

The Coordinated Services Team (CST) Initiative

Successful Workforce Development
Strategies for CST

CST Statewide Meeting
Stevens Point, WI
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Session Objectives

- Promote effective workforce recruitment
- Outline effective engagement and supervision techniques - resulting in the building of trusting relationships
- Outline the importance of an organizational and system culture that promotes an effective workforce
- Identify the value of effective vision and mission efforts necessary for a healthy and productive workforce

Core Concepts

- Engagement - how we connect
- Culture - how we build
- Vision - how we plan

Recruitment Tailor the Job Listing

- Share an organization description and mission that contributes to your area
- Ensure the job description outlines not only what the candidate will do in the role, but also the impact the work will have on the organization. Be sure to describe the characteristics of the qualified candidate.
- Do not have a long list of required skills or previous experience. Ask for the necessities and the true essentials of the position.
- Clearly outline why this job is a great opportunity.
- Consider using social media. Consider including testimonials from current employees who love working for your organization as well as a short video or photos.

Adapted by White Pine Consulting.
From Victoria Crispo, Idealist Careers, ASPA
(2016)

Interview Preparation

- Don't ignore instincts. What is that you are uneasy about, do not gloss over it
- Assess the total person. How does the person think, plan, and make decisions. The person's values, and temperament will all affect their ability to perform the job
- Use questions that elicit meaningful answers - Use real life examples
- Get the applicant to do the talking
- Utilize a quality cross-system interview team including consumers

White Pine Consulting Service, Interview Techniques
to help you hire top-notch staff

Qualities of Successful Care Coordinators

Selections From Wraparound Milwaukee :

- Likes kids and believes in families
- Is open minded and creative
- Is receptive to the values that form the wraparound philosophy
- Demonstrates good insight and judgment
- Is well organized
- Has an engaging and enthusiastic personality
- Is comfortable speaking in front of a group of people
- Knows when to be flexible and when to take control
- Has good writing skills
- Can speak to past experiences of team work

Wraparound Milwaukee

Training, Coaching, and Supervision for Care Coordinators

- Phase 1 - Orientation
 - Basic history and overview of CST
 - Introduction to skills and competencies
 - Review of the process from referral to transition
- Phase 2 - Apprenticeship
 - Observation by the apprentice of experienced Care Coordinators
 - Observation of the apprentice by experienced coaches
- Phase 3 – Ongoing coaching and supervision
 - Ongoing coaching, informed by forums for discussion and data
 - Periodic observation

National Wraparound Initiative

Reflective Supervision as a Tool to Support Staff and the Systems Change Process

- A trusting relationship is the foundation; all growth and discovery takes place within the context of this trusting relationship.
- To the extent that the supervisor and staff are able to establish a secure relationship, the capacity to be reflective will flourish.

Michigan State University School of Social Work,
Kansas Association for Infant and Early Childhood
Mental Health, 2001
Dan Naylor, White Pine Consulting Service 2014

Communicate the Importance of Reflective Supervision

- Set regularly scheduled meetings that protect against interruptions
- Put away distractions, limit phone involvement
- Create an agreed upon an agenda
- Model reflective process in group and individual setting
- Reflect on process in preparation for next meeting
- Be accessible including in times of crisis

Michigan State University School of Social Work,
Kansas Association for Infant and Early Childhood
Mental Health, 2001
Dan Naylor, White Pine Consulting Service 2014

Key Points of Apprenticeship

- Train, practice, reflect. Allow adequate time for mentoring process.
- Identify and emphasize skills needed for each stage of teaming
- Co-facilitate until full trained and ready.
- Up to 6 months to incorporate full independent case load
- Delineate how facilitation practice skills support the process of the taming model.
- Foster an agency climate that promotes everyday peer to peer consultation and support.

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Sauk County Human Services

Sustaining and Retaining

- Supervisors are "all in" regarding philosophy and mission and have had direct hands on experience in care coordination.
- Embodiment of core principles by supervisors in staff interactions (strength-based, trauma-informed and person-centered).
- Establish regular and frequent professional consultation (individual and group) with supervisor and care coordinators
- Feedback is clear, strength-based and offers specific steps for improvement
- Consultation emphasizes process and role of team rather than pathology of the family

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Sustaining and Retaining – Continued

- Consultation is available and encouraged during all working hours
- Review of documentation with feedback given is routine
- Caseloads are sustainable – average of 10 -12 per full-time equivalent position
- Supervisors /administrators facilitate training and relationship building with key partners
- Direct observation of team meetings on a regular basis

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Fatal Errors

- Not doing the necessary training and mentoring
- Throwing new staff into the "deep end" too soon
- Limiting access to supervisor/consultation/mentor particularly in the early phases of training
- Assuming that all case manager have the right skills. Some existing staff can bet trained . This role requires a unique set of skills – it's not for everyone
- Supervisors who are not on board with philosophy and mission.

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Sauk County Human Services

Employee Engagement

- Employees who are engaged have a heightened connection to work, the organization, the mission or coworkers.
- Employees who are engaged find personal meaning and pride in their work. They believe that their organizations value them; in return, engaged employees are more likely to go above the minimum and expend "discretionary effort" to deliver superior performance.

Adapted from U.S. Merit Systems Protection Board, Robert Lavigna, Director, Institute for Public Sector Employee Engagement(2016)

Promote An Engaging Vision that Staff Understand and Support

- People love to have a larger meaning in their work.
- Consider three stonecutters:
 - The first stonecutter says, "I'm cutting stone";
 - The second says, "I'm carving a cornerstone"; and
 - The third says, "I'm building a cathedral".
- The third stonecutter sees the larger vision, which inspires pride in the work.

Datt : R.L. & Lengel, R.H. Vision – Fusion Leadership

What a Collaborative System of Care Looks Like

- Practice Level
 - Staff in all participating agencies utilize a strengths-based, family-driven, youth-guided approach. Staff have the training, skills, and support necessary to implement the approach.
- Program Level
 - Agencies know how their work fits in the collaborative system of care.
- Interagency Level
 - Policies and procedures guide the system, promoting open communication and quality improvement.
- Community Level
 - The Coordinating Committee is grounded in and has the full support of a diverse group of people motivated by their common goals.
- Regional and State Level
 - Ongoing support and open communication takes place. The modeling of collaborative relationships occur across all systems.

Adapted from Planning for and Implementing Systems Change Using the Wraparound Process
John Franz, Paperboat Consulting

Necessary Support Conditions of CST

- Leadership – *are organization leaders and supervisors knowledgeable, actively involved in, and supportive of the CST process?*
- Community Partnerships – *is there effective collaboration across systems and with stakeholders?*
- Collaborative Action – *are the CST principles evidenced in policies, practices and achievements?*
- Fiscal Policies and Sustainability – *is funding available to meet the needs of children and families in CST?*
- Access to Needed Supports and Services – *do teams have access to the services and supports to meet the families' needs?*
- Human Resource Development and Support – *are care coordinators supported with coaching, training, and supervision?*
- Accountability – *do we use tools that help us make sure we're doing a good job?*

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Wraparound is Worth Doing Well: An Evidence-Based Statement, Eric Bruun, Clinical Psychologist, National Wraparound Initiative, 2015

Organizational Culture That Supports the Workforce

- Culture and Strategy - A vibrant, healthy, inspiring, innovative, and positive organizational culture is a key driver of strategy.
- Employee Engagement - Engaged employees care about the future of the organization and are fully involved in, and enthusiastic about their work.
- Employee Motivation - People want to contribute and be part of a cause greater than themselves - making our communities better places to live.
- Incubator for Innovation - A great organizational culture can be a wonderful incubator for innovation.
- Measuring Culture - A great workplace is one where employees trust the people they work for, have pride in what they do and enjoy the people they work with as a team.
- Results - Organizations that focus on retention of employees, relationships, and referrals means higher productivity with an increase in citizen satisfaction.

Adapted from Troy Holt, MPA, Dir. of Communications and Government Relations, Rancho Cordova, California, 2014

Keys to Effective Systems of Care for Supervisors and Managers

Staff expected to practice the values of CST in their work need to know how it works, why it works, and be taught the core skills required to incorporate the values in daily practice. In order to do this, managers should:

- Create incentives for implementation
- Create disincentives for failure to implement
- Remove barriers to implementation
- Provide resources to support implementation of the change
- Ensure meaningful support from leadership

Adapted from "Promoting systems change in the health care response to domestic violence",
Journal of Community Psychology, Allen, N.E. et. al. (2007)

A Collaborative System of Care Vision

Conventional View

Fusion Leader View

Discover the future	Create the future
Analyze hard data	Facilitate hopes and dreams
Direct people	Inspire people
Focus on measures and money	Focus on values
Pursue goals and objectives	Pursue purpose that touches the heart
Acknowledge vision	Cherish vision as motivating, energizing

Adapted from Daft, R.L. & Lengel, R.H. Vision – Fusion Leadership, 1998

Define Your Vision

- A call to action
- Brings us together
- Defines the destination
- A Roadmap Forward
- Vision:
 - A Greenhouse for the Mind
 - Wellness with Health in Mind
 - A Seamless Comprehensive Children's Behavioral Health System that Makes Sense.
- Mission:
 - Listening People Into Their Wisdom
 - Immediate help for individuals in need, with the support system, to facilitate healing,
 - Assure and Maintain the Health and Wellbeing of Adams County

Vision in Action

"Centralize around vision and decentralize around operations." -Anthony and Huckshorn

- What does this mean?
- What does it say about values based leadership?
- How to communicate efficiently and effectively to each level of the organization?
- What do we see when vision is unclear?

Testing Your Vision

- Does budget drive our vision or does the vision drive our budget?
- How much of our work is moment to moment, putting out fires?
- How are we managing time?
- How do we make referrals?
- How do we mentor and guide our staff?
- How are we creating space in our day for mindful reflection?
- How does our personal growth translate to leadership?

Manifesting Vision

- Leadership lessons from working in CST
- How the "process" shapes us as people and organizations.
 - Adams County Management Agreement
 - Waupaca County- Participatory leadership
 - Jefferson County- Integrated Community MH system
 - Sauk County- System Capacity for Innovative Practice
 - St. Croix County- Collaborative Systems Intake and Screening
 - Eau Claire County- Integrity and Fidelity to program design

Adams County Health and Human Services
Leadership Agreement

- As the management team we agree to promote collaborative systems of care and community partnerships to enhance services as a whole.
- We will use creative thinking, honest communication and respect of others' opinions in order to encourage voice, access, and ownership for both clients and staff.
- We will demonstrate respect for program guidelines and mandates and effective use of resources while recognizing one agency with "no wrong door".

Adams County Health and Human Services Leadership Agreement, Philip Robinson, 2010
