



# **Cross-System Implementation Approach for Workforce Development**

**System of Care Community: MD CARES  
Presenters: Al Zachik, Jane Walker,  
Marlene Matarese, & Denise Sulzbach**

# **Infrastructure: Centers of Excellence**



Maryland Child and Adolescent  
Innovations Institute

Children's Mental Health Institute


University Of Maryland  
School of Medicine, Department of Psychiatry

**Partnerships with the Maryland Coalition of Families for  
Children's Mental Health and Johns Hopkins University**

Supported by the Maryland Children's Cabinet,  
Maryland Mental Hygiene Administration,  
and other child- and family-serving agencies

# Dr. Haim Ginott

**Educator and Child Psychologist**



"I've come to the frightening conclusion that I am the decisive element in the classroom. It's my daily mood that makes the weather. As a teacher, I possess a tremendous power to make a child's life miserable or joyous..."

# **Dr. Haim Ginott**

**Educator and Child Psychologist**

... I can be a tool of torture or an instrument of inspiration. I can humiliate or humor, hurt or heal. In all situations, it is my response that decides whether a crisis will be escalated or de-escalated and a child humanized or de-humanized."

# Maryland Interagency Strategic Plan

- **Maryland Child & Family Services Interagency Strategic Plan** – developed in 2008 under the leadership of the Children’s Cabinet, and in partnership with families, communities, and providers
- Provides a unified vision for serving children across agencies in Maryland through eight identified themes:
  - (1) Family and Youth Partnership; (2) Interagency Structures; (3) Workforce Development; (4) Information-Sharing; (5) Improving Access to Opportunities and Care; (6) Continuum of Opportunities, Supports and Care; (7) Financing; and (8) Education
- Maryland’s Children’s Cabinet is currently implementing the Strategic Plan through a number of targeted initiatives

# Defining the Workforce

- Child Psychiatrists
- Clinical Social Workers
- Child Psychologists
- Psychiatric Nurses
- Licensed Counselors,  
Therapists
- Case Managers
- Mental Health Aides
- Psychiatric Technicians
- School Personnel
- Mentors
- Child Care Workers
- Frontline Workers
- Caseworkers
- Families – The Untapped  
Silent Army!
- Foster Families
- Caregivers

# Early Childhood Mental Health Certificate Program

- Training for Mental Health Clinicians on early childhood mental health originally developed for Baltimore City
- Used outcome data from initial demonstration sites to gain support from both the Governor's Office and Maryland General Assembly for statewide expansion
- University of Maryland revised training with in-person and web-based teaching modules to form Certificate Program for Masters and above clinicians
- Planned further revision for Bachelors trained staff to include CSEFEL training

# Key Stakeholders, Technical Expertise, Financing, & Marketing

- **Key Stakeholders:** Education (local and state), Mental Health (local and state), Maryland Coalition of Families for Children's Mental Health (statewide family network), Early-Childhood Mental Health Steering Committee
- **Technical Expertise:** Use of nationally known experts housed at the University of MD School of Medicine and contracts with additional faculty
- **Marketing:** Brochures developed, presentations at meetings throughout the state, information tables during statewide conferences, use of listservs
- **Financing:** Education, Mental Health, Transformation Grant, charge a fee for training to build roll-over dollars



# Certification of Wraparound Practitioners

- Certification of Family Support Partners and Supervisors
- Certification of Care Management Staff
- Certification of Youth Support Partners
- Advanced Practitioner Certification

# Key Stakeholders, Technical Expertise, Financing, & Marketing

- **Key Stakeholders:** Governor's Office & Children's Cabinet, child- and family-serving agencies, provider organizations, Maryland Coalition of Families for Children's Mental Health, & Youth MOVE MD
- **Technical Expertise:** Use of national experts to enhance in-house capacity within Innovations Institute
- **Marketing:** Required for Children's Cabinet funded Wrap projects and numerous stakeholder meetings and outreach
- **Financing:** Children's Cabinet established Innovations Institute in 2005 to serve as a statewide technical assistance center
  - New services under the 1915(c) PRTF Demonstration waiver include family and youth training - legacy family and youth may enroll as Medicaid providers to provide these trainings

# Roles for Families - The Untapped Silent Army

- Family Advocates
- Family Navigators
- Family Wraparound Support Partners in (FSP)
- Families as Co-trainers
- Family Leadership Institute – 6-month intensive training to help families
- Family Curriculum – standardized curriculum to train family navigators and family support partners
- Ongoing supervision

# System of Care Training Institutes

- Statewide conference that supports the implementation of a coordinated interagency effort to develop a child-family serving system that can better meet the needs of children, youth and families
- Held in partnership with the Department of Human Resources, the Department of Juvenile Services and the Mental Hygiene Administration's Bi-Annual Provider meeting
- Designed for participants including family members, direct practitioners, clinicians, administrators and others working within a system of care for children and youth
- Approximately 700 participants

# Key Stakeholders, Technical Expertise, Financing, & Marketing

- **Key Stakeholders:** Governor's Office and Children's Cabinet, child- and family-serving agencies, provider organizations, Maryland Coalition of Families for Children's Mental Health & Youth MOVE MD
- **Technical Expertise:** Use of national & local experts, Innovations Institute
- **Marketing:** Cross-system marketing of the event, offer of free slots across agencies, listservs & flyers, CEUs
- **Financing:** Cross-agency financing with some support of federal funding including the SOC grant, PRTF waiver and Transformation Grant, small registration fee

# Statewide Evidence-Based Practice Implementation Effort

- Statewide plan for EBP implementation that includes data and funding analyses, training, fidelity monitoring, and outcomes evaluation for the prioritized EBPs
- Prioritized EBPs include: Multi-Systemic Therapy, Functional Family Therapy, Aggression Replacement Therapy, Trauma-Focused Cognitive Behavioral Therapy, and Brief Strategic Family Therapy
- EBP Advisory Committee, representing a broad array of stakeholders, and EBP Implementation Team, representing Innovations and the Children's Cabinet Agencies, guide implementation
- First wave of EBP implementation underway across Maryland

# Key Stakeholders, Technical Expertise, Financing, & Marketing

- **Key Stakeholders:** Governor's Office and Children's Cabinet, child- and family-serving agencies, provider organizations, Maryland Coalition of Families for Children's Mental Health, EBP Purveyors, Innovations Institute, and Child and Adolescent Mental Health Institute
- **Technical Expertise:** Use of national experts/purveyors to continue to build local expert trainers housed at Innovations Institute
- **Marketing:** Public support from Cabinet Secretaries across State Agencies, brochures developed, multiple stakeholder meetings, info sessions
- **Financing:** State-funded by Children's Cabinet, working towards Medicaid reimbursement, 2009 budget language requires use of Juvenile Services State General Fund dollars as match for Medicaid

# Direct Care Practitioner Certificate Program

- Developed by Maryland Association of Resources for Families and Youth, a provider organization, in collaboration with the Community College of Baltimore County
- Addresses core competencies for direct care practitioners who work in facilities and group homes
- Provides course credits towards and AA which is linked towards a BA in human services
- 2008 Legislation institutionalized core competencies mandating that all residential direct care practitioners be certified by 2013



# Key Stakeholders, Technical Expertise, Financing, & Marketing

- **Key Stakeholders:** Governor's Office and Children's Cabinet, child- and family-serving agencies, provider organizations, Maryland Coalition of Families for Children's Mental Health, Community Colleges, Blueprint Workforce Steering Committee
- **Technical Expertise:** Use of local experts, providers and families in development of curriculum taught by Community College faculty
- **Marketing:** Brochures developed, internal provider agency support, statewide presentations and tables at conferences, statewide designation so that any student could access the training at their county rate
- **Financing:** Transformation Grant, Community College tuition, provider support

# Core Competencies for Mental Health Professionals

- Blueprint Committee on Child and Adolescent Mental Health Workforce Development chaired by the Mental Hygiene Administration and Maryland State Department of Education
- Developed and field tested Core Competencies for children's mental health
- Innovations Institute is developing web-based modules on each core competency for use in pre-service and in-service training towards a certificate, individual CEUs - modules can be used as part of an existing curriculum

# Key Stakeholders, Technical Expertise, Financing, & Marketing

- **Key Stakeholders:** Governor's Office and Children's Cabinet, child- and family-serving agencies, provider organizations, Maryland Coalition of Families for Children's Mental Health, Center for School Mental Health, Blueprint Workforce Steering Committee, Community Colleges
- **Technical Expertise:** Use of national experts, local experts including youth and families, universities, and providers to develop curriculum through coordination at Innovations
- **Marketing:** Still in development, plans for roll out in the fall
- **Financing:** Special Education Discretionary Funding and Transformation Grant

# Next Steps for Maryland

- Support for providers serving Transition-Age Youth
- Development of the Institute for Juvenile Justice
- Partner with Department of Human Resources (Child Welfare) to explore the use of IV-E dollars for provider training

# Group Exercise: Advancing the Workforce in Your Community

- Work with in small groups
- What areas of workforce development are you most interested in?
- What do you currently have in place?
- What's needed to make it happen?
- Have you identified and/or encountered any barriers?
- Remember to include the key elements of technical expertise, financing, marketing and key stakeholders!

# Contact Information

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