

Alexis Kirk (00:00):

Maybe you can talk a little bit, we've heard a lot about kind of how this process started and how there were a couple points in time where you had to kind of back up and really dig into some of these historical systemic issues. I'm wondering if you can just talk a little bit about what the timeline was for that.

Mark Lapiz (00:19):

I think it, I, I would say there was you know, it's like it's hard to explain, but it's, it's a lot like behavioral modification for a system. There's a very conscientious effort at the very beginning, and it does take time. From the time of the beginning of the, the grants in 2010, the first cohort that experienced a training of the practice model in our county didn't happen until the summer of 2012. So, you know, two and a half years that required the partnership, the trust building just between the project team and those involved at that level with these community partners in order to, to co-create and design the practice model. Not to mention how we were going to actually roll out the training and those sorts of things. And again, when going back to this kind of behavioral modification, you now had to apply what you just learned and how to do it amongst a project team with these communities to now how it would, how does that also adapt to when you roll out trainings with your staff? Cause now you're opening up the doors to bringing in those community partners to sit at the table. That was our strategies to bring these community partners to sit at the table with staff to learn this practice model together.

Alexis Kirk (01:50):

Mm-Hmm.

Mark Lapiz (01:51):

And that end of itself was a lot of painstaking time trying to adjust to that. You know, our first cohort of, you know, about 20 social workers and their supervisors. You saw community partners at one table and the social workers at the other tables. And so the next cohort kind of going with that whole plan do study, act and how to make it better is how do you now start incorporating those community partners at the table with social workers? Because again, it was bringing them all into the same room does not mean you're actually addressing that siloed kind of, Yeah, you got a seat at the table, but I have, I don't have a voice. So these events provided those opportunities of how do we apply this kind of partnership piece in everything that we do and understand that if we're gonna try to do this differently, that has to be kind of a pillar to this practice model implementation at, at, at pretty much at every level, at every meeting. So again though, you know, it took two and a half years to kind of get it going around the creation of the practice model. That was just kind of the very beginning of how do you now adapt it so it could apply to every other aspect of implementation.

Alexis Kirk (03:24):

So it sounds like, you know, that co-creation process of really working on this side by side with the community almost became second nature for how you all function kind of as an agency and as an organization.

Mark Lapiz (03:39):

Yeah. I mean, you know, when I even reflect back on the example of the training, I remember our implementation team sat there and said, Well, we can't just start assigning community partners to sit at a table with staff. Cuz even that would kind of align with that idea that we're telling them what to do

again. So we brought a few of them in to a meeting and said, Hey, how do you best think we can do this or we can have you all sit? And so they came up with strategies and again, they refined those strategies because you would still have community partners for, for every right reason that they had feel comfortable sitting with each other and not feeling safe to sit with social workers, some of whom they have had some contentious interactions with in the past. So that in itself again, became part of that process that when we were stuck we would, you know, and especially with regards to them, we would bring them to the table and that evolved into every, every work group, every meeting again was always, they need to be here. Like it wasn't even, they need to be here. It was, you know, just kind of an expectation that the invitation would go out.