Quick-Start Guide for the Fiscal Mapping Process

A Strategic Planning Tool for Sustainable Financing of Evidence-Based Treatment Programs in Youth Behavioral Health Services

The Fiscal Mapping Process is a tool that helps youth behavioral health service agencies plan for financial sustainment of the evidence-based treatment (EBT) programs they implement. The tool helps walk users through five steps:

- Step 1: Identify resources needed.
- Step 2: Specify funding objectives.
- Step 3: Brainstorm financing strategies.
- Step 4: Complete the fiscal map for EBT by linking financing strategies to objectives.
- Step 5: Monitor progress to sustain over time.

This guide orients tool users to the tool’s features and the information needed to complete the process. A project website (www.rand.org/t/TLA2678-1) includes a companion report (RR-A2678-1) that describes how the Fiscal Mapping Process was developed.

Let’s get started!

GET READY

- Form a team of agency representatives from clinical management (including EBT expertise), fiscal management (including external funding), and senior leadership.
- Decide which EBT program(s) to focus on (complete a new fiscal map for each).
- Get oriented to the tool’s structure.
  - Tip: Use the arrows at the bottom of the tool to navigate among the Microsoft Excel tabs.
  - Review the “Overview” and “Program detail resources” tabs for further details.

<table>
<thead>
<tr>
<th>Tab Name</th>
<th>Description</th>
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<tbody>
<tr>
<td>Overview</td>
<td>Describes the purpose of the tool and the target audience; includes general tips for using the tool</td>
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<tr>
<td>Program detail resources</td>
<td>Offers considerations for selecting an EBT on which to use the Fiscal Mapping Process, resources and examples, and team roles for involved individuals</td>
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<tr>
<td>FISCAL MAP</td>
<td>Presents the five Fiscal Mapping Process steps in a landscape format so that users can document program details, fill out each step (laid out left to right), and self-assess completion status (checklist under the steps).</td>
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</table>
### Tab Name | Description
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Completed Example - PCIT | Contain completed fiscal maps for parent-child interaction therapy (PCIT) and trauma-focused cognitive behavioral therapy (TF-CBT). (Note that the Fiscal Mapping Process can be used for other EBTs as well; these are just examples.)
Completed Example - TF-CBT | Offers resources on service delivery time, cost, and resource requirements for PCIT and TF-CBT, as well as guidelines for telehealth and home- and community-based delivery
Step 1 resources | Offers criteria and examples of SMART (specific, measurable, attainable, realistic, and time-bound) objectives; summary descriptions; and comprehensive resources for both PCIT and TF-CBT
Step 2 resources | Offers a compilation of financing strategies for EBT behavioral health programs, including ratings of their relevance to youth behavioral health services, typical funders, and examples of effective strategies
Step 3 resources | Optional worksheet to be completed after finishing the fiscal map. Requires Excel proficiency to customize Excel formulas to fit agency or organization budgeting processes
Budgeting Worksheet (optional) | Complete references for all external resources cited within the Fiscal Mapping Process
References | GET SET
- Decide who will “own” completing the Fiscal Mapping Process tool and who needs access to the file.
- Save a local copy of the tool.
  - Tip: Specify the EBT and sites in the file name.
- Review the “FISCAL MAP,” “Completed Example,” and “resources” tabs.
- Identify which program documentation will be needed to fill out the yellow fields in the steps.
- Review the frequently asked questions (FAQ) on p. 3 of this guide to clarify any questions about using the tool.
- Review the glossary on p. 4 of this guide for definitions of key terms that appear in the Fiscal Mapping Process tool and companion report.

GO!
- In the Fiscal Map Program Details section of the FISCAL MAP tab, document the details of the chosen EBT program, the reason it was selected, and persons responsible for completing the fiscal map.
- Work left to right through the five-step process in the FISCAL MAP tab.
  - Tip: The steps are numbered 1–5 and should be approached in that order, but users can move back and forth among the steps over time. If users are unsure about how to complete a step, they could consider using or adapting the suggestions in the examples.
- Monitor progress using the completion checklist (bottom left of the FISCAL MAP tab) and the completion status sections (under each step). Jump to specific steps, if needed, by clicking the links in the completion checklist.
- Save inputs and revisit as needed until all steps are completed.
- Many agencies find that their fiscal map needs to be revisited and updated every one to three months while they are actively using a tool (at a minimum, review it once a year).

OPTIONAL: Budgeting Worksheet
- Use this tab, if desired, to help develop a program budget from the completed fiscal map.
- Complete the prompts using information compiled in Steps 1, 3, and 4.
- Note that the budget calculations are based on Excel formulas; as needed, adjust those formulas to match your agency’s budgeting practices.

Questions? If you cannot find the answer in this Quick-Start Guide (including the frequently asked questions listed next), in the Fiscal Mapping Process tool itself, or on the project website, feel free to send questions to FiscalMap@rand.org. We will be happy to help support your use of the tool.
FAQ About the Fiscal Mapping Process

Q: How do I know whether the Fiscal Mapping Process is right for my agency or organization?
A: You should have (or want to implement) an evidence-based treatment (EBT) program that will be sustained at your agency. Having a program for the EBT means the treatment is (or will be) integrated into the core services provided by your agency; this greater level of commitment and complexity makes tool use worthwhile. The tool includes specific resources for parent-child interaction therapy (PCIT) and trauma-focused cognitive behavioral therapy (TF-CBT), but you can use it with a variety of EBTs.

Q: Are there things we should have in place before we use the Fiscal Mapping Process?
A: Having the right team of agency representatives involved is important. We recommend a mix of individuals with clinical expertise in the EBT, individuals with financial management expertise (especially about external funding), and senior leadership with decisionmaking authority. Some roles may be represented by the same person. The team should also identify supportive partners, such as champions and leaders within the agency and outside it (community organizations, funders, etc.) that support the EBT program.

Q: How should we structure active participation among the fiscal mapping team? For example, how often should we meet?
A: At the start of the Fiscal Mapping Process, most teams should meet at least monthly to review the tool and make updates. Over time, the frequency can be scaled back. Meetings can be short (15–20 minutes), and/or fiscal mapping could be discussed in existing meetings that the team already attends. After each meeting, participants should use Step 5 action items and space in the completion status section under each step to document what needs to be done for future meetings.

Q: How long does the Fiscal Mapping Process take to complete?
A: The amount of time will vary by organization. We found that agencies made the most progress when they committed a feasible amount of time to consistently work on the tool (generally 30 to 60 minutes per month) and made it part of their monthly work routines. Rather than striving to completely fill out the tool, these teams focused on making incremental progress each month. Furthermore, even tools that were completed still required regular review and updates to document ongoing changes.

Q: Our behavioral health service agency has a number of different programs, sites, etc. How should we decide what to include in a given fiscal map?
A: There is no “right answer,” but generally, programs or services that are budgeted together can be addressed in the same fiscal map. If a program has one budget for all locations, teams can probably use one fiscal map to plan sustainment for the entire agency. If two programs operate separate budgets, whether at the same location or at different locations, teams may want to create separate fiscal maps for each program.

Q: I do not have training in financial matters. Can I still lead the Fiscal Mapping Process for my team?
A: Many managers and administrators in behavioral health do not have formal financial training; they learn on the job. Regardless of background, the Fiscal Mapping Process is designed to help agency representatives plan for financial sustainment of EBT programs. The tool and resources (especially Step 3) will help orient teams to funding options. It is important to have representatives from financial management and senior leadership on your team, but they do not necessarily have to lead the process.
# Fiscal Mapping Process: Glossary

**Note:** These terms appear in the Fiscal Mapping Process tool and/or the companion report that describes the tool’s development.

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td>Evidence-based treatment (EBT)</td>
<td>A treatment model that has been shown by research to improve recipient outcomes</td>
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<td>Climate for EBT</td>
<td>The shared sense of importance members of an organization place on delivering EBTs</td>
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<td>EBT program</td>
<td>An EBT that has been integrated into the core services provided by a service agency</td>
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<td>Facilitators and barriers</td>
<td>Factors that help (facilitators) or hinder (barriers) efforts to implement and sustain EBT programs</td>
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<tr>
<td>Financing strategies</td>
<td>Active strategies that provide funding for implementation and sustainment of EBTs</td>
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<td>Funding objectives</td>
<td>Action-oriented objectives about obtaining or maintaining funding for EBT program resource needs</td>
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<td>Funding stability</td>
<td>Having a consistent financial base for an EBT; a key sustainment capacity</td>
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<tr>
<td>Strategic planning</td>
<td>Processes that guide an EBT program’s directions, goals, and strategies; a key sustainment capacity</td>
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<tr>
<td>Sustainment capacities</td>
<td>Various structures and processes that promote long-term maintenance of EBT programs</td>
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<tr>
<td>Youth</td>
<td>Inclusive term for children and adolescents</td>
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