The National Building Bridges Initiative

Transforming Care to Ensure Better Outcomes for Youth and Families Served in Residential and Community Programs

National Council for Community Behavioral Healthcare
The National Building Bridges Initiative

Mission

Identify and promote practice and policy initiatives that will create strong and closely coordinated partnerships and collaborations between families, youth, community- and residentially-based treatment and service providers, advocates and policy makers to ensure that comprehensive services and supports are family-driven, youth-guided, strength-based, culturally and linguistically competent, individualized, evidence and practice-informed, and consistent with the research on sustained positive outcomes.
National Building Bridges Initiative

Highlights

• November 2005 to Present
• National Steering Committee
• National Summits in 2006 & 2007
• Workgroups
  ▫ Outcomes
  ▫ Social Marketing
  ▫ Family/Youth Partnerships
• Developing documents to support the field
  ▫ Joint Resolution
  ▫ Matrix/SAT
  ▫ Family and Youth Tip Sheets
• Ongoing Projects (fiscal/policy barriers & solutions)
Core Principles from the Joint Resolution

- Family Driven & Youth Guided care
- Cultural & Linguistic Competence
- Clinical Excellence & Quality Standards
- Accessibility & Community Involvement
- Transition Planning & Services (Between Settings & from Youth to Adulthood)
Primary Focus on Family-Driven & Youth-Guided

Families and Youth:
- Are EXPERTS regarding their lives
- Develop RELATIONSHIPS of trust
- Expect Providers to offer TOOLS
- Wish to PARTICIPATE positively

Agencies/Organizations & the Community:
- Promote CULTURE CHANGE
- HIRE family members
- Form CHILD & FAMILY TEAMS
- Build and nurture SUPPORT NETWORKS
- ENGAGE system partners & COLLABORATE effectively
- SHARE RESOURCES
In Family-Driven & Youth-Guided Care

Youth and families:
• Engage if efforts are a GOOD FIT
• Appreciate COLLABORATION
• Use resources EFFECTIVELY
• Strive for SEAMLESS transitions

Organizations and communities:
• Support PARTICIPATION of peers, friends and family
• Strive for NORMATIVE ENVIRONMENTS
• Offer TRAINING, COACHING & PEER MENTORING to all
• Invest in SKILLS DEVELOPMENT (staff & participants)
• ENGAGE others (schools, youth organizations, etc.)

Advancing partnerships among residential and community-based service providers, youth and families to improve lives.
Youth and families:
• Strive to RECOVER quickly & maintain SUCCESS
• Benefit from NON-TRADITIONAL & TRADITIONAL, EVIDENCE AND PRACTICE-INFORMED SERVICES that best meet their unique needs and interests

Organizations and communities:
• Utilize the WRAPAROUND APPROACH
• Hire staff with EXPERTISE in the process
• Keep everyone ENGAGED (families, youth, staff, community members, providers, educators, friends, etc.)
Youth and families:
- Share RESPONSIBILITY and COMMITMENT to unconditional care
- Are effective ADVOCATES

Organizations and communities:
- VALUE (everyone’s) participation
- SUPPORT youth and families’ advisory/advocacy role
- FACILITATE participation
  - Ensure convenient scheduling
  - Provide transportation, food, stipends, child care, etc.
  - Commit to CULTURAL & LINGUISTIC COMPETENCE
- CELEBRATE!
States/counties/agencies that have transformed/built new models, realizing positive outcomes

To name just a few:

- EMQ, CA
- Hathaway-Sycamores, CA
- Damar Services, Inc., IN
- Jewish Child Care Association, NY
- Southern Oregon Adolescent Study and Treatment Center, OR
- Family and Children’s Services, TN
- States/Counties: New York (Monroe/Westchester), Massachusetts, Kansas (Sedgwick), Wisconsin, and others
EMQ Children and Family Services & Hathaway-Sycamores Child and Family Services (CA)

- Both closed 100 residential beds and realized more positive outcomes for youth serving them & their families in the community
- Both used research (e.g., > family involvement; connectedness to school/community/home; ongoing aftercare; shorter lengths of stay in residential; other)
- Components included, but not limited to:
  - Wraparound to Fidelity
  - Family Search & Engage Model
  - Redefine Residential (24/7 Intensive Family Services; Res-Wrap)
  - Hired many, many family partners
  - Transitional Focus (stay connected with/strengthen community ties)
Damar Services, Inc. (IN)

- Implemented a Family and Community Treatment Pilot (2003 – 2005) with significant positive outcomes (0% recidivism in 2 years; < aggressive behaviors by 73%; < ALOS; < crisis incidents by 81%; > family involvement by 87%, and other positive outcomes)

- Specialty expertise for serving youth with DD/MH in residential (find families; conduct most programming in community; focus always on long-term and generalization)
Southern Oregon Adolescent Study and Treatment Center

- Children could be moved between differing levels of residential treatment and in-home community services flexibly, upon the decision of the parent.

- Contract structure created established reimbursement rate, regardless of service setting, that averaged out the costs, with required average utilization over the contract period.

- Provided 1,409 client days of service over required utilization (average one client per day 24/7), at no additional cost, with same or better aggregate outcomes (using CAFAS).

- Parent satisfaction high.
New York State

- Statewide Building Bridges Initiative involving Mental Health, Child Welfare, Juvenile Justice, Education, Developmental Disabilities
- Held 2 Statewide Planning Days – brought in national experts; highlighted intent of each State agency to move towards best practices and focus on positive outcomes
- Developed and distributed a “Positive Outcomes from Building Bridges Report” to all NYS NBBI stakeholders. The report highlighted the work of the four NYS agencies specific to NBBI, including their focus on cross-agency collaboration related to Licensing; Program Innovation and Bed Planning.
Striving for shorter lengths of stay in residential

- Wisconsin
- Kansas, Wichita (COMCARE of Sedgwick County) (remaining youth in residential are from foster care system with no viable placements)
- EMQ/Hathaway Sycamore
- and others moving in this direction...
Raquel Hatter went back to her agency after the first NBBI Summit and implemented multiple improvements, including:

- Primary focus on welcoming families as full partners
- Hired senior executive family advocate
- Rewrote job descriptions to include FDC
- Made supervisors accountable (some eventually asked to leave)
Jewish Child Care Association (NY)

Focus on Youth-Guided Care:
- Helped staff understand and deal with perceived “loss of control”
- Established youth councils across foster and residential programs
- Annual Staff/Youth strategic planning retreat
- Improvements included (but were not limited to):
  - Youth-led treatment planning conferences (youth receive education & support towards achieving this)
  - Staff dress code (union buy-in)
  - Youth input for hiring staff
  - Youth serve as co-trainers for the Therapeutic Crisis Intervention staff training program
  - Implementation of Trauma Model
Steps to become involved in BBI

• Establish relationships and dialogue across all constituent groups, including families, youth, community-based providers, residential treatment providers, advocates and policy makers.

• Develop protocols and practices to make entry into residential treatment and the transition back to the community a seamless, supportive and coordinated process.
Steps to become involved in BBI

- Support youth and families during their time in residential treatment programs to continue to participate in community-based programs and support services, thereby facilitating timely and smooth transitions home.

- Continue to implement trauma-informed, family driven, youth guided, culturally and linguistically competent and evidence-based practices.
Steps to become involved in BBI

- Support the development of, and become active members of Child and Family Teams.
- Convene meetings and dialogues among constituencies to promote conversations about the National Building Bridges Initiative.
Overall Goal for 2009

Take Building Bridges National
Challenges & Barriers include

- Federal and State Fiscal approaches
- Federal and State Regulatory/Policy issues
- Existing practices/Cultures
- Program leadership knowledge about implementing best practices
Discussion

• What else do you want to know about NBBI?

• What are ways you can take NBBI back to your programs, counties and states to supplement your own system of care and transformation efforts, realizing more effective outcomes for youth and families?
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