



COUNTY OF HUMBOLDT

AGENDA ITEM NO.
D-22

For the meeting of: July 19, 2016

Date: June 27, 2016

To: Board of Supervisors

From: Connie Beck, Director *CB*
Department of Health and Human Services

Subject: Agreement with University of Maryland, Baltimore for the Provision of Wraparound Training and Implementation for Fiscal Years 2015-16 through 2017-18

RECOMMENDATION(S):

That the Board of Supervisors:

1. Approves and authorizes the Chair to sign three (3) originals of the agreement with the University of Maryland, Baltimore on behalf of the National Wraparound Implementation Center for the provision of Wraparound training and implementation support for fiscal years 2015-16 through 2017-18; and
2. Directs the Clerk of the Board to route two (2) fully executed originals of the agreement to the Department of Health and Human Services (DHHS) - Contract Unit for forwarding to DHHS - Children and Family Services.

SOURCE OF FUNDING:

Mental Health Fund

DISCUSSION:

The "Wraparound" service concept is a team-based planning process intended to provide individualized and coordinated family-driven care. Wraparound is designed to meet the complex needs of children

Prepared by Christine Way

CAO Approval *Christina Hayes*

REVIEW:

Auditor *WBL*

County Counsel *HJ*

Human Resources *KW*

Other _____

TYPE OF ITEM:

- Consent
- Departmental
- Public Hearing
- Other _____

BOARD OF SUPERVISORS, COUNTY OF HUMBOLDT

Upon motion of Supervisor *Fennell* Seconded by Supervisor *Bass*

Ayes *Sundberg, Fennell, Lovelace, Bohn, Bass*

Nays _____
Abstain _____
Absent _____

PREVIOUS ACTION/REFERRAL:

Board Order No. _____

Meeting of: _____

and carried by those members present, the Board hereby approves the recommended action contained in this Board report.

Dated: *July 19, 2016*
By: *Kathy Hayes*
Kathy Hayes, Clerk of the Board

experiencing emotional, behavioral, and/or mental health issues, who are involved with several child and family-serving systems (e.g., mental health, child welfare, juvenile justice, special education, etc.), and are at risk of placement in institutional settings. Wraparound was implemented in Humboldt in 1999; under the creation of the National Wraparound Initiative, the Wraparound process was standardized and defined as an Evidence Based Practice in 2003.

Wraparound is currently being offered to some probation youth and as part of the Regional Facility's Aftercare program. With training and implementation support, Wraparound will be expanded to serve high level Mental Health youth, post adoptions cases, and Transition Age Youth (TAY) exiting the Crisis Stabilization Unit or psychiatric hospitalization, in addition to probation and Regional Facility youth to improve those departments' fidelity to the model and formal evaluation plans. Expanding the Wraparound program to serve these individuals and training staff to do high fidelity Wraparound fits with the DHHS' mission to provide services with proven outcomes.

The National Wraparound Implementation Center (NWIC), in partnership with the University of Maryland, supports organizations to implement Wraparound effectively through (1) organization and system development, which focuses on policy, financing, and systems structure; (2) workforce development, which focuses on processes for training, coaching, and supervision; and (3) accountability, which focuses on the measurement of key quality assurance indicators and outcomes.

This agreement allows NWIC to provide the high fidelity Wraparound training and implementation support needed to expand Wraparound in Humboldt County. Training will occur over a 24-month time period and include 7 training sessions (offsite and onsite as well as access to virtual training opportunities). It is anticipated that between 25 to 30 people will participate in the various trainings offered by NWIC during this time period. NWIC will also provide training and certification for up to 3 DHHS local Coach candidates/2 Parent Partner local Coach candidates, using a train-the-trainer approach. This will allow local Coaches to provide high fidelity Wraparound supervision as well as train new staff. NWIC will also collect data on impact on outcomes for families and provide technical assistance on identifying core system and youth outcomes, relevant administrative data sources that provide information on core outcomes, and data analysis appropriate to completing a rigorous evaluation of system and youth level impact.

The term of this agreement is effective March 1, 2016 through February 28, 2018. This agreement comes late before the Board due to the negotiations and revisions needed to finalize the agreement as well as unexpected staff turnover within the contract unit at the University of Maryland. Humboldt County Counsel worked with the counsel for NWIC to revise and finalize the contract that comes before the Board today. NWIC provided the first training of the series in April 2016.

FINANCIAL IMPACT:

The cost for Wraparound training, coaching, continuous quality improvement (CQI) and evaluation under this agreement is \$191,500 to be paid in eight quarterly installments of \$23,937.50. Funding for this agreement is available through Federal Substance Abuse and Mental Health Services Administration (SAMHSA) System of Care grant. Expenditures related to this agreement have been included in the approved FY 2015-16 and 2016-17 budgets for DHHS-Mental Health Children and Family Services, budget unit 1170-497. There is no impact on the county's General Fund.

The services provided under this agreement support the Board's Strategic Framework by providing opportunities for improved safety and health to vulnerable members of the community through improved partnering and support for our most at risk families.

OTHER AGENCY INVOLVEMENT:
Humboldt County Probation Department

ALTERNATIVES TO STAFF RECOMMENDATIONS:
The Board may choose not to approve this agreement. However, DHHS-Children and Family Services will not be able to provide high fidelity Wraparound services without training and implementation support.

ATTACHMENTS:

Attachment 1: Agreement with the University of Maryland, Baltimore and for the provision of Wraparound Training and Implementation (three originals)

Services Agreement

This Agreement is made this 19th day of July, 2016 by and between the Board of Regents of the University System of Maryland, on behalf of the University of Maryland, Baltimore, through its School of Social Work, Institute for Innovation and Implementation (hereinafter: "UNIVERSITY") and in collaboration with the National Wraparound Implementation Center (hereinafter: "NWIC") and the County of Humboldt, an entity of the state of California by and through its Department of Health and Human Services, Children and Family Services division (hereinafter: COUNTY) (collectively: "the parties").

RECITALS

WHEREAS, UNIVERSITY, supports states, communities, and organizations to implement Wraparound effectively; and

WHEREAS, UNIVERSITY's work focuses on building sustainable local capacity to provide model-adherent, high-fidelity Wraparound, thereby increasing positive outcomes for children, youth, and their families; AND

Whereas COUNTY wishes to contract for such Wraparound Development and Training; AND

Whereas UNIVERSITY wishes to contract to provide such services to COUNTY as described in this Agreement.

NOW, THEREFORE, the parties agree as follows:

1. UNIVERSITY shall present the training program as set forth in Exhibit A.
2. Definitions. As used in this Agreement as defined terms, the following terms shall have the meaning set forth below:
 - a. Tangible Property: Tangible property shall refer to such items including but not limited to manuals, presentations and related materials, and guides developed by UMB and/or NWIC in contemplation of the services contracted for in this Agreement.
 - b. Wraparound: An intensive, holistic, and individualized care planning and management process for engaging with children, youth, and young adults with complex behavioral needs so that they can live in their homes and communities.
 - c. Licensing Agreement: The formal contract to purchase the rights to use Wraparound Virtual Coaching Collaborative, Virtual Training Center, Virtual Training Program, and Wraparound-specific electronic behavioral health records.

3. Term, Amendment, and Termination

- a. Term. The term of this agreement shall be from March 1, 2016, through February 28, 2018. Quarter 1 from HC.
- b. Amendment. No alteration of the terms of this agreement shall be valid or binding upon either party unless made in writing and signed by both parties. This agreement may be amended at any time by mutual agreement of the parties, expressed in writing and signed by both parties.
- c. Termination. This Agreement cannot be terminated unless UNIVERSITY is in receipt of payment for Milestone One (1) from COUNTY. Thereafter, either party may terminate this agreement by giving thirty (90) days written notice to the other party.

Upon early termination of this Agreement, COUNTY shall have no further right to use UNIVERSITY Tangible Property. COUNTY shall compensate UNIVERSITY for all services provided through the date of termination, including the reimbursement or related expenses, as provided in Exhibit B. The compensation for any incomplete services being provided on a fixed fee basis shall be adjusted on a pro-rata basis to reflect the portion of the services provided prior to termination as provided in Exhibit B.

4. Fee and Payment

The maximum compensation pursuant to this Agreement is one-hundred-and-ninety-one thousand, five hundred dollars (\$191,500). COUNTY shall pay UNIVERSITY as set forth in Exhibit C. COUNTY shall pay University within thirty (60) days of COUNTY's receipt of UNIVERSITY's invoice. Failure to pay within thirty (60) days may be deemed a material breach of this agreement and good cause for termination. This is a fixed-price Agreement. HC will pay UMB upon UMB's timely completion of the Milestones shown in Appendix A.

Payments will be addressed to:
University of Maryland, Baltimore
PO BOX 41428
Baltimore, MD 21203

ATTN: Sponsored Programs Accountability and Compliance

5. Notices

All notices and other communications required or permitted under this Agreement shall be in writing and shall be deemed given when delivered by hand, or by reputable national overnight delivery/courier service, or three business days after mailed by registered/certified mail where a return receipt is requested, to the parties in the manner provided below:

If to UNIVERSITY:

Dennis Paffrath
Sponsored Programs Administration
620 W. Lexington St. 4th FL
Baltimore, MD 21201
410-706-1101
dpaffrat@umaryland.edu

Emily Goldman
Institute for Innovation and Implementation
525 W. Redwood Street
Baltimore, MD 21201
410-706-1869
egoldman@ssw.umaryland.edu

If to COUNTY:

Humboldt County Department of Health and Human Services
Attention: Social Services Director
929 Koster Street
Eureka, CA 95501

6. Dispute Resolution.

- a. The parties mutually agree to provide written notice within thirty (30) days of becoming aware of a dispute. The parties further agree to cooperate in trying to reasonably resolve all disputes, including, if requested by either party, appointing a senior representative to meet and engage in good faith negotiations with appointed senior representatives. Senior representatives will meet within thirty (30) days of the written dispute notice, unless otherwise agreed. All meetings and discussions between senior representatives will be deemed confidential settlement discussions not subject to disclosure under Federal Rule of Evidence 408 or any similar applicable state rule.
- b. If the designated officers are not able to resolve the dispute within this 30 day period, or any agreed extension, they will confer in good faith with respect to the possibility of resolving the matter through mediation with a mutually acceptable third party or a national mediation organization. If the parties agree to mediate, they will participate in any mediation sessions in good faith in an effort to resolve the dispute in an informal and inexpensive manner. All expenses of the mediator will be shared equally by the parties. Any applicable statute of limitations will be tolled during the pendency of the dispute resolution process initiated under this Agreement.

7. General Provisions and Conditions

a. Indemnity

- i. Subject to the limitations imposed by law, the parties agree that each party shall be responsible for its own actions and omissions, pursuant to the performance of this Services Agreement, and neither party shall hold the other liable with respect to any matter not arising from the other party's acts or omissions.
- ii. Subject to the limitations contained in this paragraph and to the extent allowed by Maryland law, UNIVERSITY agrees to indemnify and hold harmless COUNTY, and any officers, directors, employees, or agents thereof from and against any and all damages, claims, and reasonable out-of-pocket costs and expenses relating thereto and arising out of the negligent acts or omissions of UNIVERSITY under this Agreement. Indemnification shall be contingent upon an adequate appropriation by the Maryland General Assembly to UNIVERSITY specifically for the purpose contemplated in this paragraph at the time an event which may give rise to UNIVERSITY's obligation to indemnify or save harmless occurs. To the extent that a tort claim is involved, UNIVERSITY's obligation to indemnify shall not be greater than the liability that might be determined under the Maryland Tort Claims Act, Section 12-101 et seq., State Government Article, Maryland Annotated Code (the "Act"), if the claim had been asserted against UMB or the State of Maryland directly pursuant to the Act. The UNIVERSITY does not represent that there is, or will be an appropriation for making payments pursuant to this paragraph.
- iii. Subject to the limitations of California Law, COUNTY agrees to indemnify and hold harmless UNIVERSITY, and any officers, directors, employees, or agents thereof from and against any and all damages, claims, and reasonable out-of-pocket costs and expenses relating thereto and arising out of the negligent acts or omissions of COUNTY under this Agreement.

b. Insurance

- i. General liability matters of this agreement shall be resolved to the extent allowed and available under the State of Maryland Tort Claims Act. In the event of any liability claim against UNIVERSITY, the matter will be remitted to the State Treasurer's Office, State of Maryland, for disposition in accordance with the Maryland Tort Claims Act, pursuant to which the State of Maryland has limited liability for actions of its agencies' personnel. If any claim relates to a matter cognizable under the workers' compensation plan for employees of the State of Maryland, the matter will be processed under the workers' compensation program. In the event that UNIVERSITY or COUNTY receives notice of any actual or threatened claim or suit against the other party by an employee of one or

the other party or by a third party, prompt notice of the matter shall be given to the other party.

- ii. UNIVERSITY requires that COUNTY provide proof of current General Liability and Workman's Compensation Insurance. Such verification must be provided prior to execution of this Agreement.

c. Property

i. Tangible Property

1. Title to all property furnished by UNIVERSITY shall remain with UNIVERSITY, until such property is legally transferred by payment of the Licensing Fee and execution of a Licensing Agreement.
2. Title to all property furnished by COUNTY shall remain with COUNTY, unless transferred by written Amendment to this Agreement.

ii. Intellectual Property

Title to all intellectual property developed under this Agreement shall be governed pursuant to Federal Intellectual Property Law.

d. Independent Contractor

UNIVERSITY and COUNTY are not (and nothing in this Agreement may be construed to constitute them as) partners, joint venturers, agents, representatives or employees of the other, nor is there any status or relationship between them other than that of independent contractors. Neither party has any responsibility or liability for the actions of the other party except as specifically provided in this Agreement. Neither party has any right or authority to bind or obligate the other party in any manner or make any representation or warranty on behalf of the other party.

e. Publicity

Neither party will use the name of the other party, its divisions, its products or its investigators, employees or students in connection with any products, publicity, promotion, or advertising without the prior written permission of the other party.

f. Non-Commercial Uses

COUNTY grants to UNIVERSITY a non-exclusive, royalty-free, irrevocable license to all data, results and intellectual property [or whatever terms the contract uses here] for Research, scholarly use, teaching, education, patient care incidental to the foregoing ("Non-Commercial Uses") and the right to sublicense to a government agency; nonprofit university or other educational institution;

organization of the type described in §501(c)(3) of the Internal Revenue Code; scientific or educational organization qualified under a state nonprofit organization statute; or a foreign equivalent of the foregoing (each a “Non-Commercial Organization”) solely for Non-Commercial Uses.

g. Confidentiality

- i. In the performance of this Agreement UNIVERSITY may receive confidential information. Said information may be confidential under the laws of California, including but not limited to Welfare and Institutions Code Sections 827, 10850; Division 19 California Department of Social Services Manual of Policies and Procedures, Confidentiality of Information; and/or the laws of the United States. UNIVERSITY shall comply with all laws regarding confidentiality and shall advise and require all subcontractors to comply with the laws of confidentiality.
- ii. UNIVERSITY shall require its volunteers and employees to sign a Confidentiality Statement attesting to the fact they have been informed they will have access to information made confidential by California Welfare Institution Code 10850 and to personally Identifiable Information (PII) made confidential by state and federal law; a copy of the Confidentiality Statement is attached hereto as Exhibit D, and incorporated by reference.

h. Assignment

- i. UNIVERSITY may not, during the term of this Agreement or during any renewals or extensions of this Agreement, assign or subcontract all or any part of this Agreement without Amendment to this Agreement.

i. Nuclear Free

UNIVERSITY certifies by its signature below that UNIVERSITY is not a Nuclear Weapons Contractor, in that UNIVERSITY is not knowingly or intentionally engaged in the research, development, production, or testing of nuclear warheads, nuclear weapons systems, or nuclear weapons components as defined by the Nuclear Free Humboldt County Ordinance. UNIVERSITY agrees to notify COUNTY immediately if it becomes a nuclear weapons contractor as defined above. COUNTY may immediately terminate this Agreement if it determines that the foregoing certification is false or if UNIVERSITY becomes a nuclear weapons contractor.

j. Entirety of this Agreement

This Agreement together with the exhibits attached hereto shall constitute the entire Agreement between the parties relating to the subject matter of this Agreement, and shall supersede any previous agreements, promises, representation, understanding and negotiation, whether oral or written, concerning the same subject matter. Any and all

acts which may have already been consummated pursuant to the terms which are embodied in this Agreement are hereby ratified.

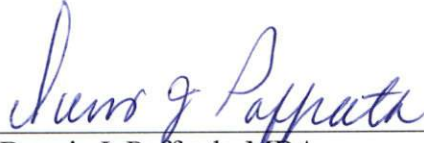
k. No Terms Not Included

This agreement contains all the terms and conditions agreed upon by the parties hereto and no other agreements, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind either of the parties hereto. In addition, this Agreement shall supersede in its entirety any all prior agreements of the parties.

SIGNATURE PAGE TO FOLLOW

Duly agreed to and signed by the Parties:

University of Maryland, Baltimore:

AKS


Dennis J. Paffrath, MBA
Asst. V.P., Sponsored Programs Administration

6/15/2016
Date

KATHY HAYES
Clerk of the Board of Supervisors of the County of Humboldt, State of California

By:  Deputy

APPROVED AS TO INSURANCE:


Risk Manager

COUNTY OF HUMBOLDT:


Mark Lovelace, Chair, of the Board of Supervisors



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 - c. Licensing Agreement – Shall refer to the formal contract to purchase the rights to use Wraparound Virtual Coaching Collaborative, Virtual Training Center, Virtual Training Program, and Wraparound-specific electronic behavioral health records.

Appendix A

Milestones/Payment Schedule

Milestone	Invoice Date	Amount*	Description
1	4/1/2016	\$23,937.50	Quarterly Payment #1
2	7/1/2016	\$23,937.50	Quarterly Payment #2
3	10/1/2016	\$23,937.50	Quarterly Payment #3
4	1/1/2017	\$23,937.50	Quarterly Payment #4
5	4/1/2017	\$23,937.50	Quarterly Payment #5
6	7/1/2017	\$23,937.50	Quarterly Payment #6
7	10/1/2017	\$23,937.50	Quarterly Payment #7
8	1/1/2018	\$23,937.50	Quarterly Payment #8; first month for March 2016 lumped in here with the last 2 months of the contract for January 2018 & February 2018
Total		\$191,500.00	

*Each quarterly payment is prorated evenly by the 8 incremental periods during this effective dates of this contract specified in the agreement above. Thus the quarterly payments are broken down as follows; \$23,937.50 = \$7,750 for training + \$14,250 for coaching + \$1,937.50 for CQI&Evaluation

Payments shall be made to:
 University of Maryland, Baltimore
 PO BOX 41428
 Baltimore, MD 21203-6428
 Attn: Sponsored Projects Accountability and Compliance

Appendix B
Scope of Work

Advancing Systems + Enhancing the Workforce + Improving Outcomes

Appendix B

**Wraparound Implementation Project—
Humboldt County, California**

University of Maryland, Baltimore School of Social Work, The Institute for Innovation & Implementation, on behalf of the National Wraparound Implementation Center

Period for proposed work: This scope covers a 24 month time frame

This proposal covers the time period from May 1, 2015 to April 30, 2017.

The Institute for Innovation and Implementation Capacity

The Institute for Implementation and Innovation (The Institute), the implementation arm of the National Wraparound Implementation Center (NWIC), serves as a training, technical assistance, evaluation, policy, systems design, and finance center for the Maryland Children’s Cabinet and its member agencies, along with multiple other states, localities, and private organizations. The Institute brings with it nationally recognized expertise and leadership in the fields of children’s behavioral health, systems of care, evidence-based and promising practices, care management, finance, policy, systems design, juvenile justice, child welfare, and much more.

The National Wraparound Implementation Center (NWIC) supports states, communities, and organizations to implement Wraparound effectively. NWIC uses innovative approaches grounded in implementation science and incorporating cutting-edge strategies to support Wraparound implementation. NWIC provides support that is intensive yet affordable. The work is focused on building sustainable local capacity to provide model-adherent, high fidelity Wraparound, thereby increasing positive outcomes for children, youth, and their families.

NWIC is a partnership among the three leading universities involved with Wraparound implementation: The University of Washington School of Medicine; Portland State University School of Social Work; and the University of Maryland School of Social Work. These three universities collaborate to ensure sites have access to comprehensive support for implementing model-adherent, high quality Wraparound for children and youth with behavioral health needs and their families.

Implementation research tells us that, by focusing on the specific drivers/areas of implementation, we can support consistent program implementation leading to improved outcomes. The three main areas of implementation on which the NWIC concentrates are:

- organization and system development, which focuses on policy, financing, and systems structure;
- workforce development, which focuses on processes for training, coaching, and supervision; and
- accountability, which focuses on the measurement of key quality assurance indicators and outcomes.

States, communities, and organizations benefit most from an integrated approach to implementation. In keeping with this, NWIC works with sites at any stage of implementation—from initial planning to established initiatives—using a tailored and intensive approach to implementation support. This process begins with a rigorous assessment of current implementation. Based on assessment results, NWIC will work with the site to design a *comprehensive implementation support plan* to address identified needs. The comprehensive plan will integrate efforts across the three main areas of implementation.

Implementation support from NWIC is provided using a strategic combination of in-person and technology-enabled strategies. NWIC's expanding array of technology-enabled communication options includes telephone and video conferencing, the Wraparound Virtual Coaching Collaborative (WVCC), a virtual training center, and the Virtual Coaching Platform (VCP). Implementation support is also provided through the use of a variety of online tools including automated tracking and feedback systems, web-based clinical support, and a Wraparound-specific electronic behavioral health record.

In addition to the Institute's efforts within NWIC, the Institute also is currently responsible for project management, training and evaluation for the Substance Abuse and Mental Health Services Administration (SAMHSA) System of Care Grants - MD CARES and Rural CARES; project management for the Center for Medicare and Medicaid Services (CMS) Children's Health Insurance Program Reauthorization Act (CHIPRA) Quality Demonstration Grant; evidence-based practice evaluation and implementation, including of Multi-Systemic Therapy, Functional Family Therapy, Multi-Dimensional Treatment Foster Care, and, Brief Strategic Family Therapy; Wraparound implementation, and a national technical assistance and implementation center for wraparound practice and evidence based practices. The Institute has contracts with the Maryland Governor's Office for Children on behalf of the Children's Cabinet, the Maryland Department of Health and Mental Hygiene, Talbot County, Annie E. Casey Foundation, CMS and SAMHSA, as well as states and localities throughout the country.

The Institute is housed within the University of Maryland School of Social Work (SSW), founded in 1961, is the administrative structure responsible for implementing the proposed project. Dean Richard Barth, who was appointed by the President of the University of Maryland, Baltimore (UMB), in 2006, is responsible for the day-to-day operation of the school. SSW has extensive experience in the provision of training and technical assistance to state and local governments, as well as private providers, advocates, community groups, and faith-based organization regarding children's behavioral health, which include, but are not limited to: high-

fidelity wraparound; early intervention, school-based mental health and trauma-informed services; child welfare services (child abuse/foster care/adoptions) and income assistance (SNAP, TANF, and child support); effective and accurate state data systems; and evaluation of innovative and evidence-based practices. This training and technical assistance support the ability of child- and family-serving systems to maximize cross-agency coordination and to accelerate cross-system reform efforts. Through a variety of mechanisms including on-site, teleconferences, podcasts, and other social media vehicles, UM SSW provides training, supports best-practice implementation, and/or provides technical assistance in more than 20 states. The UM SSW has an interdisciplinary group of scholars working on children's issues including researchers with advanced degrees in criminology, public health, developmental psychology, social work, social policy, and law.

Both The Institute and The University of Maryland, School of Social Work's capacities bring the latest in field of technology and distance learning. Housed within the SSW is a state of the art media center designed with resources and equipment such as camcorders; tripods; data projection for electronic presentation; audio recorders; slide projectors; and overhead projectors with a recording and editing studio. The SSW also has two fixed video conferencing rooms (a 170-seat auditorium and a 12-seat classroom) as well as portable videoconferencing capacity. The SSW utilizes Blackboard and Webex as its' web-based software systems that offer industry-leading course management and webinar capacity. Further, the Institute maintains webinar technology with the ability to record and post trainings online and an online training center. Whenever possible, the Institute aims to provide a variety of learning opportunities to address the individual learning styles of participants and meet diversified workforce development needs.

The Technical Assistance Network for Children's Behavioral Health (TA Network) provides technical assistance and support on a national level to state and local agencies, including youth and family organizations, who work with children and youth with complex behavioral health needs and are funded by the Comprehensive Community Mental Health Services for Children and Their Families Program (Children's Mental Health Initiative or CMHI, also referred to as system of care grantees). The TA Network's mission is to develop effective service systems and establish a skilled and well-prepared workforce that can expand and sustain community-based systems of care across the United States to benefit all children and youth with behavioral health needs and their families.

The Institute for Innovation and Implementation at the University of Maryland, School of Social Work, leads a team of core partners as the coordinating entity and centralized contact for the TA Network. These core partners include (in alphabetical order):

- Accountability Solutions, LLC , led by Kelly Hyde;
- The Center for Community Learning, Inc. (CCL), led by Catalina Booth, Myriam Serna, and colleagues;
- The Center for Health Care Strategies, Inc. (CHCS), including Kamala Allen, Dayana Simons, and colleagues;
- The Family-Run Executive Director Leadership Association (FREDLA), led by Jane Walker;

- Human Service Collaborative (HSC), including Sheila Pires, Ira Lourie, and Cliff Davis;
- The National Federation of Families for Children's Mental Health (FFCMH), led by Sandra Spencer;
- Portland State University (PSU), including Janet Walker, Nancy Koroloff, and Susan Richardson (PSU hosts the National Wraparound Initiative (NWI), Pathways to Positive Futures, and Reclaiming Futures programs);
- The University of South Florida (USF), College of Community and Behavioral Sciences, Department of Child and Family Studies, led by Mario Hernandez and colleagues Mary Armstrong, Kathy Lazear, and others;
- The University of Washington (UW), including Eric Bruns and the Wraparound Evaluation and Research Team (UW co-hosts the National Wraparound Initiative); and
- Youth M.O.V.E. (Motivating Others through Voices of Experience) National (YMN), led by Lacy Kendrick Burk.

Along with the core partners, the TA Network includes a diverse team of advisors, consultants and organizations, all of whom provide expertise on a wide range of subject matter. The TA Network provides various levels of assistance to state and community organizations, CMHI grantees, and family and youth organizations through links to one-on-one consultation, on-site visits, online training, and access to a vast database of regularly updated online resources and information.

In addition, The TA Network serves as a centralized hub for the most current data and information on best practices and approaches for developing, implementing, and sustaining systems of care for children and youth with behavioral health needs and their families, encouraging the sharing of emerging lessons and best practices as well as peer-to-peer learning.

The TA Network strives to build state- and local-level capacity for peer-to-peer exchange; expand the use of technology for up-to-date and timely information-sharing to create a true convergence of system of care grantee communities, states, and partners across the nation and, most importantly, leave grantees with the capacity to continue to propel their own reform efforts forward after CMHI funding ends. The TA Network is committed to delivering field- driven, data-informed, and culturally responsive technical assistance to individuals, organizations, localities, and states. The TA Network is supported through a contract with the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Association (SAMHSA) <http://www.samhsa.gov/>, Center for Mental Health Services, Child, Adolescent and Families Branch (Contract# HHSS280201300002C).

Overview

The Contractor will provide support to wraparound implementation through (1) organization and system development, which focuses on policy, financing, and systems structure; (2) workforce development, which focuses on processes for training, coaching, and supervision; and (3) accountability, which focuses on the measurement of key quality assurance indicators and outcomes.

System level implementation support includes state level systems design to support wraparound at the local community level as well as evaluation of the implementation process leading to outcomes. The Contractor will assess the infrastructure of the state system and provide individualized technical assistance to identify and overcome potential barriers to wraparound implementation and promote long-term sustainability (e.g., policy, financing).

Workforce development activities include the Advanced Wraparound Practitioner Coaches Certification Program (Certificate Program) in Humboldt County, CA for selected Local Coaching Candidates. The purpose of the Certificate Program is to provide Humboldt County with the necessary support and training to sustain a high-fidelity and quality wraparound practice implementation within their state. The Certificate Program is designed to support local coaches through coaching, training and technical assistance through the phases of the wraparound process. This process will include technical assistance through a train-the-trainer process and provision of system level implementation support. The five core training modules described below will be provided to Wraparound staff, and the identified local trainer/coaches in Humboldt County.

Local Coaching Candidates (LCs) will be selected by the Institute and Humboldt County staff and should include approximately 3 Wraparound and 2 Peer Support LCs from the Humboldt collaborative. These individuals should operate in a supervisory or training capacity of wraparound facilitators.

Accountability support will include collection of continuous quality improvement (CQI) data on (1) the impact of technical assistance (TA) to the systems and financing structures, (2) the quality and impact of training and coaching provided to staff, (3) the workforce's capacity to reach adequate fidelity in wraparound and provide quality practice with families, (4) impact on outcomes for families, and (5) the state's capacity to sustain a workforce development initiative in wraparound. Accountability support will also include technical assistance on identifying core system and youth outcomes, relevant administrative data sources that provide information on core outcomes, and data analysis appropriate to completing a rigorous evaluation of system and youth level impact.

Specific Activities

Task 1: Workforce Development – Training.

Cost: \$12,855

Provide Wraparound training to Wraparound Agency (WA) and Family Support Organization (FSO) staff (year 2) and the organizations' identified local coaches (LCs).

- A. The Contractor will assist identified coaches and staff in developing an advanced understanding of Wraparound principles and implementation to include providing Maryland or other implementing state based training to 15 staff total on the following topic areas with the following trainings:
 - a. Introduction to Wraparound (3-day)
 - b. Engagement in the Wraparound Process (1-day)
 - c. Intermediate Wraparound Practice—Improving Wraparound Practice (2-days)
 - d. Advancing Wraparound Practice—Supervision and Managing to Quality (2-days)
 - e. Core Skill Building for Parent Peer Support Partners (3-days) (To be held 1 time for FSO staff in year 2)
 - f. Advanced Skills for Wraparound Parent Peer Support Partners (1-day) (To be held 1 time in year 2 for FSO LCs and FSO supervisors, managers and administrators)
 - g. Introduction to Training and Coaching Tools (held virtually for identified coaching candidates)
- B. The Contractor will provide TA support to LCs onsite and virtually (through the use of e-mail, conference calls, video conferencing, and webinars) on advanced wraparound practice.
- C. The Contractor will provide support to LCs on training, and evaluation methods for the Wraparound process to ensure fidelity to the model and quality practice for families.

Task 2: Workforce Development – Coaching, Certification, and Capacity Building.

Cost: \$188,914

Facilitate the Advanced Wraparound Practitioner Coaches Certification process to build local capacity by

providing LCs with the background knowledge, skills and practical experience to provide Wraparound training and technical assistance internally to Humboldt County WA and FSO staff and the broader system of care community on the wraparound process.

- A. The Contractor will provide coaching to LCs identified by Humboldt County on the Wraparound process, effective coaching and training techniques, effective use of Wraparound Practice Improvement Tools (WPITs) and other topics as needed.
- B. The Contractor will support approximately 3 Humboldt County LCs from WAs and 2 from FSOs in The Institute's Coaching Certification Process, and upon successful completion, the Contractor will certify them as Wraparound Coaches and Parent Peer Support Coaches in Wraparound.
- C. The contractor will provide onsite coaching one time a quarter for a total of 12 days for WA staff/LCs in both years 1 and 2 and 12 days for FSO staff/LCs in year 2. This is a total of 12 staffing days onsite in year one and 24 staffing days in year 2.
- D. The contractor will provide ½ day of virtual coaching support each month not onsite for a total of 4 virtual coaching days for WA staff in year 1 and 8 days for WA and FSO staff in year 2.
- E. Upon completion of the coaching certification, the Contractor will be able to certify that the trainer/coaches:
 - a. Are able to explain the Wraparound process to support teams and communities to effectively implement high fidelity Wraparound and ensure quality practice with families
 - b. Have developed an advanced understanding of Wraparound principles and implementation to include the ability to provide in-state training on basic Wraparound topics to wraparound agency and family support organization staff, stakeholders, providers, and families
 - c. Provide support to local teams on advanced wraparound practitioner topics
 - d. Provide support related to parent peer support partner roles
 - e. Use effective coaching, training, and evaluation methods of the Wraparound process, ensuring fidelity to the model and quality practice with families.
- F. Provide implementation support to state and local stakeholders.
 - a. The Contractor is available to provide two regional Wraparound Overview trainings (3 hour) to a broad group of community stakeholders in each region in partnership with state leadership during scheduled onsite coaching days (note this will decrease coaching days as outlined above).
 - b. The Contractor will provide technical assistance on methods for sustaining the Wraparound coaching model in Humboldt County.

Task 3: Evaluation and CQI.

Cost: \$31,231

Provide implementation support around Continuous Quality Improvement Processes

- A. The Contractor will make necessary connections between the Local Provider agencies and the National Wraparound Initiative
- B. The National Wraparound Implementation Center (NWIC) will provide
 - a. Access to NWI memberships for key leaders and local coaches
 - b. Access to and technical assistance on use of the Wraparound Fidelity Assessment System (WFAS) tools, including training of interviewers and support to local evaluators to identify samples and collect data.
 - c. Reports on wraparound fidelity based on data collected from the Wraparound Fidelity Index and reports of local system support for wraparound based on data collected from Community Supports for Wraparound Implementation (CSWI)

- d. Collection of Impact of Training and Technical Assistance (IOTTA) surveys and provide reports on the quality and impact of staff training and coaching to the WAs and state level leadership
 - e. Technical assistance on identification of system and youth outcomes and relevant administrative data sources to support evaluation of system and youth outcomes
 - f. Administrative data analysis to complete a rigorous evaluation of system and youth level impact
 - g. Access to the Virtual Coaching Platform (VCP)
- C. The Local Coaching Candidate Organizations will agree to:
- a. Collect WFI fidelity data via interviews with youth, caregivers and team members and enter data into the NWI national fidelity database
 - b. Complete surveys of quality and impact of training, coaching, and TA received.
 - c. Solicit broad stakeholder group participation in the CSWI
 - d. Participate in key informant interviews on systems structures and financing with state level stakeholders
 - e. Work with The Institute and NWIC to conduct an evaluation of system and youth impact using state administrative data

Miscellaneous:

This scope of work covers the tasks above for the time period of 24 months. The Contractor will require minimally this time period to train and certify 3 Humboldt County WA Trainer/Coaches and 2 FSO Trainer/Coaches through the training and mentoring process, which includes on-site training to care coordination organizations and community stakeholders. The contractor will provide ongoing technical assistance and coaching during the year using telephone, e-mail, and webinars as well as in-person.

The Contractor does not guarantee that trainer/coaches engaged in the TOT process will be certified. The Contractor will make every effort to support the trainer/coaches to successfully complete the process but will not certify any individual who does not meet the standards set forth in the scope of work, attached documents, or as disseminated by the National Wraparound Initiative or its dissemination partners. Following successful certification, LCs will have the opportunity for ongoing recertification and connection to a national Coaches Learning Collaborative.

Total 2 year cost for care coordination and peer support certification: \$233,000

Core Training Requirements

The Institute will provide training to WA staff and FSO staff and the identified Humboldt County LCs. These trainings will have a participant capacity of 50 people and will be provided two times. Furthermore, the expectation is that the Humboldt County trainer/coaches will start to provide the training to new staff with the support of The Institute trainer during the course of the 24 months. The Humboldt County WA staff and LCs are able to attend training provided in by the Institute in other states related to Wraparound at no additional charge during the time period that they are contracted with The Institute. Each of the Humboldt County local trainer/coaches will be provided with all of the curricula needed to provide these training in Humboldt County as well as coaching tools.

Core Humboldt County, California Local Coaching Candidate Certification Requirements

Over the course of 24 months applicants will need to meet certain requirements in order to receive certification. These requirements consist of:

1. Submission of the Advanced Wraparound Practitioner Coaches Certification Application Form.
2. Completion of core training requirements
 - Introduction to Wraparound (FSO LCs and WA LCs)
 - Engagement in the Wraparound Process (FSO LCs and WA LCs)
 - Intermediate Wraparound: Improving Wraparound Practice (WA LCs)
 - Advancing Wraparound Practice—Supervision and Managing to Quality (WA LCs)
 - Core Skills Training for Parent Peer Support Partners (FSO LCs)
 - Advanced Skills for Wraparound Parent Peer Support Partners (FSO LCs)
3. Participation in on-site coaching sessions from The Institute’s trainer/coach
4. Participation in practice observations conducted by The Institute Trainer/Coach which could include:
 - Coaching conference calls and/or video conferencing sessions
 - On-site observations of Child and Family Team (CFT) meetings
 - On-site home visits with families and frontline practitioners
 - Supervision with frontline practitioners
5. Demonstrated proficiency in utilization of the following Wraparound Practice Improvements Tools (WPITs):
 - Care Coordinators:
 - Coaching Observation Measure for Effective Teams (COMET)
 - Supportive Transfer of Essential Practice Skills (STEPS) Wheel
 - Coaching Response to Enhance Skill Transfer (CREST) Tool
 - Supervisory Assessment System (SAS) Tool
 - Other tools as necessary to support local need
 - Parent Peer Support Partners:
 - Parent Peer Support Partner Practice Review Tool
 - Parent Peer Support Partner Coaching Summary Tool
 - Supervisory Assessment of Support (SAS) Tool
 - Other tools as necessary to support local need

6. Local coaches are required to demonstrate the skills associated with transfer of knowledge and building of skills related to quality practice in wraparound for WA and FSO LCs. In order to do this, supervisors are required to utilize the WPITs in coaching sessions with care coordination/parent peer support partner staff. The Institute coach will also use WPITs over the course of the certification period to track the progress of the local coach. The local coach will need to meet a minimum threshold of demonstrated skills and abilities in building necessary skills for care coordination staff associated with the support of a high quality wraparound practice.
7. Local coaches are also required to participate in the training of future staff. Not all local coaches will become trainers, but it is the expectation that states will support the development of local trainers within the local coaches identified.
8. The local coach will utilize the information management and data collection system designated by The Institute.
9. A local coach must participate in every coaching sessions schedule by The Institute and at minimum participate in 4 coaching sessions per year based on staff and locality.

The Institute will provide training to care coordination staff and the identified Humboldt County coaches and trainers throughout the state. These trainings will have a participant capacity of

50 people and wraparound staff and LCs will be able to attend other core wraparound training sessions held in Maryland and other states at no additional cost staff transitions and development during the course of 24 months. Furthermore, the expectation is that the Humboldt County LCs will start to provide the training with the support of The Institute trainer during the course year two of the coaching certification process. Each of the Humboldt County LCs will be provided with all of the curricula needed to provide these training in Humboldt County.

Coaching Process for Care Coordinators

The coaching process will involve following LCs and front-line staff as they partner with families utilizing the wraparound practice model in their roles as WA LCs and moving through the phases of wraparound. Thus, coaching will focus on supporting all staff to move toward high-fidelity and quality wraparound practice during each phase. The coaching, feedback, and technical assistance will be provided by The Institute trainer directly to the local trainer/coaches. The Institute trainer will then supervise and provide support to the local trainer/coaches as they provide feedback to the staff. Coaching for Parent Peer Support Partner LCs will follow this same model and will guide coaches through the phases of wraparound and their roles within the implementation of the Essential Process Components.

Phase 1: Engagement

Coaching around phase 1 will occur in preparation for meetings during first face-to-face meetings with the family, home visits, initial call with the family, calls with potential team members, and during supervision with staff. In phase 1, staff will be supported in the following ways:

- Providing support and direction around engaging families
- Providing support and direction around engaging team members
- Synthesizing multiple perspectives to create a comprehensive family story
- Preparing for team meeting, including prepping the family and team members
- Creating a sense of underlying needs and the direction the conversation should go within the Child and Family Team (CFT) Meeting utilizing a strengths-based perspective and connection back to the family vision

Staff will be evaluated at regular intervals in their ability to demonstrate skill in the Essential Process Component areas:

- The family's story is heard and summarized from a variety of sources that elicits family possibilities, capabilities, and skills
- The family story is utilized to elicit a shared perspective of the meaning behind the behavior and/or situation related to the family's current situation.
- The family's perspectives around success are summarized and reflected to the team and the team understands their roles and expectations within the wraparound process.
- The family's culture, values, traditions, and beliefs are elicited and summarized to inform immediate responses appropriate to the wraparound process

Phase 2: Initial Plan Development

Coaching around phase 2 will occur during prep meetings prior to the CFT, during the CFT, and debriefing after the CFT. Coaching will also occur during staff supervision. In phase 2, staff will be supported in the following ways:

- Providing support and direction around facilitation of CFTs
- Getting to the underlying need, ensuring “best-fit” between steps in the process and strategies prioritized, and reaching consensus within the CFT
- Working with supervisors/ LCs around how to support staff in these efforts

Staff will be evaluated at regular intervals in their ability to demonstrate skill in the Essential Process Component areas:

- Strengths of family, all team members and the family’s community are collectively reviewed and matched to chosen strategies
- Team develops an understanding of the underlying reasons behind situations and/or behaviors. Needs that are generated from underlying conditions and align with the family’s vision are summarized, reviewed and prioritized and used as the basis for developing strategies
- The family’s interest and preferences is summarized and integrated into a team mission that includes the perspective of other team members
- The family’s perspective is reflected as critical to a successful process and is the basis for decision making & creative problem solving

Phase 3: Plan Implementation

Coaching around phase 3 will occur during face to face family meetings between CFTs, prep meetings prior to the CFT, during the CFT, and debriefing after the CFT. Coaching will also occur during staff supervision. In phase 3, staff will be supported in the following ways:

- Providing support around continual engagement families and monitor task completion, progress toward need met, and movement toward achievement of family vision and team mission
- Facilitating a deeper understanding of underlying reasons behind situations and adapt strategies based on new information
- Continually working with supervisors around how to support staff in these efforts toward high-fidelity and quality practice

Staff will be evaluated at regular intervals in their ability to demonstrate skill in the Essential Process Component areas:

- Team continues to identify and make meaningful use of strengths, supports and resources in an ongoing fashion.
- Team deepens their understanding of the underlying reasons behind situations and adapts strategies based on that new information
- Team delivers and modifies strategies that align with prioritized needs, chosen outcomes, and reflect family perspective

- Family perspective is used in modifying the mix of strategies & supports to assure best fit with family preferences

Phase 4: Transition

Coaching around phase 4 will occur during face to face family meetings between CFTs, prep meetings prior to the CFT, during the CFT, and debriefing after the CFT. Coaching will also occur during staff supervision. In phase 4, staff will be supported in the following ways:

- Providing support around communicating with families and team members that the formal wraparound process will end throughout the process
- Ensuring the family perspective of met need is used to identify and develop transition activities
- Providing support around discussing the difference wraparound and the team made and tracking progress and celebrating successes.

Staff will be evaluated at regular intervals in their ability to demonstrate skill in the Essential Process Component areas:

- Purposeful connections including aftercare options are negotiated and made based on family strengths & preferences and reflect community capacity
- Team forecasts potential unmet needs and strategizes options post wraparound
- Team mission is achieved and family is closer to their stated vision
- Family perspective of met need is used to identify and develop transition activities.

Coaching Process for Parent Peer Support Partners

The coaching process will involve following LCs and FSO staff as they partner with families utilizing the wraparound practice model in their roles as PPSP LCs and moving through the phases of wraparound. Thus, coaching will focus on supporting all staff to move toward high-fidelity and quality wraparound practice during each phase. The coaching, feedback, and technical assistance will be provided by The Institute trainer directly to the local trainer/coaches. The Institute trainer will then supervise and provide support to the local trainer/coaches as they provide feedback to the staff.

Phase 1: Engagement

Coaching around phase 1 will occur in preparation for meetings during the first face-to-face meetings with the family, home visits, and initial calls with the family, calls with potential team members, and during supervision with staff. In phase 1, PPSPs will be supported in developing and practicing the following skills:

- Provide structured self-disclosure utilizing strengths, talents, and past recoveries between PPSP and the parent
- Communicate supportive understanding of the parent's perspective on their own family situation
- Highlight and reinforce the concept of unmet need driven by behavior by openly sharing personal experience as a parent Build an alliance of partnership through self-disclosure that creates a sense of shared meaning between the PPSP and the parent

- Build an alliance of partnership through self-disclosure that creates a sense of shared meaning between the Family Partner and the parent
- Define support through self-disclosure and shared story telling using examples from the PPSP's lived experience

Staff will be evaluated at regular intervals in their ability to demonstrate skill in the Essential Process Component areas:

- The family's story is heard and summarized from a variety of sources that elicits family possibilities, capabilities, and skills
- The family story is utilized to elicit a shared perspective of the meaning behind the behavior and/or situation related to the family's current situation.
- The family's perspectives around success are summarized and reflected to the team and the team understands their roles and expectations within the wraparound process.
- The family's culture, values, traditions, and beliefs are elicited and summarized to inform immediate responses appropriate to the wraparound process

Phase 2: Initial Plan Development

Coaching around phase 2 will occur during prep meetings prior to the CFT, during the CFT, and debriefing after the CFT. Coaching will also occur during staff supervision. In phase 2, staff will be supported in developing the following skills:

- Provide right timed self-disclosure to others with the purpose of empowering team members to appreciate the family's strengths
- Identify the role hope has played in own life and share examples of personal capacity and coping that builds confidence in the parent's ability to manage and cope effectively
- Introduce the concept of hope (mission, vision, goals) or hope during a team meeting
- Reaffirm the right of a parent to a good outcome by building a sense of hope and the concept that every parent has the right to have things get better
- Provide supportive clarification of the family's perspective

Staff will be evaluated at regular intervals in their ability to demonstrate skill in the Essential Process Component areas:

- Strengths of family, all team members and the family's community are collectively reviewed and matched to chosen strategies
- Team develops an understanding of the underlying reasons behind situations and/or behaviors. Needs that are generated from underlying conditions and align with the family's vision are summarized, reviewed and prioritized and used as the basis for developing strategies
- The family's interest and preferences is summarized and integrated into a team mission that includes the perspective of other team members
- The family's perspective is reflected as critical to a successful process and is the basis for decision making & creative problem solving

Phase 3: Plan Implementation

Coaching around phase 3 will occur during face to face family meetings between CFTs, prep meetings prior to the CFT, during the CFT, and debriefing after the CFT. Coaching will also occur during staff supervision. In phase 3, staff will be supported in developing the following skills:

- Help parent determine which services and supports may be most useful and build on their strengths
- Communicate functional strengths primarily in the parent but also in other team members both in team meetings and other settings
- Increase informal and natural team attendance and participation by working with the parent to continuously invite and support participation
- Work with the family to review what is and isn't working and effectively communicate that to others involved in the wraparound process
- Collaboratively work with the family to review their own story and culture and assess the fit of the Wraparound plans with their culture
- Support and empower the family to provide critical feedback to other team members in a way that increases the fit with their family needs

Staff will be evaluated at regular intervals in their ability to demonstrate skill in the Essential Process Component areas:

- Team continues to identify and make meaningful use of strengths, supports and resources in an ongoing fashion.
- Team deepens their understanding of the underlying reasons behind situations and adapts strategies based on that new information
- Team delivers and modifies strategies that align with prioritized needs, chosen outcomes, and reflect family perspective
- Family perspective is used in modifying the mix of strategies and supports to assure best fit with family preferences

Phase 4: Transition

Coaching around phase 4 will occur during face to face family meetings between CFTs, prep meetings prior to the CFT, during the CFT, and debriefing after the CFT. Coaching will also occur during staff supervision. In phase 4, staff will be supported in developing the following skills:

- Work with the family to define their desired outcome including a sense of "good enough" progress
- Seek and summarize feedback from the family about the outcome in order to successfully facilitate a smooth transition from Wraparound into a desired situation
- Work with the family to build purposeful connections in the community in order to personalize resource matching
- Support the parent to do self-care planning by identifying and developing tools, techniques, and resources to create opportunities for self-care planning
- Provide parent linkages with other parents based on strengths and preferences
- Create the capacity for the parent to communicate their own story in order to access future services, supports define, and opportunities that build on their strengths

Staff will be evaluated at regular intervals in their ability to demonstrate skill in the Essential Process Component areas:

- Purposeful connections including aftercare options are negotiated and made based on family strengths and preferences and reflect community capacity
- Team forecasts potential unmet needs and strategizes options post wraparound
- Team mission is achieved and family is closer to their stated vision
- Family perspective of met need is used to identify and develop transition activities

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