Critical Intervention Mapping and Action Planning Workshop

Final Report: Denton County, Texas

National Center for Youth Opportunity and Justice,
Policy Research Associates Inc.

TABLE OF CONTENTS

Section 1: Overview of Critical Intervention Mapping and Action Planning Workshop 2
About the Workshop 2
Section 2: Critical Intervention Mapping 4
Description of Mapping Process 4
Denton County, Texas Critical Intervention Map 4
Section 3: Self-Reflection 5
Denton County, Texas Core Values Self-Reflection Results 5
Denton County, Texas Guiding Principles Self-Reflection Results 7
Section 4: Gaps and Opportunities 10
Service Delivery Gaps and Opportunities 10
Systems Gaps and Opportunities 10
Section 5: Action Plan 11
Selection of Priorities for Change 11
Action planning Exercise 12
Denton County, Texas Action Plan 13
Section 6: Recommendations 18
Appendices 21
Appendix A: Agenda 21
Appendix B: Participant List 23
Appendix C: PowerPoint Presentation 24

SECTION 1: OVERVIEW OF CRITICAL INTERVENTION MAPPING AND ACTION PLANNING WORKSHOP

The National Center for Youth Opportunity and Justice (NCYOJ), Policy Research Associates, Inc. was contacted by the Texas Judicial Commission on Mental Health to facilitate a *Critical Intervention Mapping and Action Planning Workshop* for a multi-disciplinary group of stakeholders representing the various points of contact in Denton County, Texas's juvenile justice system. The workshop, one of several efforts underway in Denton County, Texas, offered these stakeholders an opportunity to develop an action plan based on identified systems and service level gaps and opportunities related to addressing the needs of youth with mental, substance use, and traumatic stress conditions (hereafter referred to as behavioral health needs).

The workshop, which was held on July 28-29, 2021, represented the culmination of several months of planning and preliminary technical assistance, which included the collection and review of data on Denton County, Texas's child serving systems. The workshop aimed to support:

- Development of a localized map of how youth needs are identified across child serving systems and which programs are currently available in the community to address those needs
- Identification of local strengths and resources, and gaps and opportunities
- Development of a preliminary action plan to address priority areas for change

Twenty-nine stakeholders representing schools, police, probation, courts, providers, family members, and Denton County, Texas-based agencies, were represented at the day-and-a-half workshop. The agenda, a complete list of participants, and the PowerPoint presentation can be found in **Appendices A, B, and C**.

Towards the conclusion of Day 1, after developing a comprehensive list of gaps and opportunities, workshop participants prioritized this list, and identified 5 major areas for action representing both perceived priority and feasibility. Day 2 focused on the development of a preliminary action plan for addressing the identified major areas for action. This action plan is described as preliminary to stress the importance of using this day and a half effort as the starting point for ongoing juvenile justice practice improvement work.

Although the meeting participants accomplished much over the course of the day and a half, this report sets the framework for ongoing cross-system efforts to improve the response to youth with behavioral health needs in Denton County, Texas.

ABOUT THE WORKSHOP

The Critical Intervention Mapping and Action Planning process integrates the Sequential Intercept Mapping (SIM) process developed by Policy Research Associates with the systems of care (SOC) framework for engaging in systems level reforms to address the needs of children and youth with behavioral health needs and their families. [See separate attachment **"**The Evolution of the System of Care Approach for Children, Youth, and Young Adults with Mental Health Conditions and Their Families" to learn more about the Systems of Care Approach.]

The workshop was facilitated by Karli J. Keator, MPH-Director, National Center for Youth Opportunity and Justice and Jacqui Greene, JD, Senior Advisor and Consultant to the National Center for Youth Opportunity and Justice. The technical assistance provided by the NCYOJ as part of the Critical Intervention Mapping and Action Planning Workshop included three separate activities, each designed to move the workshop participants towards developing a plan of action while simultaneously building support for the implementation of that plan. The three tracks of activity included:

Data Collection. To facilitate decision-making and action planning, a Self-Assessment Survey was administered live during the workshop. The survey gathers perceptions of strengths and challenges for each of the Core Values and Guiding Principles articulated through the SOC approach.

Systems Mapping. To identify existing service system gaps and opportunities at critical decision points across child serving systems. The mapping exercise has three primary objectives:

1. Development of a comprehensive representation of how youth needs are identified by child-serving systems in Denton County, Texas;
2. Identification of service-level gaps and opportunities across child-serving systems in Denton County, Texas; and,
3. Selection of priority areas for action designed to improve systems and service level responses to these youth.

Action planning. To develop a preliminary action plan with identified objectives, action steps, and a timeline.

SECTION 2: CRITICAL INTERVENTION MAPPING

DESCRIPTION OF MAPPING PROCESS

The Critical Intervention Map is a visual representation of how youth and families interact with child serving systems in the Denton County, Texas, specifically:

- Schools
- Health and Public Health Services
- Behavioral Health Services
- Support Services
- Child Welfare
- Juvenile Justice

The purpose of the mapping exercise is to examine how youth behavioral health needs are identified by each service system and what programs are available to address their needs within each system, to assist with a global identification of community-level resources, gaps, and opportunities. The Denton County, Texas Critical Intervention Map that follows was developed during the first day of the workshop, while also reflecting additional detail that was collected prior to and following the workshop through agency provided data reports and publicly available resources. During the mapping exercise, workshop participants were asked to provide feedback on the existing gaps, resources and opportunities at each of the critical intervention points. The discussion that ensued was the launching point for two days of discussions leading to the development of an action plan of action for addressing priority areas for change.

DENTON COUNTY, TEXAS CRITICAL INTERVENTION MAP

The final Denton County, Texas Systems Map is provided as a separate attachment. Please note that due to the size and detail of the map, you will need to zoom in, as well as move from left to right, to be able to read each section.

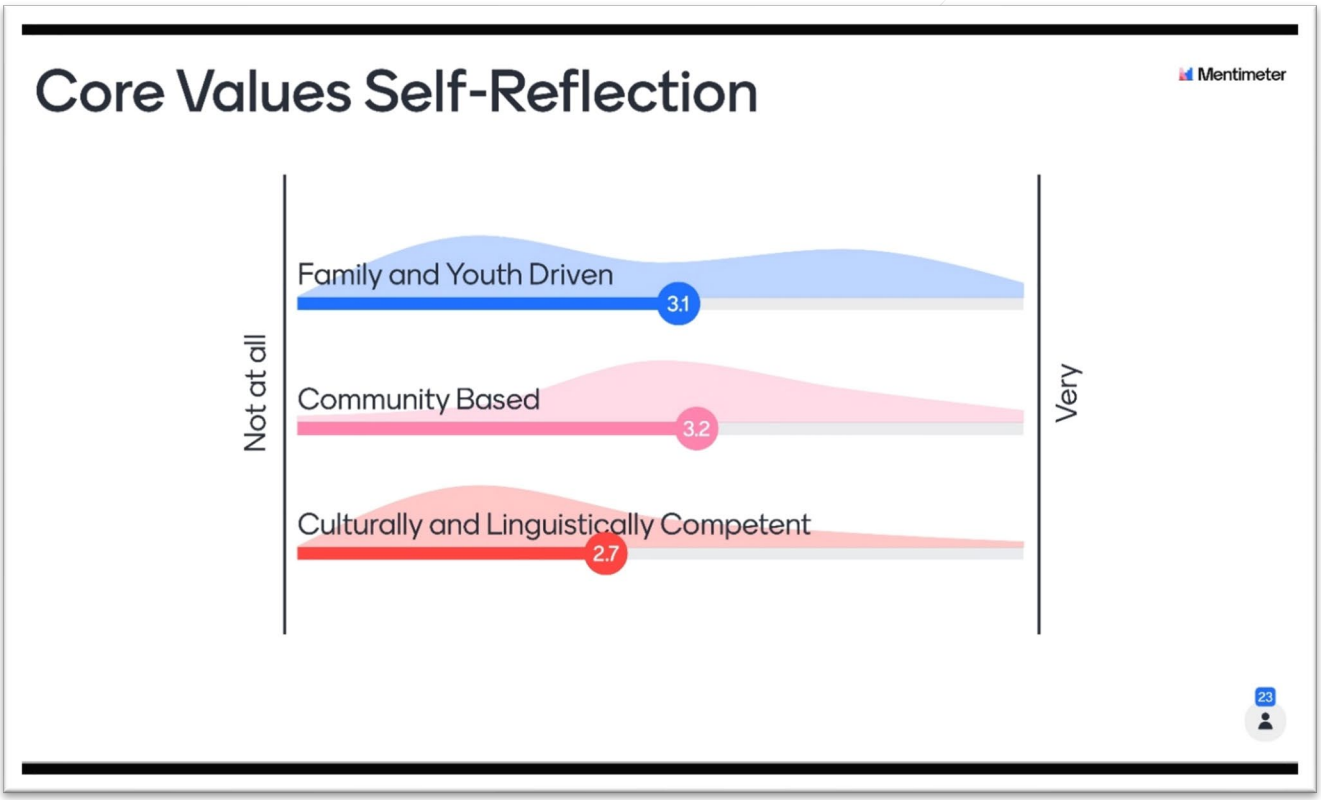
It is also important to note that this map is a depiction of how youth and families experience these systems, based on the information gathered before and during the workshop. That is, many systems operate in silos and there is no single point of contact (or single point of entry) to behavioral health services or structured “flow” between and across systems in service of youth and families in contact with Denton County, Texas child serving systems.

SECTION 3: SELF-REFLECTION

In addition to service-level gaps, the Critical Intervention Mapping and Action Planning Workshop is designed to identify systems-level gaps. To aid in the process of selecting priority areas for change, workshop participants were asked to complete a self-reflection to capture shared core values and guiding principles. The self-reflection is based on the systems of care philosophy. This philosophy serves as the foundation for developing a comprehensive, coordinated, and effective service delivery system and includes well-defined and well-researched core values and guiding principles. For the purposes of supporting identification of systems-level opportunities for strengthening the local service delivery system, the self-reflection offers workshop participants the chance to reflect on the degree to which the local service delivery system adheres to these best practice core values and guiding principles.

The following charts displays the average overall scores given by respondents for each core value and guiding principle. The results reveal important indicators of the attitude or perception of the group, which includes stakeholders across the various agencies and departments serving youth with behavioral health needs and their families in Denton County, Texas.

DENTON COUNTY, TEXAS CORE VALUES SELF-REFLECTION RESULTS



CORE VALUES DEFINED

FAMILY AND YOUTH DRIVEN
Family and youth driven, with families and young people supported in determining the types of treatment and supports provided (with increasing youth/young adult self-determination based on age and development), and their involvement in decision-making roles in system-level policies, procedures, and priorities.

COMMUNITY BASED
Community based, with services and supports provided in home, school, primary care, and community settings to the greatest possible extent, and with responsibility for system management and accountability resting within a supportive, adaptive infrastructure of structures, processes, and relationships at the community or regional level.

CULTURALLY AND LINGUISTICALLY COMPETENT
Culturally and linguistically responsive, with agencies, services, and supports adapted to the cultural, racial, ethnic, and linguistic diversity of the young people and families they serve to provide care that meets individual needs, including those shaped by culture and language, and to ensure equity in access, quality, and effectiveness of services.

DENTON COUNTY, TEXAS GUIDING PRINCIPLES SELF-REFLECTION RESULTS

GUIDING PRINCIPLES DEFINED

COMPREHENSIVE ARRAY OF SERVICES AND SUPPORTS
Ensure availability and access to a broad, flexible array of effective, high-quality treatment, services, and supports for young people and their families that address their emotional, social, educational, physical health, and mental health needs, including natural and informal supports.

INDIVIDUALIZED, STRENGTHS-BASED SERVICES & SUPPORTS
Provide individualized services and supports tailored to the unique strengths, preferences, and needs of each young person and family that are guided by a strengths-based planning process and an individualized service plan developed in partnership with young people and their families.

EVIDENCE-BASED PRACTICES & PRACTICE-BASED EVIDENCE
Ensure that services and supports include evidence-informed, emerging evidence-supported, and promising practices to ensure the effectiveness of services and improve outcomes for young people and their families, as well as interventions supported by practice-based evidence provided by diverse communities, professionals, families, and young people.

TRAUMA-INFORMED
Provide services that are trauma-informed, including evidence-supported trauma-specific treatments, and implement system-wide policies and practices that address trauma.

LEAST RESTRICTIVE NATURAL ENVIRONMENT
Deliver services and supports within the least restrictive, most natural environments that are appropriate to the needs of young people and their families, including homes, schools, primary care, outpatient, and other community settings.

PARTNERSHIPS WITH FAMILIES AND YOUTH
Ensure that family and youth leaders and family- and youth-run organizations are full partners at the system level in policy, governance, system design and implementation, evaluation, and quality assurance in their communities, states, tribes, territories, and nation.

INTERAGENCY COLLABORATION
Ensure that services are coordinated at the system level, with linkages among youth-serving systems and agencies across administrative and funding boundaries (e.g., education, child welfare, juvenile justice, substance use, primary care) and with mechanisms for collaboration, system-level management, and addressing cross-system barriers to coordinated care.

CARE COORDINATION
Provide care coordination at the service delivery level that is tailored to the intensity of need of young people and their families to ensure that multiple services and supports are delivered in a coordinated and therapeutic manner and that they can move throughout the system of services and supports in accordance with their changing needs and preferences.

GUIDING PRINCIPLES DEFINED

HEALTH-MENTAL HEALTH INTEGRATION
Incorporate mechanisms to integrate services provided by primary health care and mental health service providers to increase the ability of primary care practitioners and behavioral health providers to better respond to both mental health and physical health problems.

DEVELOPMENTALLY APPROPRIATE SERVICES AND SUPPORTS
Provide developmentally appropriate services and supports, including services that promote optimal social-emotional outcomes for young children and their families and services and supports for youth and young adults to facilitate their transition to adulthood and to adult service systems as needed.

PUBLIC HEALTH APPROACH
Incorporate a public health approach including mental health promotion, prevention, early identification, and early intervention in addition to treatment in order to improve long-term outcomes, including mechanisms in schools and other settings to identify problems as early as possible and implement mental health promotion and prevention activities directed at all children, youth, and young adults and their families.

MENTAL HEALTH EQUITY
Provide equitable services and supports that are accessible to young people and families irrespective of race, religion, national origin, gender, gender expression, sexual orientation, physical disability, socioeconomic status, geography, language, immigration status, or other characteristics; eliminate disparities in access and quality of services; and ensure that services are sensitive and responsive to all individuals.

SECTION 4: GAPS AND OPPORTUNITIES

Using the results of the Critical Intervention Mapping and Self-Reflection, workshop participants engaged in an exercise to identify and discuss services and systems-level gaps and opportunities. The groups' discussion is captured below.

⇒ An overarching gap that was noted during the workshop was clear identification of responsibility to a person, organization, or committee for overseeing ongoing planning and implementation of this plan.

SERVICE DELIVERY GAPS AND OPPORTUNITIES

Gaps	Opportunities
Validated, standardized screening generally not implemented in service settings	Enhance family engagement practices
"Squeaky wheel" gets resources	Increase information sharing with families

SYSTEMS GAPS AND OPPORTUNITIES

Gaps	Opportunities
Residential treatment options, especially for substance use	Increase data collection and data sharing
Placement options	Create more formal processes for informal process that exist
Housing	Develop university partnerships to support this work
Runaway youth shelter	Leverage city and county CARES Act to fund services
Prevention programs	Advocates for Texas S.B. 179 which will require 80 percent of school counselors time to be spent on counseling duties
County hospital	Increase collaboration and information sharing across systems (e.g., infrastructure, continuity of care) (DFFS pilot project to accomplish this discussed)
Quality inpatient care	
Continuum of community-based care	
Pre-adjudication diversion programming	
Shared understanding of systems/services available	
Services are only funded and accessible when there is high acuity	
Geographically disproportionate access to services	
Data are maintained in silos and not synthesized to support community evaluation of need. No electronic record sharing capacity.	
Cross-systems lack of workforce capacity to respond to youth behavioral health needs	
Missing family collaboration in systems-level planning	
Language barriers to accessing services	

SECTION 5: ACTION PLAN

SELECTION OF PRIORITIES FOR CHANGE

At the end of Day One, workshop participants reviewed the Self-Reflection, Critical Intervention Mapping and discussion on services and systems-level gaps and opportunities. Participants then narrowed the list down to a manageable number of priorities through a voting process. The voting process occurred as follows:

- Each workshop participant was provided three color dot stickers.
- The priority areas for change were listed on full size poster sheets which were taped to the wall.
- Each workshop participant was asked to place a sticker next to three priority areas indicating their vote for initial action planning.

Although all priority areas for change identified through this process are important and efforts to address the identified gaps and opportunities for change in the future should be made, it is important to identify a select number of priorities to address now.

The results of the vote are displayed below (items that received no votes are excluded from the table):

Priority Areas for Change	**Total Votes**
Increase collaboration and information sharing across systems	12
Develop university partnerships	8
Increase family engagement	8
Increase family collaboration	7
Increase data collection	6
Identify an organization (or individual) responsible for coordination of this plan	6
Develop strategies to break down data silos	4
Build a county hospital	4
Build community-based capacity to support youth with behavioral health needs	4
Focus on developing workforce capacity across systems	3
Create opportunities to support a shared understanding of systems/services	3
Create more formal processes for informal process that exist	2
Develop placement options	2
Increase quality inpatient care	1
Develop pre-adjudication diversion programming	1
Leverage city and county CARES Act resources to fund services	1
Advocate for Texas S.B. 179	1
Build a runaway youth shelter	1
Implement standardized screening across systems	1

ACTION PLANNING EXERCISE

On Day Two, workshop participants participated in a facilitated Action planning exercise. The primary focus of the Action planning exercise was to review the priority areas for change identified during the mapping and Self-Assessment Survey exercises, and to establish the action step(s) for selected priority areas as well as the designated lead person for overseeing and coordinating the effort. Based on the results of the voting that occurred at the end of Day One voting results and on guidance from the facilitators, the workshop participants selected the top four priority areas for change through this effort. In addition, participants also discussed the need for ongoing coordination and planning to refine, implement and monitor the recommended activities.

- **Priority 1: Develop infrastructure to enhance collaboration and information-sharing across systems.**
- **Priority 2: Increase data collection and analysis across systems.**
- **Priority 3: Improve partnerships with families.**
- **Priority 4: Expand university partnerships (both within and outside Denton County).**

DENTON COUNTY, TEXAS ACTION PLAN

The following represents a preliminary action plan for Denton County, Texas to improve the community's capacity to respond to youth with behavioral health needs. This plan is considered preliminary as it should be reviewed on a regular basis by key stakeholders to ensure that the items identified by the workshop participants are completed, and that additional objectives and action steps are added to the action plan as the need arises.

Priority Area 1: Develop infrastructure to enhance collaboration and information sharing across systems

	Objective	Initial Action Steps	Who	When	Metric
1.1	Create a structure to facilitate continuation of this work	Bringing in political leaders to help with influence and funding Pam Gonzalez Lyn Stuckey Bring Hogg foundation Trish Robinson Identify right DFPS staff Bring in CIS Invite ECI First Steps agency Barb Haflich Bring in Law enforcement MH team Denton Mayor Laura to Ruth connection for DFPS family engagement Talking to United Way	Group Dr. Hughes and Kristen Howell MHMR Laura and Lisa Ruth ISD Ruth Lisa Lisa Dallas Laura and Lisa Laura, Lisa, Judge Jahn	September 30, 2021 Next workgroup meeting August 27th via zoom	Increase attendance with the workgroup
1.2	Improve access to and continuity of care Community navigator County hospital	Decide what data is needed Collection data from critical players (Human stories in videos as well as quantitative data) Coordinate meeting with Judges and political leader for presentation of data for January The child and family work group flesh out navigator needs	ISD, CPS. CAC, CIS, Etc. “” Lisa and Laura Lisa and Laura	September 1 December 1 January before primary	

		Talk to Serve Denton (maybe for the space) Talk to Denton Benefit League			
1.3	Develop a better understanding of the role of each system to support better collaboration and coordination of services and supports	MHMR- starting reoccurring newsletter that highlights what they have to offer and sending it out to community stakeholders. Willing to include other information on different agencies Create a website with this information of active resources Update regular	MHMR Group Can use MHMR website as model	Currently happening One year	Live newsletter Live website
1.4	Learn more about the Plan of Safe Care pilot project	Find out about how Denton can start implementing tactics being used in Pilot in Houston	Ruth	September 30, 2021	Contact information and details to share with work group

RESOURCES

It may be helpful to consider which organization could function well as the backbone organization for this work. The backbone organization is critical to efficacy of collective impact efforts such as the efforts envisioned by the team in Denton, County. For more information on backbone organizations and functions, see:

- ⇒ Understanding the Value of Backbone Organizations in Collective Impact
- ⇒ Backbone Effectiveness: 27 Indicators
- ⇒ Collective Impact & The Role of the Backbone Organization
- ⇒ Information Sharing Toolkit

Priority Area 2: Increase data collection and analysis across systems.

	Objective	Initial Action Steps	Who	When	Metric
2.1	1. Identify mechanisms to share data across service systems.				
2.2	2. Utilize cross-systems data to quantify adolescent population needs to inform systems-level planning and to access funding for capacity-building.				
2.3	3. Develop shared short-term and long-term outcome measures to aggregate across systems.				

RESOURCES

- ⇒ Collection Data and Sharing Information to Improve School-Justice Partnerships
- ⇒ Outcomes in Systems of Care
- ⇒ Data Sharing Across Child Serving Sectors
- ⇒ Improving Child and Family Services Through Integrated Data Systems

Priority Area 3: Improve Partnerships with Families

	Objective	Initial Action Steps	Who	When	Metric

3.1	4. Collaborate with families on services	• Learn how to create a parent collaboration group (PCG) on a bigger scale (learn the framework & how to implement)
		• Contact CAC about a Family Resource Hub
		  ○ Need grant for MHP whose primary job would be to create a central hub of resources for families & distribute resources to other agencies
		  ○ HUB would provide services for children ages 10 and under
			A.Brenda will contact the state re: PCG
			B.Karen will call CAC
				10/25/2021	

3.2	5. Enhance family engagement practices	• Getting schools to know TCHATT (online counseling) exists & encouraging schools to have conversation with parents about MH awareness	A.Amy Parker will contact the counseling directors of each ISD in Denton	10/25/2021	
3.3	6. Engage with families on prevention and early intervention	• Contact Texas Child Mental Health Consortium to learn more about the recently proposed legislation	A.Ryan Laney will contact TCMHC	10/25/2021	

RESOURCES

⇒ Fostering Family Engagement in the School Responder Model
⇒ Family Engagement Practice Level Strategies
⇒ Family Engagement in Systems Toolkit: Assessing & Improving Family Engagement at the Systems Level
⇒ System Level: Engaging Families as Partners in System Improvement

Priority Area 4: Expand University Partnerships (both within and outside Denton Co.)

	Objective	Initial Action Steps	Who	When	Metric
4.1	Expand service (counseling) capacity in conjunction with universities.				
4.2	Identify university departments	Centralize contacts lists Survey workgroup partners for contacts Identify multi-disciplinary contacts (i.e, public health)	Rebekah dePeo-Christner (Denton ISD)		
4.3	Establish concrete research goals.	Hold roundtable discussion(s) with universities and community partners/stakeholders.	Rebekah dePeo-Christner (Denton ISD)		
4.4	Research goal: in-patient treatment duration for insured and uninsured students	Identify community partners for collaboration			
4.5	Create a committee of stakeholders, ISD reps and university reps.				
4.6	Create a mobile clinic that provides off-site university counseling services	Conference/discussion with universities, stakeholders, ISDs.			

RESOURCES

⇒ School Mental Health Referral Pathways Toolkit
⇒ University-agency Partnerships: One-Page Summary
⇒ Education, Professional Preparation, and University-Agency Partnerships Resource List
⇒ Building an Evidence-Driven Child Welfare Workforce: A University-Agency Partnership

SECTION 6: RECOMMENDATIONS

For Denton County, Texas to be most successful in achieving the collective goals of better identifying youth with behavioral health conditions and supporting growth of a continuum of effective and accessible behavioral health services, the facilitators from Policy Research Associates would recommend that the community attend to the following three recommendations prior to engaging in further planning and implementation work. That is, strengthen the foundation for engaging in cross-systems systems improvement efforts to reduce barriers that are likely to be encountered during implementation and to increase the likelihood that the solutions identified are best to address the true nature of the challenges faced by the community in supporting the health and wellbeing of young people.

Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations[1]. "Collective impact" describes an intentional way of working together and sharing information for the purpose of solving a complex problem. Proponents of collective impact believe that the approach is more likely to solve complex problems than if a single entity were to approach the same problem(s) on its own. According to Kania and Kramer, there are certain characteristics that distinguish collective impact initiatives from "collaboration as usual" and that make them successful.

1) All participants have a common agenda for change including a shared understanding of the problem and a joint approach to solving it through agreed upon actions.
2) Collecting data and measuring results consistently across all the participants and ensures a shared measurement system for alignment and accountability.
3) A plan of action that outlines and coordinates mutually reinforcing activities for each participant.
4) Open and continuous communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
5) A backbone organization with staff and specific set of skills to serve the entire initiative and coordinate participating organizations and agencies.

Example: Wisconsin Children's Mental Health Collective Impact (Video)

Resource: Collective Impact Forum

1) Identify a leadership structure that will facilitate continuing systems change efforts.

The commitment of the community, in the form of the individual participation in the workshop and the agencies they represent, to tackle the priorities established during the workshop, is an essential first step in a true systems-change process. The workshop provided opportunity for cross-system information sharing that many participants appeared to find valuable. As the work continues to unfold, it is important to identify and empower a leadership structures to systematically support cross systems information sharing regarding needs, available resources, and system-level outcome data. The committee that facilitates this work moving forward may want to consider learning more about and shifting toward functioning as a backbone organization for collective impact, as this kind of support will facilitate the needed ongoing cross-systems collaboration. *Collective impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration*.

[1] Kania, John, and Mark Kramer. "Collective Impact." Stanford Social Innovation Review 9, no. 1 (Winter 2011): 36–41.

⇒ Resource: Texas Systems of Care Toolkit – How to Develop Leadership Structures
⇒ Resource: Tools for Backbones
⇒ Resource: Collective Impact Toolkits

2) Engage community stakeholders missing from the current workgroup.

For Denton County, Texas to develop an accessible and effective continuum of care for youth with behavioral health needs, it will be critical to continue to develop an understanding of current practice: successes and challenges. This will require engaging community stakeholders that were not present during the workshop, including law enforcement, public defenders, family and peer support organizations, youth and families impacted by the systems, and county leadership (e.g., governance and fiscal).

Future efforts would be well-served by the addition of families with lived experience as partners in developing and implementing system improvement efforts. Workshop participants voiced strong interest in creation of a navigator function to help families access needed services for their children. The complexity of the service system was a challenge for professionals who work in the field to thoroughly understand. It must be even more of a challenge for families with children in need. That reality was recognized by many workshop participants in their desire for a navigator for families. However, there was not significant energy at the workshop for engaging families in designing services for them. Family input can be instrumental in designing and implementing service structures that are attractive and accessible to families. Future efforts to obtain family input in system change efforts have the potential to greatly enhance the efficacy of those efforts.

Law enforcement serves a gate-keeping role to the juvenile court system, often deciding whether a young person in crisis will return to their family, enter the mental health system, or the juvenile justice system. Officers can refer or connect youth and families with community resources, serving an early intervention and systems deflection role when appropriate. Gaining a better understanding of current practice and community contacts between youth and law enforcement is critical to understanding and improving the continuum of care for young people with behavioral health conditions. This is especially important when law enforcement work in school-based settings to serve a dual resource and safety role (i.e., school resource officer).

Workshop participants also identified significant gaps in long-term in-patient care for children with severe behavioral health needs, largely due to the absence of a county hospital. Participants recognized that this issue is not one that the participants at the workshop were in a position to influence and it was therefore not a topic selected for strategic planning at the workshop. However, it was clearly a pressing need identified by participants. It may be important to develop a strategy for engaging partners who are in a position to lead an effort to develop long-term clinical resources that support children with the most intense in-patient behavioral health needs.

⇒ Resource: Texas Systems of Care – Authentic Youth Voice
⇒ Resource: System Level: Engaging Families as Partners in System Improvement
⇒ Resource: Collective Impact – Community Engagement Toolkit

3) Create a shared vision for youth serving practice in Denton County, Texas.

A vision provides orientation and meaning for leaders and collaborative efforts. It helps to focus meeting agendas, data collection, planning and implementation, and helps communities engage in thoughtful and sustainable transformation of practice. Vision can be thought of as an image the community has for what they want the system to be and how they want to engage with each other and with families. A shared vision is important because it helps build a foundation for systems with different functions to work together toward systems and organizational change. It helps all stakeholders understand where interests intersect, where there is commonalities, and how, by working towards a single goal, the local systems can achieve both their individual and collective mission to better serve the community.

⇒ Resource: Leadership in Systems of Care: Creating and Communicating a Shared Vision

APPENDICES

APPENDIX A: AGENDA

NCYOJ
Research. Policy. Practice.

Critical Intervention Mapping
and Strategic Planning

AGENDA

Building: TECC-W

Address: 1250 West Round Grove Rd | Lewisville, TX 75067

Day 1: Wednesday, July 28, 2021

8:00 a.m.	Registration and Networking
8:30 a.m.	Welcome and Introductions • Overview of the Workshop • Goals and Tasks for Day 1 Establishing a Framework • Core Values • Guiding Principles Local Infrastructure Self-Assessment • Assess the Needs and Entry Points Across Systems • Identify Gaps and Opportunities
12:00	Lunch • Lunch will be provided Continued... Local Infrastructure Self-Assessment • What's Happening in Your Community • Identify Gaps and Opportunities Reflection and Priority Setting • Reflections on Local Infrastructure Self-Assessment • Identify Gaps and Opportunities Vote on Priorities • Select Top 5 Priorities
4:30 p.m.	Adjourn

NCYOJ
Research. Policy. Practice.

Critical Intervention Mapping
and Strategic Planning

AGENDA

Building: TECC-W

Address: 1250 West Round Grove Rd | Lewisville, TX 75067

Day 2: Thursday, July 29, 2021

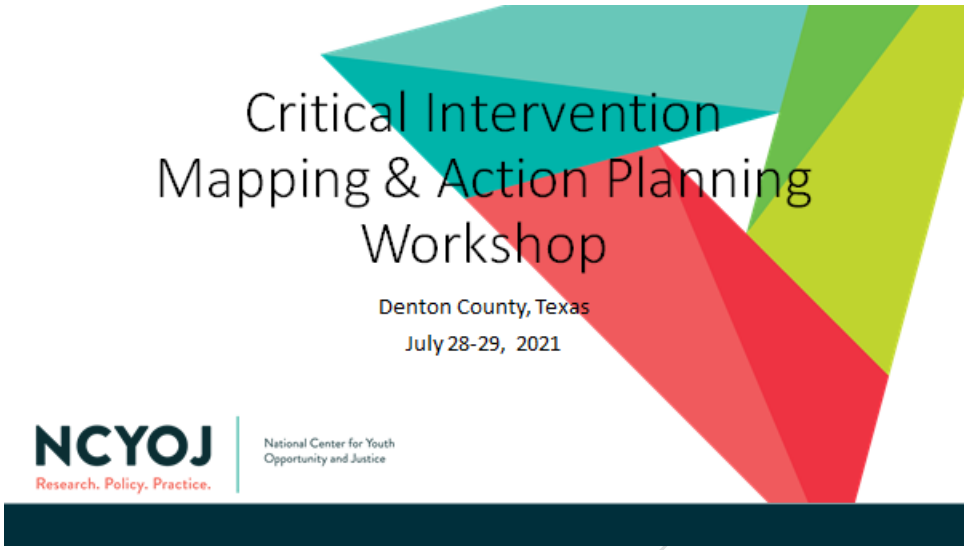
8:00 a.m.	Registration and Networking
8:30 a.m.	Opening • Reflections on Day 1 • Goals and Tasks for Day 2 Activity: Action Planning Summary and Closing
12:30 p.m.	Adjourn

APPENDIX B: PARTICIPANT LIST

Name	Organization
Jill Adams	Lewisville ISD
Karen Anders	Denton County DA
Amy Boelkens	Connections Wellness Group
Katie Braeuer	Denton County JPD
Tisha Calhoun	JPS Health
Monya Crow	Lewisville ISD
Rebekah de Peo-Christner	Denton ISD
Norma Eaves	DFPS
Dr. Lisa Elliott	Cook Children's Medical Center
Dr. Jamie Farber	Northwest ISD
Loren Fouch	Millwood Hospital
Suzy Gange	Children's Advocacy Center of North Texas
Dallas Hamilton	Denton County MHMR
Dana Hill	Texas Network of Youth Services
Kristen Howell	Children's Advocacy Center of North Texas
Dr. Ann Hughes	Sanger ISD
Hon. Dave Jahn	Denton County Court #1
Amy Lawrence	Denton ISD
Alex Murrillo	DFPS
Amy Parker	DFPS
Ruthie Pope	DFPS
Laura Prillwitz	Denton County JPD
Hon. Renee Rodriguez-Betancourt	449th District Court
Terrance Staton	Denton County MHMR
Tracy Stephens	University Behavioral Health of Denton
Brenda Trevino	DFPS
Katie Trungale	University Behavioral Health of Denton
Rachel Walker	Northwest ISD
Alexis Webb	Prosper ISD

APPENDIX C: POWERPOINT PRESENTATION

Slide 1



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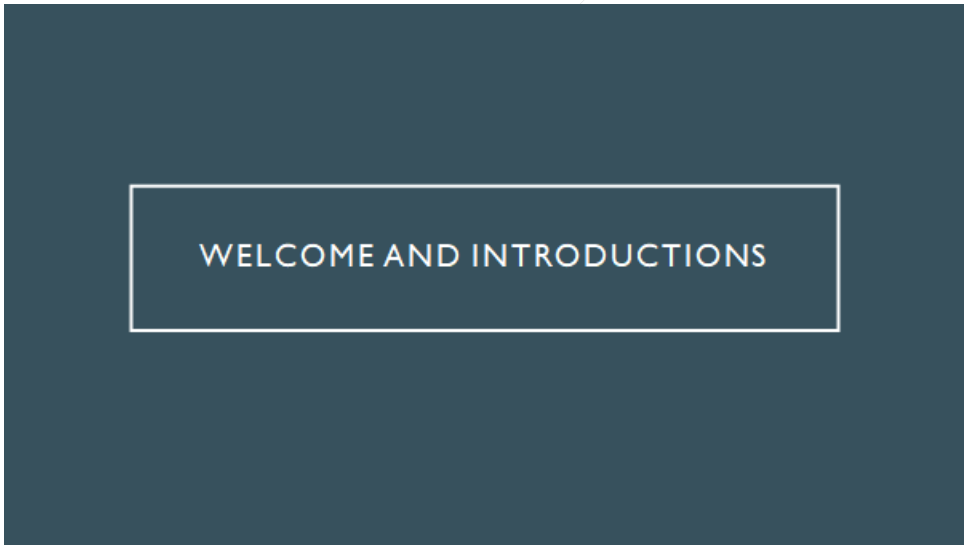
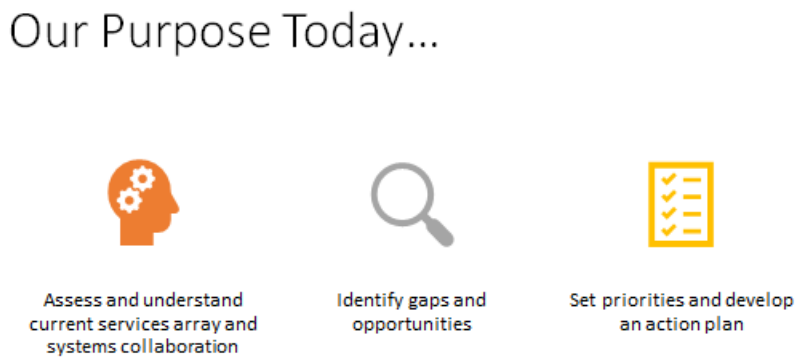


Slide 3



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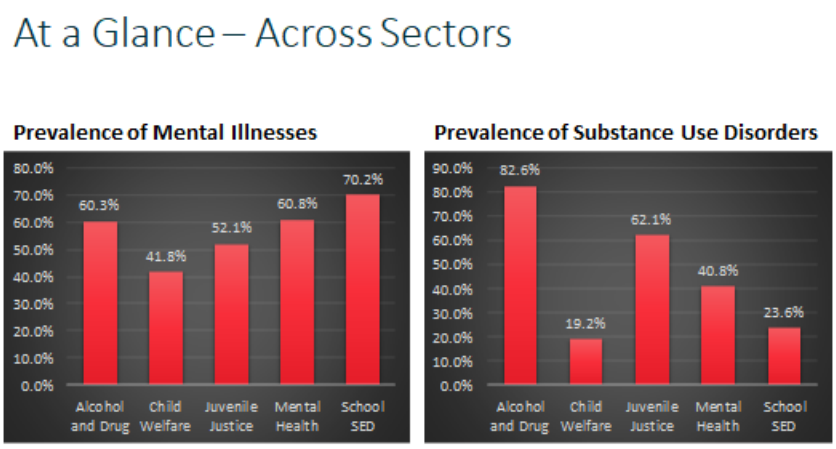

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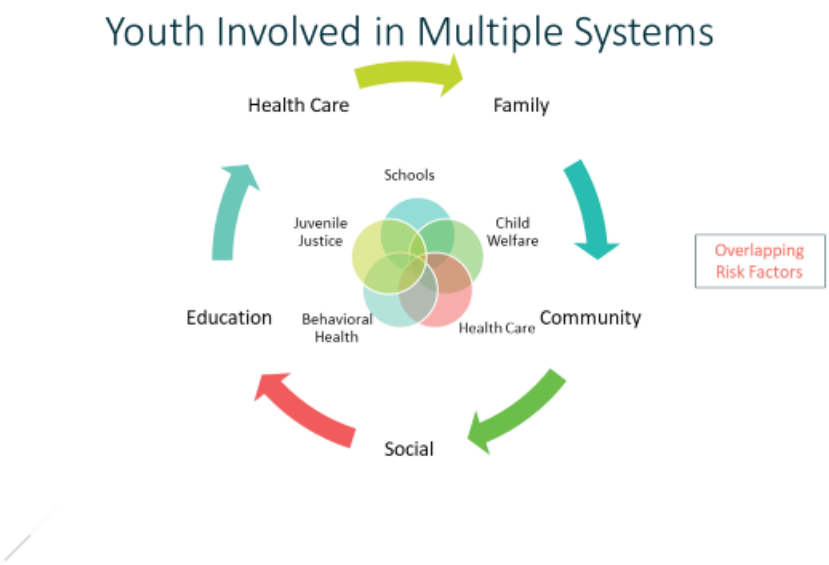

Slide 7

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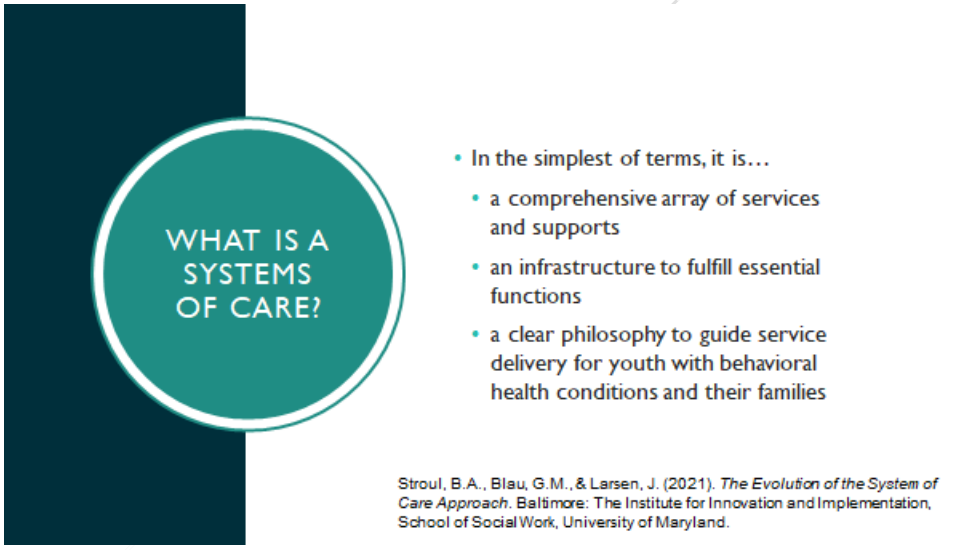

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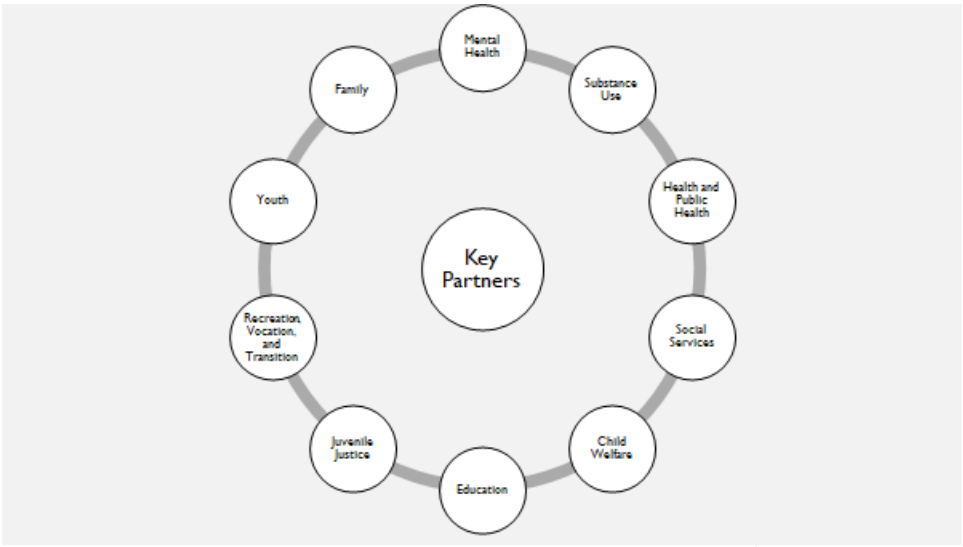

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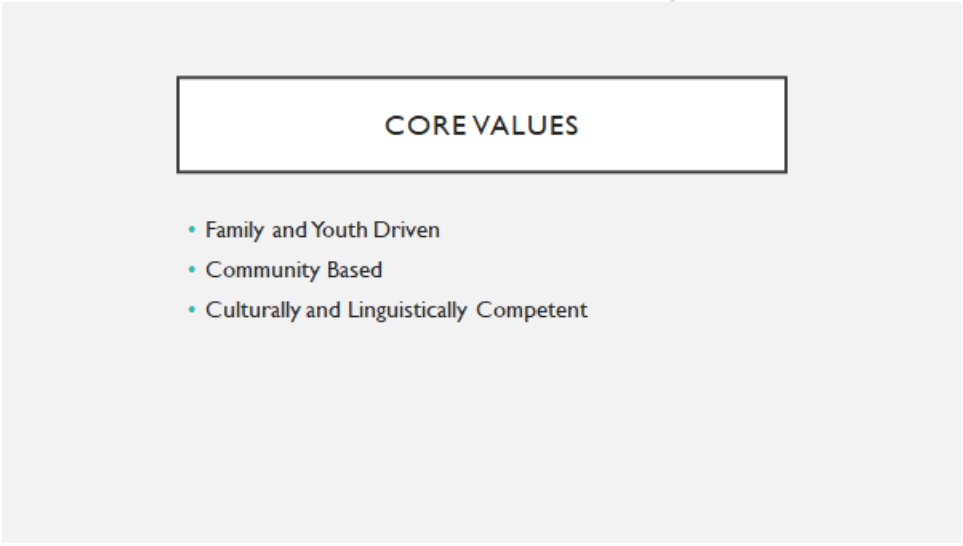

Slide 11

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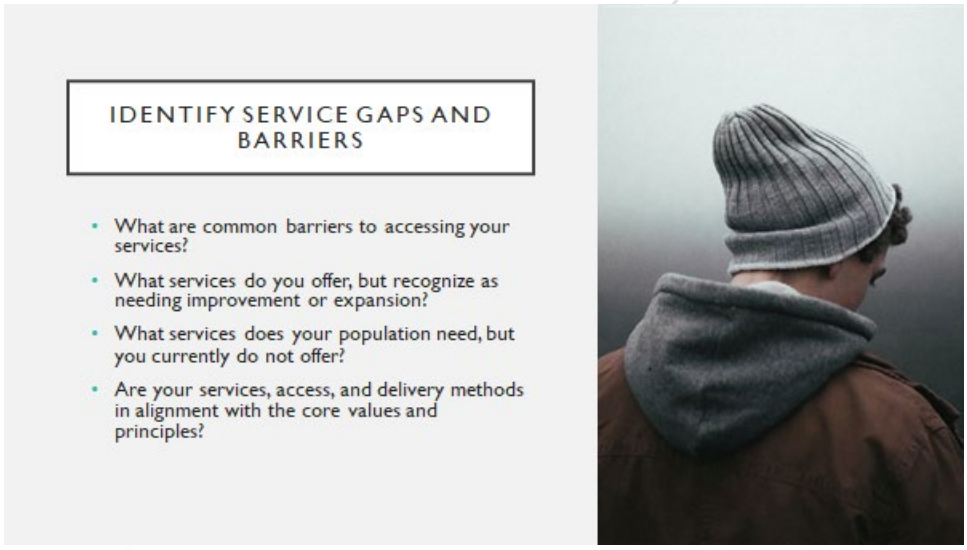

Slide 17

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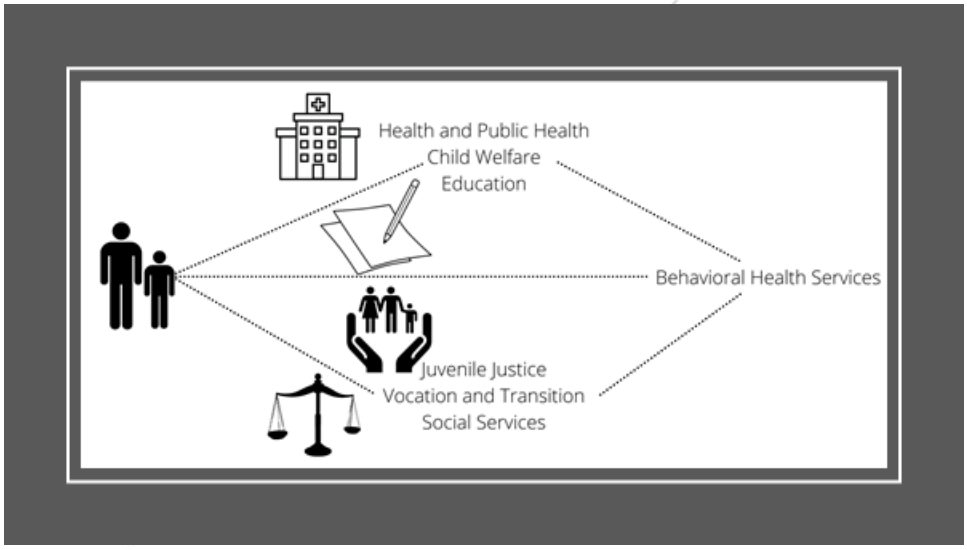

Slide 19

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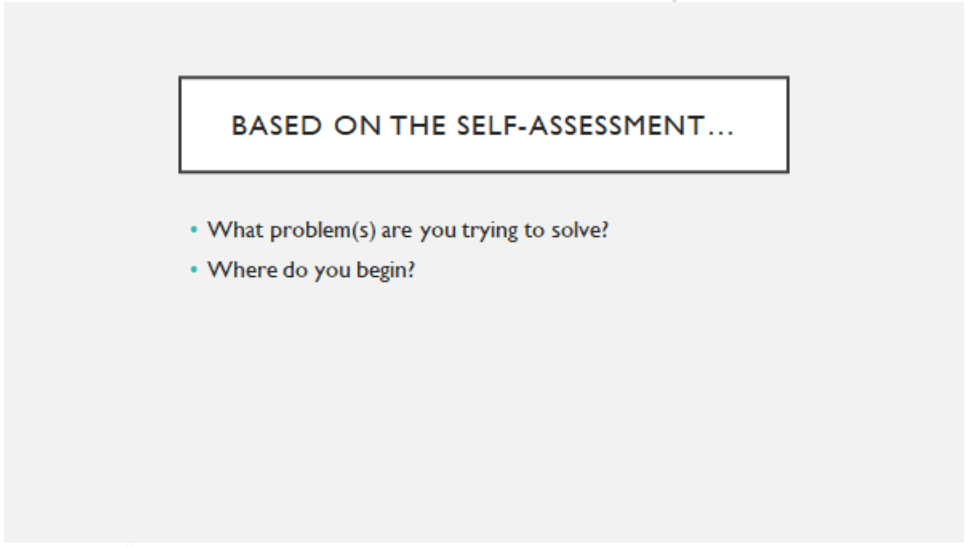

Slide 21

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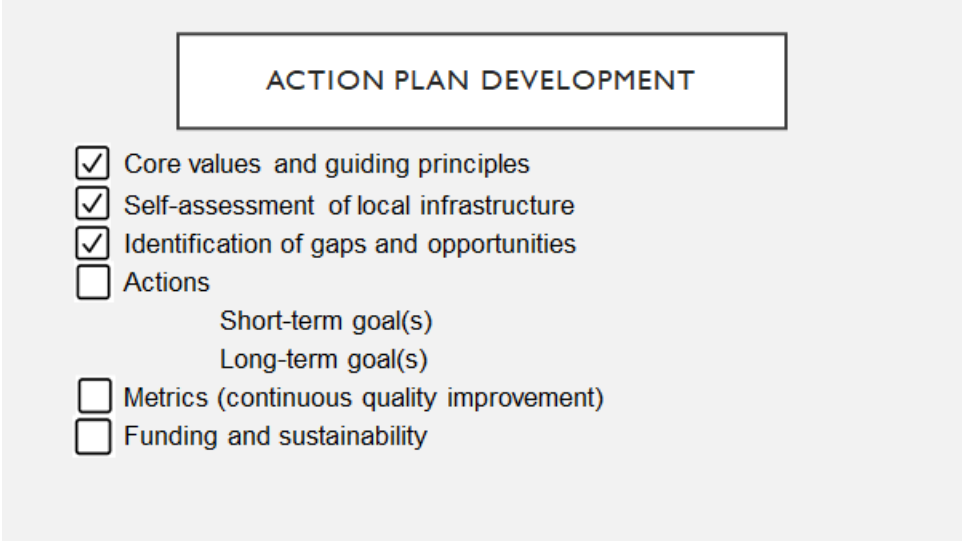
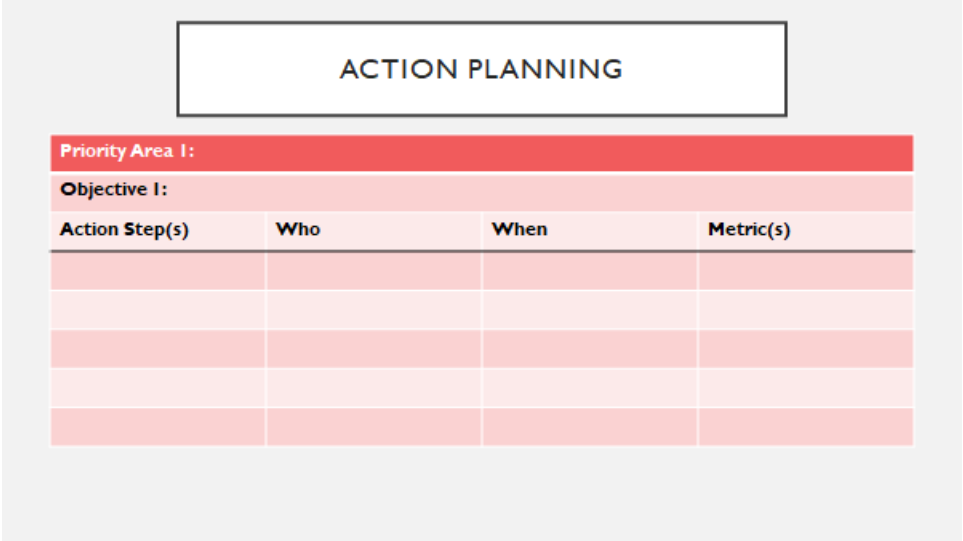
Slide 24