



Pathways to Well Being:
Building Shared Governance and
Collaborative Mental Health Services for
California's Foster Children

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Early Foundations: Collaboration and Integration

- In various ways, local child and family service partnerships have collaborated for decades, but often without consistent effectiveness.
- Integration is a far more complex journey, and requires observable, tangible and measureable structures and processes.
- Counties, in many cases, are now doing great collaborative work and in a few cases, are building *integrated* sustainable systems.
 - Functional
 - Physical
 - Fiscal

“Isn’t the Katie A. Lawsuit over?”

Can your county child welfare and mental health team demonstrate that you are collaboratively delivering timely and effective mental health services to all eligible foster youth?

Can your county child welfare and mental health team assert that you are practicing the elements of the *Pathways to Mental Health Core Practice Model* ?

Katie A. was not the first invitation to Child and Family Services Reform—Little Hoover, Court’s Blue Ribbon, and others.

Pathways to Well Being Requires...

County Collaborative Must...

- *Program Enhancements for Children and Youth in Foster Care*
 - *Timely Screening for MH needs and services*
 - *Community Based Intensive Services*
 - *Child and Family Teaming*
 - *Therapeutic Foster Care (TFC)*
 - *Consistent Practices between Welfare and MH partners*
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State Departments Must...

- *Joint Management Structure and Process*
 - *Mental Health/Substance Abuse and Child Welfare Authorities must collaborate*
- *Shared Accountabilities*
 - *Shared Data/Quality Improvement processes*
 - *Training and Technical Assistance*

Statewide Progress toward Collaborative Practice (2012-14)

- Pathways to Mental Health Core Practice Model dually approved (2013)
- Memorandum of Agreement (December 2015)
- Semi Annual County Progress Reports
- Data and Information Sharing Agreement and Early Reporting (2015+)
- Use of External Quality Review (EQRO) Containing County CPM Compliance Assessment (2015+)
- Integrated Statewide Technical Assistance (January 2016+)

What Does Shared Management Structure Look like?

- Community Team
 - Co-Chairs with “lived experience”
 - 24-person stakeholder conversation to guide state practice and instill genuine Shared Governance
- Executive Team
 - State Department Senior Staff
- Transformation Manager
 - Guides Shared Management Structure (SMS) Processes
 - Technical Assistance and Consultation to Departments
- State Implementation Teams
 - Execute the work of the SMS
 - County Support/Technical Assistance
 - Implementation of Service Delivery Action Plan/Sandbox Model

Community Team is a primary vehicle toward “Shared Management”

- Monthly 5 Hour Convenings
 - Oversee and support implementation of Integrated Practice from a Consumer-Centric View
 - Engage and Empower Youth and Parents
 - Connect **Pathways to Well Being** to other reform efforts underway
 - “Transform” two Departments

Key Questions at the state Level

- How will Community Team best support and challenge two state agencies to evolve, adapt and transform?
- Are we willing to **challenge our own rules** about how we've served families in the past?
- Is it possible and valuable to **let go of the control** and power that "the system" seems to demand from us?
- Are we willing to be "lead" by children, youth and their caregivers, who know and love them better than government can or will?





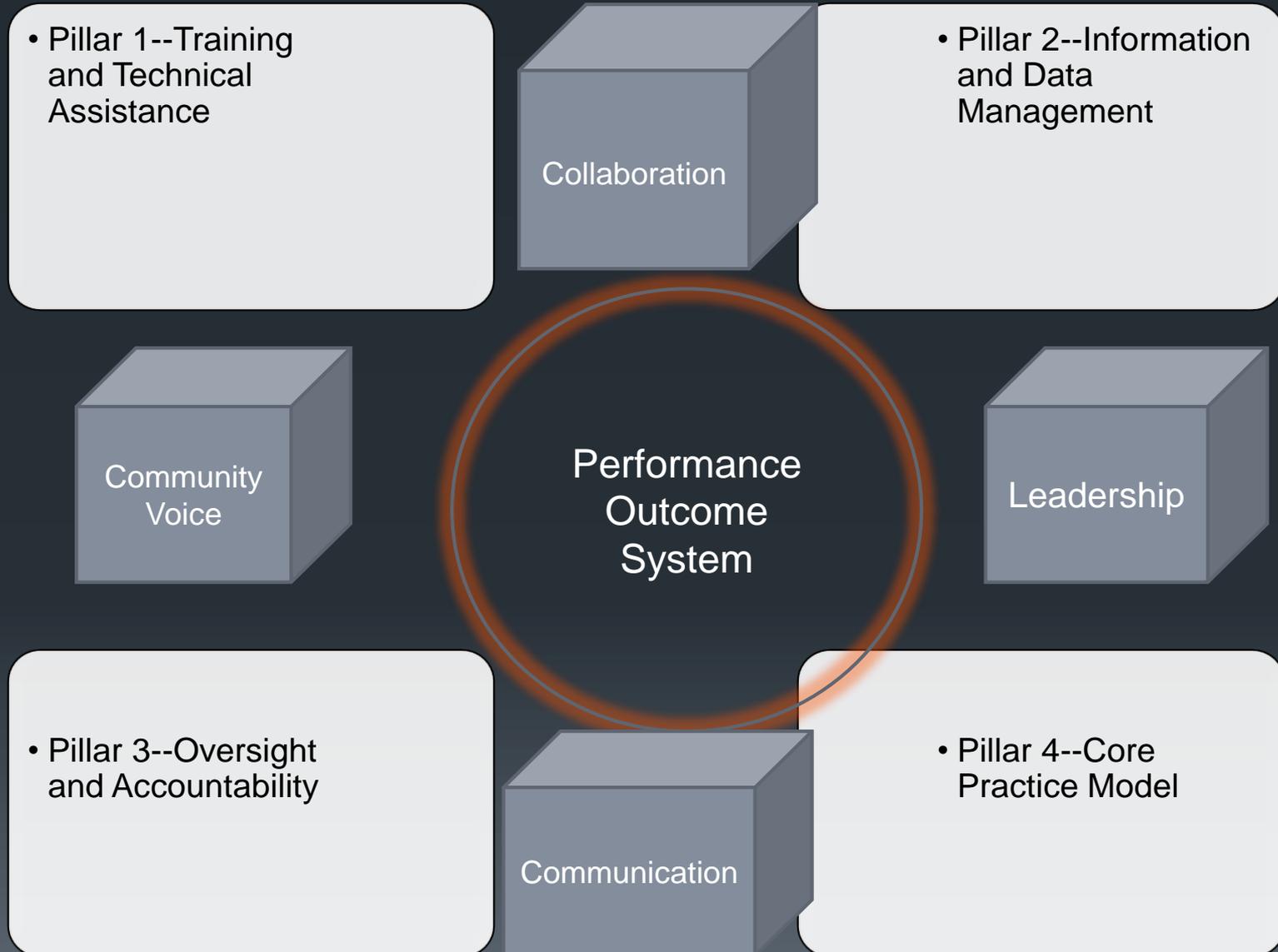
Community Team Early Progress

- Charter
- Shared Decision Making Process
- State agencies manifesting genuine patience and commitment
- Co Chairs Selected with Lived Experience
- Prioritized Settlement Agreement Contents
- *Developed “Four Pillars”/Implementation Model*
- Emerging Youth and Parent Voices

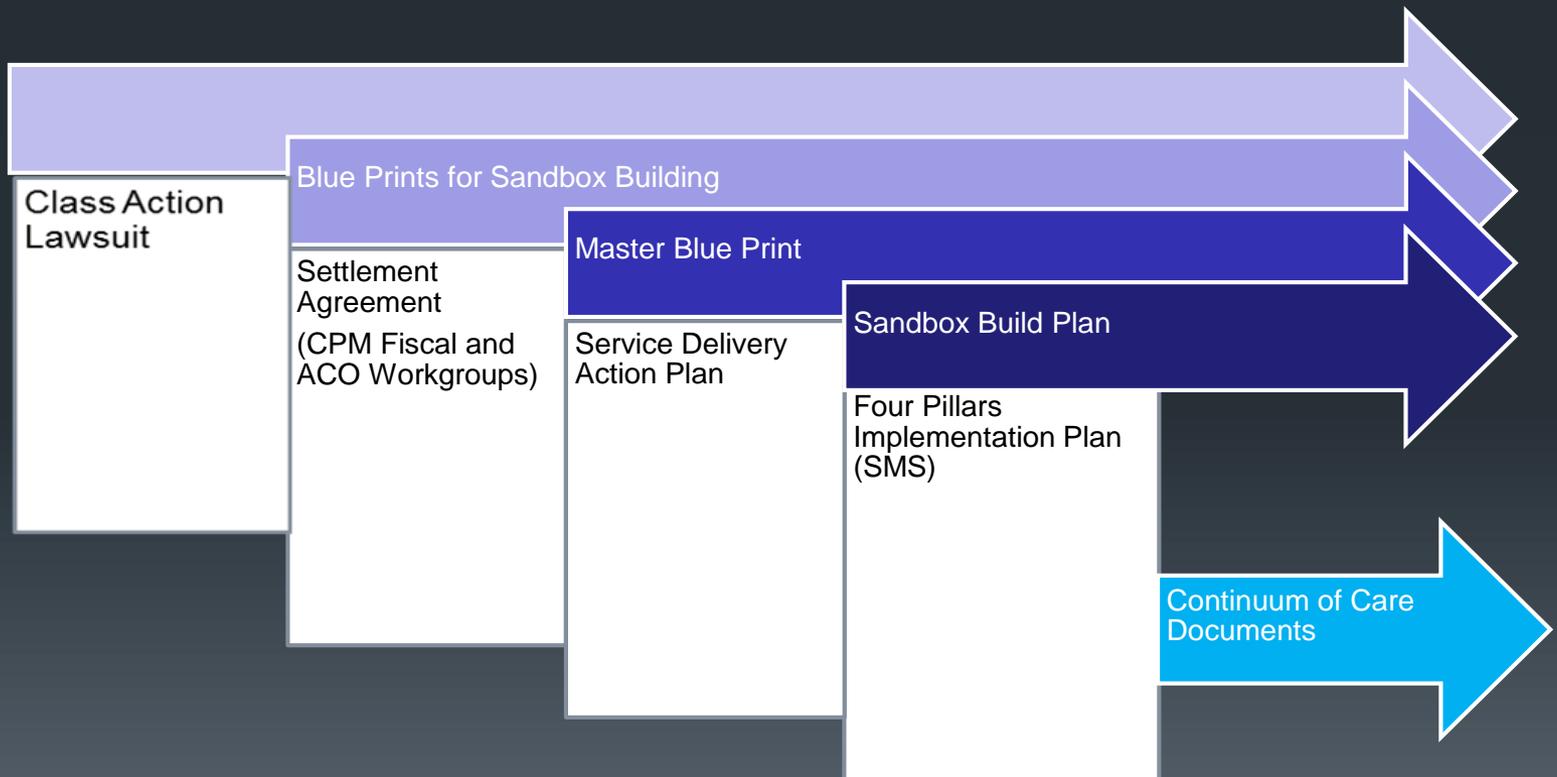
A Conceptual Frame/Logic Model to build a Children's Services Sandbox

- 1) **Shared Training**--Unified Technical Guidance and Content for all Counties and service Providers, regardless of their employer.
- 2) **Shared information and Data Management**--Provide access to relevant partner's data for improved and unified performance and outcomes management.
- 3) **Shared Oversight and Compliance**-- Integrated multi system County Review, which will support county practice, reduce admin costs and close policy and practice "gaps".
- 4) **Shared Core Practice Model**--One set of values, principles and behaviors for all child serving staff.

Sandbox Implementation Plan



Evolution of Plan Documents, leading to Successful CCR



Shared Management Early Progress



- Dually authored letters
- Monthly Integrated Practice TA Calls and Bulletin
- Sharing Data via Claims Match and Performance Outcome's System
- Early Opportunities to Share Oversight and Compliance (EQRO and CFSR)
- Integrated Training Plan
- Integrated Core Practice Model

What's next?

- State-county communication will be increasingly “Dually-Authored”
- Regional Information and Transformation Exchanges (RITE)
- Monthly “Child and Family Services Integrated Practices” Technical Assistance Calls
- Connecting State and Counties to Shared Data
- Expanding Roles for Youth and Parent Partners at State Level
- Assuring we don't end up with Two Core Practice Models!
- Cross-walking State's Oversight and Accountability Efforts to reduce redundancy and connect Child Welfare and Mental Health Efforts at County Level

Some Challenges Going Forward

- “Shared Management” must be authentically practiced at many levels
- While vision is developing, additional “champions” for sharing are needed in both departments
- 24 Community Team members have diverse interests and needs.
- Legal Youth Advocates anxious for more rapid change.
- Continuum of Care and Therapeutic Foster Care efforts are large and complex, and “shared oversight” will be challenging.
- Can the legislature and policy makers allow the departments to implement thoughtfully and without distractions?
- How will we respond when the next fiscal crisis occurs?
- While the current approach may eventually yield aspects of a collaborative “functional” System of Care, structural changes would be needed to fully create a concrete, seamless integrated system.