

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.*

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

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

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.*

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

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.*

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

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



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.

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

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