



FAIRFAX-FALLS CHURCH  
CHILDREN'S BEHAVIORAL HEALTH  
SYSTEM OF CARE BLUEPRINT FOR  
2016-2020

*Approved by the Community Policy and Management Team*

*March 4, 2016*

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## **Background**

### **CSA System of Care Development**

In 2001 a System of Care (SOC) initiative was undertaken by Fairfax-Falls Church Community Policy and Management Team (CPMT) to enhance the community's ability to meet the needs of youth and families with the most complex issues and highest risk factors. One of the first achievements of the SOC initiative was the founding of Leland House, a partnership with United Methodist Family Services to provide short-term residential crisis stabilization to prevent unnecessary hospitalization and residential placement.

In 2010 Fairfax-Falls Church CPMT initiated intensive care coordination (ICC) for youth in or at-risk of residential placement, and family partnership meetings for children in or at risk of foster care placement. CPMT contracted with the Fairfax-Falls Church CSB for ICC with a capacity of up to seventy-two families on an ongoing basis. In early 2013 ICC capacity was increased to one hundred families through a contract with United Methodist Family Services. In July 2013 the CPMT submitted a successful proposal to the Virginia Department of Behavioral and Developmental Services to partner with a family organization to provide parent support partners to families in ICC. ICC in Fairfax-Falls Church is based on the high-fidelity wraparound model. To date over 80% of youth at risk of residential placement who participated in ICC have been successfully maintained in the community.

Concurrent with these activities to improve services and service planning processes, CPMT focused on changing the values and principles underlying the local child-serving system. In 2009 CPMT endorsed national system of care principles as the basis for serving children and youth with complex emotional and behavioral issues in the Fairfax-Falls Church community. In 2010 the number of CPMT parent representatives was doubled, from two to four. In 2011 CPMT approved detailed practice standards for integrating SOC principles into child-serving programs and processes. In 2012 CPMT approved a re-design of local team-based planning processes to better implement wraparound principles and practice standards such as family-driven care, team-based processes, individualized service planning and a strength-based approach. In 2013 CPMT approved a comprehensive system of care training plan for staff at all levels and in all systems. This commitment of key leaders and stakeholders to a common mission, vision and goals for serving youth and families has paid off in improved outcomes:

- Placements in long-term residential and group home programs have been reduced by 53%, from 157 youth in January 2009 to 74 in January 2016.
- ICC successfully prevented over 80% of youth served from entering residential placement
- 85% of youth served through CSA to prevent foster care remained with their families
- Youth had fewer risk behaviors and improved mental health, measured by CANS

### ***Board of Supervisors System of Care Initiative***

In FY 2014 budget guidance the Board of Supervisors directed staff to identify the array of youth services necessary to address the most pressing needs within the community, with focus on work already underway as part of the collaboration between the County and FCPS to identify the appropriate prevention, early intervention and treatment services that are necessary to deal with behavioral health issues and to best leverage the current services provided within the schools as well as more broadly in the community.

In the FY 2015 budget the Board of Supervisors approved an increase of \$1,080,571 to expand behavioral health services for youth and families as a result of the recommendations presented to the Human Services Committee of the Board of Supervisors on October 1, 2013. These recommendations were the direct result of the guidance included by the Board of Supervisors as part of the FY 2014 Adopted Budget Plan directing staff to identify requirements to address youth behavioral human services requirements in schools and the broader community. FY 2015 funding created a new program unit to implement a Systems of Care model by connecting the continuum of supports and services across County agencies, FCPS and community partners. The new unit is to develop new policies and procedures on providing care coordination and service delivery, as well as oversight, to the various entities delivering services along the continuum. Additionally, the new unit will be responsible for implementing contractual services for individuals with emerging mental health and substance use issues.

## System of Care Planning Process

### *Planning Team*

In 2015 Deputy County Executive appointing a planning team to develop a vision and mission for the initiative, and establish goals, strategies and action steps and a timetable for their accomplishment. Represented on the 30 member planning team were:

- Community Services Board
- Fairfax County Public Schools
- Juvenile and Domestic Relations District Court
- Neighborhood and Community Services
- Department of Family Services
- Health Department
- Systems of Care
- Non-profit family organizations
- Community-based behavioral health service providers
- Family representatives
- George Mason University faculty

See Appendix for a complete list of planning team members.

### *Planning Process*

The Planning Team engaged in a planning process based on the *Toolkit for Expanding the System of Care Approach* developed by the Georgetown University National Technical Assistance Center for Children’s Mental Health. Georgetown University staff facilitated the planning process at no cost to the county. In November and December 2015, the Planning Team developed a proposed plan that includes the following elements:

- Shared vision statement
- Mission statement
- Principles
- Broad goals/desired outcomes
- Specific core strategies needed to reach the goals and outcomes
- Specific action steps to implement each strategy

### *Planning Framework*

The proposed multi-year System of Care plan is based on these principles:

- Planning should be inclusive of the entire continuum of services and supports for children’s behavioral health needs.
- There should be a systems focus, beyond just service planning.
- Children, youth and families must be able to “see” the range of services and navigate the system with and without support from professional staff.
- Services should be evaluated regularly. There should be a focus on population outcomes as well as service performance.
- Planning should be both descriptive of current service system and prescriptive of needed changes.

System of Care elements addressed in the plan include:

- **Access:** Promoting the ability of families, youth, and professionals to obtain services and navigate the behavioral health system.
- **Quality**
- **Promoting Trauma-Informed Practice:** Ensuring trauma-informed practices and approaches are integrated into services at all levels.
- **System coordination and linkages**
- **Planning and delivery of services and supports**
- **Family and youth involvement at** policy, planning and service delivery levels
- **Reducing racial and ethnic disparities in service delivery and outcomes,** including cultural/linguistic competence

#### *Data to Inform the Planning Process*

Data to inform the Planning Team came primarily from two sources: results of a System of Care Expansion Self-Assessment survey (developed by Georgetown University), completed by 82 public, private and community stakeholders with expertise in children’s behavioral health; and recent local studies and reports related to children’s behavioral health published within the last several years, to include, but not limited to:

- Systems of Care Services Committee Report and Recommendations: November 2009
- Systems of Care Developmental Disabilities Report and Recommendations: June 2010
- Systems of Care Family and Youth Advocacy/Engagement Committee Report and Recommendations: July 2010
- Virginia Department of Juvenile Justice Study of Disproportionate Minority Contact: 2011
- Disproportionate Minority Contact for African American and Hispanic Youth: 2012
- Community Health Improvement Plan: 2013
- Youth Behavioral Health Interagency Human Services and Public Schools Work Group Report and Recommendations: May 2014
- Youth Behavioral Health Resource Plan for the Fairfax- Falls Church Community Services Board of the Fairfax County Health and Human Services System: October 2014
- Northern Virginia Suicide Prevention Plan: November 2014
- Taking Measure of Children in Fairfax-Falls Church Families: April 2015
- CDC Investigation of Undetermined Risk Factors for Suicide Among Youth Ages 10-24
- Fairfax County Youth Survey Report: School Year 2014-2015
- CSB Strategic Plan
- FCPS Strategic Plan
- Equitable Growth Profile of Fairfax County: 2015

#### **Scope of the Children’s Behavioral Health System of Care Plan**

- This multi-year plan is for calendar years 2016 through 2019, and fiscal years, 2017, 2018, and 2019. The Plan will be reviewed and revised at least annually by the CPMT and the SCYPT. It represents goals and strategies to be implemented by and with the support of Fairfax County human services departments and Fairfax County Public Schools. It is important to acknowledge that much work related to system of care is, and will continue to be, supported and led by family, consumer and other non-profit organizations, and provider agencies, in the community at large. Wherever possible and appropriate, the public entities responsible for implementation of particular strategies noted in the plan will work in conjunction with these agencies and organizations. Moreover, consistent with the system

of care principles, it is envisioned that families and consumers will be intricately involved in planning, implementation and evaluation of activities related to all levels of behavioral health care from prevention through intensive intervention for children, youth and families in the Fairfax - Falls Church community.

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# Fairfax-Falls Church System of Care Vision, Mission and Principles

## Vision:

Provide 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, so that all children and youth in the Fairfax-Falls Church community are socially, emotionally, mentally, and behaviorally healthy and resilient.

## Mission:

We, the Fairfax-Falls Church community, collectively ensure all children, youth, and their families have equitable and easy access to a continuum of quality, integrated and/or coordinated services, supports, and opportunities to promote resiliency and further their social, emotional, mental, and behavioral health.

## SYSTEM OF CARE PRINCIPLES

<p>Services are supportive to children and their families, providing them with the opportunity to succeed in the community to the fullest extent possible.</p>	<p>Our system will support families to fulfill their primary responsibility for the safety, the physical and emotional health, the financial and educational wellbeing of their children.</p>
<p>Needs of children and families will be met in the least restrictive way, with families fully participating in the decision-making process; The family unit will remain intact whenever possible, and issues are to be addressed in the context of the family unit; Services will be community-based whenever possible, and children will be placed outside of the community only when absolutely necessary.</p>	<p>Children are best served with their own families. The system aims to keep children and families together and prevent entry into long-term out of home placement.</p>
<p>All agencies providing services will work together, cooperatively, with each other and with the family, to gain maximum benefit from the available resources.</p>	<p>Our system embraces the concepts of shared resources, decision making and responsibility for outcomes. All stakeholders will work together collaboratively with each other and the family to gain maximum benefits from available resources.</p>
<p>Services are flexible and comprehensive to meet the individual needs of children and families;</p>	<p>Children and families will receive individualized services in accordance with expressed needs.</p>
<p>Services are easily accessible to residents of the community, regardless of where they live, their native language or culture, their level of income, or their level of functioning;</p>	<p>Our families will receive culturally and linguistically responsive services.</p>
<p>Services are integrated into the community, in the neighborhoods where the people who need them live;</p>	<p>Children with emotional, intellectual or behavioral challenges will receive integrated services and care coordination in a seamless manner.</p>
<p>Services are family focused to promote the well-being of the child and community;</p>	<p>Our system will be youth guided and family driven with the family identifying their own strengths and needs and determining the types and mix of services and desired outcomes within the resources available.</p>
<p>Services are responsive to people and adaptable to their changing needs;</p>	<p>County, community and private agencies will work to eliminate racial and ethnic disparities in outcomes, and will embrace, value and celebrate the diverse cultures of children, youth, and their families.</p>
<p>Services are provided through collaborative and cooperative partnerships between people living in their community and public and private organizations.</p>	<p>We will be accountable at the individual child and family, system, and community levels for desired outcomes, safety and cost effectiveness.</p>

## ***EXECUTIVE SUMMARY***

### ***FAIRFAX-FALLS CHURCH CHILDREN'S BEHAVIORAL HEALTH SYSTEM OF CARE***

#### ***BLUEPRINT FOR 2016 – 2019***

In FY 2015 BOS funding created a new program unit to implement a System of Care (SOC) model by connecting the continuum of supports and services across County agencies, FCPS and community partners. The new unit is to develop new policies and procedures on providing care coordination and service delivery, as well as oversight, to the various entities delivering services along the continuum. In addition, the new unit will be responsible for implanting contractual services for individuals with emerging mental health and substance use issues. In November and December 2015, under the capable facilitation of a senior policy associate from the Georgetown University National Technical Assistance Center for Children's Mental Health, a 30-member planning team comprised of county human service staff, school staff, non-profit representatives, family organizations, family representatives and George Mason University faculty was convened. The planning team was charged to develop a vision and mission for the initiative and establish goals, strategies and action steps and a timetable for their accomplishment.

The following comprises the work of the planning team in the development of the fifteen goals that make up the attached *blueprint* of the Behavioral Health System of Care for Children, Youth and Families.

#### **Goal 1: Deepen Community System of Care Approach**

*Deepen the system of care approach to inform the entire continuum of behavioral health services for children, youth and families through: (1) a governance structure that guides the entire continuum, (2) financing strategies that support sustainability and improve capacity and, (3) continuous improvement to service quality and access.*

The strategies set forth in this goal address establishing a Children's Behavioral Health System of Care (HMF) oversight committee; creating cross-system behavioral health practice standards, policies and procedures; generating support for these efforts from the general public, policy makers and local administrators at the state and local levels; and furthering the development of partnerships with community organizations and agencies in different sectors for coordination, financing and support of the SOC approach. It further calls for a system mapping process to maximize, braid or combine funds. Additional strategies include striving for more inclusion of providers and families in the development of SOC training policy and annual planning; collecting and reporting on community outcomes and assessing gaps; and finally, reviewing intake, assessment, triage and referral protocols with the goal of supporting families in accessing both public and community provided resources.

#### **Goal 2: Data Systems**

*Increase collaboration through the implementation of a cross-system data sharing.*

Efforts here are in the direction of increasing data sharing and using the cross-system data to improve decision-making and resource use. This cross-system data sharing can lead to the improvement of process and outcome evaluations, reduce duplication and improve efficiency and increase the use of data in community reporting and planning processes.

#### **Goal 3: Family and Youth Involvement**

*Increase the presence and effectiveness of family leadership through a sustained family-run network.*

The strategies focus on strengthening and expanding family leadership; increasing the presence of family and youth involvement in system planning, implementation, evaluation of services and system improvement; and expanding evidenced based peer to peer groups and family/community networks.

#### **Goal 4: Increase Awareness and Reduce Stigma**

*Use social messaging to promote awareness and help seeking behaviors and reduce the stigma surrounding mental illness and behavioral health care.*

In an effort to accomplish the above, strategies revolve around educating and informing the public to increase their understanding of mental illness, its signs and symptoms and how to support others to get help. It also addresses involving youth to combat stigma and creating a speaker's bureau of approved presenters for the school and community to access.

#### **Goal 5: Youth and Parent/Family Peer Support**

*Develop and expand youth and parent/family peer support services.*

The creation of a Family Navigator program to assist families in “navigating the system” and expansion of evidence-based peer to peer groups round out the strategies of this goal.

#### **Goal 6: System Navigation**

*Educate/inform/assist families on how to access services and navigate the system to include developing an accurate and accessible database of behavioral health care providers that includes information on if they are accepting new clients, if they accept insurance and their areas of expertise.*

This goal is a most needed and ambitious one as it addresses developing an accurate, accessible, real time data base of behavioral health care providers and creating a clearinghouse for information on children's behavioral health issues and resources that is accessible in person, by telephone and online.

#### **Goal 7: Care Coordination and Integration**

*Improve care coordination and promote integration among schools, primary care providers and mental health providers, including the integration of primary and behavioral health care.*

More and more research points to the efficacy of integrating primary and behavioral health care. In that vein, strategies here relate to providing behavioral health consultation to primary care providers, implementing tiered levels of integration and increasing the use of behavioral health screenings and referrals in primary care settings.

#### **Goal 8: Equity/Disparities**

*Implement targeted strategies to address disparities in outcomes and access based on race, ethnicity, sexual orientation, socio-economic status, geography and other factors.*

Strategies involve increasing access and availability to behavioral health services for underserved populations, using Culturally and Linguistically Appropriate Services standards, training in cultural competence for County, FCPS and County-contracted providers along with additional support structures for LGBTQ youth.

## **Goal 9: Reducing Incidents of Youth Suicide in our Community**

*Reduce the incidence of youth suicide in our community.*

As we continually work to provide a safe and supportive community for our children and youth, the focus in this goal addresses developing universal suicide and/or depression screening protocols for community organizations; having guidelines for service providers on the availability and effective use of crisis services, developing a common and coordinated approach to youth suicide postvention; continuing and promoting the suicide prevention hotline and text line; and training behavioral health providers in evidence-based practices for suicidal youth.

## **Goal 10: Evidence-Based and Informed Practices**

*Increase the availability of and capacity for evidence-based practices/interventions along the continuum of prevention through treatment.*

Trauma is ever present in many of the children and youth seeking our services. These strategies target the development of core competencies in trauma treatment needed by the treating clinicians and creating definitions and criteria for evidence-based and evidence-informed practice, along with training County/FCPS staff and contracted providers in evidence-based practices.

## **Goal 11: Trauma-Informed Care Community**

*Enhance the community's ability to effectively identify and respond to children and families who have been exposed to trauma.*

While many of our children and youth present with symptoms of trauma, our provider network of trauma informed practitioners needs to increase along with the community's understanding of what trauma informed care means. Strategies to target these concerns include educating non-clinical staff and the community at large on the impact of trauma and trauma informed practices; ensuring there is sufficient clinical capacity to provide the trauma specific interventions for our children and youth; having a shared cross-system screening and referral process for individuals impacted by trauma; and integrating the concepts of trauma-informed care into our organizational structure.

## **Goal 12: Behavioral Health Intervention**

*Address the needs of children and youth with emerging behavioral health issues who have not been able to access appropriate, timely and matching treatment services in the community.*

Intervening early when children and youth present with emerging behavioral health issues can reduce the intensity of the symptoms and duration of treatment. These strategies attend to creating capacity to address the behavioral health needs of children from 0-7; developing/identifying a validated cross-system screening process to determine the needs, resources and desirable outcomes; creating a training consortium in partnership with a university and private provider partners; and expanding a current pilot initiative of providing timely and available behavioral health services to school age children and youth with emerging behavioral health issues who have not been able to access services. In addition, there is a need to expand the Diversion First initiative to include youth who come in contact with the criminal justice system and reduce youth substance use and abuse.

## **Goal 13: Service Network for High Risk Children**

*Develop an improved service network for high risk children to include appropriate evidence-based practices, care coordination, and crisis intervention/stabilization, in order to improve the outcomes for those served.*

This goal includes a myriad of strategies the highlights of which are implementing an evidence-based parenting program for adolescents and specifically for children under 12; increasing the capacity for youth to receive appropriate case management services; developing a communication plan to share information about services and care coordination offered through the SOC process; providing IT infrastructure to support data collection for fidelity monitoring and outcome evaluation along with electronic records management; and exploring opportunities to serve youth on diversion/probation who need intensive behavioral health services.

## **Goal 14: DD/Autism Services**

*Develop expanded continuum of care of services for youth with DD/Autism.*

These strategies identify that a needs assessment and service inventory of existing services and supports is necessary to identify critical service gaps for this population leading to a plan that will be developed to address the critical service gaps; that an outreach campaign and social messaging will help to promote earlier identification of children with DD/Autism; and that this population needs additional transition planning, access to crisis stabilization, case management, care coordination along with a community awareness campaign educating the community about the special needs of these children and youth.

## **Goal 15: Transition Age Youth**

*Provide coordinated services and supports for youth and young adults of transition age, both those still in school and those who have left school.*

*Reduce the number of youth of transition age who are living with unidentified and untreated serious mental illness who have signs and/or symptoms of a serious mental health condition that emerged before they transition out of youth-serving systems/programs.*

This goal addresses a long known need to improve transition planning for youth in need of adult behavioral health services. This goal's strategies address adapting a primary care transition model of resources and tools for use in behavioral health care; ensuring that "navigators" have knowledge and understanding of unique transition issues and requirements; reflecting these unique needs in navigation tools; improving transition planning for transition age youth in need of adult behavioral health services.

## GOAL 1: DEEPEN COMMUNITY SYSTEM OF CARE APPROACH

*Deepen the system of care approach to inform the entire continuum of behavioral health services for children, youth and families through: (1) a governance structure that guides the entire continuum (2) financing strategies that support sustainability and improve capacity and (3) continuous improvement to service quality and access.*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<i>Governance Structure</i>			
<b>A. Establish a Children’s Behavioral Health System of Care oversight committee as the locus of SOC management and accountability.</b>	1. Establish system of care oversight committee by supplementing the membership of the existing CPMT to include and additional member each from DFS, DNCS and JDRDC, and two additional members from CSB, and two additional parent representatives. Explore adding representatives from the Northern Virginia Psychiatric Society and the Northern Virginia Medical Society.	1. Deputy County Executive	1. ACCOMPLISHED
<b>B. Establish cross-system behavioral health system of care practice standards, policies and procedures.</b>	1. Review existing CSA System of Care practice standards, policies and procedures and expand or revise as necessary to incorporate the HMF population.	1. CSAMT & HMFCBHC	1. ACCOMPLISHED
	2. Develop and implement protocols for monitoring system-wide adoption of system of care principles, practice standards, policies and procedure.	2. CSAMT & HMFCBHC	2. 9/19-12/20
	3. Identify and address confidentiality & exchange of information issues across the behavioral health system that impede effective service delivery.	3. CSAMT & HMFCBHC	3. ACCOMPLISHED
	4. Explore use of an electronic health record for HMF service planning documentation of system reporting requirements.	4. HMF	4. 9/19-6/20

<p><b>C. Generate support for the SOC approach among the general public and policy makers and administrators at the state and local levels.</b></p>	<ol style="list-style-type: none"> <li>1. Collect and regularly report to policy makers and administrators’ data on outcomes and cost savings.</li> <li>2. Utilize internal county staff to create a logo and other visible identifiers for the SOC.</li> <li>3. Consider how to identify the tiers of the SOC to include CSA, BH, and Prevention.</li> <li>4. Re-brand/Re-name the CSA program as part of the SOC division to accommodate the state name change for CSA.</li> <li>5. Utilize the new brand in social messaging, websites, program stationary, etc.</li> </ol>	<p>1 through 5: County Executive’s Office, SOC, DNCS, SOC Social Marketing Committee</p>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. ACCOMPLISHED</li> <li>3. ACCOMPLISHED</li> <li>4. ACCOMPLISHED</li> <li>5. ACCOMPLISHED</li> </ol>
<p><b>D. Continue to develop partnerships with community organizations and agencies in different sectors for coordination, financing and support of the SOC approach.</b></p>	<ol style="list-style-type: none"> <li>1. Deepen partnerships with providers and provider organizations in developing new services.</li> </ol>	<p>1. Inter-agency workgroup facilitated by HMF and DAHS</p>	<p>1. 9/19 – 12/20</p>

<p>E. Engage with insurance companies, employers, providers, and families to support the ability of families to use their insurance benefits to secure timely and appropriate behavioral health care.</p>	<ol style="list-style-type: none"> <li>1. Gather information from private providers to determine why they do not accept all insurances and what, if any, barriers they have faced with insurance companies.</li> <li>2. Create a way for families to increase their knowledge on their insurance to access timely behavioral health services.</li> <li>3. Advocate insurance companies to provide non-traditional services such as case management and to pay for additional services such as intensive in-home services.</li> <li>4. To support access, conduct an education campaign encouraging business and schools to permit employees and students to attend mental health appointments during the day.</li> <li>5. Explore the establishing a regional initiative to address the behavioral health workforce shortage, parity, and other regional issues impacting access to care.</li> </ol>	<p>1. through 5. HMF facilitates a workgroup that consists of members from the CSB, FCPS, Private Provides, a therapist in private practice, representatives from Behavioral Health Acute Hospitals, FCPS, a representative from a family run organization, and a member of the CPMT.</p>	<p>1. through 5. 10/9/19-12/31/20</p>
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<p>F. Implement effective strategies to serve “dual status” youth – youth who come into contact with both the child welfare and juvenile justice systems and occupy various statuses in terms of their relationship to the two systems.</p>	<ol style="list-style-type: none"> <li>1. Raise local awareness of the challenges and costs associated with dual status youth through training events and other activities.</li> <li>2. Collect data and report to CPMT on the number of dual status youth in our community and the challenges to effectively serving them.</li> <li>3. Design and implement local strategies to effectively serve dual status youth.</li> </ol>	<ol style="list-style-type: none"> <li>1. JDRC</li> <li>2. JDRC, DFS, CSB, CSA</li> <li>3. JDRC, DFS, CSB, CSA</li> </ol>	<ol style="list-style-type: none"> <li>1. 10/19-6/20</li> <li>2. 10/19-7/20</li> <li>3. 1/20-12/20</li> </ol>
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<i>Financing Strategies</i>			
<p><b>G. Coordinate county budgeting, including but not limited to Diversion First, to maximize the possibility of high priority children’s behavioral health needs being funded.</b></p>	<ol style="list-style-type: none"> <li>1. Review existing services system for opportunities to increase use of Medicaid funding.</li> <li>2. Conduct a fiscal mapping of public youth behavioral health system resources to identify gaps and areas of redundancy, and opportunities to maximize and braid or otherwise combine funds</li> <li>3. Develop a cross-system plan for redeploying funds from higher-cost to lower-cost services while maintaining funds in the child-serving system.</li> </ol>	<ol style="list-style-type: none"> <li>1. To be determined</li> <li>2 To be determined</li> <li>3. To be determined</li> </ol>	<ol style="list-style-type: none"> <li>1. 9/19 – 12/20</li> <li>2. ACCOMPLISHED</li> <li>3. 9/19-12/20</li> </ol>

<p><b>H. Develop/facilitate trainings and outreach materials that increase awareness and knowledge of systems of care values and creates better informed consumers, providers and county and school system staff.</b></p>	<ol style="list-style-type: none"> <li>1. Review and Revise as needed existing SOC training policy and annual planning to include providers and families (input and engagement) and develop training curricula that increases family, provider, and county and school system staff knowledge of the services and supports available in the community including but not limited to: community resources, insurance access, evidence-based/informed treatments, ICC /high fidelity wraparound, and the CANS assessment tools.</li> <li>2. Beginning in FY20 and continuing thereafter, develop and present training sessions for families and providers on these topics at least annually: community resources; accessing services through insurance; evidence-based treatments; ICC/high fidelity wraparound; and the CANS.</li> <li>3. Beginning in FY20 and continuing thereafter present training sessions for new public agency child-serving staff on these topics at least three times a year: community resources; accessing services through insurance; evidence-based treatments; and ICC/high fidelity wraparound.</li> <li>4. These training sessions may be offered either in-person or through webinars or other on-line processes.</li> <li>5. Maintain a calendar of local children’s behavioral health-related training events.</li> </ol>	<ol style="list-style-type: none"> <li>1. SOC Training Committee</li> <li>2. Through 5. SOC Training Committee</li> </ol>	<ol style="list-style-type: none"> <li>1. 1/20 then ongoing</li> <li>1. Through 5. Ongoing</li> </ol>
<p><b>I. Collect and regularly report on community outcomes and assess gaps in the array of services and supports necessary for the success of the SOC in preventing and treating behavioral health issues.</b></p>	<ol style="list-style-type: none"> <li>1. Develop and implement an ongoing process for collecting and regularly reporting system and community outcomes.</li> <li>2. Develop and implement a method for assessing gaps in the array of services and supports necessary for the success of the SOC in preventing and treating behavioral health issues; identify resources necessary to develop and conduct such an assessment.</li> </ol>	<ol style="list-style-type: none"> <li>1. HMF and DNCS Prevention Unit</li> <li>2. HMF and DNCS Prevention Unit</li> </ol>	<ol style="list-style-type: none"> <li>1. 9/19-3/20 then ongoing</li> <li>2. 9/19-3/20 then ongoing</li> </ol>

<p><b>K. Review intake, assessment, triage, referral protocols across all levels of care, and lead case management assignments with the goal of supporting families in accessing both public and community provided resources.</b></p>	<ol style="list-style-type: none"> <li>1. Explore common screening and referral methods for use in primary care, entry and referral, and social services settings.</li> <li>2. Address how families of youth with behavioral health issues with complex and/or severe caregiver stress and family issues (e.g. Family in Need of Service aka FINS) can access case management when necessary.</li> <li>3. Coordinate discharge for youth presenting to emergency departments for substance use or suicidality to indicated follow-up care.</li> <li>4. Explore implementation of SBIRT model.</li> </ol>	<ol style="list-style-type: none"> <li>1. HD, CSB, HMFCBHC</li> <li>2. CSAMT, HMF</li> <li>3. CSB, HD</li> <li>4. CSB</li> </ol>	<ol style="list-style-type: none"> <li>1. 1/17 – 6/18</li> <li>2. 9/19 – 12/20</li> <li>3. ACCOMPLISHED</li> <li>4. ACCOMPLISHED</li> </ol>
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## GOAL 2: DATA SYSTEMS

*Increase collaboration through the implementation of a cross-system data sharing.*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<p><b>A. Increase cross-system data sharing.</b></p>	<ol style="list-style-type: none"> <li>1. Identify legal and practical barriers to data sharing and develop strategies to mitigate them, when possible. Engage outside consultants for technical and legal assistance if necessary.</li> <li>2. Establish cross-system data sharing agreements.</li> <li>3. Develop an infrastructure to support information sharing across systems beyond consents to the development of an informational IT system.</li> </ol>	<p>1. through 3. HSIT Governance Group</p>	<p>1. through 3. 4/16 – 12/ 20</p>
<p><b>B. Use cross-system data to improve decision-making and resource use.</b></p>	<ol style="list-style-type: none"> <li>1. Identify and implement ways to use cross-system data to improve process and outcome evaluations.</li> <li>2. Identify and implement ways to use cross-system data to reduce duplication and improve efficiency in areas such as intake and assessment.</li> <li>3. Increase the use of data in community reporting and community planning processes.</li> </ol>	<p>1. through 3. CPMT</p>	<p>1. through 3. 1/20 – 12/20</p>

## GOAL 3: FAMILY & YOUTH INVOLVEMENT

*Expand family-driven and youth-guided services and expand family and youth involvement in the planning and delivery of services.*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<p><b>A. Increase the presence and effectiveness of family leadership through a sustained family-run network.</b></p>	<ol style="list-style-type: none"> <li>1. Seek opportunities to partner with family organizations through grant and other program expansion and improvement opportunities to meet identified needs through family engagement.</li> <li>2. Establish and implement a procedure for systemically sharing timely County (CSB, CSA and HMF) programming and content designed for children, youth and families with the No Va Family Network.</li> </ol>	<ol style="list-style-type: none"> <li>1. HMF, Family Organizations</li> <li>2. HMF and CSA staff, and the Northern Virginia Family Network</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. 12/19-12/20</li> </ol>
<p><b>B. Increase family involvement in system planning and implementation.</b></p>	<ol style="list-style-type: none"> <li>1. Develop policies and procedures to ensure family organization involvement in:               <ol style="list-style-type: none"> <li>a. Identifying family needs and assessing system responsiveness;</li> <li>b. Developing new services and supports;</li> <li>c. Developing tools and processes to help families navigate the BH system.</li> </ol> </li> <li>2. Develop policies and procedures to ensure family involvement in service delivery, when appropriate.</li> <li>3. Establish a HMF family advisory board.</li> <li>4. Consider adding family representation to the CSA Management Team</li> </ol>	<ol style="list-style-type: none"> <li>1. HMF, CSAMT and HMFCBHC</li> <li>2. HMF, CSAMT and HMFCBHC</li> <li>3. HMF</li> <li>4. CPMT</li> </ol>	<ol style="list-style-type: none"> <li>1. 9/19-12/20</li> <li>2. 9/19-12/20</li> <li>3. 9/19-12/20</li> <li>4. 9/19-12/20</li> </ol>

<p><b>C. Increase youth involvement in system planning and implementation.</b></p>	<p>1. Develop and implement a process to regularly gain feedback and input from a diverse array of youth with lived experience, through existing advocacy and leadership organizations.</p> <p>2. Explore the possibility of establishing a HMF youth advisory board.</p> <p>3. Consider establishing a HMF youth engagement position to lead implementation of the youth-related Blueprint strategies and action steps.</p> <p>4. Develop policies and procedures to ensure youth involvement in:</p> <ul style="list-style-type: none"> <li>a. Identifying needs and assessing system responsiveness;</li> <li>b. Developing new services and supports;</li> <li>c. Developing tools and processes to help families navigate the BH system.</li> </ul> <p>5. Develop policies and procedures to ensure youth involvement in service delivery, when appropriate.</p>	<p>1. HMF and CSA staff</p> <p>2. HMF and CSA Staff and No Va Family Network</p> <p>3. HMF and CSA Staff and No Va Family Network</p> <p>4. HMF and CSA staff</p> <p>5. HMF and CSA staff</p>	<p>1. 9/19-7/20</p> <p>2. 9/19 - 7/20</p> <p>3. 9/19-7/20</p> <p>4. 9/19-12/20</p> <p>5. 9/19- 12/20</p>
<p><b>D. Include youth and family participation in the evaluation of publicly and privately provided services, with prompt action for improvement when necessary.</b></p>	<p>1. Develop and implement processes for youth and family participation in the evaluation of services provided through CSA and other public purchase of service programs.</p> <p>2. Develop and implement processes for youth and family participation in the evaluation of services provided by the CSB and other county departments.</p> <p>3. Develop and implement processes for youth and family participation in the evaluation of services provided by private organizations, to include financing options.</p>	<p>1. CSAMT, Family Organizations</p> <p>2. CSB and HMF with HMFCBHC consultation, Family Organizations</p> <p>3. HMFCBHC, Family Organizations</p>	<p>1. 4/16 - 12/20</p> <p>2. 7/16 - 12/20</p> <p>3. 7/17 – 12/20</p>

## GOAL 4: INCREASE AWARENESS & REDUCE STIGMA

*Use social messaging to promote awareness and help-seeking behaviors and reduce the stigma surrounding mental illness & behavioral health care*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<b>A. Implement “gatekeeper trainings” to increase layperson understanding of mental illness, recognition of signs and symptoms of mental illness or emotional crisis, and support of others in accessing help, using a cultural competency lens.</b>	<ol style="list-style-type: none"> <li>1. Continue to promote the availability of existing CSB-provided trainings, including the Kognito suite of trainings and Mental Health First Aid.</li> <li>2. Implement policy changes in large human and social services organizations to require relevant trainings for staff working directly with clients.</li> <li>3. Train schools and community-based organizations in the implementation of Signs of Suicide and Lifelines.</li> <li>4. Infuse cultural competency into gatekeeper trainings where possible.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB, FCPS, NCS</li> <li>2. PMHT, DFS</li> <li>3. NCS Prevention Unit, CSB, FCPS</li> <li>4. NCS Prevention Unit, CSB, FCPS</li> </ol>	<ol style="list-style-type: none"> <li>1. 4/16 - ongoing</li> <li>2. 7/16 - 12/20</li> <li>3. 7/16 - ongoing</li> <li>4. 7/16 - ongoing</li> </ol>
<b>B. Promote youth-led initiatives to combat stigma associated with mental illness, treatment, and accessing help.</b>	<ol style="list-style-type: none"> <li>1. Provide mini-grants to youth-led initiatives, emphasizing culturally competent approaches.</li> <li>2. Promote the scalable products of the youth-led initiatives ensuring that lessons learned for cultural competency messaging are highlighted.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB, Promoting Mental Health Team, Suicide Prevention Alliance of Northern Virginia</li> <li>2. CSB, Promoting Mental Health Team, Suicide Prevention Alliance of Northern Virginia</li> </ol>	<ol style="list-style-type: none"> <li>1. 4/16 – ongoing</li> <li>2. 4/16 - ongoing</li> </ol>

<p><b>C. Increase public awareness of issues surrounding mental illness and behavioral health care.</b></p>	<ol style="list-style-type: none"> <li>1. Develop and place public service announcements promoting help-seeking behaviors in movie theaters, social media, and other locations.</li> <li>2. Develop and promote basic information via fact sheets, websites, and other publications. Translate materials into common languages and ensure their cultural competence.</li> <li>3. Educate local media outlets on the Recommendations for Reporting on Suicide. Develop procedures for local public information officers to promote the guidelines.</li> <li>4. Develop and implement strategies to promote mental health discussion within local ethnic communities.</li> <li>5. Develop and implement an awareness campaign focused on promoting awareness and adoption of healthy behaviors that support wellness and resiliency.</li> <li>6. Involve youth and families in local awareness and stigma reduction activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. HD, Suicide Prevention Coalition of Northern Virginia</li> <li>2. Suicide Prevention Coalition of Northern Virginia</li> <li>3. HD</li> <li>4. HD, Faith Communities in Action, Family Organizations</li> <li>5. NCS, FCPS, SOC Social Marketing Committee</li> <li>6. NCS, FCPS, CSB and No Va Family Network</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. 4/16 - 12/20</li> <li>3. ACCOMPLISHED</li> <li>4. 4/16 – 12/19</li> <li>5. 7/19 – 12/20</li> <li>6. 4/16-12/20 and then ongoing</li> </ol>
<p><b>D. Maintain a speaker’s bureau and/or list of approved presenters to school and community groups.</b></p>	<ol style="list-style-type: none"> <li>1. Establish criteria for, and promote a list of, approved speakers and programs on suicide prevention and mental illness.</li> </ol>	<ol style="list-style-type: none"> <li>1. FCPS, Promoting Mental Health Team, Family Organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. 1/20 – 12/20</li> </ol>

## GOAL 5: YOUTH AND PARENT/FAMILY PEER SUPPORT

*Develop and expand youth and parent/family peer support services.*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
A. Create a Family Support Partner program.	<ol style="list-style-type: none"> <li>1. Research and develop a Family Support Partner program, in conjunction and coordination with existing programs and services currently available.</li> <li>2. Evaluate the effectiveness of a locally provided family support partner services.</li> <li>3. If shown to be effective, develop and implement a sustainability plan for ongoing provision.</li> </ol>	1. through 3. HMF	<ol style="list-style-type: none"> <li>1. 4/16 - 6/16 then ongoing</li> <li>2. 7/19 – 9/19</li> <li>3. 9/19 – 12/19</li> </ol>
B. Expand peer support services for youth and families.	<ol style="list-style-type: none"> <li>1. Conduct an inventory of existing parent/family peer support services and identify gaps</li> <li>2. Develop an expansion plan, to include possible financing strategies.</li> <li>3. Implement an expansion plan, to include sustainability strategies</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB, HMF, Family Organizations</li> <li>2. CSB, HMF, Family Organizations</li> <li>3. HMF, Family Organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. 9/19 – 9/20</li> <li>3. 9/19-9/20</li> </ol>

## GOAL 6: SYSTEM NAVIGATION

*Educate/inform/ families on how to access and navigate services to include developing an accurate and accessible list of behavioral health care providers that their areas of expertise.*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<p><b>A. Develop an accurate, list of behavioral health care providers that includes information on their areas of expertise and to develop a website that will assist families in understanding behavioral health issues and how to access services.</b></p>	<ol style="list-style-type: none"> <li>1. Develop and implement, on-line application (s) that fulfill the following functions:               <ol style="list-style-type: none"> <li>a. Provider information;</li> <li>b. Behavioral health information; and</li> <li>c. System navigation support.</li> </ol> </li> <li>2. Develop a plan for ongoing support of the application such that information remains current and relevant.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inter-agency workgroup facilitated by HMF, CSB, DNCS and Prevention Unit</li> </ol>	<ol style="list-style-type: none"> <li>1. 7/16 - 12/20</li> <li>2. 7/16 12/20</li> </ol>
<p><b>B. Create a website for information on children’s behavioral health issues and resources.</b></p>	<ol style="list-style-type: none"> <li>1. Develop a plan for ongoing maintenance of the website and what information will be posted to the HMF website</li> </ol>	<ol style="list-style-type: none"> <li>1. Inter-agency workgroup facilitated by HMF and DNCS Prevention Unit, Family Organizations</li> </ol>	<p>1.ACCOMPLISHED</p>

## GOAL 7: CARE COORDINATION AND INTEGRATION

*Improve care coordination and promote integration among schools, primary care providers and mental health providers, including the integration of primary and behavioral health care*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<p><b>A. Provide behavioral health consultation to primary care providers and patients.</b></p>	<ol style="list-style-type: none"> <li>1. Develop a navigation website, with provider resources, for youth, caregivers, pediatric primary care providers, and youth-serving professionals</li> <li>2. Implement care navigators to help patients and providers navigate the system.</li> <li>3. Develop a plan for providing behavioral health consultation service for private primary care providers, to include proposed financing mechanism.</li> <li>4. Provide behavioral health training to primary care providers.</li> </ol>	<p>1. through 4. HMF Integration Workgroup</p>	<p>1. through 4. 7/16 - 9/19, then ongoing</p>
<p><b>B. Promote resources to implement tiered levels of integration based on capacity and readiness.</b></p> <ul style="list-style-type: none"> <li>• Information sharing</li> <li>• Co-location</li> <li>• Full integration</li> <li>• Behavioral health homes</li> <li>• Telemedicine</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop a community plan for implementing tiered levels of integration in order to increase access to appropriate behavioral health services for all children and youth and their families, to include resource requirements and financing strategies.</li> <li>2. Implement full integration in County-operated/funded primary care settings.</li> <li>3. Promote full integration in federally funded primary care settings.</li> <li>4. Complete and disseminate FCPS “Return to Learn” protocol to families and human services organizations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Inter-agency workgroup facilitated by HMF</li> <li>2. HD/CSB/HMF</li> <li>3. HD/CSB/HMF</li> <li>4. FCPS</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. ACCOMPLISHED</li> <li>3. ACCOMPLISHED</li> <li>4. ACCOMPLISHED</li> </ol>

<p><b>C. Increase the appropriate implementation of behavioral health screenings and referrals in primary care settings.</b></p>	<ol style="list-style-type: none"> <li>1. Identify common and appropriate tools and referral processes.</li> <li>2. Train primary care providers on using appropriate screening tools and on referring patients to care.</li> <li>3. Implement in County-operated/funded primary care settings.</li> <li>4. Promote implementation in federally funded primary care settings.</li> <li>5. Explore implementation of SBIRT model.</li> </ol>	<ol style="list-style-type: none"> <li>1. Northern Virginia VMAP</li> <li>2. Northern Virginia VMAP</li> <li>3. HD</li> <li>4. HD</li> <li>5. CSB</li> </ol>	<ol style="list-style-type: none"> <li>1. 1/17 – 12/20 – then ongoing</li> <li>2. 1/17 – 12/20 then ongoing</li> <li>3. ACCOMPLISHED (if Healthworks and Neighborhood Health are performing behavioral health screening on children)</li> <li>4. ACCOMPLISHED (if Healthworks and Neighborhood Health are performing behavioral health screening on children)</li> <li>5. 1/17 – 12/20</li> </ol>
<p><b>D. Improve Information-Sharing Between Families, Primary Care Providers, Behavioral Health Providers, and Schools.</b></p>	<ol style="list-style-type: none"> <li>1. Create a standardized method of sharing discharge summaries.</li> <li>2. Create a Multidisciplinary Workgroup to develop and plan for the disseminating of best communication practices.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSA, CSB, FCPS, and HD</li> <li>2. Family Organizations, CSB, HD, FCPS, HMF</li> <li>3. Family Organizations, CSB, HD, FCSP, HMF</li> </ol>	<ol style="list-style-type: none"> <li>1. 9/18-12/20</li> <li>2. 10/19-6/20</li> <li>3. 10/19-6/20</li> </ol>
<p><b>E. Facilitate a dialogue between primary care providers, behavioral health providers, schools, and families on best practices for integration.</b></p>	<ol style="list-style-type: none"> <li>1. Facilitate a collaborative conversation on innovative ways to integrate such as in a county-wide conference.</li> </ol>	<ol style="list-style-type: none"> <li>1. HMF to facilitate an interagency, public-private workgroup.</li> </ol>	<ol style="list-style-type: none"> <li>1. 10/19-12/20</li> </ol>

## GOAL 8: EQUITY/DISPARITIES

*Implement targeted strategies to address disparities in outcomes & access based on race, ethnicity, sexual orientation, socio-economic status, geography, & other factors*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<b>A. Promote the adoption of culturally and Linguistically Appropriate Services (CLAS) Standards among BH providers.</b>	<ol style="list-style-type: none"> <li>1. CPMT adopts CLAS Standards</li> <li>2. Based on the results of the local CLAS survey, implement a storytelling project to provide context for the need of CLAS Standard adoption.</li> <li>3. Create an online clearinghouse for resources related to the CLAS standards.</li> </ol>	<ol style="list-style-type: none"> <li>1. CPMT</li> <li>2. Partnership for a Healthier Fairfax – Healthy Workforce Team</li> <li>3. Partnership for a Healthier Fairfax – Healthy Workforce Team</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. 4/16 - 12/20</li> <li>3. ACCOMPLISHED</li> </ol>
<b>B. Increase access and availability to behavioral health services for underserved populations. Strategies are to be developed and implemented in a culturally competent manner and in partnership with the communities to be served.</b>	<ol style="list-style-type: none"> <li>1. Identify underserved communities through a review of current population and service data.</li> <li>2. Identify main strengths and barriers to providing and accessing behavioral health services among these populations.</li> <li>3. Develop and implement strategies to address identified barriers, which may include:               <ol style="list-style-type: none"> <li>a. Partner with community-based organizations with existing presence in or relationships with underserved communities to jointly</li> </ol> </li> </ol>	1.through 4. HMF Underserve Populations Workgroup	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. ACCOMPLISHED</li> <li>3. ACCOMPLISHED then ongoing</li> </ol>

	<p>serve individuals on-site or to promote access to available services.</p> <p>b. Implement expanded access to and use of telepsychiatry, mobile apps, and other technologies.</p> <p>c. Implement flexible service delivery options, including expanded hours and locations.</p> <p>4. Increase the availability of services offered in languages other than English.</p>		4. ongoing
<b>C. Require training in cultural competence and advancing equity in alignment with One Fairfax for County, FCPS, and County-contracted behavioral health service providers.</b>	<p>1. Identify criteria for required learning and practice outcomes.</p> <p>2. Identify appropriate, relevant, and effective trainings.</p> <p>3. Develop policy and procedure to require trainings for staff and County-contracted providers.</p> <p>4. Provide trainings on a regular basis.</p>	1. CSB, SOC Training Committee, FCPS	<p>1. ACCOMPLISHED</p> <p>2. ACCOMPLISHED</p> <p>3. ACCOMPLISHED</p> <p>4. 7/18 - ongoing</p>
<b>D. Implement support structures for LGBTQ youth.</b>	<p>1. Identify and require relevant trainings for staff who serve as CSA case managers and behavioral health providers to improve service options for the unique needs of LGBTQ youth with behavioral health needs.</p> <p>2. Identify and implement best practices in supportive school and community opportunities for LGBTQ youth.</p>	<p>1. CSB, SOC Evidence-Based Practice Committee</p> <p>2. FCPS, NCS, PMHT, SOC EBP Committee</p>	<p>1. ACCOMPLISHED then ongoing</p> <p>2. 1/17 - 12/20</p>

## GOAL 9: REDUCING INCIDENCE OF YOUTH SUICIDE IN OUR COMMUNITY

*Reduce the incidence of youth suicide in our community.*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<b>A. Identify universal suicide and/or depression screening tool(s) for use by the community.</b>	1. Review available screening tools for use by community members and organizations.	1. CSB, FCPS, Promoting Mental Health Team (PMHT)	1. 7/16 - 12/19
	2. Identify specific screening tool(s) and relevant associated information for eventual posting on Healthy Minds Fairfax website	2. CSB, FCPS, PMHT	2. 1/17 - 12/19
	3. Develop and include a provider resource list (for referrals and crisis intervention) for posting on HMF website.	3. CSB, FCPS, PMHT	3. ACCOMPLISHED
	4. Request links be placed on FCPS, NCS, CSB, Suicide Prevention Alliance of Northern Virginia and other relevant websites.	4. CSB, FCPS, PMHT	4. ACCOMPLISHED
<b>B. Develop and publish guidelines for service providers on the availability and effective use of crisis services.</b>	1. Develop a one-page fact sheet and guidelines for referring agencies/organizations on how and when to use crisis services.	1. CSB, PMHT, PRS	1. ACCOMPLISHED
	2. Vet the proposed guidelines with community organizations.	2. CSB, PMHT, PRS, Family Organizations	2. ACCOMPLISHED
	3. Publish fact sheet and guidelines on CSB and Suicide Prevention Alliance of Northern Virginia websites.	3. CSB, PMHT, PRS, Family Organizations	3. ACCOMPLISHED

<p><b>C. Develop a common and coordinated approach to youth suicide postvention.</b></p>	<ol style="list-style-type: none"> <li>1. Develop and share guidance and resources for community-based organizations on responding to suicide.</li> <li>2. Develop a protocol on how different agencies/organizations can support schools and work together after a suicide.</li> <li>3. Publish a clear overview of FCPS postvention protocol.</li> </ol>	<ol style="list-style-type: none"> <li>1. FCPS, PMHT, CSB, Family Organizations</li> <li>2. FCPS, PMHT, CSB</li> <li>3. FCPS, PMHT</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. 7/16 - 12/20</li> <li>3. 7/16 - 12/20</li> </ol>
<p><b>D. Continue to make available and promote the suicide prevention hotline, including textline.</b></p>	<ol style="list-style-type: none"> <li>1. Provide adequate support to effectively manage crisis textline.</li> <li>2. Continue the development and distribution of promotional materials to advertise the availability of the textline.</li> <li>3. Explore implementation of a warmline.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB, FCPS, PRS</li> <li>2. CSB, FCPS, PRS</li> <li>3. CSB, FCPS, PRS</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. ACCOMPLISHED and ongoing</li> <li>3. 1/18 – 12/20</li> </ol>
<p><b>E. Implement evidence-based practices specific to the treatment of youth with suicidal ideation and behavior.</b></p>	<ol style="list-style-type: none"> <li>1. Identify evidence-based risk assessment, safety planning, and treatment of youth with suicidal ideation and behavior.</li> <li>2. Train providers in evidence-based practices.</li> <li>3. Work with community providers to implement evidence-based risk assessment, safety planning, and treatment of youth with suicidal ideation and behavior.</li> </ol>	<ol style="list-style-type: none"> <li>1. HMF EBP Workgroup, PMHT, FCPS</li> <li>2. HMF EBP Workgroup, FCPS</li> <li>3. HMF EBP Workgroup, FCPS</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. ACCOMPLISHED and ongoing</li> <li>3. 4/18 - 12/20</li> </ol>

## GOAL 10: EVIDENCE-BASED AND INFORMED PRACTICES

*Increase the availability of and capacity for evidence-based practices/interventions along the continuum of prevention through treatment.*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<p><b>A. Develop definitions and criteria for evidence-based and evidence-informed practice in prevention and intervention/treatment.</b></p>	<ol style="list-style-type: none"> <li>1. Establish, within each tier or area, the criteria for identifying a practice as evidence-based or evidence-informed. See SOC EBT workgroup definitions and criteria for intervention/treatment level of SOC.</li> <li>2. Establish a process for evaluating the need for an EBP, providing oversight/management of implementation, and assessing sustainability of the EBP and funding sources or other resources needed for successful implementation.</li> <li>3. Develop an implementation plan to assess the extent to which EBPs are delivered with fidelity.</li> </ol>	<ol style="list-style-type: none"> <li>1. HMFHMF EBP Workgroup, CSA and FCPS</li> <li>2. HMFHMF EBP Workgroup, CSA and FCPS</li> <li>3. HMF EBP Workgroup, CSA, CSB, DFS, and FCPS, Family Organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. ACCOMPLISHED</li> <li>3. 5/16-12/20</li> </ol>
<p><b>B. Establish a set of core competencies, based on service type, for all public and contracted provider staff.</b></p>	<ol style="list-style-type: none"> <li>1. Establish the set of core competencies. (e.g., CSB's include motivational interviewing, CBT, and trauma-informed care.)</li> </ol>	<ol style="list-style-type: none"> <li>1. HMF EBP Workgroup, CSA, Family Organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> </ol>

<p><b>C. Train County, school staff and providers on EBPs, including how and when to use them. Include a review of practices that are harmful.</b></p>	<ol style="list-style-type: none"> <li>1. Identify existing trainings, opportunities to train trainers, and needs to develop in-house trainings, including financing opportunities.</li> <li>2. Offer online training options.</li> <li>3. Continue to partner with university and private provider community for training consortium to provide ongoing continuing education, certification and skill building.</li> <li>4. Provide case management staff with an overview of effective practices to assist them with their monitoring function of purchased services.</li> <li>5. Identify opportunities to provide ongoing technical support.</li> </ol>	<p>1. through 5. HMF EBP Workgroup, SOC Training Committee (add FCCPS rep), CSA and FCPS, Family Organizations</p>	<ol style="list-style-type: none"> <li>1. 1/19 12/20</li> <li>2. 1/19 - 12/20</li> <li>3. Ongoing</li> <li>4. 1/19 - 12/20</li> <li>5. 7/19 - 12/19</li> </ol>
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## GOAL 11: TRAUMA-INFORMED CARE COMMUNITY

*Enhance the community's ability to effectively identify and respond to children and families who have been exposed to trauma*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<p><b>A. Ensure there is sufficient clinical capacity to meet the needs for trauma-specific, evidence-based interventions.</b></p>	<ol style="list-style-type: none"> <li>1. Identify core competencies for providers of trauma-informed treatment strategies, based on national and local best practices.</li> <li>2. Identify training and/or certification programs in which providers acquire the identified core competencies. If none can be found, explore opportunities to develop such trainings.</li> <li>3. Identify opportunities to provide trainings, which may include "train-the-trainer" models, County/FCPS-led trainings, partner-led trainings, vendor-led trainings, online and distance learning, and more.</li> <li>4. Sponsor trainings and supervision for County, FCPS, and contracted behavioral health providers serving SOC youth in the core competencies.</li> <li>5. Develop and implement incentives to increase the number of providers with identified core competencies. Possible incentives may include contract requirements, agency policies, financial bonuses in contracts, "free" trainings/continuing education credits, and more.</li> </ol>	<ol style="list-style-type: none"> <li>1. TICN, CSB, FCPS</li> <li>2. TICN, HMF EBP Workgroup, CSB, FCPS</li> <li>3. HMF EBP Workgroup</li> <li>4. HMF EBP Workgroup</li> <li>5. CSA, DPPM</li> </ol>	<ol style="list-style-type: none"> <li>1. 4/16 - 12/20</li> <li>2. ACCOMPLSIEHD and ongoing</li> <li>3. Ongoing</li> <li>4. Ongoing</li> <li>5. 1/17 – 12/20</li> </ol>
<p><b>B. Train non-clinical staff in community-based organizations, schools, and county agencies to implement trauma-informed practices.</b></p>	<ol style="list-style-type: none"> <li>1. Continue to implement the Trauma Awareness (Trauma 101) training.</li> <li>2. Identify jobs that should be required or recommended for taking the training.</li> <li>3. Implement ACE interface training across agencies and partner organizations.</li> </ol>	<ol style="list-style-type: none"> <li>1. TICN, FCPS</li> <li>2. TICN, FCPS</li> <li>3. TICN, CSB</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. 4/16-12/20</li> <li>3. Ongoing</li> </ol>

<p><b>C. Inform the community at large on the prevalence and impacts of trauma.</b></p>	<ol style="list-style-type: none"> <li>1. Develop and implement social messaging campaign regarding the different types of trauma, the results of the Adverse Childhood Experiences (ACEs) study, common effects of trauma, and prevention efforts.</li> <li>2. Train families in trauma focused care</li> <li>3. Implement ACE interface training in community settings.</li> </ol>	<ol style="list-style-type: none"> <li>1. TICN</li> <li>2. TICN</li> <li>3. TICN, CSB</li> </ol>	<ol style="list-style-type: none"> <li>1. 10/16 - ONGOING</li> <li>2. Ongoing</li> <li>3. Ongoing</li> </ol>
<p><b>D. Develop shared screening and referral process for individuals impacted by trauma for school and human services agency staff using a nationally recognized screening tool.</b></p>	<ol style="list-style-type: none"> <li>1. Ensure trauma and trauma-focused treatments and support services are included in common screening and referral tools and practices.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSAMT and HMFCBHC, FCPS, HD</li> </ol>	<ol style="list-style-type: none"> <li>1. 1/17 – 6/20</li> </ol>
<p><b>E. Human service agency leaders will integrate the concepts of trauma-informed care into their organizational culture, with the goals of:</b></p> <ul style="list-style-type: none"> <li>• <b>Supporting a resilient workforce that is well equipped to respond to the needs of county residents who have experienced trauma; and</b></li> <li>• <b>Promoting policies, procedures and practices within their organizations that are in line with the principles of trauma-informed care.</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Identify human service agency managers and supervisors who would participate in a leadership/organizational training.</li> <li>2. Utilize trainer identified by the TICN and the SOC Training committee to provide the training.</li> <li>3. Utilize the training to develop a plan for supporting the human services workforce regarding secondary trauma.</li> <li>4. Utilize the training to identify organizational changes that support the provision of trauma-informed care.</li> </ol>	<ol style="list-style-type: none"> <li>1. CPMT, CSAMT, DFS</li> <li>2. CPMT, CSAMT, DFS</li> <li>3. CPMT, CSAMT, DFS</li> <li>4. CPMT, CSAMT, HD, DFS</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. ACCOMPLISHED</li> <li>3. ACCOMPLISHED</li> <li>4. ACCOMPLISHED</li> </ol>

## GOAL 12: BEHAVIORAL HEALTH INTERVENTION

*Address the needs of children and youth with emerging behavioral health issues who have not been able to access appropriate, timely and matching treatment services in the community.*

Reduction in psychiatric hospitalization.

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<p><b>A. Develop empirically validated cross system human services and schools screening process available to determine needs, resources, and desirable outcomes.</b></p>	<ol style="list-style-type: none"> <li>1. Convene workgroup to develop uniform screening process and identify/develop screening tool that meets this need; consider use of GAINSS and others.</li> <li>2. Develop protocol for consistent use of screening tools such as CANS, GAINS-SS and other available tools and develop consistent use of a tool across HMF service delivery to screen for behavioral health issues.</li> <li>3. Coordinate with “navigation” website to post screening &amp; process for its use.</li> <li>4. Publicize use and availability of screening process through school and county child-serving agencies.</li> <li>5. Explore clinical use of family strengthening, and toxic stress evaluation approaches outlined by the American Pediatrics Association's Resilience Project by primary health care providers.</li> </ol>	<ol style="list-style-type: none"> <li>1. HMF office, CSB, FCPS, HD, Family Organizations</li> <li>2. HMF, CSB, FCPS, Family Organizations</li> <li>3. HMF office, CSB, FCPS, HD, Family Organizations</li> <li>4. HMF office, CSB, FCPS, HD, Family Organizations</li> <li>5. HMF office, CSB, FCPS, HD, Family Organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. 7/17 - 12/20</li> <li>3. 7/17 - 12/20</li> <li>4. 7/17 - 12/20</li> </ol>

<p><b>B. Create capacity to address behavioral health needs of children 0-7.</b></p>	<ol style="list-style-type: none"> <li>1. Complete comprehensive inventory of current social-emotional services available to children 0-7.</li> <li>2. Determine current need for expanded early childhood services to 0-7 population and their parents.</li> <li>3. Develop pilot initiative to address timely social-emotional services to young children.</li> <li>4. Create capacity for intervention services to young children (0-7) &amp; their parents.</li> <li>5. Train childcare and BH providers on social-emotional health of young children.</li> <li>6. Increase availability of and expand access to parenting and home visiting programs.</li> </ol>	<ol style="list-style-type: none"> <li>1. HMF, FCPS, CSB, DFS</li> <li>2. HMF, FCPS, CSB, DFS</li> <li>3. HMF, FCPS, CSB, DFS</li> <li>4. HMF, FCPS, CSB, DFS</li> <li>5. OFC</li> <li>6. DFS, HD</li> </ol>	<ol style="list-style-type: none"> <li>1. 1/18 - 12/20</li> <li>2. 1/18 - 12/20</li> <li>3. 1/18 - 12/20</li> <li>4. 1/18 - 12/20</li> <li>5. 1/18 - 12/20</li> <li>6. 1/18 - 12/20</li> </ol>
<p><b>C. Establish a training consortium in partnership with university and private provider partners (ex: GMU, INOVA) for ongoing training for staff and service providers.</b></p>	<ol style="list-style-type: none"> <li>1. Convene SOC training committee and identified partners to develop a training consortium to address development of training in the areas of evidence-informed &amp; promising practices and practice-based evidence approaches. The committee should identify possible funding options.</li> <li>2. Focus initial training efforts to address the following symptom focus: depression, anxiety, trauma, conduct concerns and substance use disorder.</li> <li>3. Include technical assistance and coaching in all training offered.</li> </ol>	<ol style="list-style-type: none"> <li>1. SOC EBP committee, GMU reps, Inova Kellar, FCPS, family organizations</li> <li>2. SOC EBP committee, GMU reps, Inova Kellar, FCPS, family organizations</li> <li>3. SOC EBP committee, GMU reps, Inova Kellar, FCPS, family organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. ACCOMPLISHED</li> <li>3. Ongoing</li> </ol>

<p><b>D. Expand access to timely and available behavioral health services for school age children and youth with emerging behavioral health issues who have not been able to access such services.</b></p>	<ol style="list-style-type: none"> <li>1. Continue to increase the capacity of Short-Term Behavioral Health Service for Youth to all FCPS 's middle school and high schools.</li> <li>2. Expand access to behavioral health services for youth on diversion that may include services through the families insurance, CSA, the Community Services Board or the Short-Term Behavioral Health Services.</li> <li>3. Support university research efforts in the area of teen suicide.</li> <li>4. Expand FCPS based behavioral health services through the Virginia Tiered System of Support Model, Multi-Tiered System of Support (MTSS).</li> </ol>	<ol style="list-style-type: none"> <li>1. HMF Program</li> <li>2. CSB, JDRDC, and the HMF Program, CSB</li> <li>3. GMU, Promoting Mental Health Team, FCPS</li> <li>4. FCPS</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. 7/16 - 12/20</li> <li>3. Ongoing</li> <li>4. Ongoing</li> </ol>
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<p><b>E. Develop recommendations for the Board of Supervisors Public Safety Committee that reflect Diversion First initiatives needed for youth who come in contact with the criminal justice system.</b></p>	<ol style="list-style-type: none"> <li>1. Perform mock walkthrough of present intersection between youth with behavioral health issues and criminal justice system.</li> <li>2. Use results of walkthrough and data to build upon present diversion strategies already in place in the JDRC system, and make further transformation recommendations.</li> <li>3. Perform analysis of youth with behavioral health issues coming into contact with the criminal justice system and develop systemic strategies to develop and implement interventions or services to address areas of identified behavioral health needs.</li> </ol>	<ol style="list-style-type: none"> <li>1. JDRC, CSB, HMF, DFS</li> <li>2. CSB, JDRDC</li> <li>3. CSB, JDRDC</li> </ol>	<ol style="list-style-type: none"> <li>1. 4/16 -12/20</li> <li>2. 4/16 -12/20</li> <li>3. 7/17 -12/20</li> </ol>
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<p><b>F. Reduce youth substance abuse and use.</b></p>	<ol style="list-style-type: none"> <li>1. Examine existing screening tools such as CANS, GAINS-SS and other available tools such as SBIRT and develop consistent use of a tool across HMF service delivery to screen for substance use.</li> <li>2. Develop protocols for referrals/follow-up if substance use is indicated on screening tool.</li> <li>3. Perform resource and gap analysis of private, school based, CSB, and JDRC substance abuse interventions.</li> <li>4. Implement service enhancements based upon gap analysis.</li> <li>5. Continue to refine substance abuse strategies if needed based upon current Youth Survey data and best practice information.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB, FCPS, JDRC, HMF</li> <li>2. CSB, JDRC, HMF, FCPS</li> <li>3. CSB, HMF, FCPS, JDRC</li> <li>4. CSB, HMF, , FCPS. JDRC</li> <li>5. CSB, NCS, FCPS</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. ACCOMPLISHED</li> <li>3. ACCOMPLISHED</li> <li>4. 7/16 -12/20</li> <li>5. 7/17 – 12/20</li> </ol>
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## GOAL 13: Service Network for High Risk Children

*Develop an improved service network for high risk children to include appropriate evidence-based practices, care coordination, and crisis intervention/stabilization, in order to improve outcomes for those served.*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<p><b>A. Increase availability/capacity of provider community to offer trauma assessments and evidence-based trauma treatment; trauma services shall be offered in languages and in locations that are accessible to families.</b></p>	<ol style="list-style-type: none"> <li>1. Sponsor TF-CBT and DBT training and certification for contracted private providers and CSB clinicians.</li> <li>2. Identify providers who offer trauma assessments based on evidence-based assessment protocols using standardized assessment instruments.</li> <li>3. Recruit providers who demonstrate specialized training in evidence-based trauma interventions; Consider rate differential for providers who are certified in a nationally recognized EBT for trauma. Prioritize providers whose location and/or language capacity is under-represented.</li> </ol>	<ol style="list-style-type: none"> <li>1. SOC EBP Committee</li> <li>2. SOC EBP Committee</li> <li>3. CSA, HMF, <del>DAHS</del>, DPMM Contracts</li> </ol>	<ol style="list-style-type: none"> <li>1. 1/18 - 12/20</li> <li>2. 7/16- 12/20</li> <li>3. 7/16 - 12/20</li> </ol>

<p><b>B. Identify and implement an evidence-based parenting programs; language capacity and location/accessibility shall meet the needs of families.</b></p>	<ol style="list-style-type: none"> <li>1. Identify an evidence-based parenting curriculum designed for youth who have significant behavioral/ emotional needs.</li> <li>2. Recruit provider to offer parenting program to families whose children are at-risk of or are currently in residential treatment.</li> <li>3. Identify evidence-based protocols for parent-child assessments and evidence-based interventions for supervised visitation and in-home services for youth involved in child welfare.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSA</li> <li>2. CSA</li> <li>3. DFS</li> </ol>	<ol style="list-style-type: none"> <li>1. 1/17 - 12/20</li> <li>2. 1/17 - 12/20</li> <li>3. 9/19 – 12/20</li> </ol>
<p><b>C. Monitor utilization of ICC and Case Support and increase capacity/staffing so that youth with identified behavioral health care needs receive appropriate case management services.</b></p>	<ol style="list-style-type: none"> <li>1. Evaluate areas where CSA/CSB policies need to be aligned (e.g., copayment policies).</li> <li>2. Expand ICC and Case Support capacity when need has been demonstrated through monthly and quarterly data reports to the CSA MT.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB/CSA, ICC Stakeholders Group</li> <li>2. CSB/CSA</li> </ol>	<ol style="list-style-type: none"> <li>1. 7/16 - 12/20</li> <li>2. 7/16-12/20</li> </ol>
<p><b>D. Improve the utilization of the annual gaps survey of youth and parents in CSA-SOC to identify needed interventions.</b></p>	<ol style="list-style-type: none"> <li>1. Modify the state CSA survey to allow for more detailed information about needs and service gaps.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSA, Family Organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> </ol>

<p><b>E. Develop communication plan to share information about the services and care coordination offered through the SOC process with the broader provider community.</b></p>	<ol style="list-style-type: none"> <li>1. Identify private organizations that would benefit from information about the SOC.</li> <li>2. Develop materials that are family-friendly and are easy references for professionals in the community. Include eligibility requirements for funding, copayment requirements, and SOC practice standards.</li> <li>3. Post information in accessible sites, use family organizations and other parent organizations for distribution, offer in-person informational sessions.</li> </ol>	<ol style="list-style-type: none"> <li>1. through 3. CSA, Family Organizations, SOC Social Marketing Committee</li> </ol>	<ol style="list-style-type: none"> <li>1. 1/17 - 12/20</li> <li>2. 1/17 -12/20</li> <li>3. 1/17 - 6/20</li> </ol>
<p><b>F. Build system capacity to monitor fidelity to EBT models and conduct outcome evaluation for purchased services.</b></p>	<ol style="list-style-type: none"> <li>1. Develop and implement provider evaluation process in FY 20 contracts.</li> <li>2. Utilize outcome data aggregated by service type for quality assurance purposes and identification of training needs.</li> <li>3. Explore partnerships/contracts to perform these functions and/or for TA.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSA</li> <li>2. CSA</li> <li>3. CSA, NCS</li> </ol>	<ol style="list-style-type: none"> <li>1. 7/19 – 6/20</li> <li>2. 1/17 - 12/20</li> <li>3. ACCOMPLISHED and ongoing</li> </ol>
<p><b>G. Provide IT infrastructure to support data collection for fidelity monitoring and outcome evaluation along with electronic records management.</b></p>	<ol style="list-style-type: none"> <li>1. Include SOC Office in the HS IT governance workgroup.</li> <li>2. Evaluate IT needs for reporting and administrative functions, such as CANS outcome analysis</li> <li>3. Implement OpenText to replace CSA client records; Utilize other technology solutions for enhanced efficiency</li> </ol>	<ol style="list-style-type: none"> <li>1. HS IT Governance; DFS IT workgroup</li> <li>2. HS IT Governance, DFS</li> <li>3. CSA, DFS IT, DIT</li> </ol>	<ol style="list-style-type: none"> <li>1. 4/16 - 12/20</li> <li>2. Ongoing</li> <li>3. 7/19 – 12/20</li> </ol>

<p><b>H. Explore opportunities for expanding available financial resources to serve youth on diversion or probation who need intensive behavioral health services.</b></p>	<ol style="list-style-type: none"> <li>1. Explore using existing IDT process to develop CSA-qualified service plans.</li> <li>2. Implement Multi-Systemic Therapy.</li> </ol>	<ol style="list-style-type: none"> <li>1. JDRDC, CSA, CSB FORENSICS</li> <li>2. JDRDC, CSA, CSB, FCPS</li> </ol>	<ol style="list-style-type: none"> <li>1. 7/16 - 12/20</li> <li>2. 7/16-12/20</li> </ol>
<p><b>I. Increase family membership on the CPMT.</b></p>	<ol style="list-style-type: none"> <li>1. Add one parent representative to the CPMT.</li> </ol>	<ol style="list-style-type: none"> <li>1. CPMT</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> </ol>

## GOAL 14: DD/AUTISM SERVICES

*Develop expanded continuum of care of services for youth with DD/autism.*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<p><b>A. Conduct needs assessment and service inventory of the existing continuum of services and supports and identify critical service gaps for youth with DD/Autism.</b></p>	<ol style="list-style-type: none"> <li>1. Identify stakeholders and system partners with expertise in DD/Autism to participate in needs assessment and future planning to include the impact of upcoming state waiver changes.</li> <li>2. Conduct needs assessment and provide feedback on results to stakeholder groups and provider community.</li> <li>3. Assess language capacity and accessibility/location of current service array.</li> <li>4. Specifically assess the following service gaps, to include financing options, that have been identified previously:               <ol style="list-style-type: none"> <li>a. Transportation aides for DD youth with challenging behaviors or medically fragile conditions.</li> <li>b. Licensed, affordable respite options for youth with DD;</li> <li>c. assistance for goods not adequately covered by Medicaid or other payers;</li> <li>d. In-community group home setting for adolescents with DD/autism/brain injury.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. CSB/FCPS</li> <li>2. CSB/FCPS</li> <li>3. CSB/FCPS</li> <li>4. CSB/FCPS</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. ACCOMPLISHED</li> <li>3. ACCOMPLISHED</li> <li>4. ACCOMPLISHED</li> </ol>

<p><b>B. Utilize results of needs assessment and gap analysis to develop a plan to address critical service gaps.</b></p>	<ol style="list-style-type: none"> <li>1. Recruit providers with specific language capacity who serve this population.</li> <li>2. Inform provider community about identified critical gaps in services annually.</li> <li>3. Recruit providers to fulfill identified service gaps.</li> <li>4. Conduct annual re-assessment of service gaps and needs for this specific population that is shared with stakeholders and private providers.</li> <li>5. Conduct market rate analysis for ABA services and practice parameters for utilization management (# of hours, length of service).</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB/FCPS/DAHS</li> <li>2. CSB/FCPS/DAHS</li> <li>3. CSB/FCPS/DAHS</li> <li>4. CSB/FCPS/DAHS</li> <li>5. CSB/FCPS/DAHS</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. ACCOMPLISHED</li> <li>3. ACCOMPLISHED</li> <li>4. ACCOMPLISHED</li> <li>5. ACCOMPLISHED</li> </ol>
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<p><b>C. Develop a system navigation, community awareness &amp; outreach campaign to promote early identification of youth with DD/Autism who would benefit from referral to services.</b></p>	<ol style="list-style-type: none"> <li>1. Include BH service inventory for DD/Autism services in database of services and supports</li> <li>2. Develop referral system from school-based Autism Services to CSB and other community-based services.</li> <li>3. Provide regular outreach events to inform professionals serving these families about available services and supports offered by the school and community agencies.</li> <li>4. Develop and post family-friendly information about DD/Autism services at non-profits and family organizations</li> <li>5. Identify and partner with existing family organizations to provide joint training/information sessions for families about resources and eligibility for services.</li> <li>6. Include service and support information to FCPS Office of Adapted Curriculum for distribution to parents.</li> <li>7. Continue to offer training to police, fire and other first responders regarding response to youth with DD/Autism. Include as part of Crisis Intervention Training and Mental Health First Aid.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB, FCPS HMF</li> <li>2. HMF</li> <li>2. CSB, FCPS HMF</li> <li>3. CSB/FCPS, Family Organizations</li> <li>4. CSB/FCPS/NCS, Family Organizations</li> <li>5. CSB/FCPS, Family Organizations</li> <li>6. CSB/FCPS, Family Organizations</li> <li>7. CSB, Family Organizations</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. ACCOMPLISHED</li> <li>3. 1/19 - 12/20</li> <li>4. 1/19 - 12/20</li> <li>5. 6/19 - 12/20</li> <li>6. 1/19 - 12/20</li> <li>7. ACCOMPLISHED and ongoing</li> </ol>
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<p><b>D. Improve transition planning for children with developmental disabilities or chronic residential needs.</b></p>	<ol style="list-style-type: none"> <li>1. Develop strong network of jobs that utilize the strengths of the DD population as they transition to adulthood. Work with Office for Public Private Partnerships and school transition specialists.</li> <li>2. Require CSB ID staff to complete SOC/CSA policy and procedure training.</li> <li>3. Develop written protocol or MOU for referral to CSB for youth who are served by the schools and require adult services.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB/FCPS/DFS</li> <li>2. CSB/CSA</li> <li>3. CSB/FCPS/FCCPS</li> </ol>	<ol style="list-style-type: none"> <li>1. 7/18 - 12/18</li> <li>2. 1/17 – 12/20</li> <li>3. 7/17 - 12/20</li> </ol>
<p><b>E. Ensure access to crisis stabilization services designed for youth with DD/Autism with providers trained to serve this population.</b></p>	<ol style="list-style-type: none"> <li>1. Assess service capacity and training of current mobile crisis provider.</li> <li>2. Add requirements to current contract for youth mobile crisis for staff training in working with youth with DD/Autism.</li> <li>3. Assess capacity of current acute psychiatric hospitals to serve youth with DD/Autism</li> <li>4. Include in service inventory hospitals that offer specialization in this area.</li> <li>5. Consider contracting for short-term out of home crisis stabilization service.</li> <li>6. Assess capacity of current respite providers and REACH program to offer respite care.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB</li> <li>2. CSB</li> <li>3. CSB</li> <li>4. CSB</li> <li>5. CSB</li> <li>6. CSB</li> </ol>	<ol style="list-style-type: none"> <li>1. ACCOMPLISHED</li> <li>2. 6/18 – 12/20</li> <li>3. 6/18 – 12/20</li> <li>4. 6/18 – 12/20</li> <li>5. 6/18 – 12/20</li> <li>6. 6/18 – 12/20</li> </ol>

<b>F. Increase case management and care coordination capacity for children and youth with DD, particularly for younger children.</b>	1. Add DD-related requirements and responsibilities to ICC Intensive Care Coordinator job description.	1. CSB, CSA	1. 6/18 – 12/20
	2. Cross train CSB ID staff in CSA process for them to serve as lead case managers.	2. CSB, CSA	2. 6/18 – 12/20

## GOAL 15: TRANSITION AGE YOUTH

*Provide coordinated services and supports for youth and young adults of transition age, both those still in school and those who have left school. Reduce the number of youth of transition age who are living with unidentified and untreated serious mental illness who have signs and/or symptoms of a serious mental health condition that emerged before they transition out of youth-serving systems/programs.*

STRATEGIES	ACTION STEP(S)	WHO	WHEN
<p><b>A. Adapt primary care transition resources/tools for use in behavioral health care, promote their adoption.</b></p>	<ol style="list-style-type: none"> <li>1. Identify primary care transition services/tools relevant to BH transition population (e.g., <a href="http://www.gottransition.org">www.gottransition.org</a>).</li> <li>2. Refine/revise relevant tools for use within BH settings.</li> <li>3. Develop referral processes for transition age youth in need of BH services.</li> <li>4. Train primary care providers &amp; human services staff on using appropriate screening tools &amp; referral process to services.</li> <li>5. Ensure implementation in County-operated/funded primary care settings.</li> <li>6. Assess and evaluate what age range can best be served under CSB's Youth &amp; Family Services.</li> </ol>	<p>1-3. Interagency workgroup facilitated by CSB and DFS, Family Organizations</p> <p>4. CSB, HD, Family Organizations</p> <p>5. CSB, HD</p> <p>6. CSB, FCPS, FCCPS</p>	<p>1-3. ACCOMPLISHED</p> <p>1. ACCOMPLISHED</p> <p>2. 7/17-12/20</p> <p>3. 7/17 – 12/20</p>
<p><b>B. Develop knowledge and understanding of transition issues, requirements, etc., that reflect the needs of individuals and families transitioning.</b></p>	<ol style="list-style-type: none"> <li>1. Create inventory of services currently available to transition age youth.</li> <li>2. Identify gaps in services and report back to SOC Board/SCYPT for further analysis.</li> </ol>	<p>1 through 2. Interagency workgroup facilitated by CSB, DFS</p>	<p>1. 7/17 – 6/20</p> <p>2. 7/17 – 6/20</p>

<p><b>C. Improve transition planning for youth in need of adult behavioral health services.</b></p>	<ol style="list-style-type: none"> <li>1. Develop written protocol or MOU for referral to CSB for youth served by the schools who require adult services.</li> <li>2. Strengthen network of jobs that utilize the strengths of the youth as they transition to adulthood and connect youth to it. Involve Office for Public Private Partnerships and school transition specialists.</li> </ol>	<ol style="list-style-type: none"> <li>1. CSB, FCPS, FCCPS</li> <li>2. CSB, DFS</li> </ol>	<ol style="list-style-type: none"> <li>1. 7/17 – 12/20</li> <li>2. 7/17 – 12/20</li> </ol>
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# GLOSSARY OF TERMS

<b>ABA</b>	<b>Applied Behavioral Analysis</b>	A scientific approach to understanding behavior, how it is affected by the environment and how learning takes place. It is a mixture of psychological and educational techniques tailored to meet the needs of the individual. ABA uses these techniques to discourage socially inappropriate or problematic behaviors and replace them with more acceptable ones.
<b>ACEs</b>	<b>Adverse Childhood Experiences</b>	Certain experiences (childhood abuse, neglect, exposure to traumatic stressors) are major risk factors for the leading causes of illness & death as well as poor quality of life in the U.S. The ACE study is one of the largest investigations (CDC/Kaiser) ever conducted to assess associations between childhood maltreatment and later life health and well-being.
<b>BH</b>	<b>Behavioral Health</b>	Term often used interchangeably with “mental health”. In this report, it refers to mental health and substance abuse services.
<b>HMF</b>	<b>Healthy Minds Fairfax</b>	See System of Care
<b>HMFCBHC</b>	<b>Children’s Behavioral Health Colloborative</b>	Comprised of County and FCPS managers, family organizations, provider and parent representatives. Its primary functions include identifying service gaps and system barriers, recommending solutions and supporting implementation.
<b>CANS</b>	<b>Child &amp; Adolescent Needs &amp; Strengths</b>	Screening tool used within human services to assess the needs and strengths of children and their families
<b>CBT</b>	<b>Cognitive Behavioral Therapy</b>	Form of psychotherapy that is effective for a variety of conditions, including mood, anxiety, personality, eating, addiction, dependence, tic, and psychotic disorders.
<b>CEXO</b>	<b>County Executive’s Office</b>	County Executive’s Office
<b>CLAS</b>	<b>Culturally and Linguistically Appropriate Services</b>	Culture-specific services and supports are provided. They are adapted to ensure access and effectiveness for culturally diverse populations. Providers represent the cultural and linguistic characteristics of the population served. Providers are trained in cultural and linguistic competence. Specific strategies are used to reduce racial and ethnic disparities in access to and outcomes of services.
<b>CPMT</b>	<b>Community &amp; Policy Management Team</b>	Comprised of County Human Services department directors, FCPS, Cities of Fairfax & Falls Church, parent and provider representatives. Its primary functions include policy development, community planning and fiscal oversight for the System of Care.

<b>CSA</b>	<b>Comprehensive Services Act, renamed Children’s Services Act, effective July 1, 2015</b>	<b>State law that provides funding for private special education services, child welfare services and behavioral health services.</b>
<b>CSAMT</b>	<b>Children’s Services Act Management Team</b>	<b>Comprised of County and FCPS managers. Its primary functions include oversight of contracts, budgeting, fiscal process, operating procedures and policy recommendations.</b>
<b>CSB</b>	<b>Community Services Board</b>	<b>County Agency</b>
<b>DAHS</b>	<b>Department of Administration for Human Services</b>	<b>County Agency</b>
<b>DBT</b>	<b>Dialectical Behavioral Therapy</b>	<b>A type of cognitive behavioral therapy. Its main goal is to teach the individual skills to cope with stress, regulate emotions and improve relationships with others. DBT is also designed to help individuals change patterns of behavior that are not helpful, such as self-harm, suicidal thinking and substance abuse.</b>
<b>DNCS</b>	<b>Department of Neighborhood &amp; Community Services</b>	<b>County Agency</b>
<b>DD</b>	<b>Developmental Disability</b>	<b>A condition due to an impairment in physical, learning, language or behavior areas. These conditions begin during the developmental period, may impact day-to-day functioning and usually last throughout the person’s life time.</b>
<b>DFS</b>	<b>Department of Family Services</b>	<b>County Agency</b>
<b>DPMM</b>	<b>Department of Procurement and Material Management</b>	<b>County Agency</b>
<b>EBP</b>	<b>Evidence Based Practice</b>	<b>Providers use evidence based treatment modalities in their work with clients. (See EBT)</b>
<b>EBT</b>	<b>Evidence Based Treatment</b>	<b>In the child &amp; adolescent mental health services field, the term "evidence-based" is most often used to differentiate therapies that have been studied with varying degrees of rigor from therapies that are used but have not been studied or have not been studied well.</b>
<b>FCPS</b>	<b>Fairfax County Public Schools</b>	<b>County school system</b>
<b>FCCPS</b>	<b>Falls Church City Public Schools</b>	<b>City school system</b>
<b>FINS</b>	<b>Family in Need of Service</b>	
<b>GAIN-SS</b>	<b>Global Appraisal of Individual Needs – Short Screener</b>	<b>The five-minute Global Appraisal of Individual Needs Short Screener (GAIN-SS) is primarily designed as a screener in general populations to quickly and accurately identify clients as having one or more behavioral health disorders. It also rules out those who would not be identified as having behavioral health disorders. It serves as a periodic measure of change over</b>

		time in behavioral health. It is designed for self- or staff-administration with paper and pen, on a computer, or on the web.
GMU	George Mason University	Local state university
HD	Health Department	County Agency
HS IT	Human Services Information Technology	County Agency
ICC	Intensive Care Coordination	Program of intensive support for youth at risk of out of home placement or return home after an out of home placement.
IDT	Inter-Disciplinary Diagnostic Team	The Inter-Disciplinary Team is a multi-agency team comprised of representatives from Human Services agencies and FCPS. It is led by JDRDC Court Service Unit staff. The team evaluates all cases before the Court prior to disposition involving Child in Need of Services or Supervision (CHINS) that involve Habitual Truancy or Habitual Runaway complaints, and conducts assessments and evaluations as necessary in order to prepare a report (known as the IDT Report) to the Court with specific dispositional recommendations.
IT	Information Technology	Shorthand description for County Agency
JDRDC	Juvenile & Domestic Relations District Court	County Agency
LGBTQ	Lesbian, Gay, Bisexual, Transgender, Questioning	Initialism intended to emphasize a diversity of sexuality and gender-identity based cultures.
MOU	Memorandum of Understanding	Formal agreement (written) between two or more parties.
FAMILY ORGANIZATIONS	National Alliance on Mental Illness	Non-profit, grassroots mental health education, advocacy and support organization dedicated to building better lives for the millions of Americans affected by mental illness.
NCS	Department of Neighborhood & Community Services	County Agency
OFC	Office for Children	County Agency
PMHT	Promoting Mental Health Team	The Promoting Mental Health Team is a committee of the Partnership for a Healthier Fairfax. It has several responsibilities: to identify and share local resources that help promote behavioral health; to develop and consider services and initiatives for the SOC Program; to coordinate the implementation of the Northern Virginia Suicide Prevention Plan; to improve the capacity of the community to deliver services that promote social and emotional wellness; and to improve awareness of mental illness

		and how to promote mental health among public & community based organizations
PRS	Psychiatric Rehabilitation Services	Provide services to individuals with serious mental illness to help restore their functioning the community and their own sense of well-being.
SIBIRT	Screening, Brief Intervention and Referral to Treatment	Screening, Brief Intervention, and Referral to Treatment (SBIRT) is an evidence-based practice used to identify, reduce, and prevent problematic use, abuse, and dependence on alcohol and illicit drugs.
SOC	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; to ensure that all children, youth and their families have equitable and easy access to a continuum of quality, integrated and/or coordinated services, supports, and opportunities to promote resiliency and further their social, emotional, mental and behavioral health.
SCYPT	Successful Children & Youth Policy Team	Comprised of leaders from multiple sectors within Fairfax County. The team's role is to set community-wide goals and priorities for public policy as it relates to children, youth and families.
TF-CBT	Trauma Focused Cognitive Behavioral Therapy	An evidence-based treatment for children and adolescents impacted by trauma and their parents or caregivers. Research shows that TF-CBT successfully resolves a broad array of emotional and behavioral difficulties associated with single, multiple and complex trauma experiences.
TICN	Trauma Informed Community Network	A multi-disciplinary, multi-agency and community partners effort to implement and support Trauma Informed Care initiatives across the Human Services System.