



BUTTE COUNTY
DEPARTMENT OF BEHAVIORAL HEALTH

**Strategic
Plan
2012-2015**

BUTTE COUNTY DEPARTMENT OF BEHAVIORAL HEALTH

INTRODUCTION

2011 will be known in the world of county government as “Realignment II.” It has been a year of significant changes in regulations, program financing and “realignment” of responsibility for many of our mental health and substance use disorder programs in California counties. We also are looking at the imminent effects of federal health care reform, beginning as early as July 2013, with an increase in the number of children becoming Medi-Cal eligible. As with any change, there are both problems and opportunities. As Butte County Department of Behavioral Health, we want to mitigate the problems and take advantage of the opportunities to improve our system and services. Some of the problems stem from statutes requiring us to provide multiple entitlements or programs to certain populations, such as children with mental health disorders, under the same “realignment” budget as treatment for individuals with substance use disorders. We support both populations and treatment modalities equally; however, we must manage a restricted pot of money wisely to meet the needs. There will be more opportunities to provide “integrated” physical health and behavioral health services to ensure the health and well-being of our consumers. We are facing some huge challenges as we navigate managed care, new compliance regulations as well as the vast world of technology, and we must do all of this while supporting and recognizing the daily hard work of our staff.

The Department has gone through a number of significant changes during the past several years. We have had changes of leadership, as many of our long-time staff have retired and moved on. Our Department has many new Chico State students, who are our future staff, involved in our programs. We have newly developed programs that embrace the experience of individuals who have received mental health treatment and their family members. We have new outcome measures and tools to track data. We have Avatar. With all of these changes, we have been asked many times, “What’s our strategy to deal with change?” While the Department went through a strategic planning process many years ago, very few people refer to the plan and fewer know the elements of it. This was a perfect time to develop our new plan or “roadmap” in response to the opportunities and challenges facing the Department.

We recently contracted with a consulting firm to assist us through the process of developing a strategic plan that responds to our changing and challenging world. This plan is a broad, value-based plan that will still require work to operationalize. In operationalizing the plan, one of our primary objectives is that all decisions made by our Department will be guided by the agreed-upon values reflected in the plan. Workgroups to develop specific interventions will be needed; however, each unit or service within our Department may want to address elements of this strategic plan document in different ways according to their specific mission or population.

The strategic planning process brought great ideas, concerns and challenges to the forefront. We hope to honor all of those who contributed their time and thoughtful suggestions by including as much as possible in the document, while summarizing to a manageable set of priorities. We have retained all

the information that was gathered, and in creating the final plan, which will be a “living document,” our intent is for the plan to be used by all of us in guiding our daily decisions, regardless of how small or large. And, we will review and update the plan periodically to ensure your ideas have an opportunity to be considered and reflected.

The time, interest, passion and hard work of the Department staff and stakeholders gives meaning to the services we provide and the lives we touch. None of us can do the work alone; we are always stronger together. I hope this plan reflects **our** shared hopes, values, goals and vision to create a continuum of services that truly promotes the behavioral health of our community.

Anne Robin, MFT

Director

Butte County Department of Behavioral Health

DEPARTMENT OF BEHAVIORAL HEALTH SYSTEM OF CARE

The Butte County Department of Behavioral Health’s system of care reinforces our commitment to recovery. It provides coordinated, individualized care planning across a variety of networks to provide comprehensive, community-based and/or departmental treatment. The philosophy is non-linear and flexible. Individuals start at their recovery level and progressively achieve their goals.

The Department provides services for youth and adults as well as crisis and adult alcohol and drug services.

Youth Services

Age 0-17

- Prevention Services
- Outpatient Counseling and Medication Support
- Wraparound Services
- Dual Diagnosis Counseling
- Therapeutic Behavioral Services (TBS)
- School-based Counseling
- Housing and Employment Support for Transitional Youth
- Homeless Services
- Culturally Specific Outreach and Treatment

Adult Services

Age 18 and over

- Outpatient Counseling and Medication Support
- Supported Employment and Housing
- Wellness and Recovery Centers
- Prevention and Outreach Programs
- Culturally Specific Outreach and Treatment Programs
- Dual Diagnosis Counseling

Crisis

24/7 Crisis Line

- Crisis Stabilization Unit (CSU)
- Psychiatric Health Facility (PHF)
- Walk-in Crisis Services

Adult Alcohol & Drug Services

Age 18 and over

- Outpatient Counseling
- Perinatal Treatment Programs
- Treatment Court Services

OVERVIEW OF STRATEGIC PLANNING PROCESS

The Butte County Department of Behavioral Health initiated a strategic planning effort to assess the current environment and identify the Department's priorities in providing critical behavioral health services within the framework of the Recovery Model, which includes prevention, treatment and recovery support services built on a foundation of person-centered care.

The Department contracted with an outside consultant to assist in the planning process. The inclusive process relied on participation and input from numerous individuals and groups, including members of the administrative leadership team; community providers and community-based organizations; county department representatives; consumer group representatives; managers and supervisors; Agents of Change Team members; behavioral health board members; behavioral health medical staff; and members of the Mental Health Services Act subcommittee group.

The process began with the Department's leadership team conducting an assessment of the current environment. This included an examination of stakeholders', community-based organizations' and consumers' and families' experiences as well as an evaluation of the Department's programs and services within its system of care through a S.W.O.T. (Strengths, Weaknesses, Opportunities and Threats) analysis. The process highlighted existing opportunities and strengths to leverage while identifying specific challenges that need to be met head on to effectively position the Department in providing quality behavioral health services.

At the completion of the evaluation, the leadership team identified core values, solidified the Department's vision and developed broad strategic goals and priority actions for six core issues impacting all programs and services across the continuum of care. These include:

- ❖ Workforce Training and Development
- ❖ Access, Utilization and Integration
- ❖ Standardization and Compliance
- ❖ Technology
- ❖ Quality Outcome Measures, Data and Performance
- ❖ Community Education and Collaboration

Broad strategic goals were drafted for each core area, at which time the consultant met with multiple stakeholder groups and facilitated workgroup sessions (as referenced above) to gather reactions and feedback. Members from each workgroup had an opportunity to comment on the draft plan, including the mission, vision, core values and strategic goals before crafting specific priority actions for each goal. The comments from each group were recorded and themes emerged that dictated changes and

revisions to the draft plan. Also, additional ideas and comments from stakeholders were instrumental in creating the priority actions for each strategic goal.

The following plan is a culmination of the work of numerous individuals and reflects the collective perspectives of those who regularly demonstrate their commitment to providing quality behavioral health services to community residents and families.

HOW TO USE THIS PLAN

Before reviewing the elements of the Department's plan, it is important to note a strategic plan is a "living" document that serves as a roadmap to effectively move an organization forward.

The elements of an effective plan are the backdrop to any organization's business and operational tactics and actions. The Department's strategic plan should be used as a reference guide for developing specific division goals and objectives that are in concert with the Department's mission and vision.

Finally, this plan is a business tool that should be the foundation for all board, department and staff meetings as well as all interactions with the Department's partners and the individuals and families it serves.

CORE VALUES

The following core values are fundamental to our actions and reflect how we choose to conduct ourselves. Although our external environment may vary greatly, these values remain constant. Our commitment to these values will guide our actions and be consistently reflected in our relationships with one another, our clients, our community partners and providers.

RESPECT: *We will honor the value of all individuals and their experiences.*

GRACE: *We hold the trust of others through kindness and respect.*

DIGNITY: *We believe in an individualized approach to care that honors the person.*

HOPE: *Is a life-affirming component to self-determination, recovery and resiliency.*

SELF-DETERMINATION AND GROWTH: *As individuals, we have the right to determine how we live. Change is always possible.*

DIVERSITY: *Embracing and respecting diversity is vital to an individual's and community's success.*

COLLABORATION: *Working together through integrity and the collective wisdom of our partners, we become stronger.*

EFFICIENCY AND ACCOUNTABILITY: *We are stewards of the public trust.*

EXCELLENCE IN PREVENTION, TREATMENT AND CARE: *We will provide continuity in prevention, treatment and care with a minimum of delay and the best possible outcomes for the individuals and families we serve.*

MISSION

The strategic planning effort was grounded in the Department's mission:

To partner with individuals, families and the community for recovery from serious mental health and substance abuse issues and to promote wellness, resiliency and hope.

VISION

For the Department's vision, we sought to develop a statement that appealed to our core values, yet was simple in serving as a guide and providing focus. Our vision is:

A continuum of care that promotes the behavioral health of the entire community.

BROAD STRATEGIC GOALS AND PRIORITY ACTIONS

The following strategic goals were developed for the six core areas across the Department's system of care, including: Workforce Training and Development; Access, Utilization and Integration; Standardization and Compliance; Technology; Quality Outcome Measures, Data and Performance; and Community Education and Collaboration. To accomplish each goal, priority actions were developed. These priority actions will drive the operations of the Department.

WORKFORCE TRAINING AND DEVELOPMENT

GOAL: *Build a Culture That Supports Learning and Excellence and Recognizes Achievements.*

PRIORITY ACTIONS

- Create a core philosophy that is reflected in all training programs and aligns with the Department's values and strategic plan.
 - Improve training across disciplines serving mental health, substance use disorders and physical health.
- Improve recognition and retention of employees.
 - Recognize and celebrate successes, program outcomes and staff achievements.
 - ❖ Provide opportunities for staff development for those with lived experiences.
 - Acknowledge each individual's unique talents, experience, expertise and contribution.
 - Foster and promote a safe learning environment.
 - Encourage employee growth through training and educational opportunities.
- Implement comprehensive and consistent training programs at all levels throughout the Department to improve outcomes and compliance, enhance customer service, increase accountability and improve overall effectiveness of services.
 - Ensure continuous support and training for managers and supervisors to promote efficiency and accountability.
 - Track and measure outcomes for all training programs.
 - ❖ Build in follow-up mechanisms to ensure training hardening.
 - Strengthen cultural competence of staff through multi-cultural trainings and resources.
 - Collaborate with community partners in expanding learning/training opportunities.
 - Continue providing training in support of a fully implemented AVATAR system.
- Continue to strengthen communications throughout the Department and with external partners.
 - Strive for increased transparency.
 - Provide managers and supervisors with tools to support effective communications.
 - Continuously inform all staff and partners of changes and opportunities.

ACCESS, UTILIZATION AND INTEGRATION

GOAL: *Ensure Seamless Integration of All Services Throughout the Full Continuum of Care.*

PRIORITY ACTIONS

- Work in partnership with physicians to ensure viability and quality of medical services.
 - Medical director will assist in guiding the Department in quality recovery and resiliency-based medical services.
 - Create a behavioral health and physical health care home.
 - Improve collaboration with emergency rooms and hospital staff to expand availability of behavioral health in primary care.
- Ensure full continuity of prevention, early intervention, treatment and wellness services.
 - Include all levels of alcohol and drug, mental health and dual diagnosis services as resources allow.
 - Develop standardized practices within all programs and services to ensure quality and consistency across the continuum of care.
 - Create partnerships and collaboration between prevention and treatment services.
 - Increase post-crisis linkage with outpatient centers to ensure continuity of service.
 - Improve access to follow-up services to assure continuity of care.
 - Develop a full range of wellness services.
 - Communicate consistently and continually to improve awareness and understanding of expectations.
- Ensure recovery and resiliency are the foundation of all consumer and family-based services.
 - Provide the right amount of services, at the right level, at the right time for all ages.
 - Establish sustainable services.
 - ❖ Develop reasonable and sustainable client and family-directed treatment plans that support recovery and resiliency.
 - ❖ Ensure treatment plans are measurable, sustainable and observable.
 - ❖ Ensure all services lead toward reintegration into community life with the highest level of individual participation strengthened by a natural support system.
- Improve access to crisis services 24 hours a day/seven days a week.
 - Explore telemedicine options in emergency rooms.
 - Explore innovative options to maximize delivery of crisis services.

STANDARDIZATION AND COMPLIANCE

GOAL: *Ensure All Services are Provided in an Effective, Cooperative, Timely and Culturally Appropriate Manner.*

PRIORITY ACTIONS

- Work with stakeholders to create a system that embraces and follows through on a shared mission and with standardized definitions, understood by all, as to whom we serve, where we serve and how long we serve individuals at different levels of care.
 - Develop standardized definitions and procedures that reflect the Department’s values. Share them throughout the Department and among community providers.
 - Integrate shared definitions into accountability standards and performance measures.
 - Reflect consumer perspective in treatment outcomes.
- Ensure all models reflect recovery, resiliency and harm reduction.
 - Establish a Department philosophy and model for prevention and early intervention that embrace the needs of diverse community members.
 - Improve access and outreach to unserved and underserved communities.
 - Include diverse communities such as LGBTQ community, ethnic groups, at-risk youth, etc.
 - Include consumers and family members in all service model decisions.
- Increase transparency by developing clear, standardized approaches and consistent procedures for intake, treatment and discharge.
 - Work with stakeholders in developing coordinated policies and procedures for intake, evaluation and treatment.
- Ensure all aspects of regulatory compliance are understood and followed.
 - Provide ongoing training on privacy, data collection, documentation and quality care.
 - Continue to refine and improve intake processes.
 - ❖ Implement forms review process.
 - Continually review regulations and streamline processes to reflect changes.
 - Develop “compliance teams” comprised of key representatives from all areas, including consumers and families.
- Develop an open and welcoming environment reflecting pride, respect and dignity in ourselves, the Department and our consumers that reduces stigma and discrimination.
 - Create an orderly and well-maintained environment that is multi-culturally welcoming and safe.
- Develop a standardized process for assessment of, access to and payment of services.
 - Develop a standardized method for collecting and verifying financial information and fees.

TECHNOLOGY

GOAL: *Use Technology to Improve Communication, Increase Efficiency and Enhance Quality of Services.*

PRIORITY ACTIONS

- Optimize the technology infrastructure to support quality work.
 - Increase access to and use of mobile technology.
 - Continue implementation of AVATAR to meet the 2014 requirement to convert to electronic health records.
 - Measure efficiency and accessibility to services through technological innovations.
- Build more technology and information exchanges within and outside the Department to improve treatment effectiveness.
 - Create crosswalks with AVATAR and other electronic health record software.
- Capitalize on technology as a foundation for training, e-learning and communication.
- Develop centralized, accessible resources supported by technology.
 - Implement centralized calendar, tracking system, appointments and trainings.
 - Convert all records to paperless format.
- Ensure security of all systems.
 - Continuously review security protocols and procedures.
 - Implement new technologies to ensure privacy.

QUALITY, OUTCOME MEASURES, DATA AND PERFORMANCE

GOAL: *Measure and Evaluate Desired Outcomes Through Consistent and Timely Quality Documentation and Data Collection.*

PRIORITY ACTIONS

- Adhere consistently to quality performance outcome measures.
 - Identify and support outcome indicators for all elements of practice.
 - Establish consistent performance measures with community and contract providers.
- Use evidence-based practices, as appropriate, for programs and services while keeping a focus on the recovery and resiliency model.
 - Provide access to resources that promote evidence-based practices.
 - Include promising practices as appropriate.
- Measure and tie outcome data to support Department and service goals.
 - Establish data objectives that are validated, dependable and independent.
 - Establish consistent performance measures with community and contract providers.
 - Ensure validity and effectiveness for diverse populations.
- Monitor external program contracts using quality outcome measures.
 - Review external program contracts for fiscal and programmatic fidelity.

COMMUNITY EDUCATION AND COLLABORATION

GOAL: *Increase Community Awareness and Education About Behavioral Health Services.*

PRIORITY ACTIONS

- Educate the community and expand awareness of the Department's and partner agencies' array of services, full continuum of care and service priorities.
 - Publicize programs, services and meeting notices in multiple media outlets.
 - Develop promotional materials for community-wide distribution that promote the role and value of behavioral health services, including the Mental Health Services Act.
- Promote the value and benefits of services experienced by clients and the community.
 - Develop success stories for multiple media outlets.
 - Develop relationships with reporters to dispense accurate information about relevant behavioral health issues.
- Recognize the varying philosophies of external stakeholders, contractors and community-based organizations to complement the breadth and depth of services provided to the community.
- Strengthen resources and referrals through increased collaboration with community providers.
 - Improve relationships with community providers to maximize awareness and effective coordination of service delivery.
 - Develop increased capacity in the community for prevention, treatment and wellness.
- Promote behavioral health as a key element of a healthy lifestyle.
- Reduce stigma and discrimination through community education and awareness.