensure process fidelity.
- Families and youth are included in determining satisfaction measures.
- Stakeholders are aware of community processes including organizational and system change activities.
- Costs – there is consensus on the amount of fiscal investment necessary to support the desired outcomes.

Miles, P., Brown, N., & The National Wraparound Initiative Implementation Work Group. (2011)

National Wraparound Initiative
Wraparound Implementation Guide, Appendix B:

Self-Assessment Tool for Leaders, Managers, and
Planners of Efforts to Implement Wraparound

<http://www.wicollaborative.org/western.html>

Summary of Effective Leadership for
System Change

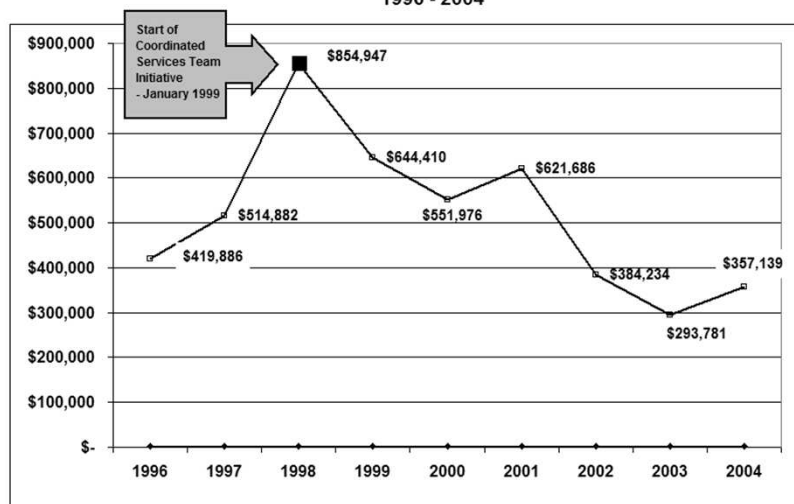
- The ability to promote a hopeful future for children, families, and providers
- The ability to effectively listen
- The ability to build trusting relationships
- The ability to build consensus
- The ability to promote meaningful conflict management
- The ability to support meaningful outcomes for all involved

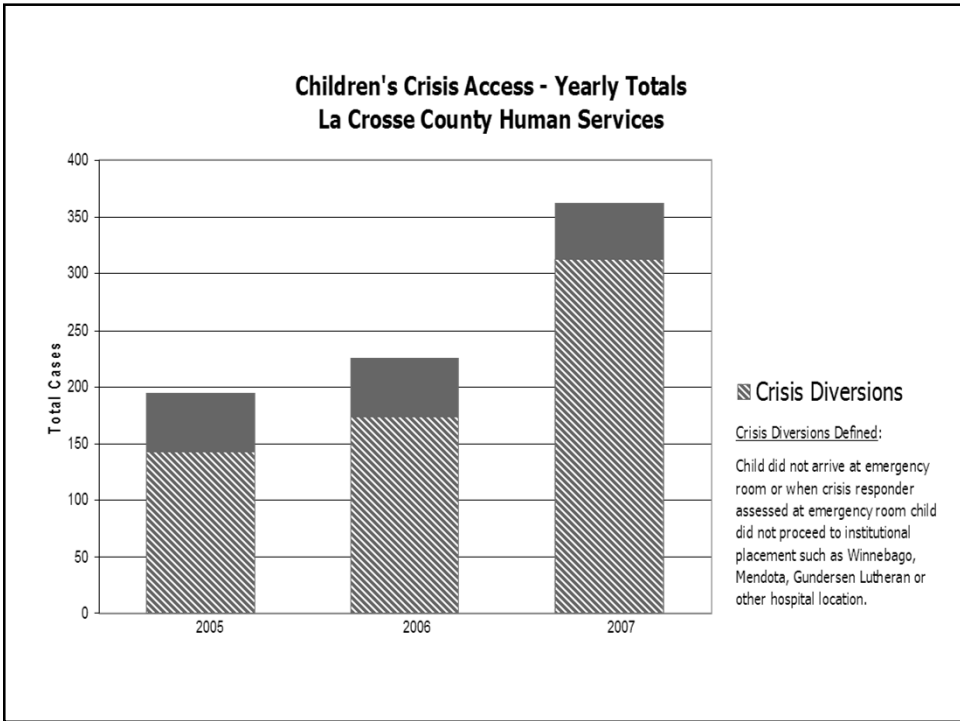
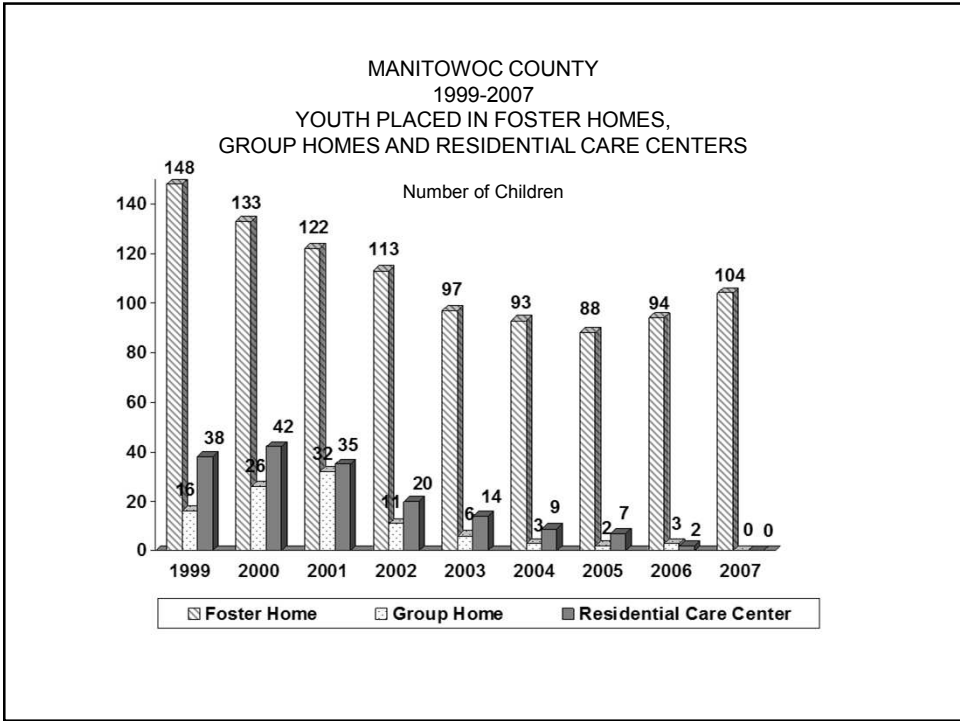
Dan Naylor, White Pine Consulting Service 2014

Selective Outcomes of Effective Leadership

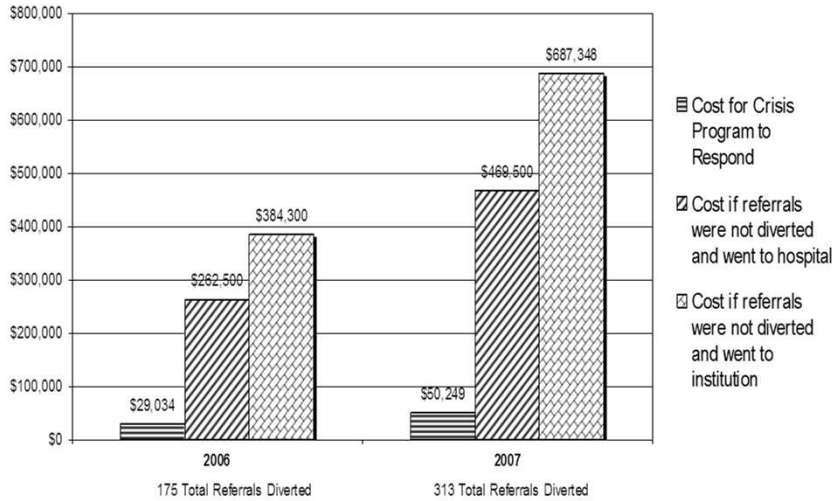
- Reduction in the child's need for long-term placements in residential care centers and hospitals
- Counties and tribes see an overall positive system impact, especially in terms of people working together better
- Some sites report saving significant money
- Family and youth satisfaction is high
- Collaborative system of care has achieved a life of it's own

CALUMET COUNTY
Child Alternative Care Costs
1996 - 2004





Children's Crisis Intervention Cost Comparison La Crosse County Human Services



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Collaborative Systems of Care Resource Website



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Welcome!

This website is a resource for Coordinated Services Team (CST) Initiatives, service providers, families, and community members who wish to learn more about Collaborative Systems of Care (CSOC) in Wisconsin.

[About Collaborative Systems of Care](#)

Wisconsin's Collaborative Systems of Care Training and Technical Assistance

White Pine Consulting Service (WPCS), in partnership with Waupaca County Department of Health and Human Services, currently holds a contract with the

Statewide Collaborative Systems of Care Directory

Below is a link to download a statewide directory of counties and tribes which are developing or sustaining CST initiatives and other collaborative systems of care in Wisconsin. The directory also includes contact information for various