



**Building the Foundation
for Systems Change**
The FTC Trifecta



**Governance
Structure**



**Collaborative
Capacity**



Leadership

Nancy K. Young, PhD, Children and Family Futures

Supreme Court of Ohio Specialty Dockets Conference | October 23, 2017

Why?

Improve outcomes
for **more** children
and families

*If it works,
why isn't it working for
more kids and families?*



What?



Systems Change: A permanent shift in doing business that relies on **relationships** across systems and within the community to secure needed **resources** to achieve better **results** and outcomes for all children and families.

3Rs



How?



Leadership



Governance
Structure



Collaborative
Capacity



How?



Leadership



Governance
Structure



Collaborative
Capacity



Involved in Systems That Struggle to Serve Them



The lack of coordination and collaboration across child welfare, substance use disorder treatment, health care, and family or dependency court systems has hindered their ability to fully support these families.



Common Vision
Extraordinary Effort

Court

Drug Treatment

Child Welfare

3 Systems with multiple:

- Mandates
- Training
- Values
- Timing
- Methods

What is Collaboration?

Not

- Meetings
- Signing an MOU
- Working together to achieve only the goals of the Project

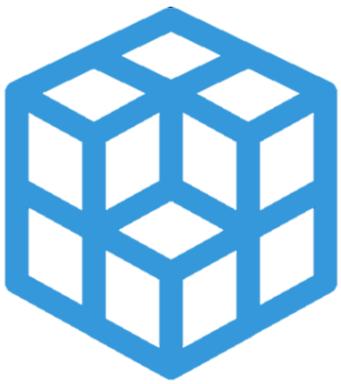
Is:

- Based on Understanding different Values and Beliefs
- Shared Outcomes
- Joint Accountability
- Prioritizing needs of families over interests of individual agencies, organizations or systems

Warning Signs of Weak Partnerships

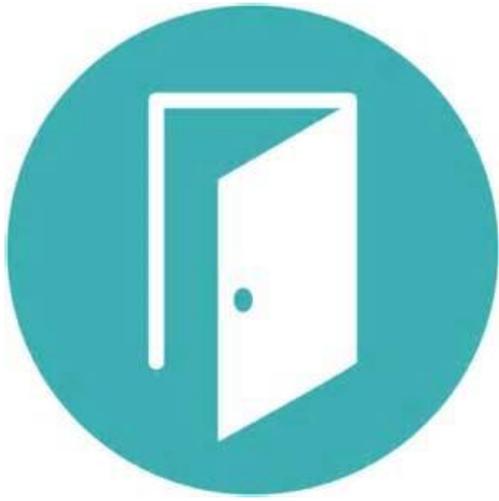


- Low-buy in from potential referral sources – CWS, parent attorneys
- Conflict or lack of understanding of each other's time frames and mandates
- No systemic tracking of what happens to families after parental substance use is identified
- Lack of case coordination – multiple screenings, assessments, case plans



Critical Components for Effective Collaboration

- Trust
- Shared mission, vision and goals and a common definition of participant success
- Understanding of each partner's operations, needs, values and competing demands
- Clear roles and responsibilities for all partners—individual team members as well as the agencies they represent
- Shared decision making
- Cross-systems training on best practices and proven interventions to improve parent, child and family outcomes



Opportunities for Assessing Collaborative Capacity

- Examine mission & values – *where is there agreement and divergence?*
- Conduct systems walk-throughs – *how are clients moving through systems?*
- Conduct drop-off analysis – *what happens to clients?*
- Data profile to establish data baselines – *compared to what?*
- Feedback from front-line staff and providers – *what is really happening?*
- Feedback from clients – *what is their experience?*
- Assess cross-training needs – *where are the knowledge gaps?*

How?



Leadership



Governance
Structure



Collaborative
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Why is Governance Structure Important?

Why your FDC needs a governance structure:

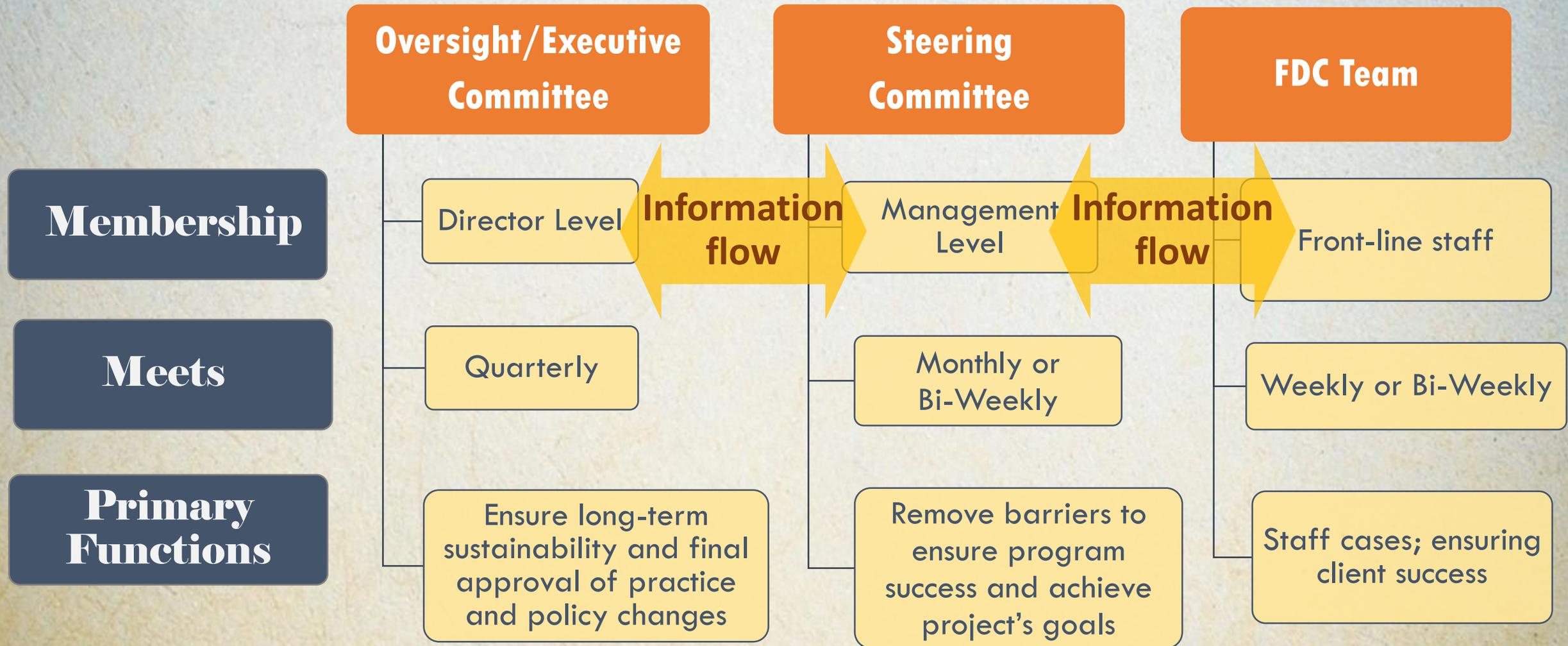
- Cross-systems to ensure broad buy-in, representation, and investment
- Leadership at all levels to ensure decision making powers and adequate information flow
- Cover critical functions – ensure quality and effective service delivery, barrier-busting, garner resources
- Increases likelihood of sustaining lasting change



What are Critical Components for Effective Governance Leadership?

- Three-tiered structure that includes oversight committee, steering committee and core treatment team
- Cross-systems agency representation with members who have the authority to make needed practice and policy changes
- Collaborative decision making that involves all partners and is not driven primarily by FDC staff
- Defined mission statements
- Regular, ongoing meetings to identify and address emerging issues
- Formal information and data sharing protocols

The Collaborative Structure for Leading Change



FDC Team

Membership

Front-line staff

Meets

Weekly or
Bi-Weekly

**Primary
Functions**

Staff cases;
ensuring client
success

Steering Committee

Membership

Management Level

Meets

Monthly or Bi-Monthly

Primary Functions

Remove barriers to ensure program success and achieve project's goals

5 Standing Agenda Items for Steering Committee Meetings



1. Data dashboard
2. Systems barriers
3. Funding and sustainability
4. Staff training and knowledge development
5. Outreach efforts

Oversight/Executive Committee

Membership

Director Level

Meets

Quarterly or Semi-Annually

**Primary
Functions**

Ensure long-term sustainability;
review and use data reports; give
final approval of practice and
policy changes

Building Trust – Cross-System Collaboration

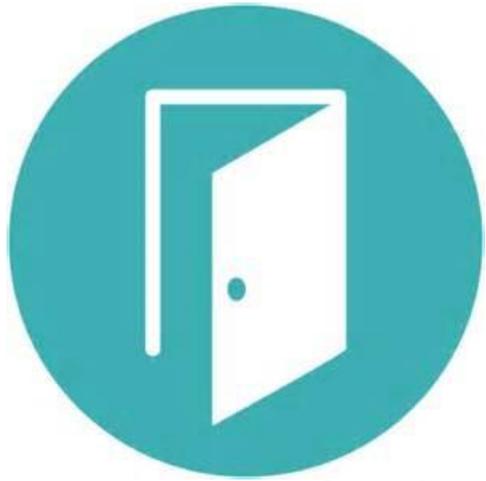
Partners across systems have:

- Agree upon shared mission
- Identified shared goals
- Obtained knowledge about their own and each other's data system capacities
- Develop case-level information sharing protocol
- Established cooperative working relationships to track families involvement across systems
- Secured support and buy-in for performance monitoring at all levels

Warning Signs of Weak Governance



- Lack of clarity of roles and responsibilities
- Lack of understanding of function of different committees and how they interact
- Loss of momentum and commitment by members over time
- Missing partners or wrong levels of authority at the table
- Ineffective or inadequate information flow



Opportunities to Build a Strong Infrastructure

- Identify the right people for the right committees and workgroups
- Be crystal clear about functions, membership, roles and responsibilities
- Need strong leadership to pull and keep momentum in between meetings
- Ensure information flow between different committees and FDC Team
- Develop multi-year staff development plan that includes training on working together

How?



Leadership



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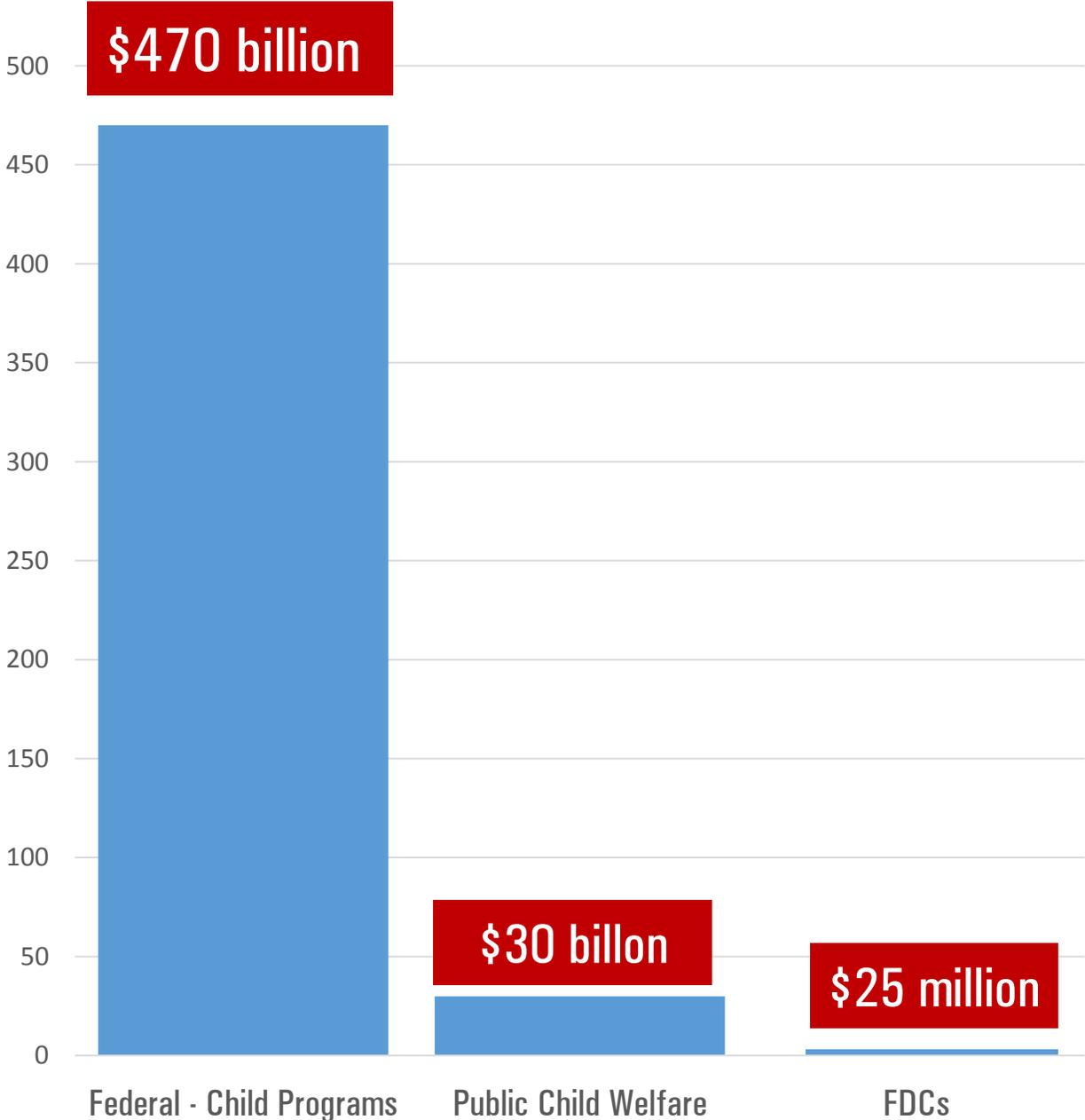
Governance vs. Leadership



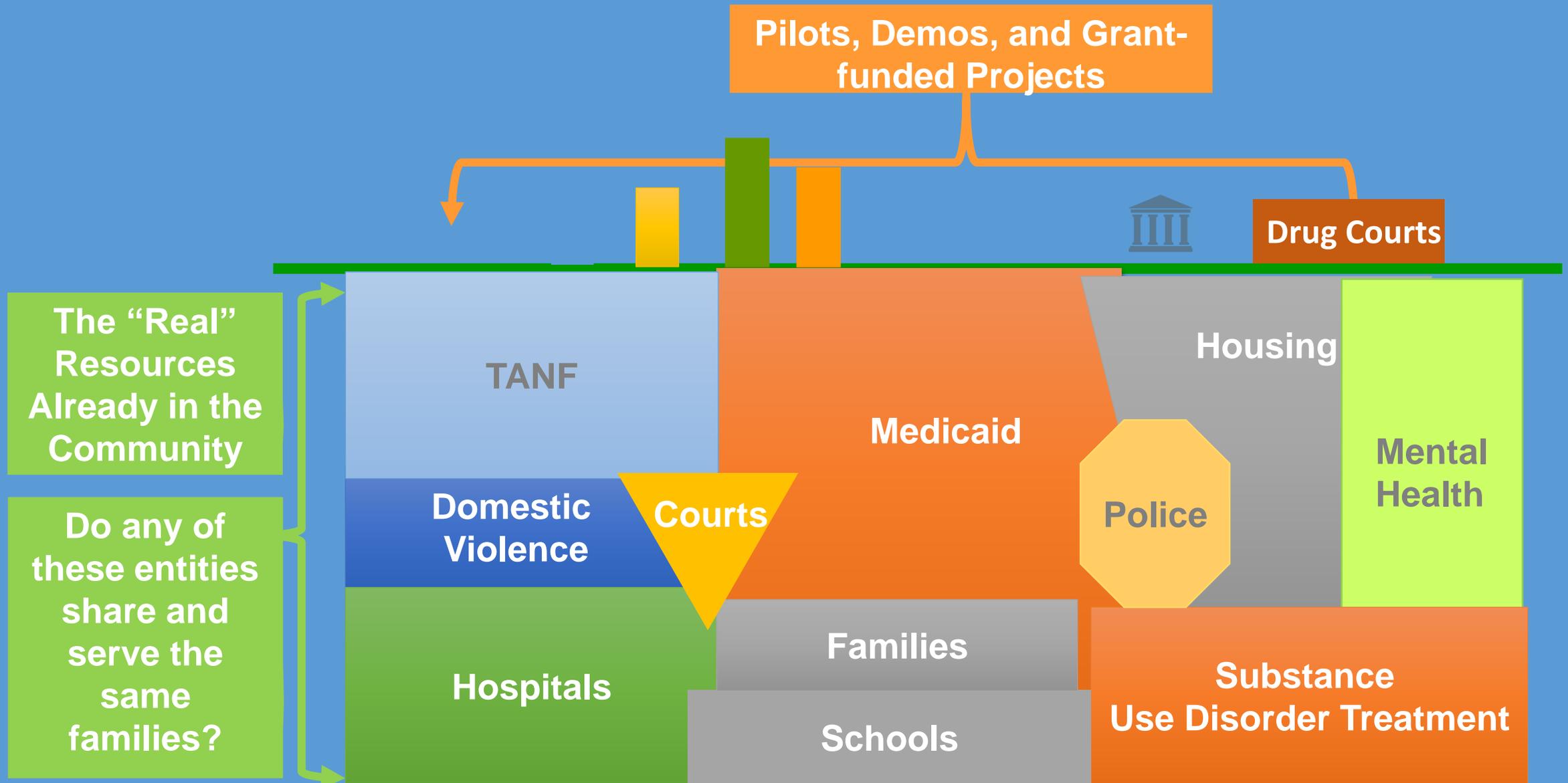
Governance is the structure of leadership body that can make policy decisions about an initiative or a collaborative

Leadership is about providing the vision and the drive to use **resources** to get **results** – and vice-versa – while building trusted **relationships** within staff and amongst partners

What Priorities Drive the Pieces of the Pie



Redirection of Resources Already Here



What is Leadership?



- More than managing a project or program
- More than calling a meeting with an agenda

- Ensures adequate information flow
- Demands and uses data and info for critical decision making and to set priorities
- Championing the mission – improved outcomes for children and families
- Persuasion – making the case



What Type of
Leadership is Needed?

Barrier Busters

Effective leaders approach barrier-busting as a norm; they don't take barriers for granted.

They know the difference between barriers and excuses:

- *Confidentiality won't let us share information*
- *Other agencies don't understand our clients*
- *Our funders won't let us do it*
- *We don't have the funding to take our efforts to scale*



What Type of
Leadership is Needed?

Adaptive

Adaptive Leadership:

- “is the practice of mobilizing people to tackle tough challenges and thrive” (Ron Heifetz, 2009)
- Is different than *management* which is about coping with technical challenges which can be resolved with access to appropriate people
- Approaches new partners with *empathy* by framing question of how can the Project meet their needs and agendas

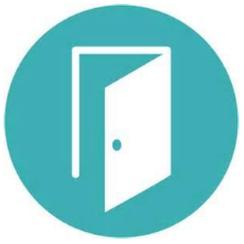


What Type of Leadership is Needed?

Client-Centered

Client-centered leaders:

- Focus on what happens to clients and focus on how services affect children and families
- Understand results-based accountability by tracking key measures and indicators
- Hold meetings that move beyond simply reporting *“What our agency did last month”* to asking *“Are the children and families we serve doing better?”*



Opportunities to Build Strong Leadership

Barrier-Busting Leadership – What are the most significant barriers or challenges in your collaborative right now? How are these reported up to the Steering Committee?

Adaptive Leadership – Are there any partners right now that are missing from your governance structure? What are some strategies you have tried to engage community partners in your FDC?

Client-Centered Leadership – Has your FDC utilized or conducted Drop-off Analysis? Systems Walk-Through? Data Dashboards? If so, what was the result and/or impact? If not, which tool are you the most interested in?

A photograph of a wooden deck extending over a vast mountain landscape at sunset or sunrise. The sky is filled with soft, colorful clouds in shades of blue, orange, and pink. In the foreground, the legs and feet of three people are visible, hanging from the edge of the wooden deck. They are wearing hiking boots and dark clothing. The background shows rolling hills and mountains covered in dense evergreen forests, with a misty atmosphere. The overall mood is serene and adventurous.

Importance of Cross-Agency Leadership

- Leadership does not “just happen”
- Needed at every level
- Capable of systems thinking and has effective relations in larger system
- Data-driven and problem-focused
- Sees barriers as goals and targets for change
- Opportunity to shape a policy environment to move toward expansion and institutionalization

A scenic landscape featuring a wooden deck in the foreground with three pairs of feet hanging from it. The background shows a mountain range with a forest of evergreen trees under a sky with soft, colorful clouds. The text "Q&A and Discussion" is centered in the middle of the image.

Q&A and Discussion



BREAK



Roles and Responsibilities:

Collaborative Case Planning and Information Sharing

Alexis Balkey, MPA; Jane Pfeifer, MPA
Children and Family Futures



WHOSE
job is it?

*...and how do
we stay in our
lane?*

Collaborative Case Staffing

Everyone has a voice and role
But stay in your lane

1

2

3



Monitor

Coordinate

Communicate

The FDC Team works together:

To monitor:

- Child safety and needs
- SUD treatment
- ASFA time limitations
- Service plan adequacy and compliance



Monitor

Coordinate

Communicate

The FDC Team works together:

To coordinate:

- Case multiple case plans to ensure consistency and avoid duplication
- Unique and over-lapping roles of other team members and reinforce each other's activities
- To maintain consistent approach with families



Monitor

Coordinate

Communicate

The FDC Team works together:

To communicate

- Critical information in a timely manner
- Any needed adjustments to ensure safety, appropriate clinical intervention, and timely reunification
- FDC progress to inform CWS case reviews and permanency hearings

Understanding Current Operations

Partners need an in-depth understanding of each other's systems and how they impact each other

- Who does what? When? Why? And How?
- How does that affect the families you serve?

In developing this understanding, partners:

- Raise awareness about unknown processes
- Clarify misunderstood processes
- Develop a shared, common language
- Identify opportunities for improvements

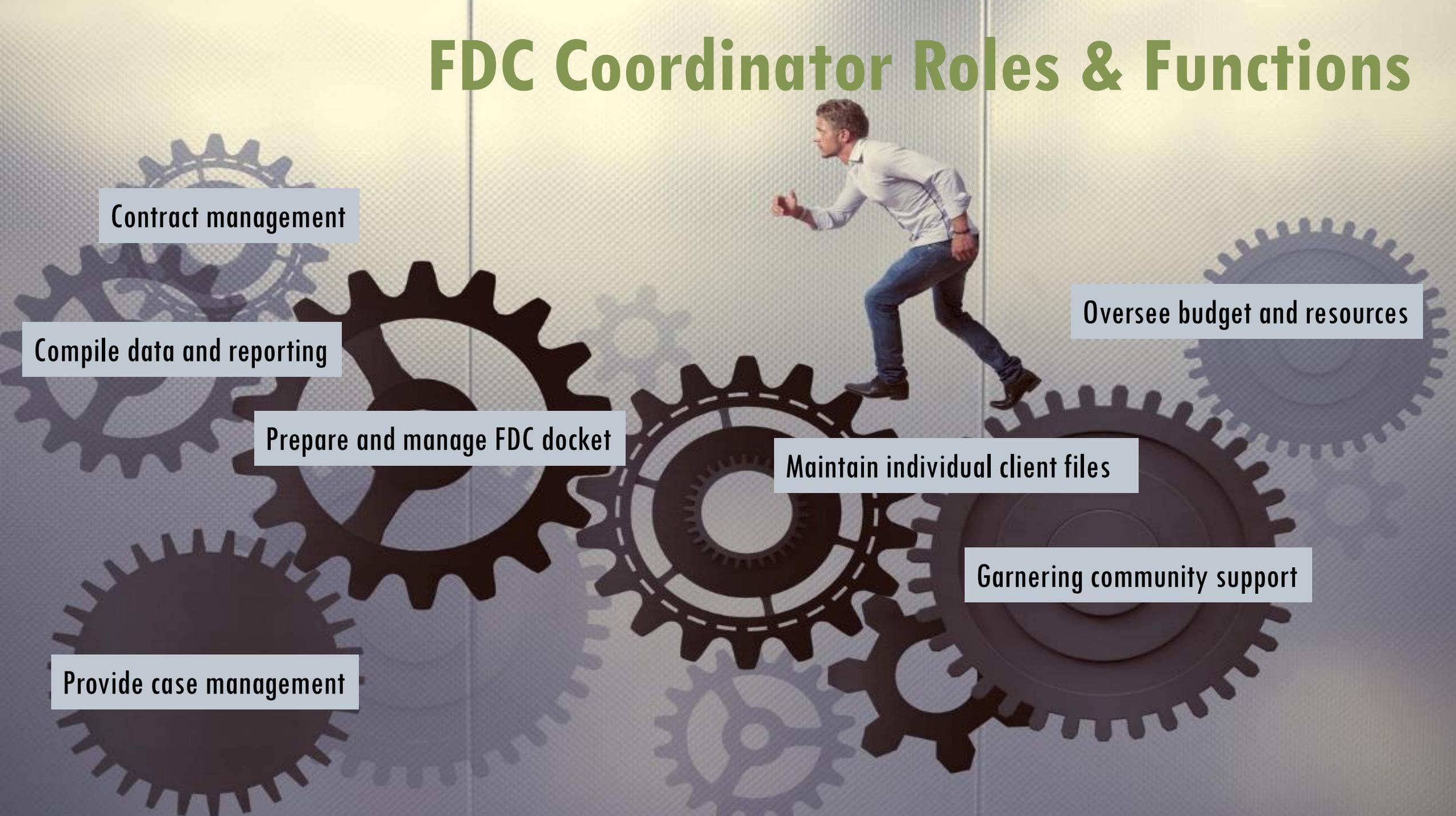


Key Steps to Building an Effective Collaboration

- Establish individual and cross-system roles and responsibilities
- Establish joint policies for information sharing
- Develop integrated case plans
- Develop shared indicators of progress
- Monitor progress and evaluate outcomes



FDC Coordinator Roles & Functions



Contract management

Compile data and reporting

Prepare and manage FDC docket

Provide case management

Maintain individual client files

Oversee budget and resources

Garnering community support

Key FDC Case Management Functions



Assessment

Planning

Linkage

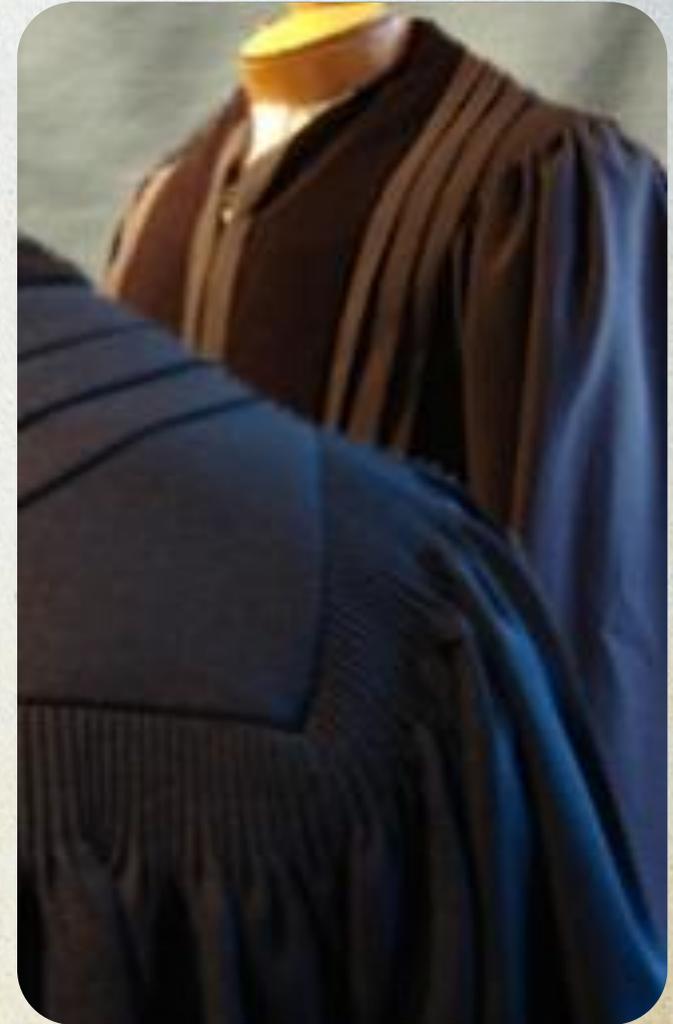
Monitoring

Advocacy

Therapeutic Jurisprudence

- Engage directly with parents vs. through attorneys
- Create collaborative and respectful environments
- Convene team members and parents together vs. reinforcing adversarial nature of relationship
- Rely on empathy and support (vs. sanctions and threats) to motivate

Lens, V. Against the Grain: Therapeutic Judging in a Traditional Court. Law & Social Inquiry. American Bar Association. 2015



The Judge Effect

- The judge was the single biggest influence on the outcome, with judicial praise, support and other positive attributes translating into fewer crimes and less use of drugs by participants (Rossman et al, 2011)
- Positive supportive comments by judge were correlated with few failed drug tests, while negative comments led to the opposite (Senjo and Leip, 2001)
- The ritual of appearing before a judge and receiving support and accolades, and “tough love” when warranted and reasonable, helped them stick with court-ordered treatment (Farole and Cissner, 2005, see also Satel 1998)

A Closer Look

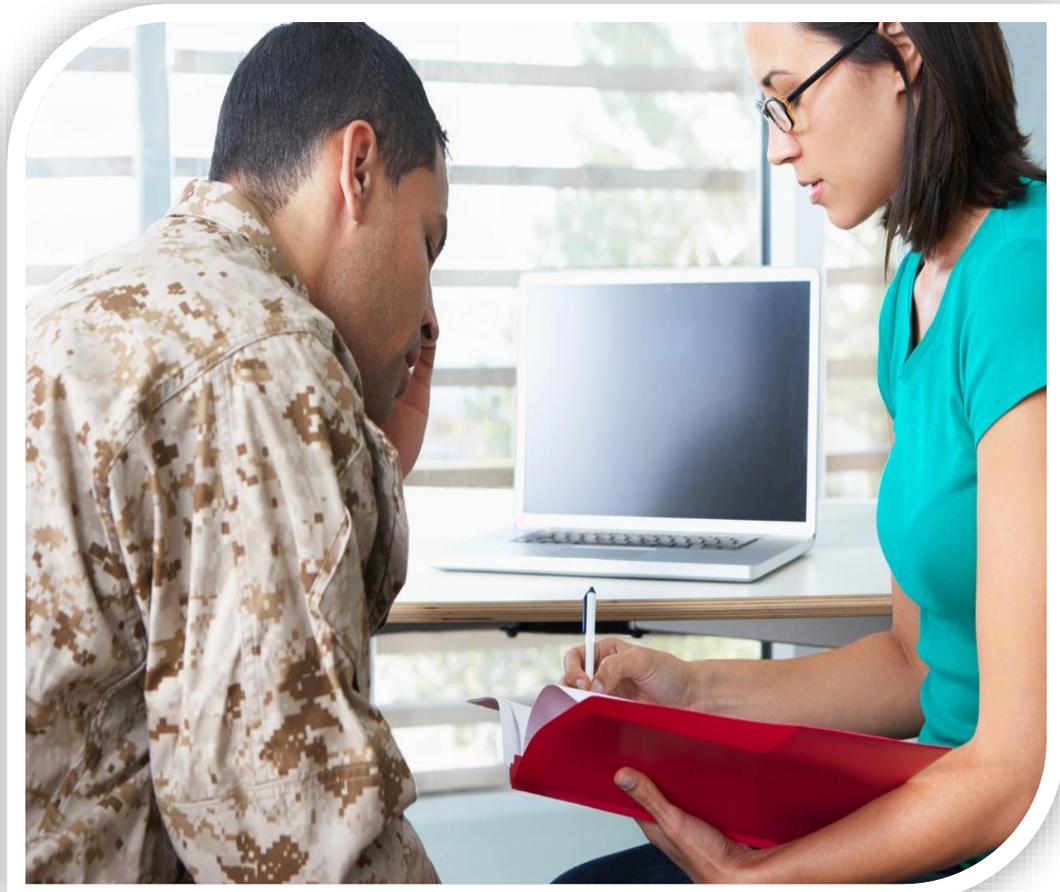
Duties of the Parents' Counsel

- The duty to provide competent representation entails knowledge of the area of dependency law (Welfare & Institutions Code (WIC) § 317.5(a); Cal. Rules of Prof. Conduct, Rule 3-110(B), (C))
- This includes Substance Abuse (California Rules of Ct., Rule 5.660(d)(3); WIC § 218.5)
- The parents' attorney shall: Engage in case planning and advocate for appropriate social services using a multidisciplinary approach to representation when available (The American Bar Association (ABA) approved Standards of Practice for Attorneys Representing parents' in Abuse and Neglect Cases)
- While parents' counsel have the duty to provide zealous advocacy, dependency cases are required to be conducted in as informal and non-adversarial atmosphere as possible (Welfare & Institutions Code § 350(a)(1); Cal. Rules of Ct., Rule 5.660(d)(4).)

Duties of the Children's Counsel/GAL

- Meets with and establishes rapport with the child
- Disclose information from the child as is appropriate to assure child's best interest
- Present an assessment of child's best interest to the court via reports and recommendations
- Child's capacity does not alter the responsibility to assess child's best interest and advocate for the same
- Contacts those persons significantly affecting or having relevant knowledge of the child's life, examines records and investigates the child's situation
- Review and file pleadings, actively participate in court proceedings
- Recommend additional evaluations of the child, as necessary
- Monitor compliance with court orders
- Requests the court to appoint an attorney to represent the child if the child's wishes differ from the recommendations

Importance of Parents' Counsel



Parents' Counsel advise clients as to risk and benefits of program and ultimately sell program to clients

Success of program requires agreements by all players

Keep parent focused on the ultimate goal of reunification. Avoid derailing progress litigating smaller issues such as missed tests

Parents' Counsel perspective is critical to overcome problems

Assist in ensuring client's service needs are addressed

Critical Duties of Parents' Counsel

Maintain confidential information of the client (attorney-client privileged communication)

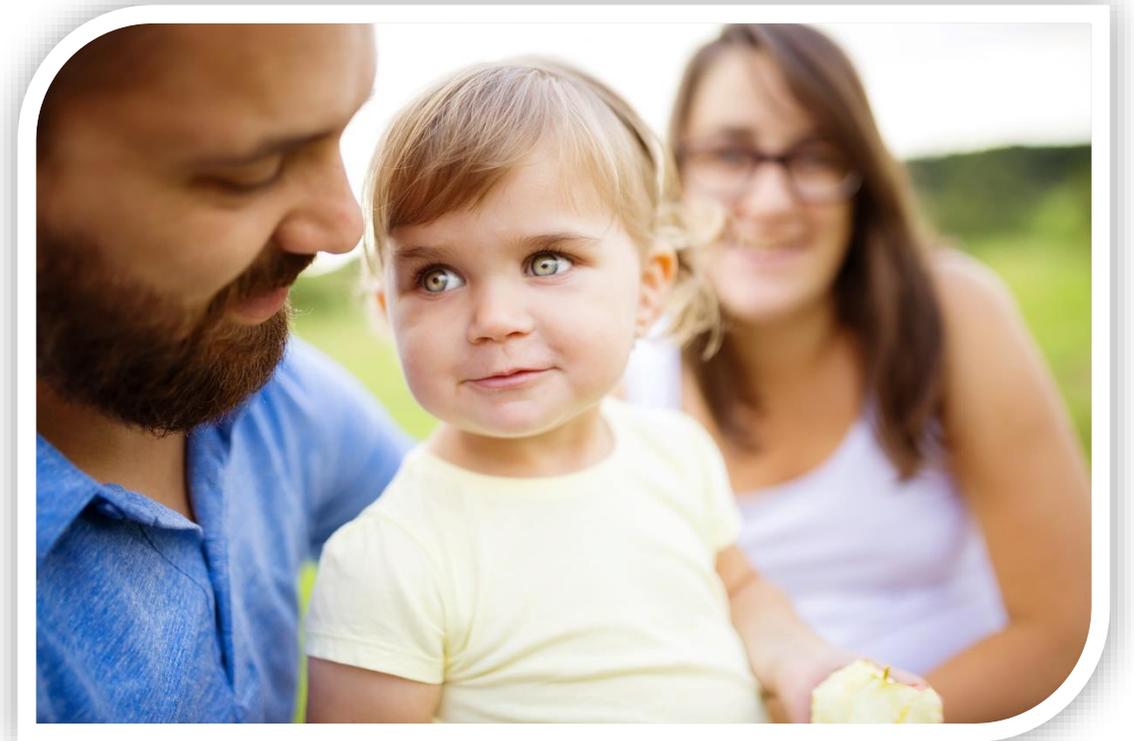
- Duty of loyalty
- Avoid conflicts of interest
- Provide zealous advocacy
- Provide competent representation
- Maintain communication with client
- Protection of parents' procedural rights
- Conduct an independent investigation



Importance of Children's Counsel/GAL

Gives the children a voice

- They are children who arrive at kindergarten not ready for school
- They are in special education caseloads
- They are disproportionately in foster care and are less likely to return home
- They are in juvenile justice caseloads
- They are in residential treatment programs





Other Service Enhancements

- Therapeutic-based parent-child interventions
- Trauma-focused interventions
- Developmental and behavioral interventions
- Quality visitation and family time
- Family functioning assessment tools – N. Carolina Family Assessment Scale (NCFAS)

Treatment Providers



LIAISON at STAFFING and COURT

- Attends staffing and court sessions
- Communicates with FDC team and shares appropriate client-level information

TREATMENT PLANNING and PROVISION

- Develops treatment plan for parents
- Determines level of care appropriate for parent
- Provides treatment

ADVISOR

- Assists team in understanding how to support therapeutic efforts



Functions of Recovery Support



LIAISON

- Links participants to ancillary supports; identifies service gaps

TREATMENT BROKER

- Facilitates access to treatment by addressing barriers and identify local resources
- Monitors participant progress and compliance
- Enters case data

ADVISOR

- Educates community; garners local support
- Communicates with FDC team, staff and service providers

Monitoring Cases

- *Case Staffings*
- *Family Team Meetings*
- *Judicial Oversight*
- *More frequent review hearings*
- *Responses to behavior*



*How should clients be monitored
and supported*



The importance of
**Supporting
Families
Towards
Recovery and
Reunification**

Family Recovery

Needs



PARENTS

- Parenting skills and competencies
- Family connections and resources
- Parental mental health; co-occurring
- Medication management
- Parental substance use
- Domestic violence



FAMILY

- Basic necessities
- Employment
- Housing
- Child care
- Transportation
- Family counseling



CHILD

- Well-being/behavior
- Developmental/health
- School readiness
- Trauma
- Mental health
- Adolescent substance use
- At-risk youth prevention

Collaborative Case Planning

1. Incorporate objectives in the child welfare case plan related to a parent's treatment and recovery.
2. Ensure that child welfare case plans and treatment plans do not conflict.
3. Joint reviews of case plans with treatment staff and family.
4. Share case plans with treatment providers.
5. Regularly review a parent's progress to meet goals in the case plan, especially after critical events.
6. Identify indicators of a parent's capacity to meet the needs of their children and outcomes of the case plans.
7. Regularly monitor progress and share it with treatment staff.



Front-Line Level (micro)

- Case management
- Reporting
- Tracking

Administrative Level (macro)

- Baselines and Dashboards
- Outcomes
- Sustainability

Two Levels of Information Sharing



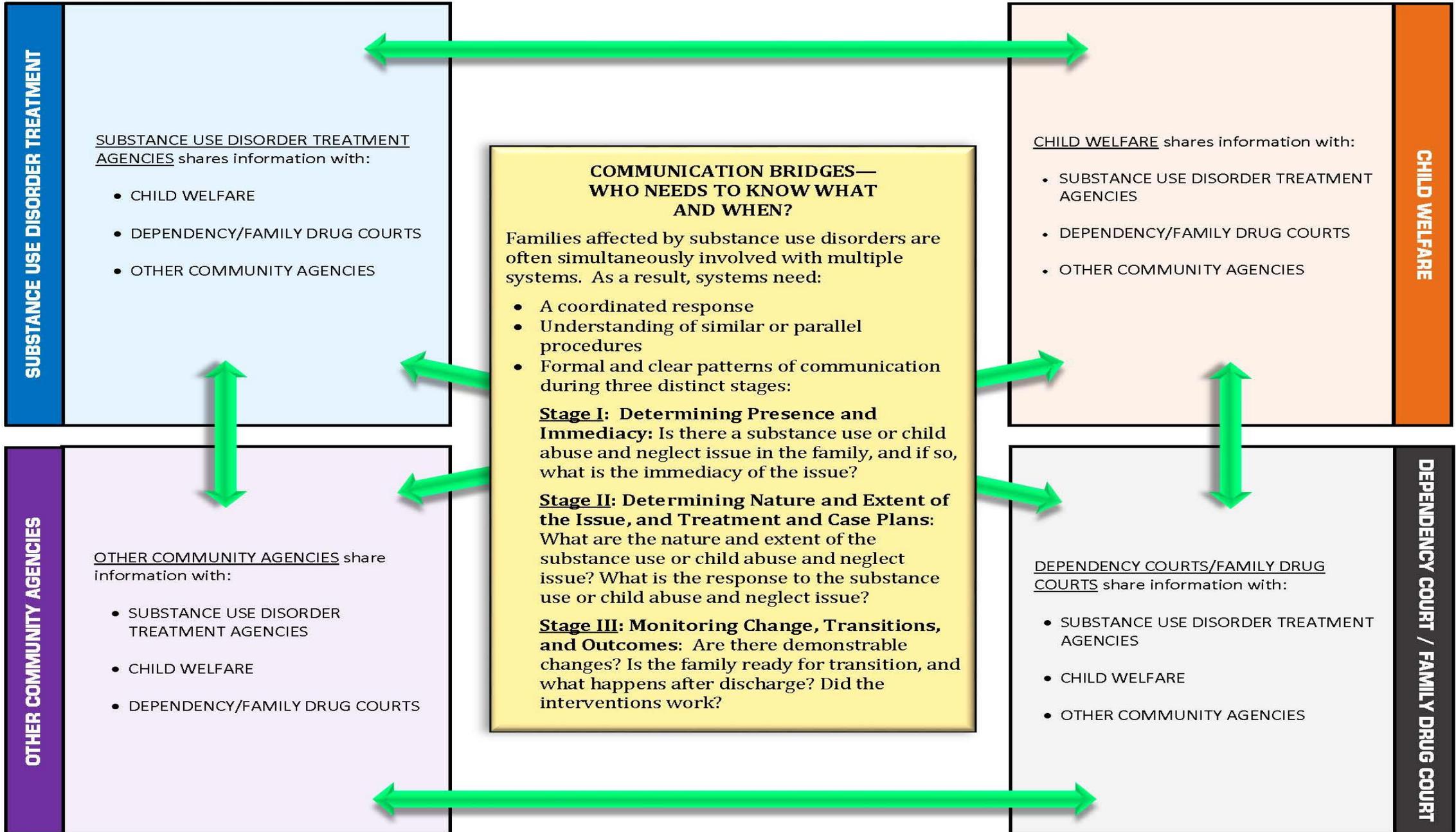
*Is This How we
Communicate?*





WHO
needs to
know
WHAT,
WHEN?

PATHWAYS OF COMMUNICATION



Team Activity



In your team, discuss the following questions:

- 1. Who provides case management? (Consider the five functions: Assessment, Case Planning, Linkage, Monitoring, Advocacy)**
- 2. Is there overlap, duplication or gaps in services being provided? If so, what can be done about it?**

The image features a collection of wooden geometric blocks arranged on a grey stone surface. The blocks are organized into two rows. The top row consists of five blocks: a large right-angled triangle, a trapezoid, a square, a smaller right-angled triangle, and a large right-angled triangle. The bottom row consists of five blocks: a large right-angled triangle, a trapezoid, a square, a trapezoid, and a large right-angled triangle. A horizontal blue band with a textured, paper-like appearance runs across the center of the image, partially overlapping the blocks. The text 'Q&A Discussion' is centered within this blue band in a white, bold, sans-serif font.

Q&A
Discussion

Family Drug Court *National Strategic Plan*

Vision:

Every family in the child welfare system affected by parental/caregiver substance use disorders will have timely access to comprehensive and coordinated screening, assessment and service delivery for family's success.

Ensure Quality
Implementation

Expansion of
FDC Reach

Build Evidence Base

National Strategic Plan For Family Drug Courts

MARCH 2017



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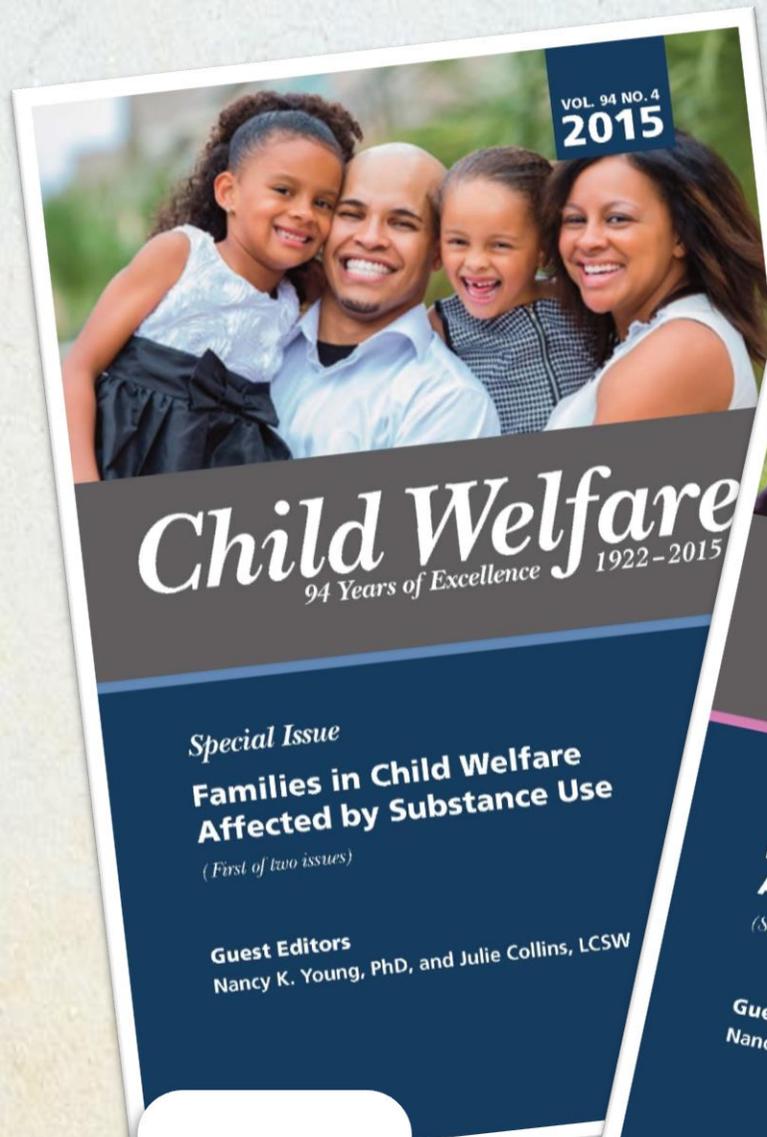


www.cffutures.org/fdc

2015 Special Issue

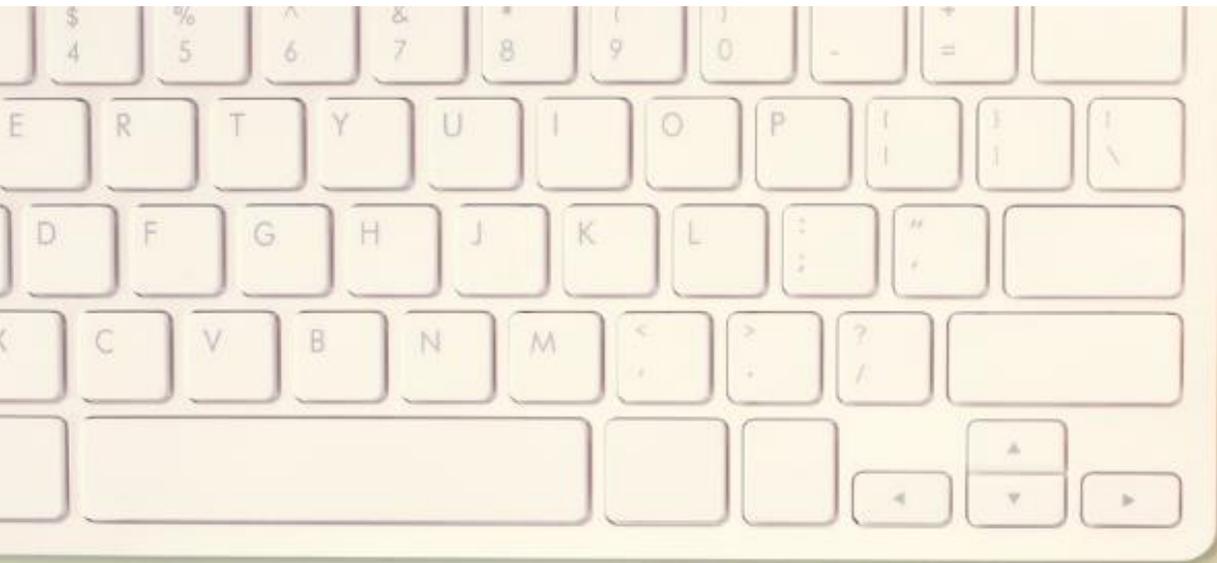
Includes four Family Drug Court specific articles presenting findings on:

- Findings from the Children Affected by Methamphetamine (CAM) FDC grant program
- FDC program compliance and child welfare outcomes
- Changes in adult, child and family functioning amongst FDC participants
- Issues pertaining to rural FDCs



www.cwla.org

Family Drug Court *Learning Academy*



- Over 40 webinar presentations
- 5 Learning Communities along FDC development
- Team Discussion Guides for selected presentations



www.cffutures.org





Governance Structure & Leadership

Is Your FDC Built to Last or Left to Fade

View the Recorded Webinar!



Includes Team
Discussion Guide!

Family Drug Court *Blog*



- Webinar Recordings
- FDC Resources
- FDC News



www.familydrugcourts.blogspot.com

Discussion Guide *Understanding Treatment*



www.cffutures.org

- For Child Welfare and Court Professionals
- Build stronger partnerships with treatment
- Ensure best treatment fit for families

Family Drug Court *Online Tutorial*

- Self-paced learning
- Modules cover basic overview of FDC Model
- Certificate of Completion

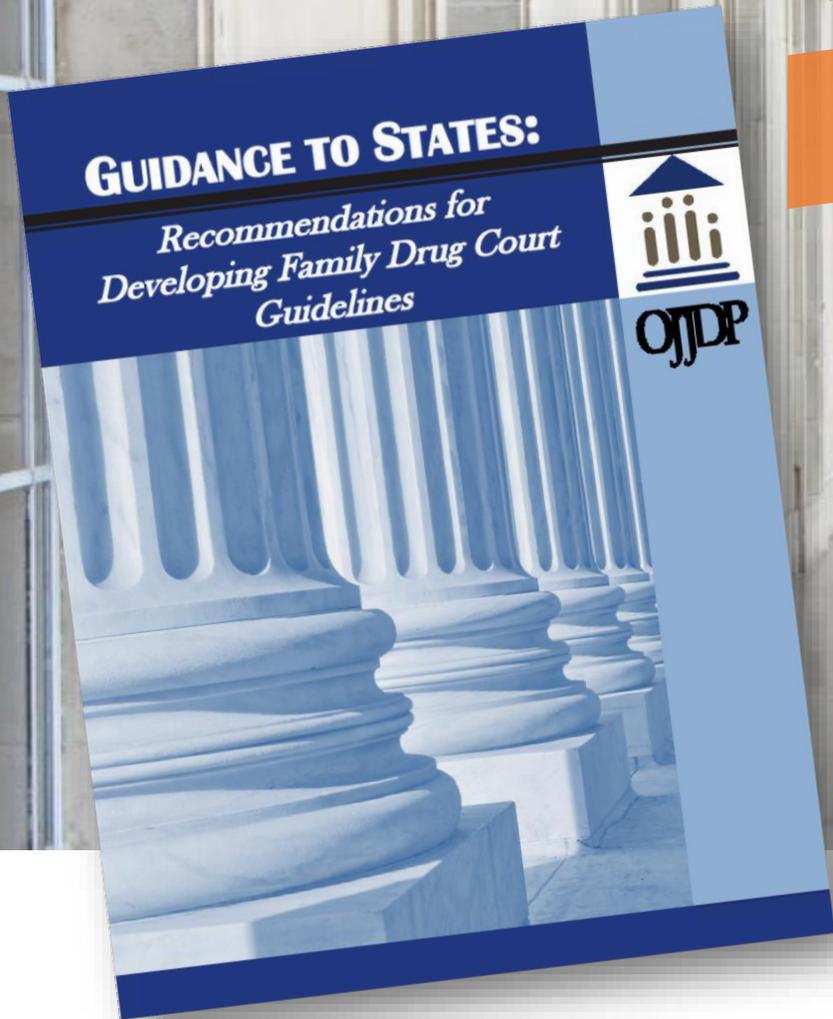
New Resource!



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Family Drug Court *Guidelines*



2nd Edition – Research Update



www.cffutures.org/fdc/

Family Drug Court *Peer Learning Court Program*



fdc@cffutures.org

Family Drug Court *Orientation Materials*



Discipline Specific

Child Welfare | AOD Treatment | Judges | Attorneys



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*Improving
Family
Outcomes*

*Strengthening
Partnerships*

