



Leading for Change Team Webinar

Welcome!

'09 Safe Schools Healthy Students
Site Teams

February 9, 2011

Agenda

- Bring the best of the meeting to your team
- Part 1: Your CMT and systems integration
- Part 2: Hot Springs Arkansas: Partnership, Leadership, and Change
- Part 3: Waterford Michigan: An approach to systems integration

The SSHS Vision


- Safer schools and healthier students
- Through Five Elements
 - School safety
 - ATOD prevention
 - Student behavioral support
 - Mental health services
 - Early childhood supports

Means to those ends

- Evidence based practices
- Local evaluation
- Sustainability from year 1
- Required partnership: education, mental health, juvenile justice, law enforcement

Systems integration

- From managing program implementation to...
- Leading what?
 - Catalyst
 - Change
 - Systems change
 - Systems Integration
- Why?
 - Better outcomes
 - Lasting effects



Away from conflicting service approaches that result in gaps, duplications, and a not so nimble system of responding to changing community needs.

Towards a community where services are thought about from the consumer's perspective, and experienced as a whole community's approach to supporting the healthy development of children and families

Integrative practices

- Core Management Team (CMT) brings leaders from multiple systems together on behalf of the community
- CMT collaboratively reviews evaluation data to improve implementation and identify success
- CMT practices joint decision making based on data
- Partners align approaches, protocols, tools, language, training and more

A Conceptual Framework for Systems Integration

Improved Outcomes for Target Population

Practice

Administration

Policy

Environmental Factors:
Political Landscape & Priorities
State & Local Fiscal Situation

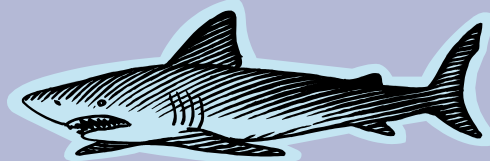
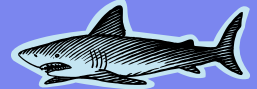
Federal Mandates & Priorities
Demographic & Social Trends

Partner Initiatives

Effective Organizational Systems

Effective Leadership

Empowering Organizational Culture



Thinking About Service Integration as a Process and NOT as an Event/Project

- Be flexible in the planning process
- Adjust to changing circumstances
- Employ a “our job is never done” mind-set
- Accepting the “process” perspective

Getting Started

- What is to be accomplished and for whom?
- What tactics and strategies will lead you to the desired outcomes?
- Is there a good fit between the tactics and strategies chosen “above the water line” and the institutional milieu “below the water line”?
- What strategy is needed to bring these two into correspondence?

Step 1: Focus on the ends rather than the means.

- Start with the population of interest.
- Determine what you want to accomplish for this population; don't settle for easy goals.
- Articulate a vision for change.

Step 2: Do a “Line-of-Sight” exercise!

- Develop the story from the participant’s perspective
 - What will the system look like?
 - How will it be qualitatively different from what they experience now?
- Test your theory of change
 - Will your proposed strategies lead to your desired outcomes?

Step 3: Consider whether the proposal is realistic; appreciate your institutional cultures!

- Do you have the pieces in place—leadership, empowered organizational culture, and dynamic organizational systems—to support taking these actions?
- What changes do you need to make before going forward?

Step 4: Assess and adjust as you go!

- Integration breeds synergy.
- Synergy offers new perspectives and ways of looking at things.
- New perspectives offer continuing opportunities for change.

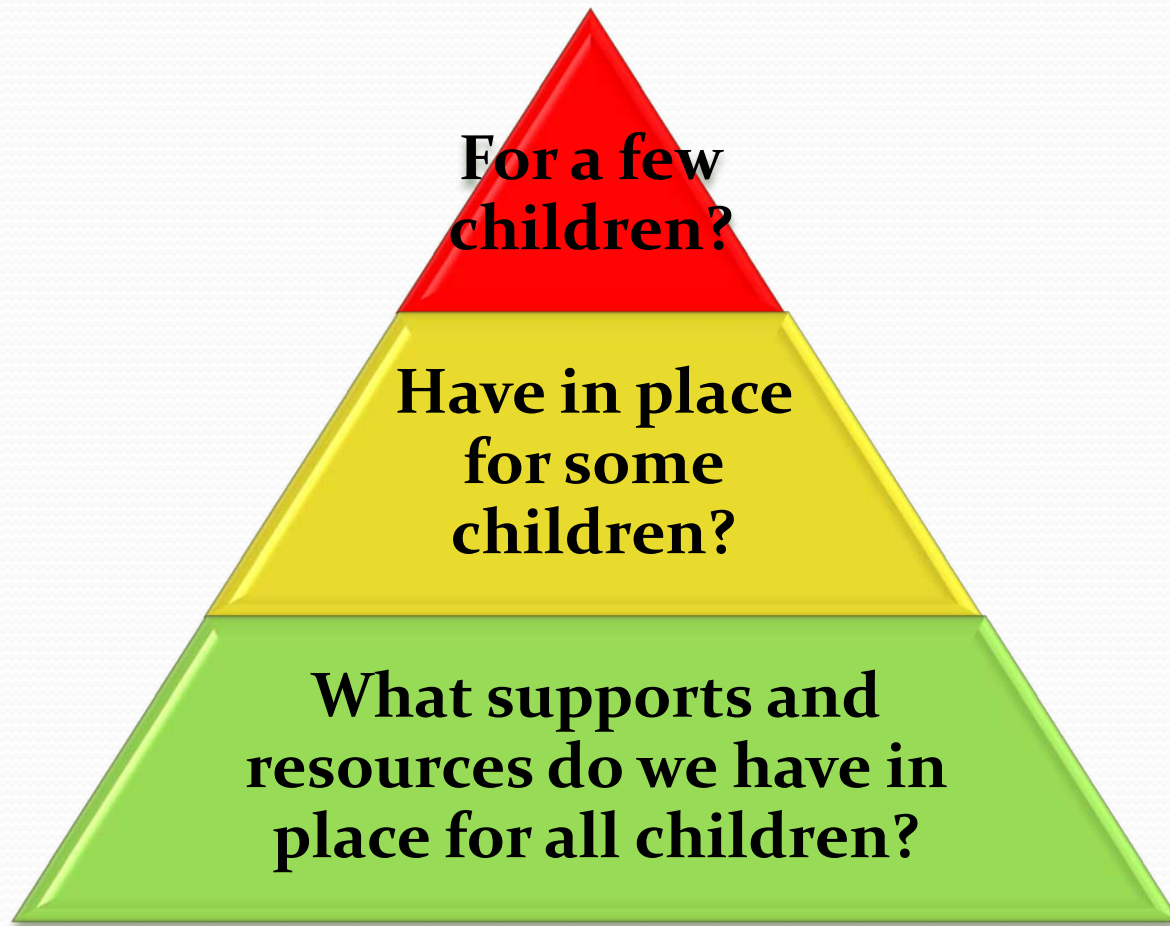
Step 5: Develop and Sustain Leadership

- Vision
- Inspiration
- Participation

The Hot Springs Story

- LEADERSHIP FOR CHANGE WEBINAR
 - (Winter of 2010)
- RESOURCE MAPPING
 - (February 2010)
- LEVELS OF IMPLEMENTATION TOOL
 - (February - March 2010)
- REORGANIZATION OF CORE MANAGEMENT TEAM
 - (April 2010)
- LEADERSHIP THAT REACHES THE FRONT LINES
 - (May 2010 - Ongoing)

Prevention Model: A Framework for Resource Mapping



The Hot Springs Story

- EXAMPLES OF RESULTS
- Truancy Court
- School Based CSH (Wrap-Around) Teams
- Community/School Based Intervention Groups
- SBMH Policy Manual



Contact information

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Waterford FOCUSS

Fostering Optimal Collaboration to Uphold Student Success



Lindsey DeSana
Project Director
Waterford School
District



Jeffrey James
Deputy Chief
Waterford Township
Police Department



Nadine Milostan
Executive Director of
Student Support Services
Waterford School District



Cathie Yunker
Community Liaison
Oakland County
Community Mental
Health Authority



Waterford School District Waterford, Michigan



- The Waterford School District is located within Oakland County in southeastern Michigan, 30 miles outside of Detroit
 - 34 lakes in the Township
 - Over 73,000 residents, ranging homeless through upper-class
- Thrived from the automotive industry
 - Recent influx of layoffs and home foreclosures due to economic hardships
- Over 11,700 students enrolled in grades preK-12
 - 1 Early Childhood Center, 12 Elementary Schools, 2 Middle Schools, 2 High Schools, 1 Alternative High School
 - Continued increase in homeless students
 - 48% Free/Reduced lunches
 - Growing Hispanic and African-American populations
- Strong support from community members and partners

Strategic Planning Integration Tool

- How does the work of the SSHS initiative integrate into the partner agencies?
- Are there natural synergies?
- Did you identify areas of overlap?

System Integration Planning Tool

FUNCTIONS	MENTAL HEALTH	JUVENILE JUSTICE	LAW ENFORCEMENT	SCHOOLS	EARLY CHILDHOOD
Structure					
Population of Focus (need, age, eligibility)					
Budget for Children within this population of focus					
Key Players					
Referral process/reporting					
Decision Making					
Role/ Responsibility					
Governance Power					
Integration with SS/HS					

System Integration Planning Tool

FUNCTIONS	WATERFORD SCHOOLS	WTPD	OCCC FAMILY DIVISION	OCCMHA	OAKLAND UNIVERSITY
STRUCTURE	<ul style="list-style-type: none"> - Federal \$ - State \$ - Board of Education - Superintendent 	<ul style="list-style-type: none"> - Para-Military Pyramid - Taxpayer \$ - Millage - Chief of Police 	<ul style="list-style-type: none"> - State \$ - County taxpayer \$ - Circuit Court Judges - Board of Commissioners 	<ul style="list-style-type: none"> - Fed \$ - Medicaid \$ - DCH \$ - General \$ - Authority Board - Exec. Dir. 	<ul style="list-style-type: none"> - State \$ - Tuition \$ - Donations - Board of Directors - President - Vice Presidents
POPULATION OF FOCUS	<ul style="list-style-type: none"> 1. Students Birth-26 yrs.; - Disabilities - Adjudicated - Homeless 	<ul style="list-style-type: none"> 1. Waterford Twp. Community; - All ages 	<ul style="list-style-type: none"> 1. Oakland County; - Juveniles; 10-17 yrs. - Families 	<ul style="list-style-type: none"> 1. SED-to 18 yrs. 2. DD-to 18 yrs./Adult - Medicaid/ MICHILD/ Uninsured 	<ul style="list-style-type: none"> - Undergrad. std. - Grad. std. - Upper Elem. std. - Middle-High school std. - Adults - Seniors
BUDGET FOR CHILDREN	<ul style="list-style-type: none"> To be updated 	<ul style="list-style-type: none"> -2%-Liaisons -Compliance checks -Juvenile Detective 	<ul style="list-style-type: none"> To be updated 	<ul style="list-style-type: none"> -\$29,758,090 Easter Seals 	<ul style="list-style-type: none"> -100%-Dept. of Pre-College Programs -Fed/State/O.U. \$
KEY PLAYERS	<ul style="list-style-type: none"> -Board of Ed. -Superintendent -Central Staff -Building Admin. -Building Staff -Parents 	<ul style="list-style-type: none"> -Carl Solden -Chief McCaw -Twp. Board -Board of Ed. -Heather Halls -WYA Board -Det. Sgt. Smith -Lt. Lalone 	<ul style="list-style-type: none"> -Staff Supervisors - Chief-Casework Services -Manager-Casework Services -Judges 	<ul style="list-style-type: none"> -Jeff Brown -Jennifer Muller -Amy Heincezman -Patti Reitz -Easter Seals -OFS 	<ul style="list-style-type: none"> -President -Vice Presidents -Asst. Vice Presidents -Directors -Coordinators -Student Mentors -Interns

System Integration Planning Tool

(continued)

FUNCTIONS	WATERFORD SCHOOLS	WTPD	OCC FAMILY DIVISION	OCCMHA	OAKLAND UNIVERSITY
REFERRAL PROCESS	-Parents/guardians -District staff -Self	-Type of crime/behaviors	-Parents - Schools - Police Departments	-Common Ground determines eligibility -Common Ground refers to Easter Seals/Oakland Family Services <hr/> Family Services	-Parents -School Districts -Advertisements -Personal Referrals
DECISION MAKING	-Board of Education -Superintendent	-Chief of Police	-Board of Commissioners - Judges - Referees - Mgr. Casework Services - Chief Casework Services	-Board - Executive Director - Operating Mng. Team - Clinical/ treatment delegated to provider agencies	-Vice President of Student Affairs -Asst. Vice President of Student Affairs -Director
ROLE/RESPONSIBILITY	-Department of Education -Federal/ State/ Local laws	-State and Federal laws	-Michigan court rules -Established court practices/ procedures	-Medicaid -Mental Health Code -DCH Contract -OCCMHA contract for core providers	-Department of Education -Federal/State/Local laws
GOVERNANCE POWER	-Board of Education	-Township Board	-Board of Commissioners	-Board of Directors	-Board of Directors
INTEGRATION WITH SS/HS	-Houses programs -Houses/provides staff	-School Liaisons	-Leadership Representative	-Leadership Representative -"Hands on" case	-ACE Program

System Integration Planning Tool

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