



# Improving Outcomes for Families and Children, A Call to Action: Road Maps to New Destinations

Nancy K. Young, Ph.D.  
March 25, 2008

**It's Monday Morning,  
What Do We Do Now?**

# Conference Highlights: You Will Hear

It is critical that we:

- Prevent prenatal substance exposure and childhood trauma
- Intervene with children early through case conferencing with a child development focus
- Enhance access to treatment services for parents
- Strengthen recovery supports
- Understand the role of historical trauma in its effects on parents and children
- Address the intergenerational nature of substance use disorders

# Conference Highlights: You Will Hear

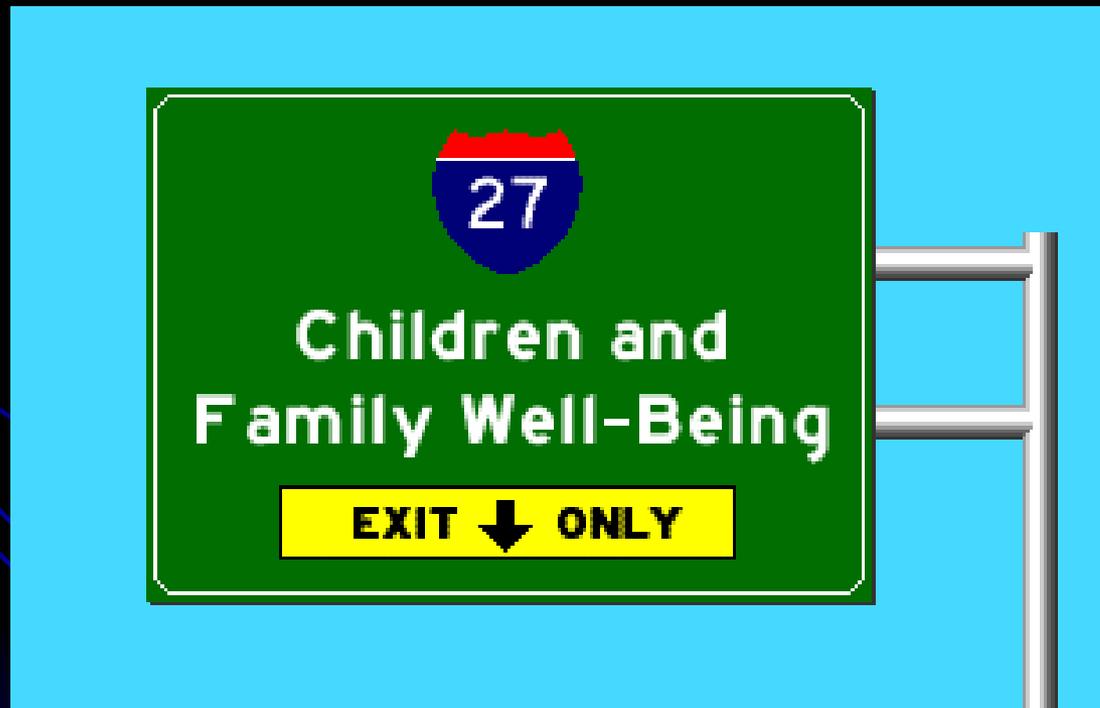
It is critical that we:

- Provide comprehensive family-centered treatment and support services
  - To parents and their children and families
  - To adolescents and their families – particularly those also involved with the juvenile justice system
- Implement service delivery models that integrate multiple systems and funding sources
- Navigate the administrative challenges

# Knowledge Base Exists to Set New Directions

- Screening, brief intervention and engagement needs to happen “upstream”
- Early intervention works
- Family-centered, intergenerational approach is key
- Continuing/intensive recovery support is important
- Using the power of the courts for accountability is effective
- The lessons about what works in collaboration are clear

**So What's Stopping Us From  
Getting on Our Way?  
...from Acting on our Sense of  
Urgency?**



# “A Lot of Other Things Going On”

Grant deadlines

Progress reports

Billings and contracts

Staff vacancies

Crisis du jour

Unforeseen emergency

Political pressure

One more “important” meeting

# Mechanical Difficulties

Competing time frames - the four clocks

Conflicting values

Staff lack training

No shared outcomes

Who's going to pay?

Confidentiality and no standardized information sharing



## The Timing Problems: Waiting for “the Right Time”

- Primary choice of drugs changes over time –
  - The impact of substance use disorders on families has been with us for generations
  - Crises of use patterns generate new problems but also windows of opportunity
  - Alcohol has been and will continue to always be in the picture
  - Our knowledge and awareness of FAS/FASD is growing, but the problem runs deep
  - Reality is polysubstance use is the norm



## The Timing Problems: Waiting for “the Right Time”

- It is always the right time for preparation and planning
- It's not getting better on its own
- Some communities have been working on these connections for 15 years now



# Be Clear About Where You're Going

Start by asking:

- Who are my clients and what are their needs?
- What services do we currently provide to meet clients' needs? Where do we fall short?
- What about others in the community who also serve our clients?
- How effective are our community's services?
- How many clients are we able to serve?

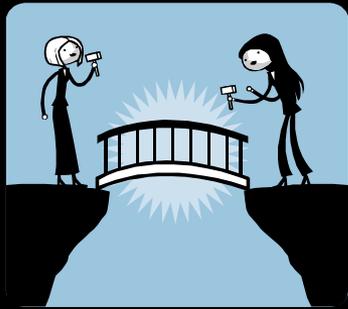


# Chart Your Course

“Road Maps” To Help Guide Your Way:

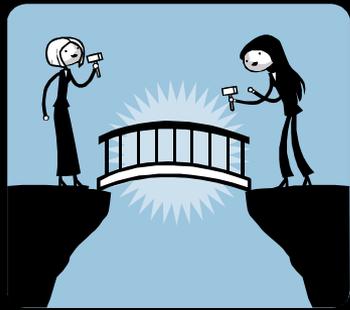
- Self-Assessment Framework: the Ten Elements
- The Tools Developed in New York
- Stages of Collaboration
- Funding Inventory





# Which Bridge Do We Take? The Self-Assessment Framework

1. Underlying Values and Principles
2. Daily Practice – Screening and Assessment
3. Daily Practice – Client Engagement and Retention in Care
4. Daily Practice – Services to Children
5. Joint Accountability and Shared Outcomes



# The Self-Assessment Framework (continued)

6. Information Sharing and Data Systems
7. Training and Staff Development
8. Budgeting and Program Sustainability
9. Working with Related Agencies
10. Working with the Community and Supporting Families

# Are We Ready to Cross that Bridge?

## Specific Self-Assessment Tools:

- **Collaborative Capacity Instrument (CCI)**
- **Collaborative Values Inventory (CVI)**
- **Matrix of Collaborative Progress**

Use these tools to decide which bridge is the most important one for your agency to cross first

# Are We Organizationally Ready to Go?

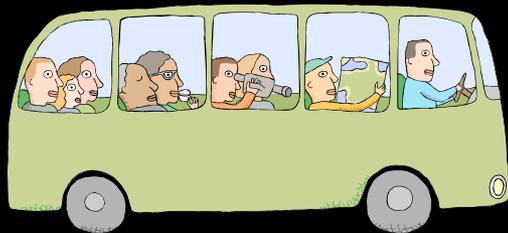
**Both formal and informal readiness matter**

**“Interagency collaborative capacity has an objective and a subjective component: formal agreements, budgets, personnel, accountability, but also *expectations, legitimacy, and trust.*”**

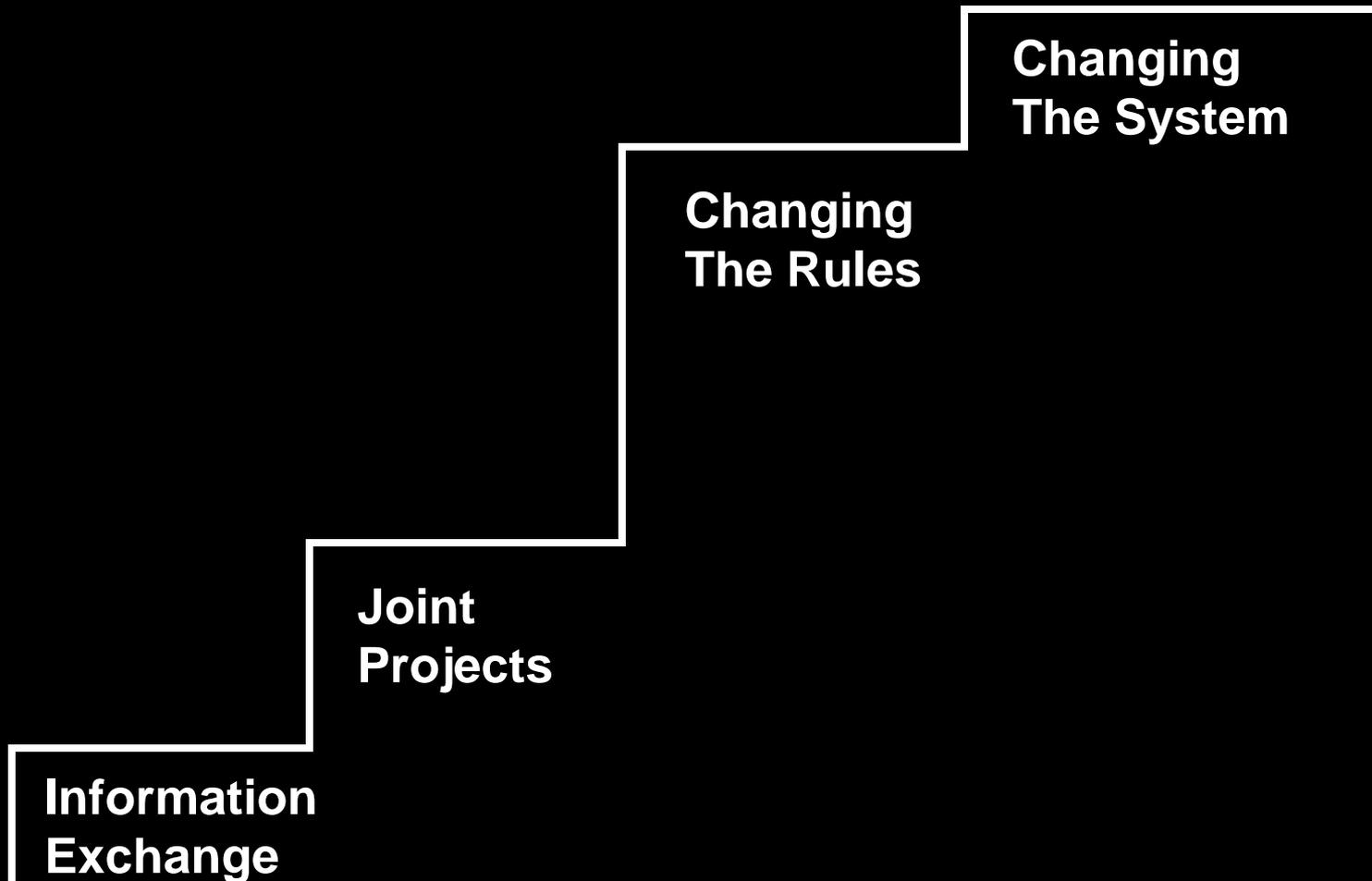
**Eugene Bardach, 1998  
*Getting Agencies to Work  
Together***

# Who Needs to Come with Us on Our Trip?

- What partnerships need to be established?
- What passengers are essential to pick up along the way?
- Whose resources and help do we need to reach our destination?



# Getting Better at Getting Along: Stages of Collaboration



# Getting Better at Getting Along: Stages of Collaboration

Changing the system

Changing the rules

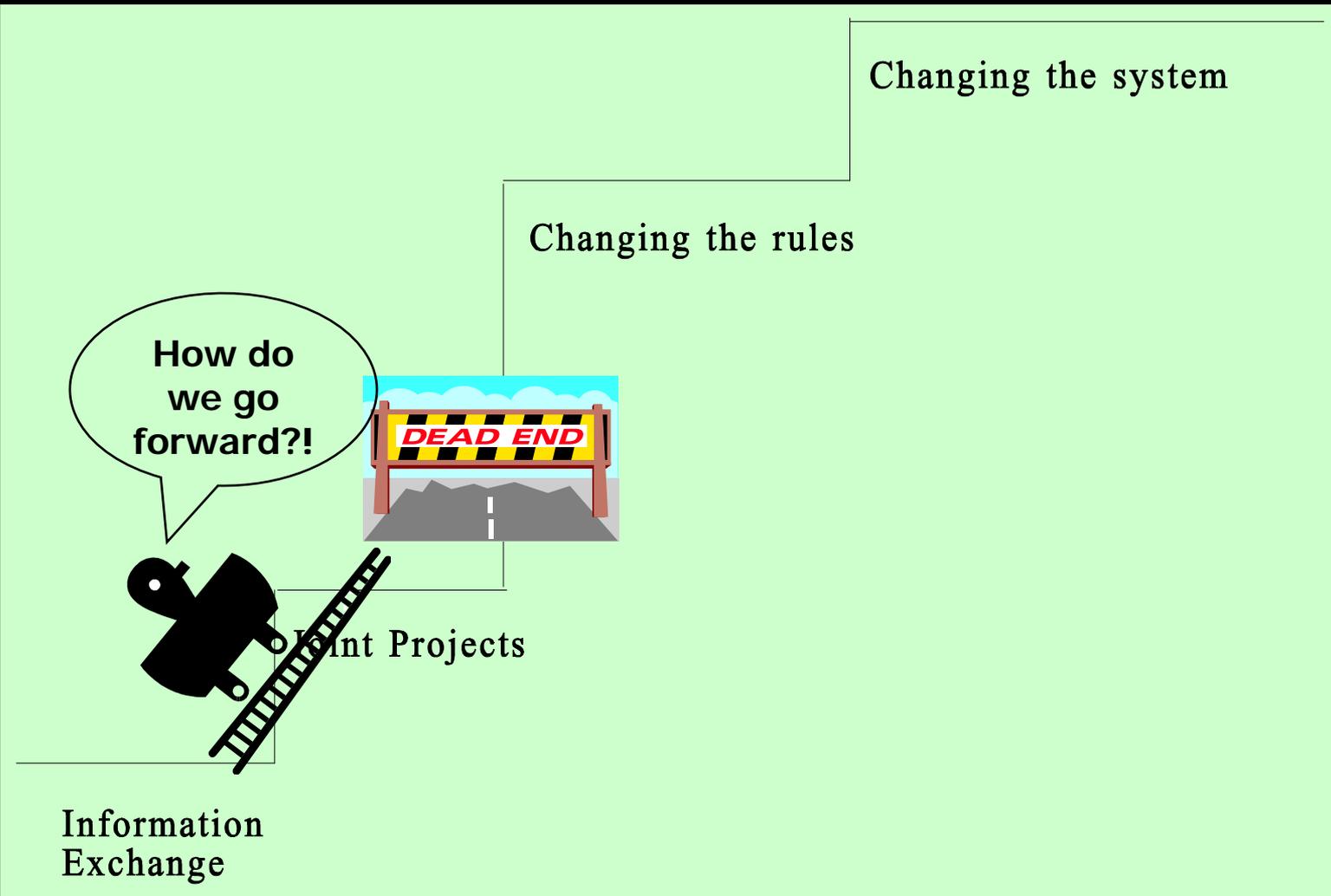
When will  
this light  
turn green?!

Joint Projects

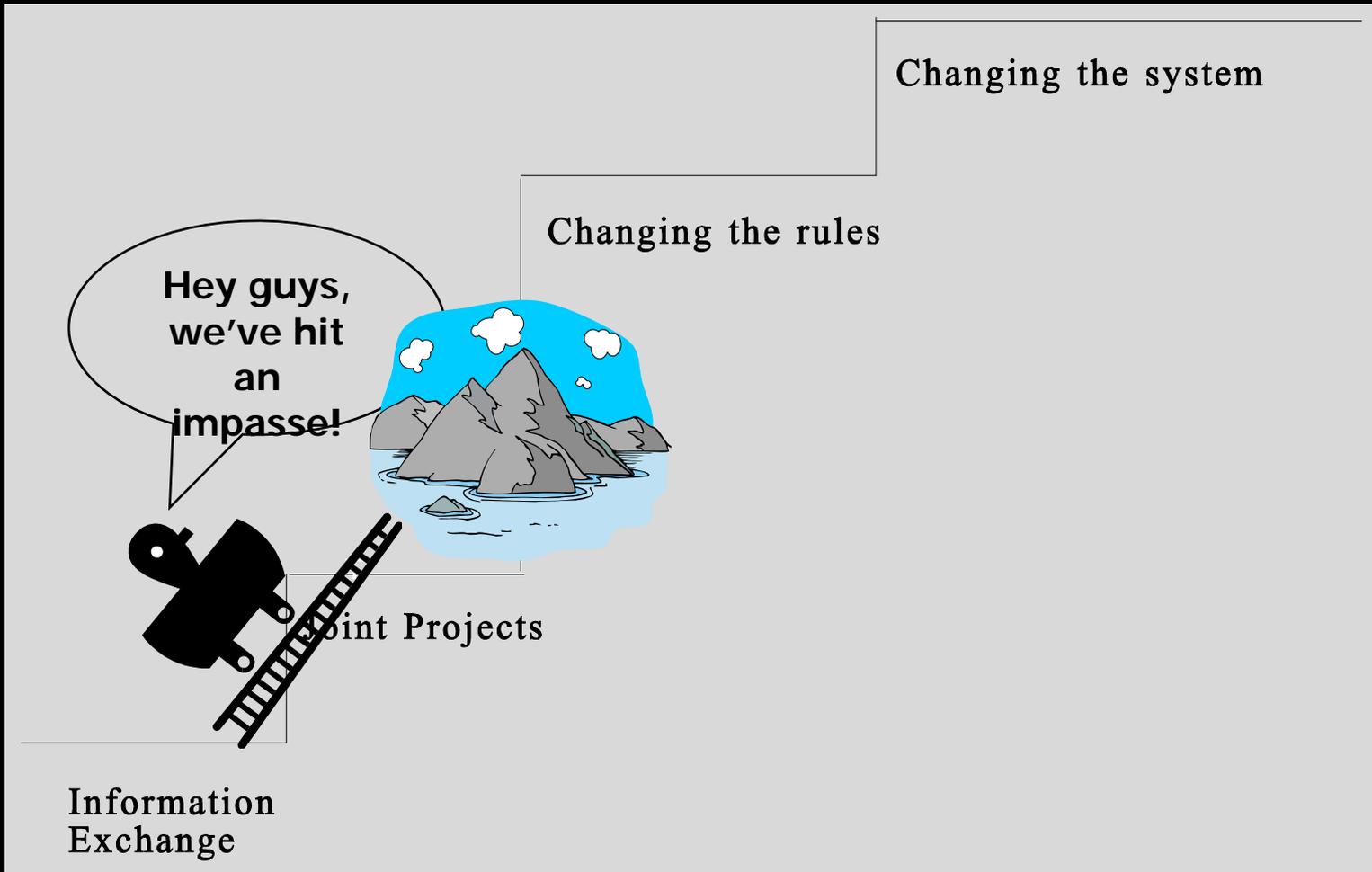
Information  
Exchange



# Getting Better at Getting Along: Stages of Collaboration



# Getting Better at Getting Along: Stages of Collaboration



# Stop for a Periodic Check Up – Monitor Your Gauges



## Requirements for sustainability:

- Products
- Financial
- Political and Community Support

# What is to be Sustained?

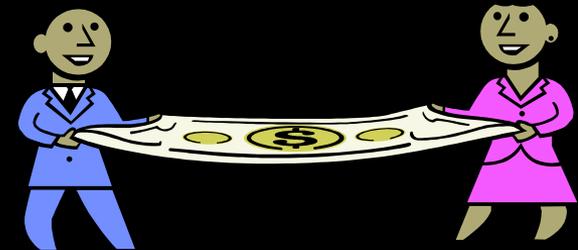
## Models of Practice Changes

- Agreements and Workplans among State Agencies
  - Training initiatives
  - Collaborative Practice Guide
- Collocation Demonstration Project
- Family Treatment Drug Courts



# Do We Have Enough Gas?

- What funding and other resources in our community are currently used to fund these services?
- To what extent can we tap into these existing sources?





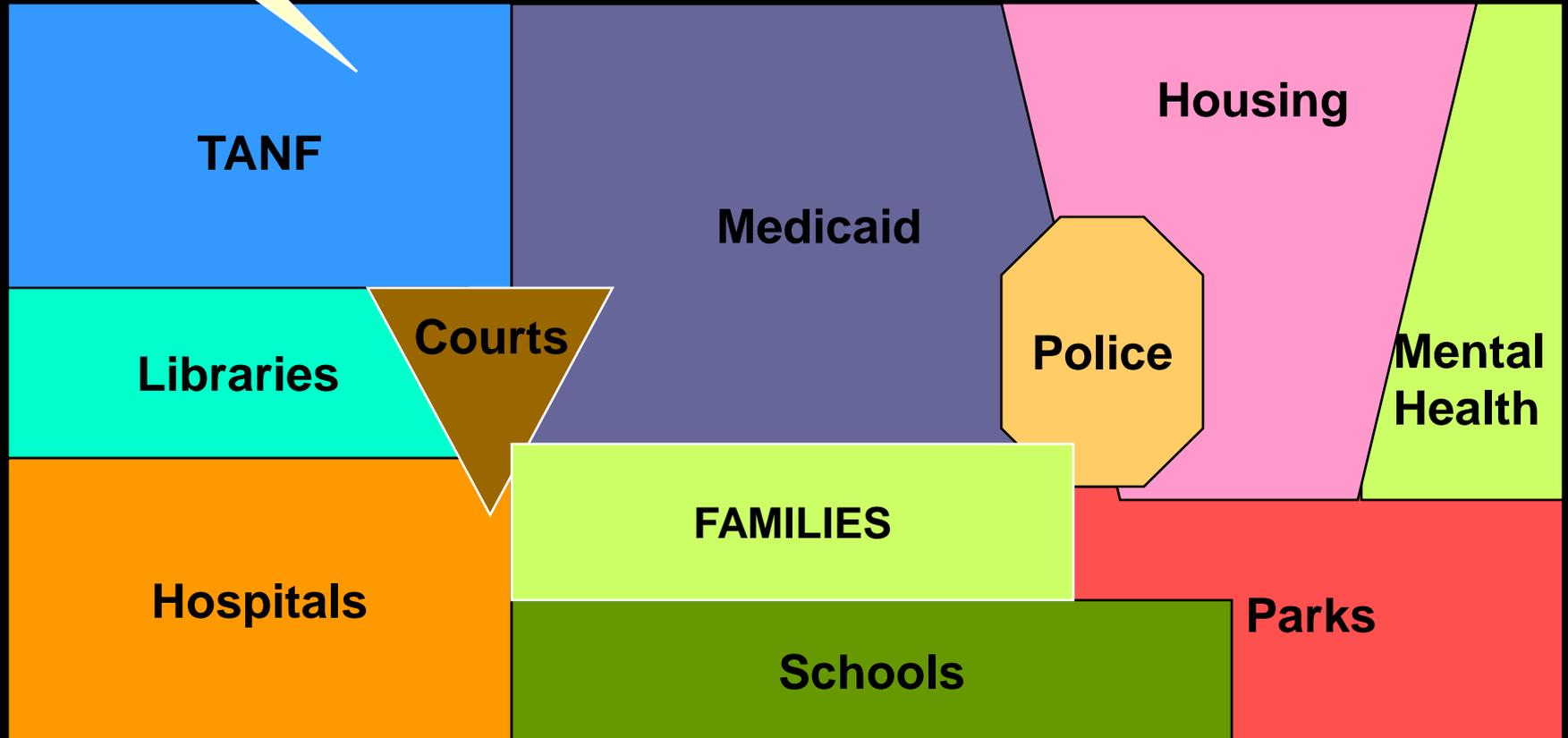
# Where Do We Stop to Fill Up? The Funding Inventory

- Maps all sources in the community that fund services
  - At what levels
  - On what types of programs
  - For which populations
- Includes information such as
  - Total funds by Federal, State, and local funding sources
  - Program descriptions, including program objectives, services, and effectiveness
  - Target populations served and client demographics by age, gender, and race/ethnicity
- Helps programs address funding accountability within agencies, communities, and local service providers

# Financial Sustainability

The "Real" Money in the Community

Pilots, Demos and Grant-funded Projects



# Financial Sustainability

- Know the routes to the money
- Identify ways to maximize resources
- Learn what funders and supporters need to see to know you are effective

# Political and Community Support

- Continue to identify needed partners based on changing needs of families
- Negotiate outcomes upfront
- Secure individuals to champion your efforts



## Watch for Road Hazards

- Actual route may veer from the map
  - Yahoo disclaimer:

“When using any driving directions or map, it’s a good idea to do a reality check and make sure the road still exists, watch out for construction, and follow all traffic safety precautions. This is only to be used as an aid in planning.”

**END OF  
FREEWAY**



## Watch for Road Hazards

- Know the difference between paper commitments and real, tangible resources
  - “Empty” MOUs, interagency agreements, protocols
  - Training without policy change to back it up

END OF  
FREEWAY

# Road Hazards

- Choosing alternate routes or shortcuts that lead you off path
  - Lure of chasing new money
- versus
- Making better use of existing sources



# Road Hazards

- Detours into the  
“Zones of Wishful Thinking”
  - We’re already doing it
  - We could never do it
  - They’ll do it because it’s right



# Are We There Yet? How to Know You've Reached Your Destination



# So What Do We Do Monday Morning?

## The four questions:

1. Where are the data that tells the story?
  - Begin to monitor the population in all three information systems – CWS, ADS, Court
2. Who do we need to succeed?
  - Find one key partner who's not at the table now
3. Where's the real money?
  - Get a redirection agenda
4. Who are the champions?
  - Recruit the policy leaders who will endorse the effort

# Available Roadside Assistance

National Center on Substance Abuse and Child Welfare

<http://www.ncsacw.samhsa.gov>

Children and Family Futures -- [www.cffutures.org](http://www.cffutures.org)

Children's Research Triangle -- [www.childstudy.org](http://www.childstudy.org)

Consortium Members

States and Counties with Experience

Most Importantly: Youth and their Families in Recovery