

**Project Group A: Statewide Projects**  
***Mandatory for All IDNs***

New Hampshire Building Capacity for Transformation Section 1115(a) Medicaid Demonstration  
SPECIAL TERMS AND CONDITIONS

Approval Period: Date of Approval Letter through December 31, 2020

Technical Corrections: April 28, 2016 and August 1, 2016

<b>Project Pathway</b>	Statewide
<b>Project ID</b>	A1
<b>Project Title</b>	<i>A1: Behavioral Health Workforce Capacity Development</i>
<b>Project Objective</b>	<p>This project will establish the workforce required to meet the objectives of the DSRIP demonstration. It will increase community-based behavioral health service capacity through the education, recruitment and training of a professional, allied-health, and peer workforce with knowledge and skills to provide and coordinate the full continuum of substance use disorder and mental health services. Under this project, each IDN will develop and implement a strategy for addressing its workforce issues using a framework established by a <b>Statewide Behavioral Health Workforce Capacity Taskforce</b>.</p> <p>This Taskforce will be formed with representation from IDNs and other stakeholders across the state. Through a process facilitated by the State or its delegate, the Taskforce will spearhead the following activities:</p> <ul style="list-style-type: none"> <li>• An assessment of the current workforce gaps across the state and IDN regions, informed by an inventory of existing workforce data/initiatives and data gap analysis</li> <li>• Identification of the workforce capacity needed to meet the demonstration goals and development of a state vision and strategic plan to efficiently implement workforce solutions, for approval by the state</li> </ul> <p>Based on this statewide planning effort, its own community needs assessments, and the community-driven projects it has selected, each IDN will then develop and implement its own workforce capacity plan. The plan must be approved by the state and executed over the course of the demonstration.</p>
<b>Target Population</b>	All Medicaid beneficiaries
<b>Target Participating Organizations</b>	All participating IDN organizations
<b>Related Projects</b>	Project A1 is a foundational project that will establish the workforce needed by each IDN to meet the objectives of the DSRIP demonstration. As such, this project is closely tied with every other project being implemented by each IDN, and the plans implemented by IDNs as part of this project should reflect the workforce needs across all projects.

**Project Core  
Components**

**Phase 1: Form Statewide Behavioral Health Workforce Capacity Taskforce (August-September 2016)**

The State will work with IDNs and other stakeholders to form a Statewide Workforce Capacity Taskforce with members drawn from across the mental health and substance use provider and peer support communities in each IDN, as well as other members who can bring relevant experience and knowledge

The taskforce will be facilitated by the State or its delegate and be made up of the following representatives:

- One (1) mental health-focused representative from each IDNs
- One (1) SUD-focused representative from each of the IDN's
- Seven (7) additional *specialized* taskforce members with representation across at least seven (7) of the following types of organizations:
  - Primary Care Physicians serving the Medicaid population
  - SUD Providers – including recovery providers, serving the Medicaid population
  - Regional Public Health Networks
  - Community Mental Health Centers
  - Governor's Commission Treatment Taskforce
  - Addiction recovery support services
  - Hospitals
  - Federally qualified health centers, community health centers or rural health clinics
  - Community based organizations that provide social and support services (transportation, housing, employment, community supports, legal assistance, etc.
  - County Organizations
  - School-based organizations

**Phase 2: Develop inventory of existing workforce data, initiatives and activities; create gap analysis (September – October 2016)**

Once the Taskforce is formed, it will conduct an assessment of current workforce gaps through the following activities:

1. The development of a statewide inventory of relevant in-process, completed, or proposed future workforce initiatives and data sets.
2. The development of a planning framework that is both qualitative and quantitative. It should include a baseline

assessment of the current state of behavioral health workforce: titles, numbers, education and training programs in place, the pipeline of workforce members being produced by existing programs and the in-State retention rates, and current unfilled BH workforce positions

3. Identification of gaps between available data sets, current workforce initiatives/activities and the information needed to enhance SUD and mental health workforce capacity regionally and statewide. This will also include the identification of areas where there are no current adequate data sets.

Please see 'Additional Information' section for detail on existing or planned initiatives/data sources.

### **Phase 3: Develop Statewide Behavioral Health Workforce Capacity Strategic Plan** *(October 2016 – January 2017)*

Based on data and information derived from the inventory of existing workforce initiatives and activities, the Taskforce will engage in a facilitated process to:

- Identify the workforce capacity requirements to meet the demonstration goals
- Develop a statewide strategic plan to enhance workforce capacity across the spectrum of SUD and mental health providers in order to meet the identified requirements

The Strategic Plan will include, at a minimum, measureable outcomes addressing how the IDNs will develop:

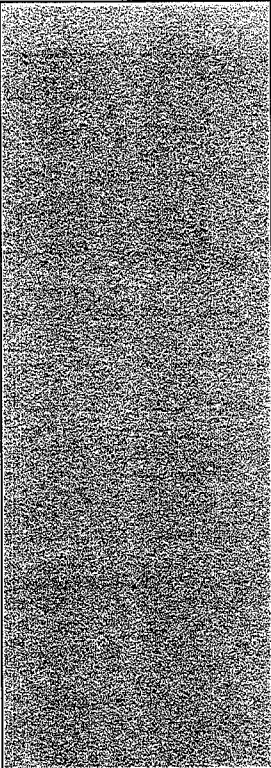
- Strategies for utilizing and connecting existing SUD and BH resources
- Strategies to address gaps in educational preparation of SUD and BH providers to ensure workforce readiness upon graduation;
- Strategies to support training of non-clinical IDN staff in Mental Health First Aid
- Strategies for strengthening the workforce in specific areas of expertise such as Master Licensed Alcohol and Drug Counselors (MLADCs), licensed mental health professionals, Peer Recovery Coaches and other front line providers

The Strategic Plan will require approval from the State DHHS.

### **Phase 4: Develop IDN-level Workforce Capacity Development Implementation Plans** *(January 2017 – March 2017)*

Based on the Statewide Behavioral Health Workforce Capacity Strategic Plan, each IDN will develop its own Workforce Capacity Development Implementation Plan to be executed over the course of the demonstration. The plan will include

	<p>workforce capacity targets in alignment with guidelines and targets established by the statewide plan, the IDN’s community needs assessment, and the community-driven projects selected by the IDN.</p> <p>IDN plans will be submitted to the State DHHS for approval.</p> <p><b>Phase 5: Implement IDN Workforce Capacity Development Plans (March 2017 – December 2018)</b></p> <p>Once IDN plans are approved, IDNs will proceed to implementation and report progress against targets on a semi-annual basis. The expectation is that IDNs will use a substantial share of their DSRIP funds, if necessary, to recruit, hire, train and retain the workforce required to meet the DSRIP objectives of more capacity to serve New Hampshire residents with mental health and substance use disorders, including opioid addiction; better integration of physical and behavioral health care; and smoother transitions across care settings.</p>
<p><b>Process Milestones</b></p>	<p>In order to be eligible for performance funding associated with this statewide workforce project, IDNs must participate in planning at the statewide level and also design and implement workforce development plans at the IDN level.</p> <p><b>Key milestones include:</b></p> <ol style="list-style-type: none"> <li>1. Phase 1: Participation in formation and kick-off of Statewide Behavioral Health Workforce Capacity Taskforce (Aug-Sept 2016)</li> <li>2. Phase 2: Workforce data/initiative inventory assessment (Sept-Oct 2016)</li> <li>3. Phase 3: Participation in Development of Statewide Workforce Capacity Strategic Plan (Oct 2016- Jan 2017)</li> <li>4. Phase 4: Development, submission, and approval of IDN Workforce Capacity Development Implementation Plan (Jan 2017 – March 2017)</li> <li>5. Implementation of IDN Workforce Capacity Development Plan; ongoing semi-annual reporting against targets identified in plan</li> </ol>
<p><b>Additional Information related to inventory of existing workforce data, initiatives, and activities</b></p>	<p>Completed or in-process activities may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• SUD Core Competencies for Licensed Mental Health Providers (<a href="http://www.dhhs.nh.gov/dcbcs/bdas/documents/core-competencies.pdf">http://www.dhhs.nh.gov/dcbcs/bdas/documents/core-competencies.pdf</a>)</li> <li>• MAT Best Practices (<a href="http://www.dhhs.nh.gov/dcbcs/bdas/documents/matguidancedoc.pdf">http://www.dhhs.nh.gov/dcbcs/bdas/documents/matguidancedoc.pdf</a>)</li> <li>• Recommendations for revisions to CRSW requirements (<a href="http://www.dhhs.nh.gov/dcbcs/bdas/documents/crsw-comparison-chart.pdf">http://www.dhhs.nh.gov/dcbcs/bdas/documents/crsw-comparison-chart.pdf</a>, <a href="http://www.dhhs.nh.gov/dcbcs/bdas/documents/proposed-administrative-rules.pdf">http://www.dhhs.nh.gov/dcbcs/bdas/documents/proposed-administrative-rules.pdf</a>)</li> <li>• SAMHSA work force development initiative</li> </ul>

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- Training & Technical Assistance Contract - NH Training Institute on Addictive Disorders, Communities of Practice, Technical Assistance
  - Scholarships for national and regional training events
  - Peer Recovery Support Services Facilitating Organization RFP (<http://www.dhhs.nh.gov/business/rfp/index.htm#peer>)
  - SBIRT Development Initiative in Community Health Centers

Agencies/Efforts the Taskforce and IDNs may consider coordinating with include:

- Regional Public Health Network Continuum of Care Facilitators
- Regional Access Points
- Governor's Commission Treatment Taskforce
- New Hampshire Children's Behavioral Health Workforce Development Network

Other relevant activities/initiatives:

- State Loan Repayment Program
- Health Professions Data Center
- Legislative Commission on Primary Care Workforce Issues
- Recruitment Center Contract with Bi-State Primary Care Association
- Collaboration between University of New England College of Osteopathic Medicine North Country Health Consortium
- New Hampshire Children's Behavioral Health Workforce Development Network Core Competencies training efforts including the FAST Forward System of Care and YouthMOVE peer-to-peer training