

# Alameda County Behavioral Health Department

## Strategic Plan Report – Overview & Update

**Alameda County Board of Supervisors' Health Committee Presentation**

Monday, May 13, 2024



**Presenter:**

Karyn L. Tribble, PsyD, LCSW | Director

# Overview

Strategic Planning Updates & Next Steps



- 1) Background & Context**
- 2) Stakeholders**
- 3) Strategic Plan  
Results/Feedback**
- 4) Current Landscape &  
Impact**
- 5) Next Steps**

# Background

Context for Strategic Planning.

# Strategic Planning Launch: The “WHY?”

- Context:

- Launched in the Summer/Fall of 2022; Employee & Stakeholder Surveys, Consultant-Led Stakeholder Listening Sessions, Multiple Languages, Multi-Year process, outward-facing, health-equity driven, and with legislative landscape in mind. Process led by the **California Institute for Behavioral Health Solutions (CIBHS)** and the **Equity and Wellness Institute (EqWI)**.

- Why? Departmental Goals:

- ❑ To pivot Alameda County Behavioral Health Department (ACBHD or BHD) towards a renewed focus on a process that opens the door to our clients, families, and varied stakeholders.
- ❑ To integrate strategic integration of new legislative, regulatory, and community feedback into overall departmental operations.
- ❑ To ensure that the Department aligns its efforts with goals that improve quality, service delivery, and policies that are informed by community input.

# Stakeholders

Examples of Community Resources & Partners involved in the Strategic Planning Process.

## **Intra-Agency Stakeholders, County & City Leadership**

- **BHD Employees**
- **Alameda County Health Leadership Team**
- **Alameda County Board of Supervisors**
  - (District 1, District 2, District 3, District 4, & District 5)
- **Alameda County City Managers**

# Clients, Family Members, & Community

- **LGBTQIA2S+**
- **Indigenous/First Nation**
- **Asian American**
- **Pacific Islanders**
- **Southeast Asian**
- **African American/Black**
- **Latinx**
- **Immigrants/Refugee**
- **Transitional Age Youth**
- **Older Adults**
- **Justice Involved Individuals**
- **Individuals with Substance Use Disorders**
- **Unhoused Individuals**
- **Family Members/ Parents/ Caregivers**

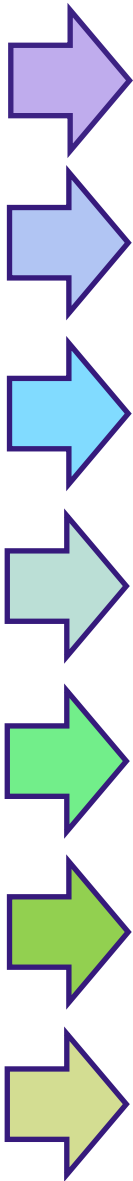
# Organizational Partners

- Side by Side
- Native American Health Center
- Hume Center
- Pacific Islander Wellness Initiative
- Filipino Community Health & Wellness
- La Familia
- Multilingual Counseling Center
- Felton Institute Early Psychosis Division
- Bay Area Community Services
- Telecare Corporation
- Options Recovery
- Independent Family Members
- Lincoln Families
- Alameda County Probation Department
- Alameda County Sheriff's Office
- Superior Court of Alameda County
- Mental Health Advisory Board
- MHSA Advisory Board
- African American Steering Committee
- Peers Organizing Community Change
- Alameda Alliance for Health
- Community Health Center Network
- Mar Thomas Orthodox Church
- Lakeshore Avenue Baptist Church
- Allen Temple Baptist Church
- San Lorenzo Japanese Christian Church
- Friendship Christian Church
- First Presbyterian Church of Berkeley
- Community Based Organizations from California Reducing Disparities Project:
  - Catholic Charities
  - Native American Health Center
  - Gender Spectrum
  - Safe Passages
  - La Clínica
  - East Bay Asian Youth Center (EBAYC)
  - California Black Women's Health Project
  - Racial & Ethnic Mental Health
  - Disparities Coalition

# The Plan

Results from the Strategic Planning & Stakeholder Process.

# Strategic Plan: Feedback Highlights



**Increase access** to services co-designed with the community.

**Uplift community expertise** to further shape program policies and practices.

**Increase vital employment** supports to individuals who are unhoused through increased collaboration.

**Improve programs to advance culturally relevant services and supports** for Alameda County’s diverse communities.

**Increase equity in funding for substance use and mental health** services to address co-occurring disorders and **reduce stigma** against substance use and addictive disorders.

**Increase equitable care for communities facing the greatest behavioral health inequities**, including the diverse Asian, Black, and LGBTQIAS2+ communities.

**Seek alternatives to the criminal justice system**, particularly for Black men through increased coordination between the criminal justice serving agencies and ACBH.



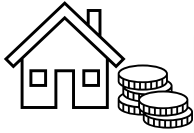
# The Plan:

## Recommendations for Departmental Consideration & Planning

Results from the Strategic Planning & Stakeholder Process.

# Strategic Plan: Proposed Strategic Direction

## Recommendations



**Housing** – Collaborate with community partners to increase employment for people who are or at risk of homelessness with serious mental illness and/or substance use disorders.



**Programs** – Evaluate and improve programs and services so they are whole-person focused, culturally relevant, and outcome driven.



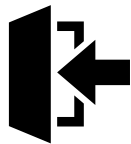
**Equitable Care** – Increase equitable care for communities facing the greatest inequities through outreach, recruitment, and programs – opportunities for improvement persist especially for diverse Asian, Black, and LGBTQIA2S+ communities.



**Re-entry and Criminal Justice** – Increase collaboration and coordination between ACBH and the Offices of the Public Defender, District Attorney, Probation, Sheriff, and the Collaborative Courts to ensure that Black men are considered for behavioral health treatment as an alternative to sending them to jail/prison.



**Acceptable and Equitable Distribution of Funds for MH/SUD Needs** – Ensure funding throughout the whole system that serves people with co-occurring conditions.



**Access** – Establish strategies that are co-designed with the community to advance equity, access, and cross-agency collaboration.



**Community Expertise** – Uplift community assets for policy/program development.



# Current Landscape

Local, State, and Federal-Level Factors Impacting the County Behavioral Health System.

# Current Landscape for Alameda County's Behavioral Health System

## Legislation, Regulatory, or Mandated

- **“988” National Suicide Prevention Lifeline**
- **California Advancing & Innovating Medi-Cal (CalAIM)**
- **Community Assistance, Recovery and Empowerment Act**  
*(CARE Courts)*
- **Lanterman-Petris-Short (LPS) Act Reform (SB 43)**
- **Child & Youth Legislative Changes**  
*(Foster Care, Coordination, Schools Mental Health, Crisis Coordination)*
- **Behavioral Health Services Act**  
*(BHSA, Proposition 1)*
- **Settlement Agreements & Litigation**

## BH System Change, Local Initiative, or Community-Driven

- **Forensic System Planning**  
*(Forensic Plan, Santa Rita Jail, Care First, Jails Last (CFJL) Taskforce)*
- **Behavioral Health Integration**  
*(Mental Health & Substance Use)*
- **Behavioral Health Continuum Infrastructure Program (BHCIP)**
- **Peer Certification (SB 803)**
- **Opioid Settlement**
- **Reimagining Justice Initiative**
- **Billing System Implementation, Electronic Health Records Planning**  
*(Quality & Payment Reform)*

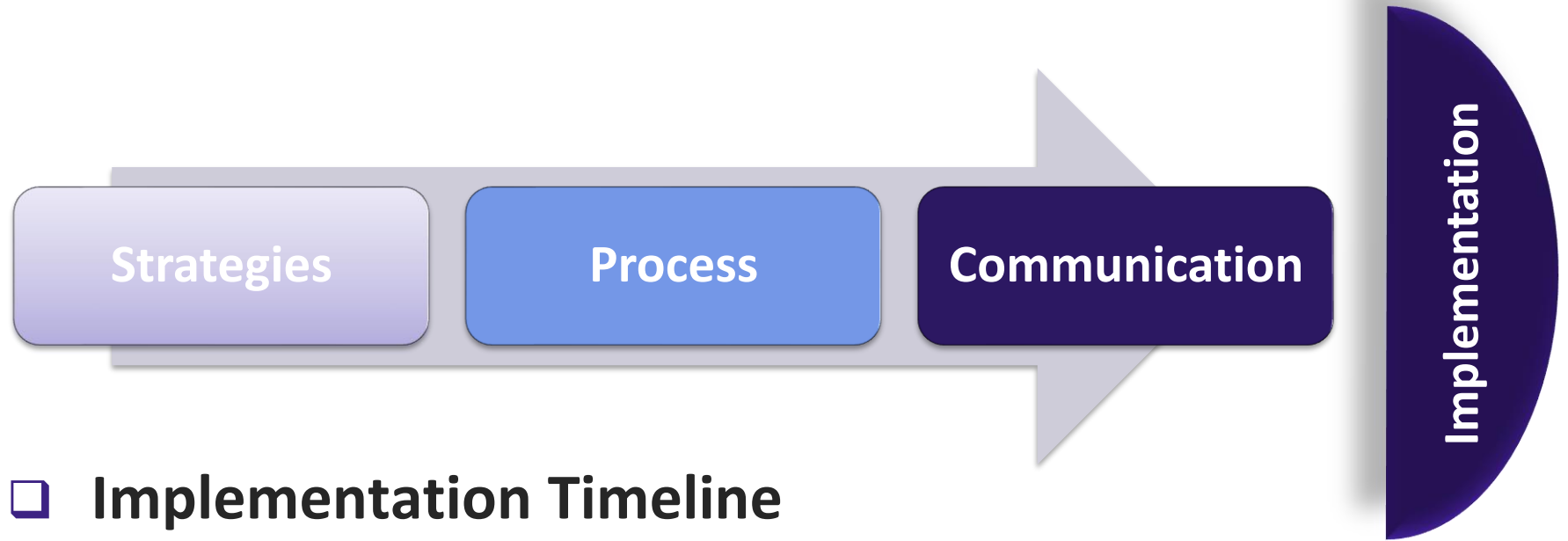
# Strategic Plan Implementation & Approach

From Analysis & Recommendations to Implementing a Framework.

# A Phased Approach

- **Phase I**
  - Dissemination of Report, Community Engagement; and Communication commitment to participating stakeholders and beyond.
- **Phase II**
  - Contents Analysis, Regulatory & Legislative Impacts; and integration of fiscal, quality-based and equity-driven approaches; and changes required by local, state, or federal requirements.
- **Phase III**
  - Implementation with ongoing opportunities for bi-directional feedback, accountability, and transparency.

# Results-Based Methodology for Strategic Plan Implementation



- ❑ Implementation Timeline
- ❑ Community Education & Feedback Loop
- ❑ Participatory Engagement & Decision-Making
- ❑ Application of Internal Review & Analysis
- ❑ Strategy Planning → Road Map
- ❑ Implementation

# BHD Framework & Next Steps...



- **Phase I**
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# Questions or Comments?





THANK YOU



**Behavioral Health  
Department**  
Alameda County Health