Overview of the Phases for Systems of Care

Phases of Development of System of Care	Stages for Development of a System of Care
Phase 1 – **Pre-Planning**	Form Workgroup
	Articulate Mission
	Identify Goals and Guiding Principles
Phase 2 – **Theory of Change Development** *What are the assumed relationships between population, strategies and outcomes?*	Develop the Population Context
	Map Resources and Assets
	Assess System Flow
	Identify Outcomes and Measurement Parameters
	Define Strategies
	Create and Fine-tune the Framework
Phase 3 – **Implementation**	Elicit Feedback
	Use Framework to Inform Planning, Evaluation, and Technical Assistance Efforts
	Use Framework to Track Progress and Revise Theory of Change

System of Care: County Implementation Tool

Phases of Development of System of Care	Stages for Development of a System of Care	Benchmarks	Strategies
Phase 1 – **Pre-Planning**	Form Workgroups	• Clarify potential project and framework level (System, Bridge and Practice Levels) • Workgroup includes Cross System representation, including Family/Caregiver and Community involvement at equal levels • Training entire workgroup and orientation to SOC	• Workgroups are given some degree of administrative support to provide recordkeeping, documentation and a vehicle to share information. • *Structure* is given to workgroup process and consistent membership is developed • Orientation is given to family/community members regarding current system and SOC project • Workgroups develop work plans and tasks that have specific timeframes • Workgroup members represent community (racially and ethnically) • Workgroup members have the skills to act as liaison and legitimate authority to represent ideas and concerns of their group • Mechanisms are established by each group by which liaison continues to share information and receive feedback throughout development phases • Commitment to Values and Principles is established and demonstrated (see Sheila's Pires Primer) • Families are involved at a meaningful level at this stage.
	Articulate Mission	• Existing mission statement is reviewed or new statement is articulated • Review specific aspects of the mission for appropriateness across stakeholders	• If mission statement needs to be developed it should occur before theory of change is developed • Mission statement reflects local issues and strengths and specifically address the context in which the system will develop, population, and the expected impact • Liaison reviews Missions Statement with stakeholder groups

Phases of Development of System of Care	Stages for Development of a System of Care	Benchmarks	Strategies
Phase 1 – Pre-Planning (cont.)	Identify Goals	• Shared goals that relate to mission are identified - *this process will also identify goals that are not or cannot be shared by the group*	• Brainstorming session has occurred where people can articulate their desires for systems development • Guiding principles have emerged from goal statements. These principles should ground vision • Commitment to developing a system of care is strengthened and workgroup continues to develop skills in articulating why SOC is necessary. • Identify short term and long term goals

Phase 2 –
 	
Theory of Change Development
 	
What are the assumed relationships between population, strategies and outcomes?
	Develop Population Context (Target Population)	• Description of population of focus (target population)
		• Review the selected population context (strengths, needs and roles) against the mission and goals (Does this population fit in terms of accomplishing our mission and goals?)
			• Description of the population of focus includes:
			  1. Strengths and characteristics of families being served, their eligibility for services
			  2. Strengths and needs of service (practice) delivery process and associated infrastructure (system)
			  3. Political, cultural and economic context of community
			• Clear articulation of how many children/youth meet population definitions and what subgroups are of most concern in the community.
			• Facilitate outreach to family leaders representing the perspectives and experiences of the child and families services.
			• Identification of "target" populations should lead to the change and development of the system (What needs are/are not being met for this population - how does that guide critical system changes?)

Phases of Development of System of Care	Stages for Development of a System of Care	Benchmarks	Strategies
Phase 2 – **Theory of Change Development** (cont)	Map Resources & Assets	• Map of existing community services and supports is completed • Based on the map, a review of where resources are currently invested is completed. • Consideration of whether investment of resources supports mission and goals is facilitated.	• Listing of services and supports that are available through agency/organizations occurs • Lists should include services and supports throughout community – beyond public agencies • Clarity regarding who is eligible for what, how services are accessed, and how they link with other services occurs.
	Assess Systems Flow	Resource and Asset Map is completed to determine how children in the target population *flow* through the system, including issues of location and timing	• Process is established whereby those who can provide necessary systems flow information participate and complete this task • Systems flow information is reported back to the group and evaluation of information occurs
	Identify Outcomes and Measurement Parameters	• Intended outcomes are determined and framework is developed to measure outcomes (by whom, in what time frame?)	• Discussions occur that connect outcomes with the issues identified regarding the target population • Review of outcomes already being collected and how it can be accessed for this purpose • Budgets are reviewed to ensure SOC plan can be sustained – strengths and barriers are identified

Phases of Development of System of Care	Stages for Development of a System of Care	Benchmarks	Strategies
Phase 2 – **Theory of Change Development** (cont)	Define Strategies	• Framework and structure for implementation of strategies is completed (What do we want our ideal system to look like and how do we execute it?)	• Workgroup should check strategies against the vision/mission and guiding principles • Use knowledge gained regarding current system to determine how integration of current components could contribute to outcomes • Create additional strategies to get to the outcomes • Ensure practice model is agreed upon • Agree upon standardized assessment tool • Review budget to ensure strategies can be supported and shifts in resources are feasible
	Create and Fine-tune the Framework	• Detailed review of framework and structure for implementation has occurred and is supported	• Workgroup participants can clearly articulate why the overall framework for the SOC is needed and why they expect it to work in their community • A detailed review to ensure model is logical and cohesive has occurred • Organize ongoing family-to-family support activities, separate from system of care work group's responsibilities. These may include peer mentoring, support groups, linkages with other counties, etc.
Phase 3 – **Implementation**	Elicit Feedback	• Larger community is oriented to project and receives opportunity to give feedback • Conclusion to planning occurs and implementation begins	• Strategy for orienting larger community (provider, community, family, and system) is developed • Orientation occurs with systematic gathering of feedback • Feedback is organized • Feedback is reviewed and integrated into ongoing system development efforts

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Phase 3 – **Implementation** (cont)	Use Framework to Inform Planning, Evaluation, and Technical Assistance Efforts	• Ongoing process developed to evaluate and provide technical assistance	• Technical Assistance Plan is developed and implementation begins • Social Marketing Plan is developed and implementation begins • Implementation begins

	Use Framework to Track Progress and Revise Theory of Change	• Ongoing process developed to evaluate and provide technical assistance	• Decisions are made as to what, how and when information is used to determine if the SOC is being implemented properly
			• Attention is given to:
			  o Leadership Roles
			  o New roles for evaluators
			  o Use of technology to build information systems
			• Time is given to ongoing analysis of the system and critical thinking continues regarding the strengths and weaknesses of the system

Reference Page

Pires, S. (2002) *Building Systems of Care: A Primer*, Washington, D.C.: Human Services Collaborative

Hernandez, M & Hodges, S. (2003), *Crafting Logic Models for Systems of Care: Ideas Into Action.* Tampa, FL: University of South Florida