



Rising Together Convening for Providers: Working Through Partnership- Building Partnerships to Provide Effective Case Management

**Via Zoom
April 26, 2022
10:00am-1:00 pm**

Welcome and Initial Guidance

- **Need Technical Support?** Send a private chat to Sarah Soroui
 - **All meeting materials will be sent** to participants after the convening
- **Please Rename Yourself in Zoom with the following information:**
First Name and Initial of Last, Short Organization Name, Pronouns
 - Example: Susan L, SRL Consulting, She/Her

Here's What We Want to Accomplish Today:

| Investigate | Learn | Understand | Explore |
|---|---------------------------------|--|--|
| Cross-system collaboration & effective partnership models | Techniques in case conferencing | The benefits of using common tools, strategies and language in serving YYA | Concrete steps for network development |

Agenda

- 1. Understanding Youth Homelessness in Boston**
- 2. Identifying Challenges forYYA Served across Multiple Providers**
- 3. Principles to Improve Coordination Across Providers**
- 4. Organization & Staff Level Strategies to Enable Coordination**
- 5. Break**
- 6. Implementing Shared CM Framework to Optimize Collaboration**

OPENER: POLL

- **Question: What are the greatest challenges to serving YYA experiencing homelessness?**



Understanding Youth Homelessness in Boston

Who Are Boston's Unhoused Youth and Young Adults ?

- 92 individual YYA are living on the street or in the shelter system
- 119 parenting YYA are living in the shelter system

<https://unitedwaymassbay.org/our-impact/ending-homelessness/rising-to-the-challenge/&sa=D&source=editors&ust=1648401273340631&usg=AOvVaw1YvV07Kad0aAMON1rFFIIB>

Particular subpopulations are at higher risk for homelessness

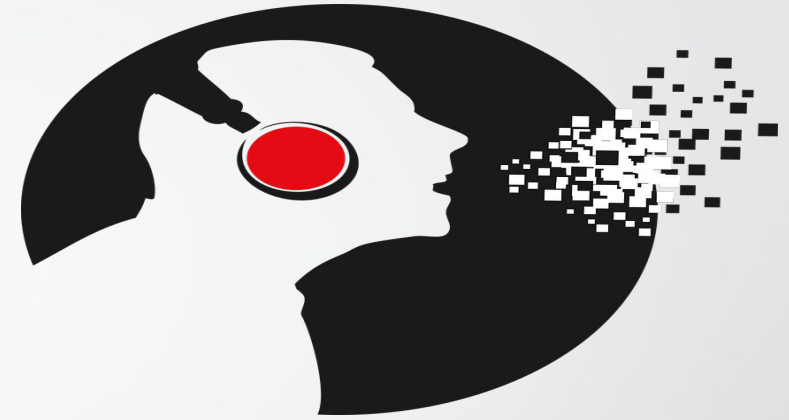
- **51% of YYA experiencing homelessness identify as Black**
- **45% of unhoused YYA identify as latino/a or Hispanic**
- **26% of all YYAs experiencing homelessness identify as LGBTQ+** both statewide and in the Metro Boston Region region
- **33% of YYA experiencing homelessness** had once been in the foster care system and nearly half report being detained by the juvenile justice or adult justice system

Episodically Homeless: Capturing the Magnitude of the Issue

As of January 2020, **Massachusetts** had an estimated **481 unaccompanied young adults (aged 18-24) were episodically homeless any given day.**

24,658 public school students experienced homelessness over the course of the year. **15,330** were doubled up-living with other families/ in other households

Youth Voice: Keeping Their Feedback Top of Mind



Key Insights. Here is what they need:

- Not only drawn to program for \$\$
- **Inclusive and supportive environment:** incentive to show up!
- **Daily supports from staff:** helpful (reminders, barrier-eliminating tasks)
- **Participation bonuses** and **higher hourly wages** incentivizes participation
- **Coordination across providers** to avoid duplication and frustration

CHALLENGES FOR YYA BEING BEING SERVED ACROSS MULTIPLE SYSTEMS

- YYA seek out services of ONE type usually but need more
- Providers not one-stop shop
- YYA get referrals but cold hand off; re-traumatizing to tell one's story repeatedly
- YYA left to figure out next steps and how to negotiate system



Tell us about your experience:

What issues or **challenges** have come up **when trying to coordinate with other services providers** that are also serving your youth?



Principles to Improve Coordination and Collaboration Across Providers



Developing Service Networks: Collaboration and Coordination

GOAL: provide holistic, coordinated, integrated services across providers and reduce duplication.

HOW TO:

Apply concepts of partnership and network development: Systems approach and staff level approach

Partnership and Collaboration

- <https://www.kpwashingtonresearch.org/about-us/ghri-centers/center-community-health-and-evaluation/cche-collaboration-model>



Essential Elements of Collaboration



- **Shared Purpose:** joint priorities, sense of collective ownership, e.g.: stabilization of YYA through housing and employment
- **Essential people at the table:** intentionally engaging representation across sectors, e.g.: housing specialists, case managers, career specialists
- **Effective Leadership:** foster trust, distribute power and decision-making; effective communication, e.g.: program directors, managers

Essential Elements too!



- **Adequate structure and support:** dedicated staff with capacity; rules and processes to meet the goals; structures for clear decision-making; communication that includes community voice; data/ analytics capacity
- **Active collaboration:** all partners= participate in planning & operate with shared interest
- **Taking action:** identified resources and methods for measuring success to support collective progress, e.g.: staff designated to gather data to share, staff coordinator

Partnership vs. Network

- What's the distinction?
- What elements are essential?





Organization Level and Staff Level Strategies to Enable Collaboration

How To Initiate Collaboration: At Organization Level

Have initial planning meetings to set up your framework :

- ✓ **Designate point person** who will set the framework for your organization
- ✓ Develop a **plan for communication**
- ✓ Develop **tools for sharing information**: confidentiality, data collection and data sharing agreements
- ✓ Identify **who will have access to data** and how it will be shared
- ✓ Develop **list of partnering organizations** for collaborating and jointly serving participants

Your Input:



Show of hands: Has your organization used a framework for collaborating with other programs such as this?

In the chat: What worked? What didn't work so well?

How to Set Up Structure for Collaboration/ Case Conferencing: At Staff Level

Initial planning meetings to set up for IMPLEMENTATION. Should include:

- ✓ **Set regular meeting** dates
- ✓ Have an **agenda**
- ✓ **Identify cases** for discussion
- ✓ **Prepare case presentations**-with info and data you will share with partners; include the successes and struggles of each
- ✓ Take notes that **document decisions made**, action items and follow up needed and WHO IS RESPONSIBLE
- ✓ **Update case plans** after the meeting to reflect changes



LIFT YOUR VOICE:

Tell us about your experience in collaborating/ case- on individual YYA cases

Breakout Group #1

Developing Your Plan for Collaborating:

Begin to lay foundation for developing your partnership:


- Establish clear objectives: purpose
- Designate responsibility: role in your org?
- Identify kind of data to be collected, tools & agreements needed
- Brainstorm kinds of orgs needed for partnership





FEEDBACK LOOP

SHARE OUT what your group brainstormed as key elements to set up your partnership



NETWORKED SYSTEM OF PROVIDERS=STRONGER SYSTEM OF SERVICES AND ADVOCACY

- **STRONGER VOICE IN POLICY ADVOCACY**
- **BETTER POSITIONED FOR JOINT FUNDRAISING**
- **CAN ENGAGE COMMUNITY AND STAKEHOLDERS AS
A UNIFIED FORCE**

Quick Break

Be back in 10 min!





Implementing a Shared CM Framework to Optimize Collaboration



COLLABORATION AND NETWORKED SERVICES= SUPPORT FOR YYA

- **Use common language, tools and service framework**
- **Share program knowledge AND effective practices**
- **Close service gaps and reduce silos**
- **Stronger support for YYA = providers working together**
- **A network better positions EACH program**

Shared Framework for Case Management

What is it?

- Agreed-upon definition for case management
- Understanding Stages of Change for YYA
- Using common language
- Implementing similar therapeutic methods

Why do we need it?

- Case managers across orgs on same page
- Easier to coordinate if “speaking same language”
- Common tools- less confusing and less repetition for YYA
- Efficiency

Case Management: The Framework

GOAL: to achieve state of well-being where the participant is stable and secure enough to meet their needs and resilient enough to withstand modest shocks

WORKING DEFINITION:

- Participant-centered and strengths-based
- Age and stage appropriate
- Goal-oriented process for assessing needs for both personal development **and** stability
- Coordinated services focused on assisting in maximizing immediate opportunities, work readiness and constructive future planning

Bi-Lateral Case Management



- Systems-level approach that calls for collaboration within organizations AND across systems
- Participant-level strategy that requires active engagement of the client so they are driving their plan

Bi-Lateral Case Management Approach



System Level Responsibilities:

- **Develop partnerships and foster cross-collaboration** to maximize support across service areas
- Develop **clear guidelines for decision-making**
- **Have clear data and info-sharing agreements in place for confidentiality**
- **Use case conferencing to maximize supports without duplication**
- **Revise traditional modes of operation** when they do not work in the participants' best interest

Bi-Lateral Case Management Approach



Participant Level Responsibilities:

- **Identify and prioritize personal strengths and needs and translate them into a set of realistic goals**
- **Develop a plan of action for achieving the goals that is transparent to all stakeholders**
- **Access the resources** needed to pursue those goals **across institutions**
- **Help the participant access services on his or her own** thereby reducing dependency on the case manager
- Offer case management in groups as well as individually so participants have **a peer network**



Poll: Tell us about your practice...

Does your current case management practice include collaborating/ case conferencing and info sharing about YYA?

Shared Case Management Tools and Strategy:

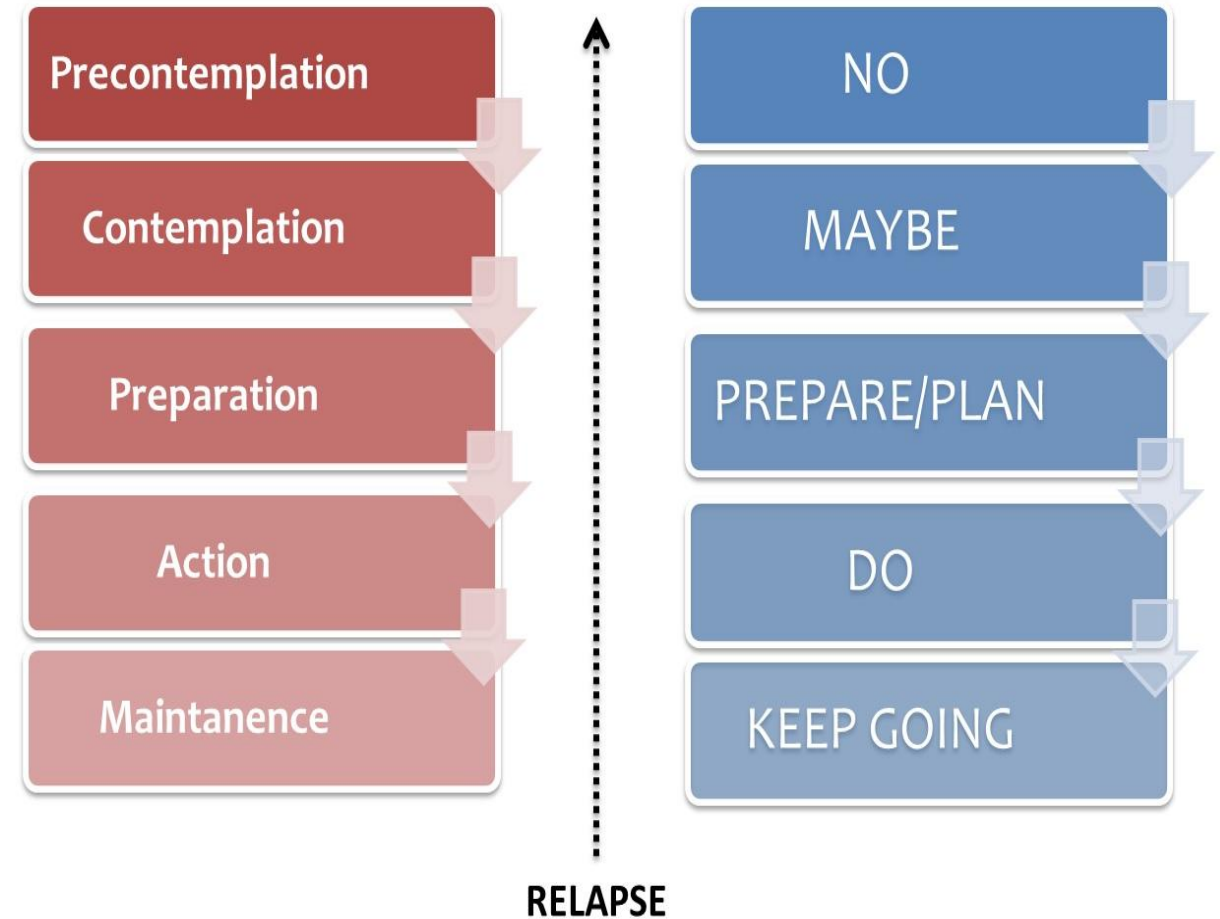
- Common language,
- Common tools
- Consistent framework
- Reduced service gaps
- Supports case conferencing



Stages of Change: A Way to Operationalize...

**meeting people
where they are**

Transtheoretical Model Stages of change



Motivational Interviewing

- Evidence-based approach to addressing ambivalence, lack of confidence
- O.A.R.S.:
 - Open-ended
 - Affirmations
 - Reflections
 - Summaries

Cognitive Behavioral Interventions

- **Evidence-based: Focused strategy to change thinking patterns**
- **Core principles**
 - ❑ Learn to recognize one's distortions in thinking that create problems
 - ❑ Gain understanding of the behavior and motivation of others
 - ❑ Use problem-solving skills to cope with difficult situations
 - ❑ Learn to develop self-confidence in own abilities

Trauma-Informed Service Delivery



- Virtually everyone has experienced some sort of trauma
- Recognize signs and symptoms (aggression, depression, anxiety)
- Avoid re-traumatization



Case Conferencing Using Shared Framework

Breakout Group #2:

Case Conferencing In Practice

In small groups, you will **practice case conferencing model** referenced earlier by looking at a case study, Jorge, age 18.

Group Leader facilitates: Choose a facilitator. Choose a notetaker who will give quick snapshot in our share out.

Data Gathering: Gather info from providers. What are his strengths and challenges? What services is he engaged in currently?

Problem-Solving & Action-Planning: What supports needed? Next steps?

Share Out



Capturing Final Thoughts

- SURVEY: FEEDBACK ON THE SESSION-TELL US WHAT WORKED AND WHAT ELSE YOU NEED
<https://forms.gle/4BXR8GW4GPJePuA36>
- Takeaways can be entered in the chat too!
- Next session: May 12th (9am-12pm)
“Developing Logic Models and Appropriate Metrics for the Evaluation of Homeless Intervention Programs”
- To register please visit:
owd.boston.gov/rising-together/