

High-quality Individualized
Service/Support Planning (ISP):
Necessary conditions at the team,
organization, and system levels

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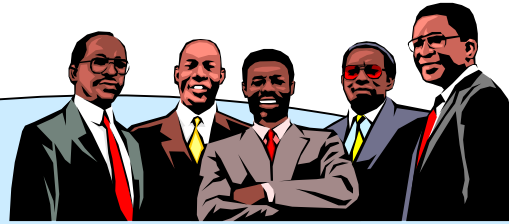

Research and Training Center
on Family Support and Children's Mental Health

Services in Context



High-quality implementation of ISP requires:

- Effective teamwork
- Support from lead and partner agencies
- A hospitable policy and funding environment (system level)



System (Policy and Funding Context)



Organization
(lead and partner agencies)

Team



Developing the conceptual framework: Overview

1. What are the characteristics of effective ISP teams?
 - Research/theory
 - Observations, interviews, trainings
 - Expert review
2. *Backward mapping*: What supports do teams need from organizations? What supports do organizations need from systems?
 - Research/theory
 - Interviews
 - Expert review

The Matrix

A conceptual framework



At each of these levels, certain conditions need to be in place. We group these **necessary conditions** into five categories:

- Practice model
- Collaboration/Partnerships
- Capacity building/Staffing
- Acquiring services and supports
- Accountability

Checklist/Assessment



Checklist strategy at each level. Used to

- Determine degree to which conditions are in place
- Clarify needs and prioritize areas for improvement
- Increase incentives for change through "upward accountability"

Team level:

Sources of information

- Reviewed research and theory
 - effective team- and group-work , facilitation, value-based practice, ISP/wraparound
- Attended trainings
 - 3 sites, 3 states, unstructured interviews with trainers and trainees
- Interviewed 30 expert team members (parent and professional)
 - Semi-structured interviews , qualitative analysis including formal analysis of info on effective strategies, supports, and barriers.

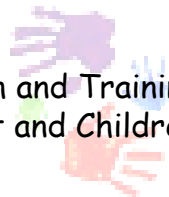
Team level:

Sources (continued)

- Observations
 - 72 meetings (26 teams, 12 communities, 8 states, six communities "best practice")
 - Checklist of meeting/plan attributes, team member questionnaires
 - 11 teams videotape and structured debrief

Bottom line

- Complex and difficult process requiring much support from organization and system
- Lack of a clear practice models
- Focus on values may eclipse other essential teamwork tasks
- Services being tweaked, not radically individualized
- Team members value participation in the process



Necessary Conditions

Team level

- Teams have knowledge, skills, and techniques that enable them to:
 - Implement a high quality planning process
 - Build team cohesiveness (perceptions of team as a collaborative, effective unit)
 - Promote the value base

Teamwork Checklist



- Tool for professional development (supervision, coaching)
 - Strengths and areas for work in repertoire of skills, techniques
- Tool for program development
 - Strengths and gaps in practice model, need for organization/program to increase knowledge of certain types of techniques, strategies

(Is not a checklist for a particular practice model: does not provide or dictate what those techniques and strategies should be)

Organization and System Levels: Sources of information

- Research/theory
 - **Organization:** Organizational support and climate/culture, org. direction-setting for teams, effective supervision, support for transfer of training to practice
 - **System:** Leadership, interagency collaboration, SOC theory and research

Organization and System Levels: Sources of information

- Interviews
 - Team members--teamwork
 - Previously described
 - Mid-level: Supervisor (12), program manager/site director (6)
 - Regional, county, state administrators (12)
 - National perspective: trainers, researchers (5)

Organization and System Levels: Sources of information

Expert review (parents, professionals, researchers- individual feedback and groups at national gatherings)

1. National experts: group feedback on framework and narrative from people at each level
2. Individual feedback (11 experts)
3. National experts: revised framework/narrative
4. Reaction groups: assessments

Backward mapping: Organizational level



What do host and partner agencies need to do to support team efforts...


...to learn and use effective teamwork practices?

...to get necessary people to attend and collaborate?

...to access funds and services?

...to develop individualized services/supports?

Backward mapping: System level



What type of leadership, and what sorts of agreements and policies need to be in place at the system level so that agencies...

...are able to hire, train, and retain people with the special skills needed by teams?

...have incentives to collaborate around teams and individualized plans?

...

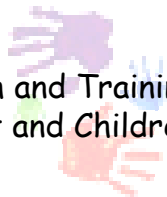
Assessments



- *Are not intended to*
 - Rank or score programs
 - Prescribe specific strategies for meeting the conditions
- *Are intended to*
 - Assist with program development- identify strengths and build agreement about priorities for improvement
 - Provide clarity and leverage for "upward accountability"

In progress

- Final versions of framework narrative and assessments
- Report on observations
- Article: Research-based recommendations of specific processes that mesh planning and philosophy at the team level
- Analysis of videotaped team meetings and debriefs
- Recruitment of pilot sites



Contact information



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