

North Sound Youth and Family Coalition (YFC)

**A Regional FYSPRT (Family Youth System
Partner Round Table)**

Strategic Plan

December 2017

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EXECUTIVE SUMMARY

*Family, Youth, and System Partner Round Tables (FYSPRTs) are a great place to find out what is going on in your area and give input to the behavioral health care system. The **North Sound Youth and Family Coalition (YFC)** is the regional FYSPRT for the North Sound region, and supports the community needs of youth, family, and system partners through collaboration, listening, and resource sharing. The YFC provides a forum to make connections with others in the community, offering validation and hope.*

Together, the FYSPRTs serve as an integral part of the Children's Mental Health Governance Structure that was adopted within the T.R. et al. v. Kevin Quigley and Dorothy Teeter Settlement Agreement and informs and provides oversight for high-level policy-making, program planning, decision-making, and for the implementation of this Agreement, including the implementation of [Wraparound with Intensive Services \(WISe\)](#).

Mission

The mission of Washington State's ten Regional FYSPRTs is to bring youth, parents, community members, and system partners together to contribute to continuous improvement to children's behavioral health services and supports. Regional FYSPRTs strive to provide an equitable forum for families, youth, systems, and communities to strengthen and sustain community resources that effectively address the individualized behavioral health needs of children, youth and families.

Geographic area to be served

The YFC serves the North Sound region, welcoming members from Snohomish, Skagit, Whatcom, Island, and San Juan Counties.

Three Goals of the YFC:

The Youth and Family Coalition's ongoing goals are:

- * To be a place where youth, parents, family members, and community partners feel comfortable sharing feedback about the behavioral health system in a safe, welcoming environment;
- * To elevate challenges, recommendations and feedback to the Statewide FYSPRT groups and bring back information, suggestions, and solutions as soon as possible; and to
- * To offer presentations, education, and resources to the community that is relevant for families, youth, and organizations.

What is in the Strategic Plan?

The YFC 2018-2011 Strategic Plan includes an overview of the needs assessment conducted in our North Sound Region, and explanation of how the Coalition derived at our areas of focus for the strategic plan, and an action plan for activities that the Coalition will be involved with to make a difference in the behavioral health system.

ORGANIZATIONAL DEVELOPMENT

Mission Statement and Key Values

The **mission** of Washington State’s ten Regional Family, Youth, and System Partner Round Tables (FYSPRTs) is to bring youth, parents, community members, and system partners together to contribute to continuous improvement to children’s behavioral health services and supports. Regional FYSPRTs strive to provide an equitable forum for families, youth, systems, and communities to strengthen and sustain community resources that effectively address the individualized behavioral health needs of children, youth and families.

Regional FYSPRTs play a critical role, within the Children’s Behavioral Health Governance Structure, in informing and providing oversight for high-level policy-making, program planning, and decision-making, and for the implementation of the T.R. Settlement Agreement. As described further below, Regional FYSPRTs will:

- * Convene a broad array of stakeholders to collect, review, and/or interpret relevant data and evaluation results and develop system improvement strategies;
- * Serve as a mechanism for bringing voices from local communities into one regional entity;
- * Respond to calls for feedback from higher level entities such as the Statewide FYSPRT, relevant state agencies, and DSHS’ cross-system Executive Leadership Team (ELT);
- * Regularly develop formal reports (e.g., regional needs assessments) for review by higher-level entities who can then act accordingly through policy, fiscal, regulatory, and other actions;
- * Receive regular reports from higher-level entities on priorities for action and policy, fiscal, regulatory, and other actions taken in response to input from the regions.

The FYSPRT **vision** is that, through respectful partnerships, families, youth, systems and communities will effectively collaborate to proactively influence, and provide leadership to address challenges and barriers faced by the behavioral health service system for children, youth and families in Washington State.

Coalition Structure and Organization

Administrative Structure

The /Regional Behavioral Health Organization (BHO)/ (herein referred to as “region” or “regional”) will establish and resource the Regional FYSPRT as part of local/regional structures, in compliance with DSHS/Division of Behavioral Health and Recovery (DBHR) standards, guidelines, and contractual expectations, as well as expectations under the *T.R. v. Quigley and Teeter* Settlement Agreement.

As described above, FYSPRTs will be critical to informing high-level policy-making, program planning, decision-making, and for the implementation of this Agreement. FYSPRT will also have the ability to influence other areas of the continuum of care at local,

regional, and statewide levels, by following the operational requirements described in this manual.

Although there are a set of non-negotiable, specific expectations that each region must meet for youth and family participation in children's behavioral health policy and practice (outlined in the contracts with DBHR and discussed throughout this manual), each region has wide discretion to design creative options for achieving that goal in a way that will best meet the needs of its youth, families, and communities. For example, by building upon past work that was accomplished by previous FYSPRTs:

- * Maintain an existing FYSPRT, within the new boundaries, and develop new agreements for working together under the terms of the regional contractual expectations.
- * Identify a current entity to fulfill FYSPRT functions that includes all necessary members.
- * Merge current entities (i.e. FYSPRTs and RSN Committees) into a new entity that includes all necessary members.
- * Develop a new entity that includes all necessary members, and reduce the duplication of similar functions within previously established entities.

Regardless of the administrative structure adopted, certain expectations must be met:

- * The administrative structure chosen must support adherence to the expectations in the current manual and the T.R. v. Quigley and Teeter Settlement Agreement
- * FYSPRTs must be adequately independent of regional contractor operations that family and youth representatives are able to exercise independent leadership and speak freely. While family and youth independence is important, the idea of a shift in leadership paradigm is also crucial. Examples to safeguard these expectations include certain core expectations, some of which are explicated in this manual, including:
 - The use of a "Tri-Lead" structure that blends leadership across families, youth, and system partners;
 - Empowering members (i.e., families and youth) to share leadership responsibilities;
 - Consistency in vision and message of the FYSPRTs around advising regional and state improvements that can promote system of care principles;
 - Regional FYSPRT Manual 8
 - Maintenance of independence of FYSPRTs from other decision-making entities that focus on system management and operations;
 - Provision of funding and other resources to support FYSPRT members – such as travel support and on-site child care – that aid in ensuring family and youth participation;
 - Establishment of locally developed and endorsed "ground rules" for engagement, discussion, decision-making and meeting protocols that assure a sense of safety for participants;
 - Regular assessment/evaluation of participants' experiences, including ratings and feedback on sense of independence and relevance;

- Training on the history, mission, and purpose of FYSPRTs, use of data and information, approaches to effective decision-making, leadership, and advocacy; and
- Provision of mentoring opportunities for families and youth that includes provision of guidance from experienced family, youth, and community leaders.

Membership Recruitment and Retention

Members

North Sound Regional YFC membership is to be comprised of Family, Youth and System partners and Local Tri-Leads. Participants outside the membership are also welcome to attend and provide input and feedback regarding community needs. Members should make a Commitment to Participate in Monthly Meetings and/or YFC Engagement Activities.

It is intended that the Regional YFC leverage the experiences, expertise, and insight of key individuals, organizations, and departments that are committed to building a Systems of Care for children's behavioral health. Regional YFC members are not directly responsible for managing project activities, but provide support and guidance for those who do. Thus, individually, members will:

- * Through education, collaboration and participation influence the movement toward the infusion of system of care values and principles in community organization, workforce development, policies, practice, financing, and structural change.
- * Bring community, individual and agency strengths in completing necessary tasks.
- * Identify barriers/challenges and approaches to resolve issues.
- * Identify strengths/initiatives/projects of existing community and system agencies that support systems of care values and principles.
- * Educate our system of care partners as we develop and grow.
- * Develop problem solving approaches for moving forward.

Tri-Leads

Terms: preferred minimum ask of 2 years

System Partner Tri-Lead: At the discretion of the YFC Contactor the first right of refusal will be given to the Children's Care Coordinator employed by the Regional Contracting Authority to take the role of System Partner Tri Lead.

Youth Partner Tri Lead: At the discretion of the YFC Contractor, the Youth Tri Lead will be connected to the Youth 'N Action movement.

Family Partner Tri Lead: At the discretion of the YFC Contractor, the family Tri Lead will be connected to the contracting organization.

ASSESSMENT

Gathering of Data

From June to August 2016, the leadership team of the North Sound YFC (formerly NS FYSPRT at this time) conducted six Have Your Say Café focus groups around the North Sound region. This included a focus group in: Orcas Island and Friday Harbor (San Juan County); Coupeville (Island County); Everett (Snohomish County); Burlington (Skagit County); and Bellingham (Whatcom County). We had about 100 participants attend in total. We asked the following questions of the participants as it relates to the behavioral health system and had facilitated dialogues with the groups:

Formal and Informal Supports: What is available to youth and families?

Current State: What Works and What Doesn't Work in the Behavioral Health System?

Future State: Where do we want to go?

Results

We collected a large amount of feedback from each county within our region, and had ten major themes emerge.

1. Care Coordination
2. Services for Parents
3. Services for Youth
4. Access to Services
5. Workforce
6. Housing
7. Funding
8. Prevention programs
9. Outreach/education

From here, the YFC Leadership Team wanted to bring back these themes to the YFC at-large to have the members choose five critical issues that the YFC would want to work on together to impact, reduce, or affect for the benefit of youth and families in the behavioral health system.

To prioritize the issues that the Youth and Family Coalition would begin to work on for our 5-year strategic plan, 2018-2022, we conducted an activity at our September YFC meeting.

Using the data and input from the Have Your Say Café data sessions, YFC members ranked each theme from 1 (low) to 3 (high) on the following aspects:

- **Urgency:** Is this a priority that needs to be addressed in the next 1-5 years?
- **Actionable/Feasible:** Are there opportunities the YFC can take to address the critical issue? Is there room to make meaningful improvement on the issue? Is there community momentum to move this initiative forward?
- **Resources:** Are resources (funds, staff, and expertise) either readily available or likely resources can be obtained to address the community issue? If not, can resources be acquired?
- **Integration:** Is there opportunity for collaboration? Is there an opportunity to build on existing initiatives? Will this duplicate efforts?

Five Critical Issues

Using this scale, these five Critical Issues were decided on at the September 11, 2017 YFC meeting include:

1. Improving Care Coordination
2. Increasing knowledge and awareness of community services and programs
3. Increasing services for parents
4. Expanding prevention services
5. Enhancing the behavioral health workforce

Below is more information on each critical issue, from the perspectives of the participants at the Have Your Say Cafes in 2016, and the feedback from YFC members in 2017:

Improving Care Coordination

Participant Responses: GAPS	Participant Responses: NEEDS
<ul style="list-style-type: none"> • Limited care coordination for families in crisis • System hard to navigate • Time constraints • Resource rich, collaboration poor (one assessment team would be helpful) • As families go from one part of the system to the other part, get lost along the way • Systems don't talk to each other 	<ul style="list-style-type: none"> • Increase capacity of family wraparound supports • Co-location of behavioral and physical health • Multiple access points for youth and families • Co-located social services with case management (Friday Harbor) • Healthcare integration – work out kinks with HIPAA and communication between behavioral and physical health • Better communication between EMS and mental health • More systems in place for data sharing

Increasing knowledge and awareness of community services and programs

Participant Responses: GAPS	Participant Responses: NEEDS
<ul style="list-style-type: none"> • Hard to understand all of the behavioral health services in the region • Families don't know where to go when a crisis hits (go to ER vs. behavioral health support) • Schools are uninformed of all of the services for youth • Community and providers do not have up to date information on services available 	<ul style="list-style-type: none"> • Increased collaboration through information exchange • Learn about local resources through one place • Schools to have updated resource information

Increasing services for parents

Participant Responses: GAPS	Participant Responses: NEEDS
<ul style="list-style-type: none"> • Not enough parent education about resources • Limited care options for parents (San Juan) • Helping parents navigate the difficult system 	<ul style="list-style-type: none"> • Build multi-generational relationships • Childcare when receiving mental health services • Train and attract Spanish-Speaking therapists for families • More family support for parents

Expanding prevention services

Participant Responses: GAPS	Participant Responses: NEEDS
<ul style="list-style-type: none"> • Lack of prevention initiatives in community 	<ul style="list-style-type: none"> • Be proactive, not reactive • Dream: countywide prevention funding • Use respite as a form of prevention • Prevention through peer support groups • Prosocial activities focused on education, mentors, parent/child education, trauma-informed care

Enhancing the behavioral health workforce

Participant Responses: GAPS	Participant Responses: NEEDS
<ul style="list-style-type: none"> • Funding isn't necessarily the issue – shortage in workforce • Overwhelmed workforce • Education for substance use disorders • School staff are ask to provide services outside of education where they are not fully qualified or trained 	<ul style="list-style-type: none"> • Funding for treatment professionals • Student loan forgiveness program enticement • More CPS workers • Child mental health specialists • School therapy, social worker at ER • Train and attract Spanish-speaking therapists • Self-care opportunities for service providers

STRATEGIC PLAN 2018-2022

Overview of Goals, Objectives, and Action Plan

Below is an outline of the YFC's goals as a Coalition, along with our five-year strategic plan (2018 to 2022) and tasks that we collectively hope to accomplish over the next five years.

Three Goals of the YFC:

- * To be a place where youth, parents, family members, and community partners feel comfortable sharing feedback about the behavioral health system in a safe, welcoming environment
- * To elevate challenges, recommendations and feedback to the Statewide FYSPRT groups and bring back information, suggestions and solutions as soon as possible
- * To offer presentations, education, and resources to the community that are relevant for families, youth and organizations.

As mentioned previously, Five Critical Issues emerged from our needs assessment (Improving Care Coordination, increasing knowledge and awareness of community services and programs, increasing services for parents; expanding prevention services, and enhancing the behavioral health workforce. The YFC is committed towards changing and impacting these five critical issues in order to accomplish our goals.

Goal 1: To be a place where youth, parents, family members, and community partners feel comfortable sharing feedback about the behavioral health system in a safe, welcoming environment.

Objective: Encourage more collaboration among parents, youth, families, and service providers to build relationships and trust, and enhance the quality of life for our community.

Critical Issue 1: Improving Care Coordination

Short-term goals: Families do not have to struggle to get answers; decrease duplication of agencies doing the same work; expand care coordination services

Long-term goals: Expansion of Community Resource Advocates and Care Coordinators/Navigators in all counties in the North Sound; Expansion of 2-1-1 services and supports in Skagit, Whatcom, Island, and San Juan Counties

Action Plan for Goal 1, Critical Issue 1

Task	Brief Description	How/When	Responsible Party (ies)	Evaluation
<i>Name of activity/task</i>	<i>Briefly state the main purpose of activity</i>	<i>How much? How often?</i>	<i>Who from the Coalition is making sure this gets done?</i>	<i>How will we evaluate progress towards achieving these outcomes?</i>
Social Media awareness via Facebook and Website	To inform the community of current care coordination services	Add resources and information on care coordination services in our region on the YFC website – review/update once a month	Convener to oversee process; elicit posts and content from YFC members	Analyze reach, viewers, likes of posts, shares, etc.
Advocate for the utilization of formal and informal supports for youth and families	To raise awareness of natural support systems in our families' lives; to serve as a placeholder while additional care coordination services are being developed/expanded	A minimum of once per month, YFC to create blog or other social media post regarding informal and formal supports and how this is related to the WISE program	YFC Convener, WISE Program Specialist	WISE Program Specialist to review data with WISE program managers, share out 2 times per year at YFC meetings
Share care coordination services (2-1-1 CRAs, Health Homes, etc.) with schools in our region	To ensure that counselors, administration, MHPs have information readily available for families in need of care coordination services	YFC to develop a brief packet, both hard and soft copy, to share with schools in our region. Tailor per each region. Deliver to schools once per year.	YFC members	Send a follow-up survey to schools 1 month after distribution to see if the information was helpful to them or their families

Critical Issue 2: Increasing services for parents

Short-term goals: Parents feel like they have adequate support; parents are able to create meaningful relationships with other parents and families in the community for support

Long-term goals: Build multi-generational relationships; remove barriers to parents receiving services

Action Plan for Goal 1, Critical Issue 2:

Task	Brief Description	How/When	Responsible Party (ies)	Evaluation
<i>Name of activity/task</i>	<i>Briefly state the main purpose of activity</i>	<i>How much? How often?</i>	<i>Who from the Coalition is making sure this gets done?</i>	<i>How will we evaluate progress towards achieving these outcomes?</i>
Educate parents in all counties	To disseminate information about available behavioral health resources so they know who to call during times of crisis	Meet parents where they are at; invite parents to YFC Meetings; increase family engagement	YFC members and Family Tri-Lead	Compare needs assessment conducted with parents about Family Engagement (October 2017) with new survey about available

				supports before 2022; conduct surveys with YFC participants
Work with Parents Matter of Whatcom as a local YFC group	To be able to reach parents and hear their voice and perspectives	Once a quarter, convene the Parents Matter group in Bellingham, WA and focus a portion on goals as they relate to the YFC mission, and bring back relevant issues to the YFC on a monthly basis and elevate to the State when appropriate/asked to	YFC Convener and Family Tri-Lead; Parents Matter of Bellingham	At first Parents Matter meeting, survey on needs, wants, dreams for group; do a post-test survey twice a year to ensure we are working towards common goals

Goal 2: To elevate challenges, recommendations and feedback to the Statewide FYSPRT groups and bring back information, suggestions and solutions as soon as possible.

Objective: Address the impacts of inequity in the behavioral health system and the need for integration of services by working alongside our state and local partners.

Critical Issue 3: Enhancing the behavioral health workforce

Short-term goals: Lessen burden on current behavioral health workforce

Long-term goals: Increase the number of professionals in the workforce

Action Plan for Goal 2, Critical Issue 3:

Task	Brief Description	How/When	Responsible Party (ies)	Evaluation
<i>Name of activity/task</i>	<i>Briefly state the main purpose of activity</i>	<i>How much? How often?</i>	<i>Who from the Coalition is making sure this gets done?</i>	<i>How will we evaluate progress towards achieving these outcomes?</i>
Educate mental health professionals and school-based staff about self-care	To help retain the current workforce and increase moral and energy in the field	In the next year, host one meeting dedicated to teaching self-care and burnout prevention to YFC members and invite community members and colleagues to attend as well.	YFC Convener	Conduct a pre/post survey with participants, asking questions about frequency of self-care activities and following up in 3 months to see if any change in behaviors
Attract individuals to the field	Conduct external presentation to high school or college human services group to explain the behavioral health field and some career option pathways - invite to FYSPRT and to get involved.	Hold at least one YFC meeting per year dedicated to students in high school or college to explain the behavioral health field and some career option pathways	YFC Convener to do outreach on planned info sessions, local college students to attend, YFC members to present	Conduct qualitative surveys with students on their interest in the field.

Critical Issue 4: Expanding prevention services

Short-term goals: Help prevent youth substance abuse, mental health disorders, youth suicides in the community

Long-term goals: Decrease the need for intervention and treatment services; county and region-wide prevention funding;

How can the YFC help accomplish these goals? Action Plan for Goal 2, Critical Issue 4:

Task	Brief Description	How/When	Responsible Party (ies)	Evaluation
<i>Name of activity/task</i>	<i>Briefly state the main purpose of activity</i>	<i>How much? How often?</i>	<i>Who from the Coalition is making sure this gets done?</i>	<i>How will we evaluate progress towards achieving these outcomes?</i>
Engage with local substance abuse prevention networks in region – DFC, CPWI, Regional Tobacco and Marijuana	To raise awareness of prevention activities within the our region and share how these resources help every part of the behavioral health system	At one YFC meeting in the next year, have the topic be centered around these prevention services and bring in representatives throughout five-county region that are a part of these grants/coalitions to share information	YFC Convener, Leadership Team	Do brief survey at beginning of meeting on their knowledge of these prevention services, survey participants afterwards to measure if they have gained the necessary knowledge to take this information back to their agencies and/or communities
Engage with local substance abuse prevention networks in region – DFC, CPWI, Regional Tobacco and Marijuana	To share the collaborative work of the YFC with these grant partners/coalitions	YFC to present our work in each of these grant communities/coalitions at least once per year	YFC Convener, Leadership team	Do a brief survey at each meeting/presentation to see if group knows about the YFC; track website and/or Facebook analytics the month following each outreach presentation to see if we have gained more traction or followers
Coordinate prevention trainings for region	To help prevent youth substance use, mental health disorders, and/or youth suicides	Bring in a prevention training to the YFC and invite community members at least once per year. Topic TBD. May extend before/after typical YFC hours.	YFC Convener, County Public Health leads	Conduct follow-up survey with training participants on knowledge, skills, abilities increase in the prevention topic; survey training participants 6 months later on the impact of the training, how they have used it, etc.
Expand respite services	To educate community about available respite services, including informal options	At least once during this strategic planning year, YFC to do research and interviews with agencies in North Sound providing traditional respite services, as well as brainstorm about	YFC Coalition	By 2022, conduct similar survey to the statewide FYSPRT questionnaire conducted in June 2017 about available respite services and compare community and YFC results.

		possibilities for informal respite options and education community.		
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Goal 3: To offer presentations, education, and resources to the community that are relevant for families, youth and organizations.

Objective: Extend opportunities for professional development and training for youth, young adults, and community members to broaden and strengthen our knowledge of services, understanding of behavioral health issues, and how to best respond to emerging needs and opportunities.

Critical Issue 5: Increasing knowledge and awareness of community services and programs

Short-term goals: Schools have updated resource information, families and youth can learn about information and resources in one place

Long-term goals: Increased collaboration of agencies in North Sound Region through information exchange

How can the YFC help accomplish these goals? Action Plan for Goal 3, Critical Issue 5:

Task	Brief Description	How/When	Responsible Party (ies)	Evaluation
<i>Name of activity/task</i>	<i>Briefly state the main purpose of activity</i>	<i>How much? How often?</i>	<i>Who from the Coalition is making sure this gets done?</i>	<i>How will we evaluate progress towards achieving these outcomes?</i>
Create a launching page on YFC website for resources and services in our five-county region	To create a hub of resources in our North Sound region - Greater avenues for communication – Facebook, social media	Update list once per month; ensure links to other resource sites are updated; post once per month about this resources page; post twice per month about an external resources site (i.e. 2-1-1 site)	YFC Convener	Analyze reach, viewers, likes of posts, shares, etc. Analyze website analytics on number of unique visitors, how many visited the Resources page, number of clicks and links to external sites, etc. Review once per quarter prior to state FYSPRT report due date.
Monthly presentations and/or highlight of one community program/service	To disseminate information to the community, parents, and youth about available behavioral health resources	At each monthly YFC meeting, highlight a minimum of one community agency, rotate among counties	YFC Convener, Leadership team, YFC members to highlight agencies	Share information on presentations and resources of each monthly meeting in quarterly FYSPRT reports.

		in North Sound Region		
Social media awareness	To disseminate information to the community, parents, and youth about available behavioral health resources	Twice per month, share a new community resource on Facebook, highlight an agency that has not been to the YFC meetings yet	YFC Convener	Analyze reach, viewers, likes of posts, shares, etc.
Hold a community resource fair for Island or San Juan counties	To disseminate information to the community, parents, and youth about available behavioral health resources in these geographically-isolated and hard-to-reach counties	Once per year, participate in or host a community resource fair in Island County and San Juan County	YFC Convener, Leadership Team, Island and San Juan Health Departments, Youth Volunteers, YFC members in these regions	Track attendance at each resource fair; Conduct a small community survey at these resource fairs on knowledge of current community services, survey what current gaps are, prepare a report after each event with this information.