



Human Services  
Research Institute

The background of the slide is an aerial photograph of a river valley in North Dakota. The river flows through a lush green landscape with rolling hills and fields. The sky is a clear, pale blue with a few wispy clouds. The entire image is framed by a thin yellow border.

# North Dakota Behavioral Health Plan

Project Dashboard | June 2024

# North Dakota Plan for Behavioral Health



## Partners & Purpose

The Human Services Research Institute (HSRI) is supporting the North Dakota Behavioral Health Planning Council (BHPC) and 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.**



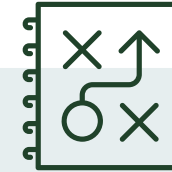
## Vision

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.



## ND Behavioral 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 study recommendations, 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 community’s needs.**



## Dashboard Use

This dashboard summarizes the goals and objectives of the plan and is updated every three months. **This dashboard reflects progress through June 31, 2024.** 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 associated 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.**

Aims		Complete or In Progress and On Time
1.	Develop and implement a comprehensive strategic plan	90%
2.	Invest in prevention and early intervention	95%
3.	Ensure all North Dakotans have timely access to behavioral health services	100%
4.	Expand outpatient and community-based service array	91%
5.	Enhance and streamline System of Care for Children with complex needs and their Families	92%
6.	Continue to implement and refine the current criminal justice strategy	88%
7.	Engage in targeted efforts to recruit and retain a qualified and competent behavioral health workforce	89%
8.	Continue to expand the use of telebehavioral health interventions	100%
9.	Ensure the system reflects its values of person-centeredness, health equity, and trauma-informed approaches	83%
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	89%
12.	Diversify and enhance funding for behavioral health	94%
13.	Conduct ongoing, system-wide, data-driven monitoring of need and access	100%



How we're achieving this aim

**31** 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 reflects community priorities and contain actionable, feasible strategies for behavioral health systems change	<input checked="" type="checkbox"/>
2. Secure funding for ongoing strategic planning support	<input checked="" type="checkbox"/>
3. Perform ongoing strategic plan monitoring and revisions as appropriate using quarterly progress reports	72%
4. Create 2022 strategic plan based on progress to date and lessons learned	<input checked="" type="checkbox"/>
5. Strengthen linkages between the BHPC and related stakeholder groups (governmental advisory bodies, coalitions, and community initiatives)	<input checked="" type="checkbox"/>



How we're achieving this aim

**22** Action Steps

**3** Goals

+

**8** 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. Develop a suicide prevention logic model to guide Behavioral Health Division suicide prevention activities.	75%
3. Engage with the community to enhance awareness and assess priorities to inform a comprehensive suicide prevention plan	25%



## AIM 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 service members, veterans, family members, and survivors	
3. Expand evidence-based, culturally responsive upstream/primary prevention suicide programs in schools in North Dakota and within tribal nations	



## AIM 2.3

**Establish and implement a Suicide Fatality Review Commission to review instances of suicide and recommend policies, protocols, and other actions that work to improve community, service, and system responses to individuals at risk of suicide.**

Objectives	Complete
1. Establish a Suicide Fatality Review Commission	66%
2. Convene the Suicide Fatality Review Commission to review instances of suicide and recommend policies, protocols, and other actions that work to improve community, service, and system responses to individuals at risk of suicide.	33%



How we're  
achieving this aim

**38** Action Steps

**5** Goals

+

**14** Objectives

## AIM 3

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



### 3.1 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 3.2



### Reduce access barriers to behavioral health services for individuals with brain injury

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 HHS Divisions to identify access barriers for people with brain injury	
3. Incorporate information about brain injury prevention into existing behavioral health prevention programming	



## AIM 3.3



### Incorporate brain injury screening and referral protocols into justice settings and community-based behavioral health services

Objectives	Complete
1. Develop a standardized process for brain injury screening and referral	
2. Promote brain injury screening across behavioral health community-based programming	
3. Incorporate brain injury screening into existing behavioral health and criminal justice programming	<b>33%</b>



## AIM 3.4


### Develop and execute planning, implementation, and communications strategies to establish a 988 behavioral health crisis service line

Objectives	Complete
1. Engage a statewide coalition of first responders, providers, people with lived experience, and state administrators to develop a state plan to inform implementation of 988	
2. Ensure FirstLink has the capacity to respond to all 988 calls, text, and chats	
3. Develop and implement a communications framework to ensure awareness about 988 in general public and amongst underserved populations	<b>66%</b>



## AIM 3.5

### Enhance the brain injury system of care through the Administration for Community Living State Partnership Program

	Objectives	Complete
1.	Apply for and enroll in ACL State Partnership Program	
2.	Complete a brain injury system study to examine existing programs to identify potential pathways and treatment options and gaps, and recommendations for strategies to address gaps, potential federal and state funding sources, and a method to evaluate the efficacy of new programs.	50%



How we're  
achieving this aim

**84** Action Steps

**6** Goals

+

**25** 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 4.2

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

Objectives	Complete
1. Receive technical assistance through the Medicaid Innovation Accelerator Program	<input checked="" type="checkbox"/>
2. Increase access to supportive housing in rural areas	<input checked="" type="checkbox"/>
3. Establish quality standards for all supportive housing services in the state	<input checked="" type="checkbox"/>
4. Engage in evaluation and continuous quality improvement to aid sustainability of supportive housing services	<input checked="" type="checkbox"/>
5. Finance additional permanent supportive housing	71%

## AIM 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	57%
2. Develop and disseminate a tool for schools to use in developing comprehensive behavioral health supports	<input checked="" type="checkbox"/>
3. Provide grant funding to schools to address gaps along the behavioral health continuum of care	75%
4. Engage Behavioral Health Resource Coordinators in each school in North Dakota to address behavioral health in schools	80%
5. Offer free, evidence-based, online, virtual, mental health and suicide prevention training for school personnel and students across North Dakota	50%



## AIM 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 practice that includes endorsements for specific sub-groups including culturally specific peers, family peers, and youth peers	50%
3. Establish endorsements for culturally specific American Indian peer services	33%
4. Establish an endorsement for culturally specific New American/foreign-born/immigrant and refugee peer services	66%
5. Establish a training and credentialing process for family peer services	66%
6. Establish endorsement for youth peers	
7. Establish endorsement for brain injury peer support	
8. Establish endorsement for military peer support	

## AIM 4.5

### Establish standards for integration of peer support into the behavioral health system

Objectives	Complete
1. Consult with local and national experts in peer support to establish the scope, audience, and topic areas covered by the standards	75%
2. Establish standards for integration of peer support into the behavioral health system	

# AIM 4.6

Establish a state Certified Community Behavioral Health Clinic (CCBHC) certification program and certify all eight regional Human Service Centers (public behavioral health clinics) as CCBHCs.



Objectives	Complete
1. Establish a state CCBHC certification program aligned with federal requirements and best practice.	33%
2. Implement the certification standards with at least one Human Service Center (public behavioral health clinic).	50%





How we're  
achieving this aim

38 Action Steps

3 Goals


+  
11 Objectives



## AIM 5

# Enhance and streamline System of Care for Children with Complex needs and their Families


5.1 Establish Funding and full-time staff to support the development of System of Care for Children with complex needs and their families

Objectives	Complete
1. Secure funding and staff for System of Care Expansion	



## AIM 5.2

### Develop a sustainable infrastructure to support the System of Care approach for North Dakota children and families

Objectives	Complete
1. Establish and convene a local steering committee in each of the two implementation regions.	66%
2. Develop governance structure for System of Care	
3. Build strong and effective partnerships with youth and families through engagement with advocacy groups and provision of family peer support training	25%
4. Identify collaborative contacts and opportunities to partner in tribal nations . Partnerships activities will be ongoing and reflected in objectives throughout this aim. These include Standing Rock Sioux Tribe, Mandan Hidasta Arikara Nation, Spirit Lake Nation, and Turtle Mountain Band of Chippewa	33%
5. Complete a needs assessment addressing gaps in service delivery for children and families to be served	
6. Develop a System of Care Funding Structure and Sustainability plan	75%



## AIM 5.3

### Increase access to high-quality and culturally appropriate services for children and their families in the identified System of Care regions

Objectives	Complete
1. BHD and two regional, publicly funded behavioral health clinics will partner on implementing grant data requirements and build upon current youth and family services and supports in two identified System of Care regions	66%
2. Enter into partnership between BHD and private agencies in the WCHSC and LRHSC regions to enhance current services and fill gaps in children's behavioral health continuum of care	
3. Expand culturally responsive, evidence-based, and trauma-informed wraparound services for children and families in the System of Care regions to lay the groundwork for statewide expansion	25%
4. Establish fidelity standards and engage in evaluation and continuous quality improvement to apply to all wraparound services in the state	



How we're  
achieving this aim

**41** 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 resources for pilot implementation within the ND DOCR	
2. Pilot a CIT initiative within the ND DOCR	<b>71%</b>
3. Secure buy-in and commitment from at least one agency of each type in each human services region for expanded CIT	<b>80%</b>






## AIM 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	
2.	Develop internal staff resources to help move the DOCR from trauma-sensitive to trauma-responsive and trauma-informed	
3.	Secure buy-in and commitment from Department of Corrections and Rehabilitation (DOCR) divisions	
4.	Implement screenings for trauma and brain injury in DOCR prisons and use the screening data to develop an evidence-guided trauma treatment program	33%
5.	Create a detailed plan for sustainability for trauma-reform projects to be integrated in the DOCR strategic plan	

## AIM 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	
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

**18** Action Steps

**4** Goals

**+ 10** Objectives



## AIM 7

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

### 7.1 Develop and implement a Behavioral Health Workforce Strategy based on community summits and national best practice



Objectives	Complete
1. Select a contractor with expertise in Behavioral Health Workforce to facilitate a Behavioral Health Workforce 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	
3. Develop a workforce strategy based on the Behavioral Health Workforce Summit and ongoing engagement with community partners.	
4. Establish and fill position with BHD to coordinate behavioral workforce initiatives with community partners	50%
5. Hold a behavioral health workforce summit focused on university partnerships to build a workforce pipeline.	

*\* 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 7.2

### Develop a program for recruitment and retention support to assist with attracting and retaining skilled providers

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. Expand current health care workforce recruitment and retention support programs to include a focus on behavioral health workforce	

## AIM 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	





## 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	<input checked="" type="checkbox"/>
2. Develop clear, standardized procedural and regulatory guidelines for telebehavioral health	<input checked="" type="checkbox"/>
3. Identify priority services for telebehavioral health expansion	<input checked="" type="checkbox"/>
4. Capitalize on learnings and best practices for telebehavioral health practices that were expanded as a result of the pandemic	<input checked="" type="checkbox"/>
5. Contract with a provider to offer telebehavioral health services in jail	66%

100%

completed or  
in progress

How we're  
achieving this aim

19 Action Steps

3 Goals

+  
10 Objectives



## AIM 8.2

### Enhance capacity of community providers to provide telebehavioral health services through education and awareness

Objectives	Complete
1. Offering training for providers on best practice in providing telebehavioral health services	
2. Include providers that offer telebehavioral health options in the Behavioral Health Registry	

## AIM 8.3

### Enhance mobile crisis capacity and reach by providing technology, training, and telebehavioral health crisis response through law enforcement entities in rural areas.

Objectives	Complete
1. Obtain funding for enhanced telebehavioral health crisis response	
2. Secure a vendor to provide technology, training, and telebehavioral health services for law enforcement entities in rural areas.	
3. Enhance mobile crisis capacity and reach by providing technology, training, and telebehavioral health crisis response through law enforcement entities in rural areas.	33%



How we're achieving this aim

29 Action Steps

4 Goals

+

9 Objectives



## AIM 9

# Ensure the system reflects 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	<input checked="" type="checkbox"/>
2. Designate an entity to facilitate the development and initiation of statewide plan to enhance person-centered thinking, planning, and practice	<input checked="" type="checkbox"/>
3. Engage with public stakeholders to outline the importance of person-centered thinking, planning, and practice and inform the statewide plan development	<input checked="" type="checkbox"/>
4. Build capacity among HHS leadership and administration on person-centered thinking, planning, and practice	<input checked="" type="checkbox"/>
5. Conduct a cross-system organizational self-assessment of person-centered thinking, planning, and practice	25%
6. Develop and execute action plans to enhance the Behavioral Health Division's commitment to person-centered thinking, planning, and practice based on the self-assessments	




## AIM 9.2

**Convene behavioral health leaders in New American/foreign-born/immigrant and refugee communities to understand and identify community-specific strengths, needs, and priorities, and identify opportunities to partner with HHS**

Objectives	Complete
1. Meet with behavioral health leaders in New American/foreign-born/immigrant and refugee communities to understand strengths, needs, and priorities, and identify opportunities to partner with HHS	

## AIM 9.3


**Through consultation between the Behavioral Health Division and the Community Engagement Unit, identify populations currently underserved by behavioral health program and initiatives, and strategies for promoting health equity for those underserved populations**

Objectives	Complete
1. Identify populations that are potentially underserved by behavioral health services and programs	



## AIM 9.4

**Fund ethnic, faith, and community-based organizations serving New American/foreign-born/immigrant and refugee communities to provide behavioral health programming that builds on community specific strengths, needs, and priorities**

	Objectives	Complete
1.	Fund ethnic, faith, and community-based organizations serving New American/foreign-born/immigrant and refugee communities to provide behavioral health programming that builds on community-specific strengths, needs, and priorities	



## AIM 10

# Encourage and support communities to share responsibility with the state for promotion of high-quality 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	<input checked="" type="checkbox"/>
2. With the presenters, develop at least two sessions on advocacy skills and partnerships with advocacy communities	<input checked="" type="checkbox"/>
3. Include dedicated trainings and sessions at the state Behavioral Health Conference on advocacy skills and partnerships with advocacy communities	<input checked="" type="checkbox"/>

100%

completed or  
in progress

How we're  
achieving this aim

5 Action Steps

1 Goal

+

3 Objectives



How we're achieving this aim

**19** Action Steps

**6** Goals

+

**3** Objectives

## AIM 11

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



### 11.1 Convene behavioral health leaders in tribal nations and Urban Indian communities to understand and identify community-specific strengths, needs, and priorities, and identify opportunities to partner with HHS

Objectives	Complete
1. Meet with behavioral health leaders at each tribe to understand strengths, needs, and priorities, and identify opportunities to partner with HHS	<input checked="" type="checkbox"/>
2. Meet with behavioral health leaders in Urban Indian communities to understand and identify community-specific needs and priorities, and identify opportunities to partner with HHS	<input checked="" type="checkbox"/>



## AIM 11.2

### Develop and implement an annual training plan incorporating behavioral health related trainings and other learning opportunities for tribal nations

	Objectives	Complete
1.	Develop an annual training plan incorporating behavioral health related trainings and other learning opportunities for tribal nations and formalize a process for requesting trainings and learning opportunities.	25%

## AIM 11.3

### Through the System of Care Initiative, create sustainable funding pathways for tribal nations to provide behavioral health programming for children, adolescents, and young adults and their families that builds on community-specific strengths, needs, and priorities.

	Objectives	Complete
1.	Develop partnerships and identify opportunities for service implementation with System of Care funding	
2.	Develop and implement children’s behavioral health service grants that prioritize culturally responsive evidence-based practices, and indigenous healing practices, and that minimize barriers to accessing appropriate local, regional and state-wide behavioral health services for American Indian children, adolescents, and young adults with SED and their families.	50%
3.	Enhance the infrastructure for sustainable funding pathways for tribal nations to provide behavioral health programming for children, adolescents, and young adults and their families.	





How we're  
achieving this aim

18 Action Steps

3 Goals

+  
10 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 checked="" type="checkbox"/>

## AIM 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"/>

## AIM 12.3

### Establish peer services as reimbursed service in the Medicaid state plan and the Medicaid expansion 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	<input type="checkbox"/>
3. Include peer support as covered service under Medicaid expansion	<input checked="" type="checkbox"/>



How we're  
achieving this aim

**12** Action Steps

**3** Goals

+

**6** Objectives

## AIM 13

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



**13.1 Create the groundwork to align 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	<input checked="" type="checkbox"/>
2. Conduct a review of current alignment of state and local data systems	<input checked="" type="checkbox"/>



## AIM 13.2

**Review epidemiological data collection and analysis processes and revise to ensure they reflect best practice in identifying and tracking disparities and promoting health equity**

Objectives	Complete
1. Conduct an equity review of epidemiological data collection and analysis processes	
2. Create HHS guidance on best practice in data collection to support identifying and tracking disparities and promoting health equity.	

## AIM 13.3

**Invest in infrastructure and establish parameters for a Behavioral Health Division data collection, management, and analysis process**

Objectives	Complete
1. Identify investments in infrastructure to support increased capacity for quality data collection, management, and analysis within the BHD	
2. Map current data practices for quality data collection, management, and analysis within the Behavioral Health Division	



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