

San Joaquin County  
Behavioral Health Services

Three-Year Strategic Plan  
2015-2018



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San Joaquin County Behavioral Health Services  
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## INTRODUCTION

San Joaquin County Behavioral Health Services (BHS) Senior Management Team has drafted a departmental strategic plan that will guide the department over the next three years.

Tremendous change has occurred in the BHS landscape over the past seven years. BHS has redesigned its system of care to provide a larger menu of services for the mentally ill. The implementation of the Mental Health Services Act (MHSA) and its five separate components has promoted the development of exciting new programs and services. The System Redesign and Expansion of 24-Hour Services resulted in more options for crisis services. The implementation of Public Safety Realignment has presented opportunities to help individuals involved in the criminal justice system work towards recovery and crime-free lives. Changes in funding reimbursement and regulations for substance use disorder treatment have created both challenges and opportunities.

This Strategic Plan consists of the department's Mission Statement, Vision, Core Values, and strategic goals and actions. The Core Values were created over a year-long process of reflection on the role of the department and its employees as public servants, behavioral health care workers, and community members. The Core Values will guide BHS direction and decisions as new opportunities and challenges arise.

The strategic goals, objectives and actions were developed to set a path for BHS to address the vast array of opportunities and challenges which the department currently faces. The Senior Management Team understands that while the list of goals, objectives and actions was fairly comprehensive at the time of its development, additional opportunities and challenges will arise and need to be addressed in response to the vast amount of change that surrounds us.

The quotes relating to the Core Values that are included throughout this document are the perspectives of employees, community partners, consumers, clients and family members as they reflected on the meaning of each of the values.

## SERVICE

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"These services are just what I need. I am very pleased with being here. The CARE shows"

--Consumer

"It does not matter how challenging or difficult a task is, it is my job to serve our consumers with willingness and passion."

--Employee

## Mission Statement

The mission of San Joaquin County Behavioral Health Services is to partner with the community to provide integrated, culturally and linguistically competent mental health and substance abuse services to meet the prevention, intervention, treatment and recovery needs of San Joaquin County residents.

## Vision Statement

The vision of San Joaquin County Behavioral Health Services is to collaborate as a resilient team exploring changes, sharing ideas, striving to empower consumers, families, volunteers and care providers toward building hope, addressing disparities, and fostering wellness and recovery through individual strength-based treatment.

## RECOVERY

“I love the services.  
It saves my life, one day  
at a time.”

--Consumer

“Always  
remembering that even  
the smallest positive  
interaction can  
influence someone on  
their journey to  
recovery.”

--Employee

## Core Values

### SERVICE:

We are dedicated to serving our community through the promotion of behavioral health and wellness.

*“We strive to provide exemplary service to our clients and consumers with willingness, humility, compassion and gratitude.”*

### RECOVERY:

We share a belief that all individuals can find a path towards health and well-being.

*“We always remember that recovery is a journey and that even the smallest positive interaction and encouragement can influence someone on their journey. We give everyone a fair chance to succeed and ensure that we never ‘write off’ anyone.”*

### RESPECT:

We value diverse experiences, beliefs, and backgrounds and strive in our interactions to keep everyone’s dignity intact.

*“Respect sends the message ‘you matter.’ We respect the challenges faced by those affected by substance abuse and mental illness. We appreciate each person’s strengths, beliefs and respect their need to express themselves without fear of being judged or criticized.”*

### INTEGRITY:

Our values guide us as individuals and as an organization to be responsive and trustworthy.

*“Integrity is standing by our word and following through on our promises. Honesty, trustworthiness, responsibility and hard work must be at the core of our efforts. We should do what is right, even when no one is watching.”*

## RESPECT

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“Respect is healing. It sends the message ‘you matter.’ For many, this is a new message.”

--Employee

“Well-being is important. Dignity and respecting my beliefs is key to my mental health.”

--Consumer

“Always remembering and respecting the challenges faced by those affected by substance abuse and mental illness.”

-Employee

## METHODOLOGY

The departmental Strategic Plan was created over a two-year period. Planning activities included stakeholder input meetings, data analysis, and discussions among Senior Managers regarding the strengths and challenges of the existing treatment continuum. The eight goals described in the departmental strategic plan are also reflective of the current resources that are available to expand and strengthen behavioral health programs and services.

### Stakeholder Input

Public input meetings were conducted in 2013, with over 300 consumers, family members, and other stakeholders in accordance with the guidelines established by the Mental Health Services Act (MHSA). Meetings were held in diverse geographic locations, in various languages, and targeted a broad range of individuals with an emphasis placed on hearing from individuals of differing ages, backgrounds, and experiences<sup>1</sup>. Input was initially used to update the County's MHSA Plan; however the breadth and scope of the input suggested the need for a more far-reaching plan to address the broad behavioral health needs of San Joaquin County.

### BHS Strategic Planning Discussions

In August of 2013, the Senior Management Team met to review the stakeholder input, prioritize needs, and to identify potential funding opportunities to expand services. The Senior Management Team also reviewed outcome data and was asked to consider the strengths and challenges of the existing treatment continuum and to brainstorm recommendations for strengthening program services.

A second meeting of the Senior Management Team was convened in October 2013, to refine the ideas and concepts from the prior meeting and to develop clear strategies for organizational improvement. During the second discussion, Senior Managers were asked to reflect upon the BHS mission and vision to ensure that strategies aligned with the organizational direction.

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<sup>1</sup> For further information on the scope of the planning process and the diversity of individuals that provide feedback and suggestions please see the *San Joaquin County Behavioral Health Services MHSA Three Year Program and Expenditure Plan for FY2014/15 through FY2016/17* at: [www.simhsa.net](http://www.simhsa.net)

## INTEGRITY

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“If you have integrity and respect, then service and recovery follow. Without the first two, you cannot have the others.”

--Consumer

“Doing what is right when no one is looking. Integrity assists me in being a role model to our clients, not cutting corners, doing the next right thing.”

--Employee

Draft goals and objectives were developed through the spring and summer of 2014, in response to emerging opportunities. Goals and objectives were reviewed and recommended for adoption and dissemination by BHS Managers in Fall 2014.

### **Developing Core Values**

At the forefront of this Strategic Plan, are our Core Values. These Core Values are emblematic of the beliefs that guide all BHS employees. The Core Values emerged through formal and informal discussions among colleagues and consumers and were refined during strategic planning discussions. Though initially developed by a small committee, the Core Values were shared and debated throughout the community of employees, consumers, clients, family members, and community partners to become the Core Values reflected above. Anonymous surveys provided overwhelmingly positive feedback on the proposed Core Values.

### **Reflections on the Core Values**

Over two hundred employees shared their perceptions of the Core Values with a near-universal declaration that these values guide what they do on a day to day basis. Many employees reflected on their own personal stories of recovery, for themselves or a loved one. Others described recovery as a journey and reflected on their role in providing guidance and encouragement. Employees also expressed a profound belief in service and of giving back to others as a way of bringing meaning and fulfillment to their own lives; and a basic belief in the respect and dignity that all human beings are entitled to. In reflecting on integrity as a Core Value, employees showed the most consistency in their responses, emphatically describing the importance of honesty, a personal sense of responsibility, and a strong work ethic.

Community partners from sixteen community-based agencies also echoed the sentiments expressed by employees in reflecting on the Core Values. Many described the alignment between the Core Values and the existing mission and vision of their organizations and the purpose and value of their own work.

Over 300 mental health consumers, substance abuse clients and family members also shared their perceptions of the Core Values and the critical importance of the values to successful services.

## SERVICE

“Your staff serves us with their hearts and are passionate about mental health.”

--Consumer

“Service is the main function of the job. Serve with gratitude”

--Employee

“I think service should go beyond just providing service, but providing exemplary and quality service.”

--Employee

## GOALS, OBJECTIVES AND ACTIONS

The following goals, objectives and actions provide a framework of strategies that the department, its partners and stakeholders can enact to provide integrated, culturally and linguistically competent mental health and substance use disorder services to meet the prevention, intervention, treatment and recovery needs of San Joaquin County residents.

**Goal #1: Strengthen services in response to changing community needs and opportunities for the prevention, early intervention and treatment of mental illness and substance use disorders.**

**Objective A: BHS will have a routine, systematic data-driven process in place to identify changing community needs.**

### Actions

1. Develop qualitative and quantitative methods for gathering and analyzing data on community needs and service trends on a regular basis.
2. Collect and analyze input and feedback from consumers, their family members and other community stakeholders.
3. Collect population, epidemiological and other data on community status and needs.
4. Train staff and community partners on the submission of required service data.

**Objective B: Community needs assessments will be used in the development of new and enhanced services.**

### Actions

1. Data will be compiled into an annual needs assessment report that will inform the program and budget planning processes.
2. A needs assessment will be finalized each Fall and reviewed with staff and community members prior to the development and finalization of the annual County budget.

## RECOVERY

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“I would like to rise in my life to where the sunshine can help me guide my life.”

--Consumer

“Our mission statement reflects the recovery principle - to improve the lives of people with a mental disability to their highest level of functioning and personal growth.”

-Community Partner

“Giving clients a fair chance to succeed. Ensuring we never ‘write off’ anyone”.

--Employee

**Goal #2: Develop sufficient program services to meet the mental health and substance use disorder needs of the target population.**

**Objective A: San Joaquin County has a comprehensive continuum of outpatient services to address needs associated with mental health and substance use disorders.**

Actions

1. Evaluate whether the continuum of services continues to meet the service needs identified through the annual needs assessment process and identify any gaps that have emerged.
2. Assess whether all program services are leveraging all available Medi-Cal, Drug Medi-Cal, Medicare and other reimbursement options.
3. Develop service and staffing plans based on fidelity to selected Evidence-Based and identified Promising Practices.

**Objective B: San Joaquin County has sufficient residential treatment and long-term care facilities to address acute mental health and substance use disorder needs.**

Actions

1. Encourage community partners to develop Medi-Cal reimbursable, high quality, community-based acute care treatment facilities.
2. Conduct routine assessments of acute care facilities to evaluate whether they continue to meet licensing and programming requirements and to determine whether facilities and available beds continue to be sufficient to meet community needs.
3. Identify resources and develop new County-operated services as necessary to fill gaps.

RESPECT

“Have an awareness, and appreciation of an individual’s need to express themselves without fear of being judged or criticized.”

--Employee

“I already see these values in the services. Thank you for making me feel valued and safe.”

--Consumer

“Individuality is important to all of us and we need to treat everyone as individuals with all of their strengths and beliefs.”

--Employee

**Goal #3: Increase system capacity in accordance with the Affordable Care Act Medi-Cal Expansion of 2014.**

**Objective A: Individuals seeking BHS mental health and/or substance use disorder services will be screened and linked to appropriate Medi-Cal, Medicare and SSI/SSDI enrollment services.**

Actions

1. Develop coordinated enrollment and referral processes with San Joaquin County Human Services Agency.
2. Assign and train staff in appropriate and evidence-based enrollment practices, such as the SSI/SSDI Outreach, Access and Recovery (SOAR) program.
3. Measure and report on the number of individuals screened, linked and enrolled in Medi-Cal, Medicare and SSI/SSDI on a quarterly basis to determine if San Joaquin County is meeting the projected Medi-Cal Expansion needs.

**Objective B: BHS will strengthen community capacity to provide Mental Health Medi-Cal and Drug Medi-Cal reimbursable services.**

Actions

1. Encourage community partners to develop Medi-Cal reimbursable, high quality, community-based mental health and substance use disorder treatment services for gaps identified through needs assessments.
2. Encourage Managed Care Health Plans to provide mental health and substance use disorder services within primary care settings.
3. Develop a plan for a single point of entry for Drug Medi-Cal Services.
4. Provide opportunities for training BHS staff and community partners in Medi-Cal regulations and billing practices.
5. Encourage diverse practices in substance use disorder treatment as alternatives to medication assisted treatment.

**INTEGRITY**

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“Our values guide us all as individuals and as an organization to be trustworthy and responsible, to provide guidance and friendship”

-Community Partner

“Honesty and hard work must be at the core of our profession. Honesty and hard work teach others that as a community things can get done and that the rewards of their actions matter.”

--Employee

**Goal #4: Provide integrated services for individuals and families with co-occurring mental health and substance use disorders (COD).**

**Objective A: Staff will be cross-trained in both mental health and substance use disorder treatment approaches.**

Actions

1. Provide new staff orientations and trainings on substance use and mental health disorders and the factors associated with the development of co-occurring disorders.
2. Provide on-going training on the identification and diagnosis of co-occurring disorders.
3. Provide training on intervention, treatment, service and recovery modalities designed for and available to individuals with co-occurring disorders and their families.

**Objective B: Evidence based practices for the treatment of COD will be implemented throughout the BHS service system.**

Actions

1. Identify and implement evidence-based practices for the treatment of COD that are appropriate for each component of the BHS service system.
2. Develop methods to measure and monitor fidelity with the selected evidence-based practice within each program area.

**Objective C: BHS will develop administrative and programmatic policies and procedures that reinforce integration of services.**

Actions

1. Incorporate competencies for the provision of integrated COD services into County and community partner job specifications.
2. Develop protocols and guidelines for BHS staff and community partners to refer individuals with COD to appropriate treatment services.

SERVICE

“Friendliness is always nice. Always be kinder than you feel”  
--Consumer

“When I assist consumers I try to put myself in their position. How would I want my family to be treated? I want to provide the type of service I would like my family and myself to receive.”  
--Employee

3. Develop a method to identify individuals with COD in the BHS data systems that will allow tracking and monitoring of client outcomes.

**Goal #5: Individuals with mental health disorders will have access to stable and affordable housing.**

**Objective A: BHS will work with the Community Development Department, Housing Authority, Human Services Agency and other county and community agencies to address the need for additional subsidized housing units dedicated for individuals with mental health disorders.**

**Actions**

1. Educate County agencies and County leadership on the importance of stable and affordable housing to the mental health treatment continuum.
2. Educate San Joaquin County residents on the community benefits of having consistent, safe and affordable housing for those with mental health disorders.
3. Advocate for the Housing Component of the County General Plan to include provisions for addressing the housing needs of individuals with mental health disorders.
4. Advocate for a Homeless Consortium to take community-wide responsibility for addressing homelessness and housing instability in the County.
5. Work with non-profit housing developers to advocate for the development of multiple types of permanent supportive housing throughout San Joaquin County.
6. Develop a plan to allocate all MHSA Housing funding by 2020.

## RECOVERY

“I am a huge advocate of self-care. I believe anyone can heal and recover. Again, I lead by example.”

--Employee

“Recovery is a journey and my job allows me to walk with many, for a time, on their journey and provide encouragement and support in many forms.”

--Employee

**Goal #6: Implement data driven, outcomes-based service delivery throughout BHS.**

**Objective A: BHS will establish a standardized set of outcome variables for mental health and substance use disorder treatment services.**

**Actions**

1. Identify outcome variables based on national outcome measures, evidence based practice measures, MHSA guidelines, and San Joaquin community needs as identified by the Board of Supervisors, the California legislature and the community planning process.
2. Develop protocols and guidelines on the standardized outcome variables for all mental health and substance use disorder treatment services.
3. Create data systems for collecting and aggregating the outcome data.
4. Train staff on the protocols, guidelines and documentation practices.

**Objective B: BHS will establish outcome driven and performance-based quality improvement processes for its services.**

**Actions**

1. Implement new processes and technologies designed to collect and aggregate data on client outcomes.
2. Develop and implement reporting systems, including real-time dashboards, as the basis for continuous quality improvement.
3. Analyze data, identify service trends and challenges, and provide guidance to staff on improving services to meet desired outcomes.
4. Report progress towards meeting desired outcomes on an annual basis.

RESPECT

“Everyone is different and gets treated individually and respected.”

--Consumer

“I would not be here if I was not treated with respect and the other values.”

--Consumer

“We believe in our values and practice them every day. They guide us to remember why we are here. We believe in doing what we can to help all individuals in need.”

-Community Partner

**Objective C: BHS will establish outcome driven and performance-based contracts with community providers.**

Actions

1. Develop contracts with providers that have clear program objectives, standardized outcome variables, and performance measures that will be used to evaluate contract compliance.
2. Develop contracts with providers that require the implementation of data collection and reporting systems.
3. Collect and analyze progress reports from contracted providers on a quarterly basis.

**Goal #7: BHS has a diverse, capable, and qualified workforce.**

**Objective A: BHS will work with the County’s Human Resources Division to recruit and retain diverse, capable and qualified workers.**

Actions

1. Prioritize the development of employment opportunities for consumers and family members.
2. Align workforce with the Core Values.
3. Advocate for classification studies and the updating of job specifications to align with current needs.
4. Advocate for a review of the County’s salary scale for alignment with market conditions.

**Objective B: At least once every three years, BHS will conduct a staffing analysis, including vacancies, difficult-to-fill positions, diversity, language competencies, and anticipated gaps in professional skill sets and competencies in selected evidence based practices**

1. Develop a Workforce, Education and Training plan to address the gaps found and that describes pathways for education, training and promotional opportunities within BHS.

**INTEGRITY**

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“The goodness created when no one is watching...”

--Employee

“We must work with honor and integrity. We must hold ourselves to a higher standard and be role models, while showing compassion and understanding.”

--Employee

“Integrity is standing by our word and following through on our promises.”

--Employee

**Objective C: BHS will have a strategy for succession planning that conforms to the County’s hiring practices.**

Actions

1. Build management capacities emphasizing a commitment to Continuous Quality Improvement (CQI).
2. Establish a management development program based on CQI.
3. Cross-train managers and supervisors in a variety of service areas.
4. Conduct program budgeting in a consistent and transparent manner.
5. Maintain consistent and current organizational charts.
6. Conduct consistent contracting practices across service areas.

**Objective D: Employees will have the skills and competencies needed.**

Actions

1. Provide all employees with new employee orientation and training to understand the mental health and substance use disorder service system and their job duties.
2. Provide on-going training on the policies, procedures and practices to perform their job duties in a consistent and high quality fashion.
3. Provide specialized training in evidence-based practices to continuously improve staff competencies so that BHS treatment services are delivered in accordance with the most recent research and treatment recommendations.
4. Monitor staff performance and provide additional training as necessary.

**SERVICE**

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“This is a good service we provide. I am humbled to be in a position where I can hopefully be of some help for another.”

--Employee

“I’ve attended several groups and find these values create a safe, comfortable environment for learning and I’ve grown and learned a lot.”

--Consumer

Goal #8: The BHS Information System provides consumers, clinicians, and community members with clear information to manage health outcomes and treatment opportunities.

**Objective A: BHS will have an Electronic Health Record (EHR) Management system in 2015.**

Actions

1. Select, acquire and install hardware and software.
2. Work with vendor to configure and customize software to collect and report on BHS standardized outcomes.
3. Analyze and develop policies and procedures for appropriate workflow processes.
4. Train staff and contractors on data entry, use of the information systems as a case management tool, analysis of aggregated standardized outcomes, and use of management information reports.
5. Provide outreach and education to consumers on accessing and using the EHR to develop their own Wellness Recovery Action Plans and to advocate for their own treatment goals.

**Objective B:** BHS will have a community and consumer friendly website that provides a portal to all mental health and substance use disorder services and treatment opportunities.

Actions

1. Work with the County's Purchasing and Support Services and Information Systems Division to procure a vendor to update and modernize the BHS website.
2. Hire a technical writer to draft the content information for the website and work with the website developer.

## RECOVERY

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"That everyone has a chance, and don't judge a book by its cover. I have only been here two years and have seen miracles take place because of recovery."

--Employee

"My children want me to have more dignity of myself and be stronger and earn control of my life."

--Consumer