Learned from Integration Initiatives: Implications for Leadership

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BEHAVIORAL HEALTH SYSTEM

MR SYSTEM
Programs – Examples of Integration

► Crisis Intervention Team (CIT) program
► Prisons Program
► Philadelphia Compact
  ▪ Process of Blue Ribbon Commission
  ▪ Simons Recreation Center
► Department of Human Services (DHS)
► Office of Supported Housing (OSH)
► Forensic Intensive Recovery (FIR)
► DSS Cares
Philadelphia Homicides in 2006

406 homicides displayed from a total of 406 homicides
Sometimes it Just Takes Time

► Crisis Intervention Training (CIT) program –
  ▪ First proposed 2 years ago,
  ▪ recently was accepted & first training started

► more local deaths occurred, advocates applied more pressure

► Waited for opportunity (anti-violence meetings)
Philadelphia Prisons System
“We are guests in their house”

- Being a guest is different than being an equal partner—sometimes that’s ok.
- Prison integration
  - Engage in their process
  - Be willing to learn their culture
  - Patience – difference of values – respect
  - Listen to their concerns
  - Talk to all levels of people in their organization from warden, guards, psychologists
Shotgun Weddings are Not Always Bad

- Forensic Intensive Recovery (FIR) program initially grew out of a Federal Court mandate in response to a class action suit against the City of Philadelphia for over crowded prisons (began in 1993)
Watch for Bureaucratic Relapse

- Bill White speaks about bureaucratic relapse and need to prepare for it.
- Systems collaboration is a change for everyone, and just like recovery for BH consumers, there is always a danger to slip back.
- Leaders need to have a plan to refocus on the vision/shared goals/common concerns and come up with new ways to keep the momentum and urgency alive.
Build Good Will – Manage the Relationships

- Find a way to let everyone be involved 
  Community Forums - Focus Groups

- Invite everyone to the table who is interested and then keep them well informed and involved

- Let the Community own the successes and the problems, and DO NOT play into the blame game
PHILADELPHIA COMPACT
A CITYWIDE COMMITMENT
TO THE HEALTHY SOCIAL AND EMOTIONAL
DEVELOPMENT OF ALL PHILADELPHIA’S CHILDREN
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A CITYWIDE COMMITMENT
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“That Vision Thing”

►► People want to be Inspired
►► It’s not always about the money!
►► We are hardwired to respond to it and will often bend our wills if our hearts and minds are engaged

►► Implication for Leadership – Just DO IT
  ▪ Definition – verbalize the meaning
  ▪ Opportunity – take every opportunity
  ▪ Instill – build it into your organization’s culture
  ▪ Tenacity – don’t give up, it’s a long haul
Transparency and Accountability

► **Build Trust** and stakeholders will let you do your work and even support it more loudly

► Following through with what you said you would do is critical for credibility

► Nothing FOR us WITHOUT us (consumer voices)
The Power of Language

► BRC – spent 3 months of presenting the conceptual framework
► Everyone came in with how they wanted to fix the system – changed the rules
Strategic Incorporation of Heroes

► When you know you are pulling together stakeholders with common interests but different priorities have a neutral party who cares about the process to facilitate

► Councilwoman Blondell Reynolds-Brown and Judge Kevin Dougherty
Acknowledge the Tensions

► Don’t pretend the elephant is not in the room – address the concerns – BRC acknowledged the past reports, discussed that some think this is only a behavioral health or a school or a child welfare problem but that it is that but it’s more

► The issues of funding and regulations from the outside
Putting Process Before Outcomes

► Not pre-determining the outcome Requires
trust in process and skill in helping groups
reach consensus.

► Enjoy the Journey
Simons Recreation Center
Turn Crisis into Opportunity

- Having a Master Plan allows crises to be turned into opportunities
- Philadelphia Compact had recommended integrating behavioral health services into non-traditional settings
- Simons Recreation Center – there was a shooting on the grounds and people felt unsafe to go there
- Community meeting – Recreation Department, DBH/MRS, Center Director, Parents, Behavioral Health Providers
- Counselors met with individuals and families privately to discuss their concerns and process the event
- DBH/MRS offered direct support to staff at the recreation center
- DBH/MRS staff were onsite to oversee all interventions and offer support to the recreation center staff
- **Demonstrate Your Utility** (what you do can make a difference in the work they do) causes them to value what you have to offer and the door opens for future collaboration
Behavioral Health-Child Welfare Integration

► Many of the children and youth in the child welfare system have behavioral health issues that were not identified by social workers

► **Solution**: Place Behavioral Health staff within Child Welfare agency

► **Experience**: Behavioral Health staff are used to make referrals—Improvement, but this is NOT integration

► **Next Steps**: Integration would be child welfare staff using behavioral health staff to consult with when they have difficult cases that may involved behavioral health issues
Sharing Space is NOT Integration

• Where you place people matters – CBH staff placed in Central Referral Unit at DHS which causes them to be seen as placement resources only (limits clinical input and influence in cases)
Vision/Mission

- To provide a comprehensive social service system that effectively and efficiently improves the safety, health, and well-being of individuals and families within their own communities.
Report Description: Number of kids 6 to 14 yrs who received foster care services in 2006 whose parents received MH services in the same year

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Integration Happens at Multiple Levels

• Having the right people talk to each other—Policy, Programmatic and Practitioner
• The importance of the integration takes the presence of the Top Administrators
• Need to be careful who is delegated to represent top leaders
• Top leadership needs to be present at the very minimum at important junctures in the process
Office of Supportive Housing
Managing by Anecdote:
(Sometimes You Gotta Do It)

► People will measure our success by their personal experience
► The homeless person in the doorway of a business is much more powerful than a room full of data
Average Monthly Emergency Shelter Census for Singles from 2000-2007
Creative Solutions: Sometimes Different is better than More

► Needs assessment indicates that we have approximately 970 chronically homeless individuals and 60 new Housing First Slots

► Addiction Services to transform a selected number of existing residential treatment programs to effectively serve people who are homeless
Take Home Messages

► Being intentional and thoughtful about leadership style and strategies is critical to successful implementation.

► There are lessons learned from previous integration initiatives that can inform our current efforts.

► The type of leadership needed at any given time depends on a variety of factors including the developmental stage of efforts, the political context, culture of the organizations involved, etc.