



Indiana Strengthening Our Communities (IN-SOC)  
*Supporting Our Youth In Their Communities*  
**Indiana System of Care Expansion Strategic Plan**

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**MISSION:** To model and provide leadership, guidance, technical assistance, policy and change at the state level to ensure that a local SOC is available for every child, youth, young adult and their families.

**VISION:** All young people, surrounded by supportive adults, achieve wellness, engage in their community, and together, promote wellness for generations to come.

**POPULATION OF FOCUS:** Young people with mental health and related needs. We believe that all young people have mental health needs that would benefit from the support of the entire community.

**IN-SOC DEFINITION:** The local and regional community takes responsibility for building a comprehensive system that leads to sustainable success for youth and families. The system is characterized by:

- Respect, compassion and values throughout the system;
- Efforts to be responsive and tailor effective services and supports to the unique, whole person;
- Services and supports are created and maintained based upon community data by multiple, varied stakeholders who work in committed, visible partnerships characterized by honest communication, a shared philosophy and approach and shared resources;
- The community recognizes that stakeholders responsible for the creation and maintenance of the system include youth and families; and
- A community-based infrastructure plans, coordinates, implements and sustains the system through accountability, evaluation and quality assurance.

**SOC PRINCIPLES:**

- Family-Driven
- Youth-Guided
- Collaboration
- Community-Based
- Individualized
- Strength-Based
- Trauma-Informed
- Culturally Relevant
- Outcome-Based

## **IN-SOC EXPANSION STRATEGIC PLAN**

**Category: COLLABORATION** - Child serving agencies and stakeholders build relationships around a shared vision. They partner within a formal structure and culture and are held accountable to co-create, implement and evaluate SOCs. The IN-SOC board is the State-level SOC governance structure. ***Desired Outcome:*** Implementing strategies to *achieve the following goals will ensure coordination and collaboration across all child and youth serving agencies, providers and programs.*

- **Goal 1:** State leaders commit to an “our children” approach with collective responsibility.
  - ***Strategy 1:*** Engage new partners (e.g., Residential community; Health department; Dept. of Correction; and Dept. of Ed). [**Timeline:** Year 1]
  - ***Strategy 2:*** State leaders engage to understand what young people need and where they fall through the cracks. [**Timeline:** Ongoing Year 1-4]
  - ***Strategy 3:*** Leaders are working together proactively to create a model and guide for local SOC that promotes community resilience. [**Timeline:** Ongoing Year 1-4]
- **Goal 2:** SOC approach/values and vision are infused into agencies’ language, partnerships, polices, and training.
  - ***Strategy 1:*** An SOC Return on Investment message with supporting data is created to justify involvement in local and state SOC. [**Timeline:** Year 1]
  - ***Strategy 2:*** Engage State leaders in a SOC approach and vision; and gain commitment to a process of implementation. [**Timeline:** Year 1]
- **Goal 3:** State and local SOCs have a feedback loop to ensure implementation of SOCs at the local level and support at the State SOC level is compatible.
  - ***Strategy 1:*** State-approved Access sites are promoted at state and local levels to provide access to the services for all young people within their own community. [**Timeline:** Ongoing Year 1-4]
  - ***Strategy 2:*** SOC subcommittee provides evaluation feedback on local SOC implementation progress and challenges (e.g., ensure that annual report to the State from local SOC includes outcomes). [**Timeline:** Ongoing Year 1-4]
  - ***Strategy 3:*** State provides information to local SOCs (e.g., IN-SOC board offers quarterly newsletter). [**Timeline:** Ongoing Year 1-4]
- **Goal 4:** System change efforts across state agencies are brought to the SOC table to inform, engage and co-create.
  - ***Strategy 1:*** Decision-making leaders from all child and youth serving state agencies are active members of the IN-SOC board (e.g., Review and refine IN-SOC board purpose; Determine number of members and type of members; Define responsibility and expectations of members). [**Timeline:** Year 1]
  - ***Strategy 2:*** Youth and families make up a significant percentage of IN-SOC board members. (e.g., Youth and families are recruited and supported to participate on board; providers with lived experience are recruited). [**Timeline:** Year 2]
  - ***Strategy 3:*** Map current system change strategies to show relationship and identify gaps. [**Timeline:** Year 2]
  - ***Strategy 4:*** Senior leaders that report to directors have opportunities to communicate, compare, and coordinate. [**Timeline:** Ongoing Year 1-4]

**Category: VALUES-** SOC values are infused throughout the state and local SOCs. Additional values are defined and agreed upon by local stakeholders. Values guide the process, services, supports and outcomes of the SOCs. ***Desired Outcome:*** *Implementing strategies to achieve goals will lead to: (a) services are delivered in a family-driven, youth-guided, and culturally competent way; (b) Family and youth with diverse backgrounds are involved in planning, implementation and outcome measurement strategies; and (c) Training and TA support fidelity to SOC.*

- **Goal 1:** Families are full partners in clinical care and system building.
  - ***Strategy 1:*** Create state definition for families as full partners in SOC. [**Timeline:** Year 1]
  - ***Strategy 2:*** Family involvement is supported financially and logistically through policy. [**Timeline:** Ongoing Year 1-4]

- *Strategy 3:* Educate, train, mentor and support family members to participate in SOC (e.g., Review existing training for families; Recruit family members and providers with lived experience as family members to participate; Support family advocacy infrastructure in a comprehensive way). **[Timeline:** Year 1]
- *Strategy 4:* Provide training and TA to providers and administrators to partner with families (e.g., seek promising curricula). **[Timeline:** Year 2]
- **Goal 2:** Youth MOVE-iN provides a voice, organized framework and guides a youth movement at state and local levels.
  - *Strategy 1:* Establish state-local infrastructure of Youth MOVE-iN (e.g., Define model of Youth MOVE-iN organization, engage partners and youth across systems as part of the movement; Remain consistent with Youth MOVE National categories as youth transition from *Youth to Youth Advocate to Advocate for Youth to Supportive Adults*—and they mentor and guide others as they develop). **[Timeline:** Year 4]
  - *Strategy 2:* Create Youth MOVE-iN local affiliates (e.g., start with established local SOC). **[Timeline:** Year 4]
  - *Strategy 3:* Recruit youth participants (e.g., use established models of recruitment - what helps, what harms, determine support needed). **[Timeline:** Ongoing Year 1-4]
  - *Strategy 4:* Provide training, TA and support for youth to engage meaningfully and sustainably in SOC. **[Timeline:** Ongoing Year 1-4]
- **Goal 3:** SOC's are reflective of and responsive to those they serve; they are community-based, sensitive to diversity and culturally and linguistically competent.
  - *Strategy 1:* Services and supports are available close to home. **[Timeline:** Year 1]
  - *Strategy 2:* Gather data on access, appropriateness of services and outcomes to identify disparities with regard to race, ethnicity, sexual orientation, geography and economic status. **[Timeline:** Ongoing Year 1-4]
  - *Strategy 3:* TA and training is offered to ensure all youth and families have access, appropriate services and positive outcomes —regardless of race, ethnicity, sexual orientation geography or economic status (e.g., offer training on CLAS standards; Map current CLC training and organizational efforts; Provide basic training at state and local levels on CLC and eliminating disparities). **[Timeline:** Year 3]

**Category: SERVICES AND SUPPORTS-** All children youth and young adults have access in their communities to effective and appropriate services and supports to promote positive mental health and address related needs. ***Desired Outcome:*** *Implementing strategies and achieving goals will ensure that youth and families can access a full-array of services and supports, including case management and outreach evaluation services.*

- **Goal 1:** All young people can take advantage of the right resource/service “at the right time in the right way”.
  - *Strategy 1:* Ensure access to an array of services and supports based on identified need (e.g., coordinate with other efforts to assess state and local resources, services and supports; identify gaps in, or lack of access to resources, services and supports; create plan to fill them). **[Timeline:** Year 1]
  - *Strategy 2:* Implement evidence-based practices (EBP’s) based upon identified need, with a continuous quality improvement process (e.g., identify local needs, identify and include EBP’s for promotion and prevention). **[Timeline:** Year 1]
- **Goal 2:** SOC Services and Supports have a state definition.
  - *Strategy 1:* Develop cross system definitions of services and supports consistent with SOC values and principles (e.g., define natural supports; define formal services; define access; define peer support). **[Timeline:** Year 1]
  - *Strategy 2:* Identify necessary elements to have an effective SOC. **[Timeline:** Year 1]
- **Goal 3:** Young people who receive services have someone to help them move through the system.
  - *Strategy 1:* Create resource map/road map of resources, services and supports. **[Timeline:** Year 3]

- *Strategy 2:* Increase support for young people and families to connect with resources, services and supports (e.g., understand barriers (including cultural barriers) to connection). **[Timeline:** Year 3]
- *Strategy 3:* Youth MOVE-iN maps and provides information about available resources. **[Timeline:** Year 3]

**Category: WORKFORCE-** Indiana has a well-staffed workforce that is competent and trained in their own disciplines. The system offers training across disciplines and agencies in common topics including IN SOC vision, mission, values and principles. The members of the workforce contribute to a system that provides appropriate services and supports with a shared SOC approach in multiple environments. ***Desired outcome:*** *Implementing strategies to achieve goals will ensure Indiana’s workforce is sufficient in size and competence to provide needed services; and that training and technical assistance is available to facilitate ongoing learning, coaching and practice improvement for Indiana’s workforce; and support fidelity to SOC values and principles.*

- ***Goal 1:*** A competent workforce is recruited, retained, and has access to professional development.
  - *Strategy 1:* Financially support new graduates in clinical internships (e.g., understand Medicaid policy on reimbursement for interns obtaining experience in provider agencies; Policy supports graduate development). **[Timeline:** Year 2]
  - *Strategy 2:* Examine shifts in workforce and the changing priorities of providers to understand causes of turnover, change in workload and challenges to efficiency. **[Timeline:** Year 1]
  - *Strategy 3:* Use incentives to increase number of professionals (e.g., understand workforce need, population need, and provider resources). **[Timeline:** Year 4]
  - *Strategy 4:* Extend provider reach through use of technology (e.g., understand tele-health options and potential application in the state). **[Timeline:** Year 3]
  - *Strategy 5:* Professional development is available, accessible and cost effective to maintain license and certification and career development. **[Timeline:** Year 4]
- ***Goal 2:*** The Indiana work force has access to on-going training and TA intended to result in providers increased capacity to provide current, appropriate and effective care to all young people in an SOC environment.
  - *Strategy 1:* Include SOC and EBP training as requirements for licensed foster parents, Bachelor-level providers, degreed professionals and continuing education (e.g., understand training currently offered). **[Timeline:** Year 2]
  - *Strategy 2:* Training is available to certify peer specialists for family members and youth (when available) using competencies accepted in the field. **[Timeline:** Year 1]
  - *Strategy 3:* Create IN SOC implementation toolkit to include SOC values, CLAS standards, disparities, family-driven, youth-guided training and a roadmap to guide implementation. **[Timeline:** Year 1]
  - *Strategy 4:* Cross-system Training and TA on topics such as trauma, integrating primary care and mental health, co-occurring disorders, adolescent addiction, and transition is available statewide. (e.g., identify current topics, create resource list of trainers for topic and EBPs). **[Timeline:** Year 2]
  - *Strategy 5:* Local SOC leaders form a network of support (e.g., consistent, scheduled opportunities for peer support among local SOC leaders). **[Timeline:** Year 1]
- ***Goal 3:*** An in-state training and TA network supports the workforce.
  - *Strategy 1:* Have a dedicated, paid person to understand workforce needs and available training and TA resources (e.g., survey workforce about training needs; evaluate effectiveness of training and TA). **[Timeline:** Ongoing Year 1-4]

- *Strategy 2:* Create in-state network of trainers and TA providers; and have capacity to manage logistics. [**Timeline:** Year 2] (e.g. conduct training on IN SOC vision, mission, implementation toolkit)
- *Strategy 3:* Provide consistent and statewide standards for competency and the reimbursement of training and TA providers. [**Timeline:** Ongoing Year 1-4]

**Category: FINANCE-** Partners in the SOC creatively braid and blend funding from multiple sources and stakeholders to provide the most effective, appropriate, and comprehensive system for all children regardless of payer. ***Desired Outcome:*** *Implementing strategies and achieving goals will ensure sustainability of Indiana’s SOC. Creative use of funding and resources, including integrating SOC strategies with block grants and other healthcare reform efforts will assist state and local SOC to provide a broad array of services and supports utilizing combined resources across multiple agencies, funding streams and stakeholders; adapting the approach to IN and it’s local communities.*

- **Goal 1:** Creative financing ensures access and capacity to meet the needs of all young people.
  - *Strategy 1:* Braid and blend local and state funds through the SOC to meet service needs of youth and families (e.g., State partners agree on shared outcomes to ensure effective use of funds; coordinate projects and share resources across state agencies; develop and manage a multi-agency fund to support MENTAL HEALTH and addiction services for young people; enact policy around sharing data across the state to show cost effectiveness, create agency expectations for local SOC to braid and blend funds). [**Timeline:** Ongoing Year 1-4]
  - *Strategy 2:* Local communities develop flex funds. [**Timeline:** Ongoing Year 1-4]
  - *Strategy 3:* TA supports local financing plans. [**Timeline:** Year 2]
- **Goal 2:** Maximize external resources (federal, foundation, local, block grants, etc.).
  - *Strategy 1:* Formal contracts across systems support efforts to secure external funding opportunities for SOC. [**Timeline:** Ongoing Year 1-4]
  - *Strategy 2:* Consistent review of external opportunities and pursuit of those that might align with and sustain SOC. [**Timeline:** Ongoing Year 1-4]
- **Goal 3:** Financing supports local system infrastructure development.
  - *Strategy 1:* Training and TA supports financing plans to sustain local SOC (e.g., collect data to support efforts). [**Timeline:** Year 2]
  - *Strategy 2:* Effectively inform and support change agents (champions within the communities advocating for and supporting SOC expansion, including creative collaborations to ensure funding of local SOC efforts) within local SOC communities (e.g., identify at least one change agent in each community). [**Timeline:** Year 1]

**Category: SOCIAL MARKETING-** Raise awareness, and change behavior and public perception around mental health and related needs. Everyone working with young people understands and is committed to promoting mental health as a part of overall health for all people and the community. ***Desired Outcome:*** *Implementing strategies and achieving goals will assist the State in its wide-scale adoption of SOC, reduce stigma in accessing mental health, substance abuse and preventative services and support,; and promote social inclusion of those affected by mental health challenges and increase partnerships and SOC values and principles.*

- **Goal 1:** Public understands that mental health wellness is integral to overall health.
  - *Strategy 1:* Public Service Announcements (PSAs) educate public around mental health wellness in health care and other settings (e.g., develop message; address stigma intentionally normalizing mental health for all people). [**Timeline:** Year 2]
  - *Strategy 2:* Develop communication plan for mental health wellness as part of overall health (e.g., develop message (own the “mental health” term); use multi-media approach; create materials to be offered in community environments). [**Timeline:** Year 1]

- **Goal 2:** State uses one SOC language.
  - *Strategy 1:* Creatively reach new audiences (e.g., identify audiences; locate link to refine message to audience). **[Timeline:** Year 1]
  - *Strategy 2:* DMHA website offers materials and other resources for promoting SOC values and positive mental health wellness message. **[Timeline:** Year 1]
- **Goal 3:** Promotion of positive mental health and prevention takes place in all environments where young people are.
  - *Strategy 1:* “Caring for your mental health” strategies developed for all young people in all environments (e.g. culturally adapt messages and strategies to reach a diverse audience). **[Timeline:** Year 4]
  - *Strategy 2:* Youth MOVE-IN supports youth to engage in strategic sharing for social marketing and advocacy. **[Timeline:** Year 1]

**Category: LOCAL GOVERNANCE-** Effective, dynamic and sustainable local partnerships are developed that include shared responsibility for local SOC creation, implementation, and evaluation so that every child, youth and young adult has access to the services and supports they need. ***Desired Outcome:*** *Implementing strategies and achieving goals will establish a mechanism for communication and coordination between state and local SOC and generate SOC involvement among local decision makers, which will result in increased participation in expansion planning and implementation, developing interagency agreements and care management entities and assistance with SOC monitoring.*

- **Goal 1:** Educate, support, implement and evaluate local governance to make it real.
  - *Strategy 1:* Local SOCs identify and collectively support a SOC coordinator for implementation management. **[Timeline:** Year 1]
  - *Strategy 2:* TA and training supports the creation and development local SOC infrastructure. **[Timeline:** Year 2]
  - *Strategy 3:* Local partner agencies identify the benefit of involvement in local SOC. **[Timeline:** Year 4]
  - *Strategy 4:* All State leaders create expectations that local leaders will participate in local SOCs. **[Timeline:** Year 1]
- **Goal 2:** There is a meaningful feedback loop between state and local community.
  - *Strategy 1:* Local SOCs submit annual reports on progress and outcomes from community efforts. (e.g. local SOCs understand implementation and reporting expectations) **[Timeline:** Ongoing Year 1-4]
  - *Strategy 2:* Local outcomes lead to policy change at the state level that will support continued local SOC expansion and sustainability. **[Timeline:** Year 4]
- **Goal 3:** Create a peer network among leaders of local SOC governance.
  - *Strategy 1:* Identify local individuals and agencies experienced in system development. **[Timeline:** Ongoing Year 1-4]
  - *Strategy 2:* Develop opportunities for peer support, networking and education for local leaders. **[Timeline:** Ongoing Year 1-4]