SOC—**X4**

Workforce Development:
A Core Strategy for System of Care Expansion

Summer of Learning Poster

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Systems of Care

Workforce Development: The Heart of Change for Behavioral Health Delivery Systems

"Workforce stands at the heart of transforming mental health delivery systems for children and their families. Without careful attention to ensuring the presence of high-quality workers who are prepared and trained in the skills and competencies needed to work in today's environments, the task of change becomes difficult, if not impossible."

Dodge, J.M. & Huang, L.N. (2008). Workforce Implications: Issues and Strategies for Workforce Development . In B. Stroul & G. Blau (Eds) *The System of Care Handbook—Transforming MH Services for Children, Youth and Families.* Baltimore, MD. Brookes Publishing

Workforce Challenges re Children/Youth and Young Adults: What We Hear

- **Lack of training in key areas** (e.g. partnering with families, young adults of transition age, and young children in family-driven, youth-guided systems)

- **Difficulty in collaborating across child-serving systems**

- **Lack of training in newest practices** at both pre-service and in-service (e.g. evidence-based practices (EBPs), trauma-informed care, and cross system—wraparound processes)

- **Lack of leadership skills** and knowledge to understand and lead system's change efforts—complex work

- **Lack of funds** within public systems to support training or re-training of professionals

- New emphasis on health reform and ACA will **increase demand for additional workers**

Definitions Of Workforce Development

"Staff development (human or workforce development) ensures that there are adequate numbers of staff with the skills, knowledge, and attitudes to perform effectively in systems of care—one of the most critical functions requiring structure."

Pires, S. (2010), Building Systems of Care--A Primer (National Technical Assistance Center for Children's Mental Health, Georgetown University, Washington, DC), p.191.

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SOC Values Infused Into Practice: Implications for the Workforce

- Broad view of who the service providers are, including non-traditional providers and family members.
  New kinds of workers (e.g., case coordinators, system navigators, respite providers, behavioral techs, peer support providers, therapeutic support providers, job coaches)

- Recognizes and uses family strengths and abilities.
  Shift in skill to learn how to "do with" instead of "do for or to"

- Honors caregivers and their cultural traditions

- Develops core competencies for the system and staff that are reflective of SOC values and principles

SOC Values Infused Into Practice: Implications for the Workforce

- Uses and promotes evidence-based and promising mental health practices

- Works effectively in cross-disciplinary and agency teams and value collaborations to deliver services

- Providers are proficient in mental health, substance use, and trauma-informed practices

- System is data- and outcome-driven

- Uses technology to improve services.

Strategic Framework for SOC Expansion: A Roadmap with 5 Core Strategies

1. Policy, Administrative, Regulatory Changes

2. Services and Supports, Care Management, and Individualized Approach are Developed or Expanded

3. Creating or Improving Financing Strategies

4. **Workforce Changes, Providing Training and Technical Assistance**

5. Generating Support and an Advocacy Base

Stroul, B. A., & Friedman, R. M. (2011). Effective strategies for expanding the system of care approach. A report on the study of strategies for expanding systems of care. Atlanta, GA: ICF Macro. pp. 55-59

Core Strategy #4: "How To Begin" to Expand Workforce Capacity

- Create new training/technical assistance (TA) and coaching on Systems of Care (SOC) approach

- Modify existing, ongoing training/TA and/or TA structure or processes to align with SOC approach

- Create new structures and/or processes and align with SOC values

- Provide training/TA and coaching on evidence-informed and promising practices and practice-based evidence approaches

- Implement strategies to diversify the workforce by including staff with cultural and language diversity, paraprofessionals, families, and youth

- Implement strategies to prepare future workforce to work within a SOC framework

Words of Wisdom about Structures for Ongoing Training/TA

- Capacity for ongoing training/TA and research on SOCs is critical for *long-term* workforce development needs

- Create a structure that has wide representation staff persons who share a common vision, meet regularly, and can manage all the pieces

- Structures can include institutes, centers of excellence, TA Centers, intermediary organizations, partnerships with higher education.

Stroul, B. A., & Friedman, R. M. (2011). Effective strategies for expanding the system of care approach. A report on the study of strategies for expanding systems of care. Atlanta, GA: ICF Macro.

Words of Wisdom on Workforce Issues

- Recognize that true reform and change takes a long time

- Maintain a wide group of stakeholders who share interest in workforce issues (e.g., advocacy groups, universities, professional disciplines, families, etc.)

- Explore partnerships with other agencies, institutions, or systems that might support funding of mutual interests: shared competencies, shared training needs, shared agendas

- Use multiple funding strategies and sources to develop, stabilize, expand and sustain efforts.

Words of Wisdom on Financing Strategies for Training and TA

- Develop efficiencies across agencies based on shared staff competencies and shared goals

- Create trainings that are offered across child-serving agencies so expenses can be shared (e.g. Title IV-E and IV-B, juvenile justice, special education

- Use Mental Health/Substance Abuse Block Grants to support training

- Collaborate with institutions of higher education to write for $$ from foundations

- Partner with other systems and organizations that might support funding a basic structure

- Maintain a wide group of stakeholders in the process.

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Additional Resources

- Dodge, J.M. & Huang, L.N. (2008). Workforce Implications: Issues and Strategies for Workforce Development. In B. Stroul & G. Blau (Eds) *The System of Care Handbook—Transforming Mental Health Services for Children, Youth and Families.* Baltimore, MD. Brookes Publishing, p.638

- Hoge, M.A.., Morris, J.A.., Daniels, AS., Stuart, GW., Huey, LY., & Adams, N. (2007). An action plan on behavioral health workforce development. Cincinnati, OH. The Annapolis Coalition on the Behavioral Health Workforce.

- National Institute of Mental Health (1992). Human resource development program, national task force strategic plan. Rockville, MD

- Pires, S. (2010). Building Systems of Care -- A Primer. National Technical Assistance Center for Children's Mental Health, Georgetown University. Washington DC.

- Stroul, B.A., & Friedman, R.M. (2011). Issue brief: Strategies for expanding the system of care approach. Washington, DC: Technical Assistance Partnership for Child and Family Mental Health

- Stroul, B., Blau, G., & Friedman, R. (2010). *Updating the system of care concept and philosophy*. Washington, DC: Georgetown University Center for Child and Human Development, National Technical Assistance Center for Children's Mental Health