



Three-Year Strategic Plan: FY 2020-2022

FY 2020 Implementation Report

Background

The *Three-Year Strategic Plan: FY 2020-2022* serves as a guide to drive BHSB's day-to-day work. To be responsive to system partners and the needs of the community, it sets a strategic direction that supports ongoing, adaptive learning and agility. To this end, each year BHSB reviews progress, assesses changing conditions, and adjusts action steps that will guide implementation activities for the subsequent year of this plan.

This document reports on progress in implementing BHSB's strategic plan during FY 2020, which is the first year of a three-year plan.

Learning Opportunities

BHSB's strategic plan focuses on broad, overarching goals to build out the system of care and develop BHSB's organizational capacity to effectively lead this work. This represents a significant shift from the structure of prior plans, which were much more granular. The plan was created with the support and partnership of the BHSB Board of Directors and is structured to have static goals and strategies over the three-year span, with action steps being updated annually by staff.

BHSB's analysis of the first year of implementation is informed by its core values, one of which is innovation. Operationalizing this value requires building a culture in which all staff feel comfortable offering creative solutions, taking chances, and learning from mistakes in an environment that promotes growth and learning. Some action steps were not completed because they reflect work that is ongoing beyond the boundaries of a single year. Others were not completed because we have adapted the work in response to shifting conditions.

The first year of implementation provided opportunities to engage in real-time learning about how to integrate the implementation of the strategic plan into organizational processes in a way that advances equity, which is another core value. We learned that we need to engage staff across BHSB in planning action steps, which will create opportunities to increase decision making and leadership at all levels of the organization. During the winter of 2021, we are working to build an inclusive process that we will use to develop FY 2022 action steps.

Another area of learning is the importance of developing a shared understanding of what constitutes a goal versus a strategy versus an action step. Because the plan is structured such that action steps are updated each year, our initial area of focus is to build skills across the organization to create meaningful, specific, and measurable action steps.

BHSB embraces the ongoing growth process and opportunities that the implementation of the strategic plan has offered for us to learn together and with our partners. This report includes the status of each FY 2020 action step, along with the population-level outcome measures that serve as indicators of behavioral health and wellness across Baltimore City.

FY 2020 Action Steps Implementation Status

The implementation status of FY 2020 action steps to advance the strategies associated with each of the three goals is below. Each action step is marked as completed (green), partially completed (yellow), or not completed (red). Partially completed action steps reflect work that is ongoing beyond FY 2020. Some action steps were not completed because we have adapted the work in response to shifting conditions.

Action steps that were not completed or only partially completed were either revised for FY 2021 to make them more meaningful, measurable, and specific, or they were eliminated based on shifting conditions.

Goal 1 Action Steps and Status		Implementation Status
		● COMPLETED ● PARTIALLY COMPLETED ○ NOT COMPLETED
Strategy 1	Develop standards and measures for court system	●
	Gap analysis of behavioral health system	●
	Implement recommendations from gap analysis	●
	Plan for integrated crisis response	●
	Track arrests of behavioral health system consumers	○
Strategy 2	Advocate for Medicaid reimbursement for crisis response	●
	Assess need for staff to manage access to system of care	○
	Develop capacity to work with high-need consumers	●
	Finalize plan to expand crisis response system	●
	Implement a hub and spokes model for buprenorphine treatment	●
	Incentivize Wellness Recovery Centers	●
	Increase street outreach	●
	Increased utilization of Crisis Stabilization Center	●
Strategy 3	Develop a training plan	●
	Expand capacity to supervise interns	●
	Expand MaHRTI	●
	Provide continuing education and opportunities for peer recovery specialists	●
Strategy 4	Develop community- and youth-driven priorities	○
	Partner with youth advocacy organizations	●
	Review feedback to determine ways to support youth	○
Strategy 5	Assess and develop processes for assuring contractual compliance	●
	Define "provider in good standing"	○





Goal 2 Action Steps and Status

Implementation Status
■ COMPLETED
■ PARTIALLY COMPLETED
■ NOT COMPLETED

Strategy 1	Develop and implement a community relations plan	
	Develop and implement a provider relations plan	
	Facilitate communication between teams in managing organizational risk, compliance and financial management.	
	Implement a new payroll and timekeeping system	
	Review, revise, and document procurement and contracting procedures	
Strategy 2	Educate and plan around a value-based payment system	
	Implement an advisory board	
	Increase capacity to use data in strategic planning, advocacy, and quality improvement.	
	Integrate data as a standing agenda item in meetings.	
	Support Bmore POWER in growing and developing as a group	
Strategy 3	Create and implement a plan to integrate restorative practices	
	Create and implement a plan to solicit regular feedback from staff.	
	Create and implement a training plan for supervisors.	
	Create and implement an employee development plan.	
	Create more opportunities for staff to engage in strategy, policy, and process development.	

Goal 3 Action Steps and Status

Implementation Status
■ COMPLETED
■ PARTIALLY COMPLETED

Strategy 1	Implement a primary prevention strategy to promote behavioral health and mitigate toxic stress.	
	Sponsor an annual conference that promotes resilience and mitigates the impact of toxic stress and trauma.	
	Sponsor another Undoing Racism workshop for staff and partners.	
Strategy 2	Partner with the Behavioral Health Administration to implement lower-barrier housing options	

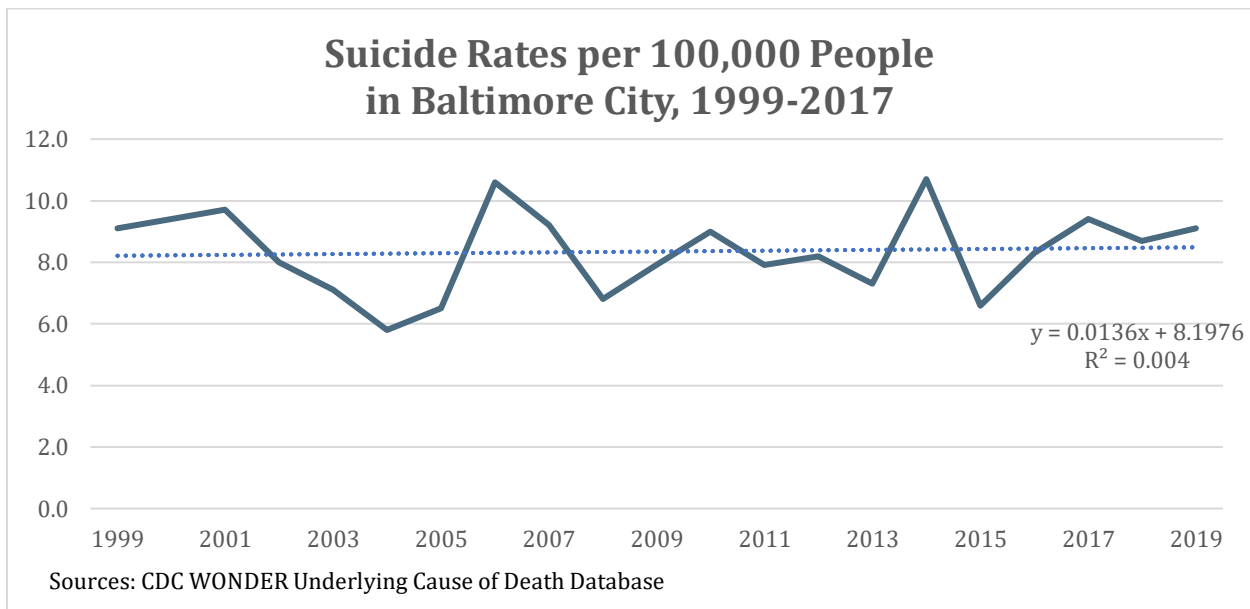
Impact

Individuals, families, and communities impacted by mental illness and substance use are served by a complex system of publicly funded services. BHSB collaborates with stakeholders in other systems, such as criminal justice, schools, housing, and social services, to achieve positive outcomes.

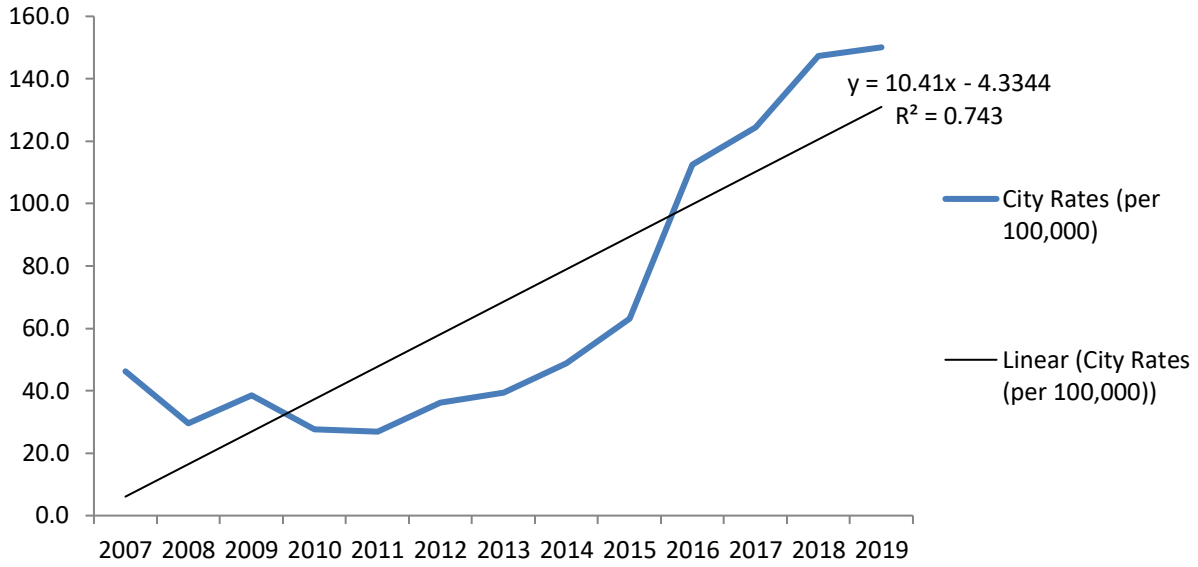
The *Three-Year Strategic Plan: FY 2020-2022* establishes five population-level outcome measures that serve as indicators of Baltimore City's behavioral health and wellness. Unfortunately, the data source for two of the five outcome measures is no longer available. The Maryland Department of Health has discontinued the use of the Outcomes Measurement System to gather data for the public behavioral health system (PBHS). It is unclear at this time if a new system will be implemented to measure outcomes for the PBHS. For this reason, BHSB is not able to report on two measures: reduction in overall psychiatric symptoms and improvement in quality of life.

Annual Outcomes

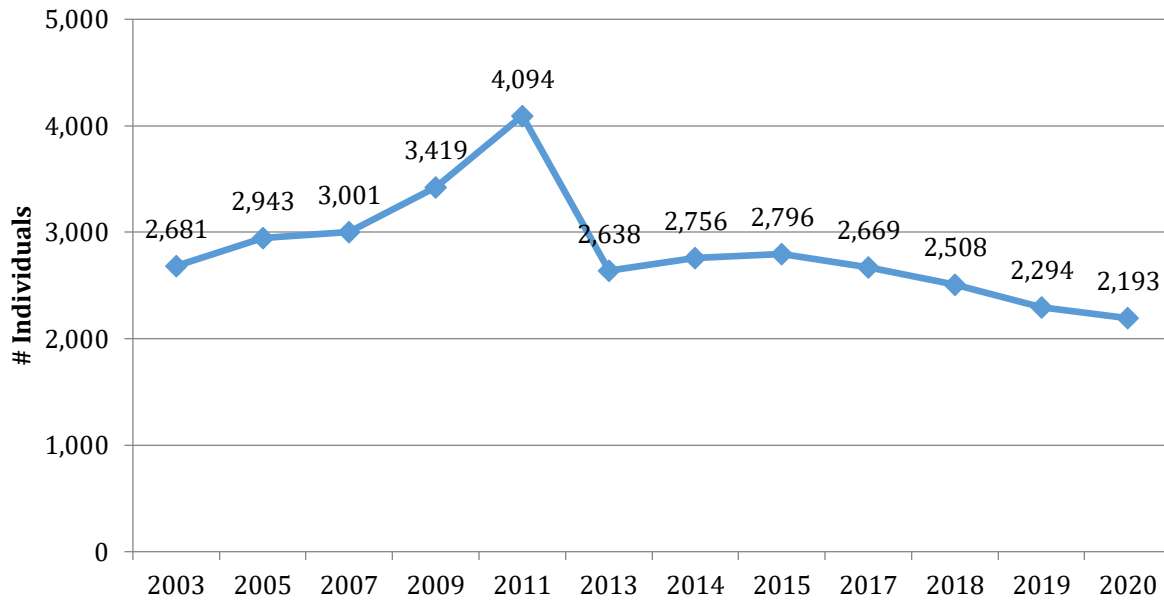
- Reduction in suicide deaths (data source: Maryland Department of Health (MDH))
- Reduction in overdose deaths (data source: MDH)
- Reduction in homelessness (data source: Mayor's Office of Human Services)
- *(data no longer available)* Reduction in overall psychiatric symptoms (data source: Outcomes Measurement System; difference between initial and follow up interviews)
- *(data no longer available)* Improvement in quality of life indicators (data source: Outcomes Measurement System: Recovery & Functioning Indicators; difference between initial and follow up interviews)



Overdose Death Rates Baltimore City and Maryland 2007-2019



Baltimore City Homeless Population, 2003-2020



Source: Baltimore City Mayor's office of Homeless Services
[https://homeless.baltimorecity.gov/sites/default/files/Full_Preliminary%20Report\[1\].pdf](https://homeless.baltimorecity.gov/sites/default/files/Full_Preliminary%20Report[1].pdf)