Linking Healthcare & Problem Oriented Justice Systems: Strategies for Multi-Sector Alignment

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Learning Objectives

- Multi-sector, multi-agency systems
- Interplay of healthcare services and justice systems involvement
- Strategies for maximizing multi-sector alignment
- Resources & opportunities
part I: multi-sector, multi-agency systems
Culture of Health Framework

ACTION AREA 1
MAKING HEALTH A SHARED VALUE

ACTION AREA 2
FOSTERING CROSS-SECTOR COLLABORATION TO IMPROVE WELL-BEING

OUTCOME
IMPROVED POPULATION HEALTH, WELL-BEING, AND EQUITY

ACTION AREA 3
CREATING HEALTHIER, MORE EQUITABLE COMMUNITIES

ACTION AREA 4
STRENGTHENING INTEGRATION OF HEALTH SERVICES AND SYSTEMS

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Arizona State University
<table>
<thead>
<tr>
<th>NUMBER AND QUALITY OF PARTNERSHIPS</th>
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<tbody>
<tr>
<td>INVESTMENT IN CROSS-SECTOR COLLABORATION</td>
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<tr>
<td>POLICIES THAT SUPPORT COLLABORATION</td>
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- **Local health department collaboration**
  - Opportunities to improve health for youth at schools
  - Business support for workplace health promotion and Culture of Health
  - U.S. corporate giving
  - Federal allocations for health investments related to nutrition and indoor and outdoor physical activity
  - Community relations and policing
  - Youth exposure to advertising for healthy and unhealthy food and beverage products
  - Climate adaptation and mitigation
  - Health in all policies (support for working families)
STRENGTHENING INTEGRATION OF HEALTH SERVICES AND SYSTEMS

ACCESS
- Access to public health
  - Access to stable health insurance
- Access to mental health services
- Routine dental care
- Consumer experience
  - Population covered by an Accountable Care Organization
    - Electronic medical record linkages
  - Hospital partnerships
    - Practice laws for nurse practitioners
- Social spending relative to health expenditure
Areas of Multi-Sector Alignment

Culture
Values
Language
Resources
Tuckman’s stages of group development

- Forming
- Storming
- Norming
- Performing
- Adjourning

The stages are shown in a flowchart with arrows indicating the progression from one stage to the next.
<table>
<thead>
<tr>
<th>What they do</th>
<th>Early Phase</th>
<th>Middle Phase</th>
<th>Late Phase</th>
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<tbody>
<tr>
<td>Take baby steps</td>
<td>Commit joint resources</td>
<td>Alter existing business models</td>
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<td>Launch pilots</td>
<td>Develop multiple simultaneously running programs</td>
<td>Change core practices</td>
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<td>Convene non-traditional partners</td>
<td>Expand networks</td>
<td>Design incentives to allocate resources differently</td>
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<tr>
<th>Pitfalls</th>
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<tr>
<td>Inadequate infrastructure</td>
<td>Political resistance</td>
<td>Competing interests</td>
</tr>
<tr>
<td>Lack of authority to lead</td>
<td>Sagging infrastructure</td>
<td>Difficulty measuring progress</td>
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<tr>
<th>Momentum Builders</th>
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<td>Engaging a wide range of stakeholders</td>
<td>Experimenting</td>
<td>Engaging constructively around controversy</td>
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<tr>
<td>Defining a vision around shared values</td>
<td>Fostering trust among partners and with the community</td>
<td>Committing to continuous learning and adaptation</td>
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<tr>
<td>Cultivating relationships with local leaders</td>
<td>Gaining support from local and state policymakers</td>
<td>Greater alignment with government policies around payment and regulation</td>
</tr>
<tr>
<td>Attending to basic operations, including staff capacity and long-term financial planning</td>
<td>Sustainable financing</td>
<td>Creating a forum for leaders to work together</td>
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Learn more at rethinkhealth.org/pulsecheck
Communication
Collaboration
Coordination
part 2: interplay of healthcare services and justice systems involvement
Public Safety
or
Public Health
**Systems & Tools**
- Crisis Intervention Team Training
- Mental health courts
- In-jail healthcare services
- Jail/prison release and re-entry

**Settings**
- Police Depts.
- Courts
- Jails/Prisons
- Hospitals
- Outpatient Clinics
- ED/Urgent Care Centers

**Parties**
- County Prosecutors
- Public Defenders
- Peer Support Specialists
- Case Managers
- Psychiatrists/Psych. Nurses
- Primary Care Physicians
- Probation & Parole Officers
- Emergency Room Physicians
- Psychologists, Counselors
Multi-sector alignment & task interdependence

Reengineering and task interdependence

Pooled

Sequential

Reciprocal

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✓ part 3: strategies for maximizing multi-sector alignment
change team

A change team is (ideally) a group of individuals from several agencies, across multiple disciplines and various organizational levels, working together to complete one or more tasks toward a shared goal or objective.

(Allen, Foster-Fishman, & Salem, 2002; Hackman & Wageman, 2005; Rycroft & Malone, 2004)
types of change teams

intra-agency
internal single-agency change teams

inter-agency
multi-agency change teams
inter-agency team

benefits

- interdependency of systems
- consumers
- access multiple systems
- improved linkages and relationships
- improved access to services
Champions or opinion leaders are individuals within an agency who have the ability to influence others’ attitudes and behaviors towards the change objective due to their status or knowledge within their agency.

(Greenhalgh, Robert, Macfarlane, Bate & Kyriakhidou, 2004; Kitson, Harvey, & McCormack, 1998)
external facilitators

external facilitator
The person who enables a group to work more effectively in the process of undergoing organizational or inter-organizational change.

The external facilitator provides structure, focus, and direction for the group, while enabling group decision making and maintaining focus on tasks and the process of change.

(Loftus-Hills & Harvey, 1999; Kitson et al., 1998)
change team leader

The Change Team Leader is an optional leadership position within the change team who facilitates the change team alongside the external facilitator, and assists and supports the external facilitator with operations and logistics.
facilitator role

establishing trust
resolving conflict

team motivation
balancing agendas

focus

accountability

ensuring fairness
identifying good goals

gentle reminders
Identifying organizational needs, prioritizing goals, generating goals to address needs, communicating change, assigning tasks, creating timelines, implementing goals, identifying problems, change team leader role.
team member characteristics

- interest
- tenure
- organizational influence
- voluntary participation

strong communication skills
availability

subject matter experts

strong relational skills
partner agency considerations

- trust
- relationship
- quality
- referral stream
- existing contract
- proximity
- information
- sharing
facilitator requirements

knowledge and skills

- group dynamics
- challenging norms
- organizational dynamics
- implementation science
- systems knowledge
- leading group processes
- strong communication skills
implementation obstacles

common obstacles

• turnover
• team conflict
• team member absences/non-participation
• leadership changes
• lagging motivation
• lag time/start-and-stop progress
• external forces (state/local budgets, organizational-level changes)
seeing the change

how will you know the change you are looking to see is taking place?

• need for a baseline measurement
• methods of measuring change
• piloting the change
• adjusting the change
MAT in community corrections environments (MATICCE) model
pharmacotherapy exchange council (PEC)

- community corrections
- MAT providers
- external facilitator (ASU)
# phases of the organizational linkage intervention

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<thead>
<tr>
<th>Phase</th>
<th>Primary Outcome(s)</th>
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<tr>
<td>Pre-Phase</td>
<td>Local team is formed and project is introduced</td>
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<tr>
<td><strong>1. Needs Assessment</strong></td>
<td>Team completes a <strong>Needs Assessment</strong> that identifies the relative strengths &amp; weaknesses in the inter-organizational practices</td>
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<tr>
<td><strong>2. Strategic Planning</strong></td>
<td>Team develops and adopts a <strong>Strategic Plan</strong> that identifies goals and objectives for improvements</td>
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<td><strong>3. Implementation</strong></td>
<td>Team works in a collaborative manner to implement the objectives and attain the goals identified in their Strategic Plan</td>
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<tr>
<td><strong>4. Follow-Up</strong></td>
<td>Team assesses the relative sustainability of both the process improvement targets achieved and the method for facilitating process improvements</td>
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strategic planning objectives

• staff training
• cross-training
• improve interagency communication & collaboration
  • e.g. releases of information, streamlined referral process
• identify additional funding streams
• develop shared standards
  • e.g. monitoring medication compliance
MAT referrals

percent of alcohol/opioid involved offenders referred for MAT

- Baseline: 1%
- Post-intervention: 18%
- 6 month follow-up: 24%
organizational process improvement intervention (OPII)
local change team (LCT)
strategic planning objectives

• increase trust between probation and substance abuse treatment providers
• improve referral process and information sharing
key activities

• developed joint procedures for information sharing
• frequent meetings to collaborate
• cross trainings and walkthroughs
• regularly assessed progress towards goals - made adjustments as needed
results

• surveys showed improvements in service coordination
• probation officers more comfortable reaching out to counselors
• counselors able to utilize information shared by probation (i.e. OST/FROST results)

**case example**
part 4: reflective exercise
Thank you!

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