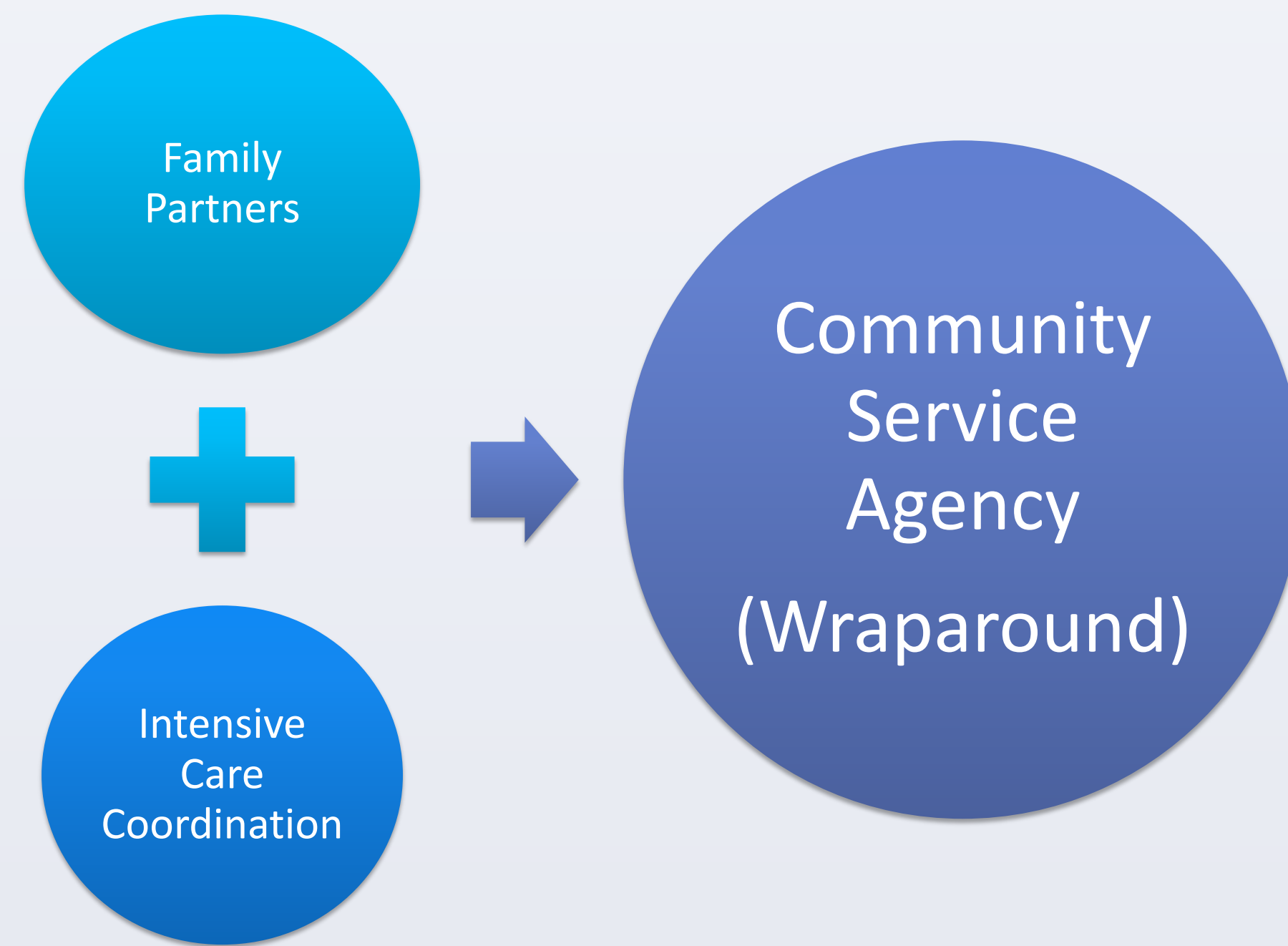


## Massachusetts Context

Statewide Wraparound implementation began **2009**  
**32** Community Service Agencies (CSAs)



## National Expert Coaching Model

### Vron 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



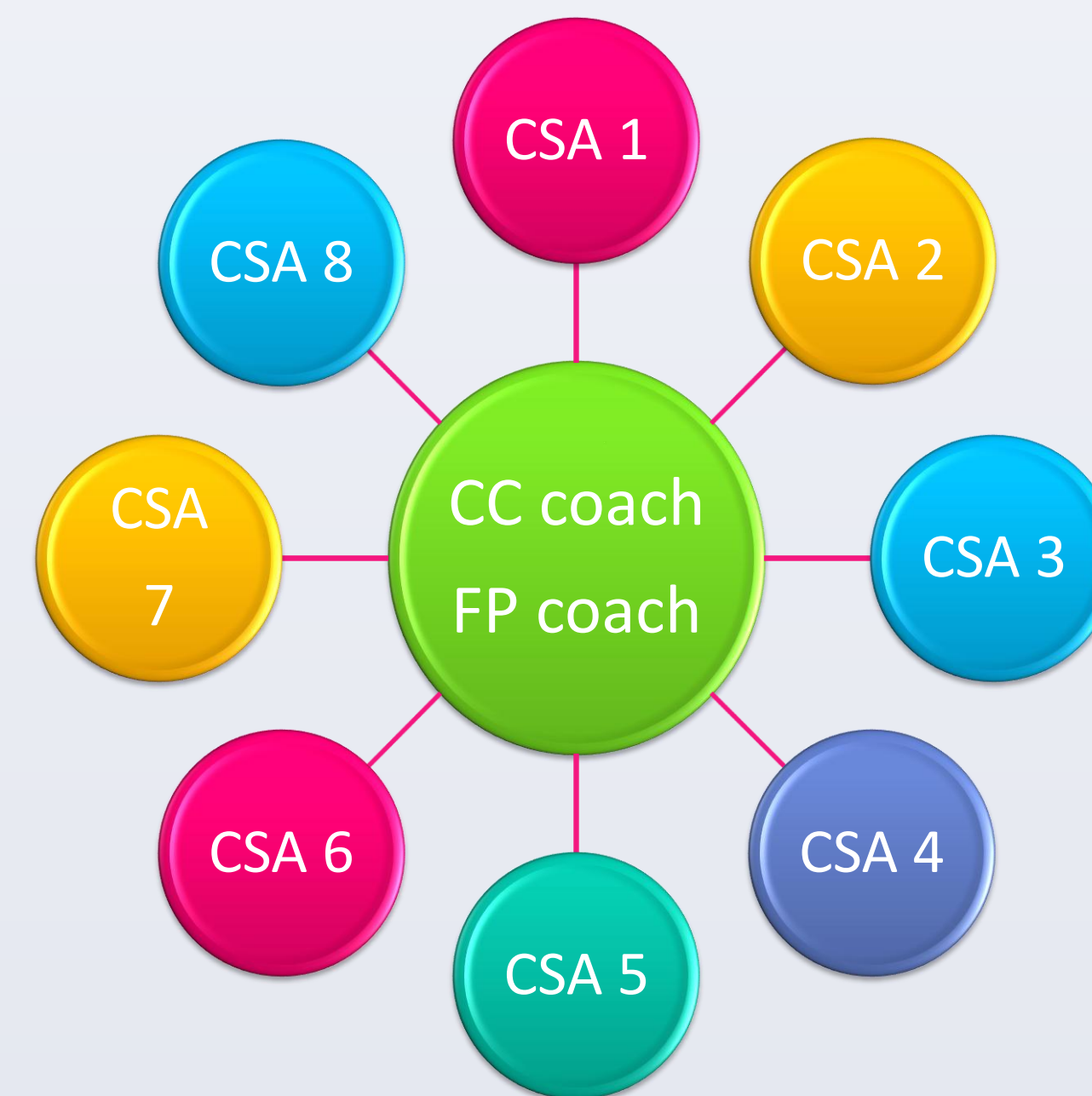
## Transition to In-State Expertise

### 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

Peer coaching model	
Strengths	Challenges
Shared understanding of the system and its strengths, constraints, and opportunities	Coaching other coach's CSAs
Builds in-state capacity for coaching	Being viewed as an "expert" by peers
Being both a coach and a provider helps inform both roles	Lack of external perspective
Less time needed to orient the coach to the system	Balancing coaching work demands with provider work demands

### Peer Coaching Topic Examples



## Lessons Learned

- Time needed for engagement was longer than expected
  - Required assessment delayed getting coaching started
- Preferred coaching method of CSAs is on-site/face-to-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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