

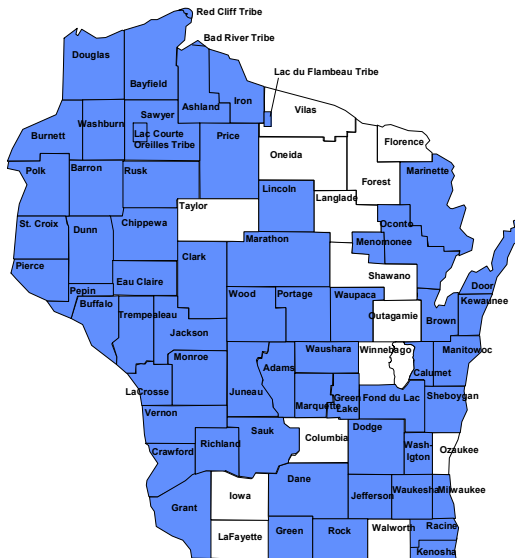
Leadership for Juvenile Justice System Change

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Wisconsin's Collaborative Systems of Care Serving Children & Families

(Updated July 2009)



Core Values

- Participant-centered approach
- Participant involvement throughout the process
- Building resources on natural and community supports
- Strength-based approach
- Providing unconditional care
- Collaborating across systems
- Using a team approach across agencies
- Ensuring Safety
- Being gender/age/and culturally responsive
- Promoting self-sufficiency
- Focus on education and employment where appropriate
- A belief in growth, learning and recovery
- Being oriented to meaningful outcomes

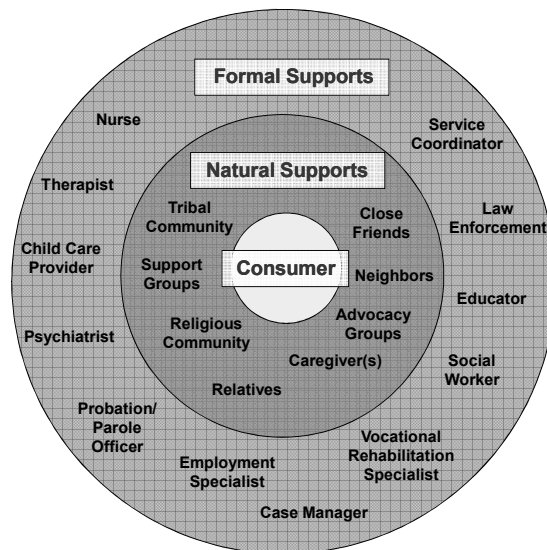
Practicing by the Principles

- Participant Involvement
 - Participant is involved in the planning at all times
 - Participant has voice, access and ownership
- Collaborative/Team Practice
 - Participant and community supports, and service providers working together to establish one plan
 - Unconditional care in all systems involvement
- Individualized Plans
 - Plans that are strength based, needs driven, individualized, culturally competent and community based

Target Group

- Involvement in two or more direct services
- Other interventions have not been successful over time; persistent obstacles to service access exist; and/or there is a need for service coordination
- Placement in or at risk of a restrictive living placement
- Willingness to be involved in the wraparound process

Wraparound Team



Levels of Team Involvement

- **Assessment, Planning, and Crisis Response Planning**
 - Teams meet every 1 – 2 weeks for 45 minutes to 1 hour
 - Phase may last approximately 2 – 3 months
- **Plan Implementation & Monitoring**
 - Teams meet as often as necessary, typically every 3 – 5 weeks
 - Phase may last approximately 6 – 12 months
- **Transition & Closure**
 - Teams may meet every 2 – 3 months while transitioning out of the formal team process

Role of a Service Coordinator

ROLE:

- “Expert” on the Collaborative Team Process
- Assure Team Completes the Assessment and Plan of Care
- Ensure the Plan of Care is Monitored
- Ensure Reassessment and Plan of Care Updates
- Share Outcomes

NOT ROLE:

- Sole decision-maker
- Person who does all the work
- The only person team members call
- To dictate what should be done, to infringe on, or be a substitute or the policies and procedures of other agencies

Research on Youth who Offend and Institutional Placements

According to research that began in 2000:

- Youth involved in serious crimes are not a particular “type” of youth – they differ from one another, much like their peers who have not offended
- Longer stays in juvenile facilities do not reduce offending
- Continued supervision and community-based services provided after a youth is released make a difference
- Treating substance abuse can reduce subsequent offending

“Research on Pathways to Desistance: Research Update Created for the Fourth Annual Models for Change National Working Conference”, 12/9/09, Mac Arthur Foundation

Individualized Assessment and Competency Development

Characteristics of youth in the juvenile justice system (national):

- 70% suffer from mental health disorder, 29% of these suffer from more than one disorder (Center for Mental Health and Juvenile Justice 2006)
- 33% of youth are learning disabled (US DOJ 1986)
- More than ½ of youth who are arrested tested positive for at least one drug (Watson 2004)
- 80% of youth treated for AODA have a mental health disorder (CWLA 2006)

Individualized Assessment and Competency Development

Characteristics of youth in the juvenile justice system (Wisconsin):

- 128 CST teams served youth involved with juvenile justice; 52% met SED criteria (CST initiative, 2009)
- 453 JCI youth were screened for AODA; 56.6 were diagnosed with dependence or abuse (WI Div. of Juv. Corrections, 2008)
- At admission to Lincoln Hills, about half of males are 4 grades below classmates in reading and math testing scores (WI Div. of Juv. Corrections, 2007)

Cultivate Local Leadership for Juvenile Justice

- Who is invested in effective juvenile justice?
- What groups/committees exist that concentrate on juvenile justice or related topics?
- Cultivate relationships and create a network

Essential Functions of Leadership

- Become or recruit a “champion(s)”
- Promote shared community ownership and responsibility for change.
- Working with the invested group, define the current status of local juvenile justice
- Define elements to change
- Facilitate planning process to move forward

Essential Functions of Leadership

Working with the collaborative leadership group:

- Essential membership
- Reach consensus on practice values
- Promote the values
- Select and promote best practice procedures

AUTHENTIC LEADERSHIP

Purpose

Values

Heart

Relationships

Self Discipline

Adapted
from
Bill George
"Authentic
Leadership"

NEW Partnership for Children and Families • University of Wisconsin - Green Bay
Managing Within A Child and Family Serving System (501) • Developed: 8/04

Essential Functions of Leadership

- Ensure quality service: *coaching, evaluating and improving performance*
- Build in ongoing support for collaboration
- Evaluation of change process

Supporting Quality Practice

“The leader tries to create for everybody interest and challenge, joy in work. The leader tries to optimize the education, skills, and abilities of everyone, and helps everyone to improve. Improvement and innovation are the leader’s aim.”

W. Edwards Deming 1989

Spheres of Leadership Activities

- Direct support of line staff and management team
- Integration of services/resources within the agency: *efficiency*
- Maintaining a positive collaborative network
- Providing initial and ongoing technical support
- Cheerleading

Leadership: Adapting to Change

Responsibility	Routine	Adaptive
Direction	Define and solve	Define challenge of change
Protection	Shield from external threats	Allow pressure to change to be felt
Orientation	Clarify roles and responsibilities	Challenge roles
Manage conflict	Maintain or restore order	Identify conflict and allow it to emerge
Create norms	Maintain norms	Challenge norms
<i>From Heifetz and Laurie:</i>		<i>Harvard Business Review</i>

Organizational Leadership

- Develop board-based agreement on values
 - Staff are aware of and can promote the foundational values
- Promote a flexible organizational structure
 - Job descriptions that reflect flexibility, teamwork and autonomy
 - Provide special training opportunities
 - Support flexible schedules
- Phase in system wide development
 - Start with a small number of teams and use experience to expand
- Get feedback and respond accordingly
 - Offer staff regular opportunities for input and support changes when needed
 - Establish a forum for problem solving and conflict management

Adapted from Sherry Schoenber, MA
Substance Abuse and Mental Health Services Administration

Accountability for Change

Accountability is the process of transferring strategies into reality.

A change plan must include a clear process of review of new expectations and practice.

- accountability for individual performance
- accountability for honoring collaborative agreements
- accountability for measuring outcomes of a new approach

Steps to Successful System Change

1. Understand the present system - *come to consensus on current condition and the desired change.*
2. Plan changes - *consider the impact on interrelated parts, changes the group can control, and create an implementation plan.*
3. Begin to change - *solidify agreements, take incremental steps, review and alter.*

Adapted from Amherst H. Wilder Foundation

Effective Collaborative Leadership: Seven Success Factors

- Institutional partners that link to the goal
- Evolving structure and partners
- Leadership in key positions
- Inclusive decision-making
- Appropriate governance structure
- Mutually beneficial interactions
- Decision-making based on data

Adapted from work by Dr. Hector Garza, President of the
National Council for Community and Education Partnerships, Washington D.C.

www.wicollaborative.org



Wisconsin's Collaborative Systems of Care (WCSOC) Resource Website

Home	Core Values	Resources	Contacts	Parents	Partners
<p style="text-align: center;">Coordinated Services Team Initiative (CST)</p> <p style="text-align: center;">Integrated Services Projects (ISP)</p> <p style="text-align: center;">Women's AODA</p>	<p>Welcome</p> <p>This website is meant to serve as a resource...</p>	<p>Materials from Recent Trainings</p> <p>Wisconsin's Collaborative Systems of Care</p>		<p style="text-align: center;">Trainings and Events</p> <p style="text-align: center;">WCSOC Handbooks</p> <p style="text-align: center;">Success Stories</p>	