



Developing Centers of Excellence & Institutes:

A Strategy to Build Local Capacity for Centralized Cross-System Collaboratives, Workforce Development Initiatives, and Research and Evaluation in Systems of Care

The Institute for Innovation & Implementation

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Purpose of Today's Presentation

- Provide an overview of State level Centers of Excellence and/or Institutes as an emerging model to support System of Care implementation.
- To provide examples, discuss implementation strategies including purpose, structure, financing and opportunities.

The COE Cross-System Approach Support States in Addressing the Fundamental Challenge and Rationale for Building Systems of Care:

**No one system controls everything.
Every system controls something.**

Examples of Functions

- Workforce Development and Implementation
 - System of Care
 - Evidence Based Practices
 - Promising Approaches/Frameworks
 - Assessment & Screening Tools, etc.
- Research and Evaluation
- Policy & Finance
- Grants Writing and Management

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- Assists States and local jurisdictions to obtain skills, interpret new knowledge, adapt policy and practice, and evaluate outcomes at both the system and practice levels to ensure that systems of care are successful in helping children, youth and families achieve wellness through family-driven, youth-guided, culturally and linguistically competent and individualized quality of care.
- Is committed to assisting federal, state and local governments, family and youth agencies, community organizations, providers and other partners build cross-agency systems and service capacity that are research-based, innovative, sustainable and transformative.

The Institute for Innovation & Implementation

- Created in 2005, by Maryland's Children's Cabinet to assist the State's efforts in designing, implementing and evaluating integrated systems of care in Maryland.
- Serves as a **training, technical assistance, evaluation, policy, systems design and finance resource** for the Maryland Children's Cabinet and its member agencies, along with multiple other states, localities and private organizations.
- Supports Maryland by **drafting** regulations, Medicaid State Plan Amendments, requests for proposals, white papers, grants applications, peer-reviewed journal articles, and curricula; **facilitating** strategic planning processes; **collecting and analyzing** data for local and national evaluations; analyzing financing and systems structures; presenting at local and national conferences; **convening and hosting** training institutes and conferences; and providing **project management** for federal grants.

The Institute for Innovation & Implementation (Continued)

- Serves as an **intermediate purveyor for evidence-based practices** (EBPs) and supports the **evaluation and implementation** of particular EBPs, including Multi-Systemic Therapy, Functional Family Therapy, Brief Strategic Family Therapy, and Multi-Dimensional Treatment Foster Care.
- Includes a **national technical assistance and implementation center** for Wraparound and evidence-based practices, and works closely with the National Wraparound Initiative.
- Faculty and staff of The Institute include family members and young adults with system expertise and have **nationally recognized expertise and leadership** in the fields of children's behavioral health, systems of care, evidence-based and promising practices, care management, finance, policy, systems design, juvenile justice, and much more.

Other COE Examples

Evidence Based Practice Institute at the University of Washington School of Medicine, Department of Psychiatry and Behavioral Sciences, Division of Public Behavioral Health and Justice Policy

- Serves as a resource for Washington State in the identification, evaluation, and partnering with various communities (e.g. families, providers) on EBP in children's mental health
- Offers provider training and consultation in the promotion and implementation of EBPs and promising practices
- Serves the following main functions:
 - Implementing effective practices for youth and families
 - Developing the workforce to deliver effective practices
 - Promoting community, family, and youth voice
 - Supporting legislation and policy
 - Researching and evaluating effective practices

Other COE Examples

Center for Innovative Practices at the Begun Center for Violence Prevention/Research at Case Western Reserve University

- Established in 2000 as a Coordinating Centers of Excellence funded by the Ohio Department of Mental Health, with original sole focus on MST.
- Purpose is disseminating Evidence Based Practices (EBP) for youth and families in the behavioral health system. We focus on key systems (Juvenile Justice and Child Welfare) that intersect with Behavioral Health and youth who are involved in those multiple systems.
- Goal is to assist the state and our communities in identifying and implementing cost effective and evidence based programming that support high risk youth and families in building healthy and productive futures. We do this through adhering to a 'science to service' and 'research to practice' approach.
- Plays a key role in other initiatives such as:
 - Intensive Home Based Treatment (IHBT) and Resiliency
 - Efforts to effectively treat youth with co-occurring disorders
 - Targeted Reclaim and Behavioral Health Juvenile Justice initiatives
 - 'Models for Change' MacArthur Foundation project
 - Juvenile justice reform legislation and related efforts
 - Violence prevention, research and education

Impact of COEs

- Impacting the culture of agencies
- Aligning child welfare, juvenile justice and mental health through communications and common practice
- Improving collaboration with community partners
- Using best practices
- Reorganizing agencies as “learning organizations” through a Continuous Quality Improvement structure
- Using data to inform decision-making and improve quality

Structural Considerations

- Legitimacy
 - Track Record of Collaboration
 - Expertise
- Shared Vision
- Leadership
- Capacity
- Ease of Contracting
- Organize to reflect System of Care values & principles

COEs Support Infusion of System of Care Values and Principles

- Family-driven and youth-guided
- Home and community-based
- Strength-based and individualized
- Culturally and linguistically competent
- Integrated across systems
- Connected to natural helping networks
- Data-driven, outcomes-oriented

Financing

- **State funds**
 - Interagency (Children's Cabinet)
 - Mental Health
 - Child Welfare
 - Juvenile Justice
 - Education
 - Universities
- **Foundations**
- **Federal funds**
 - SAMHSA Block Grants
 - Evaluation and TA on SAMHSA and ACF program grants
 - DOE Race to the Top
 - NIMH research grants
 - Medicaid
 - Title IV-E
- **Private Organizations (providers, community-groups, etc.)**

Lessons Learned

- Organizational Fit
- Leadership & Roles
- Stay true to your mission and purpose
- Maintain partnerships
- Create collective “wins”
- Stay cutting edge
- Write, write, write!

Contact Us!

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