
**Nebraska Children's Commission
Strategy Session - June 17, 2014
Documentation of Strategic Work Products**

Overall Strategic Focus

How will we, over the next 2 years, continue to support a prevention/intervention system of care that improves the safety and well-being of children and families across the State of Nebraska?"

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Process Overview and Strategic Agenda

The Nebraska Children's Commission met in facilitated session on Tuesday, June 17, 2014, at the Country Inn and Suites in Lincoln, Nebraska, to plan for Phase II of their strategic process. The agenda included:

Morning - Strategic Thinking

- Context/Agenda Confirmation
What do we intend to accomplish today and how will we do that?

- Environmental Scan
What key trends, forces, players, drivers, challenges, innovations, and/or ways of thinking or doing are currently impacting Nebraska's child welfare and juvenile justice systems?

- Strategic Analysis
What did we intend to accomplish in Phase I? What DID we do? What did we learn in the process? What needs "strategic adjustment" at this point?

Afternoon - Tactical Thinking

- Implementation
What will we accomplish in Phase II? Who is responsible for what? By when?

- Key Conversations
What issues (or decisions to be made) have been raised by our discussion today and how will we deal with them?

- Debrief
What have we decided? Where do we have agreement? What's next?

This report serves as documentation of the work products and consensus decisions of those participants in attendance at the strategy session.

Context/Agenda Confirmation

Participants' Initial Expectations/Intentions

- Direction for the next two years and how the role may have changed
- What have we accomplished?
- Are we missing anything from our original goals?
- Speaking with one voice
- Commission aligns with the Department

Group Norms Suggested by Participants

- Open to questions
- Speaks with candor- open minds and want to accomplish the same goals

2012 Vision Elements Reconfirmed by Participants by Consensus

- Consistent, stable, skilled workforce serving children and families
- Family driven, child focused and flexible system of care
- Transparent system collaboration with shared partnerships and ownership
- Community ownership of child well being
- Timely access to effective services
- Technological solutions to information exchange
- Measured results across systems of care

2012 Core Values Reconfirmed by Participants by Consensus

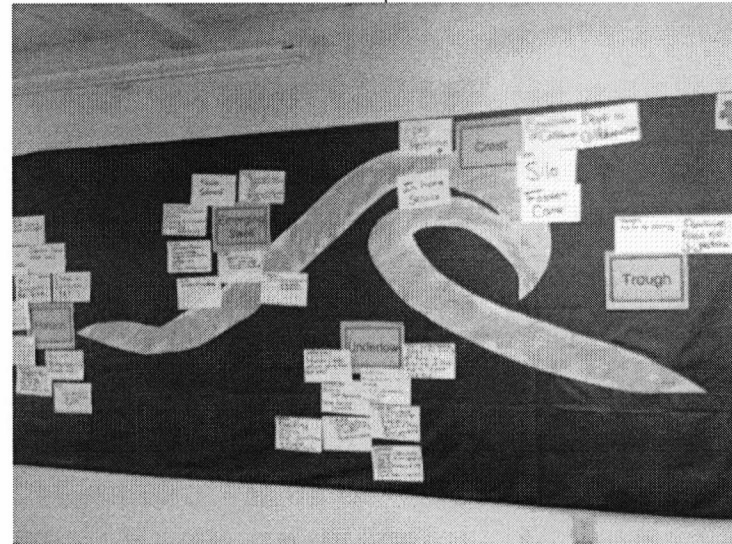
- Care about children
- Action oriented
- Ownership
- Accountability
- Effectiveness
- Future-oriented
- Organic and dynamic processes

Environmental Scan - The WAVE - A Trends Inventory

Focus Question:

What key trends, forces, players, drivers, challenges, innovations and/or ways of thinking or doing are currently impacting Nebraska's child welfare and juvenile justice systems?

HORIZON (Next generation, radical ideas)	EMERGING SWELL (Ideas gaining energy)	CREST (Status Quo, SOP ideas)	TROUGH (Ebbing, No longer relevant)
<ul style="list-style-type: none"> • Data systems that work together • Change in political situation • Collective impact - state level • MIS - integrated data system • Change in institutions YRTC's • Accountability for results (data driven) • Shared parenting • Collective impact: community involvement • Foster parent association and birth parent group collaboration • Alternative response • Use of technology in remote areas • Real progress not incremental sameness • Data sharing • Real time data • Education focus • Mental health in schools • Prevention of all child and youth 	<ul style="list-style-type: none"> • Trauma informed intervention –environment • Alternative response • Bridge to independence • Private-public partnerships • Use of evidence based practices • Training for caseworkers • Facilitated conferencing • Family findings • Bridges to independence • Kinship care • RBA • In-home/voluntary services • Attention to lawmakers • Shared funding • SOC – cross-system commitment to SOC principles, infrastructure • JJ- community services - alternatives to detention 	<ul style="list-style-type: none"> • Silos • Establishment of collaborative structures • Dept. is collaborative • Foster care • In-home service • CPS hotline # 	<ul style="list-style-type: none"> • Punitive focus of j. justice • High bar for parenting



UNDERTOW			
(Deep patterns which cause trouble, even in the midst of success - Caution: can drag us down)			
<ul style="list-style-type: none"> • Accountability vs. trends • Changes in administration • Lack of relevant/appropriate services • Lack of shared/flexible funding • Mandated prevention 	<ul style="list-style-type: none"> • Lack of placements "GAP" • Bureaucracy • Differing definitions of "safety" • Political agenda • Probation and child welfare going their own ways 	<ul style="list-style-type: none"> • Short sighted funding decisions –need to look at funding priorities at front end to impact back end • Silos- funding and regulations • Finances • Poverty rates in community 	<ul style="list-style-type: none"> • Foster parent retention • Maintaining status quo • Funding issue- fed involvement in funding arcane rules • Ignoring prevention—not prioritizing prevention • Minority over-represented

Participant observations during a debrief of "The WAVE" exercise:

<p>Shifts: We seem to be moving from what to what?</p> <p>Negative talk to positives Blame to solutions Foster and Birth parent conflicts to shared responsibility Child abuse to child wellbeing Defeated caseworkers to empowered caseworkers Statistics to results Constant change to stability Lack of communication to clear (top down) communication Hierarchical leadership to transformational leadership System driven culture to a youth and family culture Negative system effects to positive responses to system Confused vision to clear vision Info role to advocacy role</p>	<p>Insights</p> <p>This group has the ability to make some powerful recommendations Need to explore creative funding (address funding barriers) EX: social impact bonds Promote notion of child is child is child</p> <ul style="list-style-type: none"> • Juvenile justice as part of conversation • Education is missing (include state and local educators in the conversation)
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Strategic Analysis

<p style="text-align: center;">Focus Questions: What did we intend to accomplish in Phase 1? What DID we do? What did we learn in the process? What needs “strategic adjustment” at this point?</p>			
Work Group	Accomplishments	Lessons Learned	Recommendations for action in Phase II - Strategic Planning
System of Care	<ul style="list-style-type: none"> • NCC influenced the process and product: SOC strategic plan AR/Title IV E Plan 	<ul style="list-style-type: none"> • Influence action without having to create from the ground up 	<ul style="list-style-type: none"> • Influence implementation of alternative responses • Advocate to move SOC strategic plan forward • Legislation to invest resources in prevention • Education to action <ul style="list-style-type: none"> ○ Family centered practice ○ Family driven- youth guided ○ Regarding trauma informed care at all levels of system of care
Community Ownership	<ul style="list-style-type: none"> • Identify community efforts (panhandle partnership) • Community listening sessions • Developed a model 	<ul style="list-style-type: none"> • Communities dealing w/ same issues • Nothing really good happens quickly. • Letting communities come up with their own solutions • More collaborative communities than previously known • Funding resources 	<ul style="list-style-type: none"> • State level collective impact group • Identify child well-being outcomes and indicators • Increase target communities from 6-12 • Translation of data elements to be useful to communities • Address barriers that were identified by communities • Identify funding for infrastructure • Continue to work on model <ul style="list-style-type: none"> ○ Engaging schools ○ Focus on prevention ○ Special populations

Work Group	Accomplishments	Lessons Learned	Recommendations for action in Phase II - Strategic Planning
Technology	<ul style="list-style-type: none"> • Have key systems people at the table and identified missing (needed) people • Identified some key current data sharing initiatives • Began to identify whole population measures • Obtained education on other states data sharing models 	<ul style="list-style-type: none"> • Simply sharing data does not get to outcomes • No right solutions-no magic wand • Technology is available and is not the issue—clarity of the vision is the issue • Need to break down the issue into component parts 	<ul style="list-style-type: none"> • Whole population measures vs. issue specific measures • Develop frameworks for data dashboard for commission • Identify technology solutions to produce data for the dashboard
Workforce	<ul style="list-style-type: none"> • Clearly identified priorities 	<ul style="list-style-type: none"> • Understanding the complexity of systems to connect • Be specific in assigning tasks and commitments between meetings 	<ul style="list-style-type: none"> • Continuing the work of Phase I....AND • Define and enhance roles of visitation and YRTC workers • Define and enhance roles of attorneys in juvenile court

Consensus Action Taken:

The participants agreed by consensus process (a show of “gradient of agreement” cards meeting the criteria of the level of consensus) that the above “Recommendations for actin in Phase II - Strategic Action” had the support of those Commission members in attendance. Work groups are encouraged to move forward with their desired strategic intents.

Intents for Implementation/Critical Conversations

Focus Questions:

1. What will we accomplish in Phase II? Who is responsible for what? By when?
2. What issues (or decisions to be made) have been raised by our discussion today and how will we deal with them?

During the day's work, a "Parking Lot" list grew of necessary strategic conversations to be had. They included:

- Legislative mandates integrated into strategic plan - Statutory duties of the commission
- Structure of NCC—2 yrs
- Role of NCC
- NCC member engagement
- How does collective impact help this coordinated body? Inform the work?
- Need for education sector representation and engagement

As a result of those conversations during the afternoon session, Commission members in attendance designated by consensus the following intents:

Legislative mandates integrated into strategic plan - Statutory duties of the commission

The following team members have been designated to explore Commission progress since the passage of LB821 and related bills: Karen, Tomas, Mary Jo, Julie and Beth. Team members are asked to assess the level of completion of key mandated tasks and uncover gaps yet to be strategically filled, and report back with recommendations regarding future work to be done.

Structure of NCC

The following team members have been designated to make governance and organizational structure recommendations that can best support the needed work of the Commission over the next 2 years: Julie, Dave, Vicky, Kerry. Elements of the model should include:

- A process for integrating recommendations of internal workgroups and committees into a shared vision framework and strategic focus
- Policies for making legislative recommendations

- Governance procedures (meeting schedule, decision-making procedures, terms of leadership, conflict of interest procedures)
- Expectations of members
- Policies for orienting new members and engaging existing members

Role of NCC - An Ongoing Conversation

The participants offered the following insights regarding the role the Commission should play in support of child wellbeing:

Desired functions of the Commission

- High-level leadership (advisory)
- Systemically improving services and service delivery for children
- Provide a form for collaboration and clearinghouse for communication and coordination
- Making recommendations to legislation

Role of Commission (Policy coordinating body AND/OR advocacy body?)

- Advocate/advise for shared outcomes
- Coordinating body
- Integration, coordination, review and recommendations for programs and services

This is a continuing and evolving conversation at this point in time.

Future Conversations

- How does collective impact help this coordinated body? Inform the work?
- Need for education sector representation and engagement
- And?

Respectfully submitted,
D. Burnight, CTF
June 18, 2014