



System of Care

# **PARTNERING FOR STRONGER CHILDREN, YOUTH AND FAMILIES**

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**DHS DEPUTY DIRECTOR & DIRECTOR OF SYSTEM OF CARE**

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## Some Major Issues Within and Across Systems

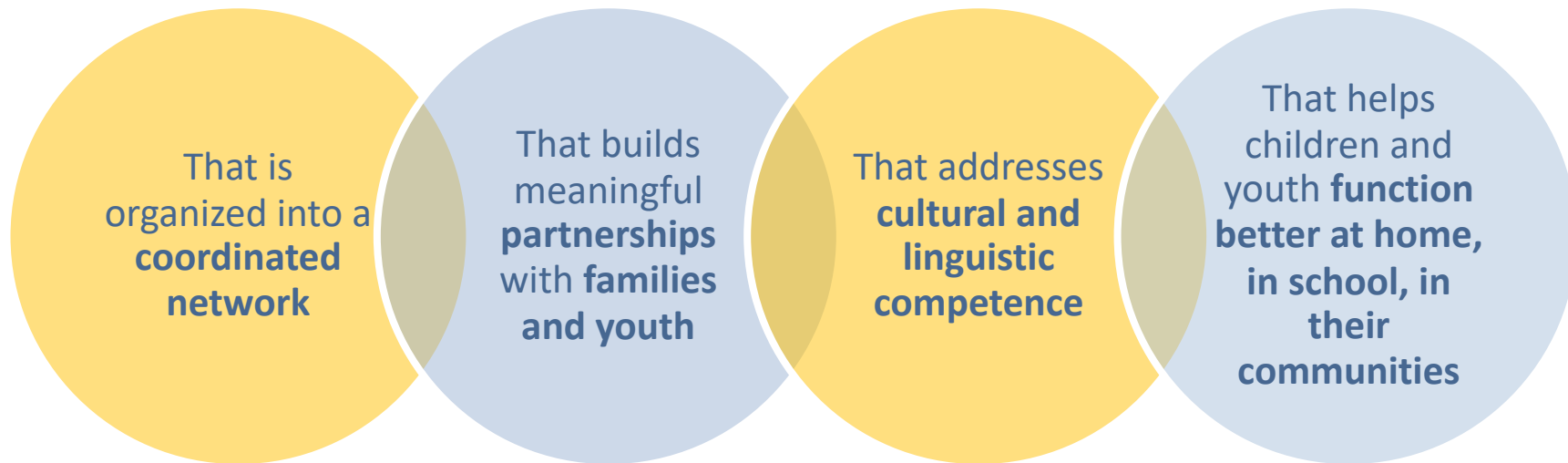


- Fragmented, under-coordinated services within and across child-serving agencies
- Not focused on underlying needs, but doors entered and why
- Inconsistent crisis services
- Inconsistent responses
- Inconsistent planning efforts
- Parents / families not involved in planning
- Inconsistent match of services to needs
- Lack of services and supports

# Universally - What is a System of Care?



*A wide spectrum of effective, community-based services and supports for children, youth and young adults with or at risk of mental health or other challenges and their families*



# Systems of Care Characteristics as Systems Reform Initiatives

## FROM

## TO

Fragmented service delivery	→	Coordinated service delivery
Categorical programs/funding	→	Braided and blended resources
Limited services	→	Comprehensive service array
Reactive, crisis-oriented	→	Focus on prevention/early intervention
Focus on “deep end,” restrictive	→	Least restrictive, clinically appropriate
Children/youth out-of-home	→	Children/youth within families
Centralized authority	→	Balance with community-based ownership
Foster “dependency”	→	Build on strengths and resiliency



# What are the Core System of Care Values?



# Family Driven



- Families have a primary decision-making role in:
  - the care of their own children
  - policies and procedures governing care for all children
- This includes:
  - Determining the types and mix of services and supports
  - choosing culturally and linguistically competent supports, services, and providers
  - setting goals
  - designing, implementing, and evaluating programs
  - monitoring outcomes
  - partnering in funding decisions

# Youth Guided



*"Youth Guided means to value youth as experts, respect their voice, and to treat them as equal partners in creating system change at the individual, state, and national level."*





# STATEWIDE POLICY AND STRUCTURE

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# Department of Human Services' System of Care Activity

- 1989 Families and Agencies Coming Together (FACT)
- 1990 DJJS - Clinicians hired to provide evidence based clinical treatments in secure settings
- 1998 Utah Frontiers Project System of Care Grant
- 1999 Multi-Agency Staffing Meetings
- 2000 DCFS Practice Model Developed
- 2002 DSPD Person Centered Planning
- 2002 Oversight of youth services is transferred to the Division of Youth Corrections from the Division of Child and Family Services
- 2002 Division's creation of Office of Early Intervention Services to manage the functions of youth services, home detention, diversion, and state supervision along the Wasatch Front. Youth services functions in rural areas are managed by the Office of Rural Programs
- 2004 The Clinical Services Bureau was developed as part of the Division of Juvenile Justice's efforts to upgrade the quality of services provided in locked detention and secure facilities
- 2007 Establishment of the Utah Family Coalition
- 2007 DSAMH begins certifying Family Resource Facilitators and establishes contracts to ensure that one is available in each LMHA
- 2008 DSAMH/DCFS/DJJS Keeping Families Together Collaboration to significantly reduce out of home placements (See attachments);
- 2008 Juvenile Court and DJJS launched validated risk and needs assessment tools for intake, disposition and case planning
- 2008 A validation study was conducted by researchers from the Juvenile Court and the Division assess and validate risk level results
- 2009 DSAMH Division Directives requiring wraparound to fidelity by each LMHA and to engage in multi-agency collaboration at the local level
- 2010 DCFS exited David C. Lawsuit
- 2012 DJJS designated a person to work with secure facilities to increase family involvement
- 2012 DSAMH System of Care Planning Grant
- 2012 DSAMH Establishment of Mobile Crisis Teams in four of Utah's Urban Counties
- 2012 DSAMH Mental Health Early Intervention funding
- 2013 DCFS Homeworks
- 2014 DSAMH System of Care Implementation Grant
- 2014 DJJS Expanding Clinical Services to Detention Centers
- 2014 DHS receives System of Care Grant
- 2015 SOC begins statewide implementation
- 2017 SOC statewide implementation complete (goal)

# Utah Legislation re: System of Care



House Bill 246

SYSTEM OF CARE DEVELOPMENT  
2017 GENERAL SESSION  
STATE OF UTAH

Chief Sponsor: Rebecca P. Edwards  
Senate Sponsor: Allen M. Christensen

This bill amends provisions relating to a system of care within the Department of Human Services

This bill:

1. Amends the definition of "system of care";
2. Enumerates Department authority to develop a system of care; and
3. Makes technical changes.

# DHS Integrated Service Delivery



- Department-wide approach.
- Focus on needs, not doors.
- SOC grant – not a new program, a means to identify and begin systems changes.
- SOC caseloads and broader system of care / integrated service delivery efforts.

# Department of Human Services Integrated Services

- Two interdependent elements:
  - Statewide efforts to improve services to all children and youth in a more integrated way
  - Local care management and high-fidelity wraparound practice with children and youth with unique, intensive needs touched by multiple systems
- Local practice informs...
  - Regional and statewide policy, process and resource changes



# Core System Change Levers



- Implement state-level policy, regulatory, and partnership changes consistent with SOC principles.
- Develop, expand or strengthen services and supports based on SOC principles.
- Create or improve financing strategies.
- Implement workforce development for ongoing training, technical assistance and coaching.
- Generate support among various partners.

Stroul, B.A., Dodge, J., Goldman, S., Rider, F., & Friedman, R. (2015). *Toolkit for Expanding the System of Care Approach*. Washington, D.C.: Georgetown University Center for Child and Human Development, National Technical Assistance Center for Children's Mental Health.

# Statewide Systemic and Structural Efforts



- Integrated and performance-based contracts
- Monitoring, data, and finance work groups
- Departmental integration and coordination work
- Mobile crisis and stabilization efforts
- Provider, youth, and family involvement

Intent to be informed by stakeholders, youth and family involvement and by regional advisory councils



# LOCAL PRACTICE

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# High Fidelity Wraparound Teams



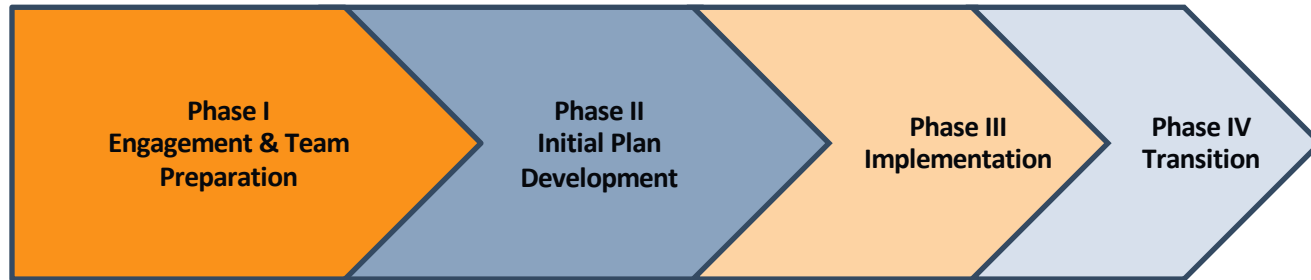
*The coordination and management of care in an intensive, integrated manner (small caseloads) for families with multiple, complex needs, where a care manager and a family peer support are closely involved with the family and youth and with the array of providers and natural helping networks across time and across systems to ensure that the family can access needed services and that the services and supports continue to be helpful and necessary. The care manager/family peer support do not perform other functions, such as child welfare or juvenile justice casework.*

Pires, S. (2010). *Building systems of care: A primer*, 2<sup>nd</sup> Edition. Washington, D.C.: Human Service Collaborative for Georgetown University National Technical Assistance Center for Children's Mental Health.

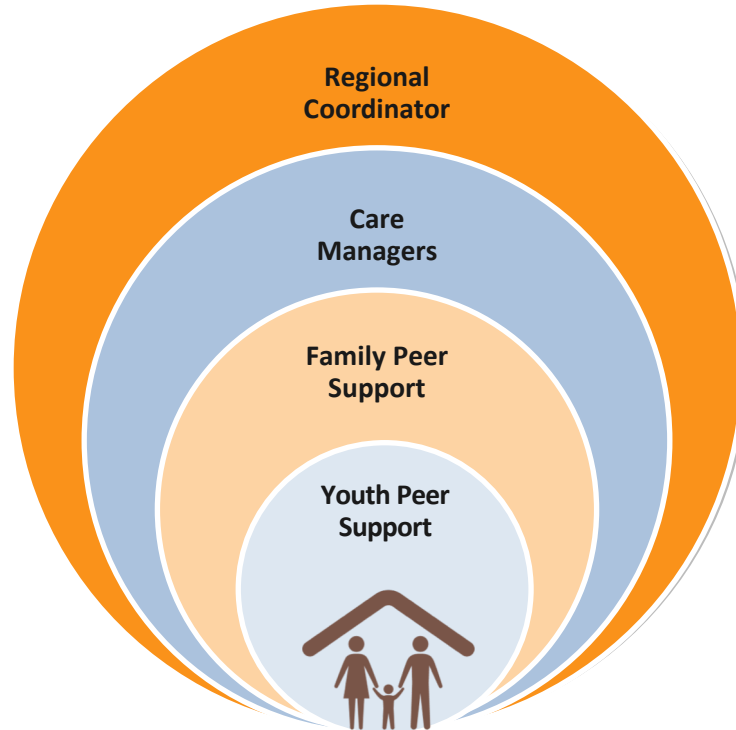
# Phases of High-Fidelity Wraparound



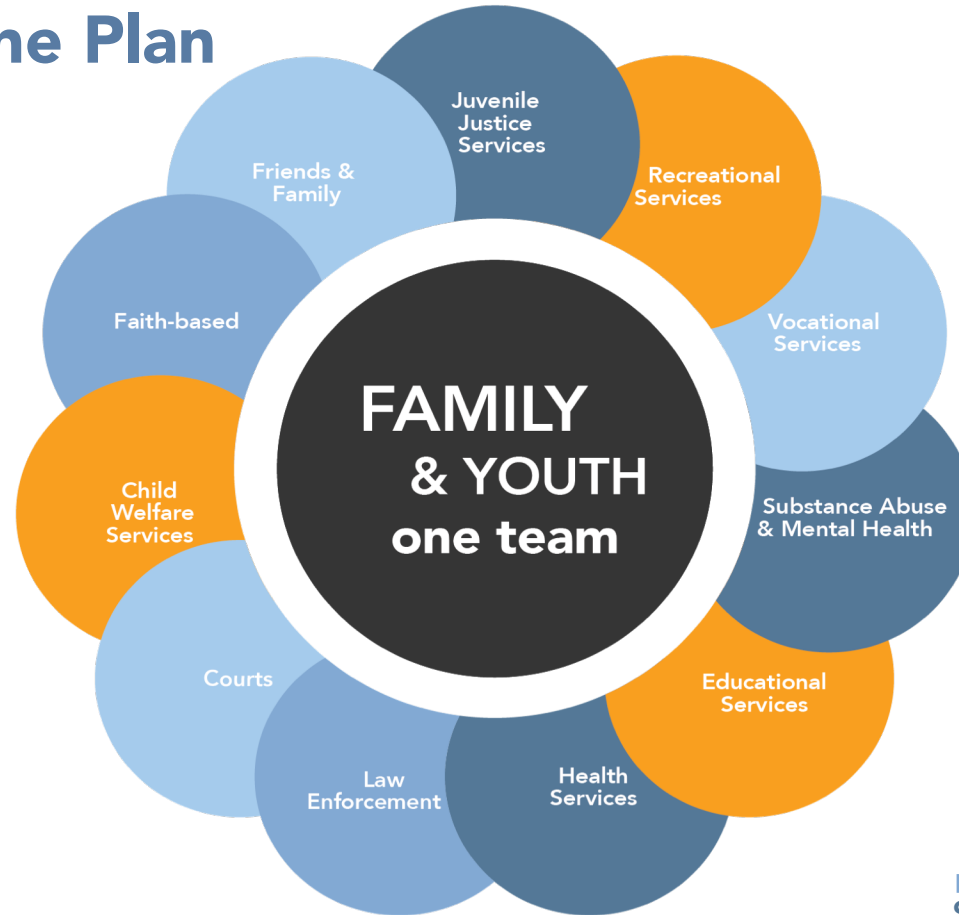
## 4 Phases of Wraparound



# Region Staff



# One Team; One Plan



## IS THE CHILD:

Younger than  
22?

A recipient of services, or at risk of receiving services from two or more Utah Department of Human Services agencies (child welfare, juvenile justice, services for people with disabilities, mental health, substance use) and/or the courts?

Experiencing significant emotional and/or behavioral challenges?

**AND does he/she meet one or more of the following:**

At risk of being placed into the custody of a state agency

Behavioral or emotional concerns prevent your child from returning home or to a permanent community-based placement OR place your child at risk of returning back to a higher level of care

Has been involved in the Juvenile Competency process

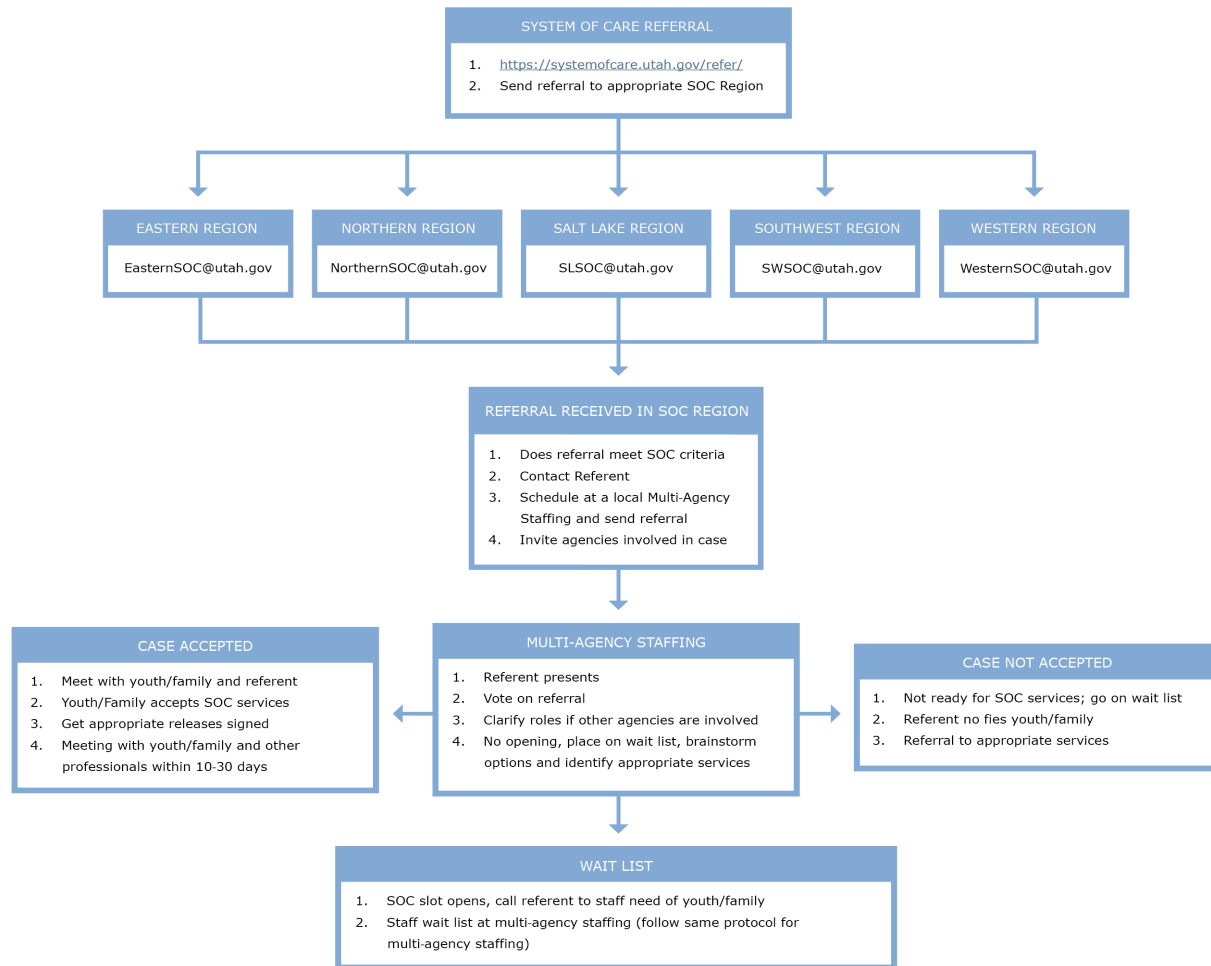
Has been referred to the Department of Human Services High Level Staffing Committee

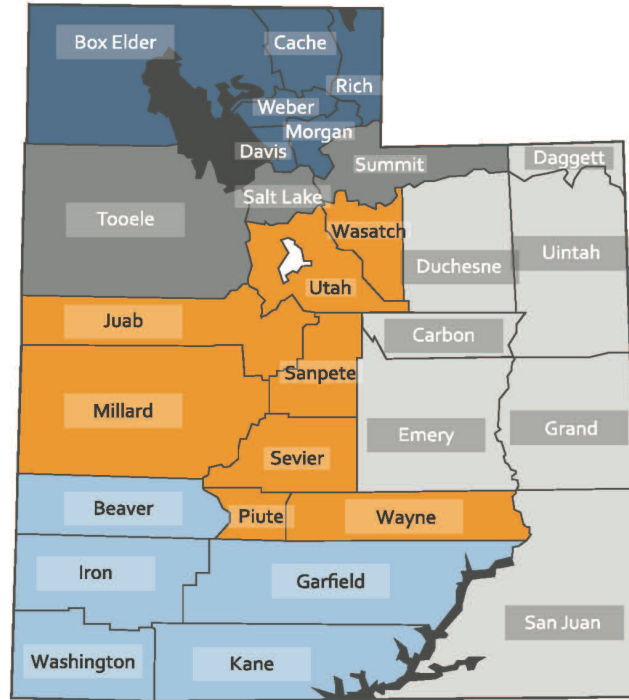


# System of Care Referrals



- **Not** limited to state custody
- Referrals only – participative **choice**
- Accept referrals for **Juvenile Competency**
- **Local Interagency Councils** review and select





**Northern Region**  
NorthernSOC@utah.gov

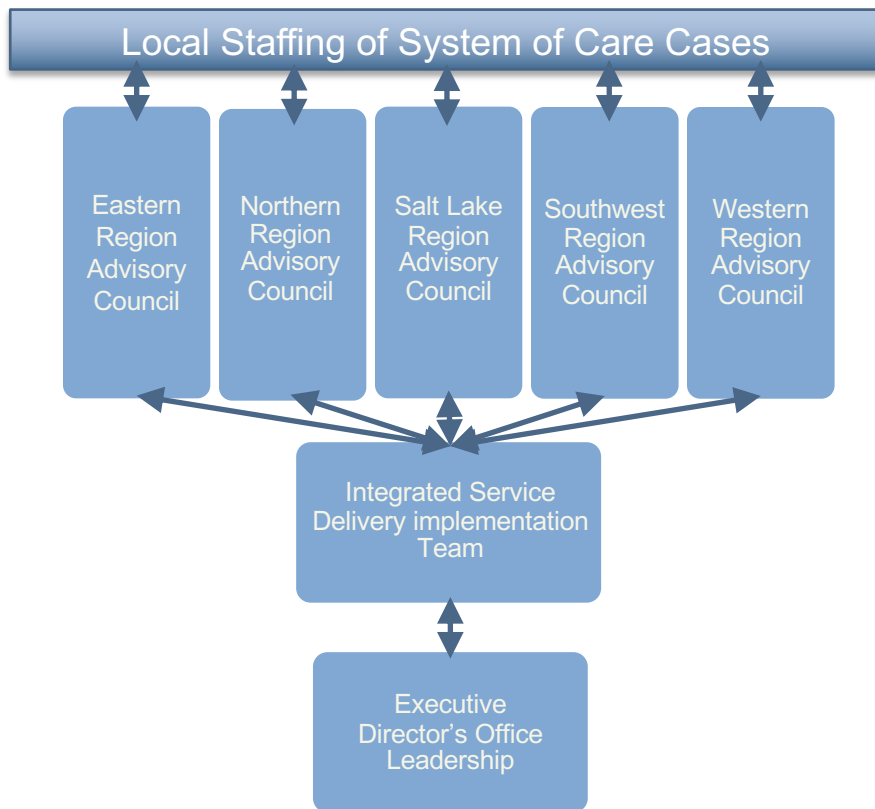
**Western Region**  
WesternSOC@utah.gov

**Southwest Region**  
SWSOC@utah.gov

**Salt Lake Region**  
SLSOC@utah.gov

**Eastern Region**  
EasternSOC@utah.gov

# System of Care Governance and Oversight Structure



## Local Staffing of System of Care Cases:

System of Care referrals and cases are staffed at existing local community agency staffing meetings. The community staffing determines which cases are accepted.

## Local Leadership Responsibilities:

*Regional Advisory Council is comprised of region child-serving agencies and organizations, private providers, and stakeholders*

Collaborate and partner on shared goals, service delivery, and accountability for outcomes

Develop an inventory of community-based services

Identify policy, regulatory, legal and/or financial challenges and remove barriers when possible; elevate when solutions are required at a system/state level

Evaluate service delivery, outcomes and identify areas for improvement

Monitor quality improvement efforts

## State Leadership Responsibilities:

### **Integrated Service Delivery Committee**

Collaborate and partner on shared goals, service delivery, and accountability for outcomes

Provide solutions to challenges and opportunities identified by Regional Advisory Councils

Evaluate service delivery, outcomes and areas for improvement submitted by regions

Monitor quality improvement efforts submitted by regions

Make informed decisions and recommendations regarding statewide SOC efforts

## Governance Leadership Responsibilities:

*Comprised of Department Directors*

Address Action Items that Require Policy, Funding or Legislative Actions



# THANK YOU

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