
Offering Transformations to transform our offerings

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Challenges Facing the Child-Serving System

- Lots of adults involved in the lives of our children. Each with different perspectives and responsibilities
- Business models are often not consistent with our clinical models
- Lack of communication and sometimes open distrust among stakeholders and partners

Characteristics of Accountability Networks in Traditional Child Serving Systems

“Traditional” child serving systems are multisystemic and involve a variety of stakeholders, each with their own priorities, needs, and funding streams. These stakeholders typically include:

Judge



Decision making authority concentrated at the top



Child Welfare Case Worker

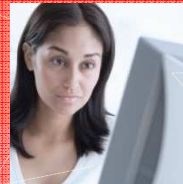


Juvenile Justice Worker

Decisions flow down



Educators



Mental Health Case Worker



Pediatrician

Information flows up



Others



Youth's Family



Youth



Youth's Supporters

Hierarchical Structure

Complex and confusing webs of accountability

Possible Solution?

- Identify the shared vision—children and families
- Build a system that can make its decisions about the shared vision at all levels of the system

Characteristics of Accountability Networks in Integrated Care Systems

Integration of Care strive to replace traditional systems of hierarchical accountability with team-based and collaborative “circles of accountability” that are typically characterized by:

The “tighter” integration of partners

An increase in the importance of collaboration, interdisciplinary team work and group decision making

A decrease in the importance of authority determined solely by rank

Flexible circular patterns of communication & accountability that are not constrained by formal structures

An increase in “wraparound” sensibility



Total Clinical Outcomes Management (TCOM)

- **Total** means that it is embedded in all activities with families as full partners.
- **Clinical** means the focus is on child and family health, well-being, and functioning by using a structured assessment strategy to represent all children and families at all levels.
- **Outcomes** means the measures are relevant to decisions about approach or proposed impact of interventions.
- **Management** means that this information is used in all aspects of managing the system from individual family planning to supervision to program and system operations.

Understanding our Marketplace: The Hierarchy of Offerings

- I. Commodities
- II. Products
- III. Services
- IV. Experiences
- V. Transformations

- Gilmore & Pine, 1997

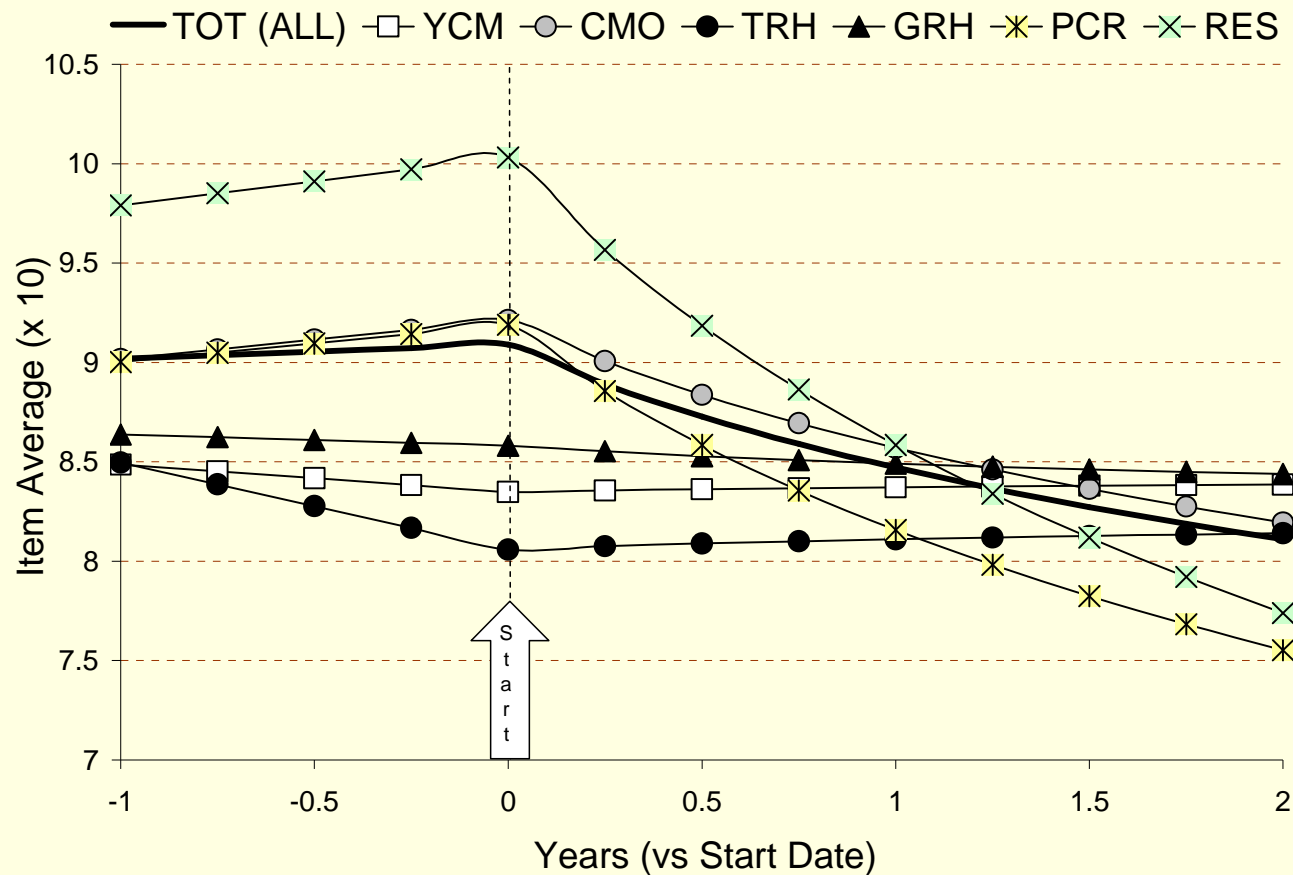
Strategies

- Create a common assessment approach that represents the shared vision across a system.
- The primary purpose of the common assessment is the communication of the shared visions so make the assessment consistent with what we know about effective communication—'communimetrics'
- Implement the common assessment to maximize reliability and utility.
- Use the information from that common assessment at all levels of the system.

TCOM Grid of Tactics

	Family & Youth	Program	System
Decision Support	Service Planning Effective practices EBP's	Eligibility Step-down	Resource Management Right-sizing
Outcome Monitoring	Service Transitions & Celebrations	Evaluation	Provider Profiles Performance/ Contracting
Quality Improvement	Case Management Integrated Care Supervision	CQI/QA Accreditation Program Redesign	Transformation Business Model Design

Hinge analysis of outcome trajectories prior to and after program initiation



Webster Defines Transformation

- **1:** an act, process, or instance of **transforming** or being **transformed**
- **2:** false hair worn especially by a woman to replace or supplement natural hair
- **3 a (1):** the operation of changing (as by rotation or mapping) one configuration or expression into another in accordance with a mathematical rule ; *especially* : a change of variables or coordinates in which a function of new variables or coordinates is substituted for each original variable or coordinate **(2):** the formula that effects a transformation **b: function** 5a **c:** an operation that converts (as by insertion, deletion, or permutation) one grammatical string (as a sentence) into another ; *also* : a formal statement of such an operation
- **4:** genetic modification of a bacterium by incorporation of free DNA from another bacterial cell ; *also* : genetic modification of a cell by the uptake and incorporation of exogenous DNA

Webster Defines Transform

- **1 a:** to change in composition or structure **b:** to change the outward form or appearance of **c:** to change in character or condition :
convert
- **2:** to subject to mathematical **transformation**
- **3:** to cause (a cell) to undergo genetic **transformation**

What we *generally* mean when we talk about transforming the child serving system

- Positive change in the structures, functions and processes of the system that result in improvement in the health, mental health, and wellbeing of children and families

Two Key Principles Moving Forward

- Transformation of the child serving system starts with the individual child and family. This is the key transformation,
- You cannot manage what you do not measure and you cannot measure what you cannot describe.