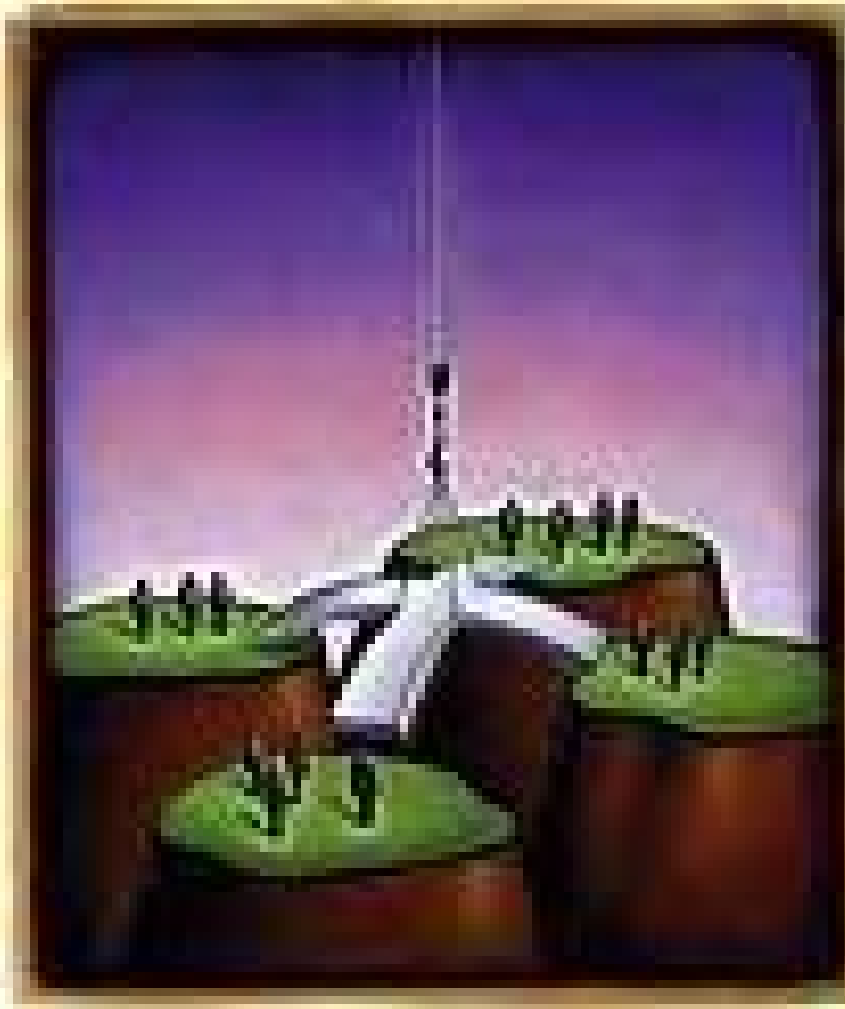


**The National Community of Practice on
School Behavioral Health:
*Focus on Building Bridges to Juvenile Justice***



Web Meeting

June 10, 2008

June 12, 2008

Joanne Cashman, Ed.D.

Director the IDEA Partnership

at

**The National Association of State
Directors of Special Education**

Ed Morris, Ph.D.

University of Missouri, Columbia

Today: Together

- **Coming together around youth with behavioral needs**
- **Communities of Practice (CoP) : *The Infrastructure for Coalescing Groups around Issues***
 - What is a Community of Practice (CoP)?
 - The National CoP on School Behavioral Health
 - The Practice Groups
 - The National School Based MH Conference: *The High Profile Vehicle for Engagement*
 - www.sharedwork.org : *The Interaction System that Sustains beyond a Meeting*
 - State CoPs: Modeling the Work at the State and Local Level
- **Defining Our Shared Work**
 - What might the National CoP gain from deeper engagement of CJJ?
 - What might the National CJJ gain from deeper engagement in the CoP?
 - What tangible goals could bring us closer?
 - How might we deepen our connection?
- **Next Steps**

***Knowledge Management (KM):
The New Focus on Information and Experience***



*“Knowledge is an
asset to be
managed like other
assets”*

Etienne Wenger

Communities of Practice: The Evolution of Knowledge Management

- Knowledge resides with those that do the work and those that are the intended beneficiaries of our work
- Leaders need the support and learn with those closest to the work to achieve results
- *Real* change requires that leaders, practitioners and consumers build a shared sense of purpose around the change



We Need A New Way of Working

- We have a 'knowing' and 'doing' gap.
- We need to move promising strategies 'to scale'.
- Contemporary problems are complex and interrelated. There are no simple solutions.
- We have a need for security during change.



What are Communities of Practice?



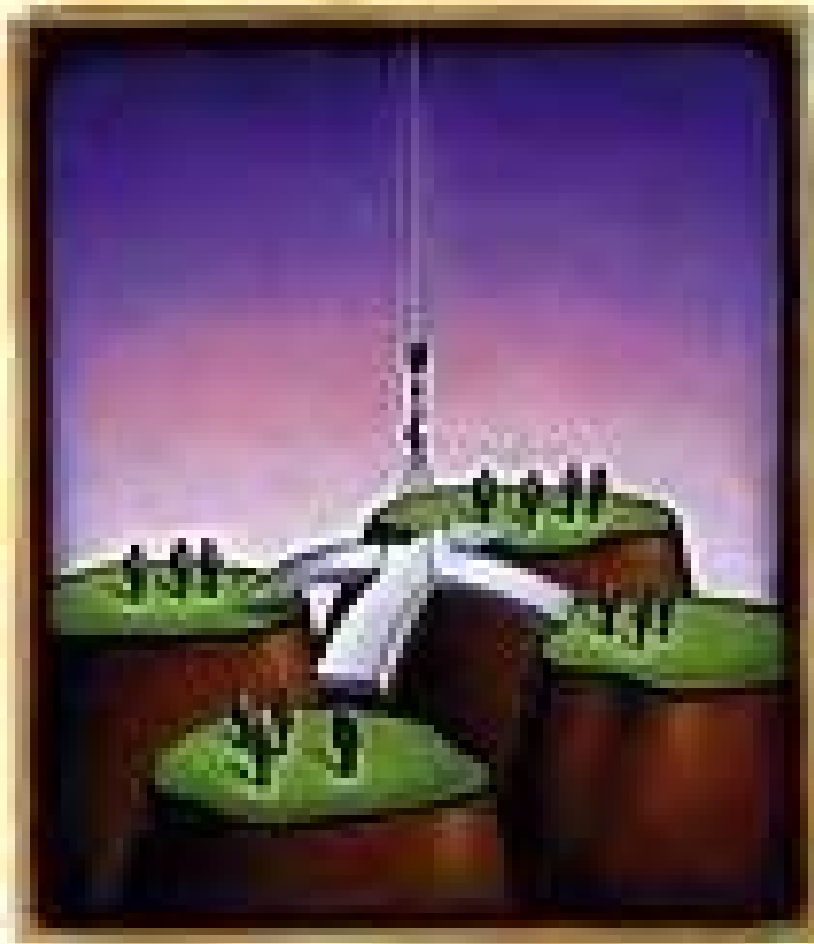
A way of working

- Involving those who do shared work
- Involving those that share issues
- Always asking “who isn’t here?”

A way of learning

- To create new knowledge grounded in ‘doing the work’
- Learning *with* those who can advocate for and make change

What Do Communities Do?



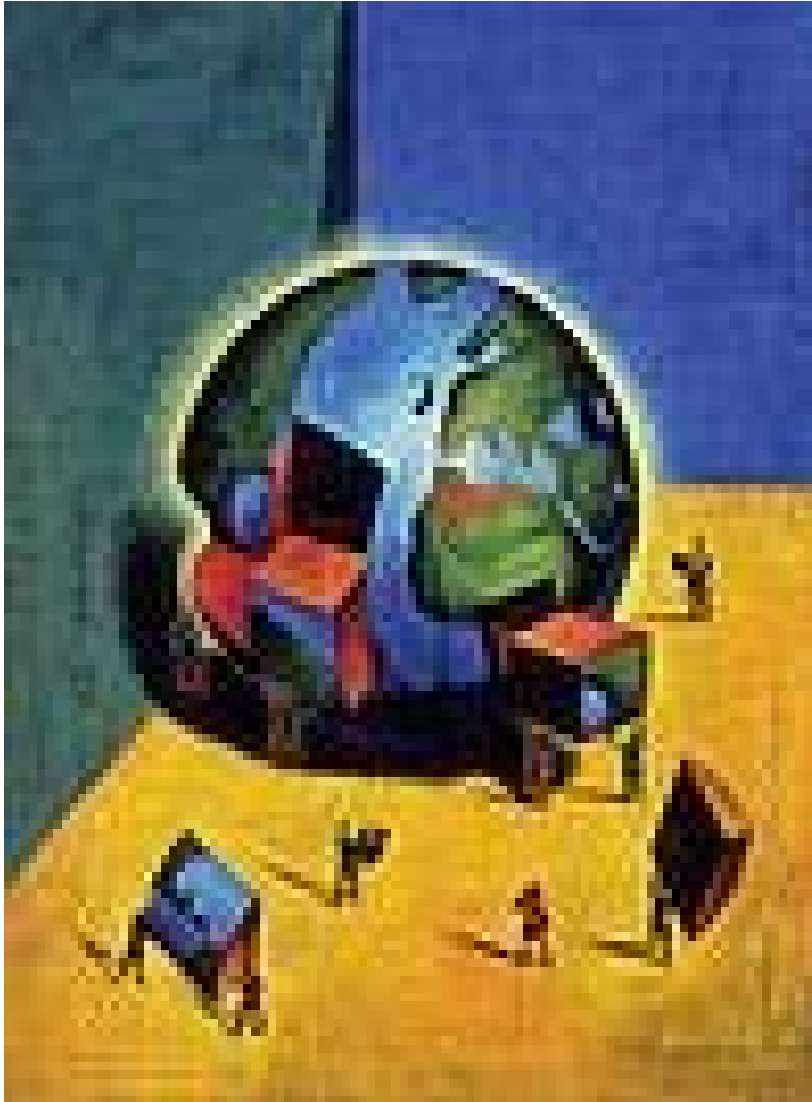
- Seek and invite others doing shared work
- Share learnings within organizations, agencies and roles
- Share learnings across organizations, agencies and roles
- Decide to go things together that will address a shared concern
- Create new knowledge grounded in 'doing' the work

Why Are Communities of Value?

- Provide the support that individuals need
- Respect the 'expertise' that individuals bring
- Recognize the differences in the settings where people do their work
- Seek commonality within differing viewpoints
- Unite individuals in action
- Focus on 'learning'
- Use 'learning' to transform practice



How Do Communities Make a Difference?



- Use the natural bonds between people that do common work
- Maintain communication that strengthen natural bonds
- Keep community members focused on outcomes
- Use the 'community status' to bring attention to issues
- Use the 'community status' to engage the people that can help move the issues
- Move change to the '*Tipping Point*'

We Need to be Able to Operate at the Intersection of Research, Policy and Practice

- States as leverage points
- Stakeholders as partners
- Federal agencies as collaborators
- Federal investments as resources
- Learning within states with the stakeholders
- Learning across states with peers

NASDSE, 2002

Communities as Strategy

Interaction Communities

Shaping and spreading effective practice

- Building mechanisms for sharing
- Creating interaction; developing a *rhythm* for the community
- Inviting those with shared interests
- Learning 'what works'
- Crossing role, site and organizational boundaries
- Creating new knowledge that is built *collaboratively*
- Connecting research and policy to practice

Transformation Communities

Reframing policy, research and practice

- Learning how to move from 'knowing' to 'doing'
- Translating learning to policy
- Encouraging investments that will move the work
- Recognizing the value of all contributions to a more complete & effective approach
- Creating new relationships among policymakers, researchers, & implementers
- Modeling *new leadership skills* at *all* levels

Understanding Shared Work

- Who is interested in this issue and why?
- What efforts are underway separately to address the work?
- How can we build new connections?
- What 'real work' goal could unite us?

The IDEA Partnership: Investing in Interaction and Transformation

Interaction Community

- *The National Community on School-Based Behavioral Health*
- *23 national organizations, 10 states, 5 national TA Centers, 3 federal agencies*
- *Annual **Community Meeting** at National School Based MH Conference*
- *10 issue focused **Practice Groups***
- *Practice Group **facilitators** from all roles*
- *Connect national conference attendees to the community and the practice groups*
- *Community worksite www.sharedwork.org*

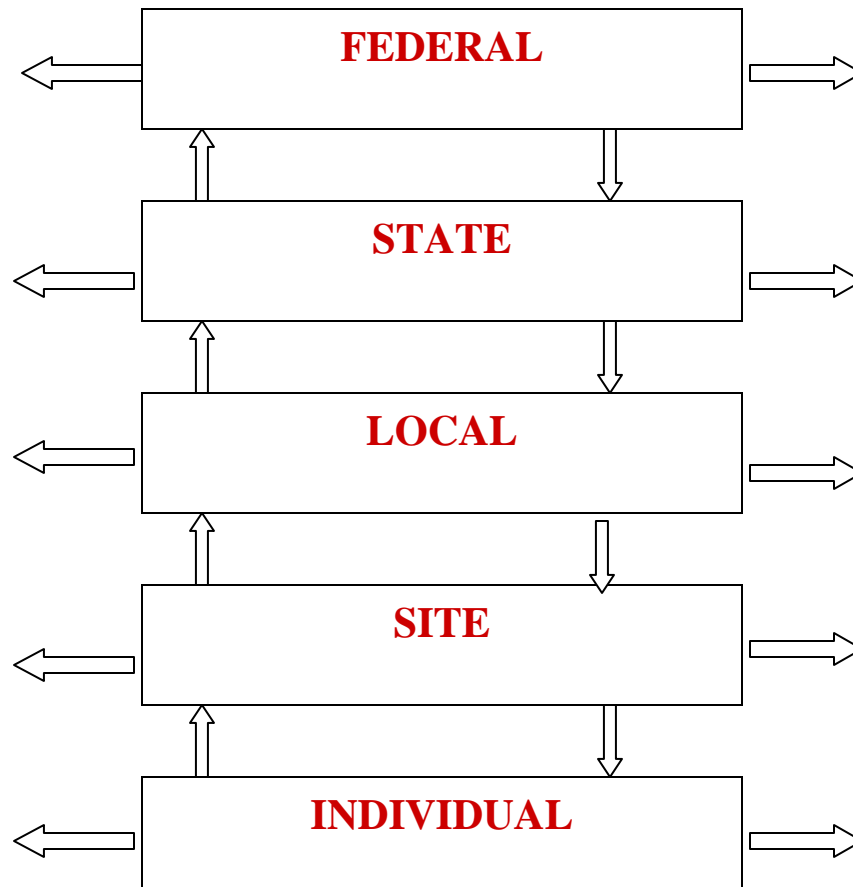
Transformation Community

- *Grounding Document: **The Shared Agenda***
- *10 State '**Seed Grants**' to actualize a shared agenda: OH, MO, SC, NC, PA, MD, HI, NM, NH, VT*
- *Connect the states to each other*
- *Support the development of in-state networks*
- *Use the community strategy to meet goals outlined in state accountability plans*
- *Share the learning from states with National Conference of State Legislatures (NCSL) and federal agencies*
- *Connect the states to the **National Community of Practice***

What is a National Community?

- Mechanism to build understanding across groups
- Infrastructure for conducting an open dialogue around shared interests
- Conduit for supporting shared work
- Tool to look at issues at *multiple levels of scale*

Multiple Levels of Scale : Learning Loops Built Through Community



The National Community on School-based Behavioral Health

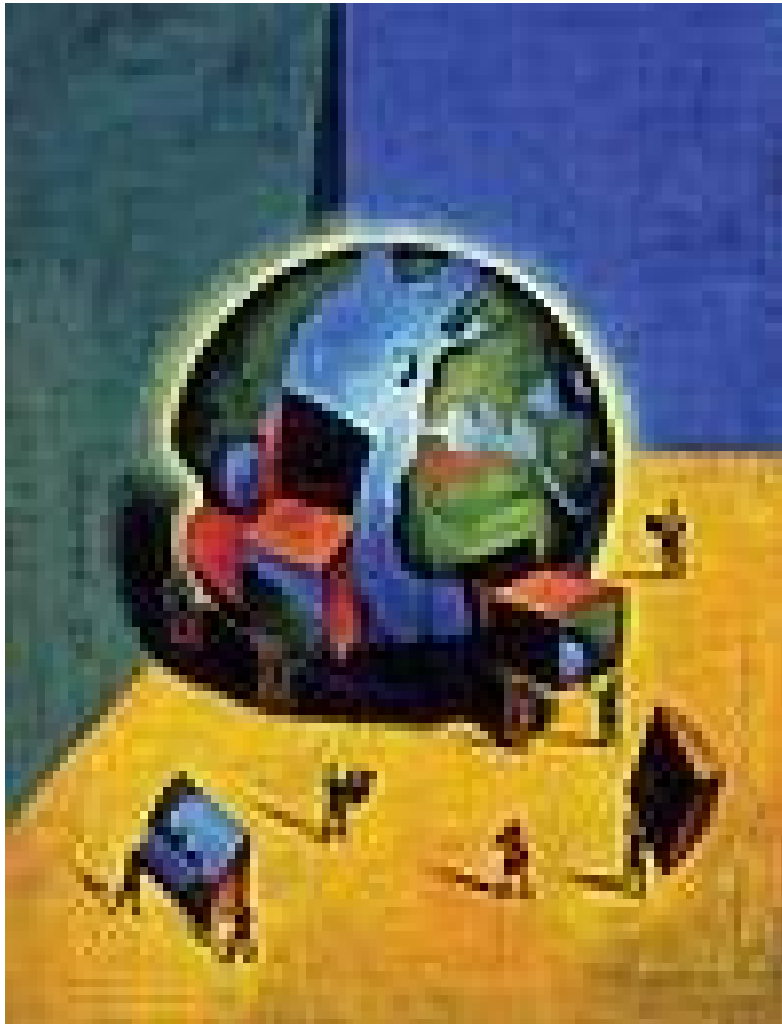
Who is affiliated with our Community?

- 12 States
- 21 National Organizations
- 4 Bureaus within Federal Agencies
 - ✓ OSERS
 - ✓ HRSA
 - ✓ SAMHSA
 - ✓ OSDHS
- Hundreds of Individuals

How Do We Operate?

- 10 Practice Groups
 - Issue Based
 - Facilitated by stakeholder leads
- *Create interaction through www.sharedwork.org*
- Facilitate participation in existing efforts
- Broker new opportunities
- Use the networks of the community members to dramatically increase access to information
- Use the community to bring the voice of the networks to the issues

How is a National Community Built ?



- **Bring people together from many levels : national, state, local, site, individual**
- **Invite professional and advocacy groups that share interests around an issue**
- **Invite federal research and TA investments**
- **Engage decisionmakers, practitioners and consumers**
- **Cut across organizational boundaries**
- **Cut across agency boundaries**
- **Unite people around their common interests**

What Does a National Community Do?

- **Connect a group of community members that care deeply about unique issues related to the community focus**
- **Affiliate individuals and groups that can be asked to help develop and/or support current initiatives**
- **Affiliate individuals and groups that can be invited into new initiatives**
- **Maintains the communication necessary to enable the collaboration**
- **Creates a sense of belonging that can bridge boundaries**



What is New about the Community We Are Creating Together?

- **Connecting with intentionality**
- **Building the infrastructure to enable connections**
- **Bringing decisionmakers, practitioners, consumers and youth into shared work**
- **Reaching new levels of involvement for individuals and local programs**
- **Modeling new ways to reach out and engage people**
- **Building the network to sense emerging issues and evolving practice**
- **Commitment to seeking engagement from varied roles and diverse perspectives**
- **Always going for meaning...not just information**
- **Always asking who is not here?**

So Far...

- What excites you most about the community?
What puzzles you most?
- How can your CJJ benefit from the community?
How can CJJ contribute to it?

The Role of Practice Groups

- Cross boundaries and affiliate people and groups around issues
- Build bridges to states, organizations and TA Centers with common focus
- Collect and share key documents that are stakeholder referred
- Share existing tools and create new tools that are stakeholder developed
- Create *Dialogue Guides* to help the stakeholders interact
- Host discussions and conduct surveys of stakeholder views on www.sharedwork.org
- Analyze discussion results and post to the national community site
- Receive requests from the national community to engage the Practice Group members around issues or opportunities

Practice Groups and The National Conference on School-Based Mental Health

Conference Strands are aligned with Practice Group themes.

Practice Group members promote the Practice Group and the Conference strand by:

- widely circulating the *Call for Proposal*
- creating a cross-stakeholder review team with members that do their work at multiple levels of scale
- selecting workshops, paper sessions and Intensive Trainings that build on the *Practice Group* theme.
- hosting the onsite sessions at the ***National Conference***

'From the Leading Edge': Stories of the Practice Groups

As you listen to these stories:

- What elements of community building do you begin to recognize?
- What functions of the practice group do you hear?

The Big, Bigger and Biggest Pictures

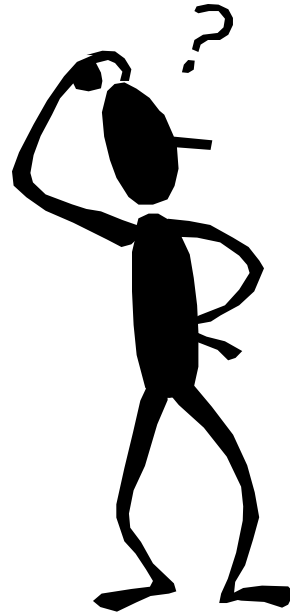
- **Big:** We are about shared interests, stakeholders and networks: We believe that engaging leaders at all levels can create a multiplier effect...a *'Tipping Point'*
- **Bigger:** We are about inclusive, non-duplicative, work...we honor the work that has been done and is being done currently. We seek to find a way to be of value to those efforts and.....we always ask, "Who is not here?"
- **Biggest:** We are about organizational learning...helping those in leadership/authority at all levels see the potential of community to meet persistent problems. We are looking for pathways through complex and interrelated issues. No person, organization or agency can do that alone.
 - ***The National Community and the Practice Groups are the conduit***
 - ***The states, organizations, agencies and TA Centers are the laboratories of change***

Communities in States

- Can we cross organizational boundaries to address persistent problems?
- Can we find shared goals and define shared work?

Illusory constraints

**Substantial
constraints**



**Flexible
constraints**

Absolute and rigid constraints

Source: CA
Dept. of Ed.

Where Is the Value Added by Engaging the Stakeholders?

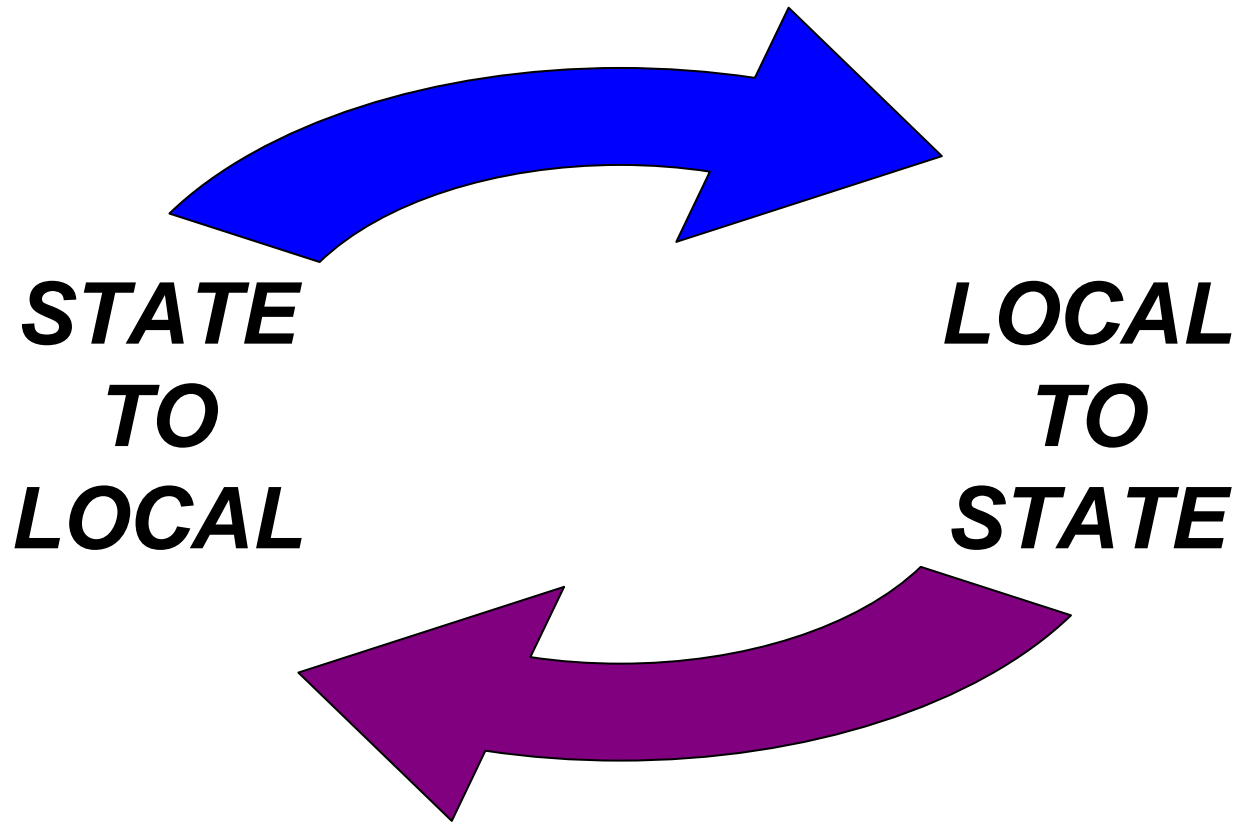
First Thoughts

- Build relationships that undergird real change
- Develop connections to extensive and deep networks
- Create customized messages
- Share aligned messages
- When connected to state or federal efforts, extends capacity by building on the reach of existing networks

Emerging

- Sense issues *before* critical points
- Specify the dimensions of an issue with those impacted
- Identify shared interests
- Move beyond organizational positions to shared interests
- Unite the state and the stakeholders around common goals
- Introduce *two-way* learning

*Two-Way Learning
Communicating to
Learn What Works*



IDEA Partnership Shared Agenda (Seed Grant) States

- Produce a Grounding Document

The *Shared Agenda* was published by The National Association of State Directors of Special Education (NASDSE) and The National Association of State mental Health Program Directors (NASMHPD) through the IDEA Partnership in 2002

- Provide small grants to states to act on the principles articulated in the *Shared Agenda*

- A call for cross-agency work to address persistent problems.
- An effort to bring the stakeholder networks, especially families, into the work of state agencies as allies.
- A mechanism of learning what works across states
- The foundations for a *Community* that will grow and learn together

- Build a CoP within the state

Shared Agenda States

- The First States
OH, OR, SC, MO
- The Next States
HI, NH, MD, NM, NC, PA
- The Newest States
SD, IL

www.sharedwork.org

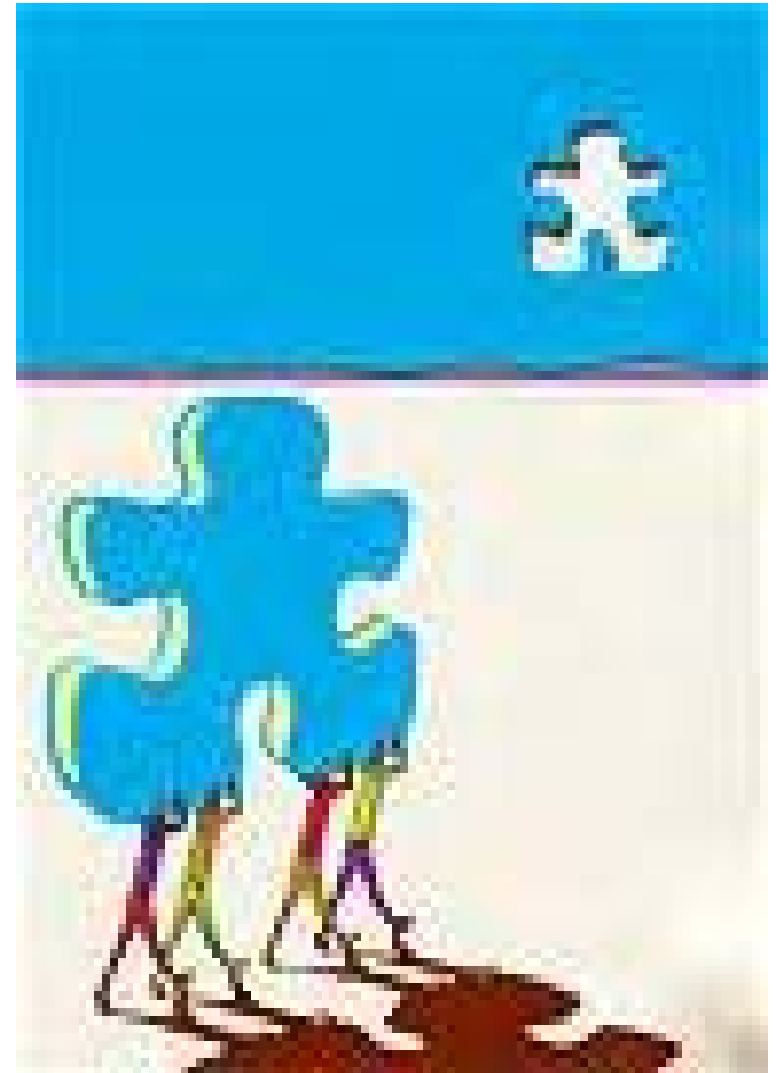
The Interaction Tool

- Model the community values at the national and state level
- Define shared goals
- Create shared work

What Is the Value Added by a National Community?

Poll:

- In your view, which of the following community functions has the greatest value to CJJ :
 - *Bridging organization boundaries*
 - *Recognizing and valuing the range of stakeholders*
 - *Using existing networks to reach many*
 - *Working at multiple levels of scale*
- Share some of your ideas about importance. What was your criteria for arriving at a decision?



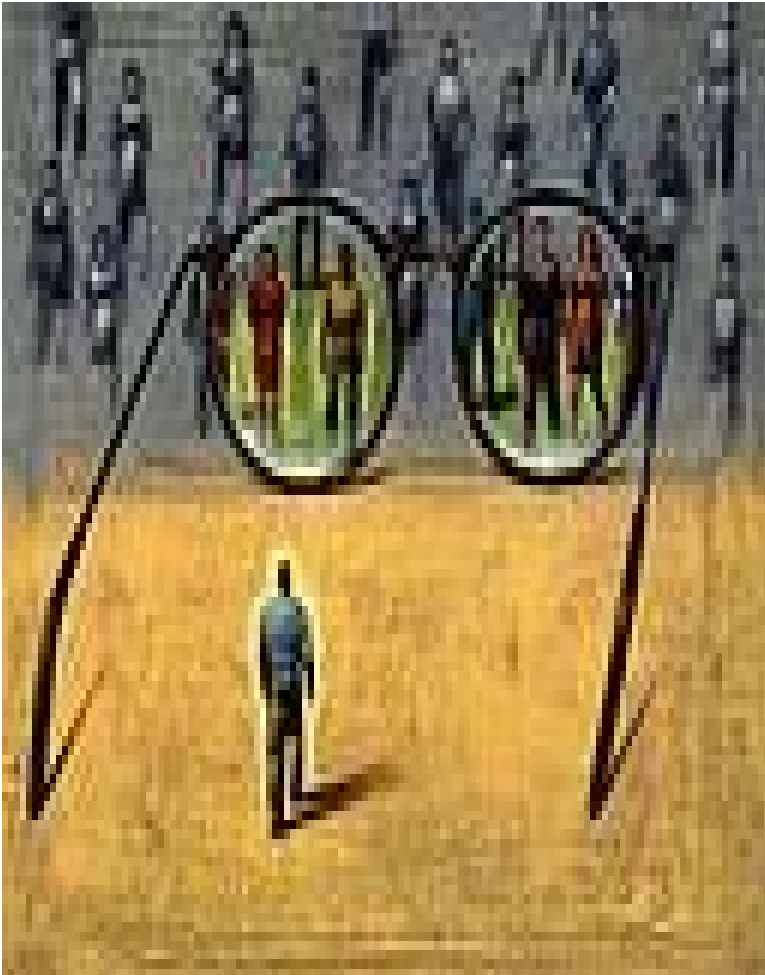
What Is the Value Added by a National Community?

Poll:

- **In your view, which of the *Practice Groups* has the greatest value to CJJ**
 - **Child Welfare and School Mental Health**
 - **Connecting School Mental Health and Positive Behavior Supports**
 - **Connecting School Mental Health with Juvenile Justice and Dropout Prevention**
 - **Education: An Essential Component of Systems of Care**
 - **Family-School-Community Partnerships**
 - **Improving School Mental Health for Youth with Disabilities**
 - **Learning the Language/Promoting Effective Ways for Interdisciplinary Collaboration**
 - **Positive Behavior Supports (PBS) Core Group**
 - **Quality and Evidence-Based Practice**
 - **Social, Emotional and Mental Health in Schools**



New Eyes on Connections through Communities of Practice



Poll:

- For you, is there *value added* in building a deeper connection to juvenile justice
 - In the national community?
 - In the state communities?
- What next steps might we undertake with CJJ to build the connection?