

Providing Seamless Support:

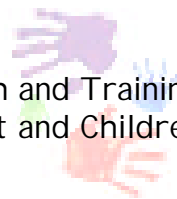
Why agencies and systems need
to change too

Mary Rumbaugh

Paula Savage

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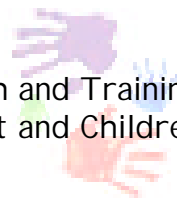
Research and Training Center
on Family Support and Children's Mental Health



Two Sets of Challenges...

...to high quality implementation

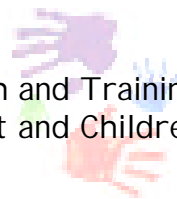
- Insuring fidelity at the practice level
- Providing sufficient support at the organization and system levels



Complex Challenges

Challenges become even more complex when the new model or intervention:

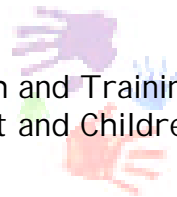
- demands a substantial departure from existing practice
- is comprehensive
- requires that services/supports be individualized



In this presentation:



We combine the perspectives afforded by research and personal experience to reflect on these challenges and how to meet them successfully.

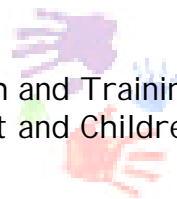


Similarities



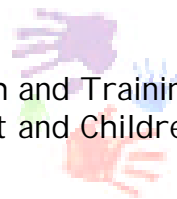
Wraparound and *Positive Behavioral Support* have several fundamental elements in common:

- Team-based approaches
- Involve key stakeholders from all relevant settings
- Focus on support and building skills and assets (rather than punishment/blaming)
- Create plans which are individualized and comprehensive



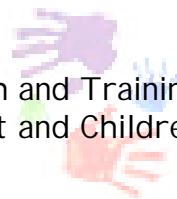
Contrasts

- PBS plan is based on functional behavioral assessment, focuses on changing behavior and environment
- Wraparound plan addresses multiple domains, serves as a means of organizing services and supports, places great emphasis on being family-centered and community-based



Comprehensive Planning

- Sees the whole family as a unit
- Focuses on overall success/ quality of life/ comprehensive outcomes
- Makes realistic expectations of caregivers and family members

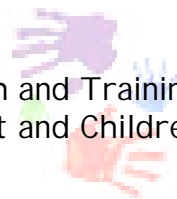


Comprehensive planning



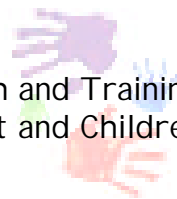
For either wraparound or PBS, implementing a comprehensive plan demands:

- Ongoing communication
 - Because hypotheses about what works need to be revised
 - Because kids and their environments develop and change
- Clear goals and a shared understanding of how people will work together
- Access to resources to implement creative plans and fund non-traditional supports or services



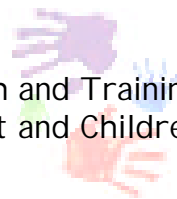
Organizational Support

- What do team members need from their organizations?
 - Redesigned jobs and incentive structures
 - Flexible timelines
 - Support for creativity
 - Support for collaboration
 - Flexibility around mandates
 - Support and resources to implement a truly individualized plan



System Support

- What do organizations need from the system?
 - To be empowered (and sometimes pressured) to work across silos
 - Flexibility with contracts and funding
 - “Buy-in” to the process from the top down



| If organization is to provide... | System must: |
|---|---|
| <ul style="list-style-type: none"> •Redesigned jobs | Allow flexibility with contracts, avoid micromanagement (empower organizations to be flexible for hiring and job design within prescribed parameters) |
| <ul style="list-style-type: none"> •Flexibility with resources | Employ financing mechanisms which allow for timely payment of needed expenditures |
| <ul style="list-style-type: none"> •Flexible timelines | Have clear and realistic expectations, shelter from undue political pressure (high-level advocates- "buy-in") |
| <ul style="list-style-type: none"> •Support for collaboration/creativity •Flexibility around mandates | Empower/press for collaboration: e.g. providing mid- and upper-level interagency teams for problem-solving and policy revision |

Accountability



- Need appropriate data in order to:
 - Demonstrate progress toward program goals
 - Program fidelity
 - Cost effectiveness
 - Diagnose and address problems
 - Fulfill organizational and system requirements

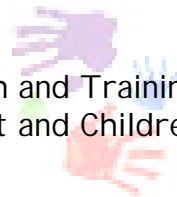
Fidelity:

Accountability at the Practice Level

First, we need to know:

- What are the essential elements of this innovation/program?
- What are the specific, concrete indicators that these elements are present.

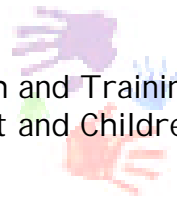
Then, we need to measure actual practice against these indicators



“Positive behavior support” for practitioners

PBS for practitioners implies:

- Tools and structures that support ongoing development of relevant skills
- Training, supervision and evaluation which:
 - focus on specific, concrete performance criteria
 - use data to assess progress towards meeting these criteria



Organizational Accountability

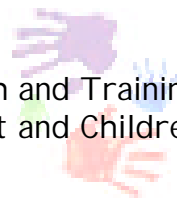


- Monitoring/assuring fidelity (including the quality of supervision)
- Producing outcomes consistent with program goals
- Reporting costs of the program

System Accountability

System accountable to taxpayers (especially including consumers of services and their advocates) and policy makers to ensure that:

- Fidelity is monitored at the organizational level
- Program goals- and the outcomes used to measure them- are acceptable to the community
- Program is cost effective
- Sufficient support is provided to organizations



And So...

- Recognize that making meaningful change is hard.
- Wraparound and PBS really do represent a paradigm shift. Each..
 - Requires and teaches a new perspective about kids and families
 - Requires training and support so that practice can reflect the model

