

## Draft Strategic Plan

**Vision:** *Nebraska children, young adults and families of all cultures are able to access an integrated system of care that supports them to reach their full potential holistically (health, home, purpose and community) while in school, living in a home and community that supports strong family connections and in their transition to adulthood.*

**Mission:** *Nebraska's child and family serving systems of care will improve access to appropriate and timely community-based care that is family-driven and youth-guided, embodies the cultural and linguistic values of the individuals and families being served and improves their clinical, behavioral, social, and educational outcomes and eliminates fragmented approaches to meeting need. Child and family-serving systems will achieve this change through transparent system collaboration with partnerships and shared ownership involving individuals and families as full partners.*

**Values:** *Youth guided; family driven; strength-based; individualized; culturally & linguistically competent; evidence-based; high quality; accessible; integrated; cost-effective; data informed.*

### Goals

The Project Management Team (PMT) considered all of the input from the CST planning process and identified 9 goals that will organize our plan to enhance systems of care for children, youth and their families across Nebraska:

1. Develop, implement and sustain system of care infrastructure, inclusive of policy, regulatory and financing, at regional, tribal and state levels.
2. Build a sustainable statewide infrastructure for a youth network and family network representative of the population of Nebraska to empower all youth and family voice, outreach, education, advocacy and leadership opportunities.
3. Ensure a full service array of culturally based, research-based practices, featuring High Fidelity Wraparound principles/philosophy, is available to children and families across the state of Nebraska.
4. Integrate services for multi-system youth across all child-serving systems.
5. Build, or enhance, the community-based crisis continuum.
6. Build an integrated cross-system, collaborative prevention and early intervention system including physical and behavioral health, child welfare and education.
7. Develop policies that promote flexible funding through multiple strategies.
8. Promote and support Cultural and Linguistic Competence (CLC/CLAS) in all aspects of the system of care.
9. Implement a participatory continuous quality improvement (CQI) process in which all SOC plan goals and strategies are systematically monitored and changes are made as needed to improve outcomes.

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## Functional Outcomes and Indicators

- Children and Youth will live at home.
  - Decrease utilization of long-term out of home placements
  - Increase use of residential alternatives such as evidence based practices (e.g. HFW), short term crisis, respite, and related supports
  - Children and Youth will experience improved stability in living situation
- Children and Youth will have improved wellness and mental health
  - Children and Youth will report improved coping skills
  - Children and Youth will report improved social connectedness
  - Children and Youth will report increased ability to overcome behavioral health needs
- Children and Youth will function successfully in the community
  - Children and Youth will attend school and graduate
  - Young adults will succeed in employment
  - Children and Youth will engage in pro-social activities
  - Children and Youth will experience more positive relationships with family, friends and others
  - Children and Youth will have effective support networks
  - Children and Youth will experience decreased substance use

## Framework

Nebraska has adopted the overarching framework of five core areas of focus identified by Beth Stroul and Robert Friedman (2011)<sup>1</sup> as a way to organize the system of care strategic plan. They are:

1. Implementing Policy, Administrative, and Regulatory Changes
2. Developing Services and Supports based on the SOC Approach
3. Creating Financing Mechanisms
4. Providing Training, Technical Assistance, and Coaching
5. Generating Support

## Strategies

The following strategies have been developed by the state-level Project Management Team (PMT) and Core Strategy Teams. Nebraska is a diverse and complex state; these strategies reflect this diversity as many strategies and activities require state, regional, tribal and local level

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<sup>1</sup> 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.

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actions that need to be addressed. Like any strategic plan, these strategies are a work in progress and subject to continuous review and improvement.

**Important Note**

Throughout the plan, some strategies are repeated for more than one goal.

<b>NEBRASKA SYSTEM OF CARE (SOC) STRATEGIC PLAN DRAFT 5.14.14</b>					
<b>GOALS</b>	<b>Strategies Needed to Complete Goals</b>				
	<b>(A) Implementing Policy, Administrative, and Regulatory Changes</b>	<b>(B) Developing Services and Supports Based on the SOC Approach</b>	<b>(C) Creating Financing Mechanisms</b>	<b>(D) Providing Training, TA, and Coaching</b>	<b>(E) Generating Support</b>
	<b>Strategies</b>	<b>Strategies</b>	<b>Strategies</b>	<b>Strategies</b>	<b>Strategies</b>
<b>GOAL # 1</b>  <b>Develop, implement and sustain System of Care infrastructure, inclusive of legislation, policy, regulatory and financing, at regional, tribal and state levels.</b>	<p>1. A.1. System partners will develop a governance structure for locus of accountability and implementation at the state level.</p> <p>1. A.2. A System of Care (SOC) Leadership Team, inclusive of youth, family, and system partners will be formed and tasked with pursuing dissemination and implementation of this strategic plan.</p> <p>1. A.3. The SOC Leadership</p>	<p>1. B.1. The SOC Leadership Team will work with regional and tribal leadership teams to explore ways to integrate the multiple SOC strategies across systems.</p>	<p>1. C.1. The SOC Leadership Team will identify opportunities with each system (local, county, state, tribal, private, and federal partner) for increasing flexibility within funding streams in order to fund and sustain SOC, wraparound, youth and family development, initiatives.</p> <p>1. C.2. The SOC Leadership Team will explore and develop guidelines for expense reimbursement</p>	<p>1. D.1. The SOC Leadership Team will support the development of cross-system training for the workforce of all providers and systems (including behavioral health, child welfare, juvenile justice, courts and education) and will identify resources to support the training throughout the state.</p> <p>1. D.2. The SOC Leadership Team will develop guidelines that support organizations with</p>	<p>1. E.1. The SOC Leadership Team will ensure that all key stakeholders are informed and knowledgeable about the NE SOC.</p>

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	<p>Team will identify and review regulations and other barriers that prevent effective collaboration and/or development of a single services plan for youth and families across systems.</p> <p>1. A.4. The SOC Leadership Team will support regional and tribal implementation of leadership teams including youth and family leaders, child-serving organizations along with system leaders, as the locus of accountability for SOC efforts.</p> <p>1. A.5. The SOC Leadership Team will ensure that SOC-related practice are clearly stated and disseminated across the state and will assist regions in interpreting and implementing SOC in ways that build on each region's strengths.</p>		<p>and/or other supports needed to assure youth and family participation in SOC.</p>	<p>recruitment and retention of the workforce.</p>	
<p><b>GOAL # 2</b></p> <p><b>Build a sustainable statewide infrastructure for a youth network and family network</b></p>	<p>2. A.1. The System of Care (SOC) Leadership Team will develop strategies to support youth and family members' involvement and voice as equal partners in state, regional and tribal</p>	<p>2. B.1. The SOC Leadership Team will identify strategies to fund, expand and sustain youth and family organizations in Nebraska</p>	<p>2. C.1. (Same as 1.C.1.) The SOC Leadership Team will identify opportunities with each system (local, county, state, tribal, private, and federal partner) for increasing flexibility within</p>	<p>2. D.1. Working with family organizations, the SOC Leadership Team will expand training for youth and families to ensure that comprehensive, cross-system training is accessible</p>	<p>2. D.1. The SOC Leadership Team will work with Regions and existing family organizations to ensure that families, youth and other key stakeholders are informed about the value of</p>

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<p><b>representative of the population of Nebraska to empower youth and family voice, outreach, education, advocacy and leadership opportunities.</b></p>	<p>planning regarding SOC and child and family serving systems.</p>	<p>2. B.2. The SOC Leadership Team will develop and support family organizations within each tribal nation and community in Nebraska.</p> <p>2. B.3. The SOC Leadership Team will explore recommendations to strengthen and support a coalition of existing youth and family organizations and advocates across Nebraska.</p>	<p>funding streams in order to fund and sustain SOC, wraparound, youth and family development, initiatives.</p> <p>2. C.2. The SOC Leadership Team will work with Medicaid and other systems to pursue specific funding for youth and family peer support and related activities.</p> <p>*Systems will assist families and youth financially to be involved.</p>	<p>in all regions of the state to meet the needs of family and youth of all cultures.</p> <p>2. D.2. The SOC Leadership Team will develop or identify a process for identifying and increasing state-level family and youth leader position(s) to serve as a liaison between state agencies and systems and the youth and family network(s).</p> <p>2. D.3. The SOC Leadership Team will develop training/education and technical assistance that includes youth and families as participants and trainers alongside professionals.</p> <p>2. D.4. The SOC Leadership Team will develop guidelines for state best practices for youth involvement, leadership and youth-driven services.</p>	<p>youth and family voice and leadership.</p>
<p><b>GOAL # 3</b></p> <p><b>Ensure a full service array of culturally based, research-based and promising practices,</b></p>	<p>3. A.1. (Same as 1.A.3.) The System of Care (SOC) Leadership Team will identify and review regulations or other barriers that prevent effective collaboration and/or development of a</p>	<p>3. B.1. The SOC Leadership Team will explore school-based and school-linked services including screening, assessment and referral protocols and comprehensive whole school environmental</p>	<p>3. C.1. The SOC Leadership Team will explore policy and administrative options for using Medicaid, and other resources, to increase flexibility.</p>	<p>3. D.1. The SOC Leadership Team will develop statewide, cross-system competencies for training of workforce.</p> <p>3. D.2. The SOC Leadership Team will ensure</p>	<p>3. E.1. The SOC Leadership Team will ensure the development and implementation of a statewide communications plan to inform key stakeholders about SOC, evidence-based services</p>

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<p><b>featuring High Fidelity Wraparound principles/philosophy, is available to children and families across the state of Nebraska.</b></p>	<p>single services plan for youth and families across systems.</p> <p>3. A.2. The SOC Leadership Team will ensure Wraparound Principles are incorporated into expectations for service provision, including contractual language to promote accountability.</p>	<p>interventions.</p> <p>3. B.2. The SOC Leadership Team will work to ensure that within each region/county/tribe there is access to Wraparound planning as well as access to person-centered planning, family-focused and evidence based services and supports.</p>		<p>development of a cross-system curricula and training system including trauma-informed, Culturally and Linguistically Appropriate Services (CLAS) and family-driven training across systems.</p> <p>3. D.3. The SOC Leadership Team will ensure development of cross-system competencies across relevant domains including trauma-informed, Culturally and Linguistically Appropriate Services (CLAS) and family-driven care.</p> <p>3. D.4. The SOC Leadership Team will ensure cross-system statewide training in both High Fidelity Wraparound and Wraparound Principles.</p>	<p>and supports and Wraparound Principles.</p>
<p><b>GOAL # 4</b></p> <p><b>Integrate services for multi-system youth across all child-serving systems.</b></p>	<p>4. A.1. The System of Care (SOC) Leadership Team will explore regulations, licensing and policy requirements that prevent the development of a single services plan for youth and families across systems in order to change those policies.</p> <p>4. A.2. The SOC Leadership</p>	<p>4. B.1. The SOC Leadership Team will work with child-serving systems to explore options to identify and agree upon a shared screening and assessment framework in the context of interagency coordinated funding.</p> <p>4. B.2. The SOC Leadership Team will identify</p>	<p>4. C.1. (Same as 1.C.1.) The SOC Leadership Team will identify opportunities with each system (local, county, state, tribal, private, and federal partner) for increasing flexibility within funding streams in order to fund and sustain SOC, wraparound, youth and family development, initiatives.</p>	<p>4. D.1. The SOC Leadership Team will identify, and work towards coordination of training activities across child-serving systems and establish joint curricula and training that supports cross-system work.</p>	<p>4. E.1. The SOC Leadership Team will work to ensure a statewide communications plan that informs youth and families of available services and supports across all child-serving systems.</p>

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	<p>Team will identify and develop strategies to address requirements regarding confidentiality issues that inhibit collaboration.</p> <p>4. A.3. The SOC Leadership Team will work with regions and tribes to identify and establish mechanisms for regional and tribal SOCs to identify and monitor effectiveness for youth involved in multiple systems.</p>	<p>opportunities to promote coordination and eliminate duplication of services and processes across systems.</p>	<p>4. C.2. The SOC Leadership Team will implement a pilot project to understand and prioritize financial needs tracking high utilizers across systems.</p>		
<p><b>GOAL # 5</b></p> <p><b>Build, or enhance, the community-based crisis continuum.</b></p>	<p>5. A.1. The System of Care (SOC) Leadership Team will explore regulations, licensing and policy requirements that are relevant to the development of an integrated cross-system crisis continuum.</p>	<p>5. B.1. The SOC Leadership Team will explore and identify requirements to build a statewide crisis continuum that includes brief out-of-home options for children and youth in crisis such as crisis residential, respite, therapeutic foster care, and emergency shelter options. Also explore a dedicated on-call team serving children, youth and their families across systems.</p>	<p>5. C.1. The SOC Leadership Team will identify options for using cross-system braided funding approaches to support a cross-system, community-based crisis continuum.</p>	<p>5. D.1. The SOC Leadership Team will ensure trauma-informed training across systems.</p>	<p>5. E.1. The SOC Leadership Team will ensure that a communications plan addresses crisis and understanding of issues related to the importance of quick, community-based response and stabilization.</p>
<p><b>GOAL # 6</b></p> <p><b>Build an integrated prevention and</b></p>	<p>6. A.1. (Same as 1.C.1.) The System of Care (SOC) Leadership Team will identify opportunities with</p>	<p>6. B.1. The SOC Leadership Team will explore and identify requirements to build a statewide</p>	<p>6. C.1. The SOC Leadership Team will identify opportunities in each system for funding a</p>	<p>6. D.1. The SOC Leadership Team will ensure training in the area of prevention and early intervention takes</p>	<p>6. E.1. The SOC Leadership Team will ensure that the communications plan addresses the importance</p>

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<p><b>early intervention system including physical and behavioral health, child welfare and education.</b></p>	<p>each system (local, county, state, tribal, private, and federal partner) for increasing flexibility within funding streams in order to fund and sustain SOC, wraparound, youth and family development, initiatives.</p>	<p>prevention and early intervention system that emphasizes mental health promotion and resilience and is trauma-informed.</p> <p>6. B.2. The SOC Leadership Team will explore and identify requirements to build a statewide prevention and early intervention system that emphasizes suicide prevention.</p>	<p>collaborative prevention and early intervention system.</p>	<p>place across systems.</p>	<p>of prevention and early intervention.</p>
<p><b>GOAL # 7</b></p> <p><b>Develop policies that promote flexible funding through multiple strategies.</b></p>	<p>7. A.1. (Same as 1.C.1.) The System of Care (SOC) Leadership Team will identify opportunities with each system (local, county, state, tribal, private, and federal partner) for increasing flexibility within funding streams in order to fund and sustain SOC, wraparound, youth and family development, initiatives.</p>		<p>7. C.1. The SOC Leadership Team will explore policy and administrative options for using Medicaid and other resources to increase flexibility.</p> <p>7. C.2. The SOC Leadership Team will explore options for using cross-system braided funding approaches for flexible service funding.</p> <p>7. C.3. The SOC Leadership Team will explore the feasibility of an integrated data system to facilitate situational analysis.</p> <p>7. C.4. (Same as 4.C.2.) The SOC Leadership Team will implement a pilot project to understand and prioritize</p>		

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			financial needs tracking high utilizers across systems.		
<p><b>GOAL # 8</b></p> <p><b>Promote and support Cultural and Linguistic Competence (CLC) and Culturally and Linguistically Appropriate Services (CLAS) in all aspects of the System of Care. .</b></p>	<p>8. A.1. The System of care (SOC) Leadership Team will review and make recommendations regarding recruitment, hiring and retention practices to ensure a workforce that is culturally and linguistically representative of the communities being served.</p> <p>8.A.2 The SOC Leadership Team will ensure that data regarding outreach, access, outcomes and disparities among culturally and linguistically diverse groups are used in making policy, administrative and regulatory decisions.</p> <p>8. A.3. The SOC Leadership Team will develop policies, rules, procedures that support Cultural and Linguistic Competence (CLC) and implement Culturally and Linguistically Appropriate Services (CLAS) standards, and address disparities.</p>	<p>8. B.1. The SOC Leadership Team will review current practice and make recommendations regarding the use of culturally and linguistically relevant outreach materials, services and supports.</p> <p>8. B.2. The SOC Leadership Team will develop/build on standards to ensure that all plans developed with youth and families are individualized to their unique culture, beliefs and values.</p>	<p>8. C.1. (Same as 1.C.1.) The SOC Leadership Team will identify opportunities with each system (local, county, state, tribal, private, and federal partner) for increasing flexibility within funding streams in order to fund and sustain SOC, wraparound, youth and family development, initiatives.</p>	<p>8. D.1. The SOC Leadership Team will work to ensure the development and implementation of cross-system learning opportunities for key staff and stakeholders (including youth, family and system partners) to learn about <b>Cultural</b> and Linguistic Competence (CLC) and Culturally and Linguistically Appropriate Services (CLAS) and relevance to disparities in outreach, access and outcomes among youth and families involved with the child-serving systems.</p> <p>8. D.2. The SOC Leadership Team will ensure development of a statewide, cross-system “competency worksheet”, emphasizing Cultural and Linguistic Competence (CLC) and Culturally and Linguistically Appropriate Services (CLAS) for organizations to incorporate into training and evaluation practices.</p>	<p>8. E.1. The SOC Leadership Team will ensure communications are appropriate across regions/counties with diverse linguistic characteristics including their primary language, literacy skills and disability status.</p> <p>8. E.2. The SOC Leadership Team will develop a Cultural and Linguistic Competence (CLC) and Culturally and Linguistically Appropriate Services (CLAS) component to social marketing and communication plan to emphasize understanding of the cultural issues related to service and include linguistic ability to communicate.</p> <p>8. E.3. The SOC Leadership Team will ensure messaging campaigns consider the cultural communities’ preferred language, medium, messenger and style.</p>

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<p><b>GOAL # 9</b></p> <p><b>Implement a participatory Continuous Quality Improvement (CQI) process in which all System of Care (SOC) plan goals and strategies are systematically monitored and changes are made as needed to improve outcomes.</b></p>	<p>9. A.1. The System of Care (SOC) Leadership Team will identify opportunities to incorporate measurement and evaluation in all child-serving systems, provider contracts and state/regional/tribal processes including procurement, training, and implementation of services and supports.</p> <p>9. A.2. The SOC Leadership Team will engage regional, tribal and local entities to participate in the development and implementation of state and local monitoring and evaluation planning.</p> <p>9. A.3. The SOC Leadership Team system partners will identify and agree upon a shared screening and assessment framework to support understanding of appropriateness of level of care determinations and service utilization.</p>	<p>9. B.1. The SOC Leadership Team will encourage the development and implementation of monitoring strategies for services and supports.</p> <p>9. B.2. The SOC Leadership Team will explore the implementation of accountability standards for providers and state partners across systems.</p>	<p>9. C.1. The SOC Leadership Team will work to identify funding options for fiscally sustaining evaluation activities.</p>	<p>9. D.1. The SOC Leadership Team will develop and/or enhance the formation of local continuous quality improvement (CQI) teams /workgroups and support training and technical assistance as necessary.</p>	<p>9. E.1. The SOC Leadership Team will ensure that partners are knowledgeable about how data can be effectively used to guide decision-making.</p> <p>9. E.2. The SOC Leadership Team will utilize data in social marketing efforts.</p>
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