

In order to achieve organizational change as recommended in this protocol, the following tenets should be at the core of this change:

1. The following essential features of effective family participation on the service planning and delivery level must be honored during the process:
  - a. Families shall be recognized as primary decision-makers in the care of their own children, central to service planning and delivery,
  - b. Families can expect culturally and linguistically relevant services that appropriately respond to the unique needs,
  - c. Families shall have voice and choice in the array of services/supports they choose to meet the needs of their child and family,
  - d. Families shall feel free to contact all levels of personnel within their provider, Contractor, and AHCCCS,
  - e. Peer-Delivered Support shall be offered and available to family members and shall be available to the Child and Family Team (CFT) when requested.
  
2. Contractors and their provider networks:
  - a. Shall assist parents/caregivers and youth in moving forward into roles that have influence with support and authority,
  - b. Recruitment, hiring and retention practices shall reflect the cultures and languages of the communities served,
  - c. Shall assign resources to promote family involvement including committing money, space, time, personnel, supplies and organizational attention,
  - d. Shall build an inclusive agenda at all levels of activity, ranging from involving families as partners within the delivery of services to management and funding decisions, demonstrating that families always have a place at the table, and
  - e. Shall demonstrate the commitment to share power at all levels of the system.
  
3. Providers shall demonstrate organizational commitment to employment of family members by:
  - a. Providing positions that value the first-person experience of the individual family member,
  - b. Establishing and maintaining a work environment that values the contribution of families in the work place,
  - c. Setting an expectation for the family role in the workplace and among systems partners,
  - d. Providing supervision that supports the role of the family,
  - e. Providing flexibility needed to accommodate the family members being employed in the system,
  - f. Providing compensation reflecting the value an organization places on first-person experience commensurate with training and education.

**TABLE 1: GUIDANCE TO ORGANIZATIONAL COMMITMENT FOR  
 PARENT/CAREGIVER/YOUTH/YOUNG ADULT DELIVERED SUPPORT OR SERVICE**

ADMINISTRATIVE SUPPORTS	PROGRAMMATIC SUPPORTS
Parents/Caregivers/Young Adults have the ability to connect with others in similar roles	Supervisor supports growth and development of parents/ caregivers and young adult employees
Parents/caregivers/Young Adults have opportunities to advance without leaving peer support role	Integrity of the role is protected and kept pure to its purpose
The organization recognizes the value of personal experience	There is an on-going value placed on the contribution to the service environment made by parents/ caregivers and young adults
The organization accommodates the challenges parents/caregivers and young adults may experience.	The roles of parents/caregivers and young adults are valued in their own right and do not require formal education qualifications (beyond high school) to be delivered.
The organization sets a clear expectation for culturally and linguistically responsive support	Administrative staff and supervisors demonstrate a value system that honors diversity; and staff and supervisors responsively practice cultural and linguistic diversity

4. Contractors and their providers shall recognize the important functions of Family-Run Organizations by:
  - a. Building and sustaining committed partnerships with Family-Run Organizations,
  - b. Partnering with Family-Run Organizations to provide on-going technical assistance and consultation to transform the system towards Family Driven Care,
  - c. Recognizing Family-Run Organizations are able to provide a leadership role, not only in building and sustaining family support and involvement, but in system development and transformation at all levels. Through leadership and technical assistance activities for systems transformation, the Family-Run Organization can assist in developing and connecting “authentic” family voice to shape sustainable systems transformation,

- d. Connecting each family member with a Family-Run Organization as soon as they are enrolled to receive informal supports and learn how to access the type of support meaningful to their child and family,
  - e. Allowing Family-Run Organizations to provide coaching mentoring and training to family members employed in the system as well as family leaders in the community.
5. Training on family and youth Involvement in the AHCCCS System of Care should meet the following requirements:
- a. Contractors and their provider networks should establish committed partnerships with Family-Run Organizations to co-facilitate trainings on family-professional partnerships at all levels of the AHCCCS System of Care (executive leadership to direct service delivery),
  - b. Family leadership/ spokesperson trainings for family members actively involved in system transformation efforts should be designed, implemented and delivered in partnership between family leaders/ spokespersons from the Contractors their providers and Family-Run Organizations,
  - c. Family-Run Organizations should take the lead role in the delivery of trainings on peer-to-peer roles for family members employed in the system,
  - d. In an effort to develop a diverse statewide cadre of family leaders/ spokespersons, Family-Run Organizations should design a training curriculum for families specific to the Arizona Vision and -12 Principles, CFT practice and family-driven and youth-guided care.

**A. KEY ELEMENTS TO REMEMBER ABOUT THIS PROTOCOL:**

1. Families are encouraged and supported to participate as active and respected members of their child’s CFT. In that capacity, families influence the development and implementation of a service plan that will respond to the unique strengths and needs of the child and family.
2. Families participate in various activities that influence the local, regional and state service system. This type of activity is commonly called “Family Involvement”. In Arizona, families are afforded a range of opportunities to offer their unique insight and first-hand experience to the development and implementation of programs and policy, as well as various other advisory activities on Boards, advisory committees and policy making groups that work to improve the children’s behavioral health services.
3. Family members may work in a professional capacity in the AHCCCS System of Care. In this capacity, they offer a unique support and service to the families and children they serve. Further, families who work in the AHCCCS System of Care may also influence the service system by contributing the family perspective to the service environment.

**B. BENEFITS OF USING THIS BEST PRACTICE:**

1. Strengthening Family and Youth voice leads to more culturally appropriate, individualized and strengths-based service planning for youth and young adults in the AHCCCS System of Care.
2. Respecting and understanding the diverse roles of families in the AHCCCS System of Care will foster stronger partnerships between families and professionals.
3. Ensuring strong “voice and choice” for families and youth in the service planning process will produce improved outcomes with respect to helping families achieve their stated goals.
4. Understanding the potential contributions of family members will strengthen the skill level and capacity of the behavioral health workforce.