Professional Development Seminar # 5
Peer Consultation: Strategic Problem Solving

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Peer Consultation: Strategic Problem Solving

OBJECTIVES: Participants will learn:
• How to apply a strategic problem solving process utilizing a peer consultation approach
• How to identify and present an issue that is a challenge to system of care implementation and expansion
• How to facilitate a process with peers to analyze the challenge and identify solutions
• How to determine next steps to implement strategic solutions

Peer Consultation: Strategic Problem Solving
Session Agenda
• Introductions: What Perspective Do You Bring?
• Overview and Context for Peer Consultation
  • TA Center Strategies
  • How Peer Consultation Used
• Process for Seminar
• Complete Worksheet
• Identify and Cluster Group Challenges
• Peer Consultation Demonstration
• Wrap Up: Questions, Take Away

Complex Environments: Multiple Real World Challenges
• Fiscal constraints
• Political changes
• Policy, service, and paradigm shifts
• Competing priorities
• Demands for quality care and outcomes
• Interests of different stakeholder groups and systems
• Workforce challenges
• Delivery of effective practices
• Proliferation of knowledge
• Resistance to change
  • HOW TO ADDRESS THESE CHALLENGES?? ROLE OF TA?

Georgetown National Technical Assistance Center for Children’s Mental Health

Mission: To build capacity of communities, states, tribes, and territories to build systems of care and the services/supports within to improve the lives of children and youth with behavioral health challenges and their families.

Major Areas of Focus for Our Technical Assistance:
• Sustaining and Expanding Systems of Care
• Developing Leaders
• Improving Services and Outcomes Within and Across Multiple Child and Youth Systems

Specific Topic and Content Areas

<table>
<thead>
<tr>
<th>Expanding Systems of Care</th>
<th>Developing Leaders</th>
<th>Improving Services</th>
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<tr>
<td>Operationalizing IOC and Taking Them to Scale</td>
<td>Leadership Development and Coaching</td>
<td>Trauma-Informed Systems</td>
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<td>Alternatives to Residential Services</td>
<td>Collaboration and Coaching</td>
<td>EIs and Implementation Science</td>
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<td>Cross-System Financing</td>
<td>Workforce Development</td>
<td>Early Childhood Mental Health</td>
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<td>Health Reform</td>
<td>Youth and Young Adults in Transition</td>
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<td>Cultural and Linguistic Competence and Eliminating Disparities</td>
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<td>Mental Health, Substance Use, Ed, Primary Care, Child Welfare, Juvenile Justice, Dev Disabilities</td>
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<td>Family-Driven, Youth-Guided Systems</td>
<td>Youth Mental Health First Aid</td>
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<td>Policy Research and Evaluation</td>
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<td>A Public Health Approach</td>
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A Multifaceted Approach for Multiple Audiences: Three Levels of Intensity

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<tr>
<th>Universal</th>
<th>Targeted</th>
<th>Intensive</th>
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<td>Strategies Intended for Broad and Large Audiences</td>
<td>Strategies Targeted for Specific Audiences e.g. State/Community Leaders</td>
<td>Strategies Designed to be Individualized, Intensive, and Long-Term</td>
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<td>• Biennial Training Institutes</td>
<td>• Policy Academies</td>
<td>• Individualized TA</td>
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<td>• Knowledge Development and Dissemination</td>
<td>• Leadership Academies</td>
<td>• Strategic Coaching</td>
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<td>• Documents, Issue Briefs, Tools</td>
<td>• Primer Hands-On Training</td>
<td>• Peer-to-Peer Consultation and Facilitation</td>
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<td>• Webinars</td>
<td>• Targeted Trainings and Consultation</td>
<td>• Provision and Brokering of Expert Consultation</td>
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<td>• Website</td>
<td>• Communities of Practice</td>
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<td>• Social Media and Technology Strategies</td>
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Peer Consultation: Strategic Problem Solving for Systems of Care

Peer to Peer Consultation is a process whereby a state, community, or agency leader identifies an issue or challenge related to implementing system of care goals and a planned, facilitated discussion enables peers to share strategies, lessons learned, and insights focused on problem solving and strategic solutions.

“Peers can provide real world, practical solutions.”

Highlights of Some Issues Identified

- As state moves toward developing system of care for all children and families, how to gain participation from Education and Child Welfare?
- What is best structure at state level for cross-agency transformation initiatives?
- How to change a cross-agency culture to reduce reliance on inpatient and residential treatment?
- How to get buy-in and make a shift to a public health model for child mental health and substance use?
- What is state/community’s role in developing/maintaining a strong family network?
- How can state/community ensure a broad array of effective services and supports?
- How to manage multiple behavioral health integration efforts occurring simultaneously?
- How to create political will for braided and blended funding?

National Technical Assistance Center for Children’s Mental Health: Coaching Model

- Model based on leadership, system’s change, and implementation science literature
- Coaches...........
  - Are goal oriented and outcome focused
  - Are strategic: develop plans to achieve a vision, assess risks, leverage opportunities, build alliances
  - Address technical and adaptive challenges
  - Provide and broker technical assistance
  - Facilitate peer-to-peer consultation

Examples of Georgetown Peer Consultation

Two cohorts (17 states) of state child mental health directors involved in Transformation Facilitation (2006 to 2009)

24 SAMHSA System of Care Planning Expansion Grantees developing a strategic plan for taking systems of care statewide (2012)

Process for Seminar

- What are our ground rules?
- Worksheet to identify challenge, help needed, and context
- Guidelines for getting Peer TA/Support and giving Peer TA/Support
- Our process and timeframe
  - Clustering issues
  - Demonstrating how peer consultation works
Worksheet for Peer Consultation

✓ What is a challenge or a key barrier in your community, state, tribe, or territory for implementing or expanding systems of care?
✓ What would be helpful to you from your peers in addressing this challenge?
✓ What is your role in your community, state, tribe, or territory?
✓ What are five points important to understand the context of the situation?
✓ Next steps? (Post consultation)

Guidelines for Peer Consultation

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<th>For Peers Getting TA/Support</th>
<th>For Peers Giving TA/Support</th>
<th>For Facilitators</th>
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<td>Be clear about the issue – issue may have content and process elements</td>
<td>Listen</td>
<td>Review the guidelines</td>
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<td>Identify an issue that you have a role in influencing/addressing</td>
<td>Ask clarifying, purposeful questions</td>
<td>Guide conversation, ensure all peers can provide input</td>
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<td>Identify what you need</td>
<td>Be strategic</td>
<td>Keep discussion on track</td>
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<td>Be strategic and concise in what background information is important</td>
<td>Focus strategies and lessons learned on issue identified, help needed</td>
<td>Check in to ensure consultation is relevant and useful, reframe</td>
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<td>Listen</td>
<td>Be supportive and constructive</td>
<td>Monitor the time</td>
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<td>Clarify or redirect if you are not getting what you need</td>
<td>Do not dominate the discussion</td>
<td>Sum up if needed and identify next steps</td>
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Peer Consultation: Strategic Problem Solving

Wrap up

Any questions?????

Comments – How might you use this process??