Maximizing Resources for Child Service Delivery Supported by Outcomes
Creating Treatment Solutions through Collaborations,
Research, Implementation and Outcomes

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INNOVATION AND COLLABORATION
BALANCING RESOURCES FOR CHANGE

Leaders Make the Future: Ten New Leadership Skills for an Uncertain World by Bob Johansen, Institute for the Future

COMMONS CREATING: ABILITY TO SEED, NURTURE, AND GROW SHARED ASSETS THAN BENEFIT OTHER PLAYERS—AND SOMETIMES ALLOW COMPETITION AT A HIGH LEVEL. COMMONS CREATING IS THE ULTIMATE LEADERSHIP SKILL AND IT BENEFITS FROM ALL THE OTHERS THEIRS.
The Initial Steps to A Sustainable Collaboration

- Sense Making of Why a Collaboration May be Needed
- Visioning How to Move Forward
- Relating how fits with needs of the State-communities-member-persons to be served
- Innovating and bringing forth a new collaboration

Collaborations Start with a Vision

Vision of improving outcomes for children at risk of or have been removed from their homes—all about evidence informed practices:

- Collaborations Easy to Put Together and Easy to Fall Apart
- Commitment to a vision and skin in the game—more painful to abandon than to stay
- Keeping @ the table the decision makers of the members
- Adapting the goals of the collaborative to match need-market-resources develop
Sharing Resources & Risk

• Requires sharing of time, talent and resources
• Increases impact with committed members
• For nonprofits—builds off the brand and good will of all the members
• Appeals to funders-grantors as instance network where the strength of the whole is more than the sum of the parts
• Does not remove competition—enhances it!

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COLLABORATION IN PRACTICE: COLLECTING TREASURES IN THE PATH

Collaboration in Action: Video and Discussion

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Connecting the Agencies and Mission

- Ingredients:
  - Great Agencies
  - State driven need
  - Define focus of where we are going
  - Integrate expertise, research and best practice
  - Designating resources to get there
  - Harmony abounds.....

The Short Life of Harmony

- What we have in common?
- What makes us different?
- How does collaboration make us better?

Curves in the Road: Quick Thinking And Adaptability Required

Where we thought we were going:
- Create a referral database to expedite and provide a best match for the projected increased number of children needing TFC.

Intersection in the road:
- Referrals identified unmet need
- Collaborating agencies agreeing to address the need
- Deciding where to go with the new development
New Collaborative Members:

New Members Change Everything! = Adjustments
- Duke Endowment
- Division of Medical Assistance
- Dr. Boyd
- Data base Design team
- New Members – changes the equation
- Development of RRFF Staff
- Division of tasks / cross agency member committees
- Continual redevelopment of the collaboration process

Collaboration Framework: Movement and Evolution

Framework Components:
- Things will change and evolve but must have a frame of operations
- Core values and focus
- Be prepared to respond quickly to a changing environment with a process for voice of the collaborative members

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LEADING DURING CHANGE.......... STAYING FOCUSED WHILE BUILDING THE PATH
Leadership—collectively spent time doing the following
(Leaders Make the Future)

- Makers Instinct: Leaders make & remake the organizations—we remade RRFF as we moved forward
- Clarity: Leaders very clear about what they are making, but very flexible on how it gets made
- Dilemma Flipping: Ability to turn dilemmas—which, unlike problems, cannot be solved into advantages & opportunities
- Immersive Learning Ability: Ability to immerse yourself in unfamiliar environments, to learn from them in a first-person way

Leaders:

- Bio-Empathy: Nature has its own clarity, if only we humans can understand & engage it
- Constructive Depolarizing: Ability to calm tense situations were differences dominate & communication has broken down—and bring people from divergent cultures toward constructive engagement
- Quiet Transparency: Ability to be open & authentic about what matters to you—without advertising yourself. If you advertise yourself, you become a target

Leaders:

- Rapid Prototyping: Ability to create quick early versions of innovations, with the expectation that later success will require early failures. Leaders will need a learn-as-you-go style of leadership that knows how to learn from early setbacks & fail in interesting ways
- Smart Mob Organizing: Ability to create, engage with & nurture purposeful business or social change networks through intelligent use of electronic or other media. Diasporas with intense values-centered linkages will be particularly important (RRFF)
Number 10: Commons Creating

- A commons is a shared asset that benefits multiple players, as in shared wealth
- Market-oriented commons are focused on providing a platform of shared assets that allow competition to take place at a higher level
- The dilemma for leaders is to perform for their own organization while also growing a commons around them to benefit the surrounding community.
- Smart mobs come & go—a commons tend to have a long-term view
- This vision of leadership is timeless & has always been a part of public & corporate life but have to move now to create new terms of engagement beyond own interests & new environments—to make the future they want to make

Exercise Feedback:

- What worked?
- What would you do differently?
- What would you not do again?
- Lessons Learned...
- Opportunities missed...

Collaboration and Leadership Exercise: Do you have what it takes........?
EVALUATION:
SOUNDS NICE BUT CAN BE TRICKY

Things to know:

- Purpose:
- How to adapt with change
- What tools are useful in your industry – do they resonate a message beyond your program
- Establish Protocol and Expectations – a road map
- Database to support Outcomes
- Training for success!!
- (Examples in the following slides)

PROJECT PURPOSE

- Rapid Resource for Families: established in 2009 and is comprised of five (5) nationally accredited agencies.
- Generate necessary data for NC DMA & MHDDSAS to inform new or modified Medicaid service definitions for a higher level of Therapeutic Foster Care than is currently available to children and adolescents in North Carolina.
- Validate the impact of specific elements and intervention that results in better outcomes for youth. Through model compliance by participating providers, data analysis, monitoring and programmatic adjustments the project will substantiate (a) best practice elements and protocol implementation and (b) produce expected outcomes for the target population.
- Provide data to support the use of an intensive community based treatment setting for the target population as an alternative to placement in a more restrictive and more costly residential treatment setting.
Selection of Research Tools:
Guiding Principles

- Produce data that are useful and meaningful
  - Use reliable, valid, and cost-effective measures
  - Collect data on demographics and outcome factors
  - Use and pre-/posttest design
- Focus on data that are relatively simple to collect:
  - Minimize cost and staff time required
  - Use self-report measures and/or existing data where appropriate

Data Protocol*

Prior to Admission:
- Admission Criteria Checklist
- CALOCUS
- IAFT Admission Criteria Checklist

At Admission:
- IAFT Intake Form
- Children's Global Assessment Scale (CGAS)
- NC TOPPS Initial Interview (North Carolina-Treatment Outcomes and Program Performance System)

At Intervals:
- Children's Global Assessment Scale (CGAS) (every 3 months)
- Daily Behavior Checklist – complete during daily call to treatment parents, Monday through Friday
- NC TOPPS Update Interview (every 3 months)

*Handout: Description of Study Measures

Data Protocol*

At Discharge:
- Children's Global Assessment Scale (CGAS)
- CALOCUS
- Restrictiveness of Living Environment score
- Discharge Summary Form
- Consent to Release of Contact Information
- Mental Health Statistics Improvement Program (MHSIP):
  - Youth Services Survey (YSS)
  - Youth Services Survey for Families (YSS-F)
- Treatment Parent Satisfaction Survey
- NC TOPPS Episode Completion Form

At Follow-up Intervals:
- 3- and 6-month Follow-Up Survey
- NC TOPPS Recovery Follow-up Interview

*Handout: Description of Study Measures
Rocks in the Road: Delivering Outcomes

- Measurement tools
- Interpretation
- Results
- Excellence to noncompliance
- How does your collaboration respond to evolution of your project?
- What does continual implementation look like?
- Systemic connections: Federal * State * Local * Agency * Community * Individual

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OUTCOMES - HOW TO MEASURE? REPORT?

With resources from:
A. Suzanne Boyd, PhD, CMSW, ACSW
Associate Professor of Social Work
University of North Carolina at Charlotte

RRFF IAFT™ Sample Data Monitoring
Admit

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Data entry Timely? 1

100.0% percentage total 100%

At Admission score
Keys to Success

- Regular communication between internal and external stakeholders
- Provide voice to all stakeholders
- Ongoing engagement with clinical teams and RRFF collaborative members throughout the research process:
  - Ensures continual reliability and validity of project data
  - Continual re-evaluation of status and direction
- Collaboration with research consultant prior to the implementation of the research project:
  - Establish research questions and hypotheses
  - Finalize selection of outcome measures

RRFF Implementation Fidelity Process:

- Internal teams
- Fidelity site review process / tools for elements and data base
- RRFF Board Governance
- Operational emergence - program development

Development and Integration of Implementation Tools

- Data base
- Training Manual / Training Sessions
- Tier of workgroups and committees that continually evolve over time - short term and long term
- Responsive leadership
- Dedicated teams
- Creating systems based on fidelity of implementation and emerging opportunities.
- Continual checks and balances
- Responsibility – “Fraction of the Action”
- Continual Emergence – “right seat on the bus” – these change over time and focus!
- Continual feedback, evaluation and readjustments
Lessons Learned: The Good, The Bad and The Ugly

The Good:
- Dedicated Member agencies
- Great state partnership
- Huge Opportunity
- Outcomes during and post treatment

The Bad:
- The Bad:
  - Data in the database with fidelity
  - IAFT™ compliance reviews
  - Adapting to referral process

The Ugly:
- Success
- Time
- Money

Outcomes

- To be updated prior to presentation

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MAINTAINING THE FOUNDATION OF SUPPORT: LEADERSHIP THE BOARD
Leadership of Members

- Decision Makers Remain @ Table
- Have skin in the game
- More difficult to exit than to address the changes
- Separate board role from agency exec role
- Acknowledge challenges
- Keep the goal in sight

Inspiring Leadership of Lincoln:

"The dogmas of the quiet past are inadequate to the stormy present... as our case is new, so we must think anew and act anew" ~President Abraham Lincoln

May you find the road to successful collaboration.
Connie Cochran and Phyllis Stephenson