

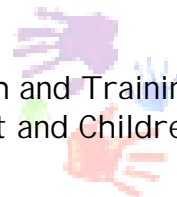
Team-based Individualized Services Planning:

How does observed practice
compare to recommended
practice?

Janet S. Walker, Ph.D.

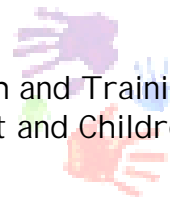
Kathryn Schutte, M.S.

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Background

- Efforts to improve and expand systems of care for children with emotional and behavioral challenges are based on a philosophy specifying that services and supports should be
 - Individualized
 - Family-centered
 - Community-based
 - Culturally Competent



What is "ISP"?



Collaborative, team-based approach to creating, implementing and monitoring service plans

Team includes key supports from both formal and informal systems, and implements the philosophical principles both *within* and *via* the planning process

Project Purpose



Develop a model linking:

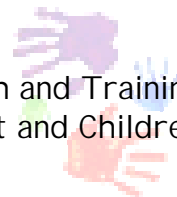
- Philosophical elements of I SP
- Team processes, procedures and strategies, and
- Team effectiveness

Use the model to develop tools to help teams increase their effectiveness

Effectiveness?

Effective teams operate in ways which will maximize the likelihood that they will meet the goals they set for themselves

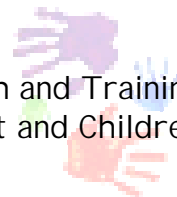
- Effective **ISP** teams will do so while simultaneously enacting the philosophical principles



The focus of this presentation:

A comparison of **observed** practice with **recommended** practice as described in:

- Research literature on team and group process
- Interviews with expert I SP team members
- I SP/ wraparound training materials

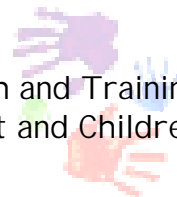


Research Literature



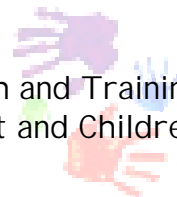
Focus on locating research on the effectiveness of groups and teams...

- That undertake complex, long-term projects or tasks,
- Whose goals are self-determined, and
- Whose members are heterogeneous in terms of power/status and experience/expertise



Two clusters of factors linked to team effectiveness

- Team Cohesiveness
- Team Adherence to the “Nuts and Bolts” of the Planning Process

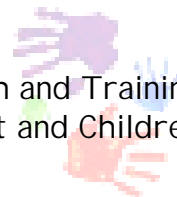


Team Cohesiveness

Teams more effective when members believe that

- They have shared- rather than antagonistic- overarching goals or mission (**Cooperation**)
- Participation and decision making are equitable (**Equity**)
- Team members will be respected even when they voice uncertainty or disagreement (**Psychological Safety**)
- The team can achieve its goals (**Efficacy**)

Less robust evidence for a positive effect of **shared values**



Planning- Nuts and Bolts

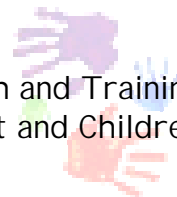
Extremely robust evidence that teams are more effective when they:

- Set clear proximal goals with performance indicators
- Strategize creatively- consider multiple ways of reaching goals
- Maintain accountability
- Revise plans based on feedback

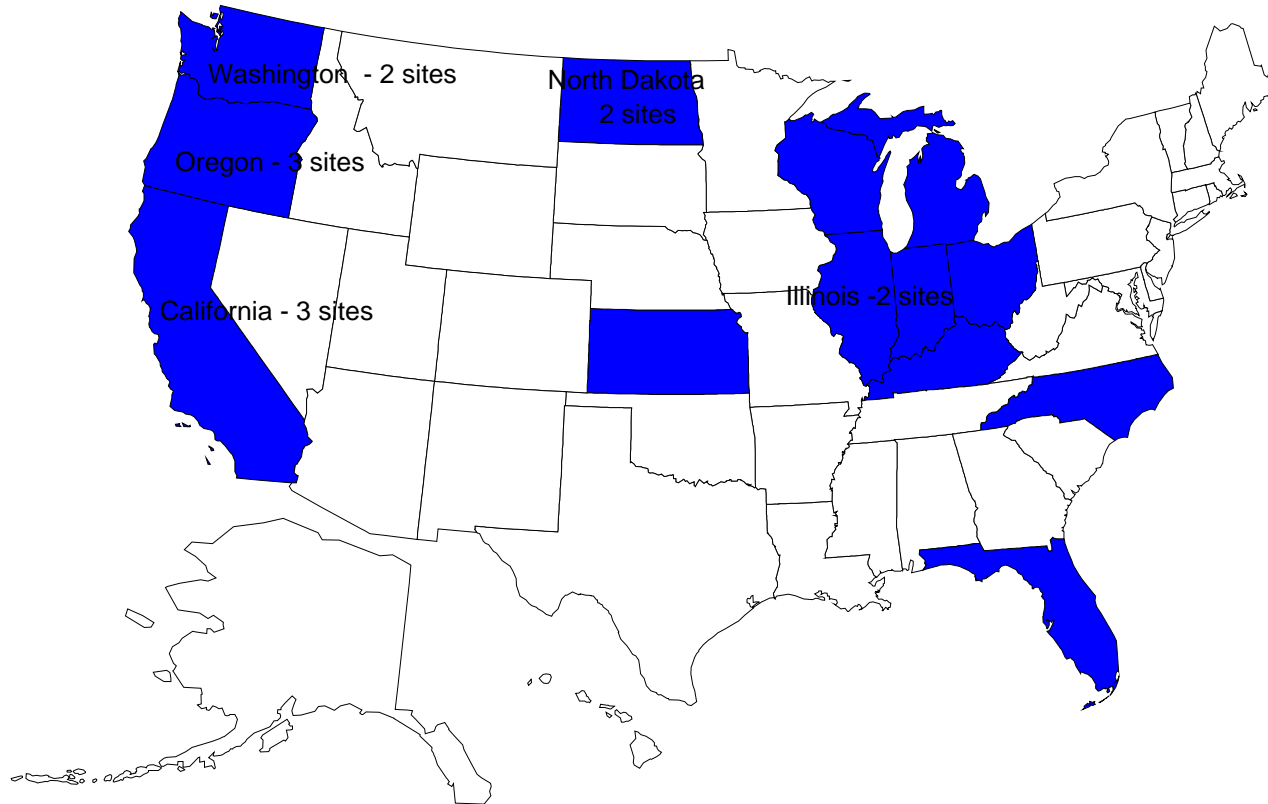


Expert Interviews

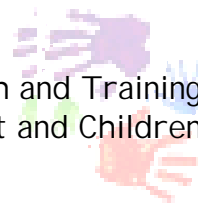
- 30 team members identified as experts by virtue of
 - Their participation on multiple ISP teams, and
 - Having their teams' work cited as exemplary
- Interviewees included facilitators, parent-partners, supervisors



Interviews

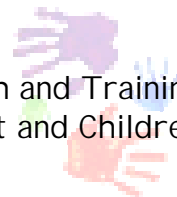


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Interview Coding

- Retained cohesiveness and nuts-and-bolts as thematic clusters
- Expanded the theme of “shared values” into it’s own sub-cluster including values for:
 - I SP Paradigm as a whole
 - Family Centered
 - Community Based
 - Strengths-Based
 - Culturally Competent



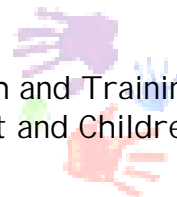
Cluster: <i>Theme</i> Subtheme	Example of endorsement
Cluster I: Cohesiveness:	
<i>Values:</i> Paradigm	“Buy-in” to ISP as a worthwhile practice
Mission	Overall sense of shared goals; willingness to collaborate, flexibility
Family-Centered	Family defines needs, goals, priorities, decides strategies
Strengths-Based	Team respects, builds on assets of family and “what has worked”
Community-Based	Plans include informal and community services and supports
Culturally Competent	Plans reflect, respond to culture of the family/ community
<i>Efficacy</i>	Belief that the team can achieve its goals
<i>Psychological Safety</i>	Belief that team will continue to respect members even when they disagree or are uncertain
<i>Equity/Participation</i>	Each team member’s views are heard with respect

Cluster: <i>Theme</i> Subtheme	Example of endorsement
Cluster II: Planning:	
<i>Overall</i>	Meetings are businesslike, have an agenda
<i>Intermediate Goals</i>	Team organizes its actions around specific, concrete goals
<i>Creativity</i>	Team considers multiple strategies for meeting a given goal
<i>Accountability</i>	Team holds members accountable for commitments
<i>Revision</i>	Team adjusts plan as necessary, revises unsuccessful strategies

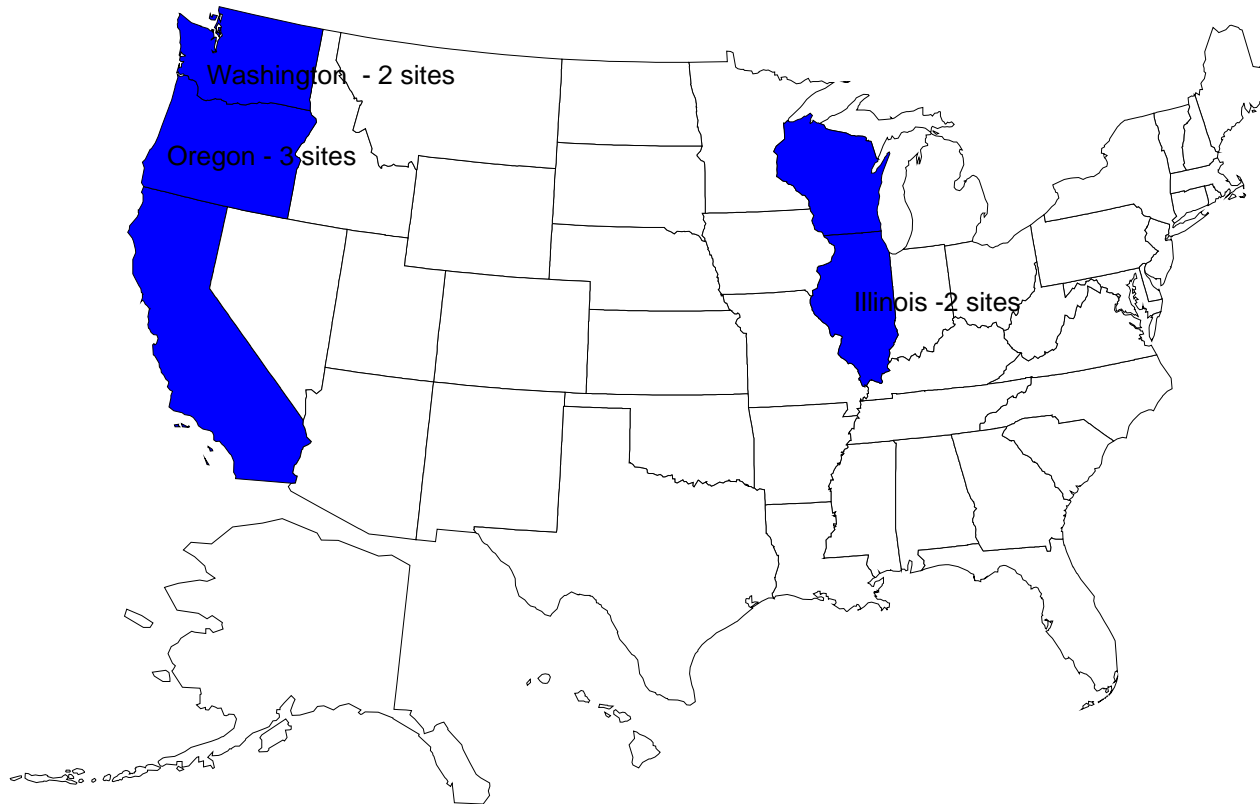
Cluster/ value/ subvalue	endorse	barrier	strategy	outside
Cluster I. Cohesiveness:				
<i>Values: Paradigm</i>	93	87	20	70
Mission	57	60	43	27
Family-Centered	90	67	63	50
Strengths-Based	80	57	57	40
Community-Based	80	57	30	63
Culturally Competent	3	7	0	0
<i>Efficacy</i>	27	20	17	3
<i>Psych. Safety</i>	40	20	33	10
<i>Equity/Participation</i>	37	13	37	3
Cluster II: Planning: Overall	60	10	23	20
<i>Proximal Goals</i>	33	20	17	0
<i>Creativity</i>	63	17	33	20
<i>Accountability</i>	14	23	23	13
<i>Revision</i>	27	7	13	0

Some findings from the interview data

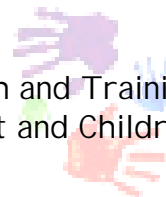
- Interviewees placed most emphasis on themes and strategies related to values of ISP.
- Interviewees report doing a lot of work outside the meeting to build support for the value base.
- Interviewees were not talking explicitly about cultural competence.
- Interviewees also report high levels of stress and burnout.
- Interviewees cite both strengths and weaknesses of supervision.
- Interviewees are likely to cite insufficient training.



Team Observations



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N= 19 teams

Procedure	Number/ Percent
Written/ posted agenda	5/ 26%
Meeting at least minimally structured	8/ 42%
Members received minutes from the meeting	9/ 47%
Team plan	4/ 21%
Team plan had goals*	4/ 100%
Goals have a way to be measured*	3/ 75%
Evidence of long term goals or mission	4/ 21%
Tasks/services/supports are linked to goals	3/ 18%
Team checks accountability	3/ 18%

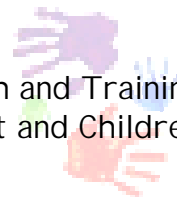
* Percentage from teams that had a team plan.

N=54 meetings

Elements	Number/ %
More than 1 natural supports (paid and unpaid)	12/ 11%
Team looking into community service	20/ 37%
Team facilitating community service	5/ 9%
Team looking into community support	4/ 7%
Team facilitating community support	2/ 4%
Team looking into having a member act as a natural support	13/ 24%
Use of flex funds	6/ 11%
Other family members receiving services	34/ 63%
Structured activity to enhance creativity	6/ 11%
Multiple alternatives considered	8/ 15%
Prioritizing or voting takes place	1/ 2%
Strengths discussed	35/ 65%
Team engages in a strengths activity	9/ 17%
Go-around takes place	5/ 9%
Ground rules are established or referred to	1/ 2%
Services are responsive to team plan	45/ 83%

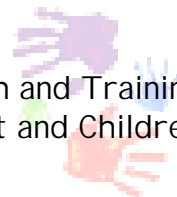
Some findings from the observation data

- Many teams are not using the nuts-and-bolts elements
- Teams do appear to be trying tailor services in small ways
- Incorporation of informal and community supports is infrequent

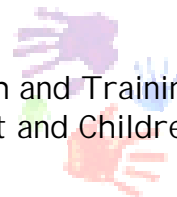
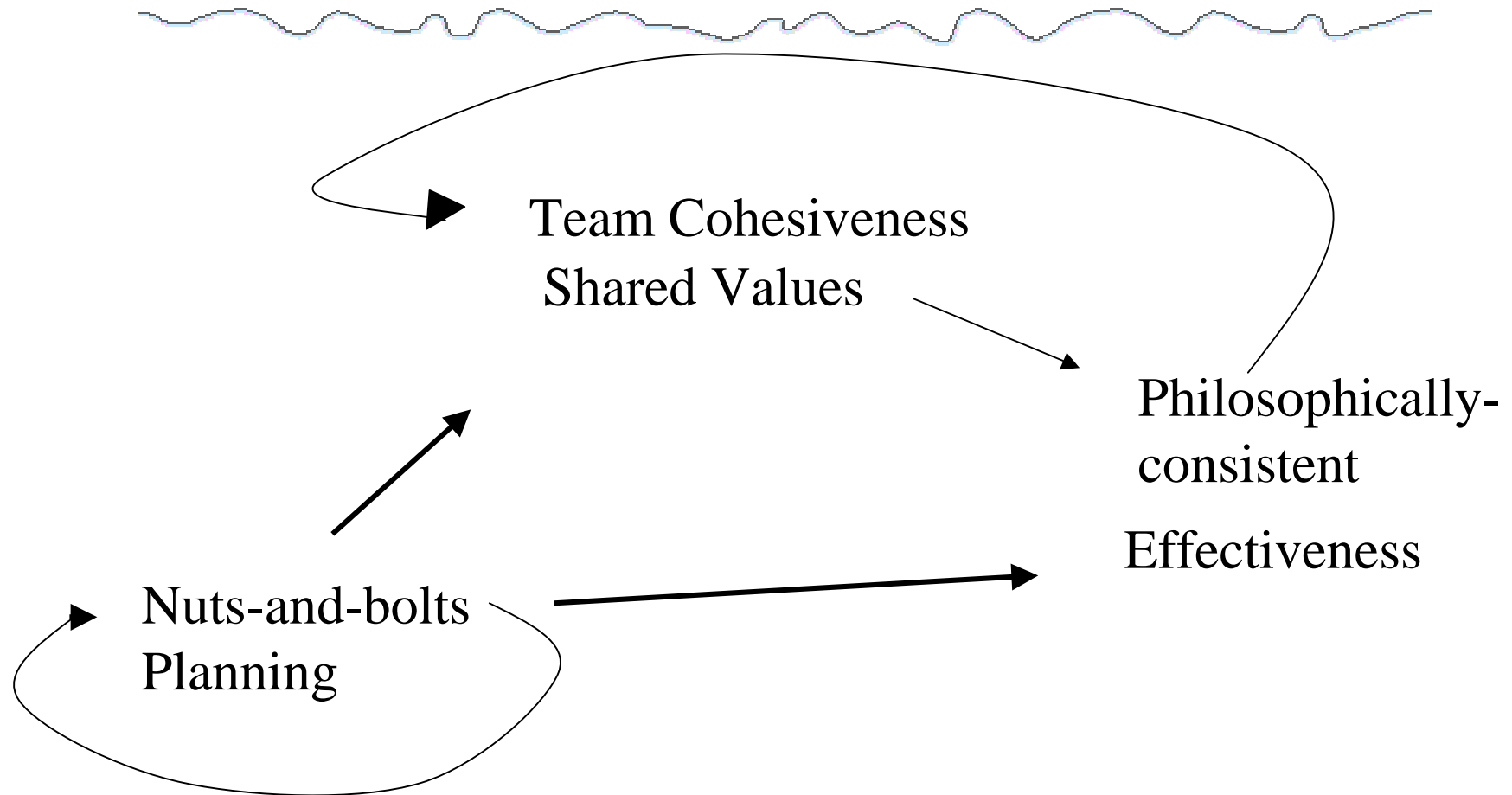


Discussion

- The work of I SP teams is complex and difficult.
- Team coordinators and parent advocates are committed to the I SP model, and they work hard to get other people “on board”, primarily through efforts to change perceptions.



Positive feedback loops



Comments

- Challenges of the facilitation role
- Difficulty of including informal and community supports
- Graduation from services
- Supervision and training needs
- Strengths and their place in the plan
- Further research...

