

**Building an Anti-Racist System of Care to
Promote the Well-Being of Children and
Families:
From Vision to Action in a Post-COVID-19
World**

**A System of Care:
Taking it Wide and Deep or
What Frederick Olmstead Can Teach Us About Children**

Neal M. Horen, Ph.D.,
Director of Early Childhood, Georgetown University
Center for Child and Human Development

Washington, DC
September 2020

Who is Frederick Olmstead?



And what does he have to do with the development of an early childhood system of care in your state?

Central Park





Goals for Today

- Enhance our understanding of an approach to systems
- How do we typically address or fail to address anti-racist systems in the public and behavioral health world?
- Flag the low hanging fruit

Building a Systems Approach

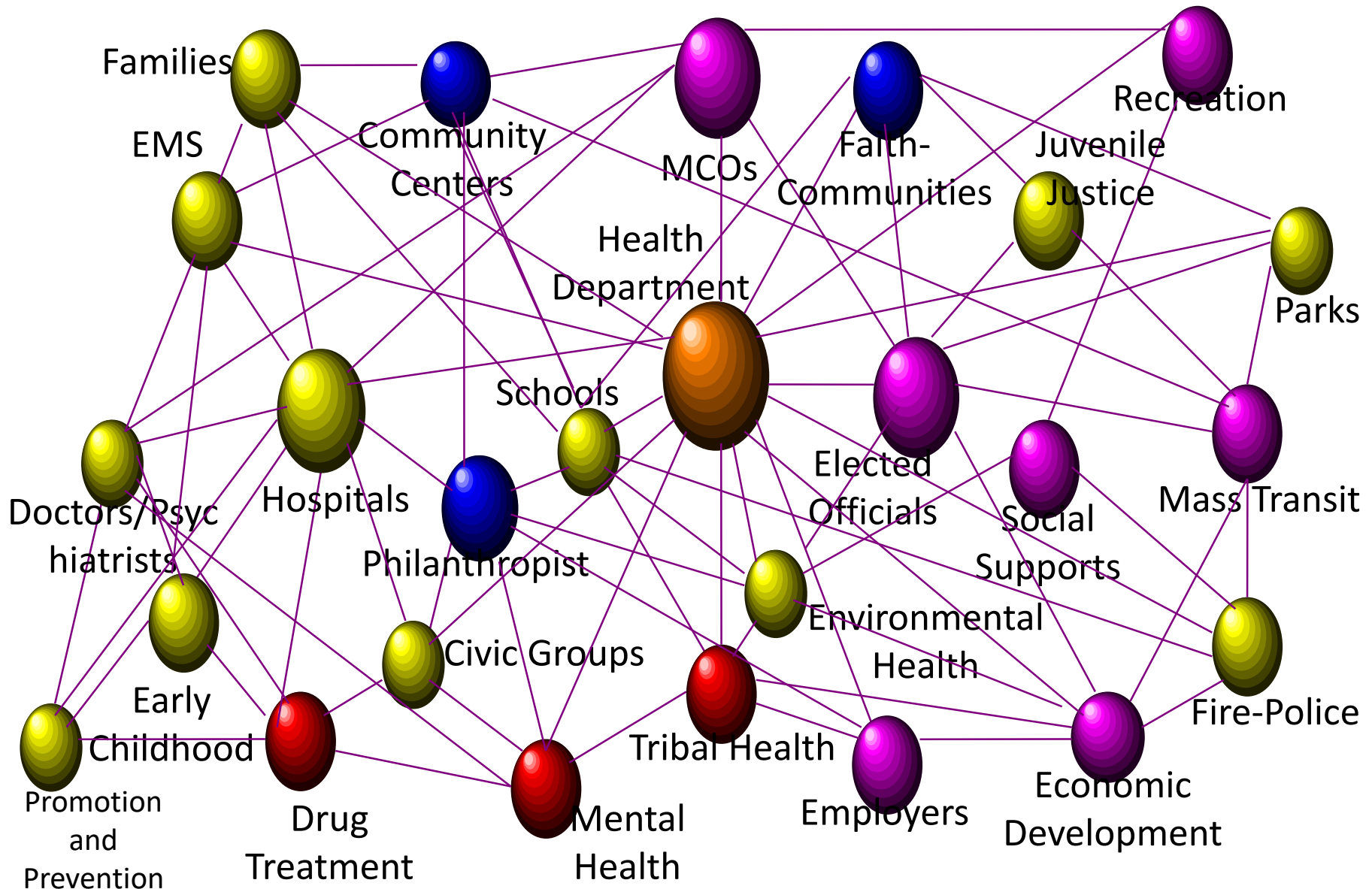
Central Park

- Groundwork
- Labor Force
- Infrastructure
- Sustainability

Systems Approach

- Groundwork
- Labor Force
- Infrastructure
- Sustainability

The Public Health System for Mental Health is Complex



Adapted From George R. Flores, MD, MPH
Committee on Assuring the Health of the Public in the 21st Century

**I thought we were talking about
our early childhood system?**



Early Childhood System of Care



What's Good About This?

- Core system of care values are present
- Importance of understanding culture is implied
- Importance of interagency collaboration
- Provision of individualized services and supports in natural settings

What's Missing?

- Does not Directly Address Racism
- Importance of understanding culture is implied, but often not actually addressed
- Disparities, Equity and Inclusion not even mentioned
- Provision of individualized services and supports in natural settings assumes it is sufficient

What's Different? “The Top 10”

- Partnerships look different
- Developmental perspective is critical
- Diagnostic issues are challenging
- Engaging families requires unique strategies
- Addressing youth involvement looks different
- Service array presents unique challenges
- Workforce issues are heightened in this population
- Funding sources are different
- Evaluation brings up more issues
- Its not a mental health system of care

What Does Implementation of the System Entail?

Central Park

- Design-Greensward Plan
- Major shifts in the greenery

Systems Development

- Strategic Plan
- Implementation of the Model
- Workforce Development
- Financing

What Does it Mean to be Anti-Racist in This Work?

“Intersectionality is a lens through which you can see where power comes and collides, where it interlocks and intersects. It’s not simply that there’s a race problem here, a gender problem here, and a class or LBGTQ problem there.”

Kimberle W. Crenshaw
Columbia University

Rework the Landscape

Central Park

- The most influential innovations in the Central Park design were the "separate circulation" systems for pedestrians, horseback riders, and pleasure vehicles. The "[crosstown](#)" commercial traffic was entirely concealed in sunken roadways, (today called "transverses"), screened with densely-planted shrub belts so as to maintain a rustic ambience.
- Execution of the *Greensward Plan* was the responsibility of a number of individuals, including [Jacob Wrey Mould](#) (architect), [Ignaz Anton Pilat](#) (master gardener), [George Waring](#) (engineer), and [Andrew Haswell Green](#) (politician), in addition to Olmsted and Vaux.

Public Health Approach

- Evidence-based practices (EBPs) for promotion and prevention
- Choosing the right interventions
- Funding – direct and indirect
- Workforce
- Partnerships
- Existing infrastructure

But In Reality. . .

- Original Intent vs. Reality



Systems Development for Whom?

Central Park

- The zone-based system of management was implemented throughout the park, which was divided into forty-nine zones.
- Every zone of the park has a specific individual accountable for its day-to-day maintenance.
- Zone gardeners supervise volunteers assigned to them, (who commit to a consistent work schedule) and are supported by specialized crews in areas of maintenance requiring specific expertise or equipment, or more effectively conducted on a park-wide basis.

Systems Development

- Relationships
- Leadership
- Political change

Leaders must ensure:

- that the interventions reach their intended audiences
- that the interventions are implemented effectively by a highly competent workforce, and
- that the interventions are sustainable.
- Above All. . .

Ensuring

Leaders must ensure:

- That Disparities, Equity and Inclusion are Addressed Throughout the Design of the System

Requires....

- Leaders are Cognizant and Willing to Admit Where They are on Their Journey
- That they recognize where all others are in their journey and. . .
- That all are willing to address systemic racism in the system

- There is no end point in this journey.
- Evaluation, process, and infrastructure are important.
- Start planning at the beginning.
- Requires a dedicated infrastructure that has the authority to commit resources, advocate for policy changes, and implement programs.

So You Need to. . .

Always Take the Long View

