

Cross System Linkages for an Effective Crisis Continuum

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VOICES



Problem
Analysis
Solution

Clinical Benefits of Organizational Relationships

- Open communication to discuss progress
- Quality improvement and positive outcomes for individuals served and families
- Proactive strategies
- Development of meaningful processes and procedures
- Greater success by involving people most affected by the problem
- Reduces the amount of competing and fragmented services

Other Benefits

- Creation of collaborative environment
- Mutual learning and understanding of stakeholders' strengths, assets and limitations
- Increases credibility that comes from working with other partners
- Sharing of resources and creative ideas to develop programs to address community needs
- Increases financial and other resources to the whole partnership

Organization Readiness



Partnership Readiness Questionnaire

Answer each of the questions below twice. First from your perspective, then from your organization's perspective.

— Question —	Yes	No	Don't Know
1. Are you genuinely interested in and committed to the community?			
2. Why do you want to form a community partnership? (check one or more)			
a. Need community partners to meet funding requirements.			
b. Need to recruit individuals from underserved populations for a study.			
c. Need credibility that may come from partnering with others.			
d. Need resources that comes with partnerships.			
e. Other:			
3. Does your mission, culture and priorities encourage, support and recognize the value of partnerships?			
4. Do you have a previous history of working with the community?			
a. Is this history a positive one?			
5. Do you have any knowledge about the community (for example, culture, norms, politics, socio-demographic characteristics)?			
6. Do you have existing relationships with the community?			
a. Are these relationships positive?			
7. Do you have the time needed to engage the community and form the partnership?			
8. Do you have the necessary skills to begin and sustain a partnership? (check one or more)			
a. <i>Communication.</i> Ability to provide and receive feedback. Strong listening skills. Ability to be a clear and effective verbal and nonverbal communicator.			
b. <i>Cultural competence or cultural humility.</i>			
c. <i>Ability to share power and control over decisions.</i>			
d. <i>Group facilitation and interpersonal skills.</i>			
9. Can you contribute any of the following to the partnership?			
a. Staff and/or volunteers			
b. In-kind resources (e.g. meeting space, technology, dissemination network)			
c. Connections to key community leaders and resources			
d. Knowledge of the issues/topics to be addressed			
e. Training and technical assistance			
f. Other: (e.g. financial resources)			
10. What are the potential benefits of a community partnership for your organization and/or project?			
11. What are the benefits of the partnership to the community?			

Question	Yes	No
Why do you want to form a community partnership? <ul style="list-style-type: none"> • Need credibility that may come from partnering with others. • Need resources that comes with partnerships. • Increase service utilization. 	X	
Does your mission, culture, and priorities encourage, support, and recognize the value of partnerships?		X
Do you have a previous history of working with the community?	X	
Is this history a positive one?		X
Do you have any knowledge about the community (for example culture, norms, politics, socio-demographic characteristics)?		X
Do you have existing relationships with the community?	X	
Are these relationships positive?		X
Do you have the time needed to engage the community and form the partnership?		X

Question	Yes	No
<p>Do you have the necessary skills to begin and sustain a partnership?</p> <ul style="list-style-type: none"> • Communication. Ability to provide and receive feedback. Strong listening skills. Ability to be a clear and effective verbal and nonverbal communicator. • Cultural competence or cultural humility. • Ability to share power and control over decisions. • Group facilitation and interpersonal skills 		X
<p>Can you contribute any of the following to the partnership?</p> <ul style="list-style-type: none"> • Staff and/or volunteers • In-kind resources (e.g. meeting space, technology, dissemination network) • Connections to key community leaders and resources • Knowledge of the issues/topics to be addressed • Training and technical assistance 	X	X
What are the potential benefits of a community partnership for your organization and/or project?		
What are the benefits of the partnership to the community?		

Figure 1

Social Determinants of Health

Economic Stability	Neighborhood and Physical Environment	Education	Food	Community and Social Context	Health Care System
Employment Income Expenses Debt Medical bills Support	Housing Transportation Safety Parks Playgrounds Walkability Zip code / geography	Literacy Language Early childhood education Vocational training Higher education	Hunger Access to healthy options	Social integration Support systems Community engagement Discrimination Stress	Health coverage Provider availability Provider linguistic and cultural competency Quality of care

Health Outcomes

Mortality, Morbidity, Life Expectancy, Health Care Expenditures, Health Status, Functional Limitations

Identifying the Common Goal and Building a Rapport

- Common vision, mission, goals, and values
 - Common Goal=enhancing the community crisis continuum
- Provide evidence and facts to increase organization's credibility
- Be responsive
- Value diversity
- Show mutual trust and respect for partners
- Have a genuine interest in and commitment to the community
- Recognize the strengths and contributions of all partners
- Foster a safe environment for clear and open communication that values feedback from all partners
- Value the knowledge and expertise of partners
- Believe community input is essential
- Understand that relationships take time to develop and that they can change over time

Strategies to Build Cross System Linkages

- Meet with stakeholders to discuss the facts about the current crisis continuum and its impact on each stakeholder agency.
- Stakeholders invited should be individuals with decision making power. The group should include:
 - Local hospital emergency department and other administrators
 - Mobile crisis providers
 - Inpatient facilities (child and adult)
 - Primary care offices
 - Behavioral health providers
 - Department of Social Services
 - Law enforcement agencies (including CIT coordinator)
 - Magistrates
 - Chief Court Judge
 - Health Department
 - Schools (public, private, charter, community colleges, and universities)
 - Emergency Medical Services and Community Paramedic
 - Managed Care Organization

- Initiate a separate meeting where behavioral health crisis providers provide education about their services and the referral process

Strategies

- Be open to take risks
- Identify an unique attribute for your organization
- Create alternatives to address additional community needs
- Provide personal contact information to utilize if needed amongst agency administrators
- Make it easy for stakeholders to access the services (reduce barriers)
- Participate on related work groups and projects
- Support counties or separate entities in seeking additional financial resources to meet the needs
- Evaluate data

Challenges

- Overcome changes in a community that are beyond your control
- Policy changes
- Negative past experiences
- Buy in
- Meeting the diverse needs of various organizations who have different roles in the community
- Geographic location and limited resources

Panelists

Cindy Ehlers, MS, LPC, Vice President of Clinical Operations, Trillium Health Resources

Glenn Buck, LCAS, CCS, Chief Clinical Officer, PORT Health Services

Lieutenant Teresa White, Jacksonville Police Department, Onslow County CIT Coordinator, Mental Health First Aid trainer

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References

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