

OBJECTIVE 4: Sustainable Workforce and Community Stakeholder Development

— The agencies participate in workforce development and stakeholder education to create the infrastructure necessary to provide education, training, coaching, supervision, technical assistance and mentoring to providers and community stakeholders in order to enable them to consistently and sustainably provide quality care in accord with the Practice Manual as described in the Agreement. The work of this Objective will be led by the Workforce Development Workgroup.

Expected Results of Accomplishing Objective 4: *The workforce meets the needs of Class Members and their families for services/supports under the Agreement. The workforce has adequate training and support to identify, engage, and link Class Members to services; to use the CANS tool in screening, assessment, and clinical practice; and to deliver the full array of services/supports that are medically necessary, consistent with the PoC and PM, and the individualized strengths and needs of eligible youth. The agencies have developed, adopted, and are consistently using a Practice Manual to guide clinical and programmatic activities statewide. A sustainable infrastructure is in place for ongoing education, training, and technical assistance for providers who serve Class Members pursuant to the terms and conditions of the Agreement. Stakeholders understand their various roles in the SoC.*

Strategies to Accomplish Objective 4

Part I

- A. Establish a Workforce Development Workgroup by June 30, 2016.
 - 1. Recruit workforce development champions and interested community stakeholders for Workforce Development Workgroup.
 - 2. Set workgroup charter, objectives, deliverables and schedule of initial meetings.
 - 3. The Workforce Development Workgroup is charged with drafting the Workforce Development plan (WDP).
- B. The WDP shall describe the expected nature, scope, capacity, and structure of the workforce that is needed, now and in the future, for a mental healthcare workforce that is capable of consistently meeting the requirements of the Agreement over time. The initial WDP shall be completed by February 28, 2017.
 - 1. Define short and long-term goals and strategies for building training curricula, providing technical assistance, coaching and mentoring, developing monitoring and feedback procedures, and for funding these efforts, for stakeholders in the SoC.
 - a. Include strategies and identify resources necessary to operationalize the PoC and PM within the workforce in the delivery of services/supports to Class Members. Ensure strategies are

coordinated and consistent with work performed to develop methodology in Objective 2, Strategy C.

- b. Include goals and strategies to sustain education, training, and technical assistance on ongoing basis, including the means for funding these activities.
 - c. Include strategies for integrating data and information gathered from QMIA system (described in Objective 7) to refine curriculums over time in order to highlight best practices and address needs for additional guidance or training within the workforce.
2. Collaborate with Services/Supports Workgroup to identify gaps in services relating to workforce capacity and incorporate plans for solutions addressing such gaps in the Workforce Development plan. This task is dependent upon the completion of Objective 1, Strategy B.
 3. Identify and develop strategies to address present and future workforce capacity needed to deliver services/supports to Class Members.
- C. Implement the Workforce Development plan consistent with the Agreement requirements beginning May 1, 2017.
1. Devise and activate schedule of training and education events.
 2. Operate iterative process of testing the effectiveness of training and education events using evaluation tools that, among other things, solicit feedback from attendees and continuously modify training curricula as needed to further define the Workforce Development plan.
 3. Integrate data and information gathered from QMIA system to help inform decision-making in this iterative process.
 4. Develop and execute testing of the Practice Manual to validate the clarity, readability, accuracy and adequacy of the content of the Manual. Modify as needed to achieve improvements.
 5. Coordinate planning efforts among agencies, leveraging training and education opportunities for stakeholders' participation in achievement of Workforce Development plan's objectives.
- D. Measure the implementation of the Workforce Development plan over time for adherence with the Agreement and to identify opportunities to improve performance and outcomes of the plan. Design and implement remedial measures including incentives and sanctions, as needed, so that providers maintain substantial adherence with the PoC and PM over time.

Part II

- A. Establish workgroups as needed over time to develop versions of the Practice Manual.

1. Identify and solicit the input of appropriate stakeholders to participate in the development of the Practice Manual, including stakeholders from the Services/Supports workgroup.
 2. Define scope of the Practice Manual.
 3. Select policy experts to author the Practice Manual.
 4. Integrate guidance, policies, and protocols developed by the agencies in Objectives 1, 3, and 5.
 5. Establish a review and approval process for sections of the Practice Manual by June 30, 2016.
 6. Publish the initial version of Practice Manual consistent with paragraph 40 of the Agreement after review and approval by July 1, 2017.
- B. Define Practice Manual update process. Begin development of Practice Manual by July 30, 2016 to operationalize the PoC and PM, consistent with the requirements of the Agreement, to guide and facilitate access to and delivery of services
- C. Progressively implement the Practice Manual to be completed by July 1, 2019.
1. Develop a training curriculum for the Practice Manual.
 2. Educate, train and provide technical assistance to agencies' staff, relevant contractors, and providers on the Practice Manual.
 3. Integrate training events' objectives, content and schedule with the Workforce Development plan.
 4. Provide ongoing technical assistance to providers on compliance with the Practice Manual.
 5. Identify and implement necessary modifications to applicable state contracts, administrative rules and agency policies. Include requirements for training to the Practice Manual, delivery of services consistent with the Practice Manual, and communication of information and provision of education, training, coaching, supervision, technical assistance and mentoring of providers and other community stakeholders.