



# Stories from the Field: Applying the Ecosystem Recommendations to Regional & Local Realization of ONE Children's System

**MODERATOR: Mike Lombardo**, Education Advisor, Consultant

**Carla Bryant**, Executive Director, Center for District Innovation And Leadership in Early Education

**Amanda Dickey**, Executive Director of Government Relations, Santa Clara County Office of Education

**Mindy Fattig**, Senior Advisor for the Statewide System of Support, CCEE

**Jeanine Gaines**, Director of Partnerships, The Social Changery

**Chris Hartley**, Deputy Executive Director, CCEE

**Hayin Kimner**, Managing Director, CSLX

**Richard Knecht**, Managing Partner, Integrated Human Services Group

**Chris Stoner-Mertz**, Chief Executive Officer, California Alliance of Child & Family Services

# Stories from the Field

Applying the Ecosystem Recommendations to  
Regional & Local Realization of ONE Children's System

# Today's Panel

Moderator:  
Michael Lombardo,  
Advisor to Health  
and Human  
Services and  
Education  
Agencies

**Carla Bryant**, Executive Director, Center for District Innovation And Leadership in Early Education

**Amanda Dickey**, Executive Director of Government Relations, Santa Clara County Office of Education

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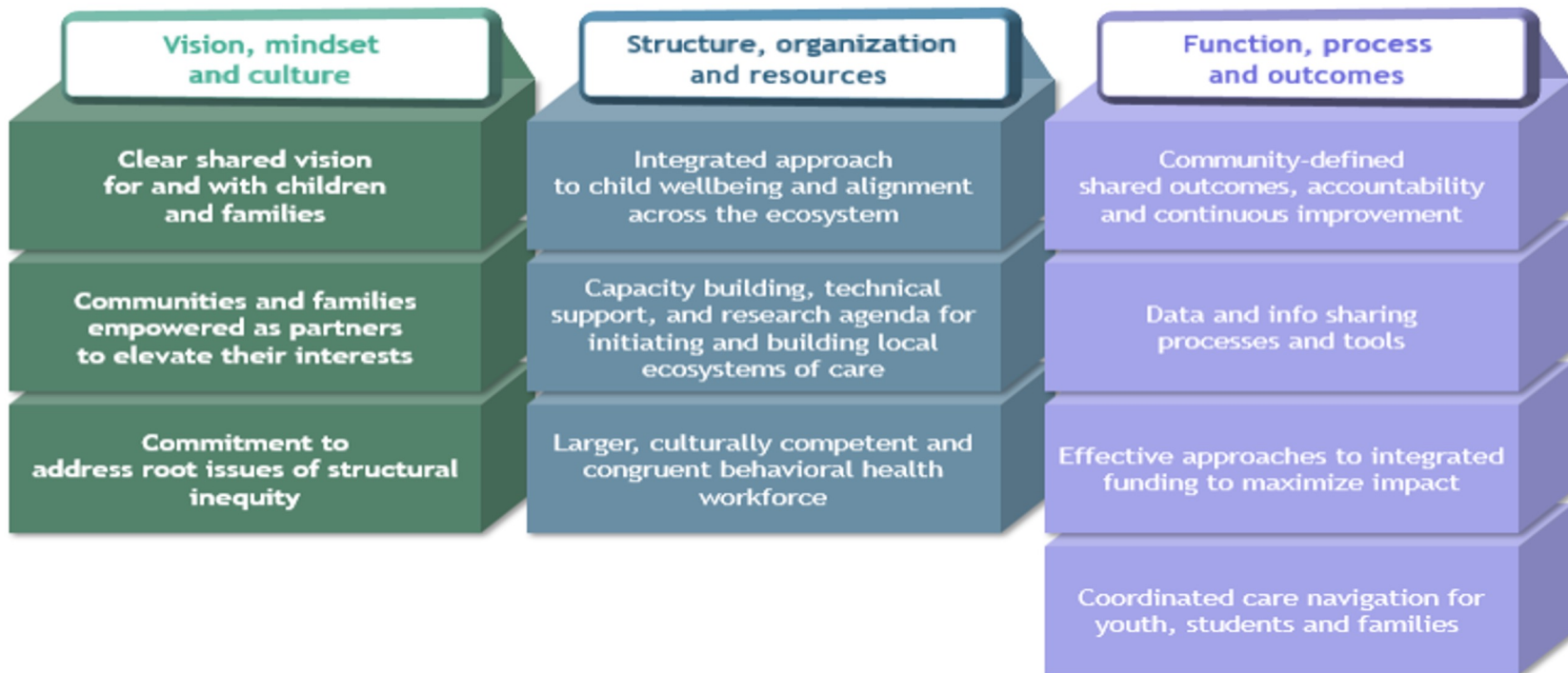
**Christine Stoner-Mertz**, Chief Executive Officer, California Alliance of Child & Family Services

# Objective

Multiple systems leaders will apply the recommendations of the Ecosystem Paper and “Integrative Necessary Components”



# Integrative Necessary Components

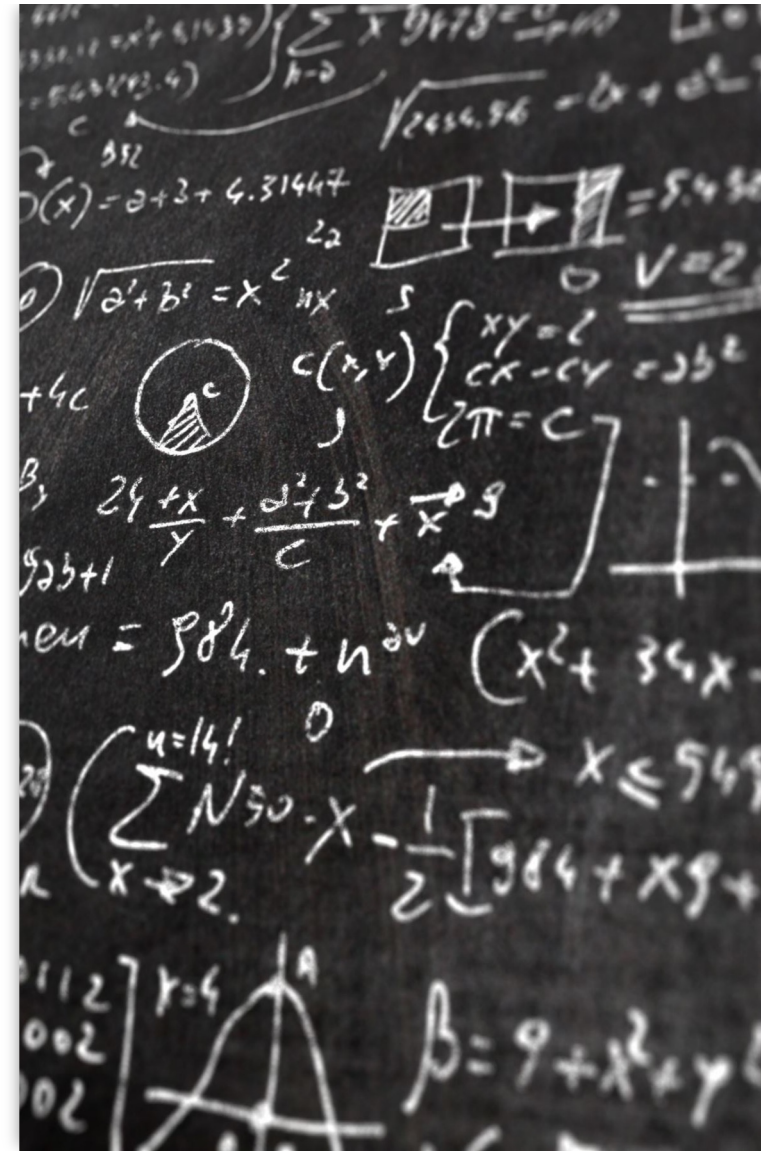


# Setting the Stage: Perspectives on the System

Richard Knecht, Managing Partner  
Integrated Human Services Group

## ***Some Common Observations about Successful Service Delivery Ecosystems...***

- Agreement about the population of focus.
- Clear, compelling and unifying vision and alignment.
- Clear structure (department, agency, organization)...or at least a Memorandum of Agreement and...An implementation plan (A little “science”).
- Identified set of functions to support the vision.
- Voices of Community (Lived Expertise)
- Passionate shared leadership (multiple levels) that follows the plan.
- Willingness to disrupt/de construct existing silos/systems.



**Collaboration is not the same as Integration (Structure)...**

(Source: Horwath & Morrison, 2007)

**Communication    Co-operation    Co-ordination    Coalition    Integration**

**Low Level Collaboration**

**High Level Collaboration**

- Limited or no formal agreement
- Agencies remain autonomous
- Work toward different goals & targets
- Agency maintains control of resources & funding
- Staff managed by individual service
- Focus on individual care
- Decision-making by agency
- Collaboration likely to be voluntary or within guidance
- Variable practice dependent on individual
- Affiliation to own agency/discipline
- Accountable to agency

- Formal agreements
- Agencies sacrifice autonomy
- Work toward shared goals & targets
- Joint responsibility for resources and funding
- Staff managed by partnership
- Focus on whole service
- Joint decision-making
- Clear mandate for collaboration at government or state level
- Affiliation to partnership
- Accountable to partnership

**Agency-Focused**

**Collaboration-Focused**



## 3 VIEWS ON WHOLE SYSTEMS

**Ideological:** Unified understanding for partnering and *being with* peer organizations...  
("Vision")

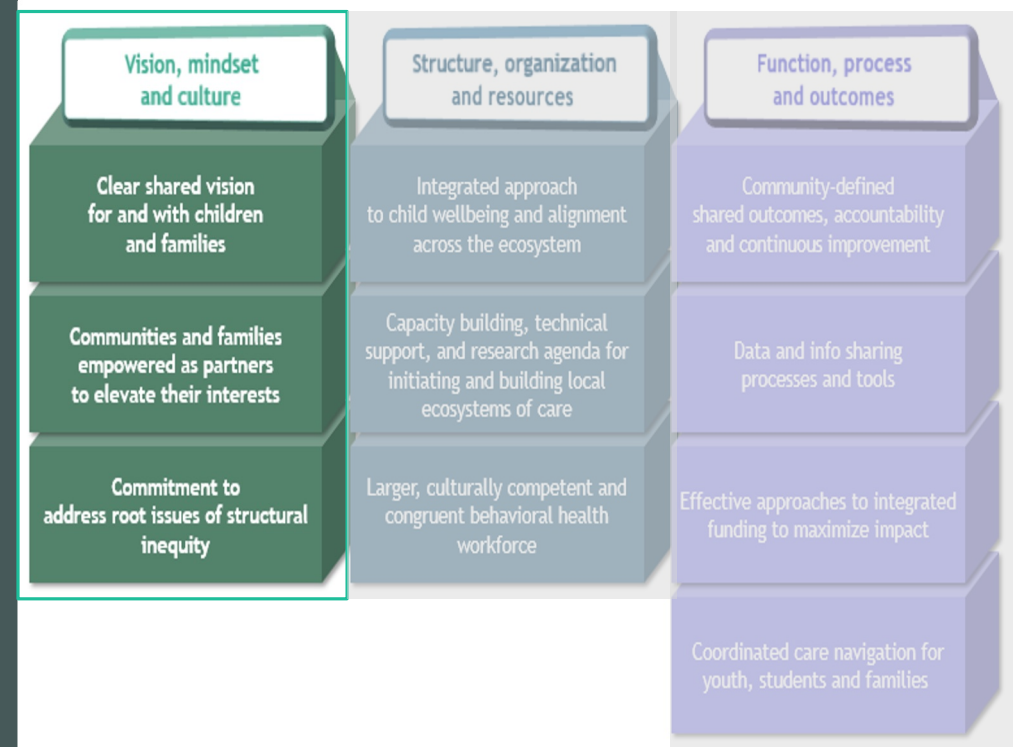
**Practical:** Sharing and blending of people, policy, money, facilities and infrastructure  
(Unified Entity/MOU)

**Relational:** Common language for teaming, engagement and service delivery  
(ICPM)

# Vision, Mindset and Culture

Hayin Kimner, Managing Director, Community Schools Learning Exchange

Jeanine Gaines, Director of Partnerships, Social Changery



Discussion  
“Vision  
Mindset  
and  
Culture”

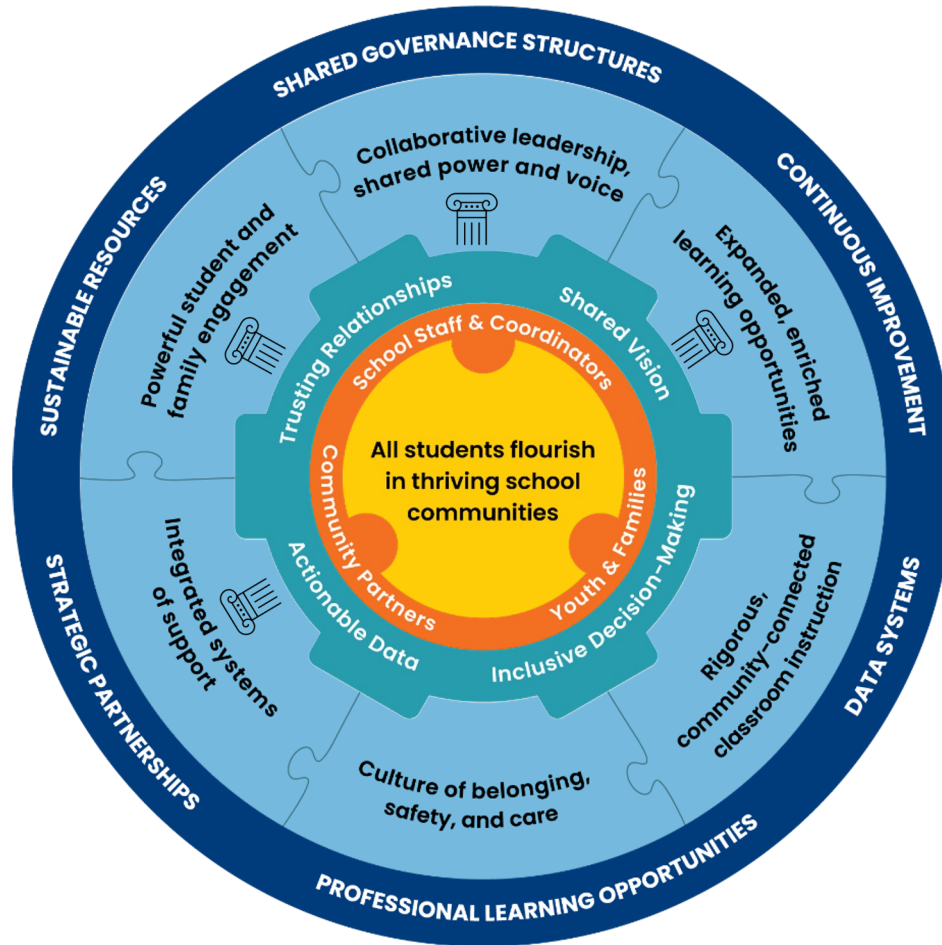
- Which do you see as the **highest priority** for YOUR work?
- How are you **already working on that priority** to improve services?
- **What additional support** do you need?

**Clear shared vision** by, for and with children & families






**Communities & families empowered as partners** to elevate their interests

Commitment to **address root issues of structural inequity**

# A Shared Framework



## LEGEND

-  Why we do this work
-  Who drives this work
-  Enabling conditions
-  Key practices
-  Supportive infrastructure

# Community Schools Trends over 20+ years

## Then...

## ... and now

Co-location

Adding programs and services

“Removing barriers” to learning

CBOs vendors

Wrap-around services (often  
“diagnosing/fixing” kids)

Program-centered

Time-limited project

Innovators developing 1 or a few schools

Targeted on struggling schools

Collective impact

Whole school transformation

Teaching & learning; the science of  
learning/development

CBOs as partners

Integrated services, opportunities, and  
supports

Student-centered

Long-term strategic commitment

Developing systems of CS

The way we do school

# CYF Network Roster

ACLU of Southern California

Asian American Liberation Network

California Coalition for Youth

The California Youth Empowerment Network (CAYEN)

Families in Schools

First 5 Monterey

The Foundation for California Community Colleges

Institute for Public Strategies

Kno'Qoti Native Wellness

Lyric

Parent Organization Network

Parent Voices

Yo California

YO Disabled and Proud

Youth Forward

Youth Leadership Institute

California Department of Public Health (CDPH)

California Department of Health and Human Services  
(CalHHS)

Department of Health Care Services (DHCS)

Department of Health Care Access and Information (HCAI)

Office of the Surgeon General (OSG)

# How far we've come. Where we're headed.

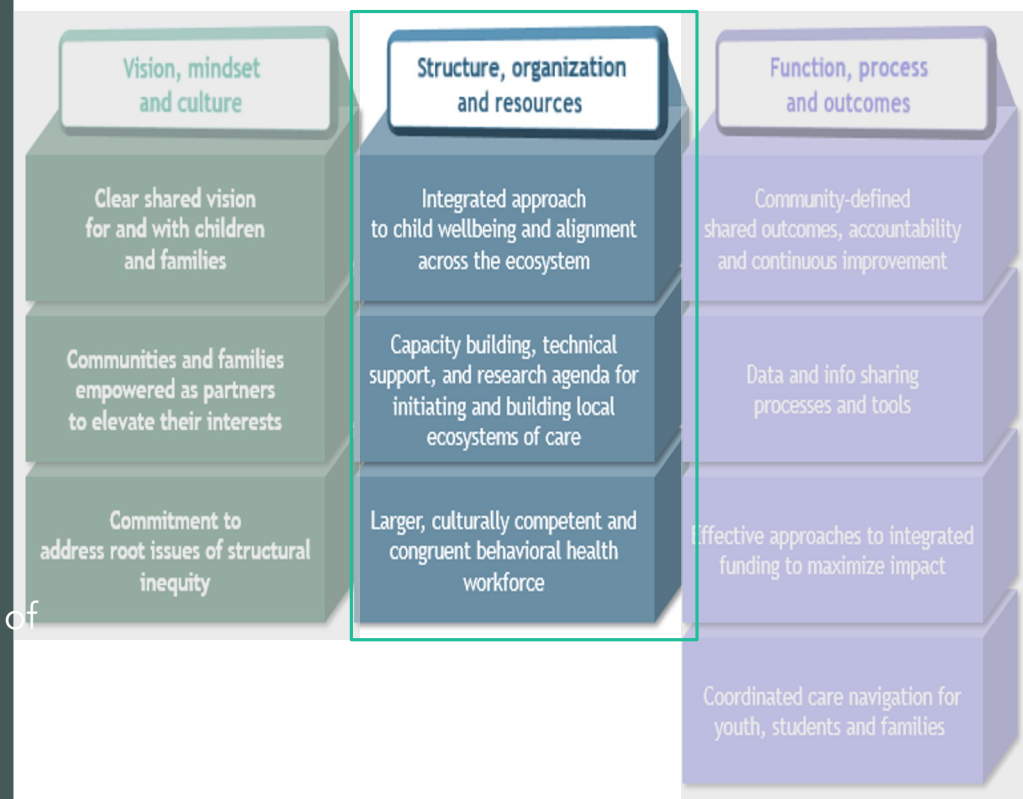


# Structure, Organization and Resources

**Carla Bryant**, Executive Director, Center for District  
Innovation And Leadership in Early Education

**Mindy Fattig**, Senior Advisor for the Statewide System of  
Support, CCEE

**Chris Hartley**, Deputy Executive Director, CCEE





Discussion  
“Structure  
Organization  
and Resources”

- Which do you see as the **highest priority** for YOUR work?
- How are you **already working on that priority** to improve services?
- **What additional support** do you need?

Integrated approach to child wellbeing & alignment across the ecosystem

Capacity Building, technical support, & research agenda for initiating & building local ecosystem of care

Larger, culturally competent & congruent behavioral health workforce



**Call out the truth..** Identify the reality with data

What you permit you promote

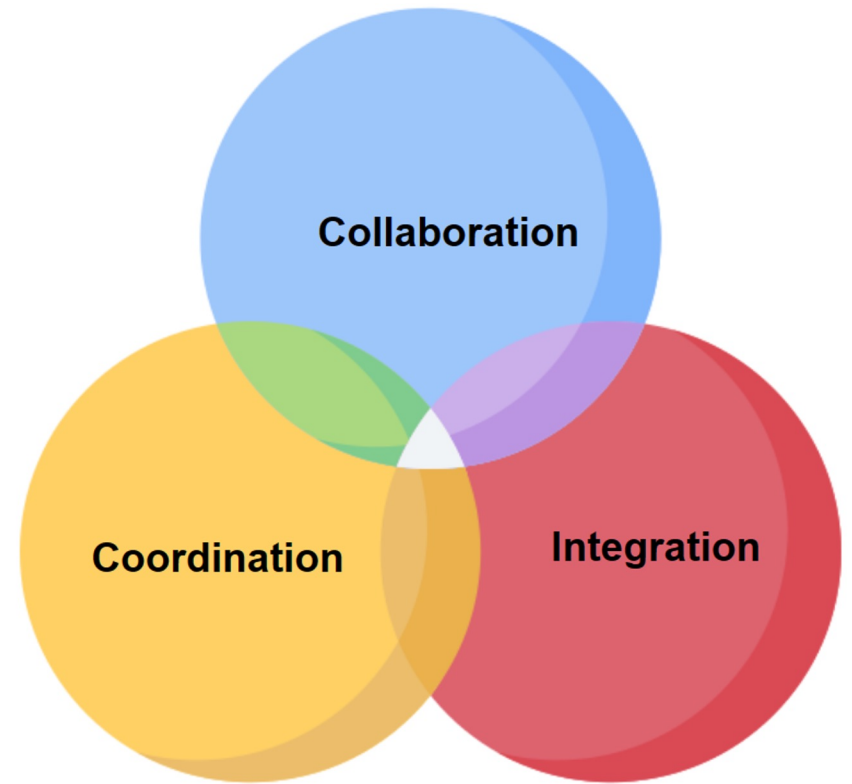
**Structurally** - it's mental health not behavior

Behavior is an effect not a cause

**Labels** should not determine quality and accessibility of care

Three (four) legged stool for care...

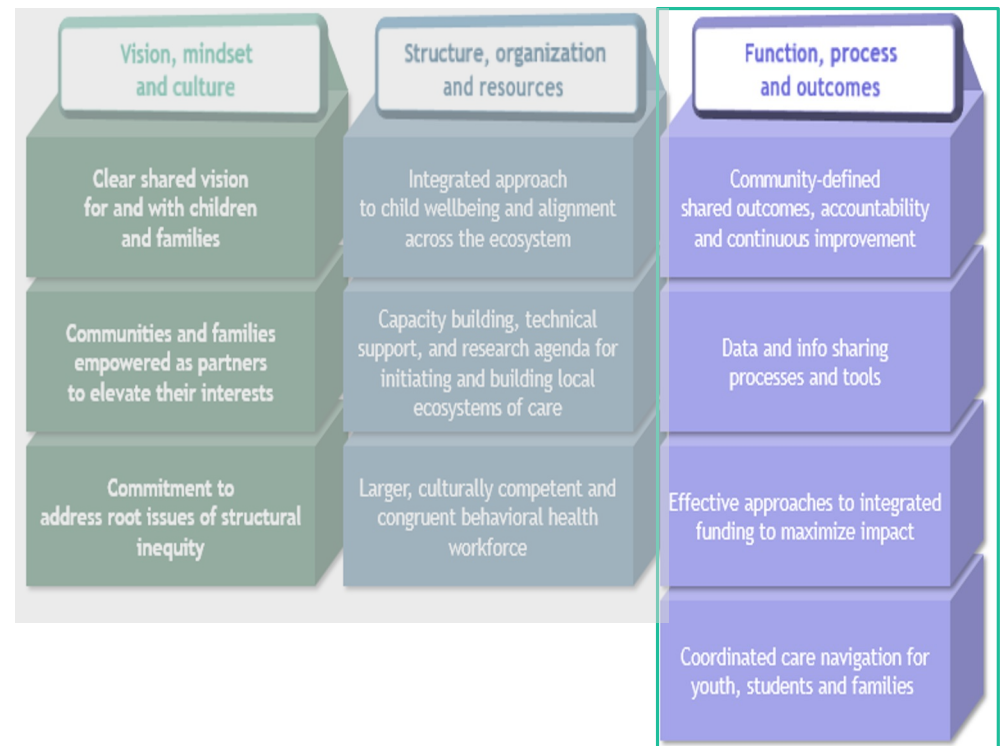
# Essential Features



# Function, Process and Outcomes

**Amanda Dickey**, Executive Director of  
Government Relations, Santa Clara County

**Chris Stoner-Mertz**, Chief Executive Officer,  
California Alliance of Child & Family Services



## Discussion “Function Process and Outcomes”

- Which do you see as the **highest priority** for YOUR work?
- How are you **already working on that priority** to improve services?
- **What additional support** do you need?

**Community-defined shared outcomes,**  
accountability and continuous improvement

**Data and information-sharing** processes and tools

Effective approaches to  
**integrated funding**  
to maximize impact

**Coordinated care navigation** for youth, students and families

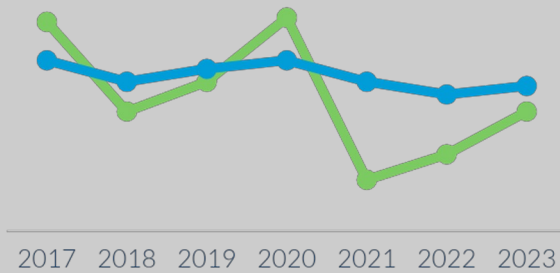
# Outcomes and Data Sets Defined by and with Community

- 1) Community conditions (people, place, power)
- 2) Interventions (policy and on the ground interventions)
- 3) Mechanisms of Change (widening participation and governance)
- 4) Intermediate outcomes (improved community conditions)
- 5) Long term outcomes (community and individual wellbeing)
- 6) Net savings



# CREATING A STRATEGIC INTEGRATED DASHBOARD

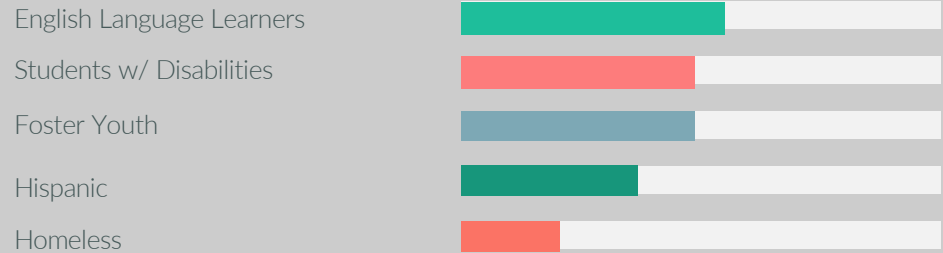
## SUSPENSION & EXPULSION RATES



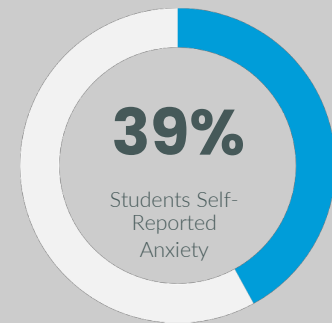
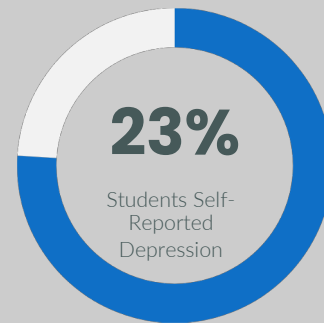
## CHRONIC ABSENTEEISM

[MORE INFO](#)

### STUDENT SUBGROUP



## GRADUATION RATES





### HOUSEHOLDS W/ CHILDREN

38%



### POVERTY

47%

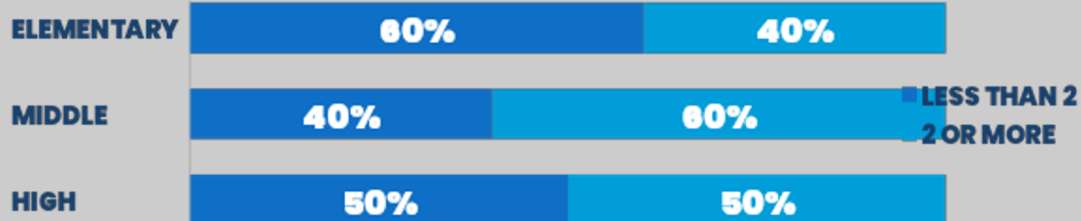


### HOMELESSNESS

1,438



### ADVERSE CHILDHOOD EXPERIENCES (ACES) BY AGE RANGE



### ADULT INCARCERATION RATES

7/1000

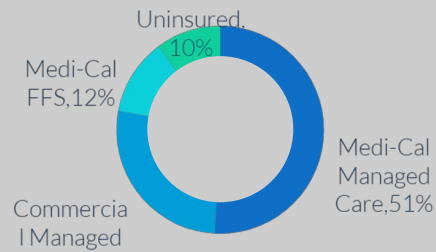
Violent Crimes

31/1000

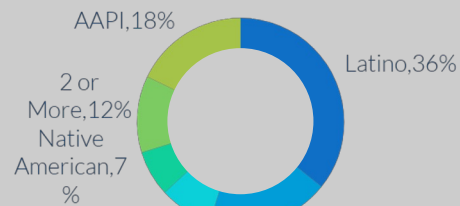
Non-Violent Crimes



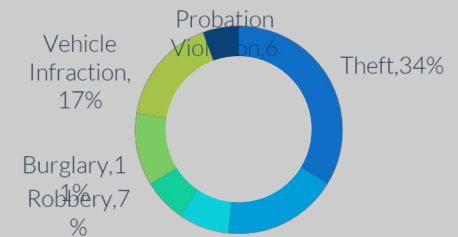
### HEALTH COVERAGE



### RACE/ETHNICITY



### ARRESTS BY OFFENSE





# 27%

Within 1 year, 27% of Medi-Cal eligible individuals are disenrolled

Of those who are disenrolled:



**89%**

Reenroll w/1 year

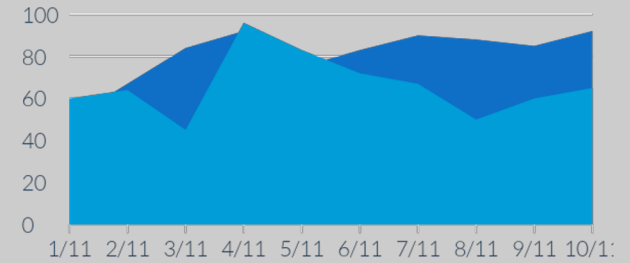


**8%**

Are no longer eligible

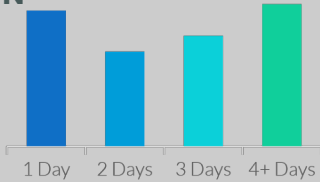
## MEDI-CAL CHURN

Enrollment rates by month (impacted by completion of annual recertification requirements)



## INVESTIGATION

Time between mandatory report and initiation of investigation

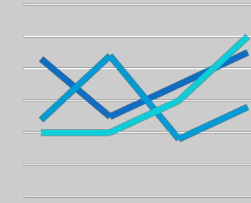
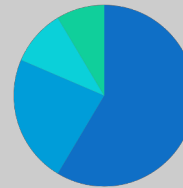


## REMOVAL

Results of mandatory report investigation

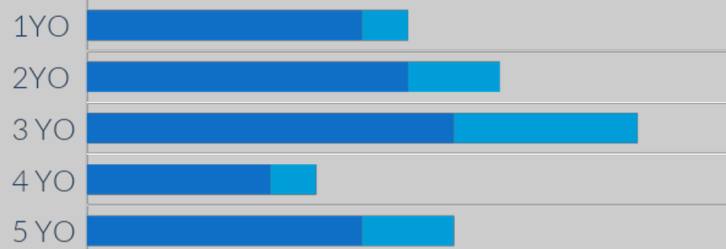
**11%**

of children removed from the home after an investigation



Time between child mental health referral and completion of assessment

## CHILDREN WITH IEP/IFSP OR 504 PLAN



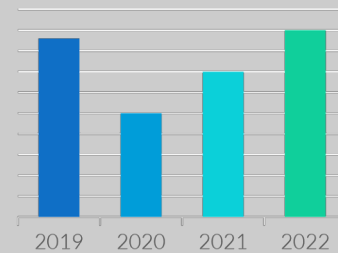
**42%**

Increase in identification b/w 1 YO & 3YO



**73%**

Decrease in identification b/w 3 YO & 4YO



## REPORTS OF ABUSE OR NEGLECT



**30%**

Decrease in reports in 1<sup>st</sup> year of COVID-19

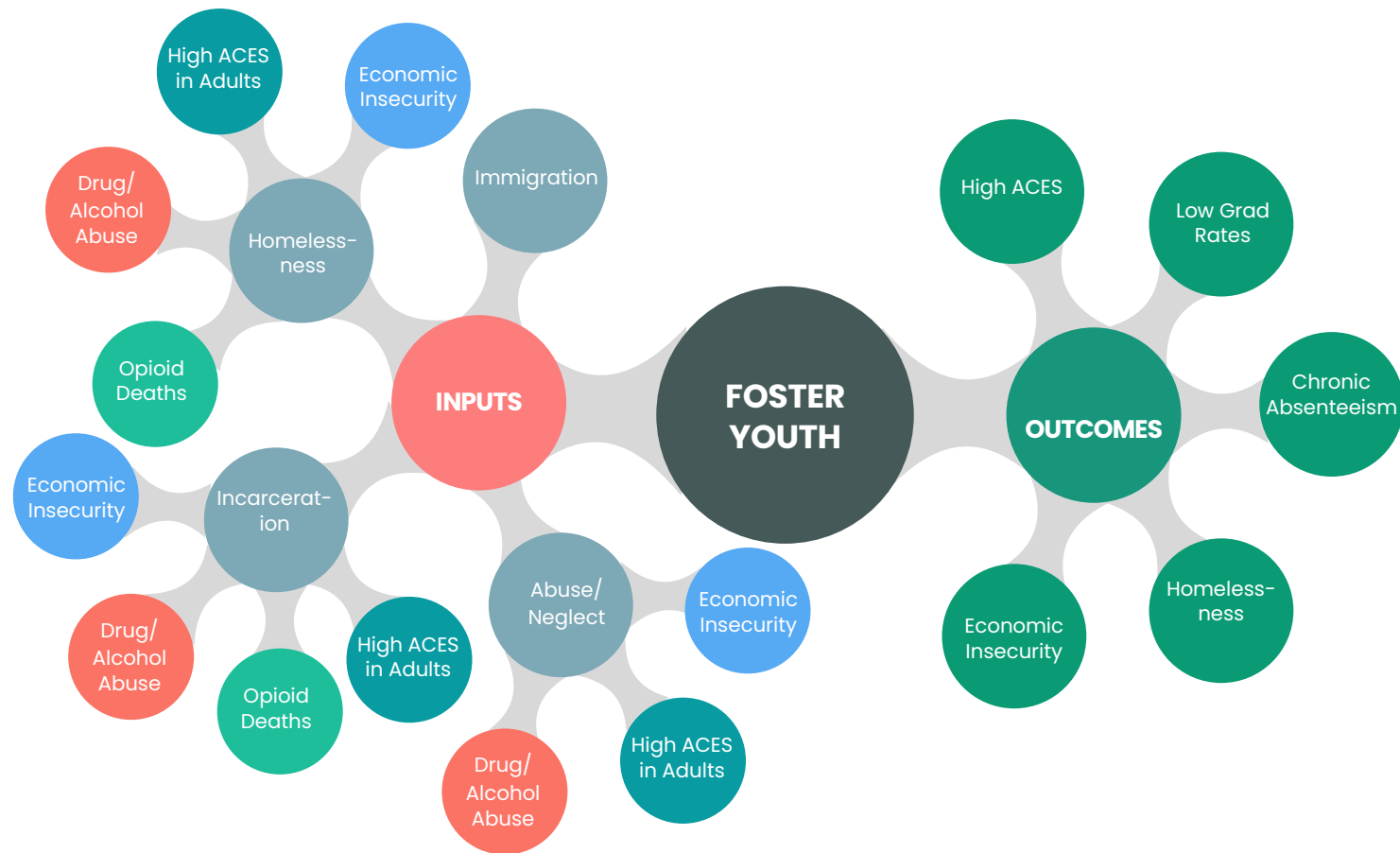


**73%**

Increase in reports between 2020 & 2022

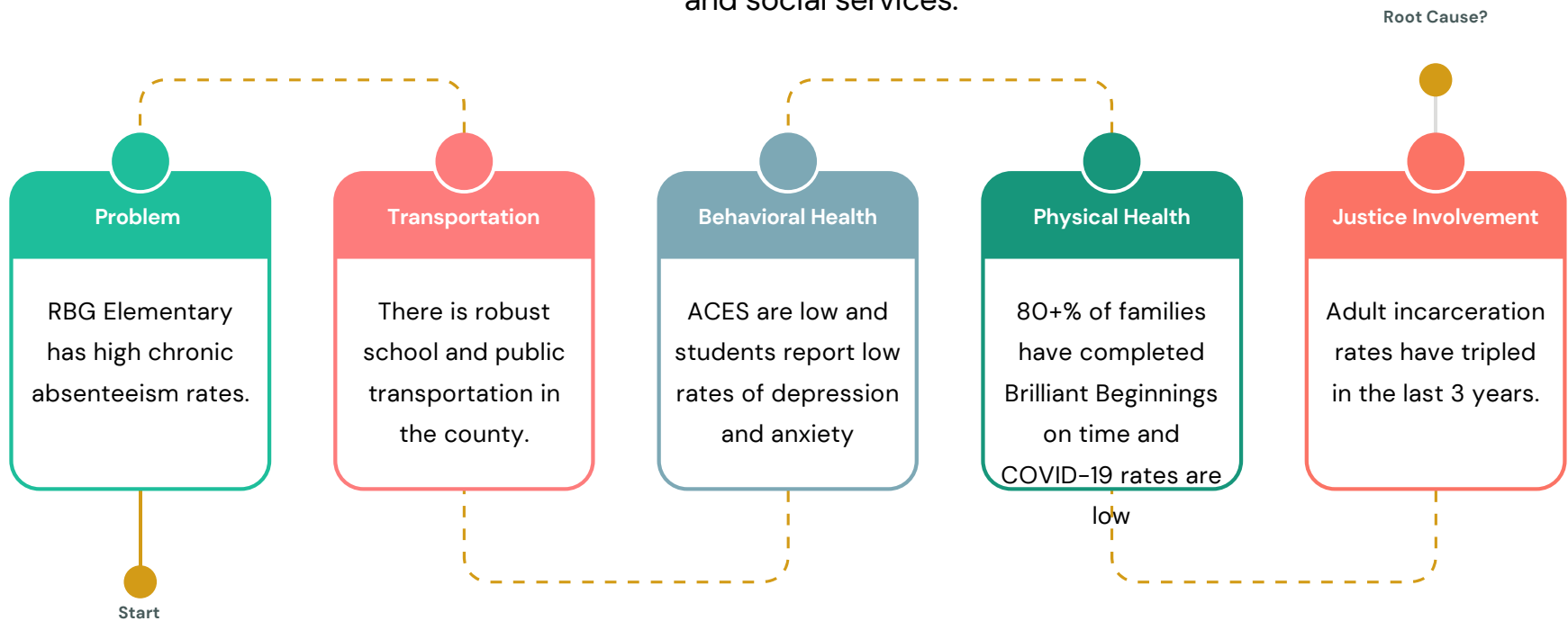
# MAPPING INPUTS & OUTCOMES

USING RESEARCH TO MAP RELATIONSHIP BETWEEN DATA POINTS



# ROOT CAUSE ANALYSIS TOOL

Using hundreds of mapped data points, the root cause analysis tool helps integrated systems workgroups identify root causes of specific outcomes in health, education, housing, criminal justice, and social services.



# ROOT CAUSE ANALYSIS TOOL

TRANSPORTATION	FRPM ELIGIBILITY	ACES (2 OR MORE)	STUDENT V. TEACHER RACE ETHNICITY	ADULT INCARCERATION RATE	SELF-REPORTED MENTAL HEALTH	BRILLIANT BEGINNINGS COMPLETION RATE	STUDENT GRADE		N
Limited school buses. Poor public transportation	15%	50%	Somewhat aligned	5%	50% depression; 75% anxiety	80%	High school		Poor mental health
Limited school buses. Poor public transportation	85%	20%	Aligned	5%	10% depression; 20% anxiety	80%	Elementary		Unmet Transportation Needs
Robust school & public transportation	40%	20%	Disproportionate	5%	10% depression; 40% anxiety	80%	High school		School culture/climate
Robust school & public transportation	85%	20%	Aligned	5%	10% depression; 20% anxiety	25%	Elementary		Poor physical health
Robust school & public transportation	40%	20%	Aligned	5%	10% depression; 20% anxiety	80%	Elementary		Parent education/ awareness
Limited school buses. Modest public transportation	40%	50%	Somewhat aligned	20%	10% depression; 20% anxiety	80%	High school		Loss of adult support & supervision

# INTEGRATED SYSTEMS TECHNICAL ASSISTANCE TOOL

## ROOT CAUSE

## FACTORS

## INTERVENTIONS

## PARTNERS

### OPIOID EPIDEMIC

Identified as a primary root cause of increased foster youth in the community

HIGH UNEMPLOYMENT

NO FAMILY PLANNING CLINICS

HIGH MEDICAL CHURN

NO METHADONE CLINICS

WORKFORCE REEDUCATION & CTE PROGRAMS

NALOXONE DISTRIBUTION

ESTABLISH METHADONE CLINIC & FAMILY PLANNING

IMPLEMENT DIVERSION DRUG TREATMENT

YOUTH MENTAL HEALTH INTERVENTIONS

Workforce, Schools, Business, Colleges

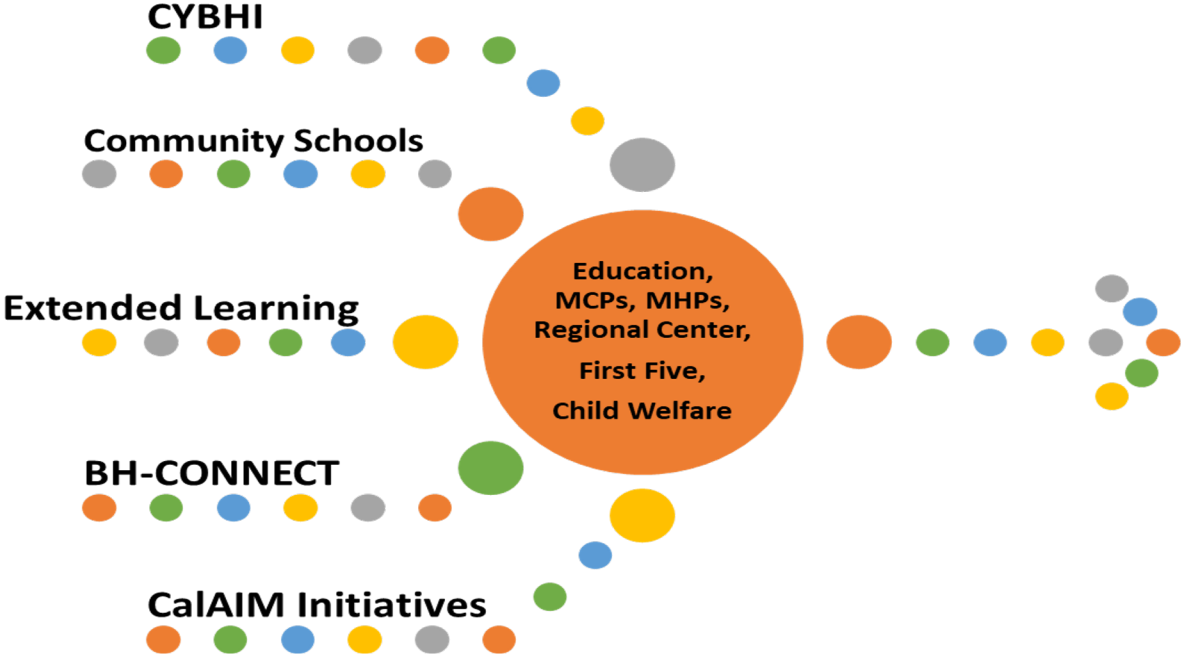
County, Schools, Business

County, MCPs, Physicians

County, Courts, DA

County, MCPs, Schools

# Integrated Funding



# Q and A

