Synergy Unleashed: Mastering Whole System Alignment and Integration

2024 EARLY CHILDHOOD MENTAL HEALTH CONFERENCE – We Can't Wait

Website
sdsusocialpolicyinstitute.org

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Areas of Focus

- Collective Impact

- Trust and Relationships

- Inclusive Practices

- Shared Goals and Outcomes

- Sustaining Engagement

Lori Clarke
Director, SPI
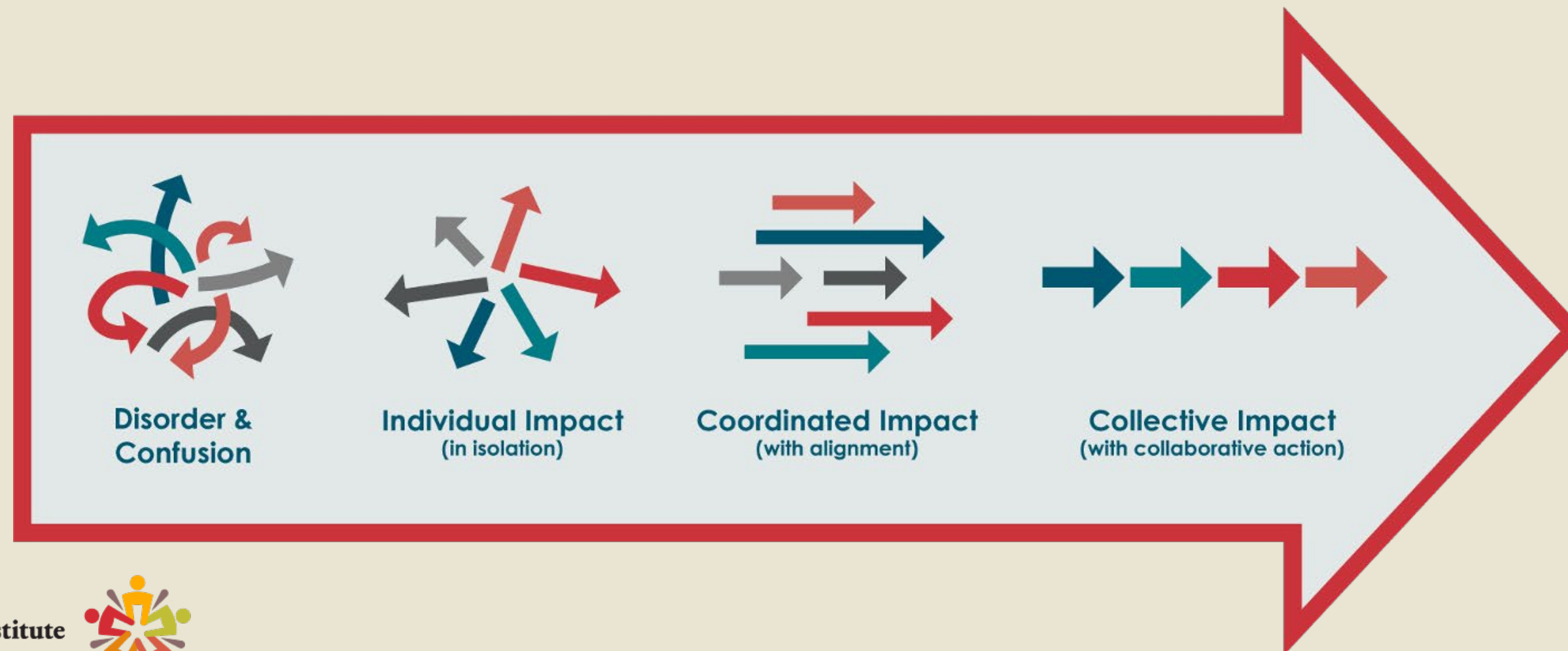

Richard Knecht
Integrated Human
Services Group, LLC,

Clorinda Merino
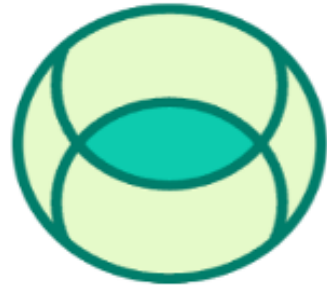Implementation
Specialist, SPI

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Collective Impact

"…projects that build a necessary collaborative infrastructure for coordinated systems that focus on the needs of children and families."

"Example efforts include developing and designing a common agenda and shared measurement system to track progress, integrating activities across systems, and including families and communities in supporting youth behavioral health."

Disorder & Confusion

Individual Impact (in isolation)

Coordinated Impact (with alignment)

Collective Impact (with collaborative action)

Universal CI Ingredients/Agreements

It starts with a common agenda

This means coming together to collectively define the problem and create a shared vision to solve it.

It establishes shared measurement

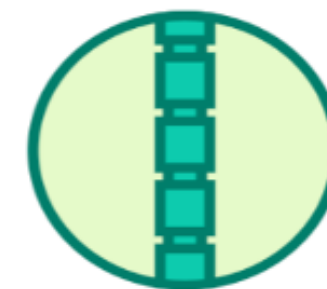That means tracking progress in the same way, allowing for continuous learning and accountability.

It fosters mutually reinforcing activities

That means integrating the participants' many different activities to maximize the end result.

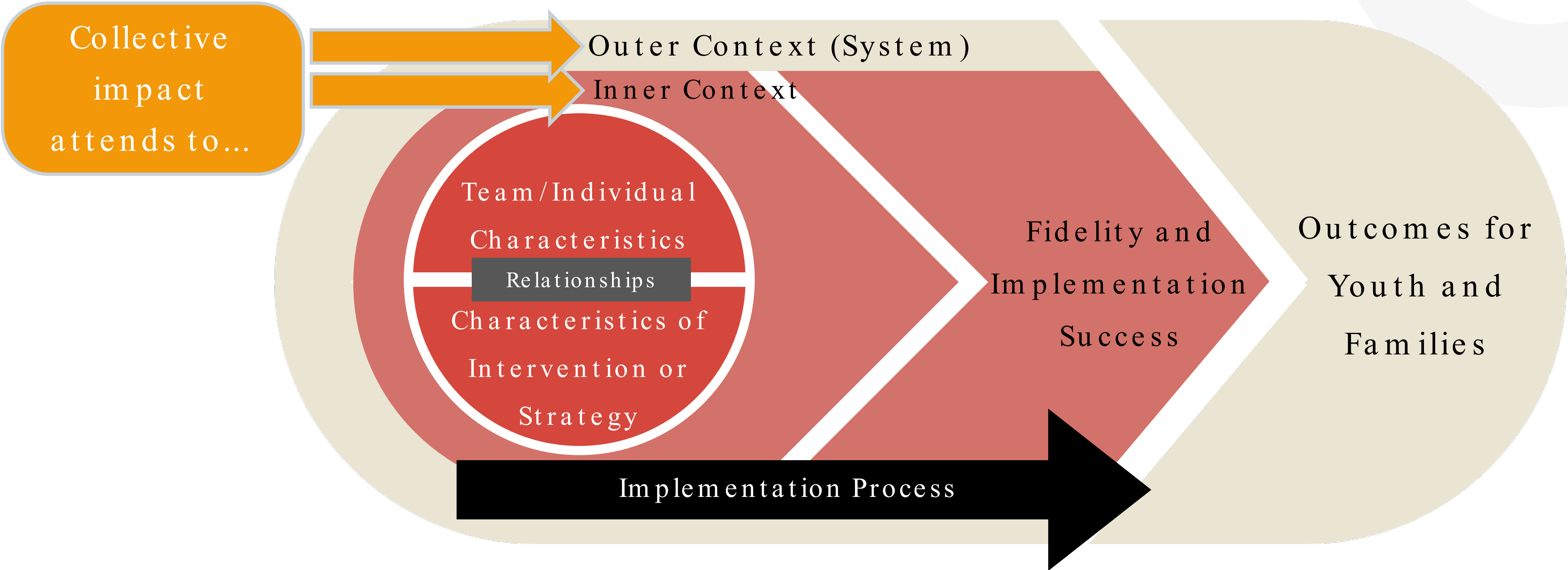## It encourages continuous communications

That means building trust and strengthening relationships.
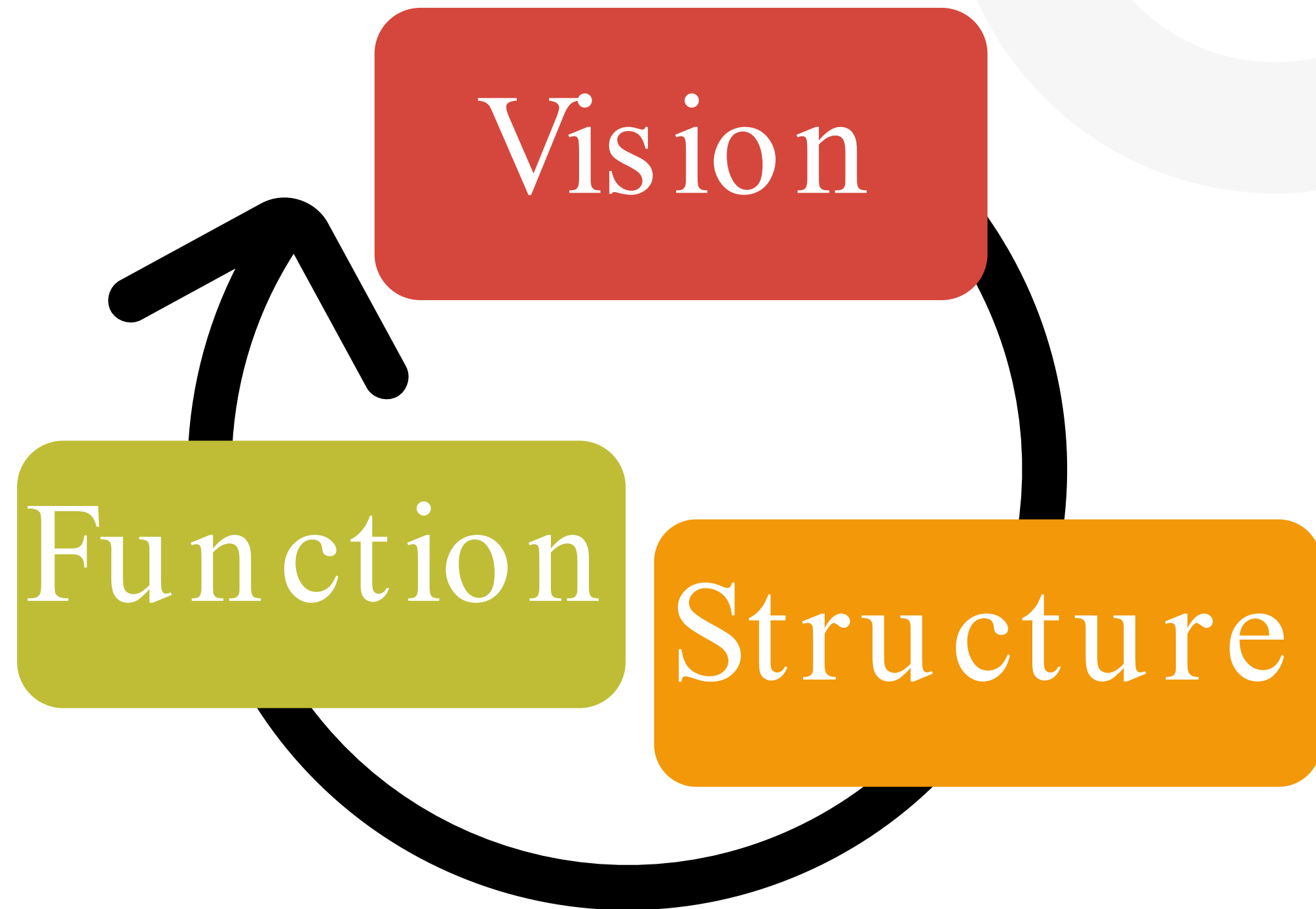
And it has a strong backbone

That means having a team dedicated to aligning and coordinating the work of the group.

COLLECTIVE IMPACT FORUM

FSG

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Coupled with Implementation Science (IS), CI helps organize and scale reform effort, regardless of its local form/composition.

Collective impact attends to...

Outer Context (System)

Inner Context

Team/Individual Characteristics

Relationships

Characteristics of Intervention or Strategy

Fidelity and Implementation Success

Outcomes for Youth and Families

Implementation Process

Consolidated Framework for Implementation Research (CFIR; Damschroder et al., 2009)
Graphic adapted from Smith, Ashok, Dy, Wines, & Teixeira-Poit, 2014

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Three CI interdependent elements lead to sustained transformation…

1. A collective Vision for Whole Child, Whole Family Care--consistent awareness that everything I do (in my system) is within a much larger eco-system!
2. A structurally integrated relationship to hold that vision (Organization)
3. Key integrated service and support processes (Functional)--money, information/data, leadership, teaming, training, care coordination, etc

Vision

Structure

Function

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CI supports No Wrong Door/One System Work

Communication   Cooperation   Coordination   Coalition   Integration

Low Level Collaboration → **High Level Collaboration**

Low Level Collaboration	High Level Collaboration
• Limited or no formal agreement	• Formal agreements
• Agencies remain autonomous	• Agencies sacrifice autonomy
• Work toward different goals & targets	• Work toward shared goals & targets
• Agency maintains control of resources & funding	• Joint responsibility for resources and funding
• Staff managed by individual service	• Staff managed by partnership
• Focus on individual care	• Focus on whole service
• Decision-making by agency	• Joint decision -making
• Collaboration likely to be voluntary or within guidance	• Clear mandate for collaboration at government or state level
• Variable practice dependent on individual	• Specific focus of activity outlined in strategic plans
• Affiliation to own agency/discipline	• Affiliation to partnership
• Accountable to agency	• Accountable to partnership

Agency-Focused → **Collaboration-Focused**

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Trust and Relationships

Unleashing Synergy Among Partners

Start with the "Why"

Ott's 4 Dimensions of Change

Results-Process-Relationship

4 Dimensions of Change

Interior

Exterior

Individual

Sustain a committment to:

- Embrace not knowing

- Deepen self-awareness

- Strengthen relationships

Individual practices, including :

- Hold our stories lightly - Inquire of others - Focus on interests

- Invite and receive other perspectives with gratitude - Self inquiry - Journaling - Mindfulness

- Offer appreciation - Take responsibility for our impact on others - Explore our motives toward others

Group

Sustain a committment to:

- Orient to the whole

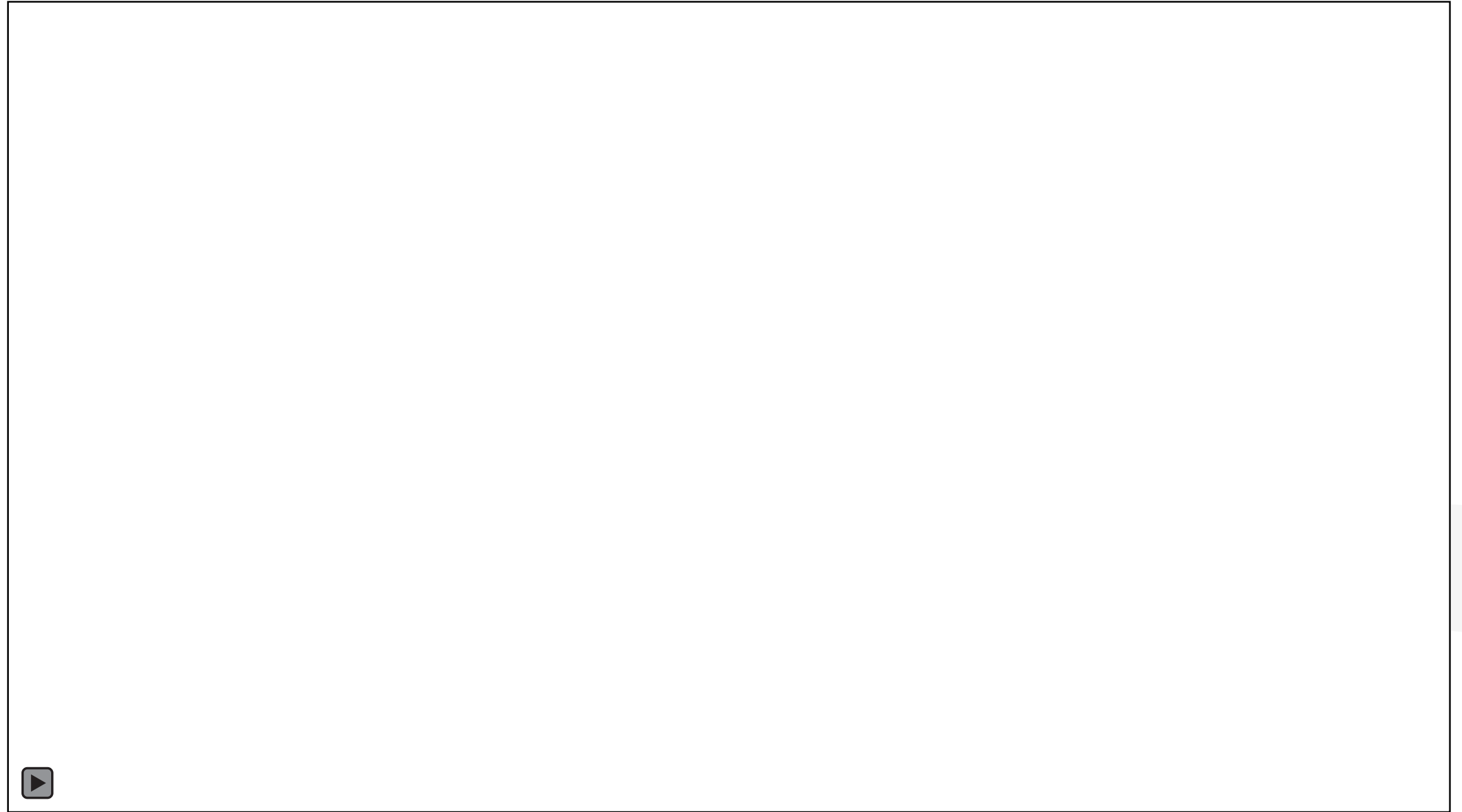- Welcome all that arises

- Nurture alignment of intention

Group practices,   including :

- See the whole - Hear the whole - Engage the whole

- Check-in - Safety check - Exclusion check

- Alignment check - Distinguish authority and power

  - Gradients of agreement - Dialogue

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Source: Center for Collective Wisdom

Dimensions of Success

Source: Interaction Associates

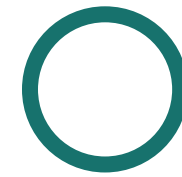Process

Relationship

Results

Source: Interaction Associates

Activity

Once you find a partner...

1. Share your primary focus: **Results**, **Process**, or **Relationships**)

2. How does your focus build synergy

3. What barrier to synergy could your focus bring?

Source: Interaction Associates

Inclusive Practices

01 Others: Co-powering

Inclusion invites a full and authentic sharing of decision-making power, which requires all of us to step back and make space/structure and function for parent and youth voice and choice.

02 Self: Justice, Liberty, and Belonging

Justice means fairness and equity for all in the context of freedom to make best, principled choices. Everyone deserves the chance to enjoy and cultivate a sense of mattering and belonging.

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Self: Learning, Action, & Accountability

Active Learning Practices

- Understand your history
- Notice and name areas of discomfort
- Recognize that identities shape actions, experiences and biases
- Prioritize well-being
- Acknowledge intersectionality
- Connect healing to identity
- Creative exploration

Intentional Action Practices

- Disrupt biases
- Demonstrate curiosity
- Cultivate inner well-being
- Develop emotional awareness
- Practice vulnerability
- Check in with yourself
- Develop self-care practices

Accountability Practices

- Incorporate self-reflection
- Define feedback structures
- Assess how you mitigate biases
- Sharie identity learnings
- Create space and accountability for growth and self-care

ProInspire

Social Identity Categories
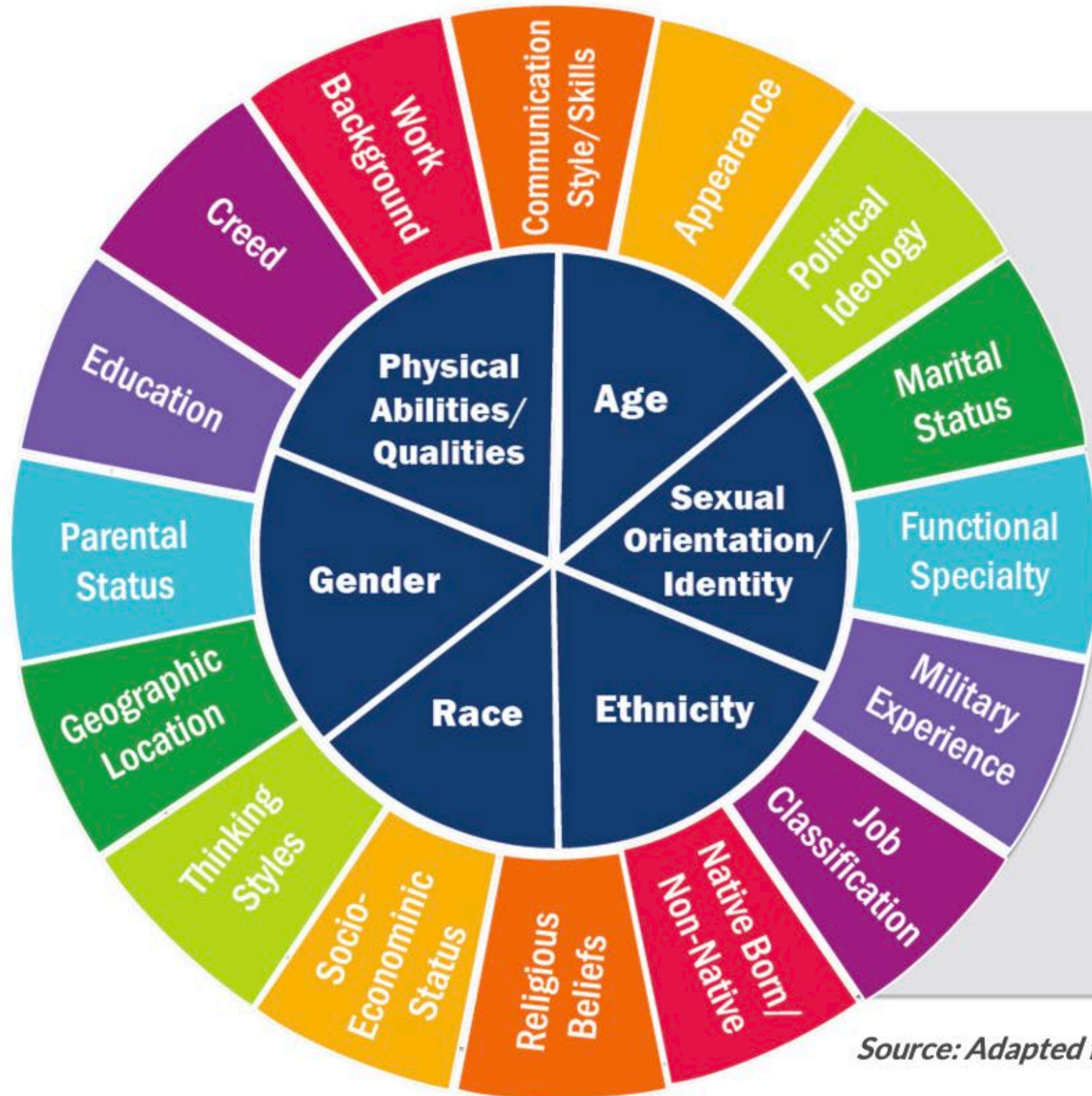
Who we are today and how we show up in the world is based on our lived experiences and the people and places that have shaped us (sociocultural context).
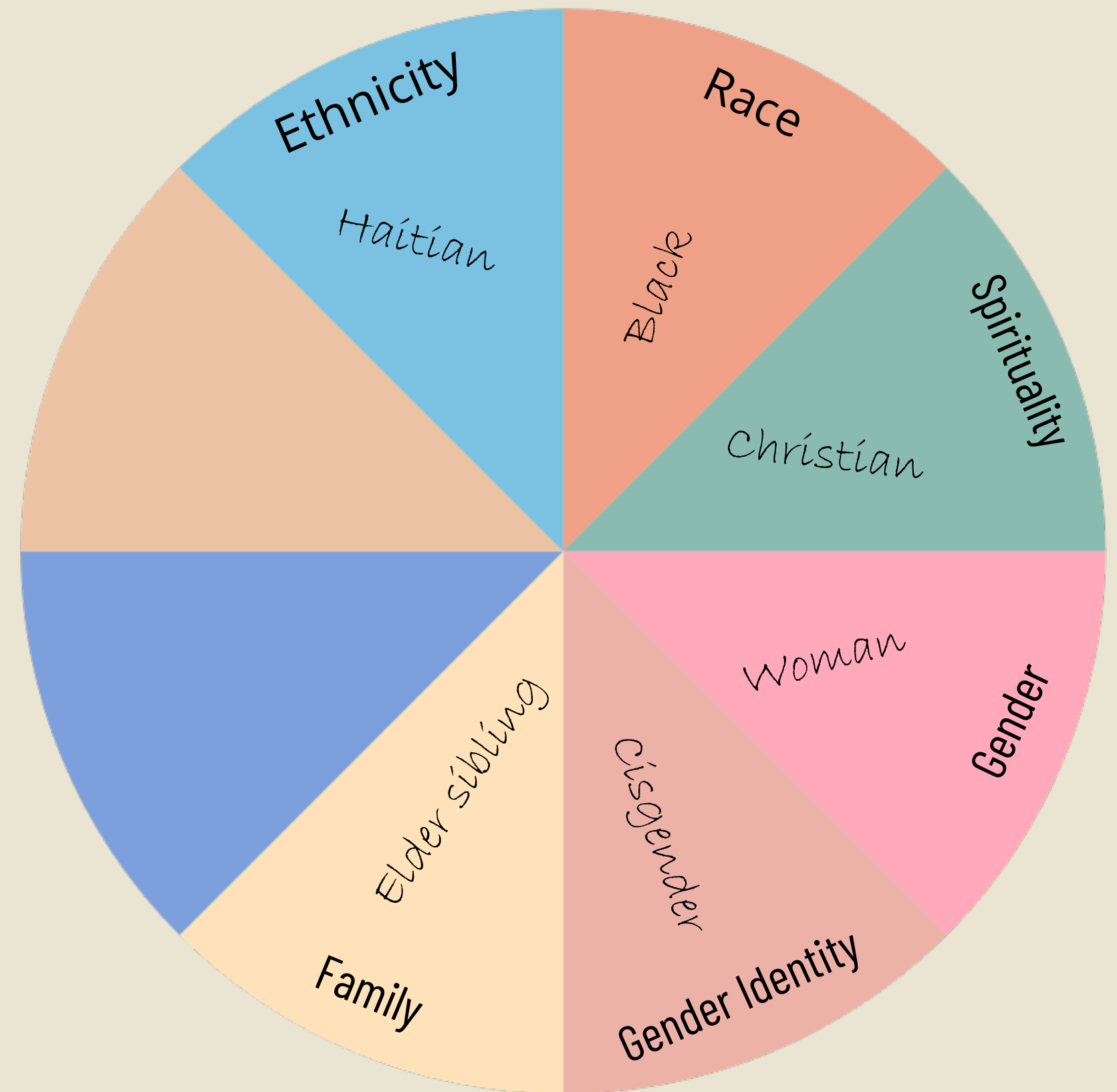
This influences how we think about our identities and our values, and it informs how we engage with others and our work. It is core to our leadership.
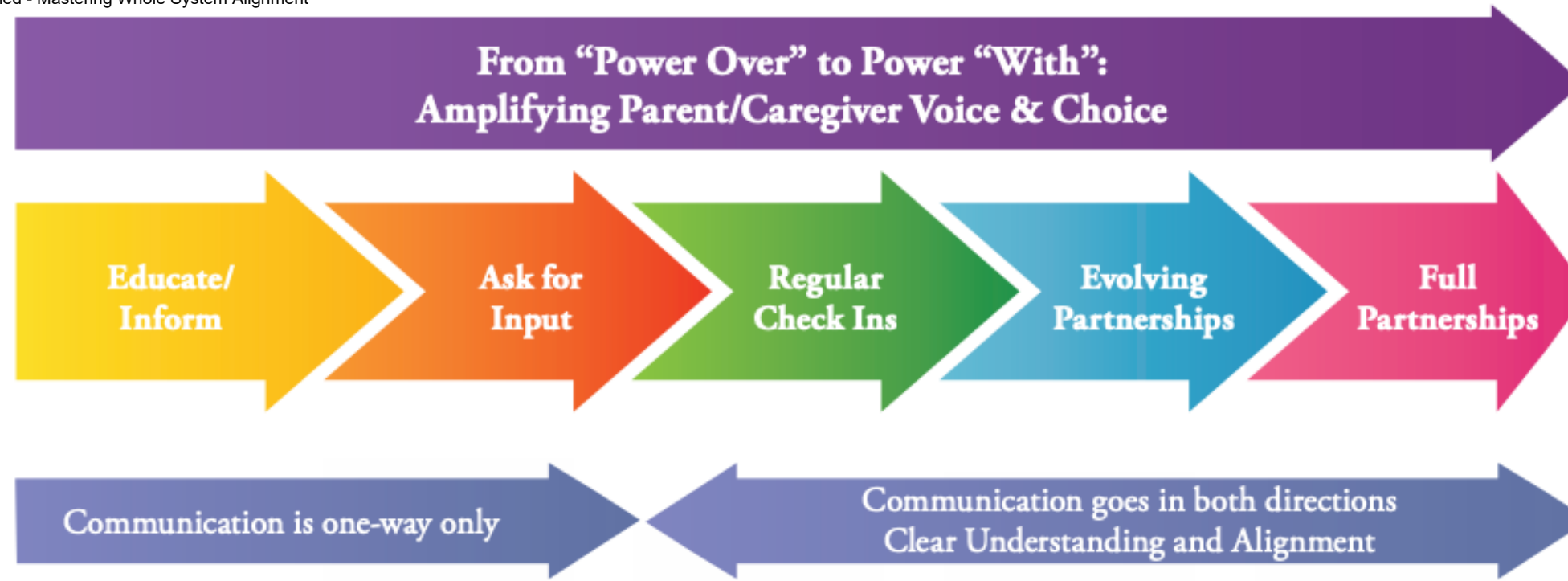
Source: Adapted from Marilyn Loden and Judy Rosener, University of Wisconsin - LaCrosse

ProInspire
Activating Leaders, Accelerating Equity

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Wheel of Identity Activity

- Fill in 4 or more social identity categories

- Add in the specific identity you hold in each slice

Some social identity categories are: age, weight, class, disability, education, immigration status, nationality, (Something else)

ProInspire
Activating Leaders, Accelerating Equity

From "Power Over" to Power "With":
Amplifying Parent/Caregiver Voice & Choice

Educate/ Inform	Ask for Input	Regular Check Ins	Evolving Partnerships	Full Partnerships

Communication is one-way only

Communication goes in both directions
Clear Understanding and Alignment

Goal of PC Engagement	Educate/ Inform	Ask for Input	Regular Check Ins	Evolving Partnerships	Full Partnerships
	We let parents & caregivers know about what is happening, availability of services, pending legislation, etc.	We ask parents & caregivers for their input, opinions, needs and what is working, what is not working.	We work with P/Cs consistently to make sure we understood their concerns and are acting on them appropriately.	We look to your for solutions, and stick with the exchange until you confirm your preferences are reflected.	You are at the table. You make the final decisions.

	Educate/ Inform	Ask for Input	Regular Check Ins	Evolving Partnerships	Full Partnerships
What We Tell Parents & Caregivers	We are a reliable source of accurate information.	We want to hear your needs and concerns, and may provide more information related to them.	We work with you to help make sure your concerns are reflected in services, programs and policy.	You know what you want and need, and have good ideas about what it takes to address your needs.	We will work to make sure your decisions are implemented.

Others: Co-Powering Continuum of Engagement

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Shared Goals and Outcomes

ALIGNING EFFORTS ACROSS DIFFERENT SYSTEMS AND ORGANIZATIONS TO ACHIEVE COMMON OBJECTIVES.

Mapping the Ecosystem

- Keep it simple.
- Use existing/already available macro data.
- Orient partners to one another's data and capacities.
- Don't get stuck in differences; find the common elements.

Outcomes Mapping

- Functional Inventory or Asset Mapping
- Identify staff--QI/SME to "hold" the deliverable on behalf of the system/partnership, and conduct first level analysis (correlations)
- Agenda routine and consistent leadership updates/accountability
- Use the data—refine as you learn.

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Shared Goals and Outcomes

Two quick examples

Example 1

Investments in School-Based Social Emotional and Mental Health services (MHSSA and SBHIP) increased 35%.

→

- Placement Stability for Foster Youth (1.3% improved)

-Decreased use of crisis Mental Health services (MHP)

Example 2

-Home Visiting (Public Health) enrollees up from 49 to 75 over 3 years+

-Respite Services (Regional Center) up 619 to 4675 over same 3 years, associates with…

→

-Decrease in CWS Re Entry from 13.5% to 10.6%

-Decrease in Recurrence of Maltreatment in CWS from 10.3 to 9.6

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Sustaining Engagement

APPROACHES TO MAINTAINING LONG-TERM COMMITMENT AND ACTIVE PARTICIPATION FROM ALL COLLABORATORS.

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Engagement

- Results from leadership behaviors.
- Grace, empathy, self-accountability breeds collective accountability

Formal Agreement

- An MOU or formal agreement helps hold partnership through various cycles of change and fiscal pressure.

Utilizing Dashboards

- Having a dashboard/outcomes where Return on Investment is consistently visible, allows partners to identify the value over the long haul

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Integrated Core Practice Model
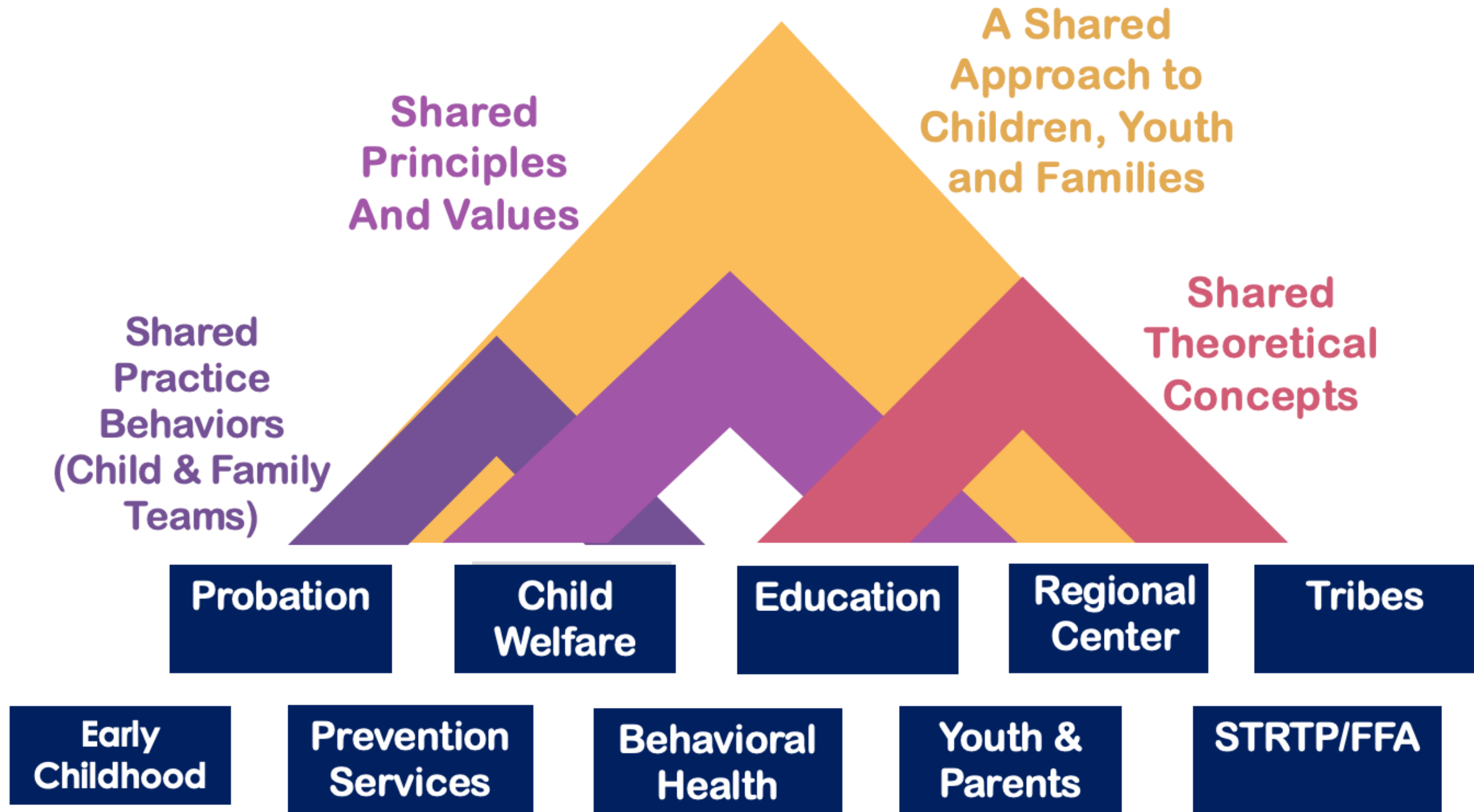
Most Important Takeaways

- Starts and ends with relationships and a clear shared vision
- Leadership engagement and commitment
- Engagement of parents, youth, and community partners
- Identification of Return on Investment for each partner (outcomes/outputs)
- Build on past successes and lean into past challenges

THANK YOU

● VISIT OUR WEBSITE

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