NATIONAL RESOURCE CENTER FOR
MENTAL HEALTH PROMOTION & YOUTH VIOLENCE PREVENTION

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

Elizabeth V. Freeman, MSW, LISW-CP & AP;
Mary Thorngren, M.S., CHES; and Kelly Wells, M.P.A.
American Institutes for Research

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

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
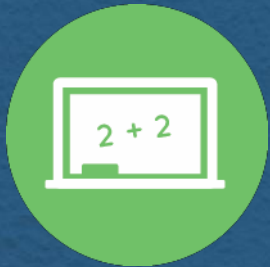
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3

Field at-Large

Helps local, state, and national systems
WORK TOGETHER

 EDUCATION

- CHILD WELFARE

 PUBLIC HEALTH

- JUVENILE JUSTICE

 BEHAVIORAL HEALTH

- LAW ENFORCEMENT

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

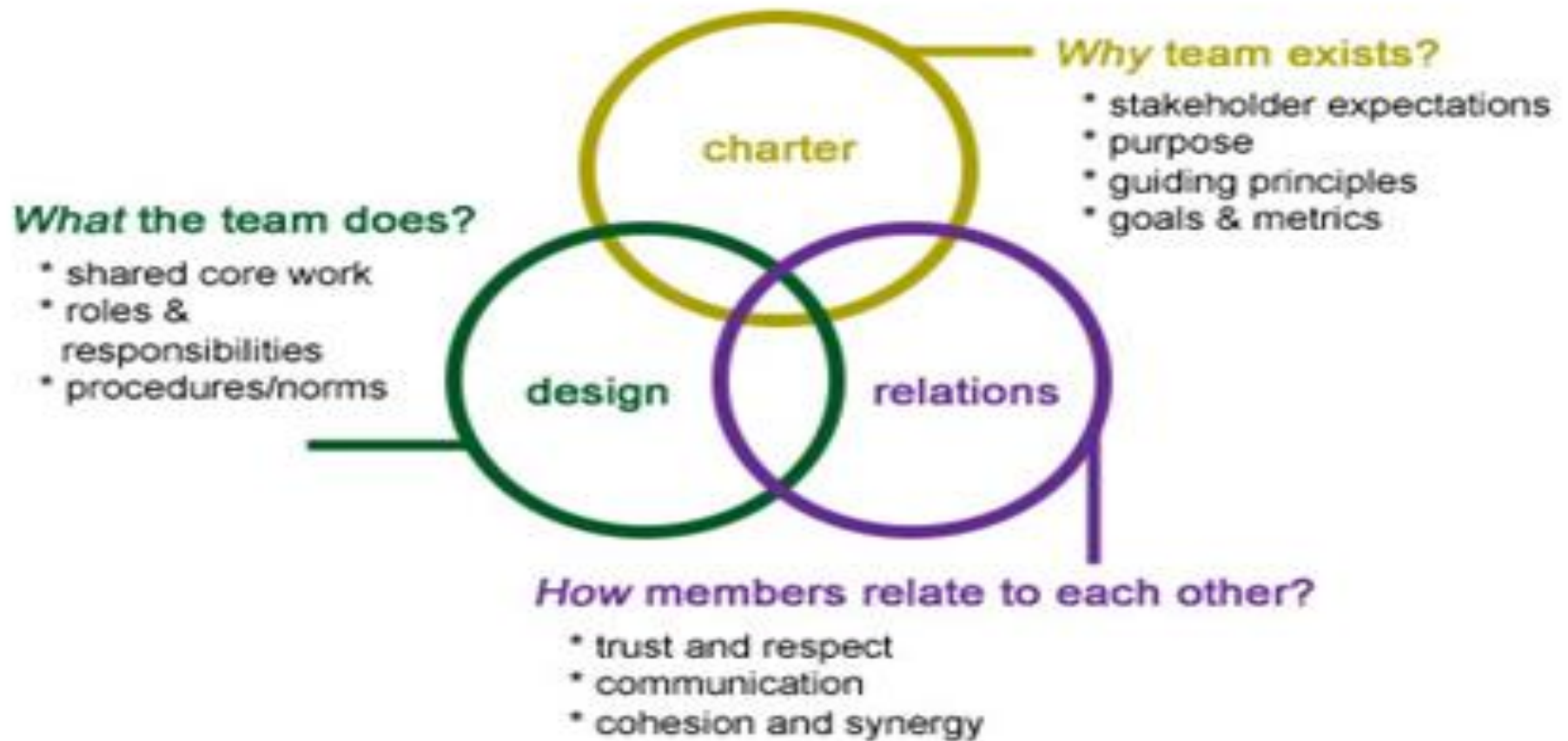Composed of community leaders with similar mission and purpose

- 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

charter

design

relations

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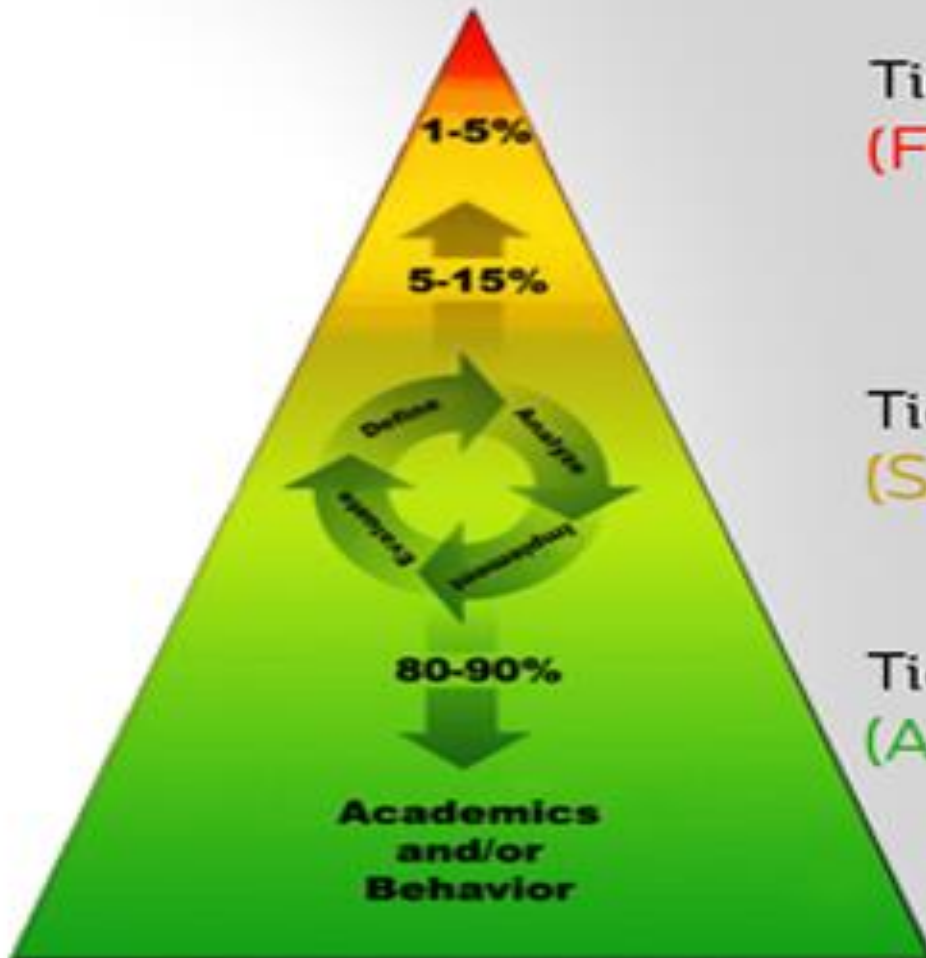
Five Factors of Successful Teams

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?

Tier III: Intensive Interventions (Few Students)

Tier II: Targeted Interventions (Some Students)

Tier I: Universal Instruction (All Students)

1-5%
5-15%
80-90%

Academics and/or Behavior

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?
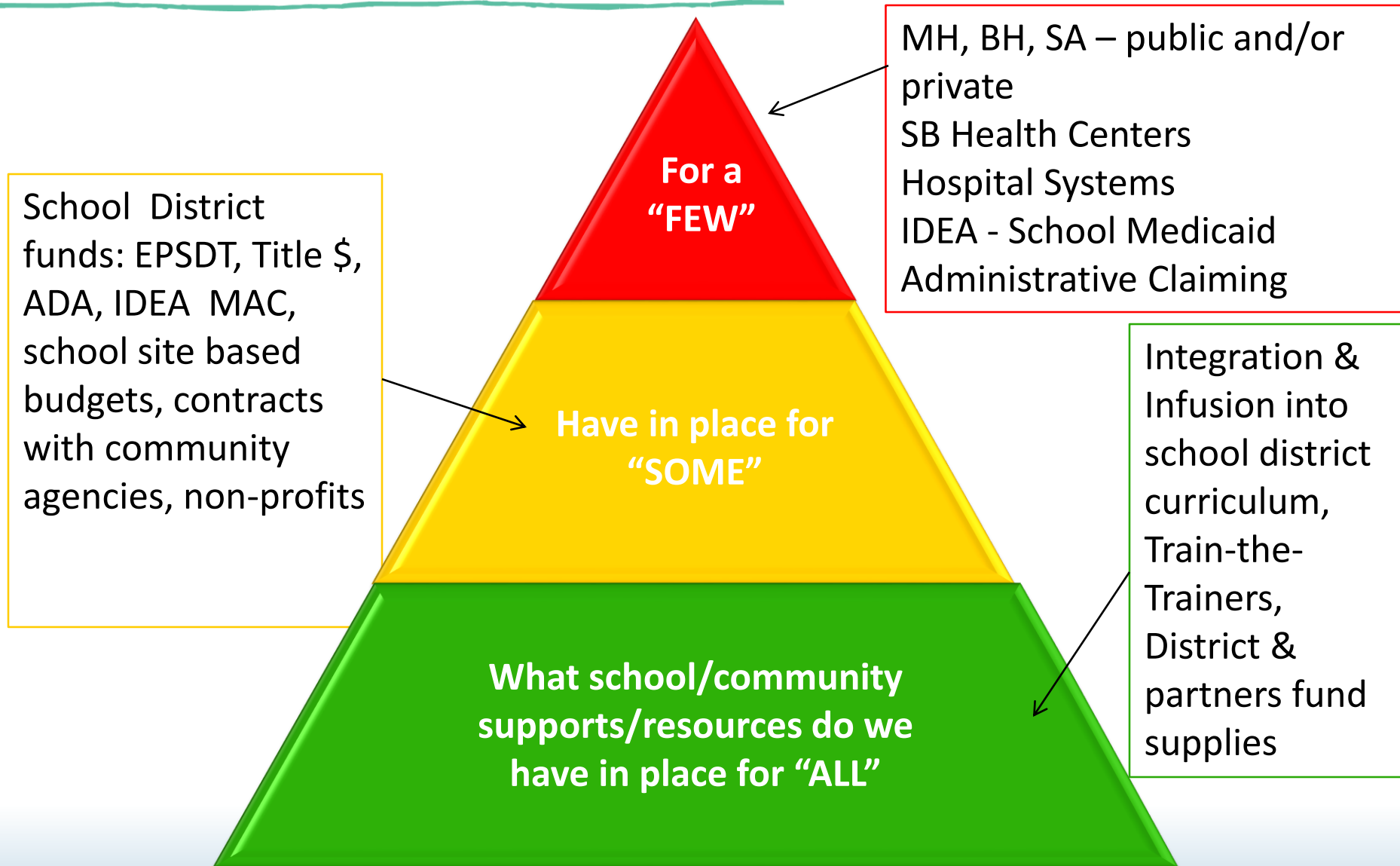
Determine Funding Strategies

- 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?

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Strategies to Fund SMH Programs

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

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"

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

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

Strategies/ Activities	Source of Funds	Amount	Restriction on Uses of Funds, if any	Expected Timeframe Funding is Available
Infrastructure Investments				
Services and Supports				
Training, TA, Consultation				
Management and Administration				

Action Plan

SMH Financing Workgroup   **Date Developed:** _____

Top Priorities	What Actions Will Occur?	Who Will Carry it Out?	What Resources are Needed?	When Will it Begin?	Communication: How & To Whom?	How to Monitor?

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

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Financing for What? Worksheet

Strategies and activities, services and supports that we want to develop and sustain	Over what time period will we develop, implement and sustain?	At what scale and pace will we build and sustain them?		
		Year 1	Year 2	Year 3
Infrastructure Investments				
SMH Services				
Multi-Tiered Interventions & Supports				
Consultation/TA				
Training & Staff Development				
CQI Processes				
Data Collection				

Sample Cost Estimates Worksheet

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

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

MEDICAID
Rehabilitation Option
Targetted Case Management
EPSDT
1915(b) & (c) Waivers
1915(i) state plan amendments
Clinic Services

CHILD WELFARE
Federal Title IV-E (foster re/adoption)
Federal Title IV-B (CW services)
Federal Family Preservation
State General Fund
County Child Welfare General Fund

PRIMARY and PUBLIC HEALTH
State, County General Funds
Title V – Maternal & Child Health
Fee for Services

MENTAL HEALTH
State General Fund
County General Fund
Federal MH and SA Block Grants
Private Insurance

JUVENILE JUSTICE
State General Fund
Federal Grants
County General Fund

EDUCATION
State/County General Fund
Local General Fund
Federal Education Funds (ESEA, IDEA)

OTHER
County General Fund
City General Fund
Federal, state or local grant funds
Foundation Revenue

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

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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.

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

	Federal Funds	*State Funds*	Community Funds	*Grant Funds*
Total Amount Expended	Medicaid	CHIP; DHHS; DOE; MH/BH Block Grants	ED / Schools; JJ / LE; MH/BH; Youth agencies	
By Service Type				
Screening				
Assessment and diagnostic evaluation				
Training				
Parent support & training				
Care Coordination				
Wraparound				
Physical health services				
Mental/behavioral health services				

Resources

- **Collaborative Decision Making Tools**
  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**
  http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/identify-community-assets/main
- **Readiness Assessment from MAPP (Mobilizing for Action through Planning and Partnerships)**
  http://www.naccho.org/topics/infrastructure/mapp/upload/mapp_handbook_fnl.pdf
- **Resource Mapping in Schools and School Districts: A Resource Guide from CSMH**
  file:///C:/Users/efreeman/Downloads/Resource%20Mapping%20in%20Schools%20and%20School%20Districts10.14.14_2%20(3).pdf

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 on than the prevention of them.

VIEW ALL PRESENTATIONS AND WEBINARS

RESEARCH

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.

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

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
2. Operations: An Overview of Policies, Practices, and Procedures
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

Additional Resources

1. **Developing a Comprehensive Financing Plan to Support Effective Systems of Care –** Self-Assessment/Planning Guide
    http://rtckids.fmhi.usf.edu/rtcpubs/hctrking/pubs/AssessPlanGuide2006/default.cfm?_sm_au_=iVVHDTkH7WDQnWSr

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

3. **Communication Planning for Program Success & Sustainability** Self-Paced On-line Learning Module
    http://airhsdlearning.airws.org/communicationmodule1/story.html

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**

   http://www.centerod.com/executive-team-development/

4. **The Community Tool Box "How to Build Effective Teams"**

   http://ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/team-building/main

5. **Building a Shared Vision Exercise**
   http://bonnernetwork.pbworks.com/f/BonCurSharedVision.pdf

Additional Resources

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

2. **Community Tool Box "Resource Mapping"**

   http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/identify-community-assets/main

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/

Contact Information

Elizabeth Freeman, School Mental Health Specialist
American Institutes for Research
803.957.6845; efreeman@air.org

Mary Thorngren, Principal Researcher
American Institutes for Research
202.403.6869; mthorngren@air.org

Kelly Wells, Senior Researcher
American Institutes for Research
843.352.7826; kwells@air.org

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HEALTHY SAFE CHILDREN UPDATE

http://www.healthysafechildren.org/stay-connected

healthysafechildren.org

Healthy Safe Children   **@HealthySafeKids**

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*