

Transforming the Lives of Individuals and Families in Arizona:
The Breakthrough Series Collaborative
on
Service Integration

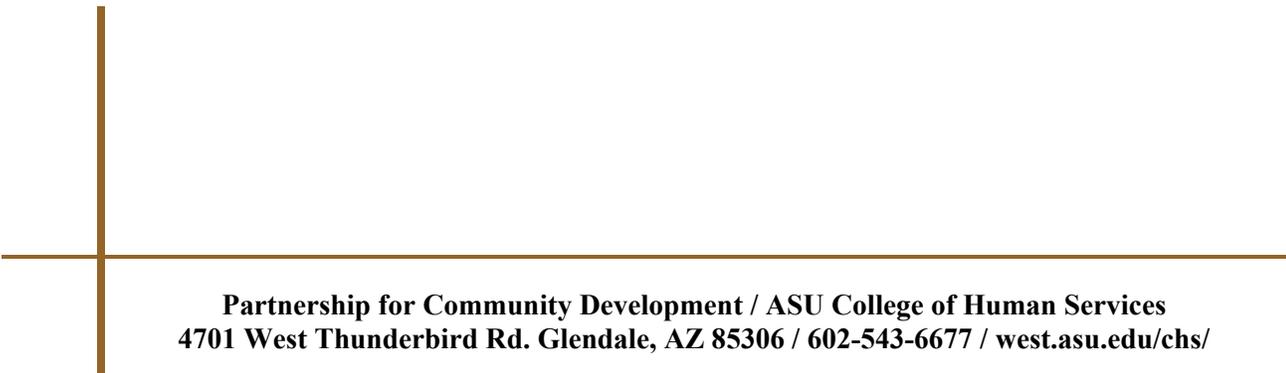
"...the answers
are
in this room
or
in the
community;

the answers
are not
within
the
walls
of DES."



ASU Partnership for
Community Development
ARIZONA STATE UNIVERSITY

◆ Building Partnerships ◆ Initiating Innovative Ideas ◆ Transforming Lives ◆



The Breakthrough Series Collaborative on Service Integration

The Breakthrough Series Collaborative on Service Integration effort was the result of many individuals giving their time and sharing their unique talents to focus on building partnerships and initiating innovative ideas for the purpose of transforming the lives of Arizona families.

Community organizations, families, and the Arizona Department of Economic Security (DES) staff were brought together to provide varying perspectives on the existing programs and services available within their community and through DES. These participants demonstrated **courage** in sharing their personal experiences, **passion** for making changes to help families be successful, and **determination** in finding creative ideas to be used to fundamentally revolutionize the way the DES structures and delivers its services to better serve children, adults, and families throughout Arizona.

Courage

It takes courage
to share personal success stories
to help others facing the same struggles

Passion

It takes passion
to find time in already busy schedules
to create innovative ideas for change

Determination

It takes determination
to find creative ways to improve
existing services and programs
for families

"Every day I feel privileged to work along side so many people who have chosen such an honorable profession. I am honored to learn from our Family Partners about what we do well and what we must continue to improve. Thank you for accepting the call to action and for making a difference for one individual, one child, one family at a time."

— Tracy L. Wareing,

Director of the Arizona Department of Economic Security



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Transforming the Lives of
Individuals and Families in Arizona:
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FAST FACTS...



WHO?

Arizona Department
of Economic Security (DES)

WHAT?

Arizona's largest human
service agency

WHERE?

More than 200 locations
throughout Arizona

WHEN?

Began operation in 1972

WHY?

Promoting the safety,
well-being, and
self-sufficiency
of children, adults,
and families

HOW?

- Cash assistance
- Food stamps
- Emergency crisis assistance
- Employment/training
- Medical assistance
- Unemployment insurance
- Home energy assistance
- Hunger relief services
- Homeless/domestic violence services
- Vocational rehabilitation
- Child/adult protective services
- Foster care/adoption
- Child care
- Child support collection
- Services for persons with developmental disabilities

The Service Integration Philosophy

In 2003, the Arizona Department of Economic Security (DES) embarked on a journey of innovation that would fundamentally revolutionize the way that the organization structures and delivers its services to better serve children, adults, and families. The agency instituted a new philosophy, called Service Integration, which focuses on integrating existing DES programs and services, creating partnerships with community organizations, and most importantly, increasing the benefits achieved by families utilizing DES services by creating a more cohesive and coordinated service delivery system.

**The Breakthrough Series Collaborative —
An Innovative Way to Accomplish Service Integration**

As a manifestation of the Service Integration philosophy, DES began searching for new strategies for *incubating innovative ideas* for change that would benefit families in local communities. In researching promising practices for innovative change, DES discovered the Breakthrough Series Collaborative (BSC) model being implemented by Casey Family Programs, a national foundation dedicated to serving children, youth, and families in the child welfare system. This model involves bringing together people with varying perspectives to assess existing services and/or programs within their local community, to identify multiple strategies for changes and/or improvements, and to test these strategies on a small scale in a real world setting. In the fall of 2005, DES approached Casey Family Programs with its desire to utilize this model for the purposes of forwarding the mission of Service Integration. Casey agreed to provide technical assistance as DES embarked on the BSC on Service Integration.

In December of 2005, as the conceptual framework for the DES Breakthrough Series Collaborative on Service Integration (BSC) was being developed, DES approached Arizona State University's Partnership for Community Development (PCD) to manage the evaluative aspects of the process. The PCD agreed to provide multi-methodology throughout the year-long process. This report is a summary of what was learned from the evaluation process. Assessments included:

- 1) Evaluating BSC participants' understanding and utilization of Service Integration principles and desired outcomes through participant self-assessment surveys
- 2) Monitoring the innovative ideas that were produced by the BSC process throughout the developmental period
- 3) Assessing the ultimate impact of BSC activities on Arizona families through qualitative research methods



Launching the BSC on Service Integration

In January, 2006, DES officially launched the Breakthrough Series Collaborative on Service Integration (BSC). In an effort to model desired behaviors, DES established a BSC Planning Team, which included equal representation from family, community, and DES. The Planning Team, directed by Susan Hallett and Judith Fritsch, was charged with designing this unique BSC based on the DES “Framework for Change.” To carry on the work of the BSC, *20 teams of 18 members each were established across the state of Arizona.* Regional pre-training was provided, to ensure Family and Community Partner participants in the BSC came to the project understanding their role, what to expect from DES, and why their assistance was needed. Another training was for the DES staff (who agreed to participate and completed a letter of commitment signed by their direct supervisor and their respective Assistant Director) which focused on keys for working with Family and Community Partners who were volunteering their time to the agency. Both trainings were developed and delivered by Family and Community Partners and were critical to building inclusive collaborative teams needed in the significant transformative process.

The teams were intentionally designed to bring together a diverse range of perspectives and opinions — including representation from various DES program areas (six members), previous or current families involved in DES programs and/or services (six team members), and community organizations (nonprofits, faith-based organizations, and other government agencies) representing expertise in a diverse range of areas such as mental health, substance abuse treatment, domestic violence, and youth corrections (six team members).

The BSC teams received training on the primary methodology used in the Breakthrough Series Collaborative model, which is referred to as a PDSA (Plan, Do, Study, Act). The PDSA cycle is shorthand for creating and testing a change – by planning it, trying it, observing the results, and acting on what is learned. The methodology provided the BSC teams with a focus on actions they could implement, test, and revise within a week of their genesis. It made the teams think creatively about their roles in serving Arizona families, and how they can join forces with other community partners, families, and department staff to better serve the public. Armed with an innovative idea, the PDSA process provided immediate feedback on whether the action was successful, and — if not — what to adjust.

Through it all, the focus remained on the practical steps to integrate services at the local level. Ultimately, the goal of the BSC teams was to focus their energies and innovative thinking around the three goals of DES:

- 1) **Strengthening individuals and families**
- 2) **Increasing self-sufficiency**
- 3) **Developing the capacity of communities**

Characteristics of Successful Service Integration:

- Children and families are safe
- Families have sufficient income, food, housing, health care and transportation
- Families, Community partners and governments share common goals
- Families have an equal voice in identifying needs and developing services
- Families receive services and support in their own communities
- Services are accessible, coordinated and provided in a timely manner
- Local strengths and needs are considered in designing and delivering services
- Resources are known and shared throughout the community



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BSC Teams

Apache County Team
Apache County

Amigos in Action
Santa Cruz County

Bridging the Gap
Yuma County

**Todos Unidos
(Circles of Change)**
Pascua Yaqui Tribe

**Colorado River
Desert Stars**
La Paz County

Coolidge Jumpin' Chollas
Pinal County

Central Connection
Maricopa County -
ASU Downtown Campus

**Copper Tops -
Quality That Lasts!**
Gila County

Coronado Trail Blazers
Greenlee County

Flagstaff Trailblazers
Coconino County

Fuerza de Comunidad
Maricopa County -
Golden Gate Community

**It'am Sinom Yep
Tuu'qaptsi Yung'wa**
Hopi Tribe

**Prescott Valley
Pronghorns**
Yavapai County

Utilizing a “train the trainer” process, each team self-selected six members to attend training sessions in May 2006 and October 2006, referred to as *Learning Summits*, to receive instruction on the purpose of the BSC, the PDSA methodology, and how to apply the methodology while staying focused on the three DES goals listed previously.

In general, the Learning Summits asked participants to work with their teams to create and test innovative strategies for better integration and coordination of DES and community-based programs and/or services — with the ultimate goal of building strength and self-sufficiency within Arizona families.

The Summit participants took the knowledge gained at the Learning Summits back to the other members of their teams. Teams were provided with individual technical assistance, participated in monthly collaborative conference calls, and were given access to a BSC Extranet to post their progress and monthly reports. Additional support for BSC teams was provided by Senior Leaders (local program or office managers) who provided mentorship and assisted in overcoming barriers to the team’s success. A pool of 27 Expert Faculty consisting of Casey Family Programs staff, DES staff from varying program areas, community development leaders, other government agencies, community-based organizations, Family Partners, and social work experts were also available for providing technical assistance and problem-solving.

The BSC Initiative at Work

Over a 12-month period, the BSC teams worked independently and collaboratively to create, test, and implement small tests of change focused on changes to processes and practices within the social service delivery systems in Arizona. Teams were encouraged to share information and “steal shamelessly” (a tenet of the BSC process) by taking good ideas and sculpting them to fit similar situations within their unique communities.

Throughout the process, teams received feedback on their application of the PDSA methodology, and were encouraged to continue their innovative thinking. A third Learning Summit, held in June of 2007, celebrated successes that were accomplished during the first twelve months of the process.

During this time, the BSC teams developed **105 innovative strategies** (breakthroughs) in the areas of process improvements, directories/resource guides, customer service, information gathering, DES office and lobby appearances, team composition, education and training, and childcare. The enthusiasm, energy, and production created by the BSC teams made a profound impact on DES, leading the agency to extend the process for an additional six months. The breadth, depth, and impact of this initiative cannot be understated.

BREAKTHROUGHS PRODUCED

The BSC teams generated tremendous energy and enthusiasm as they created and tested their 105 innovative strategies for contributing to the strength and self-sufficiency of Arizona families and communities. Some of these strategies were intended to increase the connections between families and services, others were intended to create new services, and even others were primarily focused on streamlining the procedures for serving families.

Overall, the breakthroughs that were produced by following the BSC process can be organized into eight (8) categories of improvement:

- Access
- Efficiency
- Understanding Needs
- Amplifying the Family Voice
- Education and Training
- Customer Service
- Office and Lobby Ambiance
- Childcare

Access

Many teams created PDSAs to directly address the reality that families in their communities did not have good information about the myriad of services available to them. Nineteen (19) PDSAs focused on this need. In general, the PDSAs sought to increase access of families to community services by:

- ✓ Increasing awareness of DES programs within local communities
- ✓ Increasing DES employees awareness of community programs
- ✓ Creating information exchanges on specific human service programs available to families in the community
- ✓ Developing mechanisms for sharing “success stories” about how families seeking services in the past have empowered them to become stronger and self-sufficient

Many of these breakthroughs were in the form of new directories, resource guides, and improved communication systems within communities.

Efficiency

Process improvements accounted for 19 PDSAs generated by the BSC Teams. The ultimate goal was to increase the efficiency and

BSC Teams (Continued)

Sierra Vista Hummers
Cochise County

The "A" Team
Maricopa County -
West Valley

The East Valley Team
Maricopa County -
East Valley

**The Three C's
(Cotton, Copper, Cactus)**
Graham County

Tucson Tugboats
Pima County

United
Mohave County

**White Mountain
Mission "Possible"**
Navajo County



**Coronado Trail Blazers
—Greenlee County**



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"We need to bring the Breakthrough (Series) mentality into everything we do.

Our hiring, the way we write our rules and regulations, the way we design our offices. . .

It really needs to be the mindset.

We're serious about this (Service Integration) and this is how we are going to show we are serious about it."

— DES Partner

responsiveness of service delivery systems through innovation in data management practices and program delivery operations. In this category, the PDSAs sought to increase the efficiency and responsiveness of service delivery systems by:

- ✓ Streamlining application processes
- ✓ Reducing time gaps between application and service delivery
- ✓ Creating forms and information folders to improve efficiency and effectiveness of referrals
- ✓ Creating processes for sharing client information across DES programs
- ✓ Co-locating community and DES programs
- ✓ Integrating programs to provide wrap-around services
- ✓ Implementing employee recognition programs to reinforce the goals of efficiency and responsiveness
- ✓ Decreasing wait times for services and information

BSC teams were successful in generating breakthroughs that reduced response time by service providers and improved communication among the different providers within communities.

Understanding Needs

The central focus of these 16 PDSAs was gathering information about the needs of families. Often, these PDSAs involved the creation and distribution of surveys or other data collection techniques. PDSAs sought to gather action-based data on:

- ✓ The needs of family members
- ✓ Community awareness of available services and programs
- ✓ Experiences of family members as they attempt to access DES programs
- ✓ Satisfaction and concerns of families currently utilizing DES programs
- ✓ DES employee perceptions on how families might be better served
- ✓ DES employee ideas for possible PDSAs to test

Armed with this data, the teams then began to develop other PSDAs targeted to respond to the identified needs – or bring attention to these needs by service providers in the community.

Amplifying the Family Voice

Many teams utilized the PDSA process as a means for determining innovative strategy for strengthening the family voice on their teams – with the ultimate desire to infuse the Service Integration philosophy into their communities. Developing innovative strategies



for engaging the family voice was the focus of the seven (7) PDSAs. These PDSAs explored various avenues for recruiting Family and Community Partners into their teams including:

- ✓ Creating and distributing promotional flyers
- ✓ Sending press releases to local newspapers
- ✓ Holding open house events to inform local communities about the BSC Initiative
- ✓ Building biographical sketches of existing team members to create a welcoming environment for family members

The teams were intent on their desire to amplify the family voice and several PDSAs resulted in successful strategies for doing so.

Education and Training

Seven (7) PDSAs were designed to develop and test an innovative strategy for addressing education and training needs of families within the team's community. The PDSAs tested innovative strategies for addressing educational and training needs of families by:

- ✓ Offering GED courses during daylight hours
- ✓ Educating youth on the purpose and opportunities of DES benefits
- ✓ Providing domestic violence information to communities and local high schools
- ✓ Providing job service trainings in Community Partner organizations
- ✓ Creating a program for distributing school uniforms

The teams found that these offerings were successful in building the capacity of children, youth and families to become more resilient and acquire the perspective and tools required to be self-sufficient.

Customer Service

Many teams wanted families to experience an inviting environment, friendly service, and a sense of feeling respected as they sought services. The teams generated 17 PDSAs targeted to these outcomes. They sought to test different alternatives to support families, including:

- ✓ Placing a customer service representative in DES lobbies to assist families
- ✓ Changing phone greetings to be more welcoming
- ✓ Having DES staff wear visible name badges
- ✓ Providing an updated JOBS board in lobbies
- ✓ Re-arranging sitting areas to provide more privacy when discussing personal information
- ✓ Adding baby changing tables in DES restrooms
- ✓ Providing family visitation space in DES offices

"Being a part of the Breakthrough Series changed my life. Before I was nobody, now I am somebody."

— Family Partner



United Team — Mohave County

Being asked to be a part of the Breakthrough Series made me feel real good, like they thought that I had something important to contribute."

— Family Partner



Coolidge Jumpin' Chollas of Pinal County: Children's Area

The Coolidge Jumpin' Chollas Team made their PDSA come alive by creating a children's area in the local DES lobby through a community-wide collaboration.

Partnerships were developed between BSC team members, local community agencies, and the art community as they worked together to create a child-friendly atmosphere to help reduce the stress of families seeking services. Children's books and movies, furniture, paint and a TV/ DVD system were donated for the project.



In addition, a local high school's art class painted a mural in the lobby.



- ✓ Making phones available for communicating with staff in various DES programs
- ✓ Providing documentation in Spanish
- ✓ Setting up an email notification system for communicating benefit status to families

Collectively, these innovative practices were found to be positively received by families, creating a welcoming environment as they sought services.

Office and Lobby Ambiance

The desire to enhance DES office and lobby appearances was the driving force underlying the creation of these 15 PDSAs. They tested the viability of different methods for re-organizing, re-modeling, and re-creating DES office and lobby spaces to create a more welcoming atmosphere for families as they sought services. These PDSAs sought to do so by:

- ✓ Adding an information desk or receptionist in the lobby
- ✓ Improving security and safety services
- ✓ Creating waiting areas that welcome and engage children
- ✓ Creating designated smoking areas
- ✓ Enhancing the cleanliness and appearance of offices
- ✓ Painting murals in the lobby
- ✓ Re-arranging lobby areas for improving customer flow
- ✓ Installing low-cost vending machines
- ✓ Purchasing portable identification machines
- ✓ Creating discount coupon corners
- ✓ Providing clear signage and directions
- ✓ Partnering with seniors to provide artwork for offices and lobbies

The teams found that such upgrades created an environment where families felt more valued and appreciated.

Childcare

Bolstering the availability of childcare for families was the central theme of these five (5) PDSAs. The notion was that enhanced childcare opportunities would enable families by having greater access to workforce placement and training opportunities. The PDSAs examined innovative ways of increasing such opportunities by:

- ✓ Establishing new forms of childcare in various communities
- ✓ Recruiting franchise childcare providers from other communities

- ✓ Sharing information about the availability and benefits of childcare with families seeking employment services

Teams were successful in weaving these support systems into at least four Arizona communities.

IMPACTS ON COMMUNITIES

With 105 innovative strategies being created throughout Arizona, the impacts on Arizona communities were wide-ranging. While it is impossible to capture all of the impacts in this report, a sense of the depth and breadth of these impacts can be gained by reviewing a sample of team outcomes:

- A job board was created and posted at a DES office and several people received jobs as a result of this effort.
- A Family Partner reported that being on a BSC Team helped her to stay sober because she knew that people on her team believed in her.
- People seeking services now feel comfortable to enter one DES office that has staffed a security guard outside the office to deal with safety issues.
- As a result of one team's development of a resource flyer, a local newspaper has agreed to put a free advertisement in the paper each week describing community services.
- One Community Partner stated he is able to refer clients for services more efficiently now that he has networked with so many DES and Community Partners on his BSC team.
- As a result of co-locating a child support specialist at a Family Assistance office, more families are using this service due to the easier access. One mother's child support doubled due to this PDSA.
- DES Partners received cross-training as they learned about other jobs and services available in different programs at DES.
- One PDSA sought to teach parents about how to create resumes. When a community member learned of this effort, the team was asked to start teaching resume building and interviewing skills to students at the high school.
- One grandmother raising her grandchildren provided information to DES employees to increase their understanding of the unique needs of grandparents.

BSC Mission

To improve family outcomes by better integrating and coordinating DES programs and services and by effectively collaborating with Families and Community Partners.



*“What keeps me coming back?
HOPE.
Hope that whatever services that we’re providing to our clients can help and that we’re coming together and being united by that one goal.”*

— Community Partner



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Colorado River Desert Stars:



Removing Barriers for Families

The Colorado River Desert Stars Team implemented a process change to remove barriers for families given temporary custody of a child.

When temporary custody is ordered in open court, the new process allows for the relationship between the child and the temporary guardian(s) to be stated and recorded in the court records.

These records are then used to satisfy the Proof of Relationship criteria for accessing DES Family Assistance services, such as Cash Assistance, Medicare, and Food



Colorado River Desert Stars
— La Paz County —

- The atmosphere at one DES office was enhanced by creating a smoke-free environment both inside and around the entrance of the office.
- A Family Partner stated she has learned communication and leadership skills as a result of her involvement on a BSC team.
- By changing the phone answering system, families seeking services are now better able to find the appropriate services at one office.
- A Family Assistance office serves a homeless population and these families have no transportation. Through the BSC efforts a jobs worker was co-located at the site, and the families can now access both services during the same visit.
- To help build a welcoming atmosphere and reduce stress for families seeking assistance, Children's Areas were created in the lobbies of DES offices.
- By relocating offices to create a one-stop shop, individuals and families have better access to substance abuse services.

IMPACTS ON INDIVIDUALS AND FAMILIES

Through survey research, the ASU Evaluation Team asked BSC team members to reflect on ways in which they felt their activities were contributing to the three desired outcomes of the BSC process. Teams reported that their activities helped Arizona families in the following ways:

Teams **strengthened families** by:

- ◇ Building awareness of how to create a safe and welcoming home environment
- ◇ Building connections between families and outside support networks
- ◇ Helping families become more socially active and connected

Teams **increased self-sufficiency** by:

- ◇ Helping families know what resources exist in their communities
- ◇ Enabling families to know and recognize their needs
- ◇ Helping families realize and maximize their assets and abilities
- ◇ Helping families envision their own potential to be self-sufficient
- ◇ Encouraging families to become more engaged in their communities

Teams **developed the capacity of communities** by:

- ◇ Increasing opportunities for families to receive services and support in their own communities
- ◇ Increasing efficiency of service delivery
- ◇ Increasing communication to ensure that resources were known and shared throughout the community
- ◇ Increasing the number of community partnerships between community-based organizations and DES to more effectively serve families
- ◇ Increasing the family voice in these partnerships

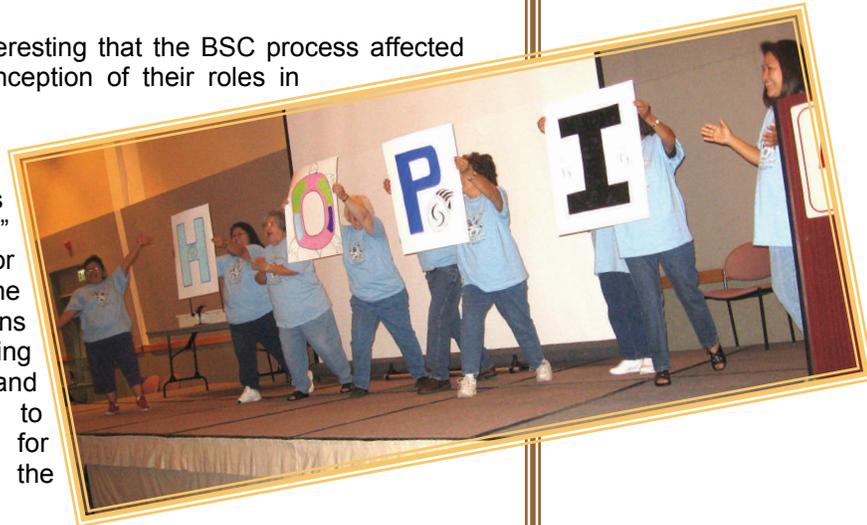
IMPACTS ON THE PROCESS OF SERVICE DELIVERY

The BSC process created a ripple effect of change within the DES system and throughout local communities within Arizona. New collaborations were built between DES, community-based and Arizona families which did not exist before. New ideas and new ways of doing business that would not have happened without the BSC process were incubated. This sets both the framework and the expectations for producing a more integrated, responsive, and efficient service delivery system in all of our Arizona communities.

This innovative process will ultimately revolutionize the way that DES and other community service providers serve families. Family and community voices, stories, and insights are being integrated into decision-making, and the emerging flow of services will create stronger and more self-sufficient Arizona families.

Toward this end, it was interesting that the BSC process affected every participant's own conception of their roles in service delivery.

Team members began the BSC process with labels such as "Family Partners," "Community Partners," or "DES Partners." During the project, the role designations melted away — revealing individuals with strengths and assets working together to create positive changes for families, neighbors, and the communities as a whole.



Impacts for Individuals and Families

- ◇ Improved Access to Services
- ◇ Increased Awareness/ Knowledge of Services
- ◇ Expanded Educational Opportunities
- ◇ Improved Efficiency of Services
- ◇ Enhanced Economic Self-Sufficiency
- ◇ Amplified Sense of Empowerment
- ◇ Increased Safety and Security
- ◇ Enhanced Sense of Dignity and Respect

Celebrating Success!
It'am Sinom Yep Tuu'qaptsi Yung'wa Team—Hopi Tribe



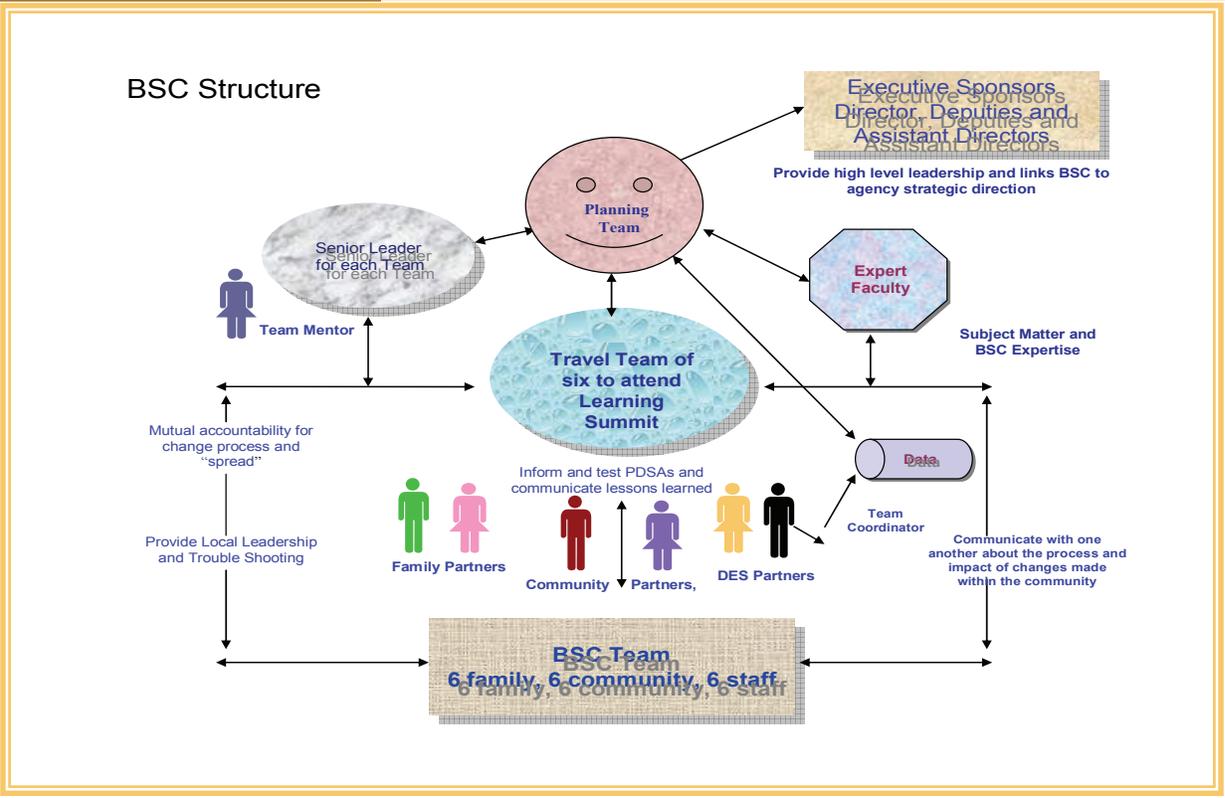
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More than 60% of BSC Team members reported they had accomplished goals through their Teams that they could not have accomplished otherwise.
 — ASU Evaluation Team

- ◇ **Family Partners** who once felt their voices were not being heard were lifted up. With encouragement by their team, members shared their stories, suggestions, and perspectives so their experiences could help other families.
- ◇ **Community Partners** brought experience and knowledge into the creative process by coordinating services and programs with DES to satisfy family needs in local communities.
- ◇ **DES Partners** who may have lost sight of their impact on the lives of families were re-energized by the real life stories of personal success shared by Family Partners. These families had received DES assistance, attained self-sufficiency, and were now giving back to their communities and helping other struggling families.

The process created tight-knit groups of motivated individuals in 20 different communities throughout the State of Arizona. This is not just a short term gain; it will be an ongoing way of doing business within Arizona communities. The passion, drive, and inspiration created through the relationships developed by these teams will continue to impact their respective communities for years to come.



THE ASU EVALUATION

The ASU Partnership for Community Development assembled faculty with expertise in program evaluation, survey instrumentation, and social work to develop the evaluation strategy. Partnering with DES staff, ASU developed a four-pronged evaluation approach:

- *Team Activity Monitoring (PDSA Reporting Logs)*: The ASU Evaluation Team created a monthly reporting template to track PDSA activity within each team and to assess the relative success of the team in engaging all members and creating new ideas. On a quarterly basis, the Evaluation Team created a summary of the kinds of PDSAs being produced, their relative effectiveness in producing positive changes for families, and their potential for “spread,” or successful implementation as promising practices across Arizona. These quarterly reports were issued to the BSC Planning Team, and served as the basis for reporting to BSC Team participants during the Learning Summits.
- *Learning Summit Evaluations*: The ASU Evaluation Team conducted assessments of evaluations completed by team participants of the BSC Learning Summits. Participant comments were reviewed to produce an analysis of common themes, suggestions, concerns, and challenges. One report was issued to DES for each of the three Learning Summits.
- *Self-Assessment Surveys*: Mirroring the survey research methodology of Casey Family Programs, a self-assessment questionnaire was built for team members to complete at three intervals: initial, mid-term, and final stages of the process. Its purpose was to evaluate participants’ understanding of the BSC process, evaluate perceptions of team outcomes, and monitor team function and experiences. An in-depth analysis of the responses to the self-assessment surveys was made available to the BSC Planning Team fall 2007.
- *Qualitative Research (Interviews and Focus Groups)*: To supplement the questionnaire approach, the ASU Evaluation Team conducted interviews and focus groups with teams and impacted family members throughout the state. These discussions gave very rich detail on team member perceptions, attitudes, dynamics, and outcomes that a standardized questionnaire could not capture. The qualitative research allowed us to collect and analyze specific stories relating to the challenges and success of the BSC process. To collect the data, focus groups were conducted with ten BSC teams. In addition, three focus groups were conducted with a sample of DES Team members involved in the BSC process and 12 families who were impacted by the BSC process. An in-depth analysis of the qualitative research was made available to the BSC Planning Team the fall of 2007.



FAST FACTS...

WHO?

Arizona State University's
Partnership for
Community Development (PCD)

WHAT?

Facilitator/incubator of
new collaborations, partner-
ships, ideas, and strategic
initiatives

WHERE?

Throughout Arizona

WHEN?

Created in 1994

WHY?

Building collaborative
relationships among public
and private community
organizations to address
critical community needs

HOW?

- ◇ Collaboration Building
- ◇ Needs Assessments
- ◇ Organizational Management
- ◇ Program Administration
- ◇ Program Evaluation
- ◇ Strategic Planning



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A MEASURE OF SUCCESS

On the whole, the results from all four evaluation approaches can be summarized in one word: **success**.

Through the *Team Activity Monitoring* process, we learned that 105 specific Breakthroughs were created and tested by the 20 Teams. The data showed that these Breakthroughs were created as a direct result of the pooling of insights by DES employees, Community Partners, and Family Partners. The data also showed that the teams encountered certain challenges in moving through the various cycles of the PDSA process, including keeping Family and Community Partners engaged. These challenges are outlined below. But at the same time, it was clear that significant results were being accomplished and impacts upon families were being generated. Breakthroughs were created in such areas as case management practices, methods for communicating information to families, procedures for responding to family needs, mechanisms for developing inventories of community needs, innovative education and training programs, helpful client support services, and childcare delivery services.

Through the *Learning Summit Evaluations*, we learned that BSC participants appreciated the mentoring roles of the BSC Planning Team and valued the illustrations of success that all teams involved in the BSC process were accomplishing. The evaluations revealed that there was consistent and continual improvement in each team's capacity to create innovative ideas, test them, and refine them in ways that would maximize their impacts on families.

Through the *Self-Assessment Surveys*, we learned that there was strong support by the teams of the guiding principles, desired practices, and desired outcomes of the BSC Framework for Change. We also learned that the Teams were producing impact in each of the three desired outcomes of the BSC process: *strengthening families, increasing self-sufficiency, and developing the capacity of communities*. We learned Team members saw particular progress in giving families knowledge of resources in the community, increasing connections between families and these resources, and increasing communication among human service providers to ensure that resources are known and shared throughout the community. And while we found a yearning for more financial and administrative support for their activities, satisfaction with the process was high — as was their continuing motivation to create positive change in their communities. In general, teams had clear understanding of their purpose and goals and felt successful in accomplishing them.

Through the *Qualitative Research (Interviews and Focus Groups)*, we again found that the teams were successfully implementing the BSC process — and making significant improvements to the community. We learned that the teams overcame significant obstacles to the innovation process to create change. Their activities

As the first year of the project comes to a close, these research findings suggest the BSC Participants that are still involved are a committed group of people who support the continuation of the service integration philosophy. They desire to "spread" their good work to the daily work that occurs at DES across the state, and they believe that there is more work to be done.
— ASU Evaluation



Learning Summit - ASU Evaluation
Team member, Dr. Cynthia Lietz

were infused with a spirit of perseverance, collaboration and communication, generally effective leadership, creativity and flexibility, assistance from higher administration, a sense of hope, relationship building and the ability to have fun. The impacts were broad in scope and far reaching in significance. Finally, we learned that family members and service providers benefited from increased insight, increased access to resources and networks, and streamlined procedures for meeting public needs.

In summary, the results from all four methodologies clearly convey general support of team members for the BSC process and enthusiasm about the promise of its impact. Among the insights:

- ✓ Teams had strong commitment to the principles, goals, practices and desired outcomes of the BSC process.
- ✓ This commitment remained strong in spite of many significant challenges.
- ✓ Through persistence and creativity, the teams overcame the many challenges to create impact within all three desired outcomes of the BSC process.
- ✓ As a result of the BSC process, team members increased awareness of DES and community services, and how to access them. They also saw increased awareness in their communities.
- ✓ On the whole, team members were satisfied with their team functioning and progress toward results.
- ✓ Some teams made more progress toward results than others.
- ✓ Involvement from the three Partner groups was uneven – DES Partners typically had greater representation than Community Partners and Family Partners.
- ✓ Team members understood the critical importance of all three Partner groups. Many creative methods for engaging equal representation from Partner groups were employed.
- ✓ Teams wanted more resources to accomplish their goals and more authority to make decisions.
- ✓ DES Team Partners wanted greater support from their immediate supervisors and a greater awareness of the importance of their work in the BSC process.
- ✓ Teams were enthusiastic about their accomplishments throughout the process.
- ✓ Many innovative strategies for serving Arizona families were created, tested, refined, and implemented.
- ✓ Many forms of positive impacts were created.
- ✓ Much work remains to infuse the innovative strategies and impacts throughout the whole of DES and the many communities it serves.

“PCD became partners with DES in designing effective programs, identifying success stories, and – most importantly – discovering ways to ‘spread’ these successes.

This is a prime example of how two public service organizations can create synergy to dramatically improve the lives of Arizona families.”



*— Dr. Richard Knopf,
Associate Dean for
Community
Initiatives*



**Transforming the Lives of Individuals and Families in Arizona:
Breakthrough Series Collaborative on Service Integration**

ASU Partnership for
Community Development
ARIZONA STATE UNIVERSITY

ENHANCING THE PROCESS

The evaluation process revealed many insights about the challenges encountered by the teams. It also provided many insights about what team members felt might be done to increase their productivity in the BSC process.

Next in this report, we review the building blocks of *effective community development team building* and interpret the results of the evaluation in light of them. Then, we identify seven specific *tools or strategies* that the successful teams used to overcome challenges or barriers – tools and strategies that can be adopted by all teams to maximize their impact in the BSC process. Next, we offer five specific recommendations from team members to *successfully move forward* from this point in time. Through all of these insights, a roadmap for future success can be created to guide the continuation of the BSC concept into each workday.

Building Blocks of Community Development Teams

Researchers have suggested that there are some basic building blocks around which successful community development teams must be organized. The Blandin model of team building (Krille, Curphy & Lund, 2007) suggests there are seven (7) indicators of successful community team functioning – and that all indicators must be maximized for optimal team performance and production. Those indicators are:

- ✓ Clarity of Mission
- ✓ Effective Mobilization of Talent
- ✓ Productive Norms
- ✓ Commitment and Buy-In
- ✓ Ample Resources and Power
- ✓ High Morale
- ✓ Accomplishment and Results

The evaluation data sheds some light on how adequately the BSC teams were functioning in light of these characteristics. With an eye to improving team functioning in the future, we now consider the teams' performance along each of these indicators.

Clarity of Mission

To be successful in producing desired outcomes, a team must have a clear sense of purpose and general agreement on how to accomplish strategic objectives. They must also have agreed upon methods to track progress. Our evaluation data suggests that the teams, in general, developed a clear sense of direction and understood the process for accomplishing change. At first, some teams reported that it was difficult to grasp the concept and methodologies of the BSC process.



Prescott Valley Pronghorns
- Yavapai County

Outcomes for BSC:

- 1) Strengthening individuals and families
- 2) Increasing self-sufficiency
- 3) Developing the capacity of communities



The "A" Team
Maricopa County–West Valley

By the second Summit, team members had high levels of buy-in to the principles and practices of Service Integration. While the self-assessment data reveal they do not yet see strong manifestation of Service Integration principles in their communities, they do know what they are trying to achieve. This is a positive step in the right direction; a tribute to the BSC Planning Team and the effectiveness of all three Learning Summits. The feeling is strong among team members that they are making progress in translating Service Integration principles into practice.

Effective Mobilization of Talent

A successful community development team must not only have the right number of people to succeed, but it also must successfully mobilize the talents and expertise of every team member. This particular factor was perhaps the lowest performing characteristic of teams in the BSC process. Our data showed that many team members expressed concern that some of the teams were too small resulting in overworked team members. There was also concern that there are not enough Family Partners involved in the teams. Moreover, there was evidence the Family Partners who were involved did not always know precisely what their particular roles and responsibilities within the team might be.

There was a challenge with turnover in team members. Issues with the Extranet communication platform ran interference with the need for teams and individual team members to “bring out the best in each other” through the sharing of encouragement, insights and promising practices. In some teams, the number of people moving in and out of the teams made it difficult to maintain flow and continue progression toward goals. All of these factors point to the necessity to help the teams develop specific strategies to involve, engage, reward, affirm, and maintain team members.

Productive Norms

Norms are the “rules” for how members will work together to make progress toward the team’s mission. To work effectively, a team should have agreed-upon “rules” for decision-making, communication, meetings, work hand-offs, and debriefings. Our evaluation research suggests that the teams ranked mid-range (medium) on this characteristic.

The Team Coordinators for some teams appeared not to assume strong facilitative roles. While this appeared not to be a wide ranging concern, it does point once again to the need for clearly agreed upon processes for designating leadership. There were many concerns about the difficulty of finding meeting times when all team members could meet and provide input to the group process. Teams need to be mentored in alternatives that might be available to “every member present” scenarios (e.g., sub-committees, virtual meetings, blogging, e-mail utilization). More training opportunities could be offered to help teams systematically evaluate their own normative formation processes and determine root causes of problems with team functioning. More emphasis could be placed on basic meeting



**Coolidge Jumpin’ Cholla
- Pinal County**

“In here (BSC)
I’m the DES partner,
but I’m also
the Family Partner
and the
Community Partner.
So it’s not really
the role that you play,
it boils down to the
relationships
with people.
And that’s what
it’s about.
It’s just trying
to make life better,
which helps everyone.”
— DES Partner



BSC Teams: “Rewarding Experiences”

Teams had a high level of relevant knowledge, experience, and a strong social connection

Fellow team members were trustworthy

Team members were good at safeguarding confidential information



BSC Teams: “Challenging Experiences”

Teams did not have the resources necessary to achieve the team’s goals

Teams did not have a sufficient number of Family Partners

Teams did not feel they had the authority needed

management techniques, processes for creating shared vision, and mechanisms for enhancing team communication.

Commitment and Buy-in

Successful community development teams have highly committed members brought together by a compelling vision and are highly motivated to set goals and make decisions. BSC participants generally ranked their teams high on this characteristic; of course there is always room for enhancement.

Teams should be encouraged to periodically review their purpose, goals, desired outcomes, and accomplishments. This brings sharpened focus of the purpose of the BSC process and what is ultimately desired from the process. It also creates a cohesive team unit, a sense of dedication to a common purpose, appreciation for team successes, and even a sense of awareness of the dependency of the team upon the knowledge, experience, and insights brought by each team member to the process.

Expert Faculty can be more effectively mobilized to bring mentoring to teams on a one-on-one basis. Teams need regular mentoring and feedback on how well they are understanding the link between team activity and community impact. Through strong mentoring programs, all of the team’s activities and all of the insights produced will be directly aligned with three desired outcomes of the BSC process: strengthening families, increasing self-sufficiency, and developing the capacity of communities to serve families well.

In addition, teams should be offered a formal process for assessing whether each member is comfortable with his or her particular role and responsibility. This ensures all the needs of the team are being met and that everyone is valued as an integral aspect of overall team performance.

Ample Resources and Power

Success in this indicator means the team has enough money, equipment, time, and authority to accomplish its mission. Our evaluation suggests the performance of teams could be enhanced with respect to this characteristic. The data made it clear many respondents felt they did not have the level of authority it would take to make appropriate decisions and implement innovative ideas.

One of the most prevailing concerns was that mid-level DES managers were not adequately informed about the potential of the BSC process and/or were not supportive of team efforts as much as team members expected. Clearly, a formal communication plan and frequent follow-through is necessary to better inform mid-level management and win its buy-in and support.

Mid-level managers need to be encouraged to understand their roles as facilitators of agency transformation and the need to create flexible management structures to make room for creativity, exploration and transformative change.

Resources also seemed to be a limiting factor. The challenge put to each team was to develop strategies while working within existing resources. While one of the many goals of the BSC process is to find creative solutions to significant problems with only small tests of change, the reality is that all teams need sufficient resources to function. Resources can be used to mobilize equipment, supplies and promotional materials, but they can also be important in reimbursing community and family participants for travel and time dedicated to the cause.

High Morale

A successful community development team has identified potential sources of conflict among members and developed effective ways to deal with conflict. It also generates a positive affect for team members. Evaluation data revealed that successful BSC teams generally worked well together, felt good about the team's accomplishments, and generally had fun. A common theme was the value of the strong and meaningful relationships that were built by being part of the team. Team members had fun together. This was accentuated by the Learning Summit experiences — along with the continuing positive reinforcement of the BSC Planning Team. Team members would welcome continued reinforcement of their morale through validation of their successes by the Planning Team as well as the assistance of the Planning Team in championing the communication of their success stories to the media, their communities, and a broad array of constituencies.

Accomplishments and Results

Finally, successful community teams have clear time-lines for production, document their success stories well, and are fully cognizant of the urgent and important ways they contribute to the resolution of a social need. The evaluation data indicates that BSC teams were moderately successful in this characteristic.

To continue to enhance the productivity of teams, the data suggest that teams would benefit from additional opportunities for facilitators to work with them to better envision the link between their products and the positive transformation of families and communities. Mechanisms for periodic reporting (such as the monthly logs) should be encouraged not simply as a means to accountability, but as vehicles for articulating, savoring, and celebrating success. Each team should have a "Communication Coordinator" whose primary role is to communicate successes of the team. Innovative ways for recognizing individuals for their accomplishments should be instituted, such as time off of work, bonuses, and "time with the Director." Teams would also benefit by investments that would enable them to tell their stories well. Research shows that teams become more productive and effective in reaching desired outcomes when their accomplishments are touted and underscored with appreciation and validation by the community as a whole.

Considering these struggles, one might expect some of the Teams would not have made it through the full year of this project. Yet, as this Research Team talked with more than half of the Teams across the state, we discovered that all Teams were still meeting, pursuing PDSAs and making improvements in services in their communities.

— ASU
Evaluation Team



Copper Tops - Quality that Lasts! - Gila County



Transforming the Lives of Individuals and Families in Arizona:
Breakthrough Series Collaborative on Service Integration

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Community Development
ARIZONA STATE UNIVERSITY

TOOLS AND STRATEGIES FOR BUILDING TEAM RESILIENCY

Tucson Tugboats: Recovery in Tucson



It all began with a PDSA examining effective ways to help inform families where to find resources. Then the Tucson Tugboats Team created a six-part, public access television series entitled "Recovery in Tucson: A Consumer's Perspective," with help from Access Tucson that trains non-profit organizations how to host and produce a ½ hour television show.

Broadcasted on cable channels March to May 2007, each show highlighted a BSC Family Partner's personal story of recovery. It also focused on available resources and insights in the community and how to overcome barriers in interacting with community service organizations, including DES. The series touched on topics like community, substance abuse, domestic violence, mental health, and wellness.

The Tucson Tugboats Team and Access Tucson received a national WAVE award competing with nearly 300 entries. Accepting an award in the category of Live/Live to Tape Award was Keith Smith and Suzette Audiss winning for the episode, "DES Breakthrough Series: 'Voices of Recovery, Child Protective Services'" as part of series called Tucson Vision. The WAVE Awards were created to recognize and promote the best in local community programming produced in the Western region of the Alliance for Community Media.

In spite of many challenges to the status quo facing BSC Team members, they refused to become discouraged. Their commitment to the team's purpose was undeniable. They continued to push forward with their Breakthrough ideas for building strength and self-sufficiency for Arizona families. We can gain inspiration from the tools and strategies that BSC teams used to overcome barriers and increase the opportunities for success. The ASU Evaluation Team identified seven (7) of them:

1. *Spirit of Perseverance*

Considering the struggles, one might expect some of the teams would not have made it through the full year of this project. Yet, as the first year drew to a close, all teams were still meeting, pursuing PDSAs, and making improvements in services to families and their communities.

2. *Sense of Hope*

The commitment to the BSC process was so strong; the hope for success and impact never waned. Tremendous optimism fueled success of the teams despite potential setbacks. Many participants identified the Learning Summits as an important time for establishing and renewing their commitment to this project. Team members celebrated their potential as change agents for the way DES and community service organizations do business.

3. *Collaboration and Communication*

These teams worked hard to build collaboration and communication into their processes. Put simply, they worked together. The diverse experiences and backgrounds of team members were viewed as an amazing resource to view problems in a new way. Having multiple perspectives also allowed the teams to identify more creative solutions. The teams also established threads of connectivity within their communities to form new partnerships and leverage resources to put their PDSAs in action.

4. *Effective Leadership*

The teams most pleased with their accomplishments gave credit to a strong Team Coordinator for his or her ability to keep members informed, organized and on track. Conversely, some of the teams that felt less productive noted that the leadership of their team was inconsistent — causing the team to lose focus. According to BSC participants, a key to continued success is the availability of support and training for Team Coordinators.

5. Willingness to be Creative and Flexible

Successful teams appeared to be infused with creativity and flexibility. Creativity was manifested in the teams' abilities to find multiple solutions to any given problem or challenge. Flexibility was found in the willingness to try new things. In a very real way, the ability to "think outside of the box" was a tremendous asset in the creation of Breakthroughs. These teams are best encouraged when they are given permission to innovate, to try, and to fail. When this transpires, fresh solutions emerge.

6. Some Help from the Inside

Teams became more successful when they were given the space and time to succeed by their supervisors. There were many comments about the lack of perceived support by mid-level management and the imperativeness of having it. Yet, some teams managed to take advantage of the additional clout they had to take action on their PDSAs simply by the very nature of their participation in the BSC process. Additional authority and administrative support for team involvement would result in greater production and "spread" of Breakthrough ideas.

7. Relationship Building and Ability to Have Fun

Finally, successful teams seemed to put particular value on relationship building during the BSC process. Words such as "bonds," "connections," and "friendships" were used when participants were asked to describe what helped their team succeed. In the evaluation, there seemed to be no greater indicator of success. Relationships built understanding, built partnerships, allowed participants to find commonalities — to draw on diverse perspectives to find creative solutions to problems.

Put simply, involvement in the BSC process was not an easy task for the participants. Yet the teams persevered and accomplished the important work of creating Breakthroughs in the ways DES and the community can work together to build strong and self-sufficient families. As the teams look toward the future, there is a widespread desire for the Service Integration philosophy to continue. The next step of "spreading" the BSC concepts is to engage the teams in the process of "spread," that is, discovering ways to infuse and sustain all of the Breakthroughs throughout DES and across all Arizona communities. While some teams may choose not to continue into this new territory, and other teams may continue with different members, the commitment to Service Integration in general — and to seeking community and family voices in particular — may well be the most important outcome of the current BSC Initiative.

*"In the past,
it's always been DES
making the decisions
and never hearing
the voice
of DES customers.*

*Finally,
that's changed
and through
the Breakthrough Se-
ries this is happening.*

*So that's a good
thing!*

*It's just been
a really good
experience."*

— DES Partner



Accepting the WAVE
Community Media Excellence
Award are Suzette Audiss and
Keith Smith (Tucson Tugboats
- Pima County)



SPREADING AND SUSTAINING CHANGE



BSC Informal Team Meeting
On average,
BSC teams
met twice per month

*"I saw all
these people
in one room
saying
we can make a
difference,
we WANT
to make a
difference,
we want to
understand
what it's like.*

*I want to be a part
of that so bad!*

*I want to be a part of
change!"*

— Family Partner

Recommendations for Moving Forward

As the Evaluation Team captured the stories of the BSC Initiative through its qualitative research program, clear questions were asked about whether BSC participants thought the initiative should continue. The depth and magnitude of the positive response was impressive. In fact, at all three of the DES Partner focus groups, every single participant responded "yes" without hesitation.

At the end of these focus group discussions, the evaluation team asked, "Considering all of these barriers, are you glad that you participated in this BSC?" At all three of the DES focus groups, *all* participants said "yes" without hesitation. This consistency of response was striking and is testimony to the strong commitment the participants hold for the philosophy of the BSC Initiative. When asked if the BSC process should continue, the answer again was consistently "yes."

The following quotes from the focus group discussions illustrate this point:

- ✓ *I think that I have benefited personally and professionally from the project and I hope it continues!*
DES PARTNER
- ✓ *My first thought was that, it just makes sense to me that we are doing this, it makes very good sense and we should have always been doing it. This whole thing is good for building relationships, it brings positive changes, and it's what we should be doing.*
DES PARTNER
- ✓ *I'm interested to see what another year of a pilot would bring. It's kind of like everyone's just kind of feeling comfortable doing what we're doing now. I think we're at a point where we could go ahead and things would be easier at this point.*
DES PARTNER

The qualitative research evaluation also asked participants in all 13 focus groups (ten Team focus groups and three DES employee-only groups) what recommendations they would offer to magnify the success of the teams as they move forward to maximize "spread" of their ideas.

In general, five themes emerged:

- ✓ Recruit DES Partners that are committed to Service Integration and would be willing volunteers to engage in the process.
- ✓ Provide teams with support to recruit and retain Family and Community Partners
- ✓ Communicate the benefits and impacts of the BSC process in a way that increases knowledge and “buy-in” throughout all of DES and across all Arizona communities.
- ✓ Provide financial and authoritative resources to the teams.
- ✓ Develop the skills of Team Coordinators.

We now consider some details on what the team participants were saying about these five recommendations.

Recruit more DES Partners committed to Service Integration.

As participants offered recommendations for moving forward, they spoke not only of the need to recruit new DES Partners to the process, but also to have the “right” DES Partners involved in the Teams. Participants noted that as the BSC Initiative was initially launched, it seemed that too many DES Partners were “appointed” to a team without even knowing what the initiative was about. Some of these individuals ultimately became committed to the Service Integration philosophy, but others remained resistant and were less supportive. In some cases, it appears that DES Partners expressed concern they were recruited to participate in the BSC process while receiving no reduction in workload. This led to negative dispositions which undermined the sense of “hope” that was characteristic of successful teams. A counter-productive atmosphere was created that even led some Community and Family Partners to leave the team. The evaluation made it clear that the corrosive effects of non-committed DES Partners can be substantial. Thus, continued involvement in the BSC process should be voluntary — filled by individuals enthusiastically committed to the mission, philosophy, practices and desired outcomes of this important paradigm.

Following are three quotes from that underscore the nature of this recommendation:

- ✓ *If you take your DES workers, you have to make sure that they want to be involved in this, that they haven't just been put there, someone hasn't just appointed them to this, because they have a lot of other work. This kind of project takes a lot of time and needs commitment.*
DES PARTNER
- ✓ *I know that in ours, we had a lot of DES partners, and some of our DES partners aren't as committed to be there and do not carry through with things. People need to be committed.*
DES PARTNER

*“Family partners
are the heroes.*

*They are courageous
and willing
to take
on anything.
That takes
a lot of courage.*

*They are
inspirational.*

*With the family voice,
we are able
to move
mountains.”*

*— Community
Partner*



**Flagstaff Trailblazers Team
— Cochise County**





**Central Connection Team
— Maricopa County
at ASU Downtown Campus**

*It is important
for Family Partners
to be involved
because we are
more than
a number
—more than
a ticket number
coming in and out.
We are people that
have families that
need assistance, and
we are coming to DES
for that help and
if we aren't getting it
from whatever area,
there's a problem.*

**— FAMILY
PARTNER**

- ✓ *We had two or three of the DES people say things about the Breakthrough Series, just being very negative. For me, it dampened my spirit and we lost several of our family and community partners. Now, we brought on two other DES people who have both been absolutely wonderful! I think that if they had been picked early on as our DES members that we may have possibly saved a lot of this heartache.*
FAMILY PARTNER

Provide support to help recruit and retain Family and Community Partners

BSC participants also spoke to the importance of recruiting and retaining more Community and Family Partners to their teams. Virtually all participants in the focus groups articulated a desire to increase input from Community Partners and the voices of families. Several suggested that additional help from the BSC Planning Team is needed to accomplish this — including training on how to engage Community Partners and families. Others wanted more opportunities to learn from other BSC teams that were able to be successful on this front. One team discussed the idea of using current Family Partners to reach out and recruit additional Family Partners for not only their own teams, but for other teams in the BSC process. Whatever the strategy, participants made it clear that additional support is needed in recruiting and retaining Family and Community Partners. Family and Community Partners need to feel that their stories, experiences, and input are valued and needed to assist families throughout the state.

Below are two quotes that underscore this belief:

- ✓ *We have had difficulty retaining and recruiting family partners. I'm not real sure how to do that. I would like to see what other teams are doing and maybe have that communicated better from around the state. It seems like a lot of people have this problem, but it seems like a couple of communities have had success in getting family partners regularly there. Even specifically, what words do you say to people to get them to be more excited about coming in?*
DES PARTNER
- ✓ *What's interesting, I asked at one meeting, I said, It's wonderful what we are doing, but how do we take this out? How do we find our champions in other offices? What they suggested was that it's part of a recovery program. And we look for people who are involved in recovery at different sites, they become our champions. I thought that was an interesting approach, I hadn't even thought of that.*
DES PARTNER



Communicate impacts of the BSC Initiative to increase awareness and “buy-in”.

The qualitative evaluation made it clear that participants perceived that their movement toward success was undermined when supervisors of team members did not support their involvement in the BSC process. It is clear that it was difficult to implement and “spread” the Breakthroughs when some of those in authority had not yet “bought in” to the Service Integration philosophy. Again, the teams emphasized the need for increased communication and education about the mission, practices and desired outcomes of the BSC process, as well as an articulation of the potentially transformative impacts of the created Breakthroughs.

Again, we offer quotes that underscore this sentiment:

- ✓ *We need to market it better to the managers. Because the managers didn't, in a lot of cases, have any idea about what was going on. And many still don't. So if we got the buy-in from all programs up front, and explained the program a little bit better, then I think we would have gotten the staff who really wanted to be there, they would have the support from their managers to be there and away from their job, I think that's a continuous struggle.*
DES PARTNER
- ✓ *This is the first time ever we have listened to families. DES has always made the decisions, it didn't matter what anybody else thought, the roles are kind of reversed now and it's really having a good impact for the customers.*
DES PARTNER
- ✓ *There probably needs to be a good PR push for this the next go around to get everybody on board, understand that it will involve a lot of commitment and time.*
DES PARTNER

Provide financial and authoritative resources.

Although participants were initially advised to identify solutions and strategies within existing resources, our research showed participants felt that their teams could accomplish more with greater financial resources and authority. They felt that a lack of flexibility in the capacity to change agency policy or procedures was unwarranted in certain cases and undermined progress on many PDSAs. Participants recommended that teams be vested with more authority to bypass such limitations and offered even limited financial resources to build more capacity to conduct PDSA activity and to encourage more involvement of Community and Family Partners.



Amigos in Action - Santa Cruz County

“I think we have to step out of whatever role we take, and remember that we are just people in the community, and that's how we should focus on these groups. We are people first. We need to come together, we are all trying to make change to better our own community and I would like to see this continue!”

— DES Partner



These observations are exemplified in the following focus group quotes:



**The East Valley Team -
Maricopa County**

Team

A group of people who:

- ◇ Share a common goal
- ◇ Have a sense of interdependence
- ◇ Draw upon each other's talents
- ◇ Feel accountable to the team
- ◇ Celebrate successes



**The Three Cs
- Graham County**

- ✓ *There has to be more support from within our division management to allow this group to get things to happen more readily. Otherwise we're never going to make progress because you still have turf issues within the department.*
DES PARTNER
- ✓ *If you want us to get clients in on this, we've got to have money, got to give them money for gas, got to give them money for lunch, you know something! Even a fifteen dollar gas card every time they come would probably get people in the door.*
DES PARTNER
- ✓ *I think if we had the ability to give a stipend, something to pay for their gas...Ten-dollar gift certificates to Safeway, some sort of external motivation, especially for the population around here, we've all felt that would be something to help with family partners.*
DES PARTNER

Develop the skills of Team Coordinators.

Many focus group participants pointed to the need to develop effective facilitation and leadership skills among Team Coordinators. Some teams that felt less productive reported that the leadership of their teams was inconsistent causing the teams to lose focus at times. Team Coordinators themselves expressed concern that their facilitation skills were inadequate given the complexity of the mission of the BSC Initiative, as well as of the teams they are being asked to lead. Teams are comprised of individuals with markedly different expectations of their roles and skill sets regarding group process. As noted earlier, the inherent diversity of these teams is an incredible strength of the BSC process. At the same time, it takes strong leadership to manage dynamics among members with varied needs, experiences and expectations. It also takes specialized skills to create a team culture that promotes learning, creativity, risk-taking and innovation.

Team Coordinators need to be taught the skills to teach, as they inevitably become cast in the role of interpreting and communicating the complex vision, processes, and methodologies to other team members. In addition to greater training for Team Coordinators, the BSC participants recommended that these leaders be offered greater support systems (e.g., teleconference calls and Expert Faculty mentoring) to address challenges and create safe spaces in which to discuss and solve teams' problems.

Here are some quotes that point to this need:

- ✓ *I was thinking about what type of tools would help the team move forward and one of the things my current boss does. He uses an action plan that really kind of outlines everything that everyone is doing at any particular time and he's always updating it. And it really forces you to be accountable. A team like this, when we come together every few weeks, so much time goes between that things could slip and you don't get things done. Maybe we need a more formal action plan. We capture a lot within the minutes, but we aren't plugging it in to who, what, where, when document that could help us keep track of the things we are accomplishing.*
DES PARTNER

- ✓ *I think there needs to be some bridging that occurs between community and DES and family partners. We need to do team building to work more efficiently as a group, as a problem solving group, we need to fix this.*
COMMUNITY PARTNER

- ✓ *The team coordinator should be a hand picked person who is with DES, needs to be with DES just to have that connection, and you know, motivated, they want to be there, has team building experience and that's their job.*
DES PARTNER

Given the wisdom and experience of these participants, the themes can become a powerful five-point strategy for continuously improving the BSC process to ensure the production of an increasing number of Breakthroughs and supporting their "spread."

TRANSFORMING THE WAY FAMILIES ARE SERVED

The highly successful Breakthrough Series Collaborative on Service Integration is a vital force in the transformation of DES from a collection of independently functioning programs and services — into a synchronized client-focused approach to effectively and efficiently meet the needs of individuals and families. The Breakthrough Series runs parallel and in concert with the new DES business model which focuses on creating integrated programs and services informed by family voices, weaving together other resources, programs, services already available in communities. This is a substantial paradigm shift for an agency which historically has internally focused on the delivery and accountability of specific programs.

By adopting their new business model, DES is better positioned to reflect the voices of Community and Family Partners and assemble a myriad of resources to truly act on their mission which is to strengthen

DES
can't do it alone.
Community
Partners
can't do it alone.
Family Partners.
can't do it alone.
But, when we come
together and
work toward
a common goal,
that's the key!"
— DES Partner



"It's the people that
keep me
coming back
to this team,
it's the
heart
they have
for what
they are doing."
— Community
Partner



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Innovation:
A creation, such as a new device or process, resulting from study and



Key Steps in Innovation

- Tap diverse perspective
- Capturing good ideas
- Keeping ideas alive
- Putting promising ideas to the test



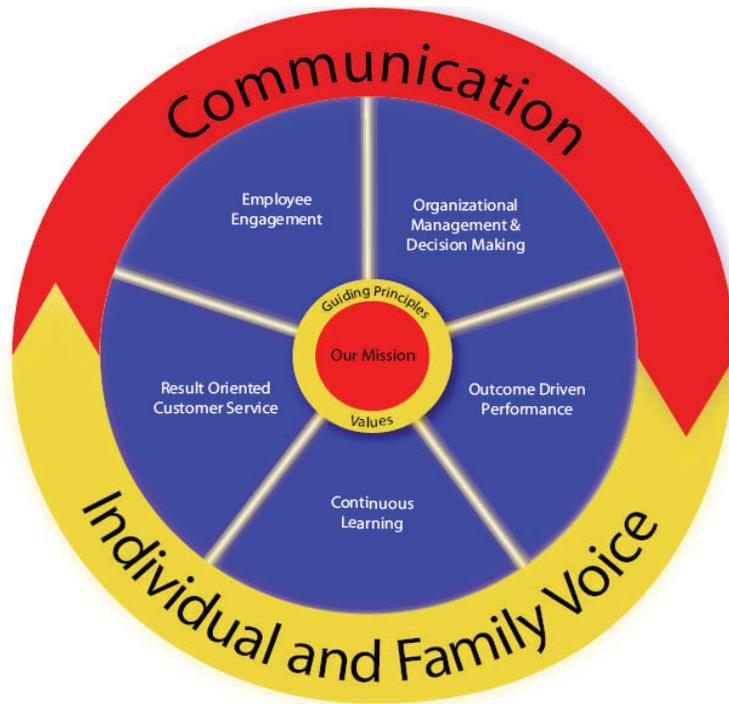
**Bridging the Gap Team
Yuma County**

individuals and families, increase self-sufficiency, and develop the capacity of communities.

The BSC Series is a vehicle of the DES business model driving the concepts of this report into mindful day-to-day action within DES and the communities of Arizona. By fully integrating its service delivery system — DES staff can effectively accomplish their mission with the help and inclusion of many Partners, together with but not limited to individuals and families, other governmental agencies, community-based organizations, service clubs, tribes, faith-based communities, and other community development movements and organizations.

The integration will continue to transpire with DES staff being fully informed through effective communication with Partners from communities throughout Arizona. This work requires a collective approach, as experienced by participants during the Breakthrough Series. This process sought the voices of individuals, families, and organizations to achieve change while continuously learning how to meet the needs of (results-oriented) clients, then focusing on the action (outcomes-driven performance), and ultimately coming full circle to meeting the DES goals of strengthening and increasing the self-sufficiency of individuals and families.

The DES business model is displayed below.



MAKING A DIFFERENCE

Changing the culture of the largest human services agency in Arizona is not an easy quest. In 2004, DES began the journey of undertaking a number of new initiatives aimed at streamlining human services and building capacity within local communities to reduce poverty and family violence. The BSC Initiative has demonstrated a strong commitment to the transformation of DES into an innovative agency with integrated programs that are informed by the family voice and are outcome focused. Even more importantly, the BSC Initiative has demonstrated the capacity to turn good intentions and inspirational goals into consistent, practical action to create strength and self-sufficiency within Arizona individuals and families.

The impacts of the BSC process — and the innovations produced by these BSC Teams — have left an indelible imprint on the way community service providers (including DES) do business. The stage has been set for continued innovation in the ways in which Service Integration principles are brought to life in daily routines by harnessing the collective insights of service employees, individuals, and families to continuously improve the delivery of human services. Amazing progress was made while implementing and experiencing the BSC process.

One hundred and five breakthrough ideas for better serving Arizona families were created, tested, refined and ultimately implemented. Human service delivery systems were positively impacted in Arizona communities. Families were strengthened and self-sufficiency was enhanced. In the beginning, the Breakthrough Collaborate Series was an abstract concept. In the end, the 105 innovations are continuing to make a very real difference for Arizona families. New ways of doing business are leading to more effective forms of service. Those involved in the BSC Initiative are committed to sustaining the momentum for years to come.

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“Even if
you change
one client’s
life in even
the smallest matter,
it was what
we set out
to do.
I started doing this
because I wanted
to give back
to somebody else
and even if it’s
just connecting
somebody
with a
Community partner,
it’s worth it.”

— DES Partner



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With Sincere Appreciation to
The DES Breakthrough Series Collaborative
(BSC) on Service Integration
Planning Team

"Your
innovative ideas
and
your
lessons learned
have found their way
into
so many parts of
our work
as an agency
— from our
strategic thinking
and
planning
to
the way
we approach
every day issues."
— Tracy L. Wareing,
Director of the
Arizona Department
of
Economic Security

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Fran Gutterman

Systems Improvement Unit
Casey Family Programs

Kary James

Systems Improvement Unit
Casey Family Programs

A Debt of Gratitude

Great transformations in our communities happen only when passionate and caring people gather together to dream, work, and serve. Such is the story of the Breakthrough Series Collaborative on Service Integration.

The Breakthrough Series Collaborative itself was important – it provided a process for “imagining the possibilities” and taking action. Even more important were the hundreds of dedicated individuals who worked hard to create better communities by dreaming big and moving toward their dreams successfully and strategically – one small step at a time.

We give tribute to all of you – service workers, administrators, caregivers, citizens, and community organizers. Your dedication was inspirational. Your work had substantial impact. While it was our task to measure your impact — your impact, in fact, should be understood as immeasurable.

We dedicate this publication to you.

Thank you for making the BSCSI happen!

***The Arizona State University
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**Partnership for Community Development
College of Human Services
Arizona State University**

*“I think for us
this (BSC) has
opened up
clear communication
with one another,
community
and
DES Partners.*

*This year, we became
a working team,
we worked together,
discussing issues
and
how to resolve them,
and
how we can
help one another.*

*I felt that a
collaborative spirit
was there,
it is there.”*

*— BSC Team
Member*



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