

NATIONAL  
COUNCIL  
*for* Mental  
Wellbeing

HEALTHY MINDS  
STRONG COMMUNITIES

# Organizational Climate and Culture: A Level-setting Conversation

*Child, Youth and Family-focused CCBHC Learning Community*

*March 24, 2025*

**CCBHC-E**

National Training and Technical Assistance Center

Funded by Substance Abuse and Mental Health Services Administration and operated by the National Council for Mental Wellbeing



**CCBHC S-TAC**

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# Acknowledgements and Disclaimers

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# Learning Community: Overview

- Five-month learning community designed to increase access and improve the quality of CCBHC services to meet the needs of children, youth and families.
- Each month, participants will participate in a content webinar, followed by options to participate in cohort-specific office hours on the topics covered, specifically tailored to the needs of clinics and states.
- Learning Community Objectives
  - Understand the value of children's services, the framework and role of child-serving systems and how they align with CCBHC implementation.
  - Identify design and implementation approaches that states and CCBHCs can use to meet the specific needs of children, youth and young adults with behavioral health needs, as well as their families.
  - Explore strategies and examples to support CCBHCs in fulfilling the requirements to serve children and youth.



# Learning Community Sessions

Session	Dates/Times
Session 1: Organizational Climate and Culture	March 24, 12-1 p.m. ET <i>State Office Hours: March 24, 1-2 p.m. ET</i> <i>Clinic Office Hours: April 8, 3-4 p.m. ET</i>
Session 2: Service Development for Children and Youth	April 28, 12-1 p.m. ET <i>State Office Hours: April 28, 1-2 p.m. ET</i> <i>Clinic Office Hours: May 13, 3-4 p.m. ET</i>
Session 3: Building Necessarily Cross-System Partnerships	May 28, 12-1 p.m. ET <i>State Office Hours: May 28, 1-2 p.m. ET</i> <i>Clinic Office Hours: June 10, 3-4 p.m. ET</i>
Session 4: Integration with MRSS and Crisis Response for Youth Populations	June 23, 12-1 p.m. ET <i>State Office Hours: June 23, 1-2 p.m. ET</i> <i>Clinic Office Hours: July 15, 3-4 p.m. ET</i>
Session 5: Customization for the Lifespan: Serving Early Childhood and Transition-aged Populations	July 28, 12-1 p.m. ET <i>State Office Hours: July 28. 1-2 p.m. ET</i> <i>Clinic Office Hours: Aug. 12, 3-4 p.m. ET</i>



# Your Learning Community Team



## **National Council for Mental Wellbeing**

Emma Hayes

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## **Innovations Institute**

Johanna Bergan

Sheamekah Williams

## **National Association of State Mental Health Program Directors**

David T. Jones

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# Today's Learning Objectives

By the end of this presentation, participants will be able to:

- Build understanding of the unique attention necessary to effectively serve children, youth, and families
- Identify leadership demands required to shift system structures and service design to match needs of children and youth
- Examine the organizational cultural transitions required for CCBHCs to operate inclusively for children, youth, and families

# Today's Presenters



**Sheamekah  
Williams**  
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Services



**Josh Cantwell**  
MBA, LCSW, PRSS  
GRAND Mental Health





# Key Takeaways from CCBHC Criteria

- CCBHCs must provide services across the lifespan that are tailored and developmentally appropriate for children, youth and families.
- The CCBHC criteria outlines a comprehensive array of services and supports to meet community behavioral health needs, including those for children, youth and families.
- Clinics have the flexibility to build a continuum of services and supports for children, youth and families specific to their community's needs and informed by the community needs assessment.
- States can build upon the CCBHC criteria to specify additional services, evidence-based practices, and staffing requirements to meet the needs of children, youth and families in their state.



# Highlights from CCBHC Criteria Related to CYF

- All services, including screening, assessment, diagnosis, treatment and crisis services, **must be available and developmentally appropriate** for children, youth, and families.
- Within their service area, CCBHCs **must have partnerships with** schools, child welfare, juvenile justice, Indian Health Service, youth regional treatment centers and foster care agencies.
- **Staffing must be developmentally appropriate** to address the needs of people receiving services, including **for children, youth, and families**.
- Community needs assessment **must reflect the needs of children, youth and families**, including receiving **input from youth, their caregivers and local K-12 school systems** in the CCBHC service area.
- Meaningful participation in CCBHC governance includes representation from youth and families.



# Approaches and Considerations Necessary to Effectively Serve Children, Youth and Families in Behavioral Health

- Engage subject matter experts to guide and fill knowledge gaps
- Ensure clear understanding and design with consideration of systems for children – family as well as other child serving systems
- Leverage youth and family voice in design
- Common pitfalls:
  - Not developing a behavioral health care system and then adding children, planning for children’s behavioral health needs its own focus
  - Be community based, don’t think of children’s service as being provided at the “clinic”



# Shifting System Structures and Service Design to Match the Needs of Children and Youth

- Systems of Care – family driven, youth guided
- Interagency Collaboration – state child serving agencies
- Local Partnerships – developmentally driven to support different age groups
- Care Coordination – defined model
- Screening and Assessment – developmentally appropriate
- Individualized Treatment Plan
- Crisis Care – how should services look different
- Developing Guidelines – Infant and Early Childhood Mental Health, Transition Aged Youth
- Caution regarding only school based mental health care



# Organizational Culture Shift

- Framing the why
  - 2021 National emergency in children's mental health declared by the American Academy of Child and Adolescent Psychiatry
  - 50% of all lifetime mental health conditions develop before the age of 18
  - Early intervention fundamentally improves long-term mental health outcomes including substance abuse and other risky behaviors
- Customize service delivery to meet the needs of children
- CCBHC model is an opportunity to best serve children and youth with high level, complex needs
- View community partners not as competition but as collaboration

# Take Aways

- Children are not little adults
- CCBHC allows for multiple touch points to engage children and families
- Proactive and consistent outreach is crucial – children don't have control over their family
- Develop pathways to care that meet the unique needs of children and their families
- You can't always provide every service to every person, but you can help facilitate access to individualized care for every person. If we can't provide, who can we partner with?
- The possibilities are vast



# GRAND Mental Health

- Conducted a needs assessment revealing high rate of inpatient hospitalization for children and youth, long emergency wait times and treatment being provided far from home
- Development of family crisis continuum
- Focus on family-based care rather than client-centric care
- GRAND has shifted to a team-based approach to care, wrapping services around families
- Oklahoma Department of Mental Health and Substance Abuse Services committed to the CCBHC model to enhance care to children, youth and families

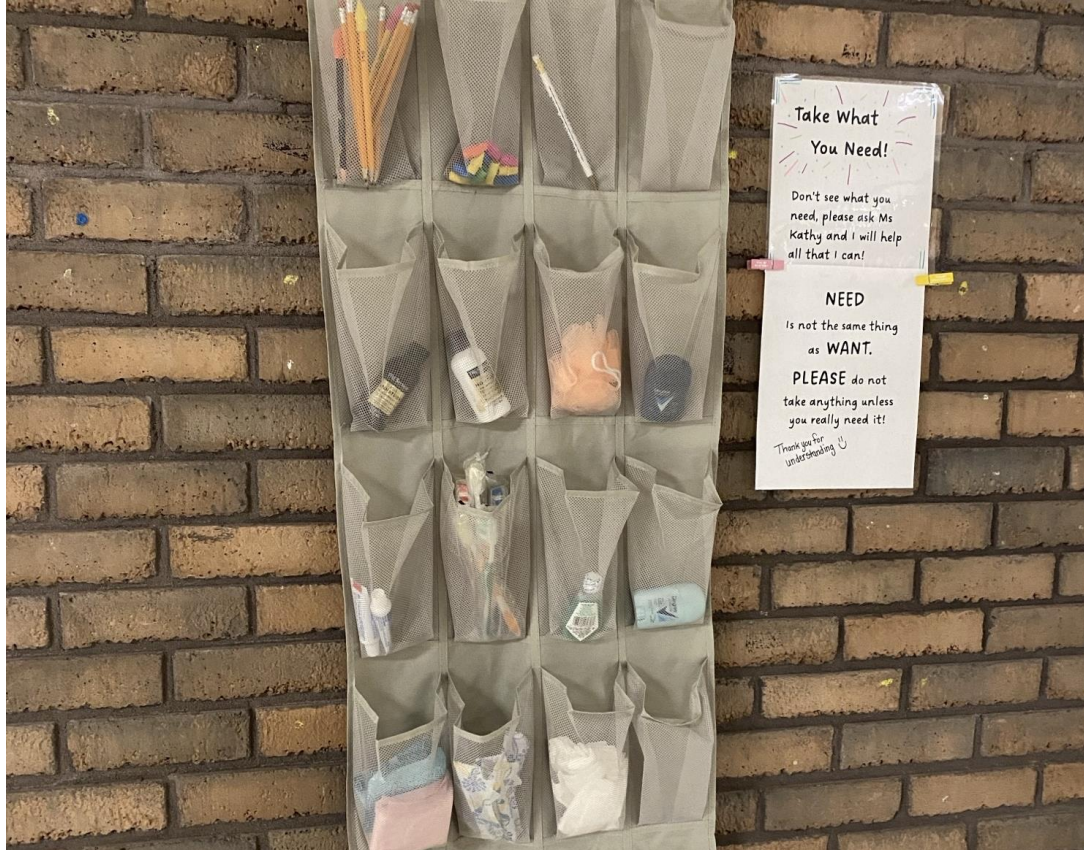


# TEAM-BASED CARE





# School Based Services



- Behavioral Health Coaches
- CCBHCs serve not only students, but schools as well
- Support through prevention, education, and consultation

# Family Crisis Continuum

- Family Assessment Center
- Family Treatment Center
- Brief Stay Therapeutic Home



# Questions & Discussion



# Upcoming Office Hours

- State Office Hours: March 24, 1-2 p.m. ET
- Clinic Office Hours: April 8, 3-4 p.m. ET





# Learning Community Resources

- Webinar and Office Hour Schedule
- Learning Community Recordings and Slides
- Topical Resources
- Registration and Meeting Links

<https://www.thenationalcouncil.org/child-youth-and-family-cbhc/>

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