

## Strong Infrastructure Components for Brain Injury (BI): State Self-Assessment Tool

Building a strong state infrastructure takes time, effort, and planning from many individuals and organizations. There are several key components necessary to create a comprehensive state system of services, partners, funding, and policy. Infrastructure building is a process and requires routine assessment, regardless of what level your state may have achieved. BI partners and collaborators identified the following 10 components necessary for building a solid system of sustainable services and supports:

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| 1. <a href="#">Designated Lead State Agency</a>                       | 6. <a href="#">Access to Services / Service Provision</a> |
| 2. <a href="#">Advisory Board</a>                                     | 7. <a href="#">Program Evaluation</a>                     |
| 3. <a href="#">Needs and Resources Assessment</a>                     | 8. <a href="#">Funding / Sustainability</a>               |
| 4. <a href="#">State Plan</a>   | 9. <a href="#">Partnerships</a>                           |
| 5. <a href="#">BI Advocacy for Policies for Services and Supports</a> | 10. <a href="#">Systems Data</a>                          |

### How to use this tool

- 1. Check all the levels (basic, intermediate, and advanced) that describe your state’s progress.** It is possible to have items checked across multiple levels; this is merely a general guide to assist you in reviewing your system.
- 2. Please select items if the statements mostly fit for your system.** Please note, you do not have to meet all the conditions for an item listed below to be checked. Again, this is just meant to be a guide.
- 3. A state should consider re-assessing at various points of time to assist in state planning efforts.** Examples of opportune times may include:
  - Conducting a new needs assessment
  - Developing, revising, or updating a state plan
  - Applying for a significant grant opportunity

<b>Person Completing Form:</b>	
<b>Name of Lead Agency/Organization:</b>	
<b>State:</b>	<b>Date Form Completed:</b>

Component 1	Basic	Intermediate	Advanced
<p><b>Designated Lead State Agency</b></p> <p>A designated lead agency demonstrates a commitment to assist people with BI and their families, supports the advisory board, and seeks funding opportunities to create and sustain these supports at a state systemic level.</p>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Is selected</li> <li><input type="checkbox"/> Selects/contracts for staff and/or other resources to assist with activities</li> <li><input type="checkbox"/> Communicates with other agencies to develop awareness of the need for resources and services</li> <li><input type="checkbox"/> Supports full participation of people with BI, family/caregivers</li> <li><input type="checkbox"/> Supports diverse representation in planning, policy, and program development</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Is recognized by multiple entities as having expertise and access to resources for BI</li> <li><input type="checkbox"/> Collaborates with multiple organizations</li> <li><input type="checkbox"/> Collaborates on development of an infrastructure to coordinate state BI services and supports</li> <li><input type="checkbox"/> Builds relationships for assistance in data collection/analysis, strategic planning, program development, and state plan implementation</li> <li><input type="checkbox"/> Participates in development and dissemination of resources</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Is proactive in seeking/maintaining funding and resources outlined in the state plan</li> <li><input type="checkbox"/> Works with broader disability or healthcare organizations on issues related to BI</li> <li><input type="checkbox"/> Invites people with BI to participate in broader disability-related activities</li> <li><input type="checkbox"/> Provides other agency staff opportunities to receive BI-related training</li> <li><input type="checkbox"/> Includes BI-related information and resources in other agency programs and services</li> <li><input type="checkbox"/> Offers opportunities for screening and identification of BI for populations with a high prevalence rate of BI, for example, those experiencing homelessness</li> <li><input type="checkbox"/> Enters into memoranda of understanding (MOUs) for sharing records, data, or funding</li> <li><input type="checkbox"/> Holds legislative authority for services, resources, and funding</li> </ul>

Component 2	Basic	Intermediate	Advanced
<p><b>Advisory Board</b></p> <p>The advisory board provides an opportunity to ensure a variety of stakeholders participate in determining the needs of individuals with BI, their families, and support systems. It creates structure for statewide cross-systems collaboration, which is essential for systems change work.</p>	<p><b>The Advisory Board:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Determines an effective number of board members</li> <li><input type="checkbox"/> Represents individuals with BI, families/caregivers, providers, vulnerable and underserved populations, key state agencies, disability community-at-large, and other collaborators statewide</li> <li><input type="checkbox"/> Agrees on a shared vision and an established mission statement</li> <li><input type="checkbox"/> Hosts a regular schedule of meetings</li> </ul>	<p><b>The Advisory Board:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes operational procedures</li> <li><input type="checkbox"/> Routinely reviews the mission statement and board goals</li> <li><input type="checkbox"/> Establishes a formal planning process for board development</li> <li><input type="checkbox"/> Establishes work groups, committees, or other working bodies to share the work</li> <li><input type="checkbox"/> Involves members who serve as liaisons to relevant collaborative partners</li> <li><input type="checkbox"/> Maintains a focus on the current state plan to guide board priorities and activities</li> </ul>	<p><b>The Advisory Board:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes formal bylaws</li> <li><input type="checkbox"/> Involves members working as a unified board and as individual liaisons to and from their respective agencies, associations, or advocacy groups in carrying out the mission</li> <li><input type="checkbox"/> Uses an ongoing process to identify and address BI policy issues</li> <li><input type="checkbox"/> Is instrumental in moving the State Plan forward</li> <li><input type="checkbox"/> Operationalizes within the state's governmental system, ideally with adequate staff and funding support</li> <li><input type="checkbox"/> Includes individuals with lived experience in positions of leadership and decision making</li> <li><input type="checkbox"/> Engages in regular monitoring of state plan implementation progress</li> </ul>

Component 3	Basic	Intermediate	Advanced
<p><b>Needs and Resources Assessment</b></p> <p>The lead agency facilitates a statewide needs assessment, starting with a vision of what the system should be, what it currently is, measurement of the gap and short and long-term recommendations to close the gap.</p>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrates knowledge of methods to assess needs</li> <li><input type="checkbox"/> Creates plan to disseminate surveys etc., to ensure diverse input including multiple methods of dissemination</li> <li><input type="checkbox"/> Involves individuals with BI and their family members in development of the assessment tool</li> <li><input type="checkbox"/> Uses plain language and provides alternative formats</li> <li><input type="checkbox"/> Disseminates assessment using culturally sensitive methods</li> <li><input type="checkbox"/> Identifies existing services, gaps, or barriers to services in both the private and public sectors</li> <li><input type="checkbox"/> Uses a process for reviewing the assessment results leading to state plan recommendations</li> <li><input type="checkbox"/> Establishes a method for disseminating the results</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Represents the state’s diversity, cultural needs, and underserved populations within the assessment</li> <li><input type="checkbox"/> Involves individuals with BI and family members in evaluating the tool and recommending improvements</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Commits resources to fund an ongoing assessment process (3-5 year cycle)</li> <li><input type="checkbox"/> Provides information about the costs of existing services and supports in the private and public sectors in order to assist with state plan development</li> <li><input type="checkbox"/> Considers and implements targeted needs assessments as needed to gather information about specific infrastructure components</li> </ul>

Component 4	Basic	Intermediate	Advanced
<p><b>State Plan</b></p> <p>The state plan determines how to best improve the services and supports for people living with BI. Plans include goals for addressing unmet needs and sustaining current initiatives in the state. State plan oversight lies with the lead state agency; however, full implementation requires multiple partners.</p>	<p><b>The Plan:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Incorporates specific timeframes</li> <li><input type="checkbox"/> Reflects the needs and resources assessment results and other available data</li> <li><input type="checkbox"/> Involves strategic partners, individuals with BI, family members in development</li> <li><input type="checkbox"/> Reflects the needs prioritized by people with BI and family members</li> <li><input type="checkbox"/> Describes a person-centered, person- and family-directed, and culturally competent framework related to desired service delivery</li> </ul>	<p><b>The Plan:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Describes a process for measuring and documenting actions that build collaboration and sustainability of services and supports</li> <li><input type="checkbox"/> Utilizes SMART (Specific, Measurable, Attainable, Relevant, and Time-based) objectives</li> <li><input type="checkbox"/> Provides strategies to support collaboration among relevant partners and agencies</li> <li><input type="checkbox"/> Cites relevant historical information and justification for activities</li> <li><input type="checkbox"/> Incorporates a mechanism for structured feedback to promote continued dialogue and evaluation among partners</li> <li><input type="checkbox"/> Includes recommendations for policy development for coordinated systems of services and supports</li> <li><input type="checkbox"/> Incorporates available data in the assessment of needs and resources</li> </ul>	<p><b>The Plan:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Promotes and reflects interagency buy-in through MOUs or MOAs, letters of commitment, or mandated involvement from other agencies involved</li> <li><input type="checkbox"/> Identifies a collaborative interagency structure for building and maintaining interagency support, planning, and problem-solving</li> <li><input type="checkbox"/> Functions as a living document and is reviewed on a regular basis</li> <li><input type="checkbox"/> Becomes a vehicle to assess potential feasibility, relevance, and evaluation of existing efforts and new initiatives.</li> <li><input type="checkbox"/> Includes components to address sustainability of programs, services, and supports</li> </ul>

Component 5	Basic	Intermediate	Advanced
<p><b>BI Advocacy for Policies for Services and Supports</b></p> <p>The lead state agency is positioned to partner with the appropriate entities to promote state policies that ensure access and support for people with BI.</p>	<p><b>The State:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Incorporates items from the needs assessment to develop an agenda for policy change and evolution of services/ supports</li> <li><input type="checkbox"/> Identifies key agencies/ individuals to collaborate and advocate for policy improvements</li> <li><input type="checkbox"/> Builds partnerships with organizations, individuals with BI, and their families to advocate for and foster the development of BI public awareness and policy agenda</li> </ul>	<p><b>The State:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Uses the assessment and the State Plan to advocate for increased collaboration/focus on policy</li> <li><input type="checkbox"/> Facilitates the implementation of the State Plan by developing a working knowledge of State governmental structure and functions</li> <li><input type="checkbox"/> Establishes mutually beneficial relationships with champions in state agencies, legislature, associations, and communities</li> <li><input type="checkbox"/> Enlists commitment from key agencies/individuals to strengthen focus and build strategies for development and implementation of policy</li> <li><input type="checkbox"/> Seeks agencies and organizations who represent unserved/ underserved, vulnerable, and/or ethnic/racial and minority populations</li> <li><input type="checkbox"/> Creates a comprehensive policy agenda and action plan that reflects the consensus of key partners and has been vetted by the broadest possible community including individuals with BI and Families/Caregivers</li> <li><input type="checkbox"/> Benchmarks policy issues identified against national data and evidenced-based/best practice research</li> </ul>	<p><b>The State:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Integrates the State Plan elements into the strategic initiatives/plans of relevant State agencies</li> <li><input type="checkbox"/> Actively engages key collaborators in ongoing processes of evaluation of policy impact and advocating for evolution of policy</li> <li><input type="checkbox"/> Consults with policy analysts or state strategic planners to optimize opportunities to include BI policy and program policy language and recommendations</li> <li><input type="checkbox"/> Pursues public-private partnerships to maximize access to establish long-term sustainable funding</li> <li><input type="checkbox"/> Addresses and integrates BI at all levels within the state's laws, regulations, and funding systems</li> <li><input type="checkbox"/> Seeks opportunities to pilot service approaches</li> </ul>

Component 6	Basic	Intermediate	Advanced
<p><b>Access to Services / Service Provision</b></p> <p>Individuals with BI and families are supported through an array of services that address needs across recovery and over a lifetime.</p> <p>Needs are identified and support is person-centered and customized.</p>	<p><b>The State:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Implements core components (Advisory Board, Lead Agency, Needs and Resources Assessment, and State Plan) as the foundation for coordinating state systems of services and supports</li> <li><input type="checkbox"/> Researches existing service models for use based on current assessment data</li> </ul>	<p><b>The State:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Develops easily identified and user-friendly points of entry to the state’s service delivery systems</li> <li><input type="checkbox"/> Develops in-service basic training programs that may include screening, support, referral, basic information for the state’s service providers, administrators, community providers and decision makers</li> <li><input type="checkbox"/> Develops a state plan that outlines the mechanism and methods for coordinated systems of services/supports</li> <li><input type="checkbox"/> Develops a BI screening process of new applicants and existing clients for the state’s systems of services/supports</li> <li><input type="checkbox"/> Formalizes state agency and other key partner commitments to coordinate the State’s systems of services/supports</li> </ul>	<p><b>The State:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Implements BI screening of new applicants and existing clients for the state’s systems of services/supports.</li> <li><input type="checkbox"/> Implements the state plan for coordinating systems of services/ supports</li> <li><input type="checkbox"/> Develops a collaborative interagency structure devoted to ongoing coordination of system services/ supports</li> <li><input type="checkbox"/> Establishes an evaluation plan to review, revise, and/or expand system coordination as needed</li> <li><input type="checkbox"/> Captures client satisfaction</li> <li><input type="checkbox"/> Captures provider satisfaction and practices</li> <li><input type="checkbox"/> Coordinates the development and delivery of an advanced curriculum for in-service education programs and updates on emerging practices and advances in the field for service providers, administrators, and decision makers</li> </ul>

Component 7	Basic	Intermediate	Advanced
<p><b>Program Evaluation</b></p> <p>The lead state agency guides and ensures that program evaluation is a central component for assuring effective supports, for individuals with BI and their family members/ caregivers.</p>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Facilitates recognition that evaluation is a necessary process</li> <li><input type="checkbox"/> Creates a team to make recommendations for developing an evaluation process</li> <li><input type="checkbox"/> Develops a process to gather data associated with goals, objectives, initiatives, and programs</li> <li><input type="checkbox"/> Incorporates the results of customer satisfaction surveys or other feedback mechanisms on a continuous basis as a measure of accountability</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures that dedicated resources are available for a periodic evaluation process</li> <li><input type="checkbox"/> Conducts evaluations routinely to assure the most current and relevant information</li> <li><input type="checkbox"/> Utilizes outcome measures to gauge progress, effectiveness, value, and significance of programs and services</li> <li><input type="checkbox"/> Uses data gathered for multiple purposes such as strategic planning, evaluation of existing services and supports, state plan revisions, and the development of proposed policies and initiatives</li> <li><input type="checkbox"/> Documents progress in the development of services and supports.</li> <li><input type="checkbox"/> Provides justification for development, expansion, or revision of services and supports</li> <li><input type="checkbox"/> Shares information with leadership and relevant partners</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures independent evaluation process is in place</li> <li><input type="checkbox"/> Ensures quality feedback loops and action item development</li> <li><input type="checkbox"/> Encourages service delivery decisions that are based on evidence generated from data collection/cost analysis.</li> <li><input type="checkbox"/> Promotes multiple service systems collaboration</li> <li><input type="checkbox"/> Anticipates the need to justify funding challenges affecting services and supports</li> <li><input type="checkbox"/> Ensures a process is in place for periodic review and analysis of programs and supports</li> <li><input type="checkbox"/> Shares results with the public, e.g., use of a dashboard</li> </ul>

Component 8	Basic	Intermediate	Advanced
<p><b>Funding / Sustainability</b></p> <p>The lead state agency maintains program sustainability as a priority. The goal is to ensure that capacity building and systems change activities continue, yielding positive outcomes for individuals with BI.</p>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Applies available state funding to leverage federal funding streams</li> <li><input type="checkbox"/> Researches and compares eligibility and program standards of system services to determine programs for which individuals with BI may be eligible</li> <li><input type="checkbox"/> Explores the concept of developing a network of collaborators to examine promising practices related to funding</li> <li><input type="checkbox"/> Develops collaborations with coordinated messaging to provide outreach, data, and education to state leaders</li> <li><input type="checkbox"/> Identifies quality improvement and outcome-based measures for determining success in service delivery with the aim of funding for continued or expanded services/supports</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Researches best practices related to cost effective and efficient approaches to service delivery</li> <li><input type="checkbox"/> Develops a plan for implementing best practices in funding services identified</li> <li><input type="checkbox"/> Explores multiple sources of funding (this includes grant funding) to prevent sole dependence on one funding source</li> <li><input type="checkbox"/> Engages collaborators to help implement the funding of the State Plan into the State's systems of services/supports</li> <li><input type="checkbox"/> Develops a strategic plan on how quality improvement and outcome-based measures can be used to justify continuation or expansion of funding</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Implements best practices in funding cost effective and efficient approaches to service delivery.</li> <li><input type="checkbox"/> Implements the state plan and incorporates funding for quality improvement and outcome-based measures</li> <li><input type="checkbox"/> Uses outcome-based information to justify continuation or expansion of funding for services/supports.</li> <li><input type="checkbox"/> Facilitates opportunities for innovation related to cost sharing, coordinating services/supports, and working creatively with funding sources</li> <li><input type="checkbox"/> Incorporates suggestions from individuals with BI, their families/caregivers, and providers</li> </ul>

Component 9	Basic	Intermediate	Advanced
<p><b>Partnerships</b></p> <p>The lead state agency creates and maintains partnerships to share resources (products, staff, and expertise), increase impact, decrease challenges, and improve systemic sustainability.</p>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Identifies partners and areas for potential cooperative ventures</li> <li><input type="checkbox"/> Develops relationships with other groups sharing similar missions and/or needs as a way to build service delivery systems responsive to everyone</li> <li><input type="checkbox"/> Develops a working understanding of the mission, vision, and goals of collaborating agencies and organizations</li> <li><input type="checkbox"/> Establishes a mechanism for identifying issues of mutual interest between partners</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Creates new partnerships that are mutually beneficial to agencies and other disability groups</li> <li><input type="checkbox"/> Increases visibility and awareness of needs resulting from BI and related issues within relevant health and human service agencies and councils</li> <li><input type="checkbox"/> Engages in a variety of informational and educational opportunities, joint projects, and regular interactions</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Establishes partnerships and shares resources through formal contracts and other written statements of commitment that support joint strategies and approaches</li> <li><input type="checkbox"/> Develops processes to evaluate and strengthen the effectiveness of the collaboration</li> <li><input type="checkbox"/> Collaborates on federal program funding opportunities that could enhance services and supports</li> </ul>

Component 10	Basic	Intermediate	Advanced
<p><b>Systems Data</b></p> <p>The state lead agency promotes the use of systems data to identify individual and state BI incidence and prevalence and provide rationale for prioritizing and increasing funding.</p>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Assesses data needs for surveillance, service planning, and/or linking individuals to services</li> <li><input type="checkbox"/> Determines available sources of data</li> <li><input type="checkbox"/> Determines additional data needs and processes for obtaining the data</li> <li><input type="checkbox"/> Determines which agencies are involved in collecting data</li> <li><input type="checkbox"/> Determine if legislation or regulatory procedures are needed for new data sources</li> <li><input type="checkbox"/> Defines the purpose or intended use and type of data collected</li> <li><input type="checkbox"/> Obtains buy-in and collaboration from organizations that collect or would benefit from data</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures a process for confidentiality through MOUs, MOAs, or other processes</li> <li><input type="checkbox"/> Identifies who receives information and how information will be used</li> <li><input type="checkbox"/> Develops a process to collect and analyze data</li> <li><input type="checkbox"/> Develops a budget needed to collect and analyze data</li> <li><input type="checkbox"/> Develops and pilots methods for linking people to services based on the data</li> <li><input type="checkbox"/> Develops information on resources and assistance that may be available for people with BI and families/caregivers</li> <li><input type="checkbox"/> Expands existing service coordination systems for people with other types of disabilities to include individuals with BI</li> <li><input type="checkbox"/> Uses data to develops a plan for resource facilitation or service coordination to link people to services</li> </ul>	<p><b>The lead agency:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Ensures there is authority in place (for example, legislation) to implement the registry and mandate reporting</li> <li><input type="checkbox"/> Uses data to link people with BI to appropriate services/supports and/or service coordination</li> <li><input type="checkbox"/> Institutes a surveillance system for service delivery issues that examines the magnitude of the problem, identifies the causes, and identifies high-risk groups</li> <li><input type="checkbox"/> Implements a service linkage system to link people with BI to resources, services, and supports</li> <li><input type="checkbox"/> Implements a plan to identify individuals with BI in institutional settings who may be eligible for home and community-based services</li> <li><input type="checkbox"/> Implements a multi-data system review for comparing data across organizations and systems</li> </ul>



## **This tool is adapted from:**

[Building Up BI Systems: Tools for Successful BI State Programs](#), Traumatic Brain Injury Technical Assistance and Resource Center (TBI TARC), January 2021.

*Pathways for Systems Change: Benchmarks and Self-Assessment Tool for State BI Programs*, Federal Traumatic Brain Injury Technical Assistance Center, Health Resources & Services Administration, 2008.

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## **ABOUT TBI TARC**

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