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

Michelle Zabel, M.S.S.
Assistant Dean, University of Maryland, School of Social Work
Director, National Technical Assistance Network for Children’s Behavioral Health
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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”

- Distributes power & responsibility
- Shapes and is shaped by values
- Affects practice, outcomes and subjective experiences

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 Service 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/Contracting
- Provider 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?

- All Children
  - Screening, Information and Referral on an as Needed Basis/ During Well Child Visits

- Children With a Behavioral Health Need
  - Service Coordination and System Navigation To Support Effective Response to the BH Need

- Children With Complex Behavioral Health Needs
  - Intensive Customized Care Coordination To Provide Extended Support To Multi-Modal Needs
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 SOCs
- 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

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System Design Example: Wraparound Milwaukee

**CHILD WELFARE**
Funds thru Case Rate (Budget for Institutional Care for Children-CHIPS)

**JUVENILE JUSTICE**
(Funds budgeted for Residential Treatment for Youth w/delinquency)

**MEDICAID CAPITATION**
($1557 per month per enrollee)

**MENTAL HEALTH**
• Crisis Billing
• Block Grant
• HMO Commercial Insurance

**SCHOOLS**
youth at risk for alternative placements

Wraparound Milwaukee Care Management Organization

Contracts for Care Coordination Child and Family Team

Plan of Care

Family Organization

Provider Network
210 Providers
70 Services

Wraparound Milwaukee. (2010). *What are the pooled funds?* Milwaukee, WI: Milwaukee County Mental Health Division, Child and Adolescent Services Branch.
System Design Example: New Jersey’s System of Care

Department of Children and Families
Division of Children's System of Care (CSOC)

Contracted Systems Administrator - PerformCare – ASO for child BH carve out

Rutgers University

Provider Network

Mobile Response & Stabilization Services

BH, CW, MA $$ - Single Payor

Dept. of Human Services
Division of Medical Assistance and Health Services (Medicaid)

Family Support Organizations

Family peer support, education and advocacy
Youth movement

*Care Management Entities - CMOs

Lead nonprofit agencies managing children with serious challenges, multisystem involvement

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

Use CANS

Adapted from State of New Jersey 2010
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
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<td>Create a team to guide and implement system reform</td>
<td>Agree on core values</td>
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<td>Develop a common language so all partners have a common understanding of meanings of terms</td>
<td>Focus on common goals that all partners strive to achieve</td>
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<td>Respect the knowledge and experience that each partner brings</td>
<td>Provide cross training on new philosophy and services and supports</td>
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<td>Share data and track meaningful outcomes</td>
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<td>Recognize the strengths, limitations, and needs of partner sectors</td>
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<td>Share decision making, risk taking, and accountability</td>
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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
  - Geography
  - Specialization for Diagnoses & Co-Occurring
  - Age Groups

- Capacity of services in terms of
  - Satisfaction
  - Fidelity to models
  - Outcomes (Performance & Population)

- Quality and effectiveness of service provision
  - Sufficient rates
  - Training and coaching
  - Cultural & Linguistic Competence
  - Evidence-Based Practices

- Competency of workforce
The 6Cs of Core Leadership

- Constituency
- Credibility
- Capacity
- Commitment
- Consistency
- Communication

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 \times Effective Implementation \times Enabling Contexts = Socially Significant Outcomes

The National Implementation Research Network, FPG Child Development Institute, University of North Carolina, Chapel Hill.
Strategic Focus Over Time

http://www.boxcarmarketing.com/is-your-business-blooming
Implementation for Positive Outcomes
Summary: What Leads to Outcomes?

- Program and System Supports
- Training, Coaching and Quality Assurance

Adherence to a clear theory – and research-based with a wraparound service model

Positive Outcomes!
Positive Child and Family Outcomes

Implementation Drivers

Effective Services with Fidelity
High-Quality Practice

Competency
- Coaching
- Training
- Selection

Organization
- Systems Intervention
- Facilitative Administration
- Decision Support Data System

Leadership
Building Systems of Care = Strategically Managing Complex Change

Vision + Skills + Incentives + Resources + Action Plan = CHANGE

Vision + Skills + Incentives + Resources + Action Plan = CONFUSION

Vision + Skills + Incentives + Resources + Action Plan = ANXIETY

Vision + Skills + Incentives + Resources + Action Plan = RESISTANCE

Vision + Skills + Incentives + Resources + Action Plan = FRUSTRATION

Vision + Skills + Incentives + Resources + = TREADMILL

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

Henry Ford