Collaborative Approach to Promoting Social Emotional Well-Being for Children, Youth and Families in the Child Welfare System

North Dakota Wraparound Practice Model

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Presentation Outline

- Project History/Methodology
- Cross-system Collaboration Strategies
- Peer Learning Discussion
- Cross-cutting Themes
- Question and Answer
Project History/Methodology
Background

• *Child and Family Services Reviews 2001 – 2004, A Mental Health Analysis*
  – Selected Findings
  – Examples of Collaboration

• Guided by the Children’s Bureau
Promoting Social and Emotional Well-Being to Facilitate Healing and Recovery

The Planning Process

• Convened Child Welfare Consultative Collaborative

• Developed research goals
  – Review a state’s promising approach
  – Document and share lessons learned
  – Evaluate the pilot study
Protocol Development

1. Background/Overview
2. Cross-System Collaboration
3. Child, Youth and Family Engagement
4. Holistic, Coordinated Service Plan
5. Culturally, Linguistically and Developmentally Appropriate Services
6. Effective Mental Health Services
7. Access to Services
Pilot Site

- Focus on improving mental health outcomes for CW
- Children, youth and families as active partners
- Statewide and community-based

North Dakota was chosen for its state-wide model that has been sustained approximately 10 years
Data Collection

- Identified key stakeholder groups/individuals
- Assembled Project Team
- Interviewed a total of 33 respondents
- Audio-taped and transcribed interviews
Analysis

• Hired two research assistants
• Used ATLAS.ti to manage data and facilitate analysis
• Met weekly as a research team
Wraparound Timeline: Mental Health

1993
Initiated pilot program in Bismarck using CASSP grant

1994-1999
Implemented Wraparound approach in 3 regions with SOC grant

1994-1999
Conducted surveys with families and identified core elements of practice

2000
Expanded statewide to all 8 regions
Wraparound Timeline:
Child Welfare/Juvenile Justice

- **2000**: CFSR Round One: Catalyst for expansion
- **2003-04**: Expanded Wraparound approach to the CW/JJ systems
- **2004**: Rolled out first cross-system database: Single Plan of Care
- **2009**: Second cross-system database: FRAME
North Dakota’s Wraparound Practice Model

- An approach that promotes safety, family strengthening, permanency, and community-based services for children and families in child welfare.
- Keep children in their communities: Keep more children at home with their families and offer more services in their communities, across all levels of care.
- Place children in families first: Place more children who enter care with relatives or in resource families as appropriate to meeting their needs, leading to fewer children in congregate care settings.
- Preserve family connections: Keep children connected to families and assure families are active partners in the process.
- Minimize length of stay: Reduce length of stay in out-of-home care, increase reunification, and decrease placement disruptions.
- Reallocate resources: Shift resources from the back-end to the front-end.
- Manage with data: Ensure that managers have relevant data to improve decision making, oversight, and accountability.

Better outcomes for children and families in North Dakota
Findings: Strategies for Cross-system Collaboration
Strategies for Cross-system Collaboration

- Engaging in system level collaboration
- Coordinating holistic services across systems
- Conducting joint training across agencies
- Establishing strong family support and involvement
- Using shared electronic health records/service plan
- Shared philosophy/values
- Relationships
- Flexibility
- Communication
- Joint Training
Engaging in system level collaboration

- Created shared philosophy and values across systems
- Developed and expanded cross-system advisory board committees
- Engaged in a strategic and gradual process
- Established mechanisms for conflict resolution
- Embraced the CFSR process
- Continued involvement and support from management teams
Engaging in System Level Collaboration

- Created shared philosophy and values across systems

“At the most basic level, systems of care can be understood as a range of services and supports, guided by a philosophy, and supported by an infrastructure. The construction is not intended as a prescription, but rather a guide, with inherent flexibility to implement the concept and philosophy in a way that fits the particular state, community, tribe, or territory.”

Engaging in System Level Collaboration

- Developed and expanded cross-system advisory boards/committees
Engaging in System Level Collaboration

• Engaged in a strategic and gradual process

“And they have to agree, because there is going to be give and take. There are some things that you are going to give up and there are some things that you’re going to get. And it’s really...a process of negotiation...Frankly, it may not matter what you use but it does matter that all agree to use it.” —North Dakota Interviewee
Engaging in System Level Collaboration

- Established mechanisms for conflict resolution and mediation
Engaging in System Level Collaboration

• Embraced the federal CFSR process

“If we didn’t have our CFSR folks sitting with us, making us go through each of those steps, I think we probably would’ve lost the will to do it. Because it was lengthy; it was painful; it was hard work...” —North Dakota Interviewee
Engaging in System Level Collaboration

• Ensured continuous involvement and support from management teams

“I don’t want [my employees] to be scared when I call them...I’m not after anybody being fired. I’m after getting a good practice result...It’s a series of relationships and partnerships...I want the frontline worker to be able to get the research that he or she needs so that they can deliver the practice expectations.” -North Dakota Interviewee
Strategies for Cross-system Collaboration

- Engaging in system level collaboration
- Coordinating holistic services across systems
- Establishing strong family support and involvement
- Conducting joint training across agencies
- Using shared electronic health records/service plan
- Shared philosophy/values
- Relationships
- Flexibility
- Communication
- Joint Training
Conducting joint training across agencies

- Used the same language across agencies
- Included key stakeholder voices during training
- Created shared philosophy and values among trainees
- Established formal and informal relationships
- Trained partners in skill-building and role-definition
Conducting Joint Training Across Agencies

• Used the same language across agencies

“Whose [tools] are you going to use? Mental Health or Child Welfare? And when they are actually very similar, it was the name. The name has history and has emotions connected to it.”

-North Dakota Interviewee
Conducting Joint Training Across Agencies

- Included key stakeholder voices during training
Conducting Joint Training Across Agencies

- Created shared philosophy and values among trainees
Conducting Joint Training Across Agencies

- Established formal and informal relationships

“...you have relationships with people around the table that don’t just stop at your job usually. And so I think some of that buy-in from being a team player is that it’s not just when you’re sitting around the table; it goes beyond that.”

– North Dakota Interviewee
Conducting Joint Training Across Agencies

- Trained partners in skill-building and role definition
Strategies for Cross-system Collaboration

- Engaging in system level collaboration
- Coordinating holistic services across systems
- Relationships
- Flexibility
- Communication
- Joint Training

- Using shared electronic health records/service plan
- Establishing strong family support and involvement
- Conducting joint training across agencies

Shared philosophy/values
Using shared electronic health records/service plan

Designed an integrated database infrastructure
Using Shared Electronic Health Records/Service Plans

• Designed an integrated database infrastructure

“...working with families is not reduced to a computer system.”
- North Dakota Interviewee
Strategies for Cross-system Collaboration

- Shared philosophy/values
- Relationships
- Flexibility
- Communication
- Joint Training

- Engaging in system level collaboration
- Coordinating holistic services across systems
- Conducting joint training across agencies
- Establishing strong family support and involvement
- Using shared electronic health records/service plan
Establishing strong family support and involvement

- Established strong connections to a family run organization
- Engaged parents in planning and implementation at the system level
- Engaged youth and families at the individual level
Establishing Strong Family Support and Involvement

• Established strong connections to a family run organization
Establishing Strong Family Support and Involvement

• Engaged parents in planning and implementation at the system level

“If we wouldn’t have involved families, we would have made a really [poor] decision about how we were going to provide that service.”

– North Dakota Interviewee
Establishing Strong Family Support and Involvement

• Engaged youth and families at the individual level

“As parents or other family members, they’re more invested in the plan and the process because it’s theirs... [The parents] are the ones that are running what the goals and tasks [are].”

– North Dakota Interviewee
Strategies for Cross-system Collaboration

- Coordinating holistic services across systems
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- Shared philosophy/values
- Relationships
- Flexibility
- Communication
- Joint Training
Coordinating holistic services across systems

- Created one unique individualized plan for each family
- Embedded an expansive view of culture within the child-serving agencies
- Expanded the provider network by implementing trauma related services
Coordinating Holistic Services Across Systems

- Created one unique individualized plan for each family
Coordinating Holistic Services Across Systems

• Embedded an expansive view of culture within the child-serving agencies

“It’s not the color of your skin; it’s not what you call yourself. It’s your family’s culture and how you define yourself as a person. Teaching them to think of culture very differently and that it’s unique to each person in each family.” – North Dakota Interviewee
Coordinating Holistic Services Across Systems

- Expanded the provider network by implementing trauma related, evidence-based services

“No matter what you're going through, don’t be embarrassed; don’t be afraid to get help because there are services out there that will help you.”

– North Dakota Interviewee
Discussion
Peer Learning Discussion

• Share strategies/lessons learned from your state that:
  • engaged system level collaboration
  • supported joint training
  • used a shared electronic service plan
  • established strong family support and involvement
  • coordinated holistic services across systems

10 minutes for small group discussion and 5 minutes to discuss together.
Cross-cutting Themes
Cross-Cutting Themes

- Shared philosophy/values
- Joint Training
- Relationships
- Communication
- Flexibility
Implications and Future Study

- Protocols
  - Length
  - Financing

- Generalizability
  - Other states
  - Other systems

- Site Visits

- Descriptive Study
Question and Answer
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Diana Weber, Wendy LaMontagne

North Dakota Interviewees

Research Team
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Additional Resources

Building Systems of Care
A Primer for Child Welfare

By Sheila A. Rea

IN PARTNERSHIP WITH: Katherine L. Laster and Lisa Comer

Building Systems of Care: A Primer for Child Welfare

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ISSUE BRIEF
Updating the System of Care
Concept and Philosophy

The system of care concept for children and adolescents with mental health challenges and their families was first published in 1986: (Streel & Friedman) and continues to serve as a basis for the design and implementation of many systems of care programs across the United States. This brief provides an overview of the concept and philosophy and highlights the importance of coordination and cooperation among systems of care. It also provides a framework for defining and implementing systems of care and identifying best practices in their implementation.

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Online Resources

• Data Matters

http://www.gucchdgeorgetown.net/data/issues/2011/0511_article.html