

**New Hampshire
Children's Behavioral Health
Workforce Development Network
2016**



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The Institute on Disability/UCED (IOD) was established in 1987 to provide a university-based focus for the improvement of knowledge, policies, and practices related to the lives of people with disabilities and their families and is New Hampshire's University Center for Excellence in Disability (UCED). Located within the University of New Hampshire, the IOD is a federally designated center authorized by the Developmental Disabilities Act. Through innovative and interdisciplinary research, academic, service, and dissemination initiatives, the IOD builds local, state, and national capacities to respond to the needs of individuals with disabilities and their families. For more information, please visit iod.unh.edu.



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Overview

Workforce retention, training, and capacity are critical factors in the effectiveness of the children’s behavioral health system. Currently, there are workforce shortages, unacceptable staff turnover levels, and a lack of training and technical support for those who work with children and youth with behavioral health concerns and their families^{i,ii,iii}. Since 2009, with support from the Endowment

ⁱ Hoge, M. A., Morris, J. A., Daniels, A. S., Stuart, G. W., Huey, L. Y. & Adams, N. (2007). An action plan for behavioral health workforce development: A framework for discussion. Cincinnati, OH. Prepared for the Substance Abuse and Mental Health Services Administration (SAMHSA) by The Annapolis Coalition on the Behavioral Health Workforce. Contract Number 280-02-0302.

ⁱⁱ Huang, L., Macbeth, G., Dodge, J., & Jacobstein, D. (2004). Transforming the workforce in children’s mental health. *Administration and Policy in Mental Health*, 32(2), 167-187.

ⁱⁱⁱ President’s New Freedom Commission on Mental Health (2003). *Achieving the Promise: Transforming Mental Health Care in America*. Final Report. Washington, DC.

for Health and the New Hampshire Department of Health and Human Services, the University of New Hampshire Institute on Disability has been convening a network of providers, family organizations, youth organizations, state leaders, and university program directors to address the needs of the children’s behavioral health workforce in New Hampshire. This group, called the New Hampshire Children’s Behavioral Health (NHCBH) Workforce Development Network, operates under the umbrella of the NH Children’s Behavioral Health Collaborative. The Collaborative, formed in 2010, has a mission “... to transform New Hampshire’s current children’s behavioral health care services and supports into an integrated, comprehensive System of Care. The System of Care is family-driven and youth-guided, community-based, and culturally and linguistically competent.”^{iv} The Collaborative published a comprehensive plan^v in 2013, outlining a set of goals and activities for transforming the children’s behavioral health system, cutting across disciplines, service sectors, and stakeholder groups. The plan also included five core strategies, one of which is workforce development. The NHCBH Workforce Development Network addresses many of the workforce goals and activities outlined in the Collaborative’s plan.

This report describes how the NHCBH Workforce Development Network is organized, as well as its membership and its accomplishments.

Vision and Mission

Vision

The NHCBH Workforce Development Network envisions that New Hampshire has a highly skilled and sustainable workforce with the capacity to support the healthy social and emotional development of every child, youth, and family. The workforce is sufficiently supported at the federal, state, and community levels to pursue sustainable careers.

^{iv} See www.nh4youth.org.

^v <http://nh4youth.org/about/cbhc-plan>





Mission

The mission of the NHCBH Workforce Development Network is to ensure a highly-effective, stable, and diverse workforce by building responsive and effective cross-sector development opportunities that are infused with the core competencies, as well as System of Care values and guiding principles.

The NHCBH Workforce Development Network will accomplish its mission by:

1. Using the existing infrastructures and resources for delivery of professional development.
2. Creating criteria and a system for identifying and meeting the professional development needs of the children's behavioral health workforce.
3. Creating new opportunities and collaboration for professional development, aligned with the New Hampshire Children's Behavioral Health Strategic Plan.

The NHCBH Workforce Development Network uses the System of Care^{vi} framework to guide its work.

System of Care

A **spectrum** of effective, **community-based** services and supports for children and youth with or at risk for mental health or other challenges and their families, that is organized into a **coordinated** network, builds meaningful **partnerships** with **families** and **youth**, and addresses their **cultural** and **linguistic** needs in order to help them to **function** better at **home**, in **school**, in the **community**, and throughout life.

System of Care Core Values

1. Family-driven and youth-guided, with the strengths and needs of the child and family

^{vi} 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.

determining the types and mix of services and supports provided.

2. Community-based, with the locus of services as well as system management resting within a supportive, adaptive infrastructure of structures, processes, and relationships at the community level.
3. Culturally and linguistically competent, with agencies, programs, and services that reflect the cultural, racial, ethnic, and linguistic differences of the populations they serve to facilitate access to and utilization of appropriate services and supports and to eliminate disparities in care.

History

Beginning in 2009, the Children's Directors from New Hampshire's ten community mental health centers recognized a need to develop an infrastructure to support and improve the consistency and quality of services to children, youth, and families statewide; to retain qualified staff; and to sustain evidence-informed practices. The Directors worked with the Endowment for Health and the Institute on Disability to develop a set of Core Competencies in partnership with the New Hampshire Department of Health and Human Services, the Granite State Federation of Families for Children's Mental Health, and NAMI New Hampshire. Between December 2010 and January 2012, a subgroup of the leadership team drafted the competencies, disseminated the drafts, and continuously revised the document based on feedback from mental health center staff, community organizations, training providers, state leaders, youth, and family members. The original Core Competencies development work was focused primarily on workforce skills and knowledge essential for those working in the public community mental health centers in New Hampshire.

Published in 2012, the NHCBH Core Competencies have served as the basis for the development of the NHCBH Workforce Development Network, a group that has been tasked with identifying currently available training as well as facilitating training opportunities for

the larger community supporting children and youth with behavioral health challenges and their families. There are seven active subgroups of the Training Network: In-Service Training, Institutions of Higher Education, Evidence-Based Practices, Family-Driven Wraparound Practice, YouthMOVE Peer-to-Peer Training, Multi-Tiered Systems of Support, and the Children’s Directors in each of New Hampshire’s ten mental health centers.

Each of the subgroups develops and continuously updates its work plans, including priority objectives and strategies linked to the workforce activities in the NH Children’s Behavioral Health Plan. Additionally, each subgroup addresses specific goals and objectives in detail in collaboration with the New Hampshire Department of Health and Human Services and the New Hampshire Department of Education.

Accomplishments

As of September 2016, the NHCBH Workforce Development Network has:


- ▶ Disseminated the NH Children’s Behavioral Health Core Competencies, 2016. Over 500 copies have been disseminated to providers, family organizations, educators, and other stakeholders throughout New Hampshire.
- ▶ Played a major role in the development of the state’s new \$12 million System of Care grant, “Fast Forward 2020,” awarded to the New Hampshire Department of Education beginning in October 2016.
- ▶ Convened and supported a Wraparound work group that has designed, developed, and is providing training and technical assistance to Wraparound facilitators as part of New Hampshire’s Fast Forward System of Care project. This group has developed a manual, curriculum, and protocols for high-quality implementation of family- and youth-driven Wraparound practice that has demonstrated positive outcomes and strong fidelity relative to implementation in other states.

- ▶ Supported the YouthMOVE^{vii} peer-to-peer youth work group to design a youth peer-to-peer model, training curriculum, and protocols.
- ▶ Created a structure for convening a cross-sector, multi-disciplinary network of individuals and organizations based upon a Community of Practice^{viii} model, which includes a non-hierarchical structure and formation of task groups based on problems identified by the community and experts in the field. The network has over 60 members, and every month, over 30 members convene, with over 30% representative of the youth and family community.
- ▶ Developed and completed a self-assessment survey of over 300 mental health center staff based on the Core Competencies, and used these data to identify gaps in knowledge and to develop in-service training modules.
- ▶ Assisted with the development and completion of a Children’s Mental Health Workforce Retention Study (2016)^{ix}.
- ▶ Developed 18 online training modules which are accessible on the NHCBH Collaborative’s website: <http://nh4youth.org/resources/modules>. These modules were developed and are narrated by experts in the field. Topics include early childhood, evidence-based practices, person-centered planning, positive behavioral interventions and supports, cultural and linguistic competence, and trauma.
- ▶ Worked with college programs in psychology, community mental health, school psychology, and special education at Southern New Hampshire University, Plymouth State University, Nashua Community College, Keene State University, and New England College to assess their curricula’s inclusion relative to the NHCBH Core Competencies. These crosswalk

^{vii} <http://www.youthmovenational.org>

^{viii} <http://wenger-trayner.com/introduction-to-communities-of-practice>

^{ix} Antal, P. (2016). Improving Child and Community Health: Addressing Workforce Challenges in Our Community Mental Health Centers. Concord. Available at: <http://www.endowmentforhealth.org/resource-center>



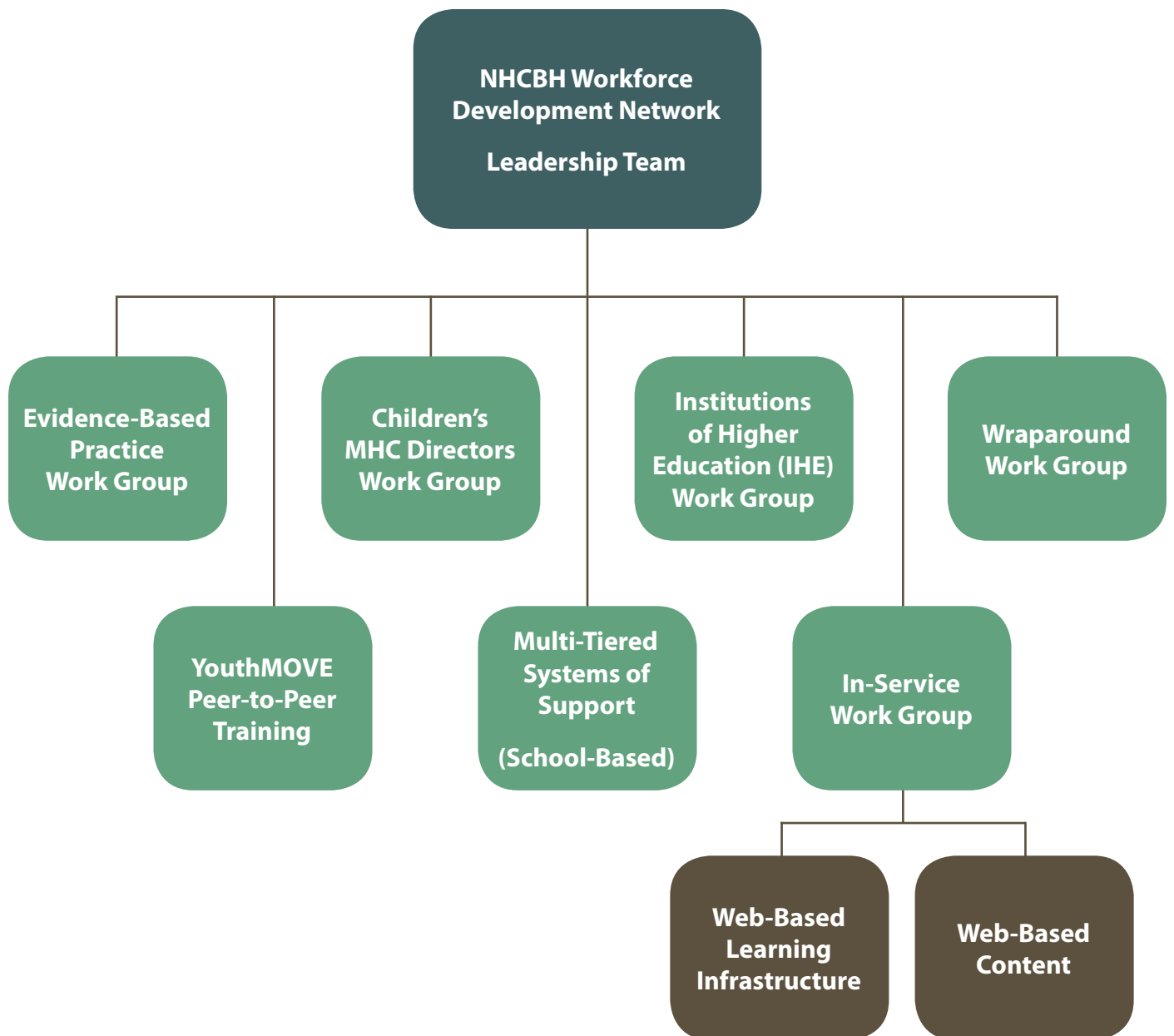
activities have been used by the institutions to revise their coursework, improve specific areas of need (such as cultural and linguistic competency), and have created stronger connections between faculty and community groups such as NAMI NH and YouthMOVE NH.

- ▶ Presented at the 28th Annual Research & Policy Conference on Child, Adolescent, and Young Adult Behavioral Health in Tampa, Florida, in March 2015 on the college and university program assessments relative to the NHCBH Core Competencies. The presentation included faculty from New England College, Plymouth State University, Southern New Hampshire University, and the University of New Hampshire Institute on Disability. This work is reflected in an article published in the journal, *Report on Emotional and Behavioral Disorders in Youth* (2016)^x.
 - ▶ Developed a new Center for Excellence in Children's Behavioral Health at the University of New Hampshire Institute on Disability in 2016. This new Center is focused on System of Care values and principles, the NHCBH Core Competencies, and will leverage university resources to convene cross-system and cross-stakeholder groups to develop accessible initiatives, tools, research, and activities that are valued by providers, families, youth, funders, and policy makers. The new Center consolidates the Institute's activities related to children's behavioral health including training and implementation support for the RENEW transition model, the NHCBH Workforce Development Network, and best practice development.
 - ▶ Developed an undergraduate/graduate class, "Adolescents with Emotional and Behavioral Challenges: System of Care and Cross-Disciplinary Practice," reflecting System of Care
- ▶ values and principles. This course has been taught three times in the University of New Hampshire social work program and twice in New England College's psychology program, impacting 45 students. It is now an online course in the University of New Hampshire social work program.
 - ▶ Conducted research on evidence-based practices in children's mental health, and as a result, developed a plan to bring the Modular Approach to Therapy for Children (MATCH) training, a modularized cognitive behavioral therapy, to New Hampshire providers in 2016.
 - ▶ Formed a Multi-Tiered System of Support (MTSS) collaborative to improve the capacity and consistency of training and technical assistance in Positive Behavioral Interventions and Supports (PBIS) to schools throughout New Hampshire.
 - ▶ Assisted the New Hampshire Department of Education to develop and implement the Safe Schools/Healthy Students project (part of the President's Now is the Time Initiative to increase school safety and to provide for the mental health needs of children, youth, and young adults). The New Hampshire Department of Education has received over \$18 million in federal grants since 2012 using this framework.
 - ▶ Supported workforce activities for the Safe Schools/Healthy Students and Project AWARE projects to implement Multi-Tiered Systems of Support for Behavior (MTSS-B), including implementation of PBIS in collaboration with community mental health, resulting in significant improvement and increased collaboration between schools and community mental health providers.
 - ▶ Supported the Plymouth State University (PSU) counselor education and school psychology programs' applications for two Health Resources and Services Administration grants. This resulted in PSU securing \$2.2 million to increase the behavioral health workforce to serve children, adolescents, and transitional-age youth in New Hampshire.

^x Malloy, J. M., Weber, K., Cioffari, A. T., & Waltman, C. (2016). Aligning higher education programs with field-developed core competencies in children's behavioral health: A System of Care initiative in New Hampshire. *Report on Emotional and Behavioral Disorders in Youth*, 16(4), 84-90.

New Hampshire Children's Behavioral Health Workforce Development Network Organizational Structure

NH Children's Behavioral Health Collaborative and Plan



Institute on Disability/UCED



University of
New Hampshire

56 Old Suncook Road, Suite 2 | Concord, NH 03301
Phone: 603.228.2084 | Relay: 711 | Fax: 603.228.3270

contact.iod@unh.edu | www.iod.unh.edu

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