



University of New Hampshire
Cooperative Extension

NH Children's Behavioral Health Workforce Development Network

Ripple Effects Mapping (REM) Report

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Project Background:

The New Hampshire Children's Behavioral Health Workforce Development Network develops and delivers cross-disciplinary education and training activities. This education and training targets individuals who work with children and youth with serious behavioral challenges and their families.

The Network includes over 40 members, including trainers, providers, and individuals with lived experience from the education, mental health, substance abuse, psychology, counseling, and early childhood fields.

The network's organizational structure includes a Leadership team and a variety of work teams focused on varied aspects of workforce development. The makeup of work groups varies over time as projects are completed and new needs identified. Current work groups include: Evidence-Based Practice Work Group, Children's Mental Health Center Director's Work Group, Institutions of Higher Education Work Group, Wraparound Work Group, YouthMOVE Peer to Peer Training Work Group, Multi-Tiered Systems of Support (school based) Work Group, and an In-Service Work Group.

The mission of the NH CBH Workforce Development Network is to ensure a highly effective, diverse workforce by building a sustainable, responsive, and effective cross-sector system of workforce development. The system follows New Hampshire Children's Behavioral Health Core Competencies and system of care values and guiding principles.

The Network seeks to do this by

- Utilizing the existing infrastructures and resources for delivery of professional development
- Creating criteria and a system for identifying and meeting the professional development needs of the children's behavioral health workforce
- Creating new opportunities and collaboration for professional development, aligned with the New Hampshire Children's Behavioral Health Plan

The Network's scope is to have an impact on two-year, four-year, and graduate degree programs; certificate programs; job-embedded training and on-site coaching supports; web-based and distance learning programs; internships; and systems consultation.

The Network has been in operation for approximately 7 years. Members indicated an interest in utilizing the Ripple Effect Mapping process to look deeper at the impact the networks work has had broadly within the state of NH as well as internal impacts on the group and its members.

Methods:

Ripple Effects Mapping:

Ripple Effects Mapping (REM) is a qualitative technique for exploring the impacts of complex, multi-layered systems or efforts. REM uses elements of Appreciative Inquiry, mind mapping, and qualitative data analysis to reflect upon and map both the intended and unintended impacts of a complex program or collaboration. This technique is designed not only to document impacts but also to engage and re-energize members around shared goals.

The initial Ripple Mapping process was conducted during a meeting of the NH Children’s Behavioral Health Workforce Development Network in January 2017. Participants engaged in a facilitated discussion where they addressed the following questions:

Considering the work of the network since it began:

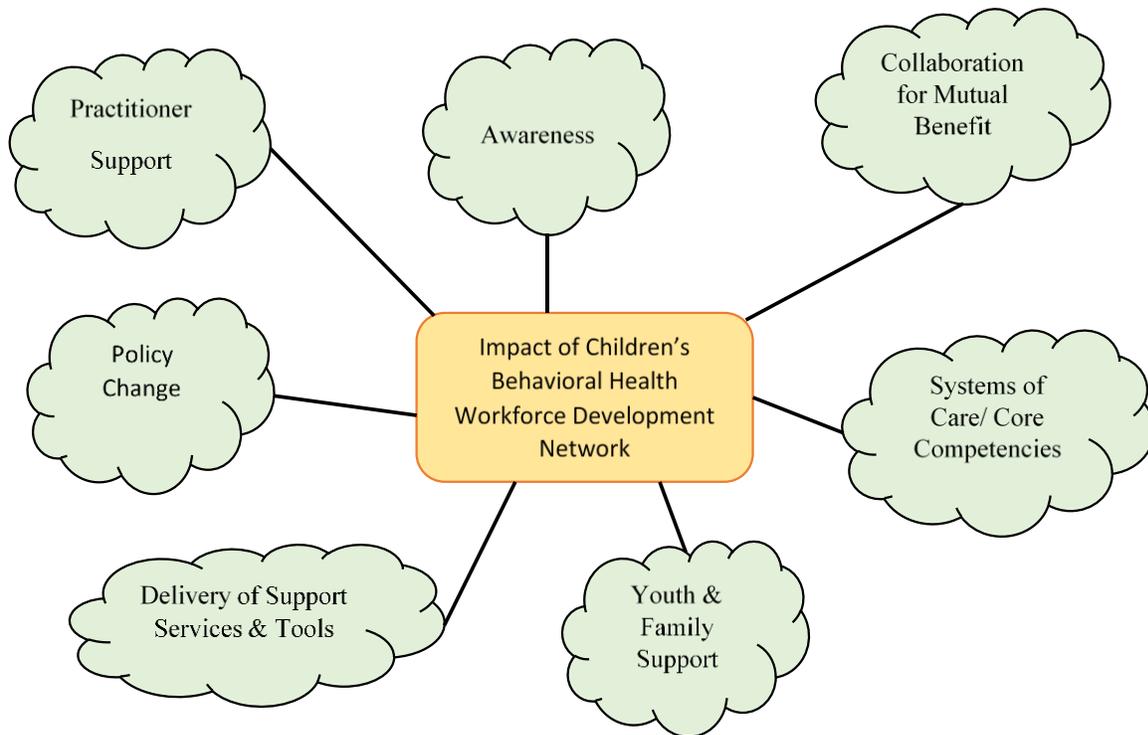
- What do you think is the most significant impact that the groups work has had on Children’s Behavioral Health Workforce Development in NH?
- What do you think is the most significant impact that the groups work has had on Network member organizations?
- What barrier or challenge do you think most impacts future progress for the network?

Impacts identified by participants, both intended and unintended, were grouped by participants into theme areas.

These initial theme areas and data from the session were then shared back with the group at a meeting in March for continued discussion. In addition, one impact area was identified for deeper review and Key informants were identified by the group for follow up interviews around this impact.

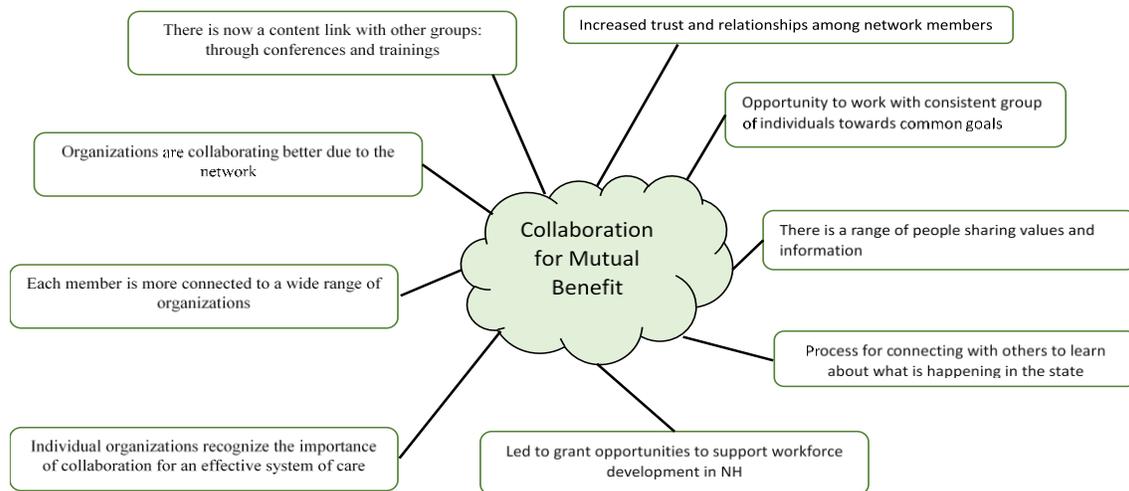
Findings:

Impacts shared during the initial session were categorized by the group into the seven theme areas below:

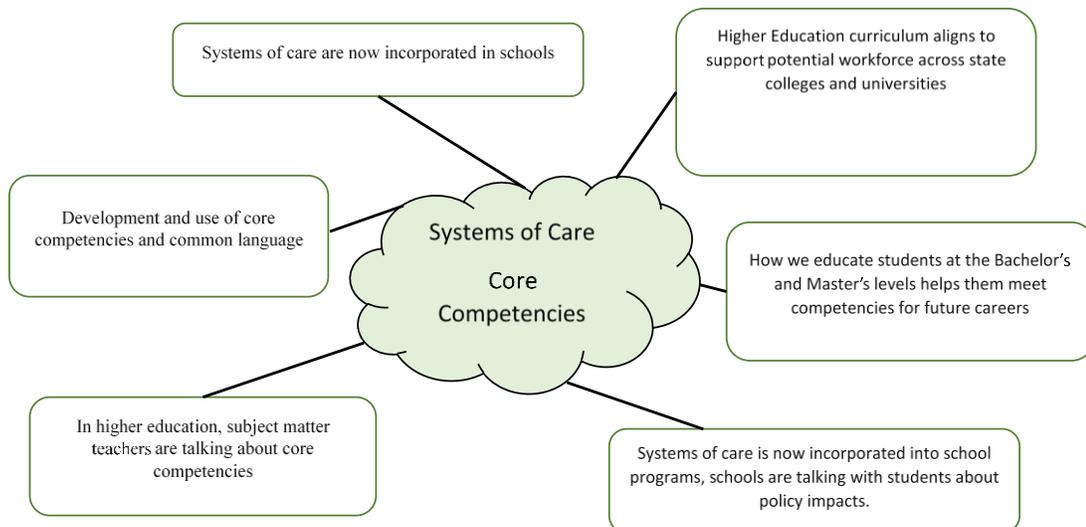


The following are specific impacts shared by participants broken down by theme area:

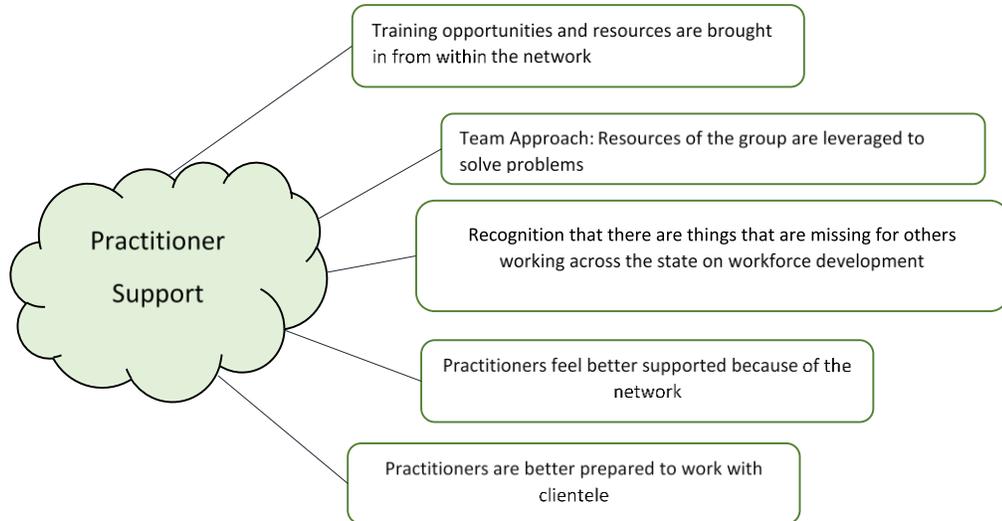
- Collaboration for Mutual Benefit:** A significant focus of discussion centered on the impact of collaboration and partnership on the work of organizations. This included the sharing of information, building relationships and trust and identifying shared goals. This led to increased cooperation on projects and grants. Participants indicated that even through informal conversation within the network, new ideas and partnerships were developed.



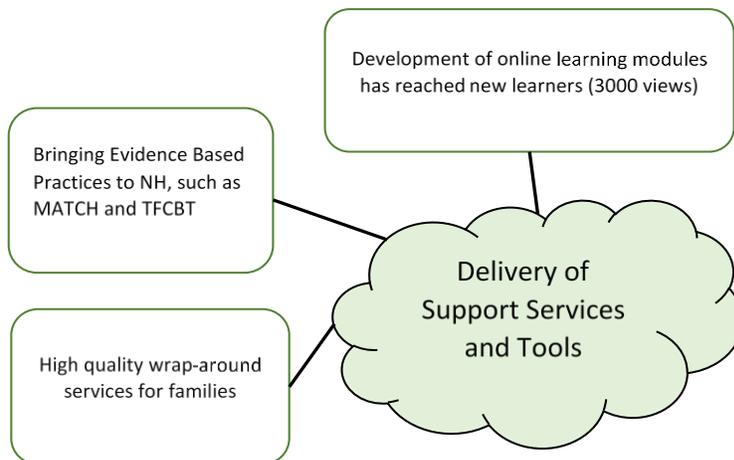
- Systems of Care / Core Competencies:** Participants articulated significant impact on the network moving the state towards a system of care model, with coordinated delivery systems for individuals receiving services. One tangible component of this change was the development of a clearly defined set of core competencies that helped align education, training, and practice.



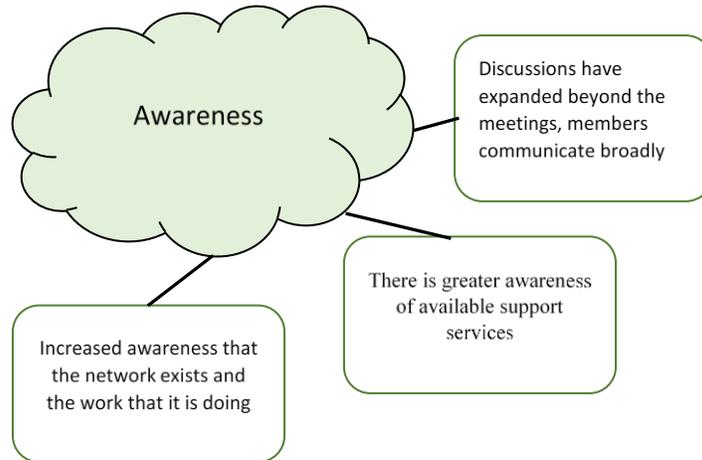
- Practitioner Support:** Participants cited a positive impact on training and support available for practitioners in the state, both within and outside of the network.



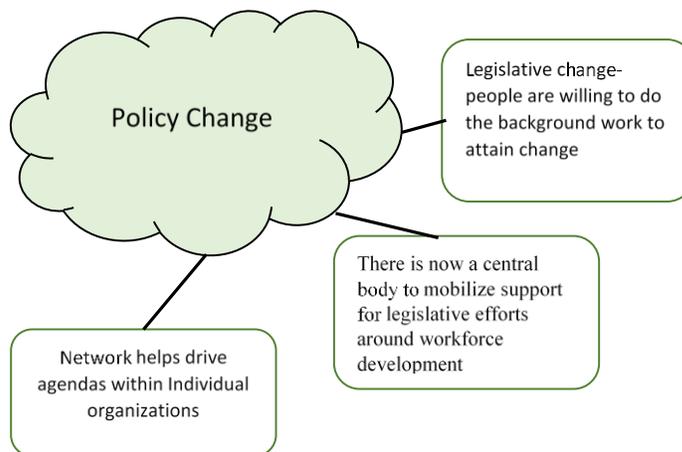
- Delivery of Support Services and Tools:** Participants reported impacts through increased availability and access to training leading to increased quality of services available.



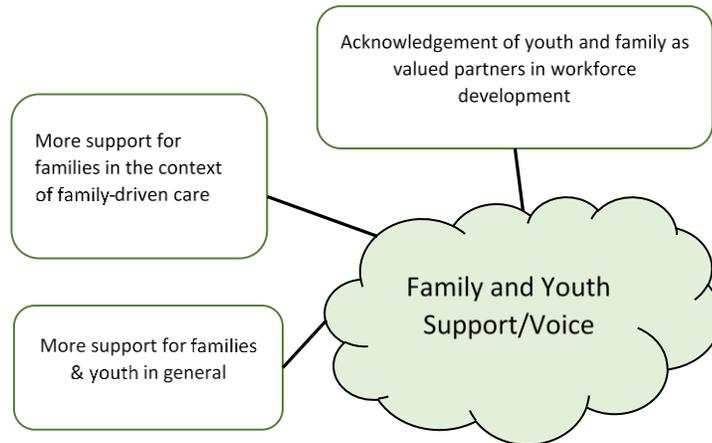
- **Awareness:** Network members reported an increase in their own awareness of what supports and services were available from other organizations around the state as well as an increase in communication and awareness beyond the network of the issues, goals, and projects the network is focused on.



- **Policy Change:** Participants noted that the work of the network in identifying goals and target strategies has led to changes in policies and practices within individual organizations. In addition, through shared goals and efforts, the group has influenced policy and legislation more broadly in the state.



- **Family and Youth Support/Voice:** A final impact area identified in the discussion centers around services available for youth and families and changes in the way their role is viewed by individual organizations and more broadly within the community. This change reflects a deeper understanding of the need for youth/family involvement in workforce development along with policy and systems changes to promote youth/family driven care.



Concrete Accomplishments:

In addition to the impact themes identified above, network members through both facilitated discussions developed a list of what they described as concrete accomplishments. This list reflects tangible programs, products, or initiatives that were developed and/or implemented with significant support or involvement from the network. While members felt these projects directly connected to the themes listed above, they felt they were of sufficient importance to highlight separately. This list includes:

- Development of a well-articulated peer support model
 - Youth Peer Support: Complete
 - Family Peer Support: In Development
- Research Studies/ Needs Assessments Completed
 - Salary study and work around retention of staff – ongoing
 - Cliff Davis Services (various assessments)
 - Feasibility study: developing statewide network system
- Development of clearly defined core competencies
- Senate Bill 534 – now RSA 135F
 - Addresses how DHHS and DOE will work together, reflects a system of care model

- Development of online training modules: 20-25
- Fast Forward program
 - High fidelity wrap around for top tier families –SED-1A
 - Infrastructure created through grant
 - Built in sustainability
- CANS – Child Adolescent Needs & Strengths Assessment tool
- Crosswalks –
 - Curricula / Core Competencies
 - Institutions of Higher learning
 - Changed curricula
 - Received large grants
 - Developed internships
- Leveraging Federal grants: Numerous grants received over the years that related to network collaboration
- Mental health First Aid Training
- Youth Mental Health First Aid Training
- Multitiered System of support collaborative
- Youth Leadership
 - MTSS Summer Institute
 - Youth leadership in schools and communities
- Renew: school-to-career transition planning and wraparound process
 - Network contributed to its implementation

Project Highlight: FAST Forward

The FAST Forward Program is designed to serve youth with serious emotional disturbances and their families, whose needs are not met by traditional service streams and programs utilizing a wraparound process to coordinate care.

Participants identified several ways in which the Network impacted the development and implementation of this program:

- Direct involvement through work groups
 - Wraparound Work Group
 - Evidence Based Practices Work Group
- Indirectly through sharing of communication, networking, feedback
- Development of core competencies and input into training for wraparound services

Challenges identified moving forward:

- Limited capacity and limited resources to expand
- Making sure that the necessary agencies and organizations are part of the communication loop and connected to the process.

Challenges:

Through discussion and interviews, participants identified challenges that they are currently experiencing as well as those they felt could impact the ability of the network to make future progress. These challenges fell into three broad categories

- Funding:
 - Funding to sustain and/or expand specific projects and initiatives
 - Core funding to staff the network
 - Lack of political support in NH for funding services

- Collaboration
 - Finding incentives/reasons to collaborate given limited time and resources
 - Ensuring that communication includes everyone who needs to be involved in a project.
 - Making sure that information is easily accessible
 - Meetings held at convenient times for groups that need to be involved
 - Staff turnover means needing to build new connections and relationships

- Support for shared goals
 - Negative attitudes impact support both within and outside the network: need to counter the perception that since change hasn't happened with past efforts, it won't happen now, so why try
 - Difficulty promoting shared goals of the network back to individual organizations.
 - Sharing information back to broader organization.
 - Getting organizational buy-in to Networks identified goals

Summary and Recommendations:

The results of REM highlighted significant areas of impact both in terms of changes that have occurred in the practice of children's behavioral health workforce development in the state as well as in the interaction of member organizations. A common theme throughout the impacts was one of connection. Participants talked frequently about how their connections to others in the network, both through the formal activities of the group and informally through conversation led to new ideas and collaboration. Knowing more about other organizations goals and activities and having an opportunity to connect to and build relationships with individuals within those organizations was a key factor cited. The levels of collaborations that resulted ranged from simple information sharing to integrated projects with shared funding and resources. Participants indicated that in some cases funding through grants was received as a direct result of the collaborative nature of the work, leading to a more significant impact than could have been achieved by any single organization.

This theme of connectivity emerged as well in the discussion of challenges. With funding as a potential barrier, the importance of collaboration on shared goals and sharing resources is viewed as more critical than ever. In addition, finding ways to build new connections by engaging new partners while

strengthening the connections that already existed is critical. Members cited the challenge of committing time to the network despite seeing its value and expressed frustration at times for feeling out of the communication loop. Addressing these challenges will be important for the network to consider moving forward.

These results highlight many significant accomplishments achieved during the last seven years, while also identifying the challenges that remain. The Network may want to consider the following recommendations as they continue to work towards their goal of improving workforce development in Children's Behavioral Health in NH:

- Review and Discuss findings together. Include opportunities for those members who may not be present at meetings to give feedback.
- Take time to recognize and celebrate all that has been accomplished thus far.
- Work together to identify leverage points around challenges identified and develop an action plan.
- Identify potential partners who are not yet at the table and develop a plan to begin to make new connections.