



NWIC

National Wraparound
Implementation Center

Advancing Systems  *Enhancing the Workforce*  *Improving Outcomes*

Leadership of Culture Change

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Objective

Implementation of quality wraparound care coordination is a fundamental culture change for most agencies and SOC implementation overall is equally challenging.

This workshop will educate participants on elements of culture change typically necessary to implement high quality wraparound, the challenges of leading a culture change and strategies for successful adoption.

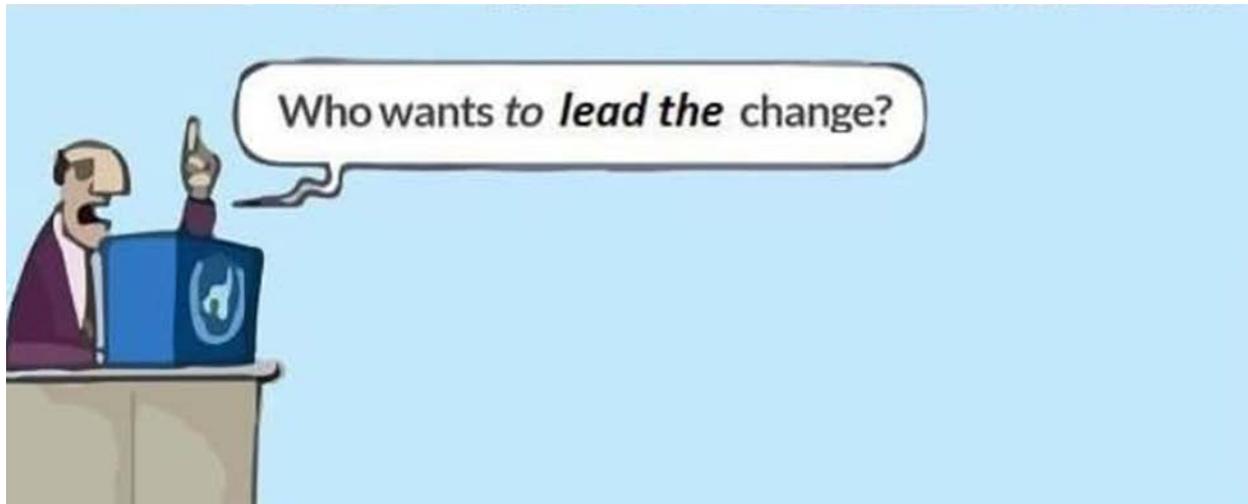
Leading Culture Change



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Leading Culture Change



Three Things in Common



- Stand up and walk around the room
- Wait for further instructions



What is Culture Change?

- Quick easy fix vs. ongoing journey
- Example



What is Culture Change?





Culture Change Requires

- **Leaders who**
 - Understand current state
 - Establish a clear vision
 - Align behaviors
 - Instill accountability
- **Common challenges**
 - “We’re different . . .”



Current State

- **Knowledge and Awareness**
- **Honest assessment of the current culture**
- **Development of baseline data**
- **Clear vision of the desired state**



Current State

- **How do you find out what is happening from the youth and family's perspective?**





Clear Vision

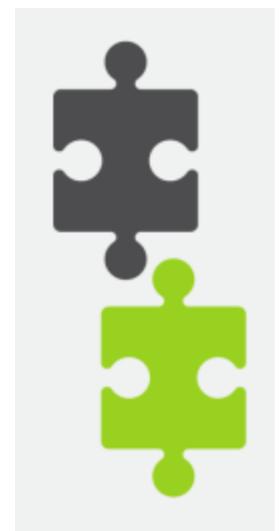
- **Overcommunicate the vision**
- **Model the behavior you want to see**
- **Deliver consistent messages**
- **Believe and inspire others to believe it**
- **How do you know when you have a clear vision?**





Alignment

- **Often employee expectations and those of organization are not aligned**
 - Bright, shiny mission statements
 - Size of organization
 - Type of organization
- **Frank discussion of tough issues**
- **Core competencies to support the culture**
- **Stretch goals for leadership**





Instill Accountability

- **Expectations are clear**
- **Expectations are reasonable**
- **Positive outcomes follow performance**
- **Consequences follow poor performance**
 - Link behaviors, goals and achievements to performance reviews





Wraparound

- **Aspects of Wraparound that Require Fundamental Culture Change**
 - Strength based
 - Focus on underlying needs, not behaviors
 - Family driven practice model



Family Driven Practice Model



- **Unlearning “expert” perspective**
- **Recognizing families as full partners**
- **Moving from case staffings to “nothing about us, without us”**
- **Discomfort and vulnerability**

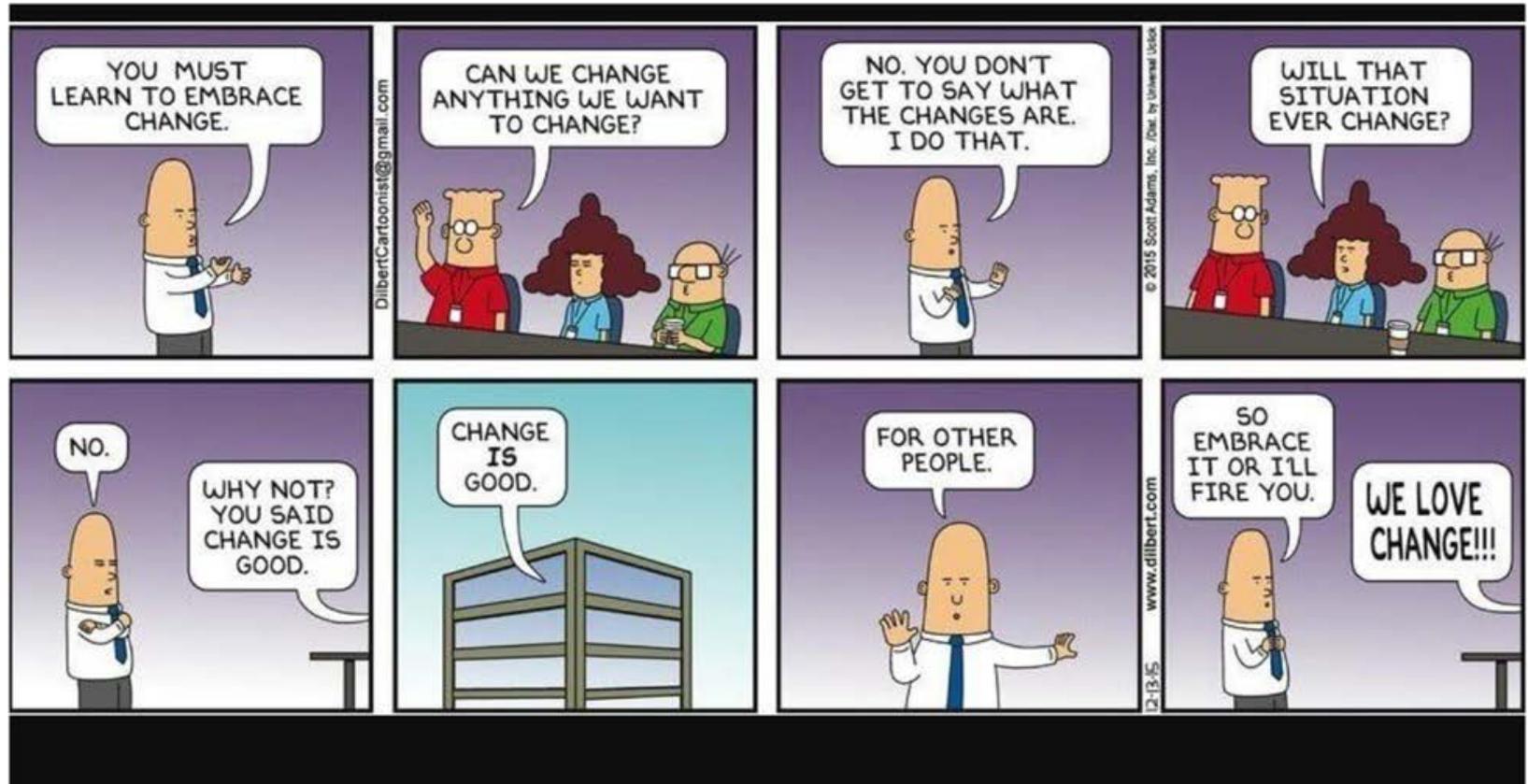


Personal Leadership

- Living the values
- Effective management processes
- Change office dynamic and tone



Ineffective Management



Redefining Organizational Mission



- **New way of doing business vs. how does this fit with my real job**
- **Clear Priority**
- **Focused effort**



HOW I FEEL WHEN...



**EVERYONE IS LIVING OUR
MISSION AND VISION!**

Accountability and Recognition



- **Setting expectations**
- **Monitoring performance and reporting**
- **Across the entire organizational structure**



Educating System Partners



- **Operating in the medical model environment with a strengths-based approach**
- **“Lunch n’ learn” to educate community partners about wraparound**
 - Encourage stakeholder input and transparency in service delivery components
 - Provide CEUs and complete satisfaction surveys on trainings offered



Continual Quality Improvement



- “Live” in the expectation that families and youth have genuine voice, choice and ownership
- Foster nonthreatening culture
- Collect data and feedback from families, youth and stakeholders





Take Aways

- **Culture change is incremental**
- **Accountability matters**
- **Family Driven Practice Model is a fundamental shift**
- **Continual quality improvement matters**

Questions?



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