

INTEGRATING FAMILY SERVICES

SLT/L&G Joint Meeting

11.30.2015

Meeting Minutes

Attending: Carol Maloney, Cheryl Huntley, Kathy Holsopple, Breena Holmes, Susan Bartlett, April Allen, Chloe Leary, Sadie Fischesser, Mary Moulton, Charlie Biss, Kim Friedman, Diane Bugbee, Jane Helmstetter, Cheryl Bilodeau, Carolyn Hatin, Todd Bauman, Mark Johnson, Barb Cimaglio, Reeva Murphy & Lily Sojourner.

Regrets: Terri Edgerton, Cindy Walcott & Chuck Myers

UNDERLYING BELIEFS THAT GUIDE OUR WORK TOGETHER

This meeting began with a discussion of, and, agreement on the following underlying beliefs that guide our work together:

1. The public/private partnership integral to IFS is a dance around power and control, between local autonomy and centralized decision-making. This partnership requires a commitment to:
 - Developing a deep and shared understanding of the opportunities and constraints under which the state and local partners are operating;
 - Co-creating solutions within the environment of opportunities and constraints.
2. Aspects of systems change are inherently incremental and developmental.
3. Trust and frequent, open communication are essential. We recognize that:
 - Trust is built over time as we work together.
 - Everyone around the table is:
 - Doing their best work possible;
 - Wants to work collaboratively;
 - Cares about achieving good outcomes for all children, youth and families.
4. These discussions are in part about seeking to understand any behavior that seems to contradict any of these beliefs.
5. We seek through all of our processes to hold relationships with children, youth, families, colleagues and staff at the core of how we work together, and we recognize that these relationships are where meaningful systems change occurs.

Next Steps related to underlying beliefs:

1. Everyone is encouraged to flag in the future any additional underlying beliefs that need discussion.
2. The IFS Management Team will:
 - a. Add “hold relationships among state and local partners in high regard” to these underlying beliefs;
 - b. Ensure that the following are reflected in the action plan that results from today’s meeting:
 - i. Acknowledgment of the complexity of the systems in which we are working
 - ii. Explicit reference to *families’* experience in the multiple service systems

OPPORTUNITIES AND RELATED ACTION STEPS THAT WILL IMPACT IFS DAILY OPERATIONS

Based on ideas generated in small group discussions, the following was agreed upon:

	Key Opportunities	Ideas generated on 10.21.15	One actionable next step that will impact/help change daily operations (from 11-30-15 discussion)	Individual, team or work group best suited to move on action step	Updates/Indicators of Progress
1	Develop, publicize and embed in key documents (e.g. master grant) a clear policy regarding use of deferred revenue	<ul style="list-style-type: none"> ○ Clarify the role of payment reform as it relates to IFS ○ Shared decision making. ○ Clear expectations around use. ○ How do we anticipate ahead of time (before contracts are executed) that agreements are as clear as they can be? ○ Create opportunities for learning from past negative experiences. ○ Learn how to rebuild trust. ○ How to develop a clear mechanism for frequent, regular and transparent communication. ○ Establish a conflict resolution protocol. ○ Presume positive intent, communication and transparency. ○ Community building, principles and ensuring a community building lens with a focus on 	Engage all relevant partners in a discussion aimed at developing a shared action plan to bend the curve on residential placement.	Turn the Curve Advisory Committee	

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	<p>relationships.</p> <ul style="list-style-type: none"> ○ Shared interdependence and values to guide the group when there isn't a clear agreement/decision. ○ As partners, we work together and not make the assumption that everything remains the same. 			
<p>2 Ensure an equal focus on prevention as well as intervention/treatment</p>	<ul style="list-style-type: none"> ○ Build this into discussions underway in Promotion & Prevention Work Group & Service Delivery Work Group 	<ol style="list-style-type: none"> 1. Define what we mean by "prevention," "intervention" and "treatment" for clarity and agree on message that makes sense to families. 2. Inventory the services and programs that fall into the above categories, in IFS, and what is being invested in them, so we clearly understand what the current state is. 	<p>IFS MT → SLT, I-Team & Community Partners</p> <ul style="list-style-type: none"> ○ <i>Gather information from families with an eye towards co-creating and implementing collaborative, parent driven, peer and community support strategies that build resilience and protective factors in families</i> ○ <i>Check the inventory against what families say they need</i> 	

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3	Maximize the potential of the state/community partnership inherent in the IFS model	<ul style="list-style-type: none"> ○ Resolve where the power and control is, how it is distributed and resolving power struggles and conflicts – what do we do when there is conflict. ○ Where is the balance between state driven and local driven? ○ How do we keep moving forward in a partnership between state and local partners? 	<ol style="list-style-type: none"> 1. At the IFS gathering in March, use the morning to do shared learning about organizations' roles, strengths and opportunities and figure out how to do that in an ongoing way. 2. Consider membership of the I-Team, SLT and explore the addition of local representatives (Field Directors, Families, etc.) to be more vertical. 3. Align the IFS strategic plan and work plan with the AHS strategic plan and plans of local entities. 4. Clarify roles and authority within AHS vis a vis implementation and operationalization of IFS regional grant. 5. Meet with DVHA to sort out waiting lists. 	<ol style="list-style-type: none"> 1. IFS MT → Ad-hoc planning committee 2. IFS MT → SLT, I-Team 3. SLT 4. Leadership & Governance Workgroup 5. IFS MT 	
4	Promote an organizational culture that reinforces shared responsibility and shared commitment (our children/families, our money, our services)	<ul style="list-style-type: none"> ○ Move organizational culture to inclusive culture defined by shared core values including shared commitment, shared responsibility and shared power? ○ IFS is about change – think about the opportunities moving forward. ○ How to lessen the burden by sharing solutions and work 	<ol style="list-style-type: none"> 1. Work with community partners to develop a plan for the next iteration of the SLT and I-Team. 2. Embed understanding of IFS core values, work and solutions in the middle level of AHS and departments. (e.g. through IFS newsletter) 3. Identify ways for state and local education partners to be regularly and integrally involved in IFS. 4. Co-create shared workforce development opportunities across all sectors, perhaps using professional/parent co-trainers. 5. Define the decision-making authority of 	<ol style="list-style-type: none"> 1. IFS MT → SLT, I-Team 2. IFS MT → AHS Leadership 3. IFS MT with AHS Leadership, other IFS teams and IFS workgroups 4. IFS MT with the SIT and eventual Workforce Development work group 5. Leadership & 	

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			the IFS regional governance teams vis-a-vis the IFS regional grantee.	Governance workgroup	
5	Establish an IFS conflict resolution protocol that is used at the state and community level		<ol style="list-style-type: none"> 1. Deputize a centralized conflict resolution group (state and local partners) to serve as a single point of contact for IFS conflicts. 2. Create a corresponding conflict resolution protocol. 	<ol style="list-style-type: none"> 1. Leadership & Governance workgroup → AHS leadership 2. Leadership & Governance workgroup → SLT, I-Team 	

Next Steps

1. I-Team will review its tasks (see those assigned above).
2. The Management Team will:
 - Create a summary of these joint meetings (for wide distribution e.g. IFS newsletter)
 - Confirm AHS leadership's commitment to these action steps
 - Create a timeline for some of the outlined steps and prioritize the most important ones.
 - Ensure other IFS teams review this information/ prioritize communication of the joint meeting summary with key partners and developing regions (e.g. conflict resolution protocol)
3. Everyone will clearly title emails to correspond with the above information so emails don't get lost (given the volume of emails people have to process).

Those in attendance agreed that no additional joint meeting of the Senior Leadership Team and Leadership and Governance Work Group is needed at this time. Everyone agreed to hold themselves accountable to moving ahead on the identified action steps.