

State of Nevada  
Commission on Behavioral Health,  
Children's System of Care Behavioral Health Subcommittee

Nevada System of Care, Implementation Grant  
Strategic Plan Supplement Two

Year Two: Progress Update

Document update prepared by:  
Division of Child & Family Services, Systems of Care project team and contractors

Last Updated: September 2017

**NEVADA SYSTEM OF CARE STRATEGIC PLAN**  
**A Snapshot of Quarterly Accomplishments**

<p><b>FAMILY-DRIVEN AND YOUTH-GUIDED SUPPORT DEVELOPMENT</b></p> <p><i>Activities that support the inclusion of youth and families in all levels of SOC.</i></p>	<ul style="list-style-type: none"> <li>The Youth M.O.V.E. Nevada Chapter continued to recruit new members and hold meetings to generate the authentic youth voice.</li> <li>Daily System of Care (SOC) and children's mental health information is being distributed over Nevada PEP and Youth M.O.V.E. Nevada social media accounts.</li> <li>The family and youth voice are present at the SOC workgroup meetings.</li> <li>SOC materials, policies, and forms are being reviewed for SOC and family friendly language.</li> <li>SOC Workforce Development activities/training workshops include the family voice in partnership with mental health staff.</li> <li>Mobile Crisis Response Teams refer families to Nevada PEP for peer support.</li> <li>Families were engaged to participate in the Readiness Implementation Measure Study.</li> </ul>
<p><b>NEVADA SOC PROGRAM DEVELOPMENT</b></p> <p><i>Activities that support the Nevada SOC infrastructure (i.e. development of training and evaluation systems, monitoring of implementation).</i></p>	<ul style="list-style-type: none"> <li>There are over 200 children and families served by the SOC to date.</li> <li>The SOC social media strategy now includes frequent postings to Twitter and Facebook and is connected to PEP's social media program. The SOC is also a part of the DCFS website now and has a list of all trainings on the site as well as a link to be able to register for them.</li> <li>The SOC electronic newsletter continues to be distributed to SOC partners and stakeholders on a regular basis.</li> <li>The SOC will now have all their trainings on the Nevada Partnership for Training Website. Anyone interested may register there for all SOC trainings and will be able to get CEU's.</li> <li>The target population definition has been updated.</li> <li>Wraparound training for staff and sub grantees from the National Wraparound Implementation Center (NWIC) has been completed and supervision and coaching is ongoing.</li> <li>Baseline data collection for wraparound fidelity is in process.</li> <li>Training efforts on data collection protocol continues an ongoing-basis.</li> <li>Data is currently being cleaned and shared with the SOC subcommittees for planning purposes.</li> <li>Second Readiness Implementation Measures (RIMS) survey was completed to measure system readiness and implementation.</li> <li>A survey using the "Rating Tool for Implementation of the System of Care Approach" was completed. Highlights from the findings were presented to the SOC Subcommittee during its August 2017 meeting.</li> </ul>
<p><b>SYSTEM LEVEL ACCOMPLISHMENTS</b></p> <p><i>Activities that support the alignment of children's mental health systems with SOC principles.</i></p>	<ul style="list-style-type: none"> <li>Discussions continue with other states to explore models for the alignment of funds to support the SOC.</li> <li>Nevada Medicaid has agreed to the implementation of the Child and Adolescent Needs and Strengths assessment tool (CANS) for DCFS and is now considering its use as a tool to determine service intensity.</li> <li>Discussions continue regarding the development of a waiver and a state plan amendment for possible adaptation and adoption within Nevada for home and community based children services. This option aims to include wraparound services. SAMHSA is helping with Technical Assistance in this area.</li> <li>Collaboration continues with the Division of Behavioral Health to implement Certified Community Behavioral Health Clinics across the state.</li> <li>An enrollment package and standards have been created for providers in the System of Care. New standards developed include: wraparound and SOC training, provider enrollment, LGBTQ, provider standards, complaint process, child and youth rights and responsibilities.</li> <li>SOC has completed initial quality assurance review of all sub grantees and provided a corrective action plan where needed. This will continue on a quarterly basis along with the sustainability plans.</li> </ul>
<p><b>PROVIDER DEVELOPMENT</b></p> <p><i>Activities that support the development and</i></p>	<ul style="list-style-type: none"> <li>Workforce development trainings on SOC topics continues. This includes, but not limited to, Systems of Care, cultural competence, wraparound, suicide awareness and prevention and LGBTQ youth.</li> <li>SOC currently has 8 trainings developed with additional trainings under development for SOC providers. The SOC also supports training done by other providers. Over 1500 people have attended trainings by the SOC since 1/1/17.</li> </ul>

<p><i>expansion of providers consistent with SOC principles.</i></p>	
<p><b>SERVICE ARRAY DEVELOPMENT</b></p> <p><i>Activities that support the development and expansion of evidence-based interventions consistent with SOC principles.</i></p>	<ul style="list-style-type: none"> <li>• A review of possible evidence-based practices to consider for Nevada's Service Array is ongoing.</li> <li>• SOC continues to work with Duke University to provide training and consultation on the "Together Facing The Challenge" model for specialized foster care providers.</li> <li>• The SOC has also funded additional programs for FY 18 as part of its service array development. Funding has been increased to open two additional school based health centers, a rural Intensive Outpatient Program and a Positive Behavior Intervention Support program for our psychiatric hospital and correctional facilities.</li> </ul>

**NEVADA SYSTEM OF CARE STRATEGIC PLAN**  
**Supplement One**

The following update to the Nevada System of Care Strategic Plan contains notes on action steps and progress completed to date. A column labeled "Progress Update" was added to show updates. Additionally, strategies and the outcomes/benchmarks were amended to increase clarity (changes are noted in red). Where possible, future activities planned for year two of the grant are noted.

**Goal 1: Generating support from stakeholders for the transition of DCFS for direct care to an oversight function.**

Generate support among families and youth, providers, and decision policy makers at state and local levels, to support expansion of the SOC approach, transitioning the Division of Child and Family Services, Children's Mental Health from a direct care provider to an agency that primarily provides planning, provider enrollment, utilization management through an assessment center, technical assistance and training, continuous quality improvement.

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
G1-1. Develop DCFS as a lead authority in children's behavioral health services for the State of Nevada (policy and standards development, technical assistance, performance-based contracts, and quality improvement).	<p>Conduct SOC Readiness Assessment</p> <ul style="list-style-type: none"> <li>• System of Care Readiness and Implementation and Measurement Scale (SOC-RIMS).</li> <li>• Disseminate readiness assessment findings to communities.</li> </ul> <p><b><u>Year Two Plans</u></b></p> <ul style="list-style-type: none"> <li>• Communication workgroup developed plans to conduct targeted dissemination of material to specific communities.</li> <li>• Utilize readiness assessment to inform planning.             <ul style="list-style-type: none"> <li>- Review identified service needs.</li> <li>- Review identified implementation concerns</li> </ul> </li> <li>• Identify targeted strategies to move communities on the continuum of readiness for Systems of Care.</li> <li>• Conduct readiness assessment updates to measure progress and determine if benchmarks are being met.</li> </ul>	<p>DCFS</p> <p>Contracted readiness assessment provider</p> <p>Communication Workgroup</p> <p>Governance Workgroup</p> <p>Workforce Development: Policies, Standards &amp; Training</p>	<p>10/24/2016: SOC-RIMS Assessment completed.</p> <p>11/2016: Reports disseminated To SOC stakeholders.</p> <p>12/2016: Communication workgroup review of reports.</p> <p>2/2017: Summary of readiness report created and presented to workgroups.</p> <p>6/2017: Plans are in place to implement a follow-up RIMS survey.</p> <p>9/2017: Families were engaged to participate in the Readiness Implementation Measure Study.</p>	<p>Community-based readiness reports generated and disseminated to workgroups and the SOC Subcommittee.</p> <p>Communication workgroup disseminated to community.</p> <p>RIMS survey results were reviewed by the workgroups and areas of low scores were identified to work on in the workgroups.</p>

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<ul style="list-style-type: none"> <li>Update Strategic and Communication Plans every 90 days.</li> </ul> <p><b><u>Year Three Plans</u></b></p> <ul style="list-style-type: none"> <li>Review implementation patterns (i.e. services providers, number of children receiving services, case load sizes) and develop goals and projections for year three.</li> </ul>		<p>9/2017: Second RIMS survey was completed to measure readiness and implementation.</p> <p>9/2017: A survey using the "Rating Tool for Implementation of the System of Care Approach" was completed. Highlights from the findings were presented to the SOC Subcommittee during its August 2017 meeting.</p>	
	<p>Conduct a gap analysis</p> <ul style="list-style-type: none"> <li>Identify existing services, funding sources and service provider type using a geo map format to assist in identifying gaps.</li> </ul> <p><b><u>Year Two Plans</u></b></p> <ul style="list-style-type: none"> <li>Communication workgroup develop plans to conduct targeted dissemination of material to specific communities (February 2017).</li> <li>Provider Standards &amp; EBP workgroup Compare findings of gap analysis to findings of community readiness to inform planning (February 2017). <ul style="list-style-type: none"> <li>Review identified service needs.</li> <li>Review identified implementation concerns</li> </ul> </li> <li>Provider Standards &amp; EBP workgroup identify targeted strategies to address identified gaps.</li> <li>Update Strategic and Communication Plans as appropriate.</li> <li>Conduct readiness assessment updates to measure progress.</li> </ul>	DCFS  Contracted gaps analysis provider  Communication Workgroup  Governance Workgroup  Provider Standards & EBP Workgroup	<p>1/2017: Report complete.</p> <p>2/2017: Summary of Gaps Analysis created and presented to workgroups.</p> <p>3/2017: Recommendations from Gaps Analysis report incorporated in to 2017 workgroup goals.</p>	Community-based gap analysis reports generated and disseminated to workgroups and the SOC Subcommittee.  Communication workgroup disseminate to community.

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	<p><u>Year Three Plans</u></p> <p>Develop Policy/Regulation (SOC provider enrollment tied to public funding reimbursement). See Goal 2 (funding structures).</p> <ul style="list-style-type: none"> <li>• Include parent choice options</li> <li>• Applicable to children who are entering the System of Care.</li> <li>• SOC values and training</li> <li>• Wraparound requirements</li> </ul> <p><u>Year Two Plans</u></p> <p>✓ Develop provider enrollment policy (will outline standards of accountability, i.e. fidelity).</p> <p><u>Year Three Plans</u></p>	DCFS DHCFP Governance Workgroup Provider Standards & EBP workgroup	<p>10/2016: Developed procedure for drafting and approving development of policies.</p> <p>11/2016: Policies drafted</p> <ul style="list-style-type: none"> <li>• SOC Values &amp; Principles Policy</li> <li>• CLAS Standards Policy</li> <li>• Wraparound Policy</li> </ul> <p>12/2016: Policies drafted</p> <ul style="list-style-type: none"> <li>• Provider Enrollment Policy</li> </ul> <p>6/2017: A "Provider Enrollment Application" and "Provider Enrollment Agreement" have been drafted and are currently under review.</p> <p>9/2017: The provider enrollment package is complete. It contains enrollment forms and provider standards for training as well as wraparound standards.</p>	Relevant policies developed that meet the intent of the SOC Principles.
	<p>Develop accountability-based contracts that include:</p> <ul style="list-style-type: none"> <li>• Medicaid reimbursement standards</li> <li>• SOC Practice Standards</li> </ul>	DCFS DHCFP Governance Workgroup	9/2016 – present: Sub-grants awarded include SOC requirements (needs to be	Revised sub-grant developed for performance-based contracts.

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<ul style="list-style-type: none"> <li>• Fidelity</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Continue development of provider enrollment policy (will outline standards of accountability, i.e. fidelity).</li> <li>• Review sample contracts from other states.</li> <li>• Develop a revised sub-grant contract that identifies accountability standards (i.e. fidelity).</li> </ul> <p><u>Year Three Plans</u></p>	Provider Standards & EBP workgroup	<p>revised to include high fidelity wraparound).</p> <p>6/2017: Sustainability and clinical services reviews with sub-grantees has begun. Corrective action plans are developed for sub-grantees when appropriate. Plans are used as the basis for continuing quality improvements.</p>	
	<p>Quality Improvement Program - Develop Behavioral Health quality indicators</p> <p>Develop provider training in quality indicators and use (see Goal 3 and 4)</p> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Examine recommendations provided by SAMHSA toolkits and resources.</li> <li>• Obtain examples from other states.</li> <li>• Develop draft quality improvement plan.</li> </ul> <p><u>Year Three Plans</u></p>	DCFS SOC subcommittee Governance Workgroup Provider Standards & EBP workgroup	<p>3/2017: DCFS has developed and is currently piloting a Quality Assurance tool for behavioral health quality indicators.</p> <p>3/2017: DCFS developed a tool for fiscal analysis.</p> <p>6/2017: Developed a "Clinical Service Delivery Tool," which addresses quality assurance for sub-grantees on fiscal responsibility. A process for a standardized corrective action was developed and will continue to be revised as needed.</p>	Quality Indicators and Training Program developed and implemented with sub grantees.

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	<p>State Entity Programs Alignment</p> <ul style="list-style-type: none"> <li>Develop cross-agency decision-making strategy and protocol (see Goal 2)</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>DCFS continue efforts according to initial discussions.</li> <li>Present updates and reports to SOC subcommittee as appropriate.</li> </ul> <p><u>Year Three Plans</u></p>	DHHS DCFS DPBH DHCFP	11/2016: Initial discussions have begun with DHCFP and Department administration. Collaborative frameworks are under development.  6/2017: Collaboration has begun with the Division of Behavioral Health to implement CCBHCs across the state.	Completed reports summarizing community-based findings.
	<p>Utilization Management:</p> <ol style="list-style-type: none"> <li>Child &amp; Family Team (CFT) process will decide what services are needed.</li> <li>Develop a process and/or protocol for assessing fidelity to the CFT model.</li> <li>Develop an overarching review system for services and expenditures recommended by teams that is flexible according to the regional differences within the state, in alignment with the goal of DCFS becoming the authority for children's behavioral health.</li> <li>Develop a process and/or protocol for using CFTs outside of wraparound (traditional case management).</li> </ol> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>Develop Nevada SOC model that includes utilization management component.</li> <li>Identify existing tools to measure fidelity.</li> </ul>	DCFS Program Planning & Evaluation Unit  Governance Workgroup  Provider Standards & EBP workgroup	3/2017: Baseline evaluation planned for fidelity of WIN program. Baseline will be compared to post-training fidelity results. Tools utilized from National Wraparound Implementation Center (NWIC).  6/2017: Sustainability and clinical services reviews with sub-grantees has begun. Corrective action plans are developed for sub-grantees when appropriate.  9/2017: SOC has completed initial quality assurance review of all sub grantees and provided a corrective action plan where needed. This	CFT process/ protocol developed  CFT fidelity assessment completed

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	<u>Year Three Plans</u>		will continue on a quarterly basis along with the sustainability plans. All sub grantees will sign an amendment stating at a minimum compliance with Nevada chapter 400 Medicaid requirements regarding CFTs for each family served by 11/30/2017.	
G1-2. Develop DCFS as an emergency response, assessment, and care coordination entity.	<p>Mobile Crisis</p> <ul style="list-style-type: none"> <li>Provide Mobile Crisis services in Clark County.</li> <li>Reallocate existing outpatient positions in Clark County to Mobile Crisis.</li> <li>Enhance Mobile Crisis services in Washoe County</li> <li>Connect families to Wraparound Services when appropriate.</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>Continue providing services.</li> <li>Implement revised evaluation plans.</li> </ul> <p><u>Year Three Plans</u></p>	DCFS DCFS PEU UNR Program Evaluation	<p>11/2016: Mobile Crisis expanded to 24 hours in Clark County</p> <p>11/2016: Program feedback - Paperwork requirements of completing NOMs doesn't suit the nature of the service provided. Modifying evaluation plan to adjust the requirements.</p> <p>11/21/2016: Consulted with SAMHSA Project officer regarding evaluation plans. Received technical assistance on use of NOMS. SAMHSA approved no longer utilizing the NOMs for MCRT.</p> <p>12/1/16. Evaluation team met with MCRT to clarify current data collection. It was determined that the relevant NOMs baseline data will be</p>	<p>Increased number of children &amp; youth who receive mobile crisis services in each region.</p> <p><u>Instruments/Indicators:</u> Baseline NOMS (through 12/1/16)</p> <ul style="list-style-type: none"> <li># of clients served</li> <li>Establish % increase in # served after yr. 2</li> <li>#service episodes</li> </ul> <p>Baseline NOMs (other agencies/Wraparound)</p> <ul style="list-style-type: none"> <li>Referral made from MCRT</li> </ul> <p>DCFS SOC Unit</p> <ul style="list-style-type: none"> <li># of clients served</li> <li>Establish % increase in # served after yr. 2</li> <li>#service episodes</li> </ul>

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			<p>integrated in to MCRT documentation process. Baseline NOMs will no longer be required for MCRT.</p> <p>3/2017: When appropriate transition services have begun to link clients from mobile crisis to WIN.</p> <p>6/2017 (ongoing): Mobile crisis teams refer families to Nevada PEP for peer support.</p>	<ul style="list-style-type: none"> <li>• Discharge dates</li> </ul> <p>DCFS SOC Unit</p> <ul style="list-style-type: none"> <li>• Referral source (i.e. MCRT)</li> <li>• Compare MCRT clients to other services received</li> </ul>
	<p><b>Mobile Crisis</b></p> <ul style="list-style-type: none"> <li>• Implement Mobile Crisis services in rural counties.</li> </ul> <p><b><u>Year Two Plans</u></b></p> <ul style="list-style-type: none"> <li>• Continue providing services.</li> <li>• Implement revised evaluation plans.</li> </ul> <p><b><u>Year Three Plans</u></b></p>	DPBH	<p>11/2016: Mobile Crisis expanded to rural counties through SOC grant.</p> <p>3/2017: When appropriate transition services have begun to link clients from mobile crisis to WIN.</p>	<p>Increased number of children &amp; youth who receive mobile crisis services in rural regions.</p> <p><b><u>Instruments/Indicators:</u></b></p> <ul style="list-style-type: none"> <li>• Baseline NOMS <ul style="list-style-type: none"> <li>○ # of clients served</li> <li>○ Establish % increase in # served after yr. 2</li> <li>○ #service episodes</li> </ul> </li> <li>• DCFS PEU <ul style="list-style-type: none"> <li>○ Referral patterns</li> <li>○ Discharge dates</li> </ul> </li> </ul>

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	<p>Diagnostic and Evaluation Services (Develop “no wrong door” assessment program)</p> <ul style="list-style-type: none"> <li>• Develop provider Memoranda of Understanding and information sharing agreements</li> <li>• Develop and provide assessment services</li> <li>• Establish data collection protocol for assessment center</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Engage southern Nevada Neighborhood Care Centers to integrate SOC values and principles. Examine the structures necessary to implement SOC and data collection requirements.</li> <li>• Continue partnership with Juvenile Justice (JJ) in the implementation of juvenile justice assessment center to serve youth in the juvenile justice system.</li> </ul> <p><u>Year Three Plans</u></p>	<p>DCFS Workforce Development Policies, Standards, and Training Workgroup</p> <p>Juvenile Justice</p>	<p>11/2016: DCFS staff began process of identifying agencies that they need an MOU with and initiate process.</p> <p>10/17/16-present: DCFS working strategically with JJ to begin implementation of juvenile justice assessment center.</p> <p>3/2017: “The Harbor, Juvenile Assessment Center” in Las Vegas is operational and providing assessment services to youth.</p> <p>3/2017: The Washoe County assessment center is still under development.</p> <p>3/2017: MOUs with Nevada State Department of Education and Nevada Aging and Disability Services Division are currently under development.</p> <p>6/2017: A Northern Nevada Assessment Center is under development.</p>	<p><u>Instruments/Indicators:</u> (Dependent on Evaluation Protocol TBD)</p> <ul style="list-style-type: none"> <li>• Baseline NOMS <ul style="list-style-type: none"> <li>◦ # of clients served</li> <li>◦ Establish % increase in # served after yr. 2</li> </ul> </li> <li>• NOMS Discharge <ul style="list-style-type: none"> <li>◦ K1-2</li> </ul> </li> <li>• CANS <ul style="list-style-type: none"> <li>◦ Client characteristics</li> <li>◦ Service needs</li> </ul> </li> <li>• DCFS PEU <ul style="list-style-type: none"> <li>◦ Referral patterns</li> <li>◦ Discharge dates</li> </ul> </li> </ul>

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			<p>6/2017: Collaboration has begun with juvenile justice to explore development of a juvenile justice assessment center.</p> <p>9/2017: Nevada Medicaid has agreed to the implementation of the Child and Adolescent Needs and Strengths assessment tool for DCFS and is now considering its use as a tool to determine service intensity.</p>	
	<p>Wraparound in Nevada (WIN)</p> <ul style="list-style-type: none"> <li>• DCFS WIN will remain the provider of high fidelity wraparound.</li> <li>• Should capacity exceed demand, DCFS will be the care management entity to provide training, supervision, and coaching to any community provider that provides wraparound.</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Continue providing services.</li> <li>• Continue data collection plans.</li> <li>• Update training protocol to include follow-up training and fidelity assessment.</li> </ul> <p><u>Year Three Plans</u></p>	DCFS  Provider Standards & EBP workgroup	<p>11/2016: Training system developed and has been initiated with sub-grantees.</p> <p>11/2016: High fidelity wraparound training provided to WCSD and Children's Cabinet.</p> <p>11/2016: WIN designated as wraparound providers for SOC sub-grantees until they are trained. Training for sub grantees to begin by 5/2017.</p> <p>1/2017: Data collection for NOMS and CMHI began.</p> <p>3/2017: Designated sub grantees have completed wraparound</p>	Number of providers trained and frequency of trainings.  <u>Instruments/Indicators:</u> <ul style="list-style-type: none"> <li>• IPP WD2 <ul style="list-style-type: none"> <li>◦ # of providers trained</li> </ul> </li> <li>• Fidelity Assessments (See Strategy G1-1, UM) <ul style="list-style-type: none"> <li>◦ Service characteristics</li> </ul> </li> </ul>

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			<p>training and are providing wraparound services to families.</p> <p>3/2017: Additional and refresher trainings on data collection provided to sub-grantees who are doing their own wraparound services.</p> <p>3/2017: Contract for provision of training and supervision for high fidelity wraparound services under development.</p> <p>6/2017: A sub-contract has been secured with the National Wraparound Implementation Center (NWIC) to provide training and technical assistance. 6 coaches have been identified and begun the certification process which will be completed by 6/2018.</p> <p>6/2017: Research is underway to identify Federal “waiver” programs for possible adaptation and adoption within Nevada. This option aims to include wraparound services.</p>	

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	<p>Transition to Adult Services</p> <ul style="list-style-type: none"> <li>• Continue implementation plans for the Transition to Independence Program (TIP) in Washoe County.</li> <li>• Explore options for implementing the TIP statewide.</li> <li>• Collaborate with DPBH to develop and implement Youth in Transition Programming.</li> <li>• Establish data collection protocol for Youth In Transition programs</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Develop outcome measures once service implementation begins.</li> </ul> <p><u>Year Three Plans</u></p>	<p>Washoe County Children Mental Health Consortia (WCCMHC), Workgroup 4</p> <p>DCFS</p> <p>DPBH</p> <p>Children's Cabinet</p> <p>Rural Child Welfare</p> <p>Workforce Development Policies, Standards, and Training Workgroup</p> <p>WCCMHC Workgroup 4</p>	<p>11/2016: South -GROW program (transitional living for young adults)</p> <p>11/2016: Rural - Identifying current need for Youth in Transition.</p> <p>11/2016: Rural -Children's Cabinet is implementing a Youth in Transition program</p> <p>11/2016: WCCMHC, Workgroup 4 is updating their logic model to remove TIP program and update with new strategies for transitional age youth programming.</p> <p>6/2017: Collaboration has begun with the State Youth Treatment Program in the development of their action plan for transitional age youth.</p> <p>6/2017: Efforts are underway for a sub-contract for youth in transition in rural communities.</p>	<p><u>Instruments/Indicators:</u> (Dependent on Evaluation Protocol TBD)</p> <ul style="list-style-type: none"> <li>• Baseline NOMS <ul style="list-style-type: none"> <li>◦ # of youth served</li> <li>◦ Establish % increase in # served after yr. 2</li> </ul> </li> <li>• NOMS Discharge <ul style="list-style-type: none"> <li>◦ K1-2</li> </ul> </li> <li>• CANS <ul style="list-style-type: none"> <li>◦ Client characteristics</li> <li>◦ Service needs</li> </ul> </li> <li>• DCFS PEU <ul style="list-style-type: none"> <li>◦ Referral patterns</li> <li>◦ Discharge dates</li> </ul> </li> </ul>
G1-3. Develop DCFS as a "safety net" provider of children's mental health services.	<p>Early Childhood Mental Health Services</p> <ul style="list-style-type: none"> <li>• Day treatment services</li> <li>• Outpatient treatment services</li> </ul>	DCFS	11/2016: RFP released for day treatment services (early childhood through adolescence).	# of new ECBH services based on results of gap analysis

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
These are services that have been identified as not available in the community or there are not a sufficient number of providers to meet the need.	<ul style="list-style-type: none"> <li>• Psychiatric services</li> <li>• Wraparound</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Assess and revise this section after the results of the gap analysis is released in January 2017.</li> <li>• Develop outcome measures once service implementation begins.</li> </ul>	Special Populations and Evidence Based Practices (EBP) Workgroup Workforce Development: Policies, Standards & Training Workgroup	6/2017: Service array sub-grants completed for: Apple Grove (youth day treatment, Las Vegas) and The Center (LGBTQ training).	
	<p>Outpatient Services</p> <ul style="list-style-type: none"> <li>• Psychiatric services</li> <li>• Community treatment homes</li> <li>• Wraparound Services</li> <li>• Increased access to outpatient therapy and decreased waiting time for children and families to access services</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Develop outcome measures once service implementation begins.</li> </ul> <p><u>Year Three Plans</u></p>	DCFS  Special Populations & EBP Workgroup  Workforce Development: Policies, Standards & Training Workgroup  Division of Health Care Financing and Policy (DHCFP)	10/2016: Sub grants completed for: <ul style="list-style-type: none"> <li>• First Episode Psychosis</li> <li>• PEP SOC Expansion</li> <li>• Rural MCRT</li> <li>• WCSD School Coordinated Care Center</li> <li>• Grow Transitional Living Program</li> <li>• Healthy Homes Program</li> <li>• UCF School linked behavioral health services</li> </ul> 11/2016: RFP released for day treatment services (early childhood through adolescence).  4/2017: A sub-grant was awarded to Apple Grove for day treatment services.  10/2017: New sub grants added for FY 18 include a rural	# of New Outpatient Service Providers

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<p>Community Treatment Homes</p> <ul style="list-style-type: none"> <li>• To coordinate the development of Community Treatment Home providers throughout the state.</li> <li>• Implement specialized foster care treatment homes (EBP = Together Facing the Challenge)</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Develop outcome measures once service implementation begins.</li> </ul> <p><u>Year Three Plans</u></p>	DCFS  Special Populations and EBP Workgroup  Workforce Development: Policies, Standards & Training Workgroup	<p>Intensive Outpatient Program, and a PBIS contract for DWTC and our correctional facilities. Increased funding was added for school based health centers and the FEP program.</p> <p>11/2016: This section will be assessed after the results of the gap analysis is released in January 2017. Response plan to be developed in February 2017.</p> <p>2/2017: Synopsis of the gaps analysis reported a need for increased residential treatment facilities and day treatment programs to support community-based services.</p> <p>3/2017: Recommendations from gaps analysis report incorporated in to 2017 workgroup goals.</p>	# of new community treatment homes based on results of gap analysis.  DCFS PEU - Together Facing the Challenge evaluation <ul style="list-style-type: none"> <li>• Fidelity</li> <li>• Permanency outcomes</li> <li>• Symptom reduction</li> </ul>
G1-4. Develop a "provider enrollment" system for children's behavioral health care providers who receive reimbursement for services from public funds that consists of a statewide, universal set of quality standards that are consistent with SOC principles and values.	Engage community stakeholders and providers <ul style="list-style-type: none"> <li>• Update SOC "Commitment Letter"</li> <li>• Update stakeholder list (agency directors, providers, etc.)</li> <li>• Obtain signed commitment letters</li> </ul>	Regional Consortia  DCFS  Communications Workgroup	9/2016-present: DCFS infused SOC language in to SOC sub-grants  3/2017: Contract under development with National Wraparound Implementation	DCFS SOC Unit - # and description of new SOC sub-grants

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<ul style="list-style-type: none"> <li>Develop sub-grants that require commitment to SOC principles and values, high fidelity wraparound and data collection requirements.</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>Expand the number of providers who are available to provide high fidelity wraparound (recruitment and training).</li> </ul> <p><u>Year Three Plans</u></p>	Governance Workgroup  Workforce Development: Policies, Standards & Training Workgroup  Community Stakeholders	Center (NWIC) to provide training and supervision for high fidelity wraparound with sub-grantees.  9/2017: Wraparound training for staff and sub grantees from the National Wraparound Implementation Center (NWIC) has been completed and supervision and coaching is ongoing.	
	Engage DHHS, Legislators, and other Policy Makers to review the Nevada Medicaid State Plan <ul style="list-style-type: none"> <li>Advocate for all services outlined in the joint CMS/SAMHSA bulletin are in the NV State Plan</li> <li>Advocate the use SOC values and principals throughout the State plan</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>Continue to work with Medicaid/ DHCFP to infuse SOC principles and values in to Medicaid policies for providers</li> </ul> <p><u>Year Three Plans</u></p>	DCFS  Governance Workgroup  Medicaid/ DHCFP	10/4/16: DCFS met with DHCFP to discuss the relationship between the State Medicaid Plan and the SOC.  6/2017: Nevada Medicaid agreed to the implementation of the Child and Adolescent Needs and Strengths (CANS) assessment tool for DCFS. Nevada Medicaid is participating on the implementation team.  9/2017: Nevada Medicaid is now considering use of the CANS as a tool to determine service intensity.	All services outlined in the joint CMS/SAMHSA bulletin are in the NV State Plan  SOC values and principals integrated throughout the State plan

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<p>Develop Policy/regulation (SOC provider enrollment tied to public funding reimbursement).</p> <p>Develop SOC Provider Enrollment Process (also see Goal Three).</p> <ul style="list-style-type: none"> <li>• Provide technical assistance</li> <li>• Provide training</li> </ul> <p><u>Year Two Goals</u></p> <ul style="list-style-type: none"> <li>• Explore possibility of maximizing training through expansion to community at-large. Decision to be made by 2019 Nevada Legislative Session.</li> </ul> <p><u>Year Three Plans</u></p>	DCFS DHCFP Governance Workgroup Workforce Development: Policies, Standards & Training Workgroup	9/2016 – present: DCFS has begun training of sub-grantees: <ol style="list-style-type: none"> <li>1. Trained in SOC principles and values</li> <li>2. Trained in high fidelity wraparound</li> <li>3. CANS training</li> <li>4. Evaluation training</li> </ol> <p>12/2016: Trauma-informed care training developed and implemented.</p> <p>2/2017: CLAS training developed and implemented.</p> <p>6/2017: A sub-contract was developed with The LGBTQ Center to develop an LGBTQ training that is in accordance with new state law. (AB99) passed 2017.</p> <p>6/2017: Partnered with state Department of Education to provide a trauma-informed care training to school social workers.</p> <p>6/2017: Policies currently under development include: wraparound, provider enrollment, LGBTQ, provider</p>	(See Goal Three) # trained # trainings # providers given TA

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
			<p>standards, complaint process, child and youth rights and responsibilities.</p> <p>9/2017: The provider enrollment package is complete. It contains enrollment forms and provider standards for training as well as wraparound standards.</p> <p>9/2017: Standards have been created for providers in the System of Care. New standards developed include: wraparound and SOC training, provider enrollment, LGBTQ, provider standards, complaint process, child and youth rights and responsibilities (rev.).</p> <p>9/2017: SOC has completed initial quality assurance review of all sub grantees and provided a corrective action plan where needed. This will continue on a quarterly basis along with the sustainability plans.</p> <p>Ongoing: All trainings developed are being implemented as requested and in an ongoing manner. A training calendar has been</p>	

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<p>Develop Standards of Care for Children's Mental Health Providers and Sub-Contractors</p> <ul style="list-style-type: none"> <li>• Engage stakeholders in the development process.</li> <li>• Accountability-based contracts that include adherence to the SOC principles and values.</li> <li>• Fidelity to EBPs</li> </ul> <p><u>Year Three Plans</u></p>	DCFS DHCFP Workforce Development: Policies, Standards & Training Workgroup  Governance Workgroup	<p>developed and is accessible to community providers thru the Nevada Partnership for Training.</p> <p>12/2016: Provider requirements under development that include:</p> <ul style="list-style-type: none"> <li>• Standards</li> <li>• Training</li> <li>• Accountability</li> </ul> <p>12/2016: DHCFP completed RFP process and selected providers.</p> <p>* See provider enrollment and quality assurance process above.</p>	DHCFP: Revised RFP containing updated policies that include SOC.
G1-5. Expand availability of community-based children's behavioral health services that are consistent with SOC Principles and Values.	<p>Develop provider network</p> <ul style="list-style-type: none"> <li>• Identify and recruit prospective providers</li> <li>• Develop regional training capacity and provide training (see Goal 3)</li> <li>• Develop the provider network in response to the findings from the gap analysis</li> <li>• Develop partnerships with state-funded medical and professional schools for the provision of services, fellowships, externships, and internship programs.</li> </ul> <p><u>Year Three Plans</u></p>	Regional Consortia University of Nevada Las Vegas (UNLV)  University of Nevada Reno (UNR)  Workforce Development: Policies, Standards & Training Workgroup	<p>9/2016: DCFS has begun to identify community based providers and completed sub-grants to begin providing services consistent with SOC Values and Principles. Training of providers on SOC Values and Principles has also begun.</p> <p>9/2017: The provider enrollment package is complete. It contains enrollment forms and provider standards for training as well as wraparound standards.</p>	# of providers recruited into network based on gap analysis  Increase in # of partners who can offer internships

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<ul style="list-style-type: none"> <li>Utilize evaluation data to increase understanding patterns of referral sources and SOC enrollment (i.e. summer months' decline).</li> <li>Develop outreach strategies in accordance with referral and enrollment patterns.</li> </ul>		9/2017: Standards have been created for providers in the System of Care. New standards developed include: wraparound and SOC training, provider enrollment, LGBTQ, provider standards, complaint process, child and youth rights and responsibilities (rev.).	
	<p>First Episode Psychosis</p> <ul style="list-style-type: none"> <li>Implement initially in Washoe County with expansion to Clark County.</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>Continue providing services.</li> <li>Continue data collection plans.</li> </ul> <p><u>Year Three Plans</u></p>	Children's Cabinet	10/2016: FEP implemented in Washoe and Clark counties	# served in Washoe County # served in Clark County (NOMS and CMHI)
	<p>Develop a workgroup to address youth referred to and returning from out of state placement</p> <ul style="list-style-type: none"> <li>Partner with DHCFP's PRTF and DPBH workgroups to implement steps listed below.</li> <li>Include family voice and representation within workgroup activities.</li> <li>Families should receive assessment and wraparound services prior to referral to OOS and upon return <ul style="list-style-type: none"> <li>Youth should have access to intensive in home services</li> </ul> </li> </ul>	DCFS  DHCFP  DPBH  Nevada PEP  Special Populations and EBP Workgroup	9/2016: Special Populations workgroup established.  Washoe County has begun a pilot program to address out of state placements for juvenile justice children.  6/2017: The Special Populations and EBP workgroup continues to	Special Populations Workgroup established  # in out of state placement during past 12 months (NOMS section A Q8)  Of those, what services were received through SOC (NOMS section K)

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<ul style="list-style-type: none"> <li>Youth should have access to a full continuum of residential care to include respite, acute, short term residential and RTC</li> <li>Recruit RTC and other "step down" facilities to Nevada</li> </ul> <p><u>Year Three Plans</u></p>		<p>explore EBP options for this population.</p> <p>9/2017: Reno Behavioral Healthcare Hospital to open by end of year.</p>	# discharged out of state (NOMS Section J Q3)
	<p>Youth with co-occurring behavioral health and developmental and intellectual disabilities will have a full continuum of services</p> <ul style="list-style-type: none"> <li>Define co-occurring services</li> <li>Revise MOU with ADSD</li> <li>ADSD service coordinators to receive Wraparound training</li> <li>Develop pilot program based off of SAMHSA Building Bridges Initiative</li> <li>Wraparound fidelity assessment</li> </ul> <p><u>Year Three Plans</u></p>	DCFS  ADSD  Special Populations & EBP Workgroup	<p>10/2016: DCFS has partnered with ADSD to provide funding through the SOC grant for training of Registered Behavioral Technicians that treat youth with co-occurring behavioral health and developmental disabilities through AB307 pilot implemented by ADSD.</p>	MOU revised  # ADSD case managers trained  # received co-occurring services (NOMS K 1-6)
G1-6. Enhance family-driven supportive services.	Family Peer Support <ul style="list-style-type: none"> <li>Adopt National Certification for Parent Support Providers</li> <li>Increase Capacity</li> <li>Develop Parent Support Provider Standards</li> <li>Develop Required Training Curriculum</li> <li>Develop Enrollment Process</li> </ul> <p><u>Year Three Plans</u></p>	DCFS  Nevada PEP  Special Populations & EBP Workgroup  Workforce Development: Policies, Standards & Training Workgroup	<p>12/2016: NV PEP, SOC Parent Partner, has nationally Certified Parent Support Providers. National PSP standards developed. NV will need to adopt the standards and certification process when Medicaid State Plan is amended.</p>	# family members that provide Family Peer Support services (IPP WD5)  # families that receive family peer support (NOMS Section K, Support Services 3 and Nevada Specific Services 11)

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<ul style="list-style-type: none"> <li>Review evaluation data from a parent perspective and develop strategies to incorporate parent feedback in to system level changes (i.e. enrollment decline during summer months).</li> </ul>		6/2017: Nevada PEP added Family Specialists in Reno and Las Vegas and reported the numbers for the IPP report. An additional Family Specialist has become a Nationally Certified Parent Support Provider.	Quarterly reports from Nevada PEP
	<p>Respite Care</p> <ul style="list-style-type: none"> <li>Develop provider agreements with Scope of Work</li> <li>Recruit and identify trained providers of respite services</li> <li>Identify reimbursement rate</li> <li>Explore options for tiered rates</li> </ul> <p><u>Year Three Plans</u></p>	DCFS: develop process and protocol  Regional Consortia: assist with recruitment	6/2017: Research is underway to identify Federal "waiver" programs for Children's Programs.  9/2017: Nevada PEP added a Statewide Family Network Coordinator who will have a northern/rural focus. The Nevada PEP Director of Operations became a Certified Parent Support Provider.	# of families that receive respite care (NOMS Section K, Nevada Specific Services 6)
	Parent Voice at all levels of SOC Expansion <ul style="list-style-type: none"> <li>Recruit and support parents' involvement in each consortia</li> <li>Develop youth activities/meetings</li> <li>Promote family support meetings and training activities to increase involvement in SOC</li> <li>Recruit and support parents to provide their Voice to decision-makers and planning bodies</li> </ul> <p><u>Year Three Plans</u></p>	Nevada PEP  Regional Consortia  Workforce Development: Policies, Standards & Training Workgroup	6/2017: Parent and Youth groups have been meeting and learning about the goals of the SOC and using their voice for systems of change. Most of the youth and families who are engaged cannot attend workgroup meetings, scheduled during work or school hours. Nevada PEP is holding evening focus groups on specific topics.	# of individuals who are involved in planning bodies that represent the family and youth voice

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
			<p>9/2017: Nevada PEP conducted outreach to engage family and youth to participate in the RIMS statewide.</p> <p>9/2017: SOC Workforce Development activities/training workshops include the family voice in partnership with mental health staff.</p> <p>9/2017: Families were engaged to participate in the Readiness Implementation Measure Study.</p>	
<p>G1-7. Increase the number of youth-guided supportive services and assist in program development.</p>	<p>Youth Peer Support Programs</p> <ul style="list-style-type: none"> <li>• Determine the mental health related peer services to be implemented in priority order</li> <li>• Recruit and support youth/young adults to engage in SOC Expansion activities</li> <li>• Develop chapter(s) of Youth M.O.V.E.</li> <li>• Develop Social Media Plan to reach youth/young adults and increase Capacity.</li> <li>• Design, fund, and implement mental health related peer services with enrollment standards</li> </ul> <p><u>Year Three Plans</u></p>	<p>Nevada PEP DCFS Workforce Development: Policies, Standards &amp; Training Workgroup  Department of Education, Office for Safe and Respectful Learning Environments</p>	<p>6/2017 (ongoing): The Youth Voice has been represented on the Strategic and Communication plan/Social Media Plan Committee. NV PEP provides youth and family outreach through various social media outlets on a daily basis.</p> <p>9/2017: The Youth M.O.V.E. Nevada Chapter continues to recruit new members and hold meetings to generate authentic youth voice.</p>	<p># youth that provide services (IPP WD5)</p> <p># youth that receive peer support (NOMS Section K, Nevada Specific Services 12)</p> <p>Social media plan developed</p> <p>New peer services developed</p>

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<p>Authentic and Integrated Youth Voice in SOC Activities (Youth Leadership using Youth M.O.V.E National Model)</p> <p><u>Year Three Plans</u></p>	Nevada PEP	<p>6/2017: The Nevada Chapter of the National Youth M.O.V.E. is official. A statewide Youth M.O.V.E. Nevada Logo and marketing meeting was held; resulting in an approved logo, and active accounts on Twitter, Instagram and Facebook.</p> <p>9/2017: Youth M.O.V.E. Nevada is developing operational processes and continues to provide the youth voice to SOC workgroups. Youth M.O.V.E. is collaborating with the SOC team and UNR evaluators to develop a plan to engage youth in SOC evaluation.</p> <p>9/2017: Collaboration continues with the State Youth Treatment Program in the development of their action plan for transitional age youth.</p>	<p>Nevada will have an official Youth M.O.V.E Charter from the National Youth M.O.V.E. Board.</p> <p># of Youth M.O.V.E. activities</p>
G1-8. Develop "telehealth" capacity for enhancing services throughout the state (also see Goal 3).	<ul style="list-style-type: none"> <li>• Coordinate with Nevada Public and Behavioral Health and WICHE for planning and implementing a telemedicine program.</li> <li>• Explore and secure network video opportunities.</li> <li>• Identify and implement standards of care within telemedicine for crisis services and children's behavioral health.</li> </ul>	Workforce Development: Policies, Standards & Training Workgroup	DCFS has begun to implement telehealth across the Division (ex: Rural MCRT)	<p>Establish MOU with WICHE for telemedicine</p> <p>NV standards for telemedicine for crisis services and children's behavioral health developed</p>

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<u>Year Three Plans</u>			
G1-9. Develop statewide stakeholder communication and training program for SOC principles and values.	<p>Develop System of Care training teams (see Goal 3)</p> <p><u>Year Three Plans</u></p> <p>Develop a Strategic Marketing Plan and implement information sessions in concert with communication messages (from communication plan).</p> <p><u>Year Three Plans</u></p> <p>Utilize communication with identified "Champions" as described in the Communication Plan.</p> <p><u>Year Three Plans</u></p>	DCFS  Nevada PEP  Workforce Development: Policies, Standards & Training Workgroup	<p>7/2016: DCFS SOC unit has developed a Technical Assistance and Training Unit to provide these trainings.</p> <p>Nevada PEP is the Family Partner in the workforce development trainings.</p> <p>6/1/2016: Strategic marketing plan developed as part of our Communication Plan.</p> <p>10/2016: The Communication workgroup has begun working closely with Nathan Orme, DCFS Public Information Officer to develop a consistent message.</p> <p>12-2016 – 3/2017: Logo developed and communication materials have been drafted (brochure, website, newsletter, social media, etc.).</p> <p>6/2017: Communication materials are regularly</p>	Strategic marketing plan developed  Implement communication plan  Number of Facebook and Twitter followers and posts  Number of SOC newsletters sent out

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
			<p>distributed across networks (newsletter, social media, information posters).</p> <p>9/2017: The SOC social media strategy now includes frequent postings to Twitter and Facebook and is connected to Nevada PEP's social media program. The SOC is now a part of the DCFS website and the site includes a list of all trainings as well as a registration link.</p> <p>9/2017: The SOC electronic newsletter continues to be distributed to stakeholders and DCFS employees on a regular basis.</p>	

## Goal 2: Funding Structures

Maximize public and private funding at the state and local levels to provide a SOC with accountability, efficiency and effective statewide funding sources.

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
G2-1. Identify current public funding sources that are associated with the provision of children's behavioral health services and/or workforce development (i.e. Medicaid State Plan, Early Periodic Episode Screening, Diagnosis and treatment, Nevada 1915 waivers, block grants, general funds, local and regional funding).	<p><u>Year Two Plans</u>                      Review braided funding recommendations developed in 2007 as a part of the State Infrastructure Grant (Sheila Pires report).                     <ul style="list-style-type: none"> <li>• Identify additional strategies for securing funding sources.</li> <li>• Identify elements and strategies in the report that are still applicable.</li> <li>• Explore options for updating the report.</li> </ul> </p> <p><u>Year Three Plans</u></p>	DCFS SOC team  Governance workgroup	<p>12/2016: Report reviewed and distributed to governance workgroup for review and recommendations.</p> <p>3/2017: DCFS developed a list of desired services that would support a System of Care and presented the list to DHCFP for discussion.</p> <p>3/2017: DCFS is currently exploring waiver options for children's services in Nevada.</p> <p>6/2017: DCFS convened a meeting with DCFS Children's Mental Health, DHCFP NV Medicaid, and other agencies to discuss options for effective statewide funding to support Nevada SOC (meeting rescheduled to June 2017).</p> <p>6/2017: Research continues to identify federal "waiver" programs for possible children's services in Nevada.</p>	Development of state plan amendments or 1915 (C) waivers

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
			<p>9/2017: Discussions continue with other states to explore models for the alignment of funds to support the SOC.</p> <p>9/2017: Discussions continue regarding the writing of a waiver and state amendment programs for children's services in Nevada. This option aims to include wraparound services. SAMHSA is helping with Technical Assistance in this area.</p>	
	<u>Year Two Plans</u> Identify County-Based Funding Sources <ul style="list-style-type: none"> <li>Explore existing funds that counties use to fund behavioral health</li> <li>Meet with county representatives to identify possibilities to maximize public resources for funding</li> <li>Identify other Regionally-Based Funding Sources</li> </ul> <u>Year Three Plans</u>	Clark Consortia, Rural Consortia, and Washoe Consortia  DCFS SOC team  Governance workgroup  County Administrators	12/2016: Request made to consortia Chairs to add identification of regional and county-based funding to consortium meeting agenda.	Report summarizing funding sources.
	<u>Year Two Plans</u> Identify State-Based Funding Sources <ul style="list-style-type: none"> <li>Develop plans for budgeting funds for sustainability and enhancement of mobile crisis</li> </ul>	DCFS SOC team  Governance workgroup	9/28/2016: DHCFP (Gloria McDonald) compiled a table of current initiatives across the state, funding sources and scope of initiatives.	Report summarizing funding sources.

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<ul style="list-style-type: none"> <li>Identify budget and match implications for a possible reduction in billable direct-care services by DCFS staff (due to provision of less state-offered services).</li> <li>Explore partnerships with CCBHC grants (NV Public &amp; Behavioral Health)</li> <li>Explore partnerships with Youth Treatment Grants (SAPTA)</li> </ul> <p><u>Year Three Plans</u></p>		<p>6/2017: Collaboration has begun with the State Youth Treatment Program in the development of their action plan for transitional age youth.</p> <p>6/2017 (ongoing): Collaborate with the Division of Behavioral Health to implement CCBHCs across the state.</p>	
G2-2. Develop strategies for enrolling and providing support for families who need insurance and entitlement program services utilizing a public awareness and marketing campaign that ensures recognition of Nevada's diversity and that is culturally and linguistically competent.	<p><u>Year Two Plans</u></p> <p>Identify Federally-Based Funding Sources</p> <ul style="list-style-type: none"> <li>Explore and develop plans for possible equitable and timely distribution and allotment of funds through the Children's Mental Health Block Grant</li> </ul> <p><u>Year Three Plans</u></p>	DCFS SOC team		Report summarizing funding sources.

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<p>reduce stigma and ensure parity. Work with these entities to infuse SOC language in policies, applications, marketing materials, and other documents. Train DWSS staff and other state and local partners in SOC values and principles.</p> <p><u>Year Three Plans</u></p>			
G2-3. Work with Department of Health and Human Services and Medicaid on incorporating Systems of Care implementation practice into any RFP for managed care contracts to use.	<ul style="list-style-type: none"> <li>DCFS will partner immediately with DHCFP to make appropriate adjustments to new RFP that will include SOC language and adherence to SOC Standards of Care.</li> <li>DCFS and DHCFP will communicate with MCOs regarding changes and implications of upcoming RFP. <ul style="list-style-type: none"> <li>DCFS to participate in review of RFP on managed care proposals throughout the State.</li> <li>SOC Values and Principles added to RFP and any future RFP.</li> </ul> </li> </ul>	DCFS SOC Staff Governance Workgroup	SOC language was incorporated in to the RFP for MCOs. Selected MCOs added the SOC values and principles in their applications.	Integration of SOC values and principles completed.

Goal Three: Workforce development to ensure we have the providers we need to serve the youth.

Implement workforce development mechanisms to provide ongoing training, technical assistance, and coaching to ensure that providers are prepared to provide effective services and support consistent with the SOC approach.

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
G3-1. Develop elearning- electronic capacity for enhancing services in rural regions of Clark and Washoe counties and rural counties throughout the state (also see Goal 1).	<ul style="list-style-type: none"> <li>• Develop technology capacity for elearning etc.</li> <li>• Develop software and hardware capacity and infrastructure.</li> <li>• Identify technology platforms for the provision of elearning.</li> </ul> <u>Year Three Plans</u>	Universities, Lincy Institute, CSAT, NV partnership.	<p>12/2016: DCFS has made contact with the Lincy Institute, CASAT and the Nevada Partnership for Training to identify elearning platforms for the rural communities.</p> <p>9/2017: The SOC will now have all their trainings on the Nevada Partnership for Training Website. Everyone may register there for all SOC trainings and will be able to get CEU's.</p>	
G3-2. Service Array Development	<p>In accordance with identified regional gaps:</p> <ul style="list-style-type: none"> <li>• Recruit professionals specific to the identified service array gaps.</li> <li>• Develop retention programs for professionals</li> <li>• Work with partners to identify and/or develop incentive programs for recruitment</li> </ul> <u>Year Three Plans</u>	<p>Clark Consortia, Rural Consortia, and Washoe Consortia</p> <p>WICHE</p> <p>Professional Associations/Boards</p> <p>Governance Workgroup</p>	<p>9/2016: DCFS has retained Strategic Process to perform the Gaps Analysis for Nevada. The Provider Standards workgroup has begun to identify our current service array.</p> <p>12/2016: DCFS SOC Team and Provider Standards &amp; EBP Workgroup developed a list of evidence-based practices for children's behavioral health and</p>	

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
G3-3. SOC Provider Training Program			a recommended Nevada SOC Service Array resource.  9/2017: SOC continues to work with Duke University to provide training and consultation on the Together Facing the Challenge model for specialized foster care providers.	
	Examine challenges associated with reciprocity in professional licensing and develop a plan to address the challenges.  <u>Year Three Plans</u>	DPBH  DCFS SOC team	9/2017: The Nevada Legislature passed bill AB457 this issue.	
	Provide SOC provider enrollment technical assistance new and existing professionals.	DPBH  DCFS SOC team	9/2017: The provider enrollment package is complete. It contains enrollment forms and provider standards for training as well as wraparound standards.	# providers given TA
G3-3. SOC Provider Training Program	Policy/regulation development (SOC practice tied to public funding reimbursement).	Governance Workgroup	9/2017: SOC Standards have been and continue to be developed for SOC providers.	PD1
	Provider Enrollment Program <ul style="list-style-type: none"><li>• Identify providers in need of updated information and training.</li><li>• Provide training for quality indicators and support.</li><li>• Develop website with commonly asked questions and answers (as described in Communication Plan).</li></ul>	Governance Workgroup	9/2016: SOC providers have begun to be trained on federal data collection tools as well as SOC Values and Principles.	# trained # trainings

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
			9/2017: The provider enrollment package is complete. It contains enrollment forms and provider standards for training as well as wraparound standards.	
	Develop training mechanism in partnership with Governor's office and University System (WICHE)			
	<p>Trainings identified as core to the development of the SOC</p> <p><u>New and Ongoing Provider Training Content Development</u></p> <ul style="list-style-type: none"> <li>• System of Care</li> <li>• Wraparound model</li> <li>• Child and Family Team model</li> <li>• Crisis intervention services</li> <li>• Family Engagement Strategies</li> <li>• Youth-guided service principles</li> <li>• Cultural and linguistically appropriate service practices</li> <li>• Evidence-based practices in children's behavioral health</li> </ul>	<p>Special Populations &amp; EBP Workgroup</p> <p>Workforce Development: Policies, Standards &amp; Training Workgroup</p>	11/2016: DCFS has met with the National Wraparound Implementation Center to develop a training program on the latest wraparound methods and fidelity tools.	
	<p>Implement workforce development and provide training consistent with SOC approach.</p> <p><u>Year Three Plans</u></p>	DCFS	5/9-5/11/2017 (Las Vegas): NWIC delivered 3-day Introduction to Wraparound training to Wraparound facilitators, supervisors, coaches and managers from DCFS	5/9-5/11/2017: 47 individuals received NWIC training.

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
			<p>programs and units as well as select sub-grantees.</p> <p>5/2017: DCFS identifying and developing LGBTQ training resources.</p> <p>9/2017: Workforce development trainings on SOC topics continue. This includes, but not limited to, Systems of Care, cultural competence, wraparound, suicide awareness and prevention and LGBTQ youth.</p> <p>(Ongoing): All trainings developed are implemented as requested and on an ongoing basis. A training calendar has been developed and is accessible to community providers on DCFS website. Nevada PEP is the Family Partner in the workforce development trainings.</p>	
G3-4. School Partnerships with Behavioral Health Providers	<ul style="list-style-type: none"> <li>● Develop partnership between DCFS and DOE to align the SOC Strategic Plan and DOE's Theory of Action in order to maximize efforts.</li> <li>● Work with DOE to infuse SOC values and principles into funding mechanisms under the Office of Safe and Respectful Learning.</li> </ul>	Department of Education, Office for Safe and Respectful Learning Environments	12/2016: SOC staff has connected with Christy McGill of DOE's Safe and Respectful Schools Office to begin discussion on how to infuse SOC Values and Principles into the	Increased number of school-based providers meeting school based health clinic standards.

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
	<ul style="list-style-type: none"> <li>• Partner with the DOE and funded school districts to infuse SOC values and principles into policies, procedures and practice.</li> <li>• Extend training opportunities to newly hired school-based mental health professionals funded under the DOE Office for Safe and Respectful Learning.</li> </ul> <p><u>Year Three Plans</u></p>	DOE, Office of Safe and Respectful Learning's State Management Team  Special Populations & EBP Workgroup	DOE and also to discuss training school based mental health professionals.  6/2017: SOC staff provided a trauma-informed care training for DOE school social workers.  10/2017: Discussion on using CANS training for school based mental health professionals to assist in prioritizing needs of children.	

Goal Four: Establish a management structure to ensure SOC values into the future.

Establish an on-going locus of management and accountability for SOC to ensure accountable, reliable, responsible, evidence and data-based decision making to improve child and family outcomes and to provide transparency at all levels.

CORE STRATEGIES	SERVICES/PROGRAMS/ ACTION STEPS	RESPONSIBLE PARTY	PROGRESS UPDATE	OUTCOME/ BENCHMARK
G4-1. Recruit and retain an external evaluator for the project who will develop an evaluation plan and timeline to ensure compliance with Federal evaluation requirements. Tailor the required evaluation system to meet the needs of Nevada.	<ul style="list-style-type: none"> <li>• Recruit external evaluation team.</li> <li>• External evaluators collaborate with SAMHSA and National Evaluation Team to adapt the evaluation to meet local evaluation needs.</li> <li>• Provide NOMs and CMHI training to WIN and some contracted providers.</li> <li>• Pilot test data entry portals.</li> </ul> <p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Client level data collection will begin in accordance with national level requirements.</li> </ul> <p><u>Year Three Plans</u></p> <ul style="list-style-type: none"> <li>• Integrate findings from Year Two into Year Three activities</li> </ul>	DCFS Management  External evaluation team	<p>6-8/2016: External evaluator contract process and evaluation planning began.</p> <p>7/2016-present: Pilot test data collection systems.</p> <p>12/2016: Client level data collection systems are established and WIN providers have been trained.</p> <p>6/2017: Training efforts on data collection continues.</p> <p>6/2017: Data collection has begun with efforts underway to clean and refine the data.</p> <p>6/2017: Preparations are in place to develop an updated evaluation plan as directed by SAMHSA.</p>	<i>External evaluator hired 9/2016</i>

<p>G4-2. Create an internal evaluation system that develops a system of accountability that monitors the implementation of the policy that ties SOC practice to public funding reimbursement.</p>	<p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Develop process evaluation plan and procedures.</li> <li>• Develop process for updating readiness and gap analysis reports. Readiness assessment will be updated in December 2017.</li> <li>• Develop system level assessment of SOC principles (Are the values being integrated?)</li> <li>• Develop process for measuring fidelity.</li> <li>• Develop a process to assure that services provided are keeping up with Nevada's demands.</li> </ul>	<p>DCFS SOC team External evaluation team</p>	<p>1/2017: Data collection for NOMS and CMHI began.  3/2017: SOC and Evaluation team developed a format for a new quarterly report system that identifies numbers served and system activities (NOMs, CMHI, Training, Assessment Centers, Certified CANs providers, etc.).  3/2017: Evaluation team worked with SOC staff to design a system level assessment for the SOC principles.  3/2017: Developed a process for disseminating and collecting data according to the SOC "Rating Tool" for measuring implementation. Will gather information on the availability of specific services and categories from the Gaps Analysis.  6/2017: Beth Stroel started providing technical assistance to develop and</p>	
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			<p>implement the SOC Rating Tool to assess the initial implementation efforts of the SOC.</p> <p>6/2017: SOC has been incorporated in to the EMR system in an effort to standardize and streamline data tracking.</p>	
G4-3: Develop process and procedures for disseminating SOC findings to stakeholders in an ongoing basis to improve the overall SOC (in accordance with Communication Plan).	<p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Develop kind of material to disseminate that is appropriate for specific audiences.</li> <li>• Disseminate evaluation findings for use in sustainability planning.</li> </ul>	DCFS SOC Team External Evaluation Team Communications Workgroup	<p>3/2017: SOC and Evaluation team developed a format for a new quarterly report system that identifies numbers served and system activities (NOMs, CMHI, Training, Assessment Centers, Certified CANs providers, etc.).</p>	

<p>G4-4: Develop an overall system sustainability plan that is grounded in SOC values and principles (i.e. management, funding, services).</p>	<p><u>Year Two Plans</u></p> <ul style="list-style-type: none"> <li>• Engage DHCFP in identifying access to Medicaid funding tied to adherence to SOC.</li> <li>• Explore options for expanding funded services (i.e. amendments to Medicaid State Plan).</li> <li>• Integrate SOC required language in to all future MCO RFPs.</li> </ul> <p><u>Year Three Plans</u></p> <ul style="list-style-type: none"> <li>• Identify 2019 Legislative objectives and priorities</li> </ul>	<p>DCFS SOC Team Governance workgroup</p>	<p>12/2016: Initial system structures under development.</p> <p>3/2017: SOC staff conducted meetings with sub-grantees to discuss sustainability plans and resources.</p> <p>6/2017: DCFS SOC and PEU units conducted “Sustainability Reviews” with 7 SOC sub-grantees. Clinical Services Reviews were conducted with 5 SOC sub-grantees.</p>	
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