

Coordinated Services Team Initiative Stepping-Stones to Change

Adapted from: Planning for and Implementing System Change Using the CST Process, by John Franz (2007)

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“Assuming you have a vision for how you want to make things better, and the passion to make your vision a reality, what should you do?”

Planning for and Implementing System Change Using the CST Process – John Franz

1. Create a Sense of Urgency

- What potential opportunities will emerge if the change happens?
- What potential consequences will emerge if the change doesn't happen?

8 Elements for a Successful Change Process in a Human Services System; Rebecca Ann Proehl

Potential Issues of Urgency

- Youth hospitalization rates / length of stay
- Youth in Residential Care Centers
- Youth expelled or suspended from school
- Culture surrounding youth with multiple needs
- Financial impact of substitute care

2. Build a Coalition for Change

- Who are the individuals in your system who have the credibility, power, and interest to support the change?
- Change teams include the Coordinating Committee as well as Child and Family Teams

8 Elements for a Successful Change Process in a Human Services System; Rebecca Ann Proehl

Five Elements for Successful Change Teams in Human Service Systems:

1. Members of the Coordinating Committee must have functional representation across departments, be open-minded, and highly-motivated
2. Having a skilled team leader in a position of authority is key
3. The Coordinating Committee must have both the authority and the accountability to accomplish its task
4. There must be upper-level management support, as well as adequate resources for the Coordinating Committee
5. Adequate internal and external communication systems must exist

The Wisdom of Teams; Katzenbach and Smith (2003)

3. Clarify the Change Imperative

- What are the problems being addressed?
- What is the vision for change?
- What are the anticipated outcomes?
- What resources will be needed?
- How will legitimacy be established for the Coordinating Committee and Child and Family Teams?
- How will the vision be communicated?

8 Elements for a Successful Change Process in a Human Services System; Rebecca Ann Proehl

4. Assess the Present

- What are the strengths that will help implement the change?
- What are the present obstacles to change?
- What data exists regarding the proposed change?
- How ready is the system for change?

8 Elements for a Successful Change Process in a Human Services System; Rebecca Ann Proehl

4. Assess the Present - Continued

- Gather a big-picture of how the system is working at the present
- Gather both quantitative and qualitative information
- Data gathering tools may include interviews, focus groups, record reviews, and surveys

8 Elements for a Successful Change Process in a Human Services System; Rebecca Ann Proehl

5. Develop a Plan for Change

- Who's going to do what?
- When is it going to happen?
- How will it get done?
- How will the plan be monitored?
- How will effectiveness be evaluated?
- If the plan needs to be changed, how will this happen?

8 Elements for a Successful Change Process in a Human Services System; Rebecca Ann Proehl

Plans for Change Should Reflect a Four-Part Hypothesis:

1. Face the clearly defined problems,
2. If we make the changes proposed in our plan,
3. Then we should see certain results,
4. Based on the assumptions we are making about how things can be done more effectively.

The Change Team Should Look at Potential Changes in:

- How the collaborative system of care will be governed
- Staffing and funding for services and supports delivered through the CST process
- The nature and extent of interagency collaboration
- How day-to-day operations will be managed and tracked, and how accountability will be insured
- How plans of care will be developed and implemented, and how outcomes will be monitored
- How youth and family voice, access, and ownership will be insured
- How outcomes will be measured; and what tools will be used to support ongoing quality improvement
- Training and technical assistance needs of family members, care coordinators, Coordinating Committee members, and community stakeholders

6. Deal with the Human Factors

- What actions will be taken to deal with communication, resistance, and involvement?
- What new skills, knowledge and attitudes are needed to make the change?
- What incentives have been created to encourage system members to change?

8 Elements for a Successful Change Process in a Human Services System; Rebecca Ann Proehl

“Having a well-constructed change plan is good. Having people willing to implement the change is priceless”

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Three Categories of Resistance Experienced by Change Teams:

- People who don't know about the innovation,
- People who know about it, but aren't able to implement it, and
- People who know about it and are able to implement it, but don't want to.

The Human Side of Change; Timothy Galpin (1996)

How to Address “Category 1” People who don't know about the innovation

- Communicate the basic elements of the change plan to them, including:
 - the reason for the sense of urgency
 - Strategies for dealing with the problem that the team has come up with so far
- Many individuals in this category aren't resistant, they just feel left out

The Human Side of Change; Timothy Galpin (1996)

How to Address “Category 2” People who know about it, but aren’t able to implement it

- Can be helped with formal training, but usually pick up needed skills best by watching other people
- Provide support and encouragement
- Look for opportunities for them to experience the process, including involvement on family teams

The Human Side of Change; Timothy Galpin (1996)

How to Address “Category 3” People who know about it and are able to implement it, but don’t want to

- Take time to understand their point of view – why are they opposed to the change plan?
- There are several reasons they may be resistant, including:
 - Personal reasons (I’ve done this many times)
 - Practical reasons (historic / knowledge of the system)
 - Reasons based on principle (more paperwork / less time with families)
 - They may just be ornery and negative and not want to participate

The Human Side of Change; Timothy Galpin (1996)

7. Act Quickly and Revise Frequently

- What immediate actions can be taken?
- What is the timetable for change?
- Who will be involved in the change activities?
- How will the change be monitored?
- How will the change be institutionalized?

8 Elements for a Successful Change Process in a Human Services System; Rebecca Ann Proehl

Tips for Change Teams

- Plan for incremental change in manageable segments
- Don't take on the most difficult component of change first
- Be prepared to make changes in your initial plan
- Try to spend more time doing than planning

Key System Change Elements in CST

- Governance
- Funding
- Interagency Collaboration
- System Management and Accountability
- Care Planning and Service Delivery
- Child and family advocacy
- Information management, outcome measurement, and quality improvement
- Training and support
- Implementation timeline

8. Evaluate and Celebrate the Change

- How will organization members know if the goals have been achieved?
- How will they celebrate their accomplishments?
- What rewards, if any, will there be?

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Documenting Results: Types of Information

- Quantitative Data – hard numbers
- Qualitative Data – family and provider satisfaction; testimonials and success stories
- Narrative Data – for example, reflection of what some of the big needs of child and family teams were and how plans were developed to address those needs

“We don’t use CST to become a better system of care; we use it so that children and families can have better lives.”

Planning for and Implementing System Change Using the CST Process – John Franz

[**www.wicollaborative.org**](http://www.wicollaborative.org)

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, continues to hold 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

Bibliography

- Planning for and Implementing System Change Using the CST Process; John Franz (2007)
- 8 Elements for a Successful Change Process in a Human Services System; Rebecca Ann Proehl (2001)
- The Wisdom of Teams; Katzenbach and Smith (2003)
- The Human Side of Change; Timothy Galpin (1996)