





NWIC

National Wraparound
Implementation Center

Advancing Systems  *Enhancing the Workforce*  *Improving Outcomes*

Systems Level Leadership

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UW Medicine
SCHOOL OF MEDICINE



UNIVERSITY of MARYLAND
SCHOOL OF SOCIAL WORK

THE INSTITUTE FOR INNOVATION & IMPLEMENTATION

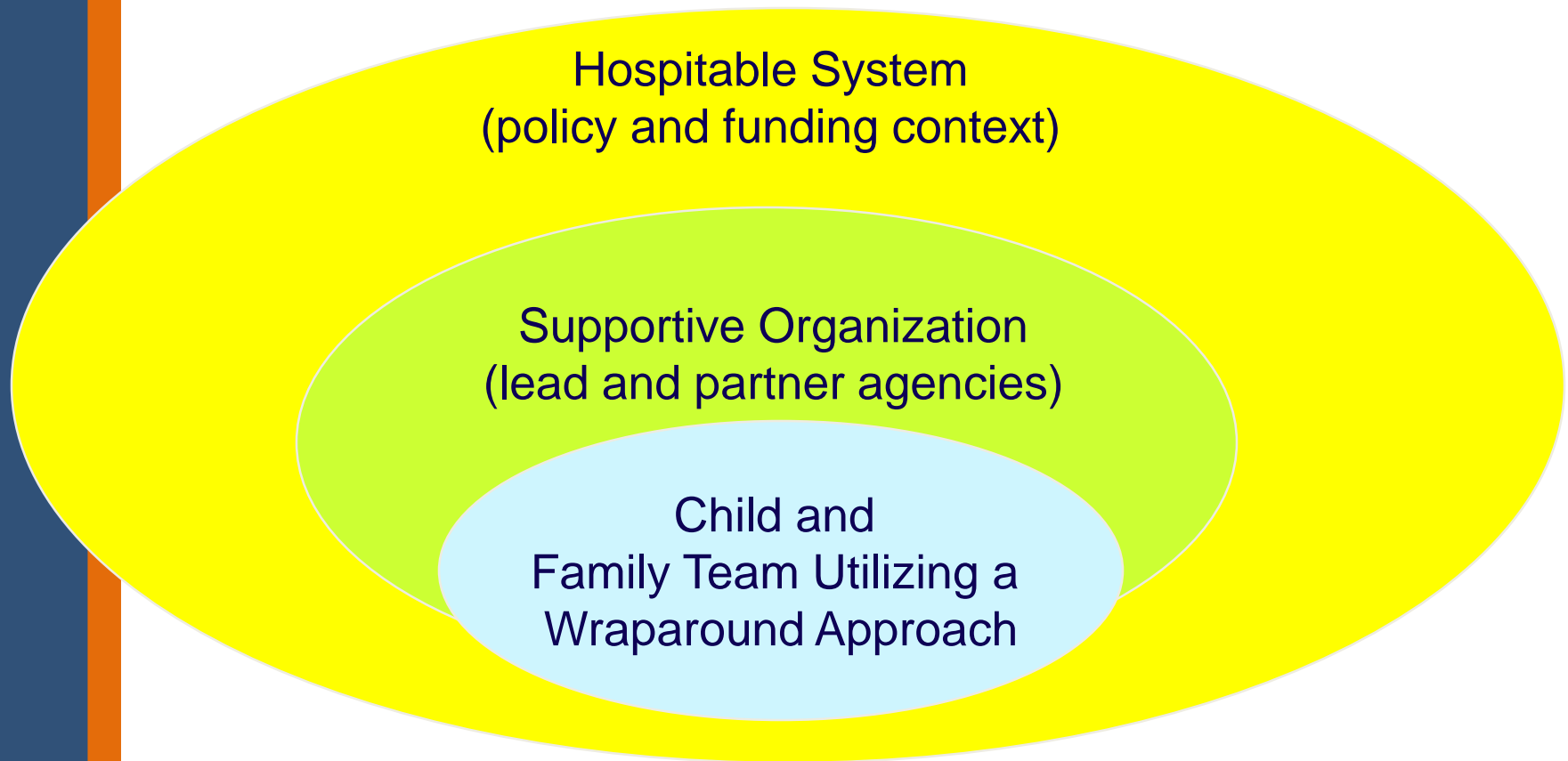


Objective

Managing large-scale system SOC efforts can be extremely challenging.

This workshop will focus strategies for working across systems, management strategies and strategies for achieving needed buy in from the range of stakeholders necessary for success.

Supportive Environment for Effective Wraparound in a System of Care



Adapted from Walker, J., Koroloff, N., Schutte, K., & Bruns, E. (2004) Organizational system support for wraparound: An introduction.
[National Wraparound Initiative](#)

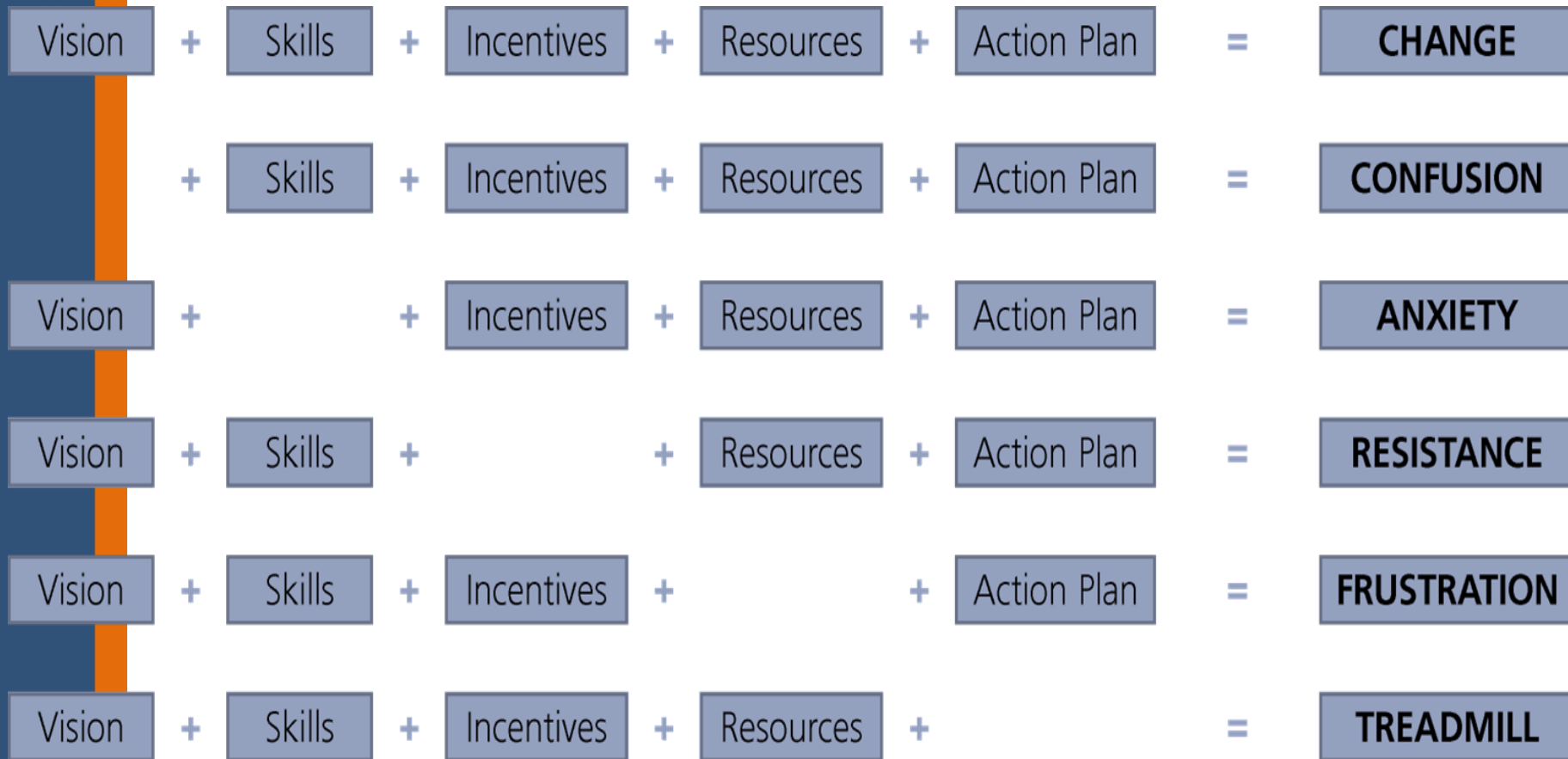
System of Care Functions Requiring Structure



- Planning
- Governance-Policy Level Oversight
- System Management
- Benefit Design/Service Array
- Evidence-Based Practice
- Outreach and Referral
- System Entry/Access
- Screening, Assessment, and Evaluation
- Decision Making and Oversight at the Service Delivery Level
 - Care Planning
 - Care Authorization
 - Care Monitoring and Review
- Care Management or Care Coordination
- Crisis Management at the Service Delivery and Systems Levels
- Utilization Management
- Family Involvement, Support, and Development at all Levels
- Youth Involvement, Support, and Development at all Levels
- Staff Involvement, Support, Development
- Orientation, Training of Key Stakeholders
- External and Internal Communication
- Social Marketing
- Provider Network
- Protecting Privacy
- Ensuring Rights
- Transportation
- Financing
- Purchasing/Contracting
- Provider Payment Rates
- Revenue Generation and Reinvestment
- Billing and Claims Processing
- Information Management & Communications Technology
- Quality Improvement
- Evaluation
- System Exit
- Technical Assistance and Consultation
- Cultural and Linguistic Competence



Building Systems of Care = Strategically Managing Complex Change



Effective System-Building Process



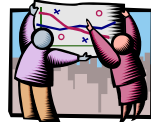
Leadership & Constituency Building

A Strategic Focus Over Time

Orientation to Sustainability



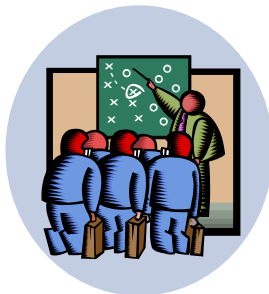
FUNCTIONS



Planning



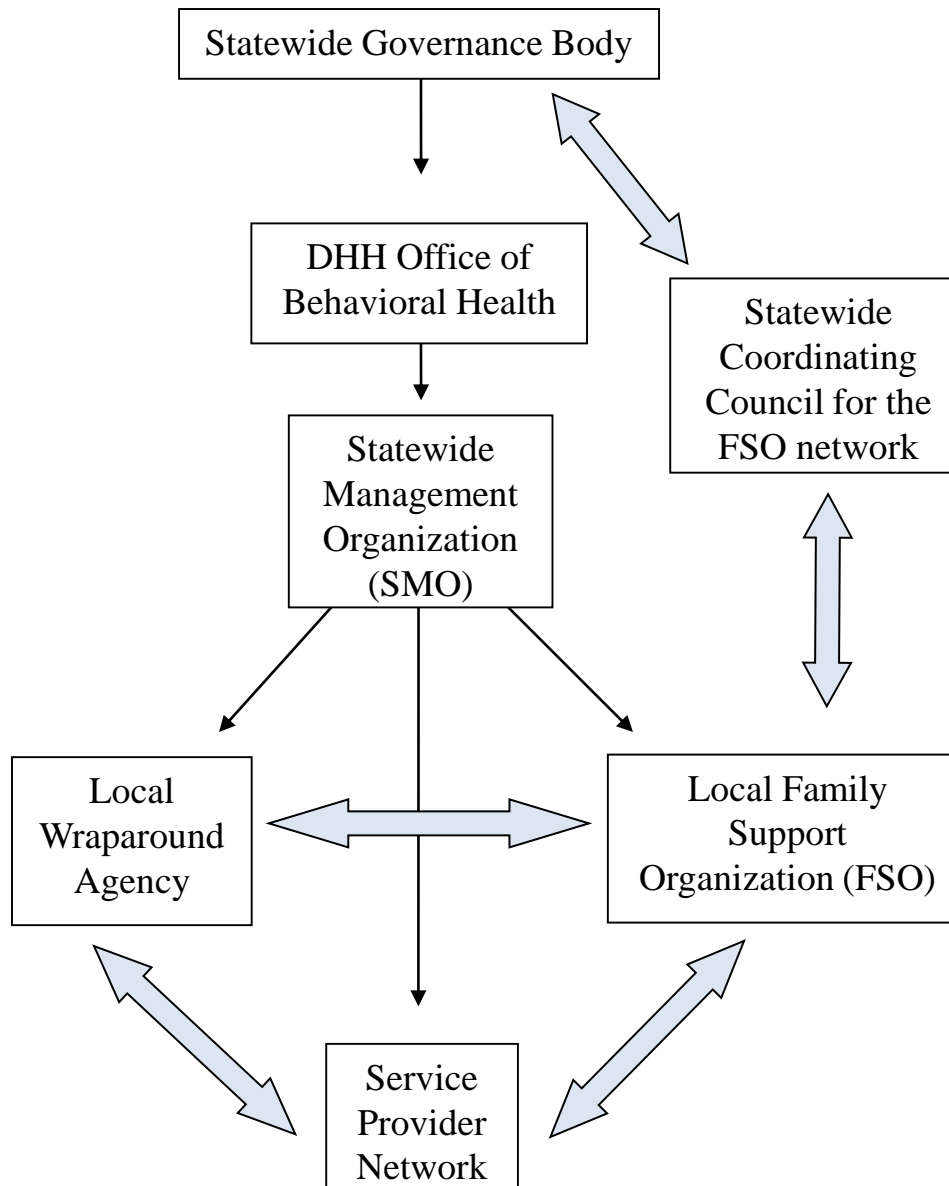
Governance



System Management



Louisiana CSOC



Two Types of Leadership



- Visionary
- Management

Strategies for Effective System Level Leadership



- Articulate a vision
- Build partnerships through joint recognition of a common problem/goal
- Seek opportunities to leverage
- Engage stakeholders broadly and meaningfully
- Honest dialogue
- Transparency

Management leadership



- Adequate staff and resources
- Clear expectations
- Workplan with timelines and responsible parties



Workplan Objectives

- Establish common vision and goal for system of care
- Establish planning infrastructure
- Mapping of current system strengths, opportunities and weaknesses relevant to population of focus
- Determine recommended system design
- Identify needed infrastructure



Workplan Objectives

- Identify needed infrastructure
- Conduct cross-system analysis of service utilization, expenditures and financing
- Analyze, determine final system design and financing strategies.
- Submit needed state plan amendments, waivers, other applications
- Development implementation plan



Progress Report

- Dashboard ratings on
 - Timeline
 - Quality
 - Stakeholder Support
 - Budget
- Key Accomplishments
- Key Milestones
- Priorities for coming month
- Top risks for period with probability and impact

Keys to System Level Leadership



- Relationships
- Communications and engagement structures
- Sustaining through shifting state government priorities

Building Service Capacity and Buy-in at the County Level



- Identify early adapters/leaders/mentors
- Identify needs of all stakeholders/find common ground
- Find value for each stakeholder to be an active partner in the SOC venture
- Acknowledge the “Territory-Protection” Issue

Building Service Capacity and Buy-in at the County Level



- Develop a shared vision/mission inclusive of all stakeholders (especially families and youth)
- Resources & training opportunities
- Clear Expectations and accountability
- Recognition of efforts and celebrate successes



Take Aways

- Wraparound implementation should occur within a system of care
- System level leadership requires both vision and management
- Relationships are key

Questions?





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