

# CSA New Coordinators Academy

Building Your Team

Betsy Clark, CSA Administrator  
City of Hampton  
March 21, 2017

“Effective collaboration does not just occur because stakeholders are well meaning. It takes time, energy, and attention to relationship building, trust building, capacity building, team building, conflict resolution, mediation, development of a common language and communication.”

- Building Systems of Care, A Primer by Shelia A. Pires  
Human Services Collaborative Spring 2010



# 6 KEY FACTORS OF SUCCESSFUL PARTNERSHIPS

- **Inclusion**

1. Must have a diverse group
2. Stay away from hidden agendas

- **Transparency**

1. Honest about what you want/think/expect
2. Must be willing to give up something

- **Accountability**

1. Key indicators of performance and success
2. Ownership of the problem

- **Clarity**

1. Whose role is what
2. Clear mission and clear values
3. Values need to be consistent with data outcomes

- **Open Communication and Willingness to Learn**

1. Must own and share success – what's working

- **Trust**

1. Must consistently do what you say
2. Development and maintenance of the relationship

A comprehensive training program  
was developed and implemented ~  
an ACADEMY that focused on  
Hampton's  
**CHILD-CENTERED, FAMILY-  
FOCUSED,  
& COMMUNITY-BASED**  
way of operating~ way of life

# Children's Services Academy Hampton Virginia's Approach to Systems of Care

*"We have each come from a single-agency somewhat specialized approach to providing services for children and families. CSA challenges us to create a new approach to reinvent the way services are provided."*

Walt Credle  
Former DSS Director  
October 31, 1994

## Importance of the Children's Services Academy

**Why:** To ensure that all Human Services staff and partners have a clear understanding of Hampton's Core Values and Beliefs and the best practices utilized to ensure optimal success for the families we serve

**Who:** All Department of Human Services staff and community partners from management to direct workers

**When:** 12-week training program

**Where:** CSA Conference Room

**Size:** 8 – 14 employees in a group

# Academy Objectives:

- Learn the 8 Core Values and Beliefs that guide Hampton's practice.
- Develop an understanding of the Children's Services Act (CSA) and its intention for Virginia's child and family service delivery system.
- Develop an understanding of the Systems of Care philosophy and how it is directly tied to the development of CSA.
- Learn the Hampton Department of Human Services missions and goals for Hampton's families.
- Trace the historical development of the Hampton Virginia Systems of Care and the exploration of its service delivery system.
- Learn how to develop creative interventions for families we serve.
- Demonstrate the importance of the family experience in service delivery and customer satisfaction.
- Learn how to develop and measure individual and team outcomes.

# Children's Services Academy Curriculum Map

## First Quarter Weeks 1 – 4

- Hampton's Core Values and Beliefs and Practice Model
- Comprehensive Services Act and Systems of Care Philosophy
- Review of Hampton Department of Human Services Mission Statement
- Introduction of the "Hedgehog Concept"

## Second Quarter Weeks 5 – 8

- Creative prevention, interventions and wraparound services and funding
- Family Engagement and involvement
- Development and measurement of individual and team outcomes

## Third Quarter Weeks 9 – 12

- Service learning activities and projects
- FAPT participation
- CANS (Child and Adolescent Needs and Strengths Assessment) certification
- Individual and group presentations to the Leadership Team and community partners

# Academy Requirements

- Participation in at least one Community Policy and Management Team meeting
- Participation in at least a minimum of 2 Family Assessment and Planning Team meetings
- Develop an Intra/Inter Agency Collaborative project with Academy Participants
- Certification as a user of the Child and Adolescent Strengths and Needs (CANS) instrument
- Presentation to the Leadership Team and Community Stakeholders on the Intra/Inter Agency Collaborative developed

# Role of Community Planning and Management Team (CPMT)

Defines the structure and organizes the functions of how CSA will be implemented

- ❖ One FAP team for continuity of care
- ❖ Recruiting CSA Coordinator with background in community-based, systems of care philosophy

Sends clear messages about the values and principles of Hampton's approach to CSA

- ❖ Setting clear expectations around budgetary targets
- ❖ Exploration of additional funding streams to offset the cost of CSA

# Role of Community Planning and Management Team (CPMT)

Provides governance, oversight and decision making

- ❖ Agency head representation on CPMT to ensure that decisions can be made immediately
- ❖ Dedication of time and talent – ensuring that FAPT process is as essential as service delivery by devoting a seasoned employee

Accepts responsibility for the overall process

- ❖ Shared liability in reference to the population served
- ❖ Committed to unconditional care, which equals flexible funding

# Role of Family Assessment and Planning Team (FAPT)

- ❖ Operationalizes CSA philosophy and goals through constructing creative case plans and brainstorming solutions to challenging service delivery road blocks.
- ❖ Commitment to a wraparound process which ensures that services and supports are around children and families, utilizing both clinical treatment services and natural supports.
- ❖ Assumes the responsibility of care authorization, as well as care monitoring and review to ensure that an “**out of sight, out of mind**” phenomenon will not occur.

# Role of Family Assessment and Planning Team (FAPT)

- ❖ Actively assist service coordinators in implementing case plans by researching services and by committing “home” agency resources.
- ❖ Ensures that family and children are full partners in the service delivery process – paying close attention to their opinions, suggestions, and refusals – they know their children better!

# Role of Children's Services Act Coordinator

Serves as a bridge between FAPT and CPMT

Organizes and manages system entry

- ❖ Centralizes intake and case management services
- ❖ Ensures that all systems are at the table; keeping families from having to navigate multiple systems
- ❖ Ensures that families do not have to re-navigate various systems for required services

# Role of Children's Services Act Coordinator

- ❖ Knows the “**details**” of the service delivery process – the who, what, where, and how much for each client
- ❖ Sets the precedent for maintaining family dignity by ensuring that families are full participants in all aspects of the planning and delivery of services

Ensures that the collaborative philosophy of CPMT is operationalized among agency stakeholders – guiding the team at every angle to ensure that a common language is established - that decision making, risk taking and accountability are taken on as a team.

# Role of the Agency Service Coordinator

- ❖ Initiating and monitoring the effectiveness and delivery of services.
- ❖ Assessing need for continuation of existing and/or development of additional services.
- ❖ Ongoing contact with provider agencies and with child and family to gauge progress or lack thereof.
- ❖ Ensuring that the family is in agreement with, understands and participates in the services.
- ❖ Ensuring that service providers and family are present for the FAPT staffing.
- ❖ Presenting case to the FAPT for the purposes of service initiation or continuation of services.

# Hampton Virginia Systems of Care Core Values and Beliefs

- Keeping children and families together is the best possible use of resources.
- Hampton partners with all who can support children and families' successful outcomes.
- We begin with outcomes not process.
- Families are the experts about their families.
- All stakeholder groups are accountable for positive outcomes for children and their families at home, school and in the community.
- Child centered, family focused and community based service delivery is the law in Virginia and must be implemented through new practice models.
- Do ***whatever it takes*** to support the success of children and families.
- Trying hard is not good enough.

Trying Hard Is Not Good Enough

By Mark Friedman - 2005

# A WAY of LIFE

Family focused, community based care is a “lifestyle,” an organizing framework that is value based versus a “model” to be followed. Understanding is very different than internalizing the principles as the only way of practice.

- ❖ Although there are clearly defined roles of CPMT and FAPT, in Hampton, CPMT and FAPT see themselves as part of the same system building team – there is no evidence of a “we versus they” philosophy.
- ❖ There is a non categorical approach to service delivery – service delivery crosses agency and program boundaries versus a “reform” of one agency or another.
- ❖ CPMT and FAPT have been creative and flexible enough to respond to how the administration of funding has changed/evolved over time – understanding that additional constraints would be present and developing alternatives to ensure that the quality of services and access to those services remains the same.

# Questions