

Behavioral Health System Baltimore, Inc. (BHSB) Three-Year Strategic Plan: FY 2020-2022

The public behavioral health system operates within a highly complex construct of federal, state and city policies, payment models and priorities. To be responsive to system partners and the needs of the community, BHSB must set a strategic direction that supports ongoing, adaptive learning and agility. To this end, the three-year strategic plan sets forth action steps that will guide implementation activities during the first year. BHSB will review progress, assess changing conditions, and adjust action steps for subsequent years of this plan.

Goal 1: Increase access to high-quality, integrated behavioral health services for Baltimore City.

Strategy 1: *Partner with the Baltimore Police Department (BPD) and the Mayor's Office of Human Services to meet the behavioral health requirements of the Consent Decree between Baltimore City, BPD and the Department of Justice by preventing people from having unnecessary contact with police and diverting people away from the criminal justice system into services that will meet their needs.*

Action Steps:

- Complete a gap analysis of the behavioral health system in Baltimore City.
- Implement key recommendations from the gap analysis as prioritized by the Collaborative Planning and Implementation Committee (CPIC).
- Plan for the integration of the BPD's Crisis Response, Law Enforcement Assisted Diversion and Homeless Outreach Teams.
- Develop capacity to use available data to track the number of people arrested who have contact with the public behavioral health system.
- Support the development of standards of care and outcome-based performance measurement in Drug Courts and Mental Health Courts.

Strategy 2: *Enhance access points within the system of care in Baltimore City.*

Action Steps:

- Increase utilization of the Maryland Crisis Stabilization Center by working with partners (including fire, police, hospitals, etc.) to expand the number of pathways to enter the center, i.e. revised protocol, walk-ins, etc.
- Fully integrate and increase the scope of street outreach services available to engage and educate people about services in the public behavioral health system.



- Finalize and release the BHSB plan to strengthen and expand the behavioral health crisis response system in Baltimore City.
- Assess the need for dedicated staff to systemically manage access within the system of care.
- Develop capacity and procedures to work with a broader population of individuals with frequent acute health needs who need a higher level of care management.
- Develop standards of care and a competitive funding process that incentivizes community-based Wellness and Recovery Centers to function as low-barrier access points within the system of care.
- Continue implementing a hub and spoke model for buprenorphine treatment by creating one additional “hub” for on-demand buprenorphine treatment along with a network of “spokes” for ongoing care after an individual stabilizes.
- Advocate for Medicaid reimbursement for additional crisis response services.

Strategy 3: *Support the development of the behavioral health work force in the city.*

Action Steps:

- Promote the value and roles of peer recovery specialists by sponsoring high-quality continuing education and creating opportunities to impact policy and system design.
- Develop a training plan that addresses the identified needs within the system of care and articulates a process for continual reassessment and revision of the plan.
- Expand the capacity of the Maryland Harm Reduction Training Institute by hiring a second staff person.
- Expand BHSB’s capacity to supervise student interns.

Strategy 4: *Plan for and implement approaches that are designed to meet the unique behavioral health needs of youth and young adults in Baltimore City.*

Action Steps:

- Review local, regional, and national data and feedback from community stakeholders, including directly from youth, to increase understanding of the ways in which the existing system of care could be designed to better meet the unique needs of youth and young adults.
- Strategically partner with youth advocacy organizations to ensure youth have a voice in the behavioral health system.



- Develop community and youth-driven priorities to guide BHSB's programmatic planning and advocacy work as related to the needs of children and youth.

Strategy 5: *Expand methods to assess quality within the provider network.*

Action Steps:

- Define the meaning of a provider “in good standing” and create a plan for how to utilize the standard within BHSB's monitoring activities.
- Assess the frequency and process for monitoring and verifying contractual compliance of sub-contractors and develop operating procedures that are consistent and transparent to these organizations.

Goal 2: Ensure Baltimore City's public behavioral health system remains strong within a changing health care context.

Strategy 1: *Enhance BHSB's capacity to be nimble and responsive within the shifting health care landscape by reviewing and revising internal policies and practices to ensure a high level of customer service with internal and external partners.*

Action Steps:

- Review, revise and clearly document procurement and contracting procedures to increase the efficiency and effectiveness of the procurement and contracting processes.
- Develop and implement proactive processes that facilitate communication between the Finance and Administration teams and other teams within the organization to increase collective understanding and collaboration in managing organizational risk, compliance and financial management.
- Implement a new payroll and timekeeping system to streamline the process of allocating and certifying time charged to grants.
- Develop and implement a provider relations plan that includes a cohesive strategy for provider meetings, newsletters, trainings, and customer service.
- Develop and implement a community relations plan that outlines proactive strategies to engage communities in BHSB's work, including those communities that are underserved and emerging.

Strategy 2: *Ensure that a local understanding of Baltimore City's unique strengths and challenges informs system management, planning, integration and advocacy.*

Action Steps:



- As the financing model for health care shifts to value-based payment models, educate BHSB leadership and initiate a planning process with the provider network.
- Implement an advisory board to inform BHSB's decision making regarding priorities and practices, including system integration activities.
- Increase capacity to use data to engage in strategic planning, advocacy and quality improvement activities.
- Integrate data as a standing agenda item in provider and workgroup meetings.
- Support Bmore POWER in growing and developing as a group by undertaking a strategic planning and organizational development process.

Strategy 3: *Ensure that BHSB staff have the support needed to be successful in their roles.*

Action Steps:

- Create and implement an employee development plan.
- Create and implement a training plan for supervisors.
- Create and implement a plan to solicit, review and respond to regular feedback from staff.
- Create and implement a plan to integrate restorative practices within the organization.
- Create more opportunities for staff at all levels to engage in strategy, policy, and process development.

Goal 3: Increase health equity in Baltimore City by collaborating with other partners to address adverse childhood experiences (ACEs) and the social determinants of health.

Strategy 1: Promote educational opportunities to understand, prevent and mitigate the impact of systemic racism, toxic stress and trauma.

Action Steps:

- Sponsor another Undoing Racism workshop for staff and partners.
- Sponsor an annual conference and other trainings that promote resilience and wellness and mitigate the impact of toxic stress and trauma.
- Implement a primary prevention strategy that promotes behavioral health and wellness and mitigates the impact of toxic stress

Strategy 2: Collaborate with other system partners to increase access to safe and affordable housing opportunities.



Action Steps:

- Partner with the Behavioral Health Administration and other stakeholders to implement lower-barrier housing options in communities of choice, such as the Rapid Re-housing pilot.

Impact

Individuals, families and communities impacted by mental illness and substance use are served by a complex system of publicly funded services. BHSB must collaborate with stakeholders in other systems, such as criminal justice, schools, housing, social services, etc., to achieve positive outcomes. While BHSB cannot shift population-level outcomes alone, it is our responsibility to track key indicators in which improved behavioral health in Baltimore City is a critical factor.

Annual Outcomes:

- Reduction in suicide deaths (*data source: Maryland Department of Health (MDH)*)
- Reduction in overdose deaths (*data source: MDH*)
- Reduction in homelessness (*data source: Mayor's Office of Human Services*)
- Reduction in overall psychiatric symptoms (*data source: Outcomes Measurement System; difference between initial and follow up interviews*)
- Improvement in quality of life indicators (*data source: Outcomes Measurement System: Recovery & Functioning Indicators; difference between initial and follow up interviews*)

BHSB uses dashboards to track a wide range of outputs that serve as indicators of system performance. Some key dashboards that will be created and/or monitored during FY 20 include:

- System Utilization
- Crisis Services
- Access to Care
- Quality and Performance
- Behavioral Health Workforce Development
- Outreach