Needs and Creative Planning

October 2015

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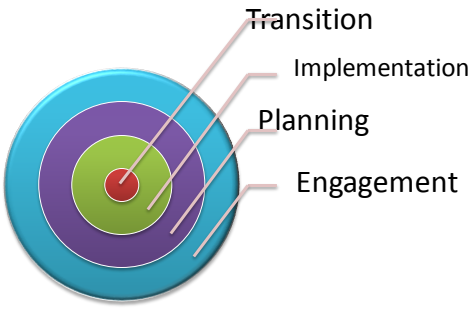
Hawaii Youth Engagement Conference

Different Views of the Helping Experience

One Framework: Provider View



Emergent Framework: Family View

Big Idea of Hello Stage

Each family and situation should be met in a way that is tailored to their identity, situation, and sense of urgency

- Hello Stage
  What's the Frame?
  - Who are you?
  - What has happened to you?
  - What does it mean to you?
  - How can I understand this so that I can make sure help occurs?

Big Idea of the Help Stage

Families deserve to get the best response to their situation in the shortest amount of time. It's not about producing a document or holding a meeting but about establishing the right response.

- The Help Stage: What's the Frame?
  - How can we bring people together around a common concept?
  - What will it take to move people to action?
    - Coordinated
    - Consistent
    - Different?
  - What does better look like?

Big Idea of Healing Stage

It will take time to get to the right fit between need and response; adjustments have to be made until balance is achieved.

- The Healing Stage: What's the Frame?
  - Is what you're doing working?
    - Do you need more information?
    - Do your benchmarks reflect a change from where you started?
  - Does the family experience a sense of met need?
  - Are team members working smarter?

Big Idea of Hope Stage

Having a sense of confidence that you could do what must be done associated with a sense of competence that you can actually do it…no matter what challenges are in front of you.

- The Hope Stage: What's the Frame
  - Does the family have an increased sense of:
    - Confidence: that they can respond to what comes next?
    - Connection: that they know where, who or what they can turn when next occurs?
    - Competence: that they know what works, what doesn't?
    - Capacity: to influence what happens next?
  - Do team members have a sense of:
    - Progress: in terms of the initial conditions
    - Adaptability: ability to recognize what interventions they built?
    - Logical: can identify interventions that produced different results?

Rapid Research: Meet Bill 14

- Bill swears, stomps, threatens to hit, breaks things and sometimes even hits his father.
- In his "Crisis" plan this behavior is identified as times when he's unsafe. Triggers have been identified as:
  - When he's told "no"
  - When he feels like people are riding him and they don't understand him
  - When he is disappointed
- If you were working with Bill, what would the typical response be to this situation?
- Be prepared to report out.

Typical Answer to Bill's Situation

- A crisis plan was developed around his "triggers"
- Does this plan build insight about why things happen this way?
- Does this plan increase confidence that you can do something about the underlying cause?
- Does this plan create a sense of competence among all team members?
- Will this plan likely lead to empowerment?

Proactive	Reactive
When he wants to hit, Bill has agreed to: Step Back Go to another room in the house Take Deep breaths Ask to call his therapist His parents have agreed to; Check with him while he's in his room Try to be clear and not confusing (no means no, but not now can often mean probably)	If he does strike, parents will call therapist or 911

Making Meaning

- Meaning Making from Adversity
  - Happens in all families
  - Occurs on three levels
    - About the event or situation
    - About self
    - About the world
  - Important factors in building
    - Resiliency
    - Protective Capacity

Basic Values and Assumptions

- Big behavior comes from unmet need
  - If you understand & address the need you can help with the behavior
- All behavior tells us something
  - Paying attention to what is done as well as what is said
- Isolation is often the root cause of big behavior
  - Loneliness is the biggest handicapping condition
- Just because you get a service doesn't mean your need is met
  - Staying busy doing doesn't mean staying busy helping
- Big behavior causes us to overlook needs and react or attempt to contain the behavior…..

Meaning Making, Underlying Need & Community Based Services

- Big Behaviors cause conclusions
  - Persecutor, Victim, Bully, Other
- Big behaviors cause reactions
  - Control & containment rather than reflect and respond
- Big Behaviors cause misunderstanding
  - Focus on behavior without understanding the underlying cause

Problems vs. Needs

A problem statement labels & categorizes the issue but leaves us with little to no direction on how to help.

1) Caregiver is in denial

2) Adult Children have their own issues

3) Patient is "feisty"

And so what…..

A need lets us know what drives the person to present with an issue and provides us with information on how to deliver <u>authentic</u> help.

1) Sammy needs to be reassured that they can survive

2) Sally need to know they can still matter even as things change

3) Ms. Jones needs to feel that they can still impact somethings even as the illness progresses

Reframing Exercise

Problem Statement	Possible Need	Potential Reframe
1) Child runs away and sabotages placement 2) Caregiver doesn't follow through 3) Youth is resistant to treatment 4) Family is dysfunctional 5) Youth just isn't motivated to change		

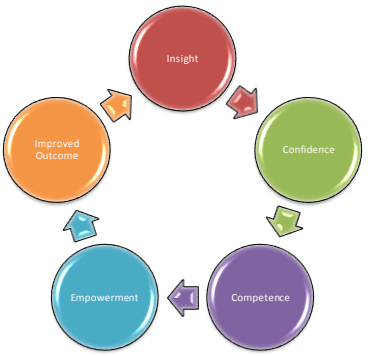
Facilitator Boot Camp

Clarifying Need

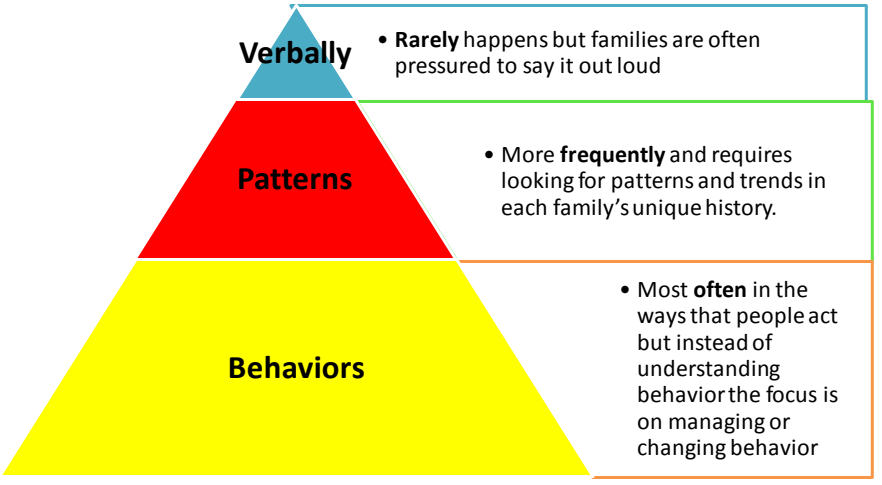
- Need has many meanings
  - Something wanted
    - I really want loved one to get into the treatment that will help them
  - Something lacking
    - My loved one needs help and isn't getting it
  - Something required
    - The youth needs to commit to treatment so that they can stay with their Auntie
  - Something sought
    - I need help understanding why this is happening to my loved one
  - A hole in our hearts
    - Ever since his brother died, he has become more withdrawn from those around him

Needs as Defined and the Journey to Hope

- Underlying causes that can be related to current conditions
  - **"The holes in our hearts that cause us to do the things we shouldn't and keep us from doing the things we should"**
- Focus on Needs Can lead to **INSIGHT**
  - Platform for team members to create a different Meaning about the situation
- Insight leads to **CONFIDENCE**
  - That instead of the situation defining them team members can actually do something about the situation
- Confidence leads to **COMPETENCE**
  - As confidence grows, family members, team members and everyone are supported to try new things until they find the right thing
- Competence leads to **EMPOWERMENT**
  - As competence increases team members including children and parents begin to take control over the lives and the direction of the plan and response



Families Communicate Their Underlying Needs in a Variety of Ways



Working Through the Noise: Verbal Assertion of Need

What is Said

- My child knows the difference between right & wrong, I just need respect
- My mother needs to get off my case, I'll be fine
- This parent is out to lunch when it comes to parenting, she's a nice lady but the kid needs structure
- That family has such bad boundaries, I don't think they'll ever get it together

Understanding the why

- "I need to feel confident that my child can make the right choices without being hurt"
- "I need to be reassured that others see me as becoming capable"
- "Mom needs to know that she is able to parent"
- "Child needs to know where he ends and others begin" or "Parent needs to have a sense that they deserve to have a sense of their own identity"

Rapid Research

- At your table have someone identify a family they are serving.
- Take out a piece of paper and divide it into three columns.
- In the first column list all involved and make sure each family member is listed separately.
- In the second column list what each person says
- In the third column identify the underlying meaning behind the need
- **Use descriptive terms**
  - **To learn, To know, To experience, To feel, To see, To have, To be**
    - **Reassured, convinced, confident, secure,**

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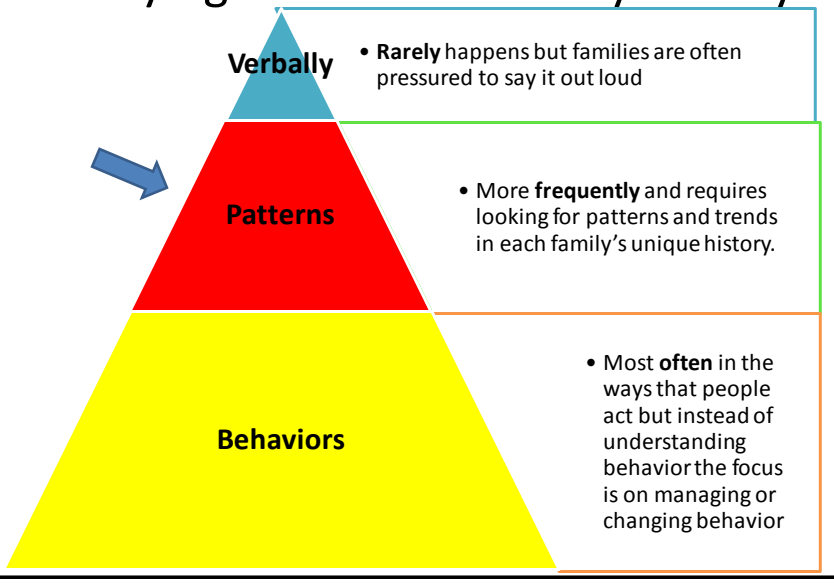
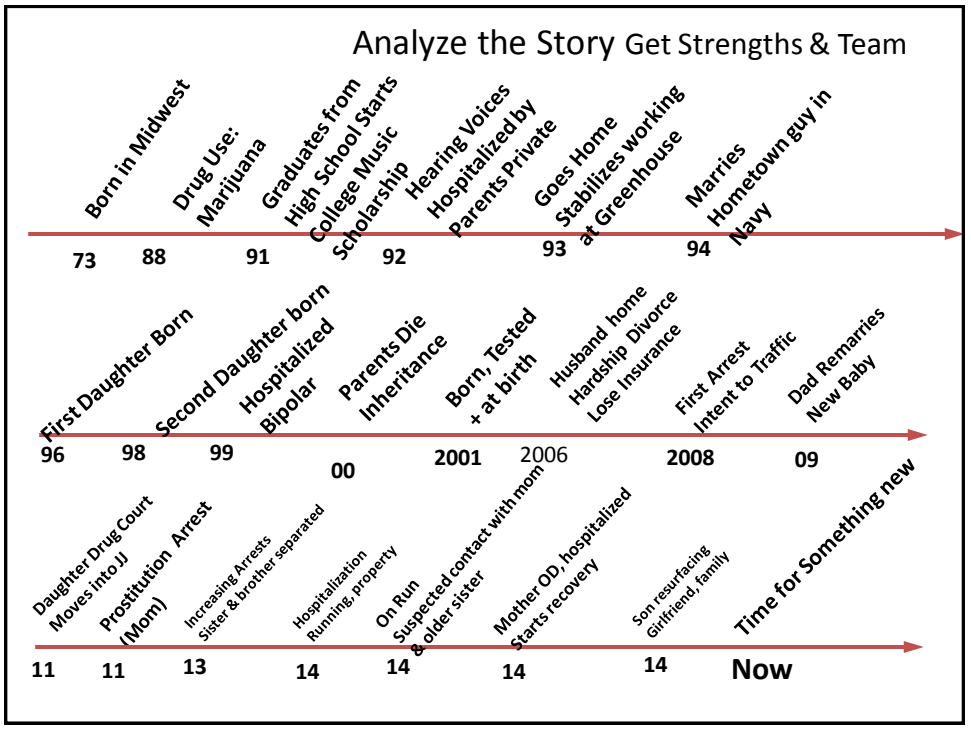


Getting, Keeping, Understanding & Interpreting the Story

- Needs embedded in patterns become apparent when people tell their stories
- Wraparound Coordinators need to find a way to gather the story
  - Recognizing that in all families there are many stories
  - System stories are also part of the family story
  - All helpers should be finding ways to gather the story
- Coordinators
  - Look wide not deep
  - Quantity counts in during initial work with families and teams



Rapid Research

- Take out a piece of paper
- Draw three horizontal lines across the paper, one near the top, one in the center and one near the bottom
- Place the child's birth year on the middle line
- Now using what you know about the family's story start entering dates as you know them
  - Avoid building a trauma inventory
  - Capture moves, insignificant events, significant events, happy times, bad times, anything you know about
  - Orient to time
- When you've exhausted what you know, pair up & look for patterns
- Generate at least ten needs statements from the timeline

- Individualize the Needs: Be specific about who has what need. Do not start needs with "family" needs to, break that statement out from each family member's perspective

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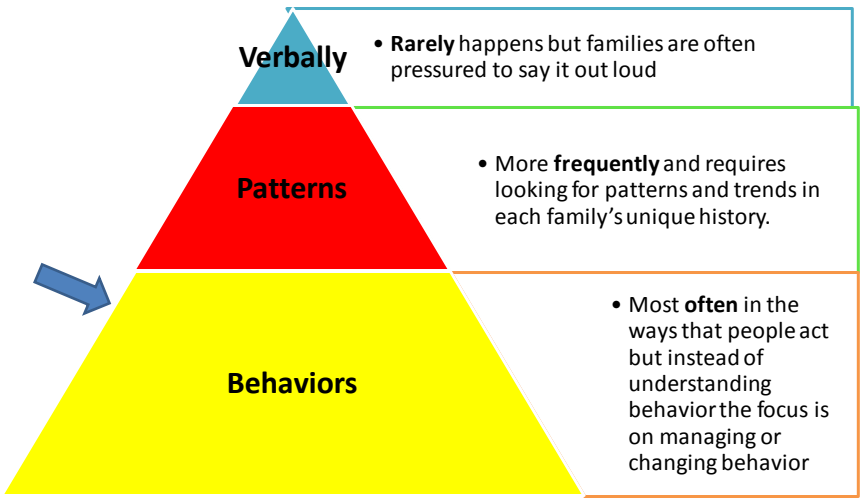
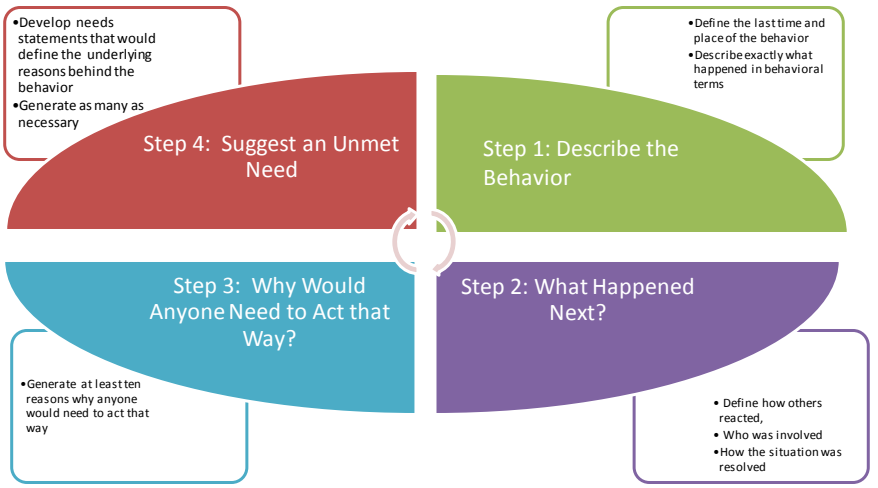


Challenges with Needs & Behavior in Systems

- BIG behaviors cause us to overlook need & react to behavior
- Gathering a team can cause more talking & less understanding
- Family driven & strength based philosophy can make new facilitator reluctant to put words to the behaviors through the use of unmet need
- Engagement focus versus results focus
- Over careful in building engagement
- Facilitation & Coordination
  - Get information about the behaviors from anyone
  - Seek the facts
  - Analyze the possibilities on your own

The Needs Egg



Good Needs Statements will make you MAD

- *Multiply* the options available to address the need
  - If there's only one way to do or it reflects a goal then it's not a good needs statement
    - Example: Child will keep calm when corrected or Child will be reassured that he is wanted even when he doesn't behave
- *Activates* individuals to actually do something
  - Inspires people who hear the statement to consider what they could do to make things work better
    - Example: Child needs more structure in the home versus child needs to know that he can count on adults to keep him safe
- *Defines* a situation rather than describes a situation
  - Builds greater understanding about the underlying conditions by anyone who hears it, will help to answer why are things like this
    - Example: Parent has an anxiety disorder versus parent needs to be confident that they can be in charge of their feelings even when things are stressful
- Choose your top needs statement. Brainstorm as many creative ways to meet that need as you can imagine.

What Makes a Plan Creative?

- Novel approaches
- Divergent Approaches
- Integrative of family, community & system

Creativity in Plans
Novel Approaches

- If everyone gets one it's not individualized
- If most everyone gets one is it really that helpful to do alternatives?
  - One National Review of Wraparound Plans
    - 100% of Plans Had therapy
    - Only 12% of interventions were created for that one child
- Three levels of intervention in Creative Planning
  - Existing Service or Intervention
    - If it fits and it might work, use it. If it doesn't, don't.
  - Tailored intervention or service.
    - Adapt to the situation in terms of time, duration, amount/dosage or approach
  - Created Interventions
    - Experimental interventions or actions that have never been tried before.
  - Ratio should be 1/3, 1/3, 1/3.
- Rapid Research: Review your responses to your needs statement. Sort them by existing, tailored or created. What's the ratio?

Creativity in Plans
Divergent Approaches

- If you know what to do, do it
  - If you don't know what to do, do Wraparound
  - If you do know what to do, do that
- Plans should demonstrate that a counterintuitive approach is being tested
- Examples of divergent thinking for young people
  - Child doesn't go to school & taking away privileges have been tried. Didn't work. Took school to him by using a tutor.
  - Staff are concerned that mother has her "own mental health issue" and feel that she needs to be confronted. That didn't work. Sent a best friend in to start working on meditation & spa days in order to promote "wellness" rather than treatment.
- Return to your needs. Come up with three divergent approaches. Be prepared to challenge your initial assumption.

Creativity in Plans
Integrative Approaches

- Strike a balance of implementation between community, system and family
  - All sectors should be seen in a creative Plan of Care
  - Every life domain for action should have at least two of three sectors represented
  - At least one task per plan in which two sectors share responsible for a task
  - 1/3, 1/3, 1/3 sharing of tasks in the Plan of Care
- It's not about preparing Natural Supports for end of services
  - It's about integrating all sectors now for those with no easy answers
- Rapid Research: Return to needs and strategies. Identify what tasks will be done by whom and see if you meet the standards described above. How could you change your plan?

Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn't really do it, they just saw something. It seemed obvious to them after a while. That's because they were able to connect experiences they've had and synthesize new things

Steve Jobs

Final Thoughts

- How You're Seen Can be as Important as How You're Served
  - Finding Needs is one way to impact how people are "seen"
- Before Developing a Needs Statement you must
  - Create time & space to reflect & really listen
  - Have written the "new story"
  - Know enough about the family & their culture to communicate well
  - Sorted out their personal, professional & work reaction to the story
- Authentic Agreement comes before action
  - Not about family veto power but about
  - Co-create the needs statement to start with by letting people know you were paying attention
- All Helping can use the unmet needs framework
  - Wraparound can create a context for the next conversation but only if you need it
  - If all team members had an unmet need approach, wraparound & other special projects could work better and faster