



Parent Advisory Group Strategic Plan

Final Draft
May 2007

Planning Facilitation and Report:

Dams | STRATEGIC
& Associates, Inc. PERFORMANCE
CONSULTING

www.damsandassociates.com

Table of Contents

Introduction	2
Parent Empowerment Strategies	3
Strategies and Objectives	4
Strategy 1: Operational Excellence	5
Strategy 2: Inform	6
Strategy 3: Invite	7
Strategy 4: Instruct	8
Strategy 5: Involve	9
The Strategic Planning Process	10
Next Steps	21
Contact Information	22

Introduction

KAY'S INTRODUCTION HERE

Kaylene Emery

Family Involvement Coordinator
Advocacy Service for Kids

Jennifer Greenman

Chair, Parent Advisory Group

Parent Empowerment Strategies

Kalamazoo WRAPS Vision

Improve the lives of youth with serious emotional disturbances (SED) and the lives of their families so that they have the opportunity to reach their full potential.



Kalamazoo WRAPS Governance Goal

All stakeholders are actively engaged in the development of a coordinated System of Care that is strengths-based, user-friendly, simplified and responsive



Parent Advisory Group Mission

Empower parents to provide input into Kalamazoo WRAPS so together we can enhance the quality of life for our youth, families, and community.

Strategies and Objectives

Strategy	Objectives
1. Operational Excellence	<ul style="list-style-type: none"> The Parent Advisory Group supports the most effective and efficient means of parent empowerment within Kalamazoo WRAPS
2. Inform	<ul style="list-style-type: none"> Parents, WRAPS work groups, the management team, the IAT, and other interested parties receive and provide relevant and timely information from/to PAG Parents with children with SED have access to relevant and timely information about WRAPS and the System of Care
3. Invite	<ul style="list-style-type: none"> PAG and other Kalamazoo WRAPS work groups maintain 100% of desired level of parent membership Process in place for inviting parents to conferences
4. Instruct	<ul style="list-style-type: none"> Parents have the skills necessary for effective involvement in all WRAPS work groups
5. Involve	<ul style="list-style-type: none"> Parents are effectively involved in all WRAPS work groups and governance Communicate with WRAPS leadership Providers better understand what SED means for families Explore how parents could serve on school boards, county and city commissions, KRESA boards, etc.

Strategy 1: Operational Excellence

Performance Indicators	Objectives • Action items	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
	<p>The Parent Advisory Group supports the most effective and efficient means of parent empowerment within Kalamazoo WRAPS</p> <ul style="list-style-type: none"> • Policy in place for continuously measuring, monitoring, reviewing, and improving the effectiveness of PAG operations <ul style="list-style-type: none"> ○ Monitor degree and impact of parent involvement ○ Track and review performance measures 			●	●	Kay Emery & Sandy Roethler	Explore other SAMHSA sites and best/promising practices for ideas Carolyn Sullins
Operating policy in place by target date (yes/no)	<ul style="list-style-type: none"> • PAG operating policy in place. The policy should address the following topics: <ul style="list-style-type: none"> ○ Determine how often PAG should meet ○ Funding mechanism in place for PAG activities and material (e.g., marketing, training) ○ PAG agendas are strategy-focused ○ Agendas and minutes are disseminated in a timely fashion 	●				Kay Emery	
Stipend policy in place by target date (yes/no)	<ul style="list-style-type: none"> • Stipend policy in place <ul style="list-style-type: none"> ○ Meet with Pat Weighman to clarify and resolve questions regarding stipends for parents 	●	●			Sandy Roethler & Vickie ?	
Voting mechanism in place by target date (yes/no)	<ul style="list-style-type: none"> • Voting mechanism in place <ul style="list-style-type: none"> ○ Explore whether consensus method would be good for all work groups 		●			Kay (follow-up with Michelle Houtrow)	Schedule consensus training with United Way Management team approval of WRAPS-wide adoption of consensus method
Policy in place	<ul style="list-style-type: none"> • Internal communication policy in place <ul style="list-style-type: none"> ○ Bring up new priorities within PAG ○ Decide which topics will be brought to which WRAPS work group or governance committee ○ Receive reports from work groups ○ Identify work group gaps ○ Develop suggestions for issues ○ Monitor work group progress, parent involvement, and inclusion of family concerns/view points 		●			Kay Emery	Sandy will communicate need for workgroup interaction process with Co-PIs and Co-PDs (mid-May) Invite PDs to discuss interactions between workgroups (June)

Strategy 2: Inform

Performance Indicators	Objectives • Action items	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
	<p>Parents, WRAPS work groups, the management team, the IAT, and other interested parties receive and provide relevant and timely information from/to PAG</p> <ul style="list-style-type: none"> • Present PAG strategic plan to MPCB, and other parent, System of Care, and community groups • PAG communication policy in place. The policy should include the following topics: <ul style="list-style-type: none"> ○ Process for providing information to work groups and receiving information from work groups ○ Process for providing information to parent and receiving input from parents ○ Process for inviting work group chairs to come to PAG meeting (determine how PAG can help them accomplish their missions) ○ Process for interacting with Calling All Youth; the Family Services Advisory Council (FSAC); and other family groups ○ Establish a PAG section on the WRAPS web site ○ Develop a method for convening parents who are not part of WRAPS 	●	●	●	●		<p>Co-Principal Investigators (PIs) and Co-Project Directors (PDs) approve communication plan</p> <p>WRAPS web site needs to be up</p> <p>Interested parties need to be able to sign up for material</p>
Parents are knowledgeable about PAG, WRAPS, SOC	<p>Parents with children with SED have access to relevant and timely information about WRAPS and the System of Care</p> <ul style="list-style-type: none"> • WRAPS has parent/family information material <ul style="list-style-type: none"> ○ Determine what information parents need so they are more informed about WRAPS, SOC, SED, etc. and can decide whether to get involved • Develop means to disseminate information in a timely manner 	●	●	●	●		Work with Social Marketing work group

Strategy 3: Invite

Performance Indicators	Objectives • Action items	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
	<p>PAG and other Kalamazoo WRAPS work groups maintain 100% of desired level of parent membership</p> <ul style="list-style-type: none"> • Recruitment plan in place for involving parents in PAG and other Kalamazoo WRAPS work groups. The recruitment plan should include the following topics: <ul style="list-style-type: none"> ○ Determine how many parents should be involved in PAG/WRAPS ○ Develop criteria for PAG and work group memberships (e.g., representative of CMH clients) ○ Develop list of how parents could be involved ○ Develop process to recruit parents through case workers ○ Develop ways of involving more diverse opinions culturally and ethnically ○ Determine whether parents have to be in PAG to be part of a work group ○ Develop a schedule showing when all WRAPS work groups and committees meet so parents can decide which group fits their schedule 	●	●	●	●	PAG sub-committee	<p>Use Targeted Parent Assistance (TPA) levels as a guide for membership criteria</p> <p>Explore other SAMHSA sites and best/promising practices for ideas</p>
	<ul style="list-style-type: none"> • Process in place for inviting parents to conferences 		●				

Strategy 4: Instruct

Performance Indicators	Objectives • Action items	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
	<p>Parents have the skills necessary for effective involvement in all WRAPS work groups</p> <ul style="list-style-type: none"> • PAG training plan in place. PAG training should consider the following items: <ul style="list-style-type: none"> ○ Identify which skills parents must have so they can participate effectively ○ Develop training topics based on identified skill needs. Example: WRAPS involvement; advocacy; how to affect change ○ Basic orientation training for parents interested in serving on PAG or other WRAPS work groups and committees ○ Discuss whether to provide sibling training • PAG members mentor new WRAPS parents 			●	●		<p>WRAPS training coordinator talks to PAG to help develop trainings</p> <p>Consult with other parent groups regarding existing training opportunities</p> <p>Explore with organizations (e.g., parent groups, KRESA) potential training opportunities</p> <p>Determine who (person, agency) should develop and/or provide the training?</p>

Strategy 5: Involve

Performance Indicators	Objectives • Action items	Months				Responsible Target Date	Resources needed
		0-3	3-6	6-12	12+		
Degree and impact of parent involvement at WRAPS work groups and governance	Parents are effectively involved in all WRAPS work groups and governance <ul style="list-style-type: none"> Determine desired level and type of parent involvement for PAG and WRAPS work groups Determine current level of parent involvement at WRAPS work groups and governance levels. If necessary, inform work groups how they can be more family friendly. Determine how work groups could obtain parent input from other family groups without going through PAG Develop ways of involving parents in WRAPS without having to go to a work group meeting 	●	●	●	●	Kay	With Carolyn Sullins: Develop ways to measure <ul style="list-style-type: none"> Parent involvement Whether families are really driving the change How the SOC can get feedback from parents on whether SOC agencies are doing what parents want them to do.
	Communicate with WRAPS leadership <ul style="list-style-type: none"> (1) write letters to Co-Principal Investigators or the IAT about issues, stipends, and other policy agenda items (e.g., work groups cannot meet without parents or youth present) (2) invite Co-Principal Investigators and Co-Project Directors to PAG meetings 	●	●	●	●		
	Providers better understand what SED means for families <ul style="list-style-type: none"> Provider trainings include a family perspective <ul style="list-style-type: none"> Determine which provider trainings could benefit from parent input Determine how to provide a consistent and constructive parent perspective at trainings Communicate with training providers Provide a “representative story” Develop constructive and contributive “parent perspective” Develop and update list of current provider trainings Determine who will provide parent point-of-view at agency trainings 			●			United Way training on how to do a three-minute presentation Provider training is parent and youth friendly (e.g., language, acronyms) Provider trainings are open to parents PAG and parents know about provider trainings
	Explore how parents could serve on school boards, county and city commissions, KRESA boards, etc.				●		

The Strategic Planning Process

Strategic Planning Timeline

February 28, 2007	Pre-planning meeting
March 16	Agenda review for Session 1
March 20	Strategic Planning Session #1 Planning roles and expectations How PAG fits into Kalamazoo System of Care and WRAPS Overview: Missions and visions Develop mission What else is needed to accomplish the WRAPS vision?
March 30	Agenda review for Session 2
April 3	Strategic Planning Session #2 Fine-tune mission Conduct gap analysis
April 13	Agenda review for Session 3
April 17	Strategic Planning Session #3 Develop draft goals and objectives Review goals against Session 1 mission/vision brainstorming ideas Set priorities and timelines Develop outcome measures Set targets where possible
April 24	Agenda review for Session 4
May 1	Strategic Planning Session #4 Fine-tune goals and outcomes measures Fine-tune timeline Outline action plan items

Strategic Planning Participants

Parent Advisory Group

Jennifer Greenman Chair

Need complete list

Staff

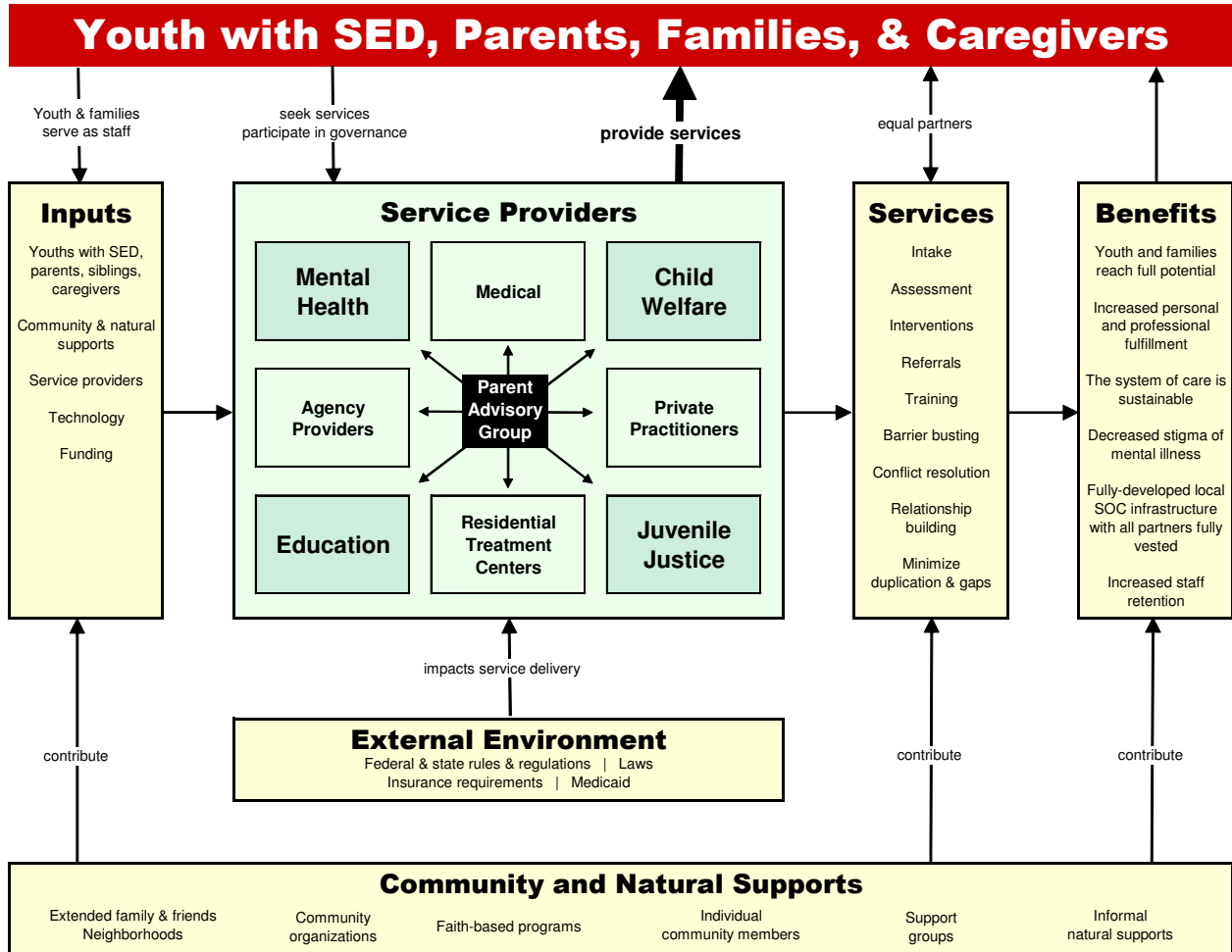
Kaylene Emery Family Involvement Coordinator, Advocacy Service for Kids

Sandy Roethler Executive Director, Advocacy Service for Kids; Co-Principal Investigator, Kalamazoo Wraps

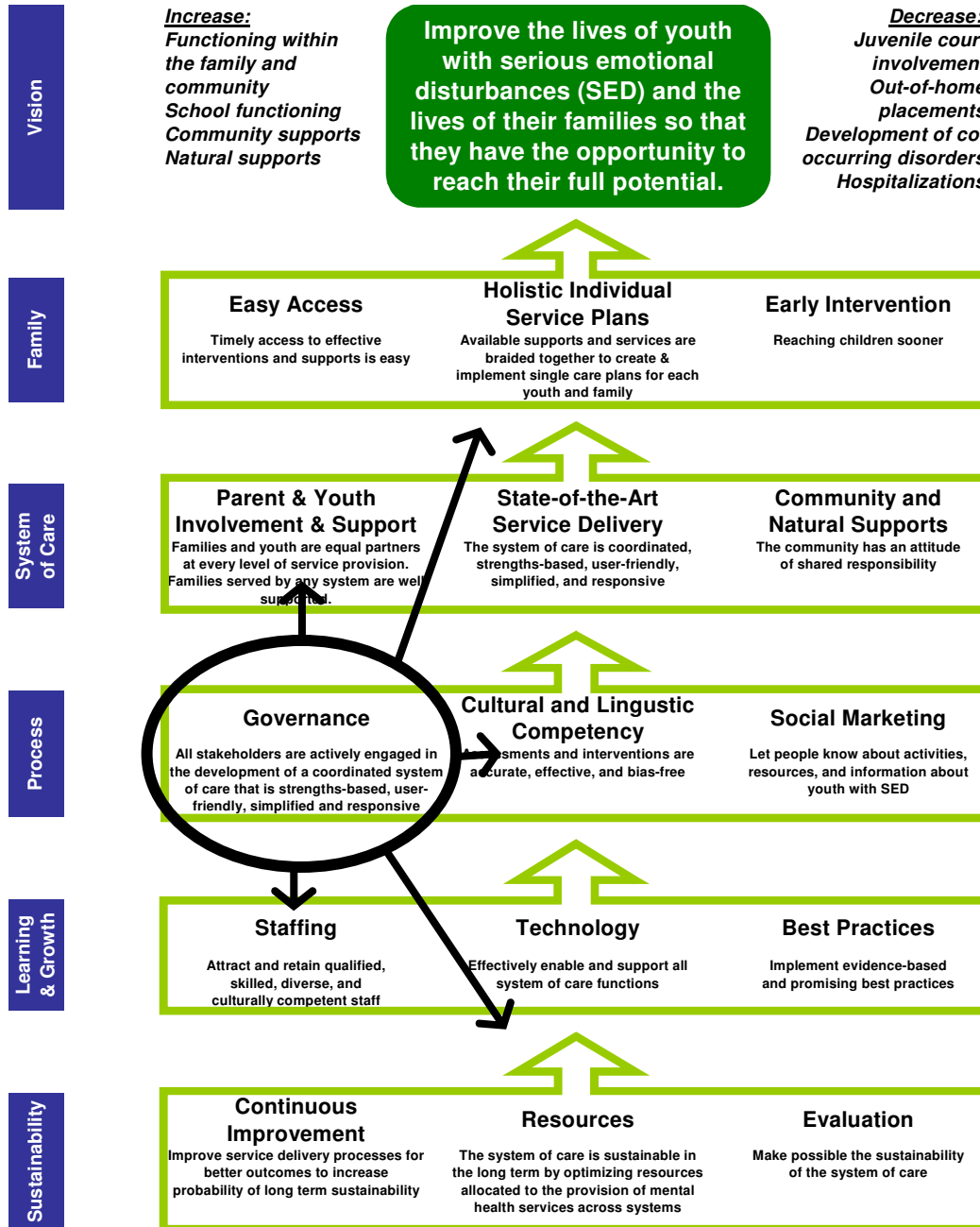
Judson here or as PAG member?

Session 1: Drafting a Mission

How the Parent Advisory Group Fits into the Kalamazoo System of Care



How the Parent Advisory Group Fits into Kalamazoo WRAPS



Population of Focus

Any family residing in Kalamazoo County that has a youth 7 to 17 years who meets the state and federal definitions of having a serious emotional disturbance (SED) and who is eligible for multiple child-serving systems.

Missions and Visions: How are they different?

Mission	Vision
<p>Explains why an organization or group exists</p> <p>Describes purpose</p> <p>Practical</p> <p>Describes benefits to clients and stakeholders</p>	<p>Shows what organization wants to become</p> <p>Describes potential</p> <p>Inspirational</p>
Mission Example	Vision Example
<p>The mission of the Kalamazoo Airport is to provide facilities and services to support safe, efficient, and convenient air transportation enhancing economic growth and high quality of life in Southwest Michigan.</p>	<p>It is our vision:</p> <p>To be the airport of choice for all Southwest Michigan air travelers.</p> <p>To have more non-stop airline service to more major cities than any other airport our size.</p> <p>To be the most environmentally friendly airport in the nation.</p>

Parent Advisory Group: An Organizational System



People, funding, equipment, and other resources needed for conducting Parent Advisory Group activities.

Services the Parent Advisory Group provides

Who potentially benefits from Parent Advisory Group services

How others benefit from Parent Advisory Group services

How the community at large benefits

Inputs	Services	Who Benefits	Benefits	Community Benefits
Parents Other WRAPS workgroups' policies, requests, and concerns Input from other parents Conferences and training Childcare, food, and facility Information (ASK, etc.) Guest speakers, material Input from youth Energy, enthusiasm, commitment, excitement Experiences, frustration Desire for change	<p><u>DIRECT</u></p> Get more parents involved Advice Mentoring Focal point/clearinghouse for other WRAPS workgroups Place to convene other parents Represent (other) parents Policy agenda: Provide input into the System of Care - Collect feedback from parents and provide ideas and information to the System of Care	<p><u>DIRECT</u></p> Other WRAPS workgroups Kalamazoo WRAPS as a whole Parents	<p><u>DIRECT</u></p> Have resources Better information which leads to better collaboration Resources can be allocated more efficiently and equitably	Better/more parent training: parents make better choices, affect legislators better, make a difference Parents become more self-sufficient and can help other families and address other problems Lower/less stigma Spending less taxpayer dollars on government support services, schools, courts Diversion from juvenile system Youths: Educated workforce, function better in society, become better educated parents themselves
	<p><u>INDIRECT</u></p> Teach other parents how to affect change Teach providers Teach community as a whole Sibling training	<p><u>INDIRECT</u></p> <i>(may be represented on WRAPS work groups)</i> PEOPLE Youth Families and friends Siblings and grandparents Community as a whole	<p><u>INDIRECT</u></p> Youths get better programming (developed with family voice) Improve youths' self-esteem and mental health Providers get more effect and efficient programs Providers provide better services to schools and court Youths graduate All areas improve Less stress for families Better bonds in families Peace of mind Parents have personal and professional growth opportunities	
		<p>PROVIDERS</p> ASK Community Mental Health Courts Department of Human Services Providers Schools System of Care Youth-serving agencies Governments		

Creating Mission Drafts

Using the elements of the PAG system brainstormed earlier, participants created the following mission drafts. **Bolded** phrases convey key elements the mission should contain.

Draft 1

The mission of the Parent Advisory Group is to provide information, training, experience, and **infectious enthusiasm** to teach, advise, and mentor parents, providers, and the community for **improving our System of Care** to enhance our youth's, families', and community's quality of life.

Draft 2

The mission of the Parent Advisory Group is to receive input from other parents who have a desire for change, teaching, and training to make our community more effective for more growth opportunities, **lower stigma**, and more cost-efficiency

Draft 3

The mission of the Parent Advisory Group is to provide a family perspective to decision-makers to ensure programs and policies serve families' needs in the best and most **cost-effective** way possible.

Draft 4

The mission of the Parent Advisory Group is to improve the knowledge of the community as a whole regarding what it means to have an SED and how to live with it or someone who has it as a community.

Joint Mission Draft

The mission of the Parent Advisory Group is to empower parents to provide input into the community for improving our System of Care and reducing stigma to enhance our youth's, families', and community's quality of life.

Final Draft

The mission of the Parent Advisory Group is to empower parents to provide input into Kalamazoo WRAPS so together we can enhance the quality of life for our youth, families, and community.

What else must the Parent Advisory Group do to accomplish the WRAPS vision?

- Focal point for giving feedback to WRAPS
- Parents serve on school boards, county and city commissions, KRESA board
- Interact with Calling All Youth; FSAC; other groups
- Survey parents and professionals what they need and what they want to change
- Are families really driving the change?
- System of Care gets feedback from parents: Did we (SOC) do what you wanted us to do?

How the PAG Mission Aligns with the Goals of Kalamazoo WRAPS

Vision: Improve the lives of youth with serious emotional disturbances (SED) and the lives of their families so that they have the opportunity to reach their full potential.

Family	Easy Access	Holistic Individual Service Plans	Early Intervention
	Timely access to effective interventions and supports is easy	Available supports and services are braided together to create & implement single care plans for each youth and family	Reaching children sooner
System of Care	Parent & Youth Involvement & Support	State-of-the-Art Service Delivery	Community and Natural Supports
	Families and youth are equal partners at every level of service provision. Families served by any system are well supported.	The system of care is coordinated, strengths-based, user-friendly, simplified, and responsive	The community has an attitude of shared responsibility
Process	Governance	Cultural and Linguistic Competency	Social Marketing
	The mission of the Parent Advisory Group is to empower parents to provide input into Kalamazoo WRAPS so together we can enhance the quality of life for our youth, families, and community.	Assessments and interventions are accurate, effective, and bias-free	Let people know about activities, resources, and information about youth with SED
Learning & Growth	Staffing	Technology	Best Practices
	Attract and retain qualified, skilled, diverse, and culturally competent staff	Effectively enable and support all system of care functions	Implement evidence-based and promising best practices
Sustainability	Continuous Improvement	Resources	Evaluation
	Improve service delivery processes for better outcomes to increase probability of long term sustainability	The system of care is sustainable in the long term by optimizing resources allocated to the provision of mental health services across systems	Make possible the sustainability of the system of care

Session 2: Gap Analysis

Through the gap analysis, participants identified gaps and barriers currently in the way of accomplishing PAG’s mission. Items in the following table reflect the initial grouping per potential strategies.

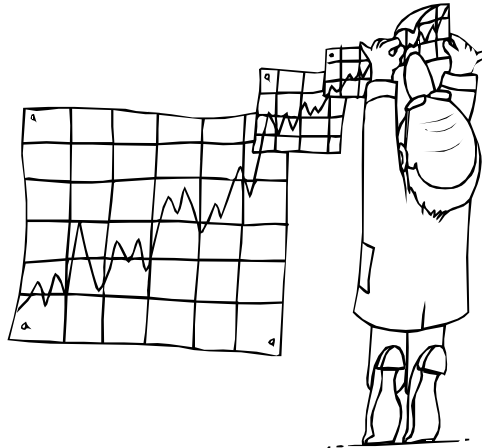
Communication	PAG Processes	Training	Parent Involvement	Community Awareness	WRAPS Processes	System of Care
<ul style="list-style-type: none"> • Within WRAPS • PAG and other parts of WRAPS 		<ul style="list-style-type: none"> • Parents • WRAPS 	<ul style="list-style-type: none"> • PAG • WRAPS 			
<p>Not enough information on Kalamazoo WRAPS</p> <p>Not enough information on Kalamazoo WRAPS subcommittees</p> <p>Not understanding “WRAPS”</p> <p>Not enough info for parents to be involved</p> <p>Knowledge of how System of Care services work <i>(moved from Training)</i></p> <hr/> <p>Not enough communication between groups</p> <p>Lack of communication</p> <p>Lack of communication</p> <p>Lack of communication</p> <p>Lack of communication</p> <p>Better communication</p>	<p>No consensus method in PAG</p> <hr/> <p>Getting side-tracked from what we are supposed to accomplish – what we are meeting about</p> <p>More time to discuss items at PAG meetings</p> <p>Leadership</p> <hr/> <p>Lack of phone tree for parents</p> <p>No listserv to contact parents on important issues</p> <hr/> <p>Lack of policy/ infrastructure for ASK to provide stipends</p> <p>Confusion about stipends</p> <p>More money</p>	<p>No parent point-of-view at provider trainings</p> <hr/> <p>Not enough training opportunities for parents</p> <p>Lack of confidence (parents)</p> <p>Lack of knowledge about how to change a system</p>	<p>Not enough parent input</p> <p>Not enough parents involved</p> <p>Not enough parents involved</p> <p>Need more parent involvement</p> <p>More parent involvement</p> <p>Parents not enough</p> <p>More parent involvement</p>	<p>Not enough info disseminated to community</p> <p>Not enough info in the community</p> <p>Not enough PR</p> <p>More advertising</p> <p>Community education</p>	<p>Work groups not meeting when convenient for families</p> <p>Work groups not thinking of ways to involve families</p> <p>Other work group chairs not calling parents</p> <p>Other chairs not working with Family Involvement Coordinator <i>(moved from Communication)</i></p> <p>How to get ideas to WRAPS <i>(moved from PAG Processes)</i></p> <hr/> <p>Too many work groups</p> <p>Too many sub-committees</p> <hr/> <p>Not enough collaboration within WRAPS</p> <p>Silos</p> <p>Lack of communication between groups</p>	<p>Schools not on board</p> <p>Agencies in the area (DHS) not on board</p> <p>More diverse opinions culturally and ethnically (also PAG and WRAPS)</p>

At planning session 3, the Parent Advisory Group developed draft goals and objectives based on the results of this gap analysis.

During session 4, participants created the final draft plan.

Next Steps

- Present final draft to the Management Team or Co-PIs / Co-PDs
- Present final plan to the IAT for approval
- Develop action plan
- Implement action plan with responsibilities and deadlines
- Introduce the approved strategic plan to MPCB, and other parent, System of Care, and community groups
- Track progress and identify data trends
- Focus on strategy through strategy-based PAG agendas
- Report results to the community



- Use the outcome measurement system for continuous improvement toward service excellence
- Review, validate, and update the strategic plan annually

Contact Information



Contact Kaylene Emery
Family Involvement Coordinator, Advocacy Services
for Kids (ASK)

Phone (269) 343-5896

Fax (269) 344-4645

Email kaylenee@askforkids.org

Web Site www.askforkids.org

Address 414 E. Michigan Avenue
Kalamazoo, MI 49007-3814



Contact Peter C. Dams, Ph.D.
President

Phone (269) 501-3000

Fax (269) 497-5023

Email pdams@damsandassociates.com

Web Site www.damsandassociates.com

Address 8449 35th Street South
Scotts, Michigan 49088