

Learned from Integration Initiatives: Implications for Leadership

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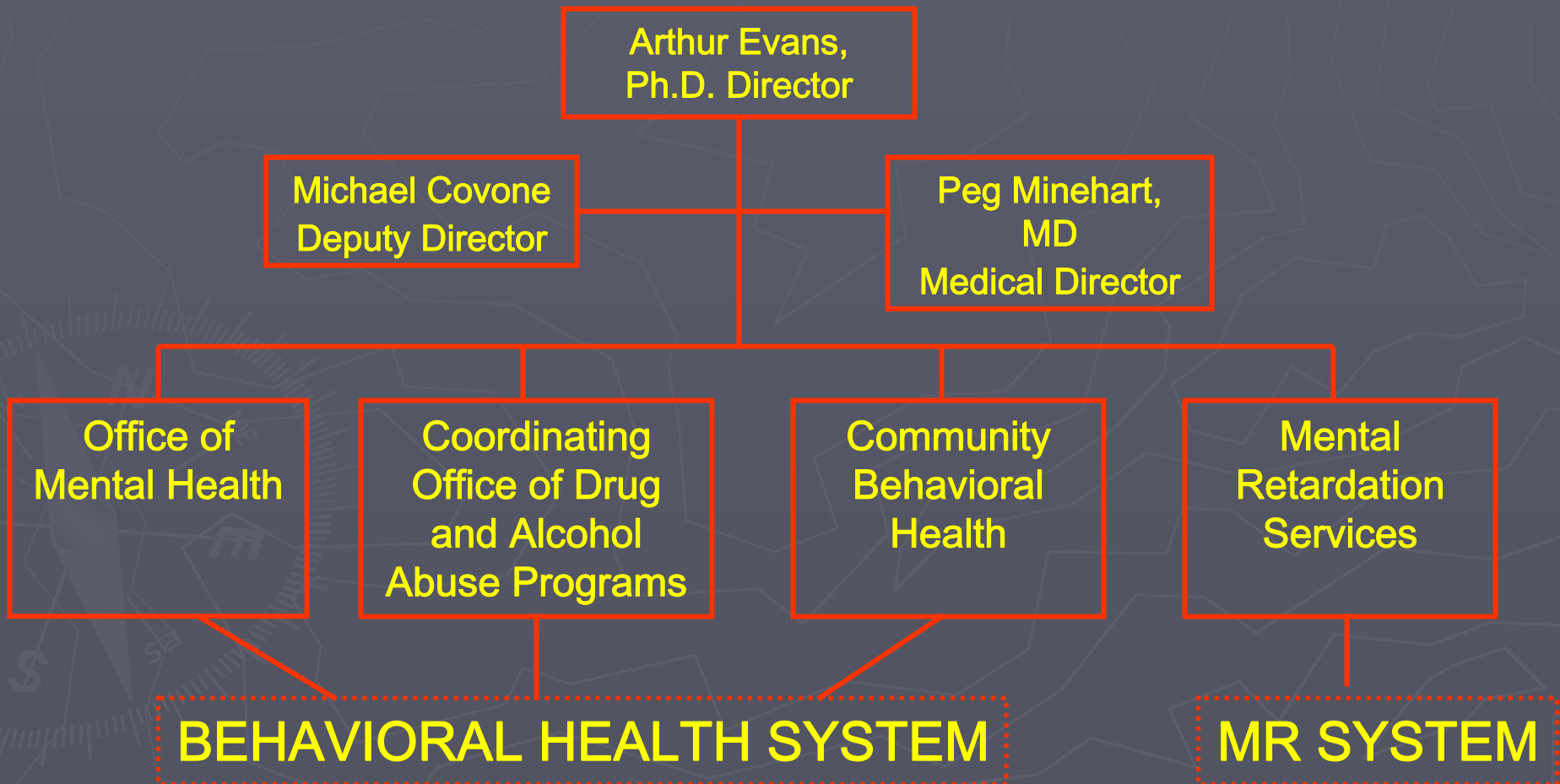
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Philadelphia Department of Behavioral Health/Mental Retardation Services



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

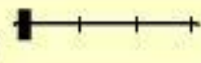
Philadelphia Homicides in 2006

406 homicides
displayed
from a total of
406 homicides



Drag map
to pan

Zoom
out



Click to
zoom in





Crisis Intervention Team



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 overcrowded 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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"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 rec 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

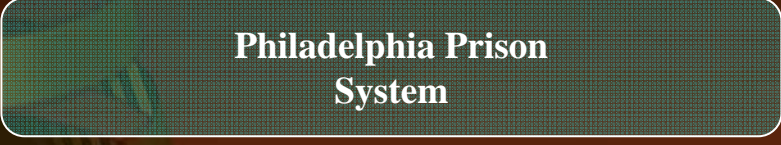


- To provide a comprehensive social service system that effectively and efficiently improves the safety, health, and well-being of individuals and families within their own communities.



Julia Danzy

Division of Social Services



Sample Report for DSS Cares

DSS CARES



Division of Social Services
Cross Agency Response for Effective Services

Number of Clients: 612

[Bulk Search Format](#)

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

| Name | Gender | Ethnicity | Date of Birth |
|--------------------------|--------|--------------|---------------|
| <u>TNBEBIBLBID</u> | F | Non-Hispanic | 07/01/1991 |
| <u>TSFEGBT!!UJFL</u> | M | Non-Hispanic | 10/28/1991 |
| <u>SFLMBXIFVRJOJNPE</u> | F | Non-Hispanic | 04/04/1991 |
| <u>SFLMBXIFJMMJX</u> | M | | 04/22/1992 |
| <u>FHSPFHITFNBK</u> | M | Non-Hispanic | 03/07/1991 |
| <u>MMFIDUJNIZPS</u> | M | Non-Hispanic | 06/25/1991 |
| <u>YBNPM!FDOBSSFU</u> | M | Non-Hispanic | 07/29/1991 |
| <u>THOJOOFKIOJWFL</u> | M | Non-Hispanic | 01/22/1992 |
| <u>OJUSBN!MMFOSBE</u> | M | | 11/08/1991 |
| <u>MMFXNPSD!ZOBUUJSC</u> | F | Non-Hispanic | 02/11/1992 |
| <u>MMFXNPSD!BOOBJSC</u> | F | Non-Hispanic | 02/11/1992 |
| <u>FFMOXPSC!FVRJOPN</u> | F | Non-Hispanic | 08/19/1991 |

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



Chronicle / Brant Ward



Chronicle / Brant Ward



Chronicle / Brant Ward



Chronicle / Brant Ward



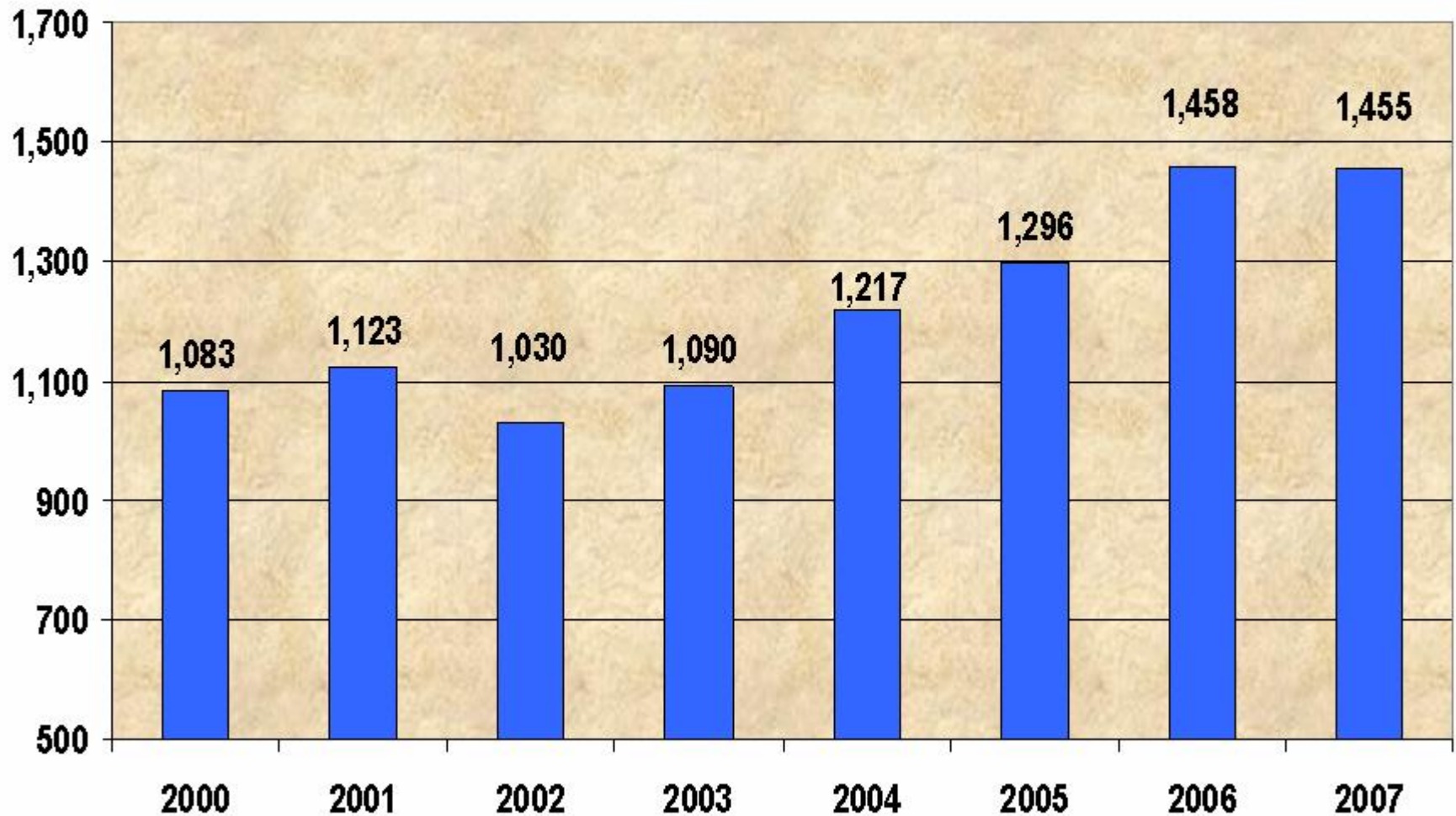
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Office of Supportive Housing

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.

