



Human Services  
Research Institute



# North Dakota Plan for Behavioral Health

Project Dashboard | April 2022

# North Dakota Plan for Behavioral Health



## Partners & Purpose

With support from the Human Services Research Institute (HSRI), the North Dakota Behavioral Health Planning Council (BHPC) is working with stakeholders—including service users and families, advocates, providers, administrators, and other North Dakotans—to set a course for ongoing system monitoring, planning, and improvements.



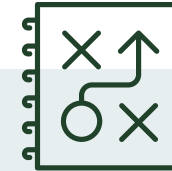
## Vision

With full regard for the value of each person, appropriate behavioral health services, encompassing the full continuum of care, are readily available at the right time, in the right place and manner, and by the right people, offering every North Dakotan their best opportunity to live a full, productive, healthy, and happy life—free of stigma or shame—within caring and supportive communities.



## North Dakota Health System Study

In 2017-2018, HSRI and the North Dakota Department of Human Services Behavioral Health Division conducted an analysis of North Dakota's behavioral health system, including use and expenses. The [final report](#) details the findings and provides 13 areas of recommendations for improvement.



## Plan

Building on the recommendations from the study, we identified priority goals and established implementation strategies to enhance the comprehensiveness, integration, cost-effectiveness, and recovery orientation of the behavioral health system to effectively and equitably meet the needs of the community.
















## Dashboard Use

This dashboard summarizes the goals and objectives of the Plan and is updated every three months. The information can be used to inform and educate, track project status, and encourage participation with local and state entities to improve the behavioral health system.

# Summary



**After learning from the community about their priorities for systems change, the Behavioral Health Planning Council selected 13 aims with 28 goals. Many of these goals will take several years to achieve. To track progress, we've created objectives, action steps, benchmarks, completion dates, and indicators of success for each goal.**

| Objectives |                                                                                                                                | Complete                                                                                  |
|------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| 1.         | Develop and implement a comprehensive strategic plan                                                                           | 78%    |
| 2.         | Invest in prevention and early intervention                                                                                    | 86%    |
| 3.         | Ensure all North Dakotans have timely access to behavioral health services                                                     | 64%    |
| 4.         | Expand outpatient and community-based service array                                                                            | 80%    |
| 5.         | Enhance and streamline system of care for children and youth                                                                   | 39%    |
| 6.         | Continue to implement and refine the current criminal justice strategy                                                         | 84%    |
| 7.         | Engage in targeted efforts to recruit and retain a qualified and competent behavioral health workforce                         | 75%    |
| 8.         | Continue to expand the use of telebehavioral health interventions                                                              | 83%    |
| 9.         | Ensure the system reflects its values of person-centeredness, health equity, and trauma-informed approaches                    | 86%    |
| 10.        | Encourage and support communities to share responsibility with the state for promoting high-quality behavioral health services | 100%  |
| 11.        | Partner with tribal nations to increase health equity for American Indian populations                                          | 18%  |
| 12.        | Diversify and enhance funding for behavioral health                                                                            | 94%  |
| 13.        | Conduct ongoing, system-wide, data-driven monitoring of need and access                                                        | 80%  |



How we're  
achieving this aim

**23** Action  
Steps

**1** Goal  
+  
**5** Objectives

## AIM 1

# Develop and implement a comprehensive strategic plan

## 1.1 Develop and implement a comprehensive strategic plan



| Objectives |                                                                                                                                                                                                  | Complete |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.         | Develop a strategic plan based on the recommendations in the 2018 HSRI report that reflect community priorities and contain actionable, feasible strategies for behavioral health systems change |          |
| 2.         | Secure funding for ongoing strategic planning support                                                                                                                                            |          |
| 3.         | Perform ongoing strategic plan monitoring and revisions, as appropriate, using quarterly progress reports                                                                                        | 40%      |
| 4.         | Create 2022 strategic plan based on progress to date and lessons learned                                                                                                                         |          |
| 5.         | Strengthen linkages between the BHPC and related stakeholder groups (governmental advisory bodies, coalitions, and community initiatives)                                                        |          |





How we're  
achieving this aim

**21** Action  
Steps

**2** Goals  
+  
**9** Objectives

## AIM 2

# Invest in prevention and early intervention

## 2.1 Develop a comprehensive suicide prevention approach



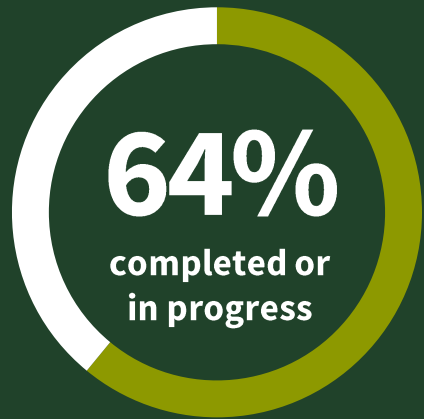
| Objectives |                                                                                                                                                                        | Complete |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.         | Develop a cross-cutting workgroup (including both public and private entities)                                                                                         |          |
| 2.         | Conduct a scan of suicide prevention activities in all behavioral health and primary healthcare systems in the state                                                   |          |
| 3.         | Engage with the community to enhance awareness and gather information on community priorities for suicide prevention to inform a comprehensive suicide prevention plan | 50%      |
| 4.         | Develop the comprehensive prevention plan focused on decreasing risk factors and increasing protective factors                                                         | 50%      |



## AIM 2

### 2.2 Expand suicide prevention activities with a focus on American Indian populations, LGBTQ communities, and military service members, veterans, family members, and survivors

| Objectives |                                                                                                                                                                              | Complete |
|------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.         | Research and implement strategies to increase the responsiveness of suicide prevention materials and activities for LGBTQ and gender non-conforming communities              |          |
| 2.         | Research and implement strategies to increase the responsiveness of suicide prevention materials and activities for American Indian populations                              |          |
| 3.         | Research and implement strategies to increase the responsiveness of suicide prevention materials and activities for service members, veterans, family members, and survivors | 66%      |
| 4.         | Expand evidence-based, culturally responsive, upstream/primary prevention suicide programs in schools in North Dakota and within tribal nations                              |          |
| 5.         | Work with higher education programs that train school counselors to adopt suicide prevention training models in alignment with workgroup recommendations                     | 50%      |



How we're  
achieving this aim

22 Action  
Steps

3 Goals  
+  
13 Objectives

## AIM 3

# Ensure all North Dakotans have timely access to behavioral health services




**3.1 Identify universal, age-appropriate, culturally sensitive, evidence-based behavioral health—mental health, substance use, brain injury, and trauma—screening instruments for children and adults in all human services settings**



| Objectives |                                                                                                                                                                                                                      | Complete |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.         | Conduct a scan of behavioral health screening instruments and processes currently used in all human services settings                                                                                                |          |
| 2.         | Identify a set of behavioral health screening instruments for use in all human services settings                                                                                                                     |          |
| 3.         | Assess administrative rules and revise as needed to include requirements for completing screenings, and ensure all new contracts include a requirement to complete screenings                                        |          |
| 4.         | Revise policies so information from evidence-based trauma screening tools are privileged and may only be used for screening, treatment, referral, and services, or in the aggregate for data monitoring and analysis |          |

## AIM 3

### 3.2 Establish statewide mobile crisis teams for children and youth in urban areas



| Objectives                                                                                                                                                                  | Complete                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1. Expand funding for mobile crisis teams for children and youth in urban areas                                                                                             |  |
| 2. Review existing mobile crisis programs to understand implementation challenges and opportunities and inform efforts to scale the service out to other areas of the state |  |
| 3. Create contract language for mobile crisis teams for children and youth in urban areas                                                                                   |  |



## AIM 3

### 3.3 Ensure people with brain injury and psychiatric disability are aware of eligibility services through all avenues, including Medicaid Services



| Objectives |                                                                                                                              | Complete                                                                            |
|------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1.         | Review and revise Nursing Facility Level of Care criteria to reduce access barriers for people with brain injury             |  |
| 2.         | Review eligibility determination processes across all DHS Divisions to identify access barriers for people with brain injury |  |
| 3.         | Based on the review, revise policy and procedure to reduce access barriers for people with brain injury                      |                                                                                     |
| 4.         | Promote provider awareness of services and eligibility using accurate and up-to-date materials                               |                                                                                     |
| 5.         | Establish navigation to facilitate eligibility determination and referral to services for people with brain injury           |                                                                                     |
| 6.         | Incorporate information about brain injury prevention into existing behavioral health prevention programming                 |                                                                                     |



How we’re achieving this aim

41 Action Steps  
3 Goals  
+  
16 Objectives



AIM 4





# Expand outpatient and community-based service array

4.1 Provide targeted case management services based on assessed need, with a focus on enhancing self-sufficiency and connecting to natural supports and appropriate services

| Objectives |                                                                                                                                                                                         | Complete |
|------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.         | Revise the Medicaid state plan to include private providers of targeted case management services for adults with serious mental illness and children with serious emotional disturbance |          |
| 2.         | Use the Daily Living Activities Functional Assessment (DLA) to inform transitions to and from targeted case management consistently across Human Service Center (HSC) regions           |          |
| 3.         | Expand capacity within HSCs to support transitions from HSC services to primary care for those with lower assessed need                                                                 |          |


## AIM 4

### 4.2 Expand evidence-based, culturally supportive housing



| Objectives                                                                                                          | Complete                                                                            |
|---------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1. Receive technical assistance through the Medicaid Innovation Accelerator Program                                 |  |
| 2. Increase access to supportive housing in rural areas                                                             |  |
| 3. Establish quality standards for all supportive housing services in the state                                     |  |
| 4. Engage in evaluation and continuous quality improvement to support sustainability of supportive housing services | 25%                                                                                 |
| 5. Finance additional permanent supportive housing                                                                  |  |

# AIM 4

## 4.3 Expand school-based mental health and substance use disorder treatment services

| Objectives                                                                                                                       | Complete                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1. Maximize opportunities for Medicaid reimbursement of school-based mental health and substance use disorder treatment services | 50%                                                                                 |
| 2. Develop and disseminate a tool for schools to use in developing comprehensive behavioral health supports.                     |  |

## 4.4 Establish a formalized training and certification process for peer support specialists.

| Objectives                                                                                                                                                                                                                    | Complete                                                                            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1. Designate personnel to oversee formalized training and credentialing process.                                                                                                                                              |  |
| 2. Establish a formalized training and credentialing process based on local and national best practices that include endorsements for specific sub-groups including culturally specific peers, family peers, and youth peers. |  |
| 3. Establish endorsements for culturally specific (specific to American Indian and New American populations) peer services                                                                                                    |                                                                                     |
| 4. Establish endorsement for family peer services.                                                                                                                                                                            | 33%                                                                                 |
| 5. Establish endorsement for brain injury peer support                                                                                                                                                                        |                                                                                     |



How we're  
achieving this aim

**18** Action  
Steps

**3** Goals  
+  
**9** Objectives

## AIM 5

# Enhance and streamline system of care for children and youth

## 5.1 Establish and ratify a shared vision of a community system of care for children and youth



| Objectives |                                                                                                                                                                                     | Complete |
|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.         | Establish a vision of a state system of care for children and youth                                                                                                                 |          |
| 2.         | Convene all relevant stakeholders to ratify the shared vision of a community system of care for children and youth                                                                  |          |
| 3.         | Submit a response to the SAMHSA System of Care Expansion and Sustainability Grant Funding Opportunity Announcement to support system of care planning and expansion in North Dakota |          |

## AIM 5

### 5.2 Expand culturally responsive, evidence-based, trauma-informed wraparound services for children and families

| Objectives                                                                                                           | Complete |
|----------------------------------------------------------------------------------------------------------------------|----------|
| 1. Establish a shared definition of wraparound services that will be used in future contractual and policy documents |          |
| 2. Establish fidelity standards to apply to all wraparound services in the state                                     |          |
| 3. Engage in evaluation and continuous quality improvement to support sustainability of wraparound services          |          |

### 5.3 Expand in-home community supports for children, youth, and families — including family skills training and family peers

| Objectives                                                                                                                                                | Complete |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1. Map the current capacity, location, financing, oversight, eligibility, staffing, and populations served for all existing in-home services in the state |          |
| 2. Expand access to in-home community supports for Medicaid beneficiaries                                                                                 |          |
| 3. Expand access to in-home community supports for individuals without Medicaid                                                                           |          |





How we’re achieving this aim

31 Action Steps  
3 Goals + 12 Objectives

**AIM 6**  
**Continue to implement and refine the current criminal justice strategy**



**6.1 Implement a statewide Crisis Intervention Team training initiative for law enforcement, other first responders, and jail and prison staff**

| Objectives                                                                                                     | Complete |
|----------------------------------------------------------------------------------------------------------------|----------|
| 1. Identify and secure training resources                                                                      |          |
| 2. Create a plan for a statewide Crisis Intervention Team initiative based on local and national best practice | 75%      |
| 3. Secure buy-in and commitment from at least one agency of each type in each human services region            | 50%      |

# AIM 6





## 6.2 Implement training on trauma-informed approaches—including vicarious trauma and self-care—for all criminal justice staff

| Objectives                                                                                                           | Complete |
|----------------------------------------------------------------------------------------------------------------------|----------|
| 1. Select trauma training curricula                                                                                  | 67%      |
| 2. Develop internal staff resources to help move the DOCR from Trauma-sensitive to trauma-responsive/trauma-informed | ✓        |
| 3. Secure buy-in and commitment from Department of Corrections and Rehabilitation (DOCR) trainees                    | ✓        |
| 4. Create an evidence-guided trauma treatment program                                                                |          |
| 5. Create a plan for sustainability for trauma-reform projects                                                       |          |

## AIM 6

### 6.3 Review jail capacity for behavioral health needs identification, support, and referral, and create a plan to fill gaps

| Objectives                                                                                                                 | Complete                                                                            |
|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1. Obtain buy-in from local jails to examine and address behavioral health needs                                           |  |
| 2. Conduct a review of behavioral health identification, support, and referral capacity in jails                           |  |
| 3. Create a plan to address gaps based on review of behavioral health needs identification, support, and referral capacity | 50%                                                                                 |
| 4. Implement universal mental health and substance use disorder screening tools in at least one jail in each HSC region    |                                                                                     |



How we're  
achieving this aim

12 Action  
Steps

3 Goals

+


6 Objectives

## AIM 7

# Engage in targeted efforts to recruit and retain a qualified and competent behavioral health workforce




### 7.1 Designate a single entity responsible for supporting behavioral health workforce\* implementation

| Objectives |                                                                                                                                                                                                                                                    | Complete                                                                            |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1.         | Select a contractor with expertise in Behavioral Health Workforce to facilitate a Behavioral Health Summit                                                                                                                                         |  |
| 2.         | Convene a Behavioral Health Workforce Collaborative, with representatives from relevant groups and initiatives invited, to review and collaborate on workforce-related goals and establish a mechanism for sharing activities and aligning efforts |                                                                                     |


*\* The “behavioral health workforce” encompasses all licensed and unlicensed staff providing prevention, early intervention, treatment, services, or supports to people with mental health conditions, substance use disorders, or brain injury*

# AIM 7

## 7.2 Develop a program for providing recruitment and retention support to assist with attracting providers to fill needed positions and retain skilled workforce

| Objectives |                                                                                                                                                              | Complete                                                                            |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1.         | Conduct a scan of local and national programs to identify preexisting untapped resources, barriers to effectiveness of existing resources, and best practice |  |
| 2.         | Draft parameters for a program for providing recruitment and retention support based on the scan                                                             | 67%                                                                                 |

## 7.3 Expand loan repayment programs for behavioral health students working in areas of need

| Objectives |                                                                                                      | Complete                                                                            |
|------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| 1.         | Review current loan repayment programs to identify best practice and barriers to effectiveness       |  |
| 2.         | Revise and/or expand loan repayment programs for behavioral health students working in areas of need |                                                                                     |



How we're  
achieving this aim

12 Action  
Steps

1 Goal  
+  
5 Objectives

AIM 8

# Continue to expand the use of telebehavioral health



## 8.1 Increase the types of services available through telebehavioral health

| Objectives |                                                                                                                               | Complete |
|------------|-------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.         | Identify and facilitate resolution of any regulatory or funding barriers to adoption of telebehavioral health services        | 25%      |
| 2.         | Develop clear, standardized procedural and regulatory guidelines for telebehavioral health                                    | ✓        |
| 3.         | Identify priority services for telebehavioral health expansion                                                                | ✓        |
| 4.         | Expand capacity for school-based telebehavioral health services                                                               |          |
| 5.         | Capitalize on learnings and best practices for telebehavioral health practices that were expanded as a result of the pandemic | ✓        |





How we're  
achieving this aim

14 Action  
Steps

1 Goal  
+  
6 Objectives

## AIM 9

Ensure the system reflects its values of person-centeredness, health equity, and trauma-informed approaches



### 9.1 Develop and initiate action on a statewide plan to enhance overall commitment to person-centered thinking, planning, and practice

| Objectives                                                                                                                                                                                                     | Complete |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1. Apply for technical assistance to support statewide plan development and initiation                                                                                                                         | ✓        |
| 2. Designate an entity to facilitate the development and initiation of statewide plan to enhance person-centered thinking, planning, and practice                                                              | ✓        |
| 3. Engage with public stakeholders to outline the importance of person-centered thinking, planning, and practice and inform the statewide plan development                                                     | ✓        |
| 4. Build capacity among DHS leadership and administration on person-centered thinking, planning, and practice                                                                                                  | ✓        |
| 5. Conduct a cross-system organizational self-assessment of person-centered thinking, planning, and practice                                                                                                   | 50%      |
| 6. Develop and execute an action plan to enhance the Behavioral Health Division's commitment to person-centered thinking, planning, and practice based on public engagement and organizational self-assessment |          |



How we’re  
achieving this aim

4 Action  
Steps

1 Goal  
+

3 Objectives



**AIM 10**

**Encourage and support communities to share responsibility with the state for promoting high-quality behavioral health services**

**10.1 Include dedicated trainings and sessions at the state Behavioral Health Conference on advocacy skills and partnerships with advocacy communities**

| Objectives |                                                                                                                                                  | Complete |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.         | Identify local or national experts who can deliver presentations and trainings                                                                   |          |
| 2.         | With the presenters, develop at least two sessions on advocacy skills and partnerships with advocacy communities                                 |          |
| 3.         | Include dedicated trainings and sessions at the state Behavioral Health Conference on advocacy skills and partnerships with advocacy communities |          |



How we're  
achieving this aim

**11** Action  
Steps

**1** Goal  
+  
**5** Objectives

## AIM 11

# Partner with tribal nations to increase health equity for American Indian populations



**11.1 Convene state and tribal leaders to review behavioral health strategic goals and explore an aligned strategic planning process and options for a training program for all behavioral health professionals that includes modules on health equity and American Indian history, culture, and governance**

| Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Complete |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1. Attend a meeting of tribal leaders to present strategic planning process and invite leaders to partner                                                                                                                                                                                                                                                                                                                                                                                                        |          |
| 2. Convene a group of key stakeholders in each tribe to further explore alignment with the Strategic Plan. The group will be determined by tribal leadership and may include IHS, tribal health, Urban Indian collaborative (based at NATIVE, Inc.), community health representatives (CHRs), behavioral health personnel in K-12 schools and tribal colleges, housing departments, social services, tribal courts, behavioral health treatment providers, Child Protective Services and Sanford Tribal Outreach |          |
| 3. Ensure alignment and cultural relevance from an Urban Indian perspective                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |
| 4. Ensure the strategic planning process is and continues to be aligned with the priorities and initiatives of tribal nations and Urban Indian populations, which may include revisions or additions to the strategic plan                                                                                                                                                                                                                                                                                       |          |
| 5. Explore options for creating an ongoing training program for behavioral health professionals that includes modules on health equity and American Indian history, culture, and governance                                                                                                                                                                                                                                                                                                                      |          |



How we’re achieving this aim

16 Action Steps

3 Goals  
+  
9 Objectives

# AIM 12

## Diversify and enhance funding for behavioral health



### 12.1 Develop an organized system for identifying and responding to behavioral health funding opportunities

| Objectives                                                                                                  | Complete                            |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------|
| 1. Secure funding for Behavioral Health Division staff time to complete the remaining objectives            | <input checked="" type="checkbox"/> |
| 2. Designate personnel to coordinate identification and response to behavioral health funding opportunities | <input checked="" type="checkbox"/> |
| 3. Develop a system for identifying behavioral health funding opportunities                                 | <input checked="" type="checkbox"/> |
| 4. Develop a process for responding to behavioral health funding opportunities                              | <input type="checkbox"/>            |

# AIM 12

## 12.2 Establish 1915(i) Medicaid state plan amendments to expand community-based services for key populations

| Objectives                                                           | Complete                            |
|----------------------------------------------------------------------|-------------------------------------|
| 1. Secure legislative approval for the 1915(i) state plan amendments | <input checked="" type="checkbox"/> |
| 2. Draft 1915(i) state plan amendments                               | <input checked="" type="checkbox"/> |
| 3. Submit 1915(i) state plan amendments to CMS for approval          | <input checked="" type="checkbox"/> |

## 12.3 Establish peer services as reimbursed service in the Medicaid state plan

| Objectives                                                                                                                    | Complete                            |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| 1. Secure legislative approval to add peer support as a Medicaid state plan service                                           | <input checked="" type="checkbox"/> |
| 2. If legislative approval is secured, amend the Medicaid state plan to include peer support as a Medicaid state plan service |                                     |



How we're  
achieving this aim

**5** Action  
Steps

**1** Goal  
+

**3** Objectives

## AIM 13

# Conduct ongoing, system-wide data driven monitoring of need and access

**13.1 Draft a 10-year plan for aligning DHS and other state and local data systems to support system goals of quality, equity, transparency, cross-system collaboration and coordination**



| Objectives                                                                    | Complete |
|-------------------------------------------------------------------------------|----------|
| 1. Establish a data work group with representatives from each relevant entity |          |
| 2. Conduct a review of current alignment of state and local data systems      | 50%      |
| 3. Draft a 10-year plan based on review of state and local data systems       |          |





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**Visit [hsri.org/nd-plan](https://hsri.org/nd-plan)  
for more information about the  
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