

Behavioral Health System Baltimore, Inc. (BHSB) Three-Year Strategic Plan: FY 2023-2025

The Strategic Plan: FY 2023-2025 serves as a guide to drive BHSB's day-to-day work and set a strategic direction that is responsive to system partners and the needs of the community. It supports ongoing, adaptive learning and agility, with a focus on broad, overarching goals to build out the system of care and develop BHSB's organizational capacity to effectively lead this work.

BHSB is using Results Based Accountability™ (RBA) to create measurable change in the lives of the people, families, and communities we serve. The structure of this strategic plan is based on the RBA framework to include population accountability and performance accountability. Population accountability (i.e., results and indicators) aligns BHSB's work with that of other systems and organizations to promote community wellbeing. Performance accountability (i.e., strategies and measures) focuses on ensuring that BHSB's work has the greatest impact on those we serve.

BHSB is developing its capacity to use RBA and has taken a hybrid approach to the strategic plan that includes 1) strategies that will be monitored using the RBA framework and 2) strategies that will be monitored with tools other than RBA. RBA processes are iterative and ongoing. The next phase of work for the RBA strategies is to use the methodology and tools to create performance measures and action steps and to repeatedly re-evaluate progress. BHSB will release updates at least annually on progress made for all strategies, which will include detail on the implementation of RBA for each strategy.

Result #1: All people in Baltimore City are free of oppressive systems

Indicators

- Racial diversity index
- Weekly hours required to work to rent 2-bedroom apartment at fair market rent

RBA Strategies

Strategy 1: *Supervisors will integrate an antiracist lens into day-to-day work activities and 1:1 discussions*

Non-RBA Strategies

Strategy 1: *Increase knowledge and implementation of safe sleep practices by families and programs across Baltimore City that have contact with the public behavioral health system*



Action Steps:

- Sponsor at least two safe sleep trainings per year and record trainings and make available through BHSB website
 - *Measures: number of safe sleep trainings held and recorded training posted on BHSB website*
- Create specific guidance for behavioral health providers on safe sleep practices that outline recommendations for integration into assessment and ongoing treatment planning
 - *Measure: guidance is drafted, approved and distributed to provider network*
- Recommend that distribution of safe sleep materials be integrated into practices of all child-serving and prevention programs
 - *Measure: targeted outreach to child-serving and prevention providers on distribution of safe sleep materials*
- All BHSB programmatic staff will complete a safe sleep training
 - *Measure: % of programmatic staff who have completed safe sleep training*

Strategy 2: *Implement processes and practices that advance an antiracist organizational culture*

Action Steps:

- Action step: Develop an organizational culture document that outlines the type of beliefs, behaviors, and practices voluntarily demonstrated by the individuals within the organization to uplift our values and operationalize BHSB's antiracist organizational framework
 - *Measure: document is created*
- Action step: Add specific questions to the annual antiracist organizational assessment to capture employee feedback regarding the organization's progress in operationalizing its desired culture
 - *Measures: specific questions added and 80% of all BHSB staff complete the annual organizational assessment*

Strategy 3: *Develop processes to ensure maximum expenditures of awarded funds**

**This strategy was originally designated to be an RBA strategy. One of the learning points during the first year of implementation is that it is better suited to being a non-RBA strategy.*

Action Steps:

- Action step: Analyze historical finance data to determine what internal and external factors contribute to underspending and the reports needed to track various contributors



- *Measures: analysis is completed, contributing factors are identified, and reports to track contributing factors are created*
- Action step: Develop organizational wide procedures to systematically track and recognize underspending and what methods to use to minimize underspending in current and future periods.
 - *Measures: procedures to track and methods to minimize underspending are developed*

Result #2: All residents in Baltimore City have access to a full range of high-quality behavioral health care options

Indicators

- Suicide rate
- Overdose fatality rate

RBA Strategies

Strategy 1: *Ensure that supportive services that embrace harm reduction principles are available to people along the full spectrum of drug use, including people who do not need or want treatment and those that are actively engaged in treatment*

Strategy 2: *Increase Expanded School Behavioral Health Services to include mental health and substance use disorder service delivery in all schools in the Baltimore City Public School System*

Non-RBA Strategies

Strategy 1: *Create, maintain, and hold accountable a coordinated behavioral health crisis system for the lifespan in central Maryland (Baltimore City and Baltimore, Carroll and Howard Counties)*

Action Steps:

- BHSB will work with partners to define crisis system performance measures
 - *Measures: performance measures defined by January 2023*
- Begin to convene a regular collaborative accountability process where stakeholders meet monthly to review and analyze qualitative and quantitative information on crisis services to look for inequities and opportunities for system improvements
 - *Measure: first of monthly collaborative accountability meetings convenes by January 2023*



- Work with system partners to develop a triage and dispatch protocol for the Call 988 Helpline and the four 911 centers in Central Maryland
 - *Measure: triage and dispatch protocol is developed by July 2023*

Strategy 2: *Increase number of certified Peer Recovery Specialists in programs that are funded by BHSB to provide peer recovery services*

Action Steps:

- Create and implement a system to collect data from programs to track the number and percentage of peers who are certified Peer Recovery Specialists
 - *Measure: system is created by January 2023*
 - *Measure: system is implemented by July 2023*
 - *Measure: 75% of all programs funded by BHSB to provide peer recovery services will have all Peer Recovery Specialists certified within 18 months of employment by November 2023*
 - *Measure: 85% of all programs funded by BHSB to provide peer recovery services will have all Peer Recovery Specialists certified within 18 months of employment by November 2024*

Result #3: Baltimore City community members participate in designing the physical and emotional support they and their communities need to thrive

Indicators

- Percentage of population aged 16-19 in school and/or employed
- Unemployment rate: The percent of persons between the ages of 16 and 64 that are in the labor force (and are looking for work) but are not currently working.

RBA Strategies

Strategy 1: *Identify and implement a process to be led by youth and their allies to support the development of co-designed mental health and wellness services for youth and families that promotes health and wellbeing across neighborhoods*

Non-RBA Strategies

Strategy 1: *Create a process to collect qualitative data from community members and use it to inform our work*

Action Steps:

- Convene a meeting with an identified expert to educate staff about available tools for collecting qualitative data
 - *Measures: meeting before November 2022*



- Orient staff to existing tools to determine which is best for our purposes
 - *Measure: select at least one tool before December 31, 2022*
- Pilot selected tool to collect data from community
 - *Measure: use tool to collect data from community before June 2023*
- Investigate barriers to collecting qualitative data from the community
 - *Measure: form a focus group of community leaders about barriers to collecting data from the community before June 2023*

Strategy 2: Increase staff knowledge and understanding of co-design principles

Action Steps:

- Action step: Conduct a series of learning sessions across the organization (1 – 3) about codesign framework
 - *Measure: complete first meeting by February 2023*
- Action step: Distribute written material about the codesign framework across the organization
 - *Measure: disseminate information to supervisors across the organization*

BHSB is committed to building an antiracist and data-driven culture. We acknowledge that because bias is structured into data collection and analysis processes, a tension can arise from this dual commitment. We hold ourselves accountable for taking measures to mitigate bias and the harm that can result.