



Design, Structures, and Functions of Networks for Children's Mental Health

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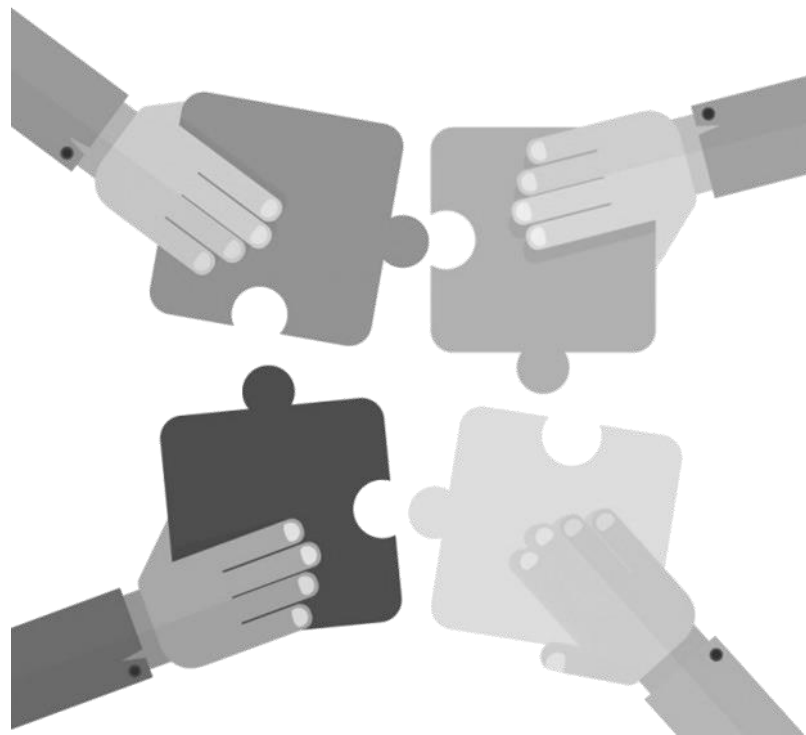
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Putting the Pieces Together in a System of Care



Overview



1. System of Care Structure & Functions
2. System Design, Services, Supports & Intersectorial Partnerships
3. System Building Process
4. Implementation for Positive Outcomes



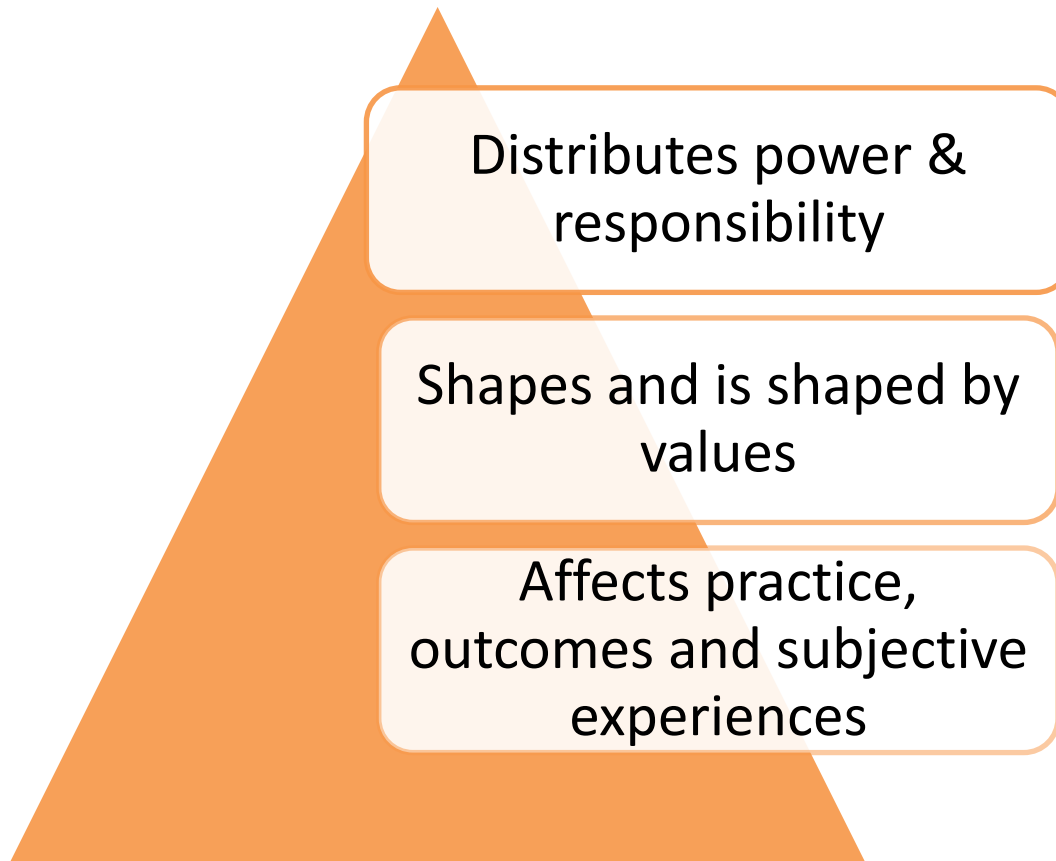
“The world that we have made as a result of the level of thinking we have done thus far creates problems that we cannot solve at the same level at which we created them.”

Albert Einstein

Structure Organizes Functions



*“Something Arranged in a
Definite Pattern of Organization”*



System of Care Functions



- Governance-Policy Level Oversight
- System Management
- Service Array
- System Entry/Access
- Care Management or Care Coordination
- Planning
- Evidence-Based Practice
- Outreach and Referral
- Screening, Assessment, and Evaluation
- Decision Making and Oversight at the
Delivery Level
 - Care Planning
 - Care Authorization
 - Care Monitoring and Review
- Crisis Management at the Service Delivery
and Systems Levels
- Utilization Management
- Family Involvement, Support, and
Development at all Levels
- Youth Involvement, Support, and
Development at all Levels
- Staffing Structure
- Staff Involvement, Support, Development
- Orientation, Training of Key Stakeholders
- External and Internal Communication
- Strategic Communications
- Provider Network
- Protecting Privacy
- Ensuring Rights
- Transportation
- Financing
- Billing/Contracting
- Reimbursement/Payment Rates
- Revenue Generation and Reinvestment
- Billing and Claims Processing
- Information Management & Communications
- Technology
- Quality Improvement
- Evaluation
- System Exit
- Technical Assistance and Consultation
- Cultural and Linguistic Competence



Difference Between Governance and System Management



Governance

- *Decision making at a policy level that has legitimacy, authority, and accountability*

System Management

- *Day-to-day operational decision making*

Key Issues...



...for Governing Bodies

- Has authority to govern
- Is clear about what it is governing
- Is representative
- Has the capacity to govern
- Has the credibility to govern
- Assumes shared accountability across systems for population(s) of focus

...for System Management

- Is the reporting relationship to the governing body clear?
- Are expectations clear regarding what is to be managed and what outcomes are expected?
- Does the system management structure have the capacity to manage?
- Does the system management structure have the credibility to manage?

Family & Youth Involvement in Governance, System Management & Services



Policy

- Meaningful representation on governing bodies
- Input into policy resource allocation decisions
- Members of system design workgroups and advisory boards
- Writing/reviewing RFPs and contracts
- Raising public awareness
- Members of state/local committees
- Developing family and youth

Management

- Administrators
- Participate in quality improvement processes
- Evaluators of system performance and quality
- Trainers
- Advisors in selecting personnel
- Family and youth coordinators

Services

- Members of team for own children/ youth
- Service delivery providers, such as parent and youth support providers
- Peer mentors
- Family and youth group development
- System navigators



System Design, Service, Supports and Intersectorial Partnerships

Organized Pathway to Care



Multiple Entry Points

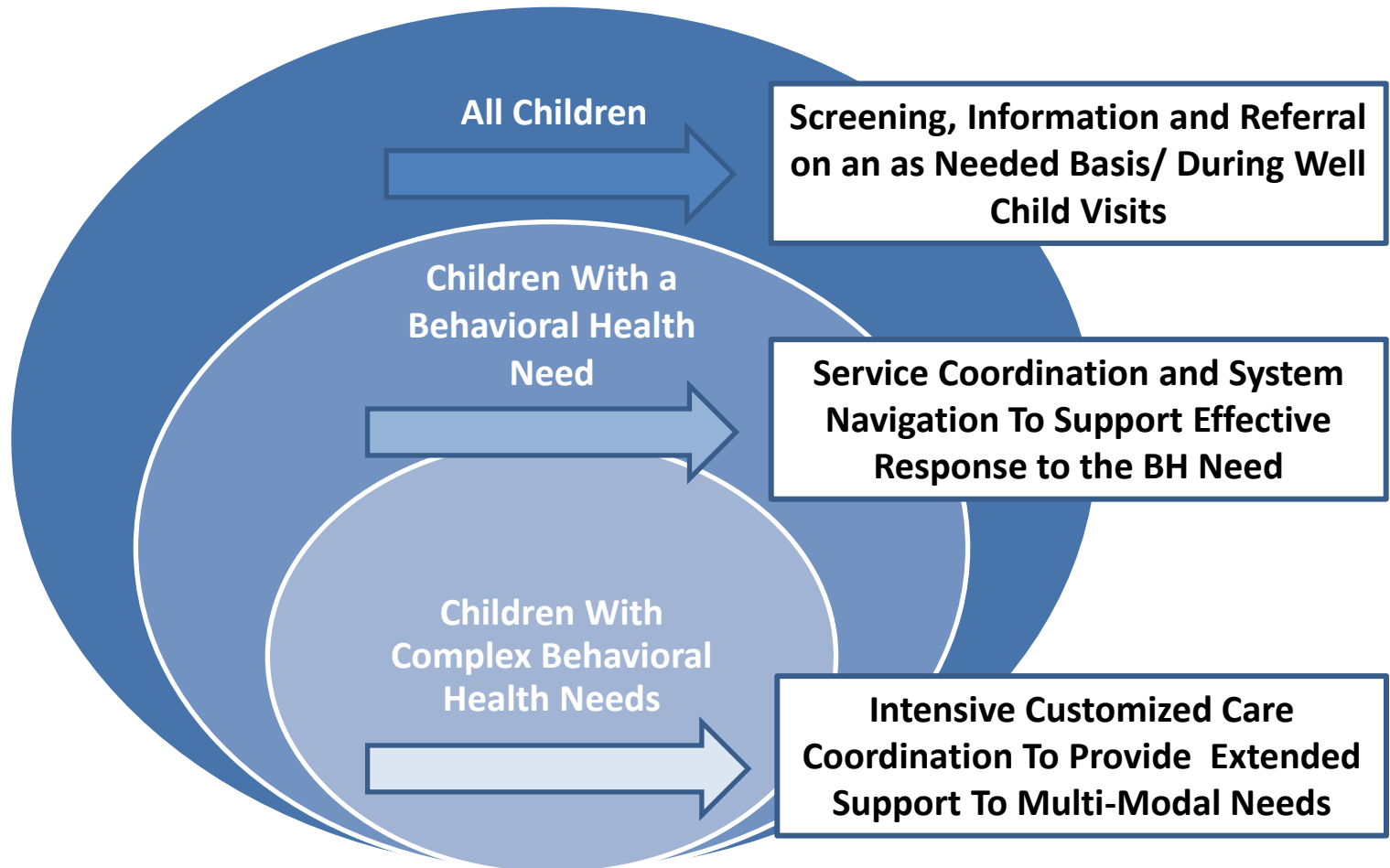
- + more accessible
- loss of entry control
- loss of quality control

One Access Point

- + less confusing
- + more entry control
- inaccessible

*Can create virtual single pathway through an integrated
Management Information System (MIS)*

Care Coordination Continuum – What Belongs Where?



Key Behavioral Health Services & Supports That Should Be Available to Every Child & Family



Strengths-Based,
Trauma-Informed
Screening,
Assessment &
Diagnoses

Individualized,
Intensive Care
Coordination using
Wraparound Process

Mobile Crisis
Response &
Stabilization

Intensive In-Home
Services/Therapies

Family and Youth
Peer Support

Respite Care

Medication
Management &
Psychotropic
Medication Review
Protocols

Psychiatric
Consultation to
Health Care
Professionals

Evidence-Based and
Promising Practices &
Service Delivery
Frameworks

Parent and Youth Peer Support



- Research has shown peer support is a key element of recovery and has a positive impact on outcomes
- Has become an integral component of the service array in SOC's
- Many states are prioritizing parent and youth peer support in their system reforms
- Initially focus was on peer support for parents and adult consumers, youth peer support is increasingly valued and available
- Included as a home and community-based service that can be covered by Medicaid (public health insurance program)
- Range of titles – peer support providers, partners, advocates, mentors, navigators, support specialists
- Common functions



Defining Peer Support

- Not a clinical service, but a peer-to-peer support service
- Parent peer support providers are parents or primary caregivers with lived experience raising a child with behavioral health challenges and navigating child-serving systems and have specialized training
- Youth peer providers are persons who use their lived experience within the child-serving systems, and skills learned in formal training, to deliver services in behavioral health settings to promote recovery and resiliency
- Provide support based on common background, history, and shared experience rather than as treatment providers
- National certification program developed for parent peer support providers, many states have certification processes

Peer Support Services

Peer Support Functions

- Linking with formal and informal supports
 - Providing information and helping to understand options and make informed decisions
 - Assisting in setting goals
 - Helping to navigate systems
 - Serving as an advocate, mentor, or facilitator for resolution of issues
 - Teaching skills necessary to improve coping abilities
 - Promoting productive partnerships with professionals
 - Instilling confidence and empowering
- Providers of peer support services are family members or youth with **“lived experience”** who have personally faced the challenges of coping with serious mental health conditions, either as consumer or caregiver
 - Based on a mutual connection who establish a relationship grounded in **shared experiences**
 - Provide **support, education, skills training, and advocacy** in ways that are both accessible and acceptable to families and youth
 - Participate in **child and family teams** for Wraparound process



Value of Peer Support

- Peer support has a significant impact on *engagement and effectiveness* of services
- Expands *mental health workforce* by including emerging, nontraditional providers
- Expands the *continuum of services* and supports
- Data demonstrate that individuals experience a greater level of *comfort and satisfaction* with services when peer support
- Particularly effective for youth and young adults who typically seek *peer connections*

The Hexagon Tool

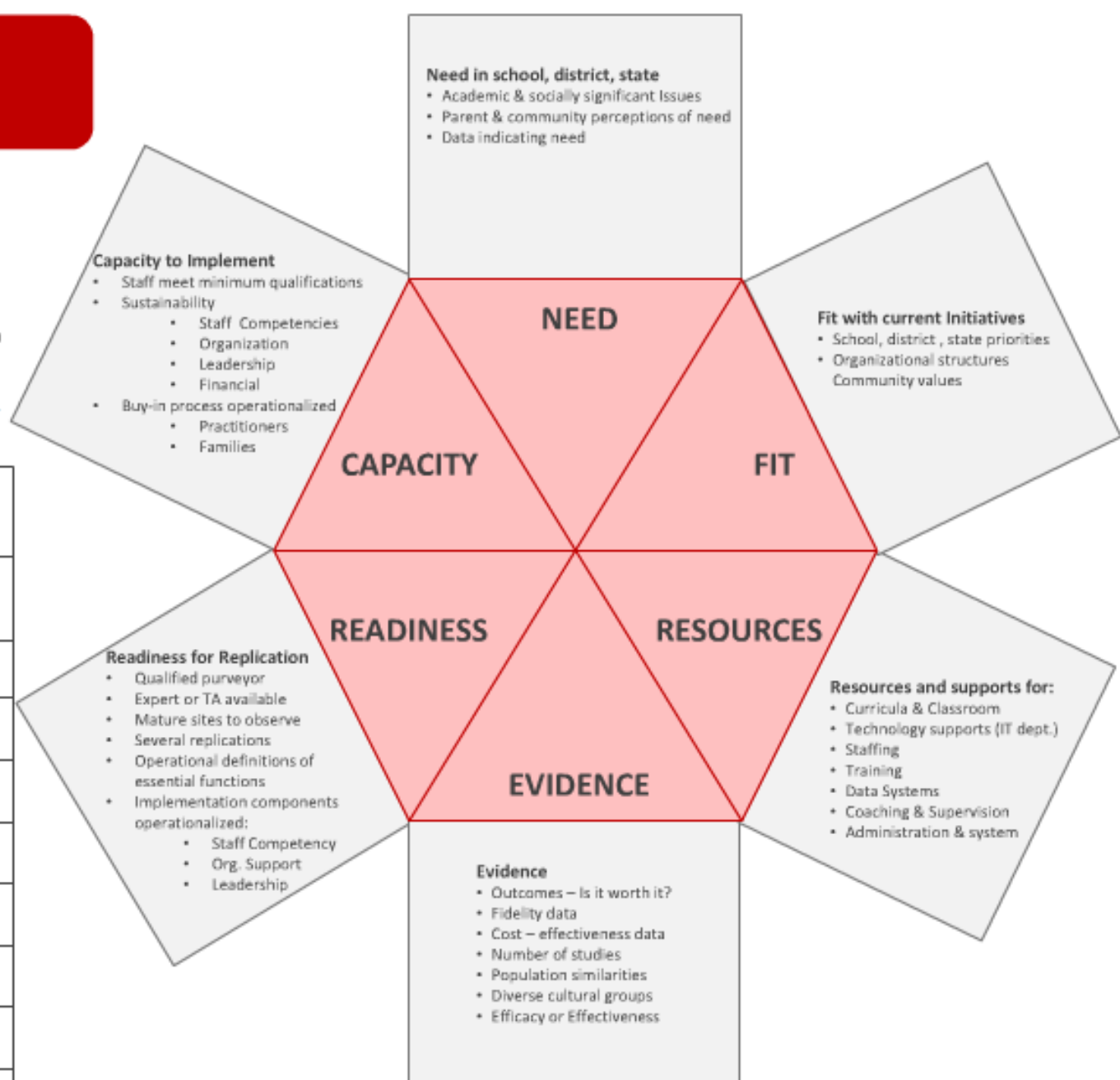
Exploring Context

The Hexagon Tool can be used as a planning tool to evaluate evidence-based programs and practices during the Exploration Stage of Implementation.

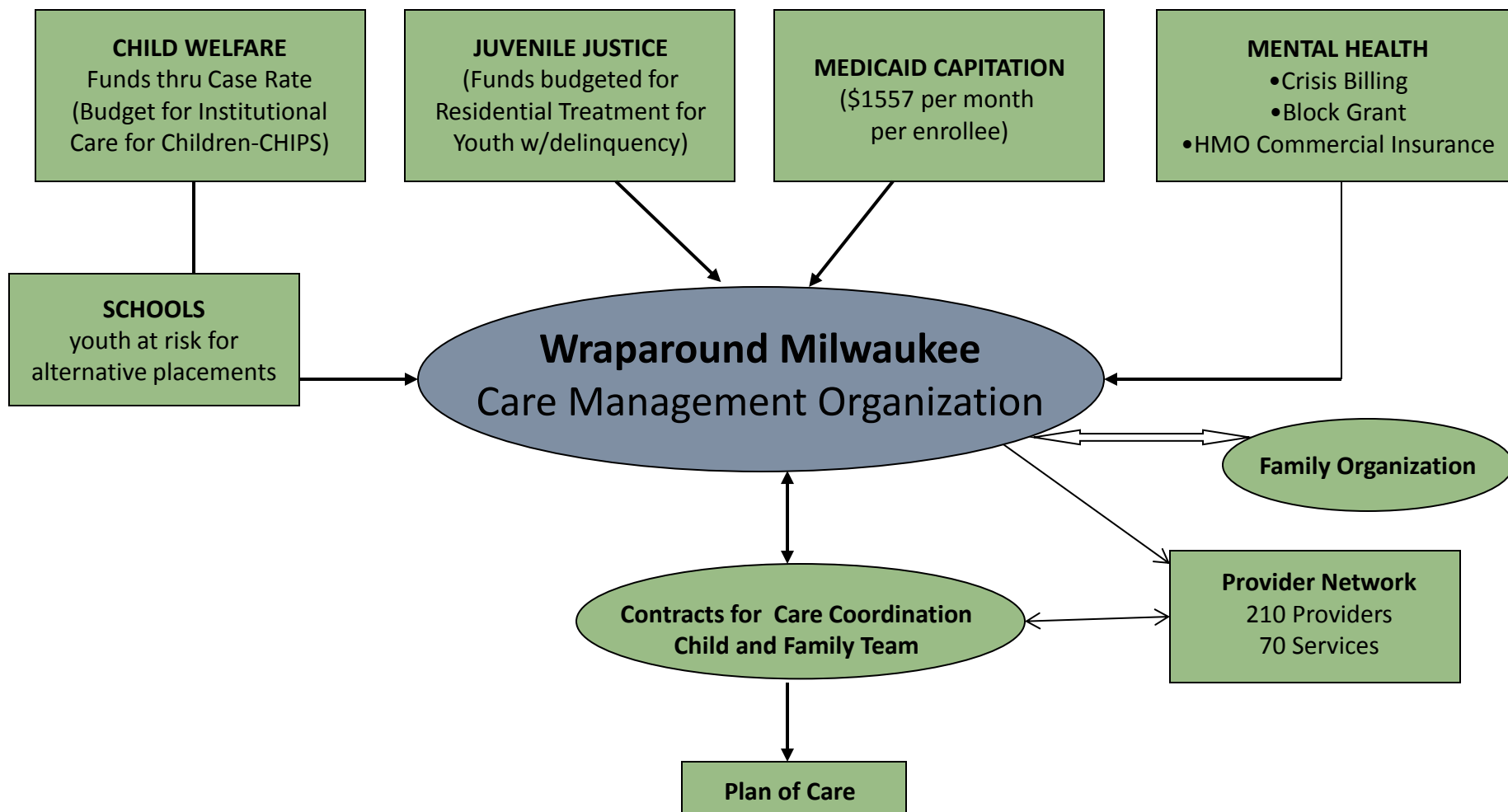
See the Active Implementation Hub Resource Library

<http://implementation.fpg.unc.edu>

EBP:			
5 Point Rating Scale: High = 5; Medium = 3; Low = 1. Midpoints can be used and scored as a 2 or 4.			
	High	Med	Low
Need			
Fit			
Resource Availability			
Evidence			
Readiness for Replication			
Capacity to Implement			
Total Score			



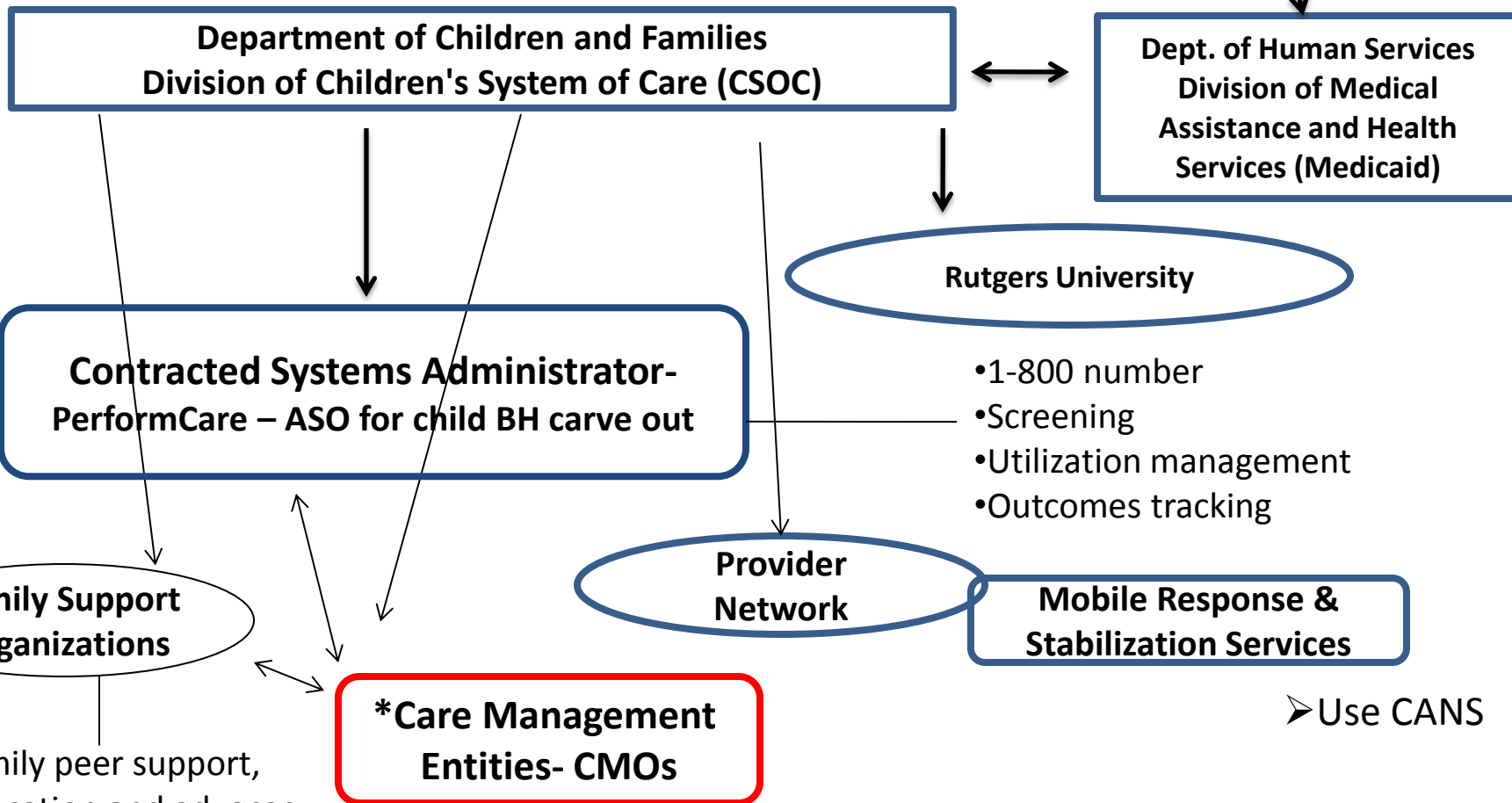
System Design Example: Wraparound Milwaukee



System Design Example: New Jersey's System of Care



BH, CW, MA \$\$ - Single Payor



- 1-800 number
- Screening
- Utilization management
- Outcomes tracking

Family peer support,
education and advocacy
Youth movement

Lead non profit agencies managing children with serious challenges, multisystem involvement

➤ Use CANS

HOW TO ENSURE THIS OCCURS



- ✓ Specific contracting language that includes:

Minimum standards

Quality indicators

- ✓ Pay for performance opportunities (e.g., incentives, risk sharing)
- ✓ Contract and utilization management
- ✓ Consistent communication and messaging with actions that reflect desired outcomes
- ✓ Cost and outcome monitoring
- ✓ Network adequacy
- ✓ Data management and information systems
- ✓ Ongoing training
- ✓ Provider payment rates

Developing Intersectorial Partnerships



Create a team to guide and implement system reform

Agree on core values

Focus on common goals that all partners strive to achieve

Develop a common language so all partners have a common understanding of meanings of terms

Provide cross training on new philosophy and services and supports

Share data and track meaningful outcomes

Respect the knowledge and experience that each partner brings

Recognize the strengths, limitations, and needs of partner sectors

Share decision making, risk taking, and accountability



System Building Process and Leadership

Effective System-Building Process



Leadership & Constituency Building

A Strategic Focus Over Time

Orientation to Sustainability

System Leadership Is Responsible for Ensuring...



Sufficiency of the array of services

Capacity of services in terms of

- Geography
- Specialization for Diagnoses & Co-Occurring
- Age Groups

Quality and effectiveness of service provision

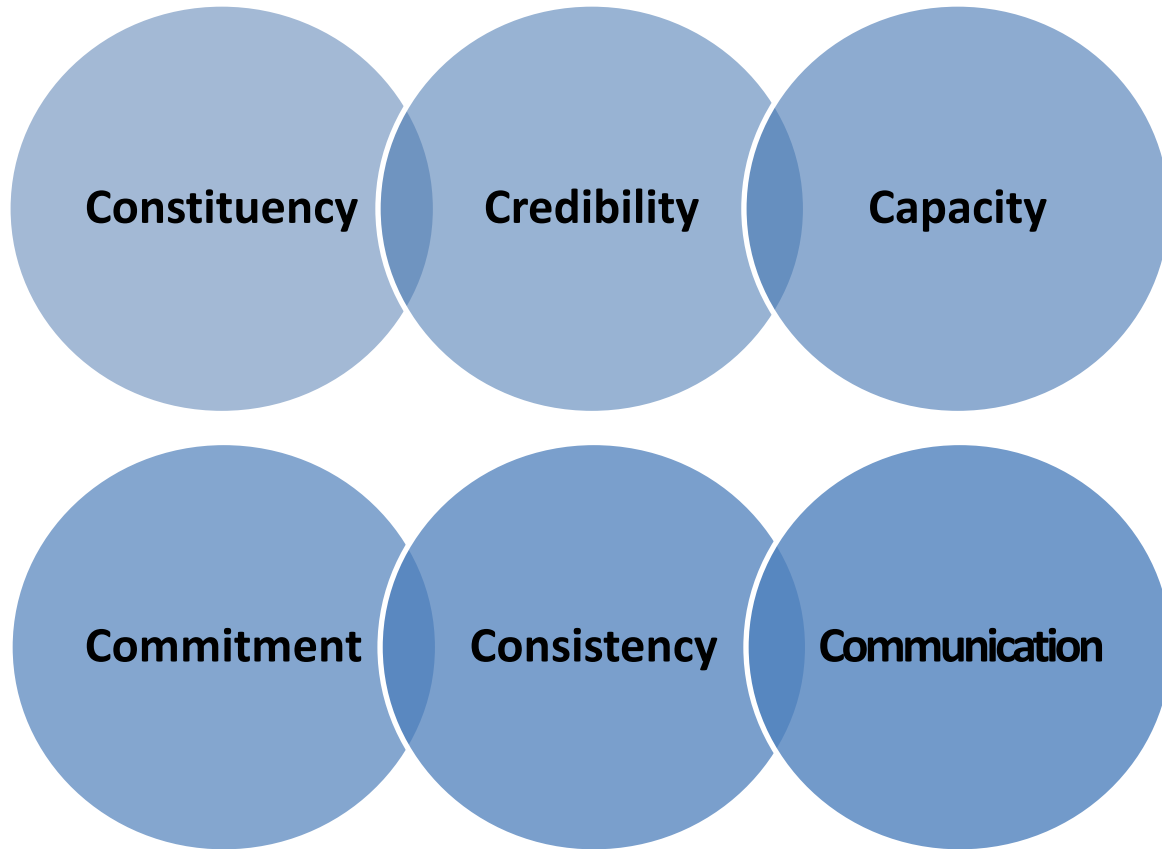
- Satisfaction
- Fidelity to models
- Outcomes (Performance & Population)

Competency of workforce

- Sufficient rates
- Training and coaching
- Cultural & Linguistic Competence
- Evidence-Based Practices



The 6Cs of Core Leadership



Leadership Strategies



How to handle uncertainty, ambiguity and rapid change?

- ✓ Understand and communicate the vision of where we are going; Recall the vision when things get mucky
- ✓ Find your champions and engage new partners
- ✓ Be transparent to families, providers, staff and state giving current status and acknowledging challenges
- ✓ Share and report progress regularly
- ✓ Develop partnerships with family and advocacy and provider groups and organizations
- ✓ Be flexible and acknowledge what we don't know yet

Orientation to Sustainability



Formula for Success

Effective
Innovations



Effective
Implementation



Enabling
Contexts



Socially
Significant
Outcomes

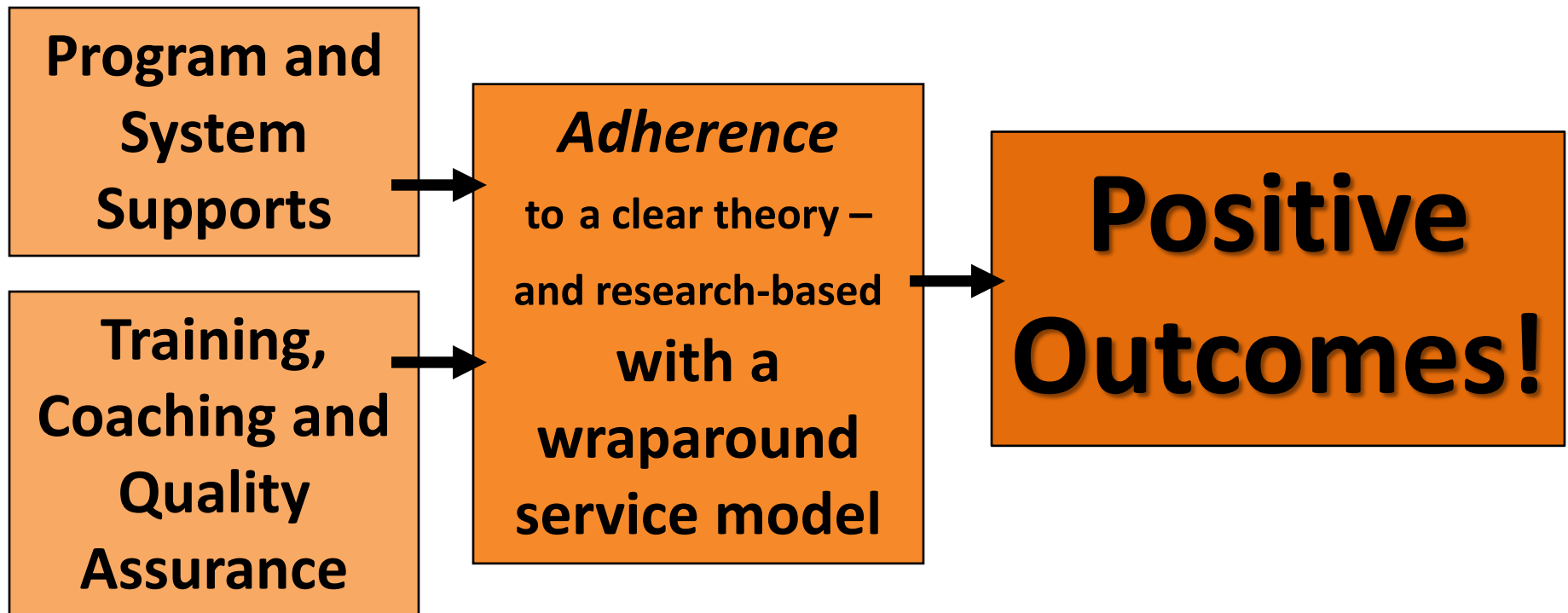
Strategic Focus Over Time





Implementation for Positive Outcomes

Summary: What Leads to Outcomes?



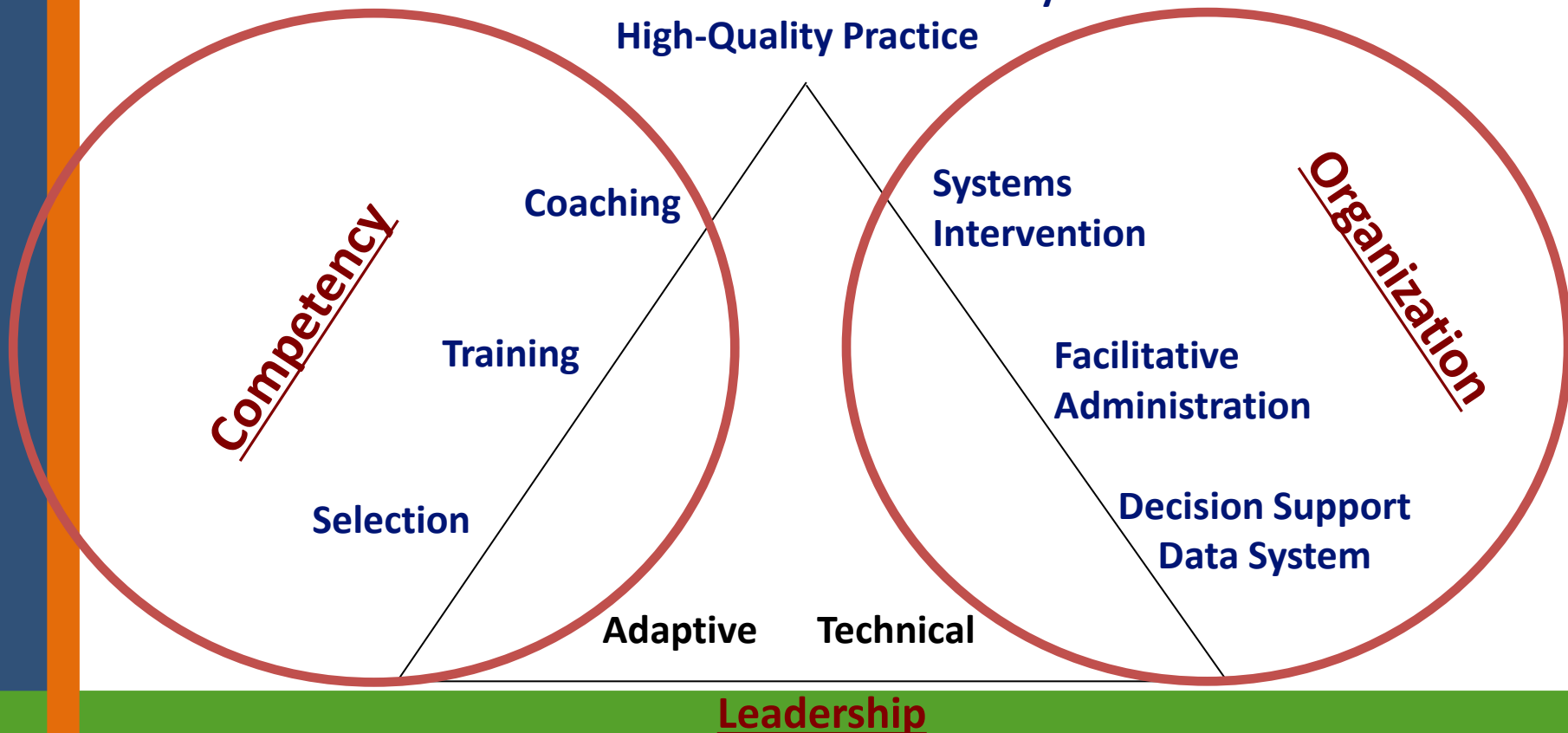
Positive Child and Family Outcomes



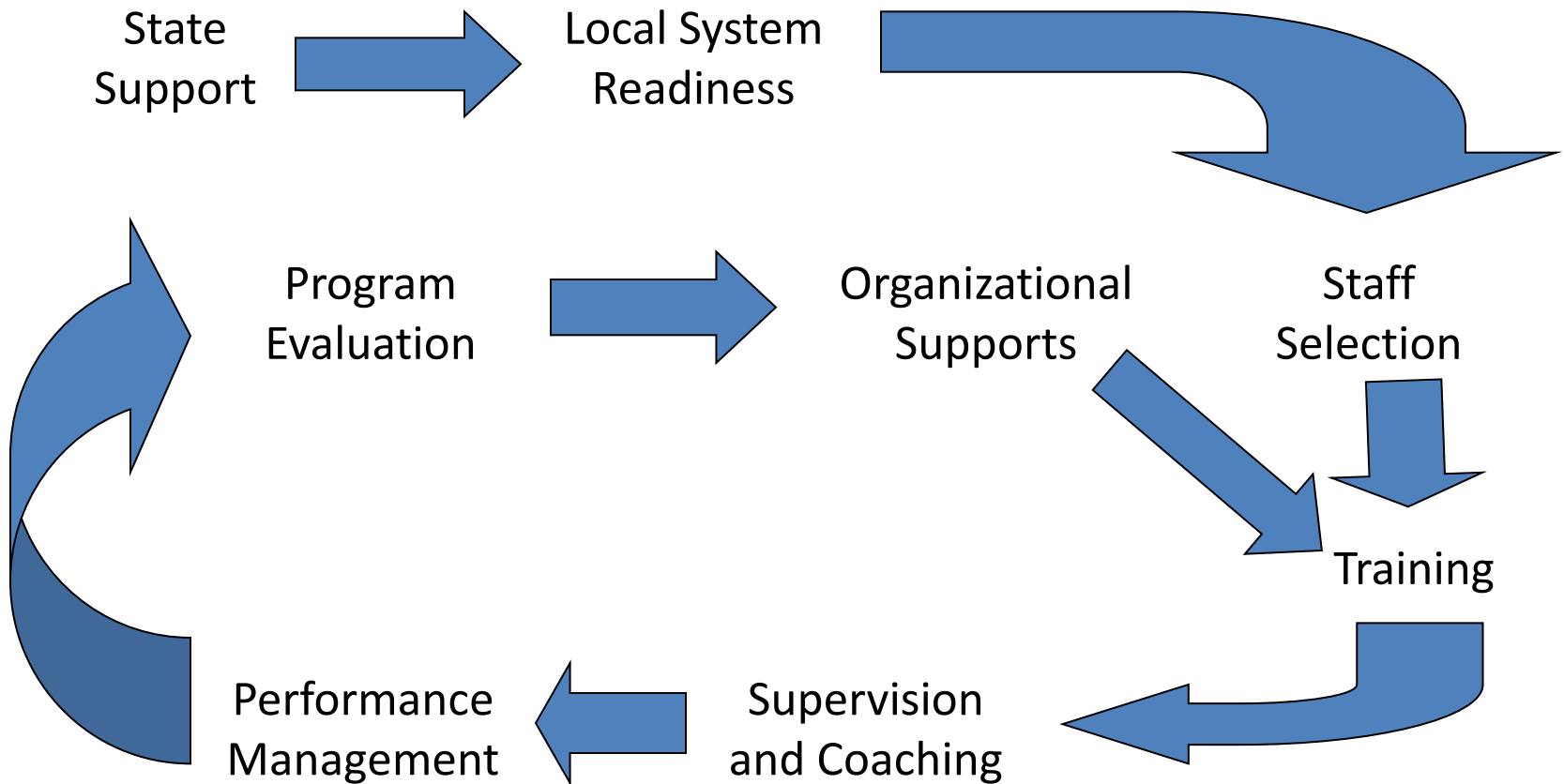
Implementation Drivers



**Effective Services with Fidelity
High-Quality Practice**



Implementation Drivers



Building Systems of Care = Strategically Managing Complex Change



Coming together is a beginning
Keeping together is progress.
Working together is success.

Henry Ford

