

Title of Presentation: “Wrap it Right: A Community’s Experience with Implementing a Best Practice

Principal Presenter: Sylvia McShan MS
Title: National Evaluator
Organization: One Community Partnership
Address: 6301 NW 5th Way, Fort Lauderdale, FL 33309
E mail: smcshan@fmhi.usf.edu]

Additional Presenter: Helene Sohn, Parent
Title: Family Involvement Coordinator
Organization: One Community Partnership
Address: 6301 NW 5th Way, Fort Lauderdale, FL 33309
E mail: helenesohn@bellsouth.net]

Additional Presenter: Julie Radlauer MS
Title: Clinical Coordinator
Organization: One Community Partnership
Address: 6301 NW 5th Way, Fort Lauderdale, FL 33309
E mail: dduresky@cscbroward.org

Communities often face difficulties when attempts are made to apply research and implement best practices into local initiatives. Barriers are often encountered in changing systems that have been in place for many years. During the past two decades much has been written on the implementation of complex change in organizations. The use of business management models to implement and manage change can be highly beneficial to social service and public sector organizations.

In 2002 Broward County Florida was awarded a grant from the federal government through SAMHSA to develop a System of Care for Severely Emotionally Disturbed adolescents. The funding from the grant was focused on developing the infrastructure to better serve children and their families and allowed for a six year time frame for development and implementation. The project was named *One Community Partnership*. Local grant staff understood the need to impact the community at the following levels:

- Systems Level (Government, Local Leaders, Policy Makers)
- Provider Level (Agencies, Clinical Directors)
- Child and Family Level (The population we serve)

The One Community Partnership (OCP) was faced with the task of implementing a high fidelity Wraparound approach into an existing system. One Community Partnership (OCP) committed themselves to implementing and sustaining a high fidelity model of Wraparound as research indicated that low fidelity models would not produce statistically significant results that would be different from the “Turbo-Case Management” model that

was currently in place. The Wraparound model offered by VROON Van Den Berg (VVDB) was chosen for implementation VVDB places a high value on high fidelity and their commitment to the communities in which they work.

It was decided that the combining of several Best Practice models would provide the most efficient and effective infusion into the community. The Models chosen were:

The Florida Sterling Model

- Broward County has the advantage of the Children's Services Board and a Children's Services Council and is fortunate to have better than average resources for children's behavioral health. This model was chosen to assist in aligning the efforts and multiple processes to increase performance.

Six Sigma "*Managing Complex Change*"

- This model allowed the grant staff to identify and support the five necessary elements for effective change: Vision, Skills, Incentives, Resources and Action Plans.

Kirpatrick's "*Evaluating Training*"

- Kirpatrick's model provided guidelines to measure transfer of knowledge into application at four levels: Reaction, Learning, Changed Behavior and Results.

Roger's "*Diffusion and Adoption*"

- The adopter's model allowed us to conceptualize and increase understanding of the process of adopting a new service planning approach.

Kaplan and Norton's "*Balanced Scorecard*"

- The Scorecard approach allowed staff to effectively measure impact at all levels and increase community buy in. Dashboards were later developed to easily track current and critical success measures in a highly visible format.

Evaluation was critical for successfully transforming the community and to support this, the Florida Mental Health Institute from the University of South Florida was contracted as a partner to provide valid and reliable data.

OCP is completing its third year and has experienced areas of significant success in Best Practice implementation. Data has been gathered in all areas of implementation and has been shared with the community through formal and informal presentations. All data supports the beneficial use of the models chosen to assist Best Practice implementation and demonstrates the feasibility of business practices blended with social services.