Building Confidence From Within
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Massachusetts Context
Statewide Wraparound implementation began 2009
32 Community Service Agencies (CSAs)

National Expert Coaching Model
Vroon VanDen Berg (VVDB)
- Colorado based national Wraparound training and technical assistance vendor
- Hired by the state in 2009
- Began with orientation meetings to explain the approach
- Individualized the national curriculum for MA specific issues
- Did large trainings for multiple learning styles for new staff prior to real engagement
- Over time built strong engagement with most CSAs and were able to transition to coaching role
- Conducted regional coaching meetings

Transition to In-State Expertise
Technical Assistance Collaborative (TAC)
- Massachusetts-based human services consulting firm
- Hired by the state in 2013
- Sub-contracted with VVDB to provide consultation to TAC and training/mentoring to Massachusetts-based peer coaches
- TAC provides project management and infrastructure support
  - Selected and hired coaches
  - Reimburses CSAs for their staff members time
  - Convenes monthly coach meetings
  - Conducts periodic evaluation of the initiative
  - Assists with coordination of the regional learning collaboratives

Peer Coaching Model
- 4 family partner coaches
- 4 care coordinator coaches
- Current employees of CSAs
- 29 hours/month each for coaching activities

Phase 1: Assessment and Planning
- Coach skills assessment
- CSA assessment
- Planning for phase 2: logistics, learning collaborative topics, curriculum development

Phase 2: Training and Coaching
- Individual coaching for each CSA
- Learning collaborative seminars

Ongoing coaching
- Highly individualized
- Informed by initial and ongoing assessment
- Focused on CSAs’ priority goals

Learning collaborative
- Seminars & webinars
- Topics generated by CSAs in a region
- Share best practices
- Promote learning across sites

Peer Coaching Strengths and Challenges

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<tr>
<th>Peer coaching model</th>
<th>Strengths</th>
<th>Challenges</th>
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<tbody>
<tr>
<td>Shared understanding of the system and its strengths, constraints, and opportunities</td>
<td>Coaching other coach’s CSAs</td>
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<td>Builds in-state capacity for coaching</td>
<td>Being viewed as an “expert” by peers</td>
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<td>Being both a coach and a provider helps inform both roles</td>
<td>Lack of external perspective</td>
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<td>Less time needed to orient the coach to the system</td>
<td>Balancing coaching work demands with provider work demands</td>
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Peer Coaching Topic Examples

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<th>Individual coaching</th>
<th>Regional learning collaboratives</th>
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<tr>
<td>Developing staff training infrastructure</td>
<td>Facilitating transition</td>
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<td>Hiring staff</td>
<td>Supervising staff in a Wraparound model</td>
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<td>Program operations</td>
<td>Developing natural supports</td>
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<td>Paperwork and documentation</td>
<td>Working with families experiencing homelessness</td>
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Lessons Learned
- Time needed for engagement was longer than expected
  - Required assessment delayed getting coaching started
- Preferred coaching method of CSAs is on-site/faceto-face coaching.
  - Travel time more than expected
  - Geography is an important consideration when making coach assignments
- Regional learning collaboratives helped foster peer learning and sharing of best practices across sites
  - Structuring RLCS to include time for small group discussion and networking is important
- Coaches need time to participate in professional development activities to keep up with best practices in the field nationally
  - Money dedicated to coach professional development is important
- Family partner coaching filled a need of the senior family partner leadership in the state for peer mentoring
  - Demands for family partner coach’s time greater than care coordinator coach’s time
- Having an organizing infrastructure (TAC) was important to ensure the initiative stayed on track and the coaches had the support they needed to do the work
  - Time was needed for coach teams to learn about each others skills, strengths, areas of expertise
    - Time for peer coach group supervision is important

Future Considerations
- How to meet the need for family partner mentoring and peer support across the state
- Examining how coaching fits in to the state’s larger workforce development initiatives and activities
- Transition age youth coaching
- Developing a resource library of tools and creating best practice briefs to disseminate regional learning collaborative information more broadly

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