The Evolution and Revolution of Shaping School Mental Health Quality

Mark D. Weist, Professor, Clinical-Community and School Psychology, Department of Psychology

University of Maryland, Advancing School Mental Health Conference, San Diego, September 29, 2016



CSMH Annual Conferences on Advancing School Mental Health

- 1996 Baltimore
- 1997 New Orleans
- 1998 Virginia Beach
- 1999 Denver
- 2000 Atlanta
- 2002 Philadelphia
- 2003 Portland, OR
- 2004 Dallas*
 * Launch of National
 Community of Practice
 on School Behavioral Health

- 2005 Cleveland
- 2006 Baltimore
- 2007 Orlando
- 2008 Phoenix
- 2009 Minneapolis
- 2010 Albuquerque
- 2011 Charleston, SC
- 2012 Salt Lake City, UT
- 2013 Arlington, VA
- 2014 Pittsburgh
- 2015 New Orleans, LA
- Sept 29-Oct 1, 2016 San Diego, CA



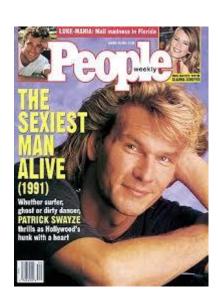
Outline

- Work in Baltimore, start of the CSMH
- Expanded School Mental Health (SMH)
- Early studies on Quality
- Operating within a Multi-Tiered System of Support
 - SMH and PBIS working together
 - teams, screening, evidence-based practices
- Overcoming problematic practices
- Relationships/multiscale learning
- The Shape System

















Rapid Development of School Mental Health (SMH) in Baltimore in the Early 1990s

- System of Care (East Baltimore Mental Health Partnership)
- School-based health centers
- Recognition of intensive and unmet student emotional/behavioral needs
- Strong policy leadership (Bunny Rosenthal, Louise Fink)
- Cross agency collaboration
- Medicaid in the Schools Billing Mechanism



University of Maryland School Mental Health Program

- Started by Lois Flaherty
- In 4 schools in 1991
- 7 in 1992
- 11 in 1993
- 15 in 1994



Quality Indicator - 1991

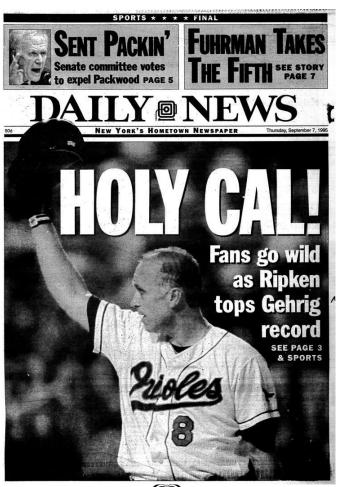
 When going into the schools, don't act like a fool



Quality Indicator – 1992-94

 Rapidly and flexibly connect school mental health clinicians to students in need and deliver empirically supported services to them







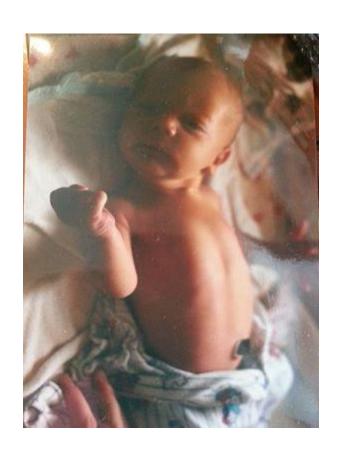
Maternal and Child Health Bureau/Health Resources and Services Administration

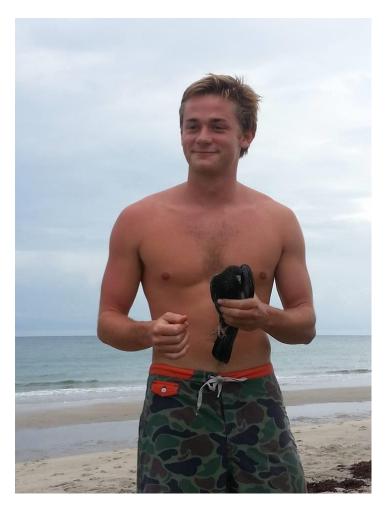
- Mental Health in Schools Initiative
- Two National Centers
 - University of Maryland School of Medicine
 - University of California, Los Angeles
- Five States
 - Kentucky, Maine, Minnesota, New Mexico, South
 Carolina
- Initial leadership by project officers Juanita
 Cunningham Evans, and Dr. Michael Fishman



Dr. Trina Anglin









"Expanded" School Mental Health

- Full continuum of effective mental health promotion and intervention for students in general and special education
- Reflecting a "shared agenda" involving school-family-community system partnerships
- Collaborating community professionals (not outsiders) augment the work of schoolemployed staff



Center for School Mental Health Assistance



On The Move

with School-Based Mental Health Services

Volume 1, Number 1

Spring 1996

Promoting Mental Health Services in Schools

Mark D. Weist, PhD

Director, Center for School Mental Health Assistance

n the 1980s and 1990s, there has been much discussion and some concerted action toward reforming the mental health system of care for children and adolescents. However, significant gaps in mental health services for youth remain. Community mental health clinics are still the dominant method of addressing emotional and behavioral problems in youth; but in many cities and localities, youth in need are not connecting to services available in these

Center for School Mental Health Assistance toll-free: (888) 706-0980 clinics. At the same time, more and more questions are being raised about the appropriateness and viability of weekly outpatient visits in an artificial setting.

One method to significantly address the unmet mental health needs of youth is to place more mental health services in schools. Schools provide a single point of access to services in a familiar, non-threatening atmosphere, and placing services in them reduces barriers that constrain the provision of clinic-based mental health services to youth in need.

As recognition of these advantages has grown, so has the number of programs providing a full range of mental health services in schools across the United States. Examples of these services include: screening programs to identify youth for early mental health intervention; individual, group, and family counseling;

decades old, to bring comprehensive health services to schools. Schoolbased health centers (SBHCs) have witnessed tremendous growth in recent years, with nearly 700 centers now existing, and a



new professional organization, the
National Assembly on School-Based
Health Care. In SBHCs, staff are
clamoring to address mental health needs
of youth, as psychosocial problems are
either the most or second most frequent
reason for referral.

The primary goal of the Center for School Mental Health Assistance (CSMHA) is to provide practical support to SBHC staff, other school health programs, and educational staff in the



Early Studies on Quality and SMH – Later 1990s

- Qualitative research funded by the Agency for Healthcare Research and Quality (with thanks to Laura Nabors)
- Guidance from the CSMHA Advisory Board
- Forums held with colleagues in Baltimore and in Delaware



Principles for High Quality SMH – Early 2000s

- 1) Emphasize ACCESS
- 2) Address needs, and strengthen assets
- 3) Evidence-based
- 4) Diverse stakeholders involved
- 5) Active quality assessment and improvement



Principles CONT

- 6) Full continuum of promotion/prevention, early intervention and intervention
- 7) Hiring, training and supporting the right staff
- 8) Assuring developmental and cultural competence
- 9) Promoting interdisciplinary collaboration
- 10) Improving cross-system coordination

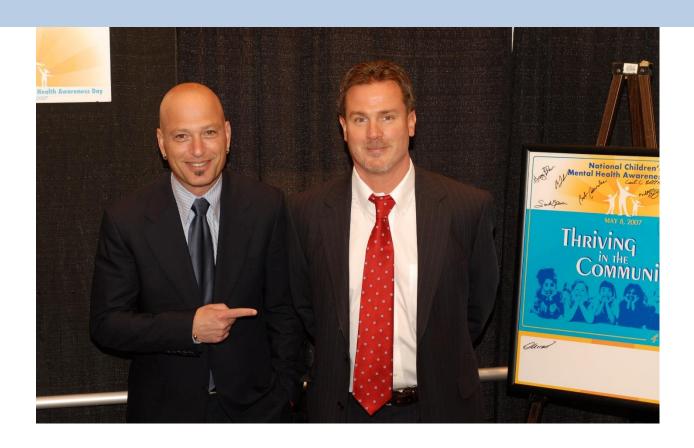


School Mental Health Quality Assessment Questionnaire - 2004



Principle 1: All youth and families are able to access appropriate care regardless of their ability to pay.	not at all in place				full in p	ly olace
ACCESS TO CARE						
1) When indicated, do you provide case management assistance to students and families to assist them in obtaining health insurance or to facilitate enrollment in programs for which they are eligible?	1	2	3	4	5	6
FUNDING						
2) Are you engaged in activities that may bring resources or financial support into the school mental health program?	1	2	3	4	5	6
Principle 2: Programs are implemented to address needs and strengthen assets for students, families, schools, and communities.	not at all in place					-
NEEDS ASSESSMENT						
3) Have you conducted assessments on common risk and stress factors faced by students (e.g., exposure to crime, violence, substance abuse)?	1	2	3	4	5	6
4) Have you held meetings with students, parents, and teaching staff to ask them about their needs and to ask them for their recommendations for actions by school mental health staff?	1	2	3	4	5	6
ADDRESSING NEEDS AND STRENGTHS						
5) Do you have services in place to help students contend with common risk and stress factors?	1	2	3	4	5	6
6) Are you matching your services to the presenting needs and strengths of students/families after initial assessment?	1	2	3	4	5	6
Principle 3: Programs and services focus on reducing barriers to development and learning, are student and	not at all				full	2
family friendly, and are based on evidence of positive impact.	in place			in p	in place	
EVIDENCE-BASED PRACTICE:						
SCREENING, ASSESSMENT, AND INTERVENTION						
7) Do you receive ongoing training and supervision on effective diagnosis, treatment planning and implementation, and subsequent clinical decision-making?	1	2	3	4	5	6
8) Do you conduct screening and follow-up assessments to assist in the identification and appropriate diagnosis of mental health problems?	1	2	3	4	5	6
9) Do you continually assess whether ongoing services provided to students are appropriate and helping to address presenting problems?	1	2	3	4	5	6
10) Is there a clear and effective protocol to assist your clinical decision making and care for more serious situations (e.g., abuse and neglect reports, self-reporting of suicidal/homicidal ideation)?	1	2	3	4	5	6
11) Are you actively using the evidence-base (practices and programs) of what works in child and adolescent mental health to guide your preventive and clinical interventions?	1	2	3	4	5	6







Operating within a Multi-Tiered System of Support



Positive Behavior Intervention and Support (www.pbis.org)

- In 23,000 plus schools
- Decision making framework to guide selection and implementation of best practices for improving academic and behavioral functioning
 - Data based decision making
 - Measurable outcomes
 - Evidence-based practices
 - Systems to support effective implementation



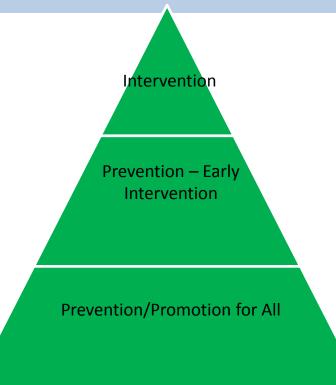




TWO NATIONAL CENTERS WORKING CLOSELY TOGETHER



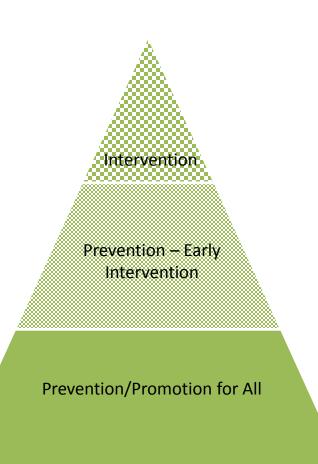
GOAL



- Improved behavioral/academic outcomes for all
- Greater depth and quality in services
- Improved data use, team functioning
- Systematic MOAs
- Strong district/building leadership
- A SHARED AGENDA

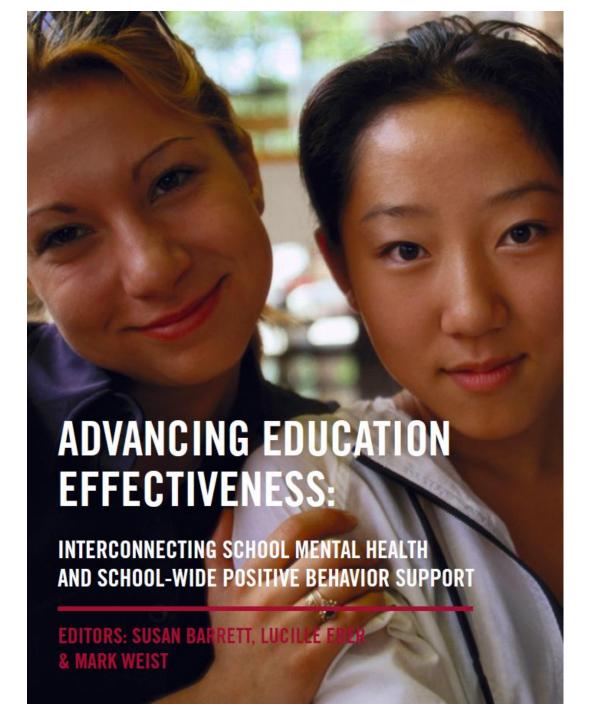


Reality

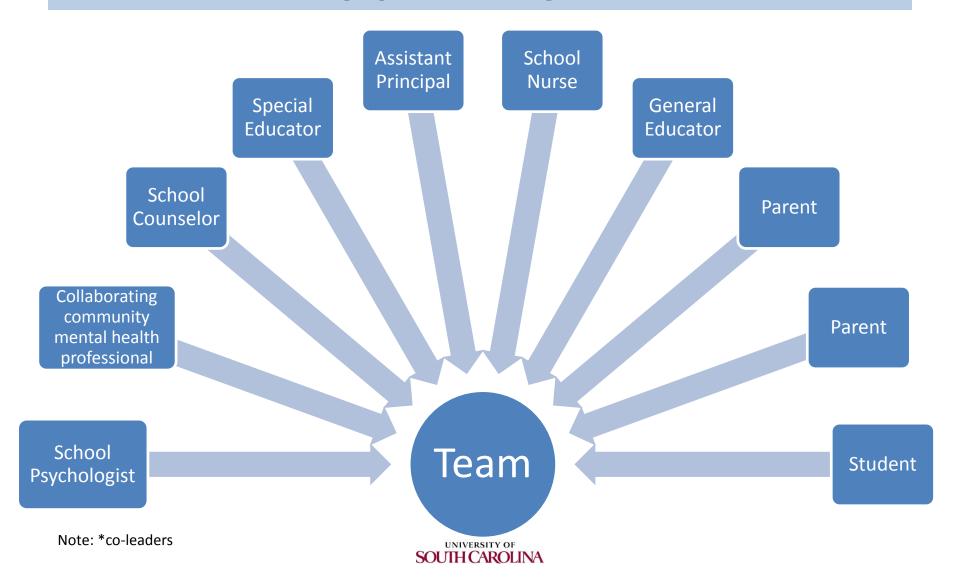


- Increasing placement restrictiveness/JJ involvement
- Poor data use, pro-forma team functioning, nonempirical approaches
- Rare/ad hoc MH system involvement
- Limited school employees and constrained roles
- Disconnected youthserving systems/silos





EFFECTIVE TEAMS ARE FOUNDATIONAL



TEAM QUALITIES

Clear memoranda of agreement/understandings between school systems and community mental health agencies

Strong leadership

Team members on the team at the school and community level with decision making authority and ability to allocate resources

Structured meeting agendas, frequent and consistent meetings, high levels of attendance

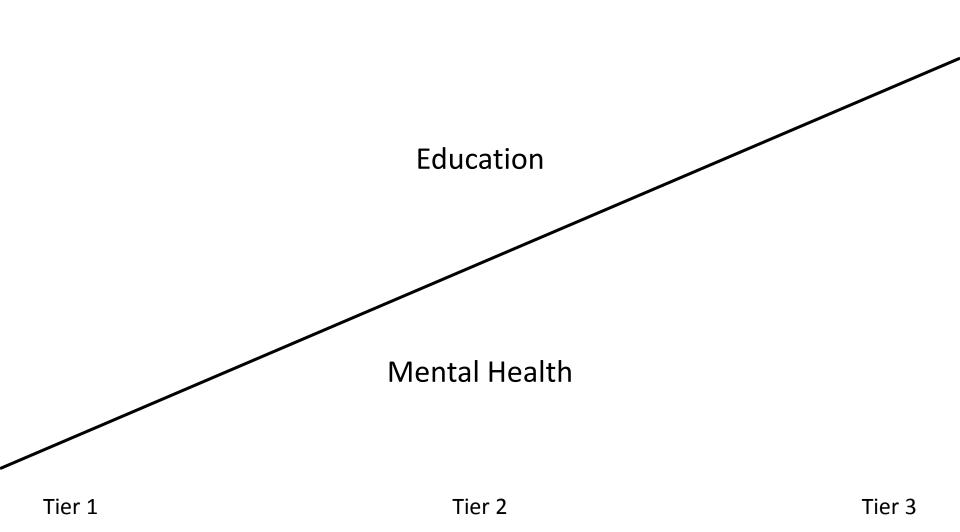
Opportunities for all to participate

Note taking and archiving/reviewing notes

Clear action planning

Systematic follow up on action planning





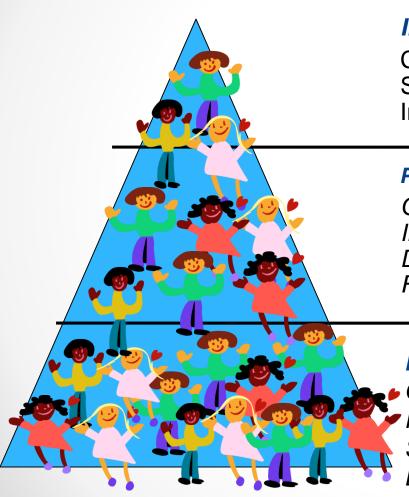
Universal Screening Defined

 "Universal screening is the systematic assessment of <u>all</u> children within a given class, grade, school building, or school district, on academic and/or social-emotional indicators that the school personnel and community have agreed are important"

• Source: Ikeda, Neessen, & Witt, 2009, with thanks to Lucille Eber



The Challenge of Evidence-Based Practice (from Sharon Hoover Stephan)



Intervention/Indicated:

Cognitive Behavioral Intervention for Trauma in Schools, Coping Cat, Trauma Focused CBT, Interpersonal Therapy for Adolescents (IPT-A)

Prevention/Selected:

Coping Power, FRIENDS for Youth/Teens, The Incredible Years, Second Step, SEFEL and DECA Strategies and Tools, Strengthening Families Coping Resources Workshops

Promotion/Universal:

Good Behavior Game, PATHS to PAX, Positive Behavior Interventions and Support, Social and Emotional Foundations of Early Learning (SEFEL), Olweus Bullying Prevention, Toward No Tobacco Use

Typical Work for Clinician for Evidence-Based Prevention Group

- Screen students
- Analyze results of screen
- Obtain consent/assent
- Obtain teacher buy-in
- Coordinate student schedules
- Get them to and from groups

- Rotate meeting times
- Implement effectively
- Promote group cohesion
- Address disruptive behaviors
- Conduct session by session evaluation
- Deal with students who miss groups

Strengthening School Mental Health Services (SSMHS)

- NIMH, R01MH081941-01A2, 2010-15 (building from a prior R01)
- 46 school mental health clinicians, 34 schools
- Randomly assigned to either:
 - Personal/ Staff Wellness (PSW)
 - Clinical Services Support (CSS)



CSS: Four Key Domains

- Quality Assessment and Improvement (QAI)
- Family Engagement and Empowerment (FEE)
- "Modular" Evidence Based Practice (EBP)
- Implementation Support



Structure for Implementation

- Twice monthly two-hour training
- Monthly or more coaching visits at school
- Coaching involving observing family sessions and collegially providing ideas and support
- CHALLENGES
 - Expense
 - Family no-shows



Summary of Findings

- CSS significantly related to improvement in key dimensions of clinician behavior (QAI strategies, FEE and EBP skills)
- CSS related to improvement in student psychosocial outcomes
- Analyses related to school outcomes still being conducted



Other Conclusions

- Need the right clinicians
- For true EBP demands are intense at multiple levels
- TRAINING/IMPLEMENTATION SUPPORT + INCENTIVES + ACCOUNTABILITY
- Tension between productivity and quality



SSMHS - Collaborators

■ Collaborators — Sharon Hoover Stephan, Nancy Lever, Eric Youngstrom, Melissa George, Heather McDaniel, Abby Bode, Johnathan Fowler, Leslie Taylor, Lori Chappelle, Kimberly Hoagwood, Samantha Paggeot, Eryn Bergeron....and others



Advancing Evidence-Based Assessment

- Expanding range of intervention targets
- Improve measure selection and move to those in public domain
- Assess and improve organizational readiness
- Provide implementation support
- Promote efficient data collection and use
- See Arora, P., Connors, E.H., George, M.W., Lyon, A.R., Wolk, C.B., & Weist, M.D. (pending final revisions). Advancing evidence-based assessment in school mental health: Key priorities for an applied research agenda, *Clinical Child and Family Psychology Review*.



Overcoming Problematic Practices within the Status Quo: Mental Health

- Emphasis on "psychopathology"
- Medical model that is heavily bureaucratic
- Contingency for staff to be successfulproductivity in fee-for-service billing
- Reactive, eclectic services that go on and on and promote dependency



Problematic Practices: Education

- Variable and stigmatizing labeling (e.g., "emotional disturbance")
- Suspensions/expulsions (racial disparities/implicit bias)
- Schools and staff as gatekeepers
- "Social maladjustment"



Problematic Practices, Education 2

- "Manifestation" hearings
- Increasing but not decreasing restrictiveness
- Pro-forma meetings and poor follow-up
- Accommodations



Funding/Resource Barriers

- Cost of "evidence-based programs"
 - Materials, training, coaching, evaluation, retraining
- Negotiating the "for profit" issue
- Dealing with "evaporating" investments

See George, M.R., Taylor, L.K., Schmidt, S., & Weist, M.D. (2013). A review of school mental health programs in SAMHSA's National Registry of Evidence-Based Programs and Practices. *Psychiatric Services*, 64(5), 483-486.



Analyses of NREPP Program Costs

(to deliver to 10 students/year; George et al., 2013)

For Profit	Year 1	Year 2
N= 32	\$7909-10661	\$5788
Non Profit		
N=36	\$3122-3584	\$106
Public Domain		
N=6	Minor Costs	Minor Costs
Not Determined		
N=9	\$1596	\$33

Importance of Relationships in Change

There will never be enough laws, policies, processes, documents, etc. to force change

Change is best realized through the relationships we build with those people and groups that have a common interest toward solving a persistent problem or seizing an opportunity

Bill East, Joanne Cashman, Natl Assoc of State Directors of Special Education



Systematic Agenda

Relationships





scsbhc@gmail.com

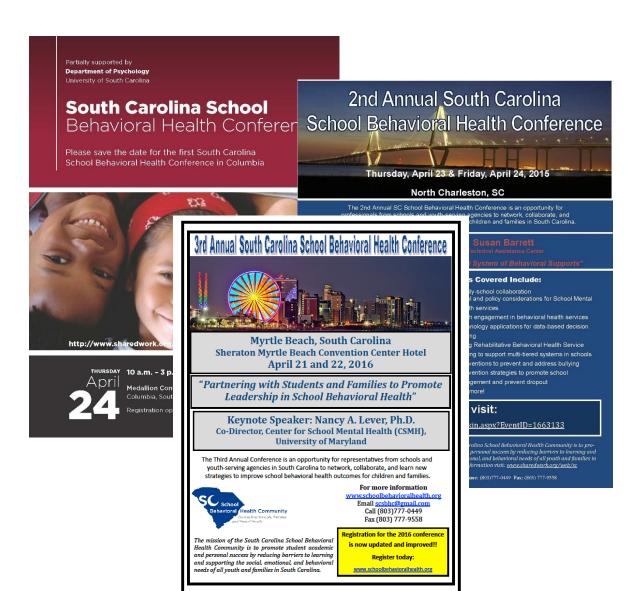
www.sharedwork.org/web/sc

T: (803) 777-0449

F: (803) 777-9558

The mission of the SC School Behavioral Health Community is to promote student academic and personal success by reducing barriers to learning and supporting the social, emotional, and behavioral needs of all youth and families in South Carolina











PCORI

Patient-Centered Outcomes
Research Institute

PCORI believes that combining patients and other stakeholders' individual experiences and passion for improving healthcare quality with the expertise of researchers will result in research that better meets the needs of the entire healthcare community





Escalating Progress to Move Beyond Tokenism in Youth/Family Involvement







Moving Toward Exemplary and High Impact School Behavioral Health

- Improving Collaboration among Families, Educators, Clinicians and other Youth-System Staff
- School-Wide Approaches for Prevention and Intervention

- Improving the Quality of Services
- Increasing Implementation Support
- Enhancing Cultural Humility and Reducing Racial, Ethnic, and Other Disparities



School Mental Health International Leadership Exchange, see SMHILE.com





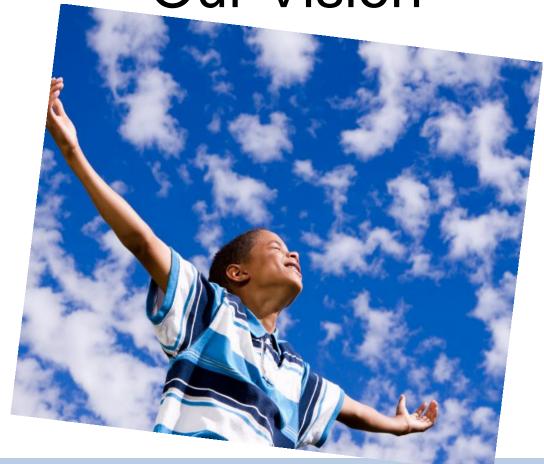
Our Vision

Ontario students are flourishing,

with a strong sense of belonging at school,

ready skills for managing academic and social/emotional challenges,

and surrounded by caring adults and communities equipped to identify and intervene early with students struggling with mental health problems



A Vision for Student Mental Health and Well-Being in Ontario Schools (with thanks to Kathy Short)

SOUTH CAROLINA

SHAPE your School Mental Health System!



- The School Health Assessment and Performance Evaluation (SHAPE) System is a free, interactive system designed to improve school mental health accountability, excellence, and sustainability.
- SHAPE is the web-based portal by which comprehensive school mental health systems can access the National School Mental Health Census and Performance Measures.
- SHAPE is hosted by the Center for School Mental Health and funded in part by the US Department of Health and Human Services.



Join Us!

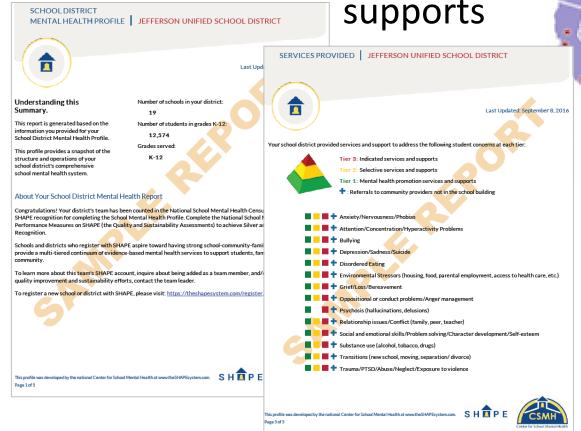
Answer a few questions on the home page and be added to the National School Mental Health Census.

Get your Blue Star on the Map!

Be Counted and Get your Blue Star on the Map!



 Document your service array and multi-tiered services and

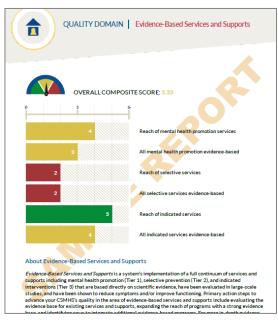






- Advance a data-driven mental health team process for the school or district
 - Strategic Team Planning
 - Free Custom Reports

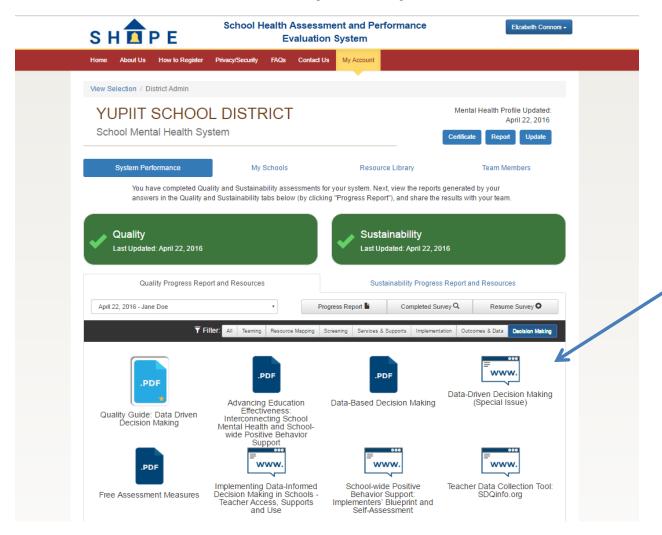




QUALITY DOMAIN	Strateg	ic Planning	Guide				
Thank you for completing the School Mental Health Quality Assessment Survey. We encourage you to meet with your school mental health team and review your scores on each performance domain provided in this report and engage in a strategic planning process to guide quality improvement. Quality guides are available for each performance domain and indicator with action steps and resources to guide improvement. Consider using these materials and the Strategic Planning Guide to create a strategic plan for improving your team's performance in one or more areas.							
List the domain(s) on which you scored your system's capacity and motivation Domain				Barriers to change (1-10) 1=no barriers 10=many barriers			
2							
3. Select one domain from the list above t DOMAIN:	hat your tea	m wants to i	mprove.				



 Access targeted resources to help advance your school mental health quality and sustainability





 Achieve SHAPE Recognition to increase opportunities for federal, state and local grant funding





Get your Silver Star on the Map!



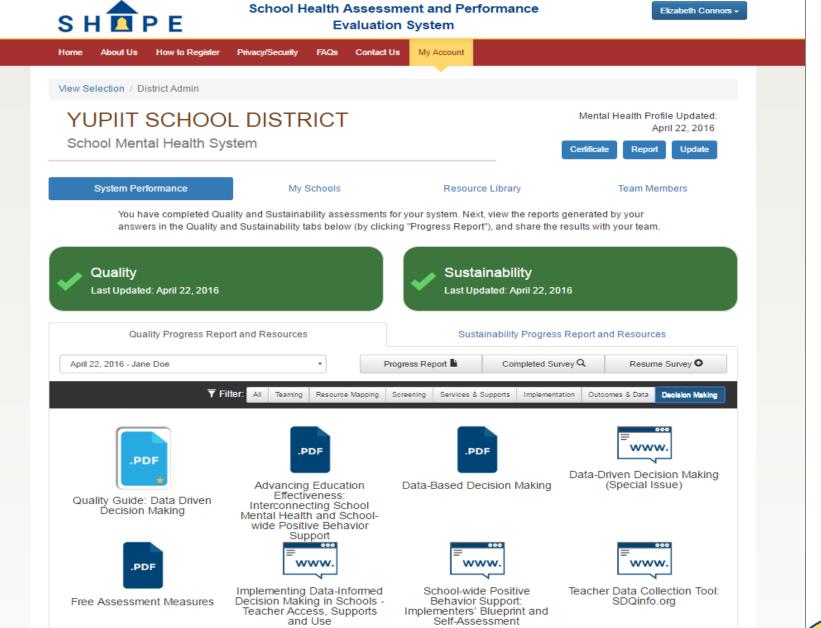
Complete all three and get a Gold Star on the Map:

- School Mental Health Profile
- Quality Assessment
- Sustainability Assessment













SOUTH CAROLINA

SCHOOL MENTAL HEALTH TEAM



SMHT







Thanks to:

Josh Bradley, Elizabeth Balog, Terry Doan, Jordon Dobson, Allison Farrell, Lee Fletcher, Meaghan Flynn, Elaine Miller, Carissa Orlando, Ashley Quell, Bob Stevens (USC SMH Team) Elizabeth Connors, Sharon Hoover Stephan, Nancy Lever (CSMH); Melissa George (Colorado State University); Joni Splett (University of Florida); Susan Barrett, Lucille Eber, Kelly Perales, and Bob Putnam (PBIS National TA Center)....and others

Congratulations!







Thank you

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