

CHAIRS

Mary Moulton

Exec. Dir., Wash.
Co. Mental Health
Services

Terri Edgerton

Dir., Children's
Integrated Services

Carol Maloney

Dir. of Systems
Integration/AHS



Welcome!

Thank you for joining us to kick off the
IFS LEADERSHIP AND GOVERNANCE WORK GROUP

18 May 2015

1:30 – 3:30

Agenda for Today's Meeting



1. Welcome and introductions
2. Work group objectives: short and long term
3. Overview of where we are currently with IFS
4. The work of this group
5. Prioritization of goals
6. Next steps
 - a. Meeting frequency
 - b. Location
 - c. Modality

Members of Leadership & Governance Work Group

- Todd Bauman (Northwest Counseling and Support Services)
- Charlie Biss (Dept of Mental Health)
- Kathleen Brown (Northwest Counseling and Support Services)
- Julie Coffey (Building Bright Futures)
- Terri Edgerton (Dept for Children and Families, Children's Integrated Services)
- Jill Evans (Dept of Corrections)
- Willa Farrell (Attorney General's Office)
- Alix Gibson (DCF Family Services St. Albans District Director)
- Kathy Holsopple (Vt Federation for Children's Mental Health)
- Cheryl Huntley (Counseling Services of Addison County)
- Mark Johnson (Easter Seals)
- Chloe Leary (Winston Prouty Center)
- Carol Maloney (AHS)
- Mary Moulton (Washington County Mental Health Services)
- Chuck Myers (Northeast Family Institute)
- Lily Sojourner (AHS)
- Beth Tanzman (Dept of Vt Health Access, Blueprint)
- Cheryl Thrall (Lincoln Street)

L&G Work Group Objectives

Short-Term

- Ensure the leadership and governance elements of IFS get translated at the regional level in ways that best serve the IFS vision and mission

Long-Term

- Model and embody what we want leadership and governance to look like throughout IFS – both in the community and in AHS
- Set the right tone, demonstrate the behavior we want, and teach others as we learn as a group

AGENCY OF HUMAN SERVICES

Integrating Family Services (IFS) Model



Integrating Family Services



Vision

Vermonters work together to ensure all children, youth and families have the resources they need to reach their fullest potential.

Mission

Integrating Family Services brings state government and local communities together to ensure holistic and accountable planning, support and service delivery aimed at meeting the needs of Vermont's children, youth and families.



The Guiding Principles of IFS

These guiding principles give life and form to Integrating Family Services' vision and mission.

1. **Promote the well-being of Vermont's children, youth and families.** Policies, services and service providers are sensitive and responsive to the unique aspects of each family.
2. **Build communities' capacity to provide a full range of resources in a flexible and timely way that is responsive to the needs of children and youth (prenatal through age 22) and families.**
3. **Focus on the individual and the family.** Understand the child's needs in the context of his/her family.
4. **Ensure that youth and families' voices inform processes, plans and policies.**
5. **Adopt the Strengthening Families approach.** Strengthening Families' five protective factors guide our work.
6. **Invest in a skilled, competent and valued workforce.** People working with children, youth and families need training, support and adequate compensation.
7. **Balance innovation with families' experiences, research and data to inform decisions about how to best use available resources and achieve positive outcomes.**
8. **Assure continuous quality improvement.** Data informs decisions and drives change at the state and local level.
9. **Promote a common language, shared decision-making and cross-disciplinary team work.**

Where are we headed?

Strategic Plan ~ FY2016-FY2020

FY2016- FY2017	<ul style="list-style-type: none"> I. IFS' vision, goals and strategies are clearly communicated. II. Additional communities are supported in creating local governance agreements to prepare for IFS expansion. III. State and community partners utilize population indicators as a way to drive decision-making and identify gaps in services. IV. Integrating Family Services (IFS) grantees are held to common outcomes and performance measures. V. State and community partners, in collaboration with people who receive supports and services, work to create effective communications strategies and systems. VI. State and community partners develop a consistent and replicable financing model that connects health, human services and education systems. VII. State and community partners report increased administrative efficiencies and flexible and coordinated service delivery.
FY2018-2019	<ul style="list-style-type: none"> I. State and community partners show improved outcomes for Vermont's children and families. II. Community partners work collaboratively and effectively to use funds flexibly to meet the identified needs of children, youth and families. III. Planning at the state and regional level is driven by a holistic and collaborative perspective of Vermont's children, youth and families service delivery system and community supports. IV. Policies cut across AHS department lines in ways that promote seamless service delivery to children, youth and families that build on strengths in each community.
FY2020	<ul style="list-style-type: none"> I. All AHS regions have implemented the IFS approach. II. Families understand and can easily access supports and services they need regardless of geography, income or type of need. III. Policymakers and service providers use data to drive policy decisions and reallocate resources to most effectively meet the needs of Vermonters.

Key Components of the Eight Elements



Accountability and Oversight

- Measuring, Monitoring and Improving Performance



Data and Technology

- Shared reporting capacity
- Integrated care coordination system



Financing and Payment Reform

- Statewide consistency regarding what is included in bundled payments
- Formula-based allocation of funds to grantees



Leadership and Governance

- Documented governances and leadership structures at the local and state level that create clear decision-making authority and process



Community-Based Prevention and Promotion

- Practice is evidence-informed and outcome-driven
- Community development focuses on promoting a safe and caring environment to encourage healthy child, youth and family development



Human Resources and Organizational Structure

- Professional development is offered at the state and local level including Results-Based Accountability
- Unifying values, approaches and communication for state and local teams that drive effective teamwork



State and Local Service Delivery

- Services offered along a continuum based on the needs of families



Communications

- Align IFS communication with other efforts in the state and local areas
- Implement a communication strategy to share information including data, outcomes and performance reports

Key Components of Leadership & Governance



- Documented governance and leadership structures at the local and state level that create a clear decision-making authority and process
- Clear roles and responsibilities of teams and boards operating within IFS
- Family voice embedded in all forms of decision-making
- Formal alignment and direction across all AHS initiatives related to children, youth and families
- Plan for and implement IFS expansion

Work Plan Goals for Leadership & Governance

Goals	Suggested Action Steps
1. Youth and family voice are integral to decision-making and service and system design and delivery	Create a clear plan to assure youth and family voice representation is systemic and meaningful
2. Decision-making processes and authority are clear	<ul style="list-style-type: none"> a. Formalize which decisions are made at state level and which can be left to regions to make (re. money, service delivery, governance) b. Finalize Regional Governance Template (working from a draft template) c. Clarify roles and responsibilities for teams and boards operating within IFS <ul style="list-style-type: none"> i. Decide upon need for, and role/responsibility for, an IFS Advisory Board ii. Improve functioning of trauma-focused teams at the local and state levels iii. Clarify scope, goals, roles and responsibilities of teams, groups and boards related to IFS [keeping legislatively-mandated requirements re. participation and scope in mind] (Note: to be completed following AHS leadership process re: consolidating mandated local and regional groups)
3. There is an agreed-upon approach(es) that promotes creative thinking and helps individuals and teams manage change effectively	To be determined by work group

Proposed Prioritization of Goals

While all the goals are important, the L&G Work Group co-chairs recommend that the work group focus first on the following goal, as we believe it sets the stage for all our other work:

- There is an agreed-upon approach(es) that promotes creative thinking and helps individuals and teams manage change effectively

Once we have delineated and begun to implement action steps related to this goal, we propose moving to these goals:

- Youth and family voice are integral to decision-making and service and system design and delivery
- Decision-making processes and authority are clear

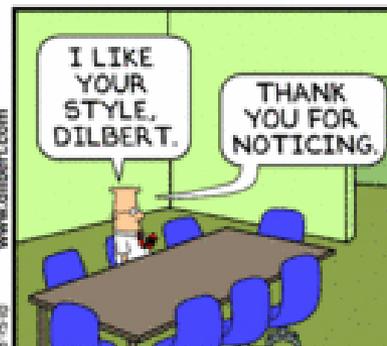
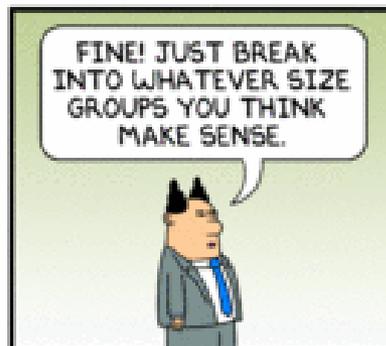
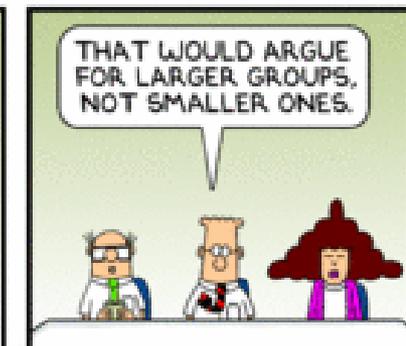
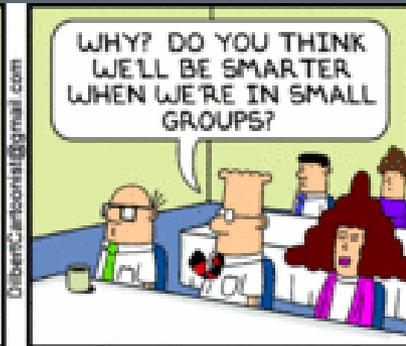
The IFS Management and Senior Leadership Teams are responsible for the following goals related to leadership and governance:

- AHS demonstrates its commitment to IFS
- State and local partners understand what is required to implement IFS

Ideas for Accomplishing the Work



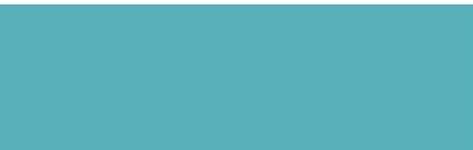
- Break into committees and meet – one for each goal
- Explore relationship-focused leadership (e.g., Appreciative Leadership) and governance (e.g., Restorative Governance) models



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Operating Guidelines

These operating guidelines are intended to help ensure consistency among the work groups and build a shared organizational culture. One IFS Management Team member will participate on each work group and serve as co-chair.

- Work groups may choose to create committees to ensure sufficient diversity of perspectives.
- Develop team norms. These define and clarify what work group members expect of themselves and others, including but not limited to expressing feelings as well as ideas, handling conflict, preparation for and attendance at meetings and completion of tasks.
- Operate by consensus. Consensus does not mean that everyone agrees with the same level of enthusiasm; it means that team members work through disagreement until they arrive at a satisfactory resolution.
- Commit to regular participation in the meetings, and to keeping up with other extra tasks as agreed upon by the work group or its committees.
- Determine meeting agendas based on:
 - Input from the IFS Management Team
 - Pressing items related to the particular team's work that need attention
 - Items generated from previous meeting discussions.
- Use a common template identified by the Management Team for taking meeting minutes.
- Participate in semi-annual stakeholder meetings.

Role of Work Group Co-Chairs

- In her role as Director of Systems Integration for AHS, Carol will play the primary role in guiding and coordinating the work group's work.
- The three co-chairs will share work group meeting facilitation and each will chair one of the group's committees.
- The three co-chairs will develop meeting agendas collaboratively.

Additional Discussion Points

- **Who are we missing? Is there someone else who would add great value to our process?**
- **Late October/Early November Summit – date TBD**
- **What else do you need so you can be an active member of this group?**
- **Next steps**
 - Committees working on action steps?
 - Next meeting date –Carolynn to send out doodle poll
 - Frequency of meetings – monthly?
 - Location
 - Modality – video-conferencing, other technology to allow remote participation



Thank you!

*“Helping a person will not necessarily change the world,
but it will change the world for that one person.” ~ Anonymous*