Building Systems that Support School Mental Health Includes Everyone...Collaborating with State and local leaders to build policy, infrastructure and systems

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The National Resource Center, funded by the Substance Abuse and Mental Health Services Administration (SAMHSA), offers resources and expert support to help prevent youth violence and promote the overall well-being of children, youth, and their families.
The NRC address the problems in communities that impact the overall well-being of children, youth, and their families such as Mental Health, Substance Abuse, Bullying, Gang Violence, and Gun Violence.
Supports efforts serving
CHILDREN AND YOUTH
from before birth through high school
The National Resource Center
SERVES:

1. Safe Schools/Healthy Students (SS/HS) grantees

2. Project LAUNCH grantees

3. Field at-Large

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Helps local, state, and national systems WORK TOGETHER

- EDUCATION
- PUBLIC HEALTH
- BEHAVIORAL HEALTH
- CHILD WELFARE
- JUVENILE JUSTICE
- LAW ENFORCEMENT

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Objectives

• Learn strategies to build partnerships with State leaders to build capacity and infrastructure to support school mental health (SMH)
• Identify strategies to create funding to support SMH
• Learn tools to assist in financial mapping of your state’s resources to assist in developing your financial plan
Seven Key Strategies for States’ Success to Build Capacity at the state and local community levels to fund SMH Programs

1. Strategies for SMH align with recommendations in your State Plan
2. Collaboration among state/community leaders
3. Form a State and community SMH team
4. Develop a common vision among systems
5. Assess state and community financial resources
6. Determine collective desired outcomes
7. Develop a SMH Financial Plan
Step 1: SMH and State Plan Recommendations

Schedule a meeting with state leaders to discuss the benefits of SMH to address recommendations in the State’s children and youth plan

Review your State’s strategic plan for service provision needs to school-age youth

- Are there common purposes and requirements?
- Could any of the recommendations be met through SMH programming?
Step 2: Collaboration Among State/Community Leaders

Partner with leaders who have ...

- Common goals
- A vision for SMH
- Consistently advocated for children and youth services
- A passion to positively change their state and community

Schedule meetings with each to discuss benefits of SMH

Be prepared to spend sufficient time on building collaborations
Step 3: Form a State Team to Promote SMH

Composed of state leaders with similar mission and purpose

– Education
– Mental/behavioral health
– Health care organizations
– Juvenile justice
– Social service
– Family and youth organizations

Join existing state team

Develop co-leadership
Similarly, Form a Community Team to Promote SMH

Composed of community leaders with similar mission and purpose

- Education
- Mental/behavioral health
- Health care organizations
- Juvenile justice
- Social service
- Family and youth organizations

Join existing community team

Develop co-leadership

The community team will begin discussions with school administrators that are interested in planning to implement a pilot program
Team Development Process

**Why team exists?**
- stakeholder expectations
- purpose
- guiding principles
- goals & metrics

**What the team does?**
- shared core work
- roles & responsibilities
- procedures/norms

**How members relate to each other?**
- trust and respect
- communication
- cohesion and synergy
Five Factors of Successful Teams

1. Developing strategic goals
2. Form extensive networks
3. Develop collaborative relationships
4. Effectively process information
5. Focused action
Step 4: Develop a Common Vision Among Systems

Questions to discuss with your team

1. What are our various systems’ similarities in our mission? In our agencies’ purpose?
2. What are the team members’ convictions and passion for doing this work?
3. What goals do we want to accomplish?
What has been your common vision in your state around SMH?
Benefits of Creating a Solid Vision

**Clarity**: group members know exactly what they are working toward

**Motivation**: group members can see the prize at the end of the race

**Collaboration**: group members can see how their personal desires mesh with the bigger picture
Discussion and Questions
Step 5: Assess State and Community Financial Resources

Questions to Consider

• What are the resources that are currently in the state for SMH?
• What resources are missing? Gaps in services?
• What supports are provided in each system?
• What is needed to develop or revise?
• What is the current capacity to build the program across the state?
• Are there infrastructure gaps?
• What funding mechanisms will support SMH?
Financial Resource Mapping

- How to conduct resource mapping activity
- Determine …
  - what will be mapped
  - who will do the mapping
  - who will provide the information
  - who will oversee the process
- Identify stakeholder groups that provide SMH prevention and intervention programs and services
- Survey provider agencies, school administrators, organization and agency leaders, and youth-serving agencies
Financial Mapping Activity

1 – Choose a different color sticky note to represent your agency or organization
Example: yellow for schools, blue for law enforcement, green for mental health, etc.

2 - Think of financial supports/resources that your agency or organization provides in each tier of the triangle

3- Write the type of funding and the service/program on a separate sticky note for each category
   - Universal = Green Zone
   - Selected = Yellow Zone
   - Indicated = Red Zone

4 – Place sticky notes in each tier of the triangle
Review of Financial Data

• What does the data tell you?

• What resources, services, and funding are available? What is not?

• What resources, services, and funding needs to be developed?

• Where are the resource gaps in agencies and organizations?

• Which resources are tied to a specific funding source? Which ones are not?
Where are the Financial Gaps?

- What information do we need that we do not currently have?
- Are there access issues for youth?
- Who would benefit from this program, service and/or resource?
- What policies support or dictate the type of programs and services that are provided?
Determine Funding Strategies

- What services are reimbursable in clinics, schools, community?
- What type of reimbursement system is available?
- What type of professionals are certified to provide each service?
- What type of supervision and medical oversight is required?
- Is there a way to provide services in a more cost-effective manner?
- What type of data is currently collected? What additional data is needed?
- Do current Medicaid standards provide what is needed?
- Are revisions to current standards needed?
Analysis

- Where are the financial gaps and overlaps in SMH prevention and intervention services for youth?
- Where are the services? Where could the services be provided?
- Who is best qualified to provide a particular service or intervention?
- What services or interventions are most needed?
- When are the services or interventions needed?
Strategies to Fund SMH Programs

School District funds: EPSDT, Title $, ADA, IDEA MAC, school site based budgets, contracts with community agencies, non-profits

For a “FEW”

Have in place for “SOME”

What school/community supports/resources do we have in place for “ALL”

MH, BH, SA – public and/or private
SB Health Centers
Hospital Systems
IDEA - School Medicaid Administrative Claiming

Integration & Infusion into school district curriculum, Train-the-Trainers, District & partners fund supplies

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Prioritizing Activities

• Shared decision making
• Use data to make collective and informed decisions
• Determine priorities for each category
• A useful tool for prioritizing activities can be found at http://dotmocracy.org/
Step 6: Determine Collective Desired Outcomes

- Where does the State want to go?
- What results ... outcomes does the State want to obtain?
- What type of SMH programs does the State want to build statewide?
# Sample Resource Mapping Worksheet

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<th>Strategies/Activities</th>
<th>Source of Funds</th>
<th>Amount</th>
<th>Restriction on Uses of Funds, if any</th>
<th>Expected Timeframe Funding is Available</th>
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Discussion and Questions
Develop a SMH Financial Plan
Strategic Financing in a Nutshell

Five Step Process:
1. Clarify what you will need, by when
2. Map current funding and resources
3. Determine gaps between needs versus existing resources
4. Select financing strategies and funding sources
5. Make and execute a financing action plan
## Financing for What? Worksheet

<table>
<thead>
<tr>
<th>Strategies and activities, services and supports that we want to develop and sustain</th>
<th>Over what time period will we develop, implement and sustain?</th>
<th>At what scale and pace will we build and sustain them?</th>
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<td>Training &amp; Staff Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CQI Processes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data Collection</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Sample Cost Estimates Worksheet

<table>
<thead>
<tr>
<th>Strategies/Activities</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-18</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Infrastructure Investments</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School-Community SMH Advisory Team</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SMH Multi-Tiered Services &amp; Supports</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website: set-up, maintenance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Services and Supports</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBP Interventions (Tiers 1, 2, &amp; 3) (unit cost x dosage x # of children/year.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SMH services on site at school</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Case rate (monthly cost x # months x # of children/families per year)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Training, TA, Consultation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training of Staff on SMH procedures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBPs ongoing training/staff support</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Management &amp; Administration</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CQI Processes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluation / Data Collection</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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Step 2: Map Current Spending

*What resources do we already have to work with?*

- Grant funds
- Ongoing funding streams, amounts
- Matching resources that will remain available
- In-kind contributions
- Complementary spending by other systems
- Existing infrastructure components that will persist
- Existing operational spending that will persist
- *What else?*
Step 4: Select Financing Strategies and Funding Sources

What combination of funding strategies can fill our spending gap?

Five basic financing strategies (you can mix and match):

A. Redeploy existing resources
B. Refinance to maximize public funds
C. Optimize private insurance coverage under ACA
D. Create new funding structures
E. Raise new revenues
### Option A: Refinance to Maximize Public Funds

**Examples of Public Funding Sources That Can Pay for Mental Health Services for Children and Their Families**

<table>
<thead>
<tr>
<th><strong>MEDICAID</strong></th>
<th><strong>MENTAL HEALTH</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Rehabilitation Option</td>
<td>State General Fund</td>
</tr>
<tr>
<td>Targeted Case Management</td>
<td>County General Fund</td>
</tr>
<tr>
<td>EPSDT</td>
<td>Federal MH and SA Block Grants</td>
</tr>
<tr>
<td>1915(b) &amp; (c) Waivers</td>
<td>Private Insurance</td>
</tr>
<tr>
<td>1915(i) state plan amendments</td>
<td></td>
</tr>
<tr>
<td>Clinic Services</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>CHILD WELFARE</strong></th>
<th><strong>JUVENILE JUSTICE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal Title IV-E (foster re/adoption)</td>
<td>State General Fund</td>
</tr>
<tr>
<td>Federal Title IV-B (CW services)</td>
<td>Federal Grants</td>
</tr>
<tr>
<td>Federal Family Preservation</td>
<td>County General Fund</td>
</tr>
<tr>
<td>State General Fund</td>
<td></td>
</tr>
<tr>
<td>County Child Welfare General Fund</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>PRIMARY and PUBLIC HEALTH</strong></th>
<th><strong>EDUCATION</strong></th>
<th><strong>OTHER</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>State, County General Funds</td>
<td>State/County General Fund</td>
<td>County General Fund</td>
</tr>
<tr>
<td>Title V – Maternal &amp; Child Health</td>
<td>Local General Fund</td>
<td>City General Fund</td>
</tr>
<tr>
<td>Fee for Services</td>
<td>Federal Education Funds (ESEA, IDEA)</td>
<td>Federal, state or local grant funds</td>
</tr>
</tbody>
</table>

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Medicaid

- Largest single funder of MH/BH care for Americans
- Eligibility based on financial/categorical need
- Federal/State match (Federal Medical Assistance Percentage) Varies considerably by state and territory
- State Medicaid agencies and federal Center for Medicaid Services (CMS):
  - Determine the extent of who is eligible
  - Determine services: type, amount, duration and scope
  - Determine the delivery system for services
  - Establish provider types, qualifications
  - Set payment rates for services; and
  - Administer the day-to-day operations

Centers for Medicare & Medicaid Services, FY 2013 Justification of Estimates for Appropriations Committees
Examples: SMH Funding Mechanisms

• Public and private community health providers
  ✓ Mental health and behavioral health providers
  ✓ Hospitals
  ✓ County health clinics
• Human service districts
• Private providers of third party payers
• Contracts between schools and agencies
• Training and technical assistance
Assessing State Systems

- Review your state’s options for funding SMH
  - State Medicaid plan for departments of Health and Human Services (HHS), Mental Health, & Alcohol/Drug
  - CHIP State Plan on Medicaid.gov website
    - Find your state plan
    - Find your State Medicaid and CHIP Profiles
      - Choose your state to find information on state Medicaid and Child Health Information Program (CHIP)
What Is Medicaid’s EPSDT Benefit?

**Early and Periodic Screening, Diagnosis, and Treatment**

- Entitled benefit for all children enrolled within mandatory Medicaid eligibility groups
- States must cover preventive and primary care, including dental, hearing, vision care, and mental/behavioral health services that are medically necessary
- EPSDT also covers long-term care needs of children with special healthcare needs (e.g., therapies, medical equipment, support services)

*EPSDT: A Guide for States*
School Medicaid Administrative Claiming Guide

- Talk with the State Department of Education, Director of Special Education to learn about the resources available under Individuals with Disabilities Education Act (IDEA) and the School Administrative Claiming Guide.

- Review guide to determine services that the State Medicaid reimbursement allows under IDEA and/or other school-based services.
IDEA Medicaid Administrative Claiming

- **Medicaid Administrative Claiming**
  - Provides schools with the opportunity to obtain reimbursement for administrative services through the Public Assistance Cost Allocation Plan, e.g., methodologies, claiming mechanisms, interagency agreements, and other relevant issues that will be used when claiming and appropriately allocating costs.

- **Cost Allocation** - Costs must be supported by an allocation methodology that includes a narrative description of the procedures that the state agency will use in identifying and measuring costs.

- **School-Based Services** - The school setting provides a unique opportunity to enroll eligible children in the Medicaid program, and to assist children who are already enrolled in Medicaid to access the benefits available to them.

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IDEA Medicaid Programs

- How are special education programs funded in the state for school districts through Medicaid?
- What services are the school districts currently billing Medicaid for – school health and/or student Individual Education Plan (IEP) -related services?
- What other services could the school district bill for?
Funding Examples

Children’s Service Fund

*St. Louis County, Missouri*

- County tax funds SMH programs
- Community mental health staff provides services responding to an RFP
- Services reimbursed through this fund

Community Foundation Funding

*Blue Cross Blue Shield Foundation of South Carolina*

- Has funded SMH projects in rural South Carolina for the past 10 years at 10 new schools each year
- SMH program funds a nurse and a mental health counselor to work in schools
- Health clinic and mental health county provider sustain services through their agency funding
Funding Examples of Community Informing State
Option D: Create New Funding Structures

- Blended funding pools
- Case rates
- Care Coordination in schools
- Fee-for-Service
- Managed Care
- Private Provider Contracts
- Braided funding
- Accountable Care Organizations (ACA)
Step 5: Develop, Generate Support for, and Execute Financing Action Plan

- Scan environment for opportunities and threats
- Select the most promising financing strategies
- Prioritize selected strategies for action
- Identify specific action steps
- Generate support for plan
- Be persistent and dynamic
Identify Specific Action Steps

Who will do

What,

by When?

And How will we know?
### Example of Financial Mapping: Core Funding Sources

#### Financial Resources for SMH Program

<table>
<thead>
<tr>
<th>Total Amount Expended</th>
<th>Federal Funds</th>
<th>State Funds</th>
<th>Community Funds</th>
<th>Grant Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medicaid</td>
<td>Medicaid</td>
<td>CHIP; DHHS; DOE; MH/BH</td>
<td>ED / Schools; JJ / LE; MH/BH; Youth agencies</td>
<td></td>
</tr>
</tbody>
</table>

#### By Service Type

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Federal Funds</th>
<th>State Funds</th>
<th>Community Funds</th>
<th>Grant Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Screening</td>
<td></td>
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<tr>
<td>Assessment and diagnostic evaluation</td>
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<tr>
<td>Training</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Parent support &amp; training</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>Care Coordination</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Wraparound</td>
<td></td>
<td></td>
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<tr>
<td>Physical health services</td>
<td></td>
<td></td>
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<tr>
<td>Mental/behavioral health services</td>
<td></td>
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</tbody>
</table>
Resources

- **Collaborative Decision Making Tools**
  [www.yourarticlelibrary.com/management/4-techniques-for-group-decision-making-process-more-effective/3506/](http://www.yourarticlelibrary.com/management/4-techniques-for-group-decision-making-process-more-effective/3506/)

- **Identifying Community Assets and Resources from the University of Kansas Community Tool Box**

- **Readiness Assessment from MAPP (Mobilizing for Action through Planning and Partnerships)**

Introduction

- What is Comprehensive School Mental Health and why is it important?
- Best practices in Comprehensive School Mental Health
- The continuum of implementing a Comprehensive School Mental Health Program
Online learning SMH resources on sustainability and financing SMH from the National Resource Center for Mental Health Promotion and Youth Violence Prevention (healthysafechildren.org)

SUSTAINABILITY

PRESENTATIONS AND WEBINARS

Creating Self-Sustaining, Replicable School Mental Health Programs: A User's Guide
Identifies the key factors for maximizing school mental health sustainability and replicability, including community collaboration, maximizing funding streams, role clarification, identifying necessary ancillary services, expanding insurance benefit sets among other factors.

Sustaining Primary Prevention Programming in Behavioral Health
Provides an introduction of preventive interventions to help assure the health of the population. This PowerPoint presentation focuses on increasing realization that the majority of resources in the health care system are spent on treatment of disorders rather than the prevention of them.

VIEW ALL PRESENTATIONS AND WEBINARS

REPORTS AND BRIEFS

Scope, Scale, and Sustainability: What It Takes to Create Lasting Community Change
Examines six factors related to the ability of a comprehensive community initiative to generate community-level outcomes and sustain them over time. The six factors include: having a single broker or entity that holds the vision of the change effort; clearly defined roles; alignment among interventions, resources, and geography; meaningful community engagement; competent leadership and staff; and strategic, cross-level relationships.

What Are Some Strategies for Sustaining School Mental Health Programs?
Provides system of care communities with information on developing sustainable school mental health programs. The series focuses on strategies to consider in working with community mental health agencies, both public and private, and provides options for consideration in building school mental health programs that serve children and youth with serious mental health needs.

WEBSITES

Developing a Business Plan for Sustaining School Mental Health Services: Three Success Stories
Highlights three successful models (Pennsylvania, Washington, DC and Minnesota) for sustaining school mental health services. Includes financial policies and processes that support their work, strategies for billing Medicaid and other third-party payers, and supplementing these patient-care revenues with public and private grant dollars and in-kind contributions.

Stories of Sustainability: A Snapshot from Safe Schools/Healthy Students Initiatives
Guides schools, juvenile justice agencies, law enforcement, mental health providers, and other community organizations to work in partnership addressing issues such as healthy childhood development, substance abuse and violence prevention, and mental health promotion.
Center for School Mental Health Online Learning Modules

**Community-Partnered School Behavioral Health Implementation Modules**

1. Community-Partnered School Behavioral Health: An Overview
3. Overview of School Language and Policy
4. Funding Community-Partnered School Behavioral Health
5. Resource Mapping
6. Teaming
7. Evidence-Based Practices and Programs: Identifying and Selecting EBPs
8. Implementation Science: Lessons for School Behavioral Health
9. Data Informed Decision Making
10. School Behavioral Health Teacher Consultation
11. Psychiatry in Schools
12. Starting Early: Supporting Social Emotional Development and School Readiness
13. School Behavioral Health Program Evaluation 101
14. Ten Critical Factors to Advance State and District School Behavioral Health Objectives
15. Working with State Leaders to Scale-Up School Behavioral Health Programming

Published by the Center for School Mental Health, Baltimore, Maryland 2015, University of Maryland School of Medicine Permission is given to duplicate this document for professional use, as long as it is unaltered and complete.
Additional Resources

1. **Developing a Comprehensive Financing Plan to Support Effective Systems of Care** – Self-Assessment/Planning Guide
   

2. **Partner Build Grow** – Action Guide/Tools and Resources Center for Health and Health Care in Schools (2015)
   

3. **Communication Planning for Program Success & Sustainability** Self-Paced On-line Learning Module
   
Additional Resources

1. Building an Effective Management Team
   http://www.yourofficecoach.com/topics/lessons_in_leadership/effective_leadership/building_an_effective_management_team.aspx

2. Building and Leading High Performance Team
   http://www.inc.com/resources/leadership/articles/20070101/musselwhite.html

3. The Team Development Process

4. The Community Tool Box “How to Build Effective Teams”

5. Building a Shared Vision Exercise
Additional Resources

1. Community Resource Mapping
   http://www.ncset.org/Publications/essentialtools/mapping/default.asp

2. Community Tool Box “Resource Mapping”

3. Key Components of a Perfect Elevator Speech
   http://articles.bplans.com/the-7-key-components-of-a-perfect-elevator-pitch

4. California “Mental Health Services Act” (MHSA) SMH program funded through additional tax, and local ownership of SMH program development to fit local needs.
   http://www.cde.ca.gov/ls/cg/mh/
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Stay Connected

http://www.healthysafechildren.org/stay-connected
If you would like more information about the content of this online learning event or about how the National Resource Center for Mental Health Promotion and Youth Violence Prevention can help you with the work you do, please contact 1-866-577-5787 or via email at Healthysafechildren@air.org