



STRATEGIC PLAN

2024 → 2029



Mission

To provide compassionate behavioral health services that empower individuals to embrace their unique journeys toward wellness and promote a community that fosters healing and recovery.



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Vision

On the road to wellness, every path leads toward unwavering compassion and an opportunity to thrive.

Values

Integrity

Accountability

Collaboration

Responsiveness

Professionalism

Compassion



Five Strategic Areas

01 **Prevention and Wellness**

02 **Community Services**

03 **Intensive Outpatient Services**

04 **Crisis Services**

05 **Intensive Residential Services**



Four Goals Each

- 01 **Equitable Access**
- 02 **External Partnerships**
- 03 **Public Engagement & Communication**
- 04 **Workforce & Capacity**





STRATEGIC GOALS & CATEGORIES:

Equitable Access • External Partnerships • Public Engagement & Communication • Workforce & Capacity

PREVENTION & WELLNESS

Enhance community outreach to diversify the participation and voice of residents who access services.

Expand access to school-based services by building and maintaining relationships with all school districts.

Leverage public interest to expand informational campaigns.

Improve workforce retention and increase staff time spent providing services and programs in diverse communities.

COMMUNITY SERVICES

Close gaps in access to BH community services among key underserved populations and communities.

Identify opportunities for joint projects, collaboration, and information sharing with other public agencies actively involved in community outreach and community engagement efforts in SLO County.

Ensure that there is a county-wide understanding and lexicon for accessing community based BH resources, services, and supports.

Augment the BH workforce with incentives and non-clinical personnel well positioned to provide culturally responsive and sustainable services in local communities.

INTENSIVE OUTPATIENT SERVICES

Expand access to facilities that have been restructured to integrate BH services and enhance coordination of whole-person care.

Leverage CalAIM to strengthen collaborations focused on coordination of outpatient supportive services, especially stepdown models.

Increase public education on the prevalence of co-occurring disorders and the availability of services and resources that address both MH and SUD needs.

Develop more peer support and team-based approaches to augment clinical staff while also developing career pipeline programs with higher education partners.

CRISIS SERVICES

Build community understanding of crisis management to ensure equitable access to culturally appropriate and responsive services throughout the system of care.

Enhance interagency collaboration focused on ensuring efficient, equitable access to crisis and intensive residential services.

Clarify and standardize expectations of how best to navigate the crisis and acute services system.

Bolster crisis staffing and capacity with peer and partnership staffing models.

INTENSIVE RESIDENTIAL SERVICES

Expand access to residential facilities offering in-patient treatment including designated facilities for both women and children.

Identify and collaborate with partners to increase adult and youth access to longer-term BH facilities, including sober living and board-and-care homes.

Develop a communication plan with hospitals, FQHCs, and community partners on best practices for meeting the needs of patients with co-occurring disorders.

Increase opportunities for joint professional learning between MH and SUD staff focused on supporting individuals with co-occurring disorders.

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Prevention & Wellness: 2024

- 01 Expand prevention-oriented communication and destigmatization outreach in languages other than English (e.g., Spanish and Mixteco)
- 02 Support the continued expansion of school-based wellness centers in the County that provide BH services to school-age children and youth.
- 03 Expand and strengthen the Services Affirming Family Empowerment (SAFE) program to ensure access and an active program presence in all key geographic regions of the County.
- 04 Build partnerships to expand efforts to destigmatize BH, focusing these efforts on key underserved constituencies such as non-English speaking adults, LGBTQ+ individuals, and adults age 60+.



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Community Services: 2024

- 01 Increase the number of Community Action Teams (CATs) to ensure that this model is available in all key regions and communities in SLO County.
- 02 Continue to expand and incentivize access to community housing for justice involved BH clients upon release from jail.
- 03 Improve collaboration with Law Enforcement to advance alternatives to incarceration and further de-stigmatize BH.
- 04 Increase public understanding of eligibility criteria and the multiple points of access to SUD services and programs available to county residents.

Crisis Services: 2024

- 01 Work with community partners to define the crisis continuum and establish a process to define, develop, review, monitor, and improve equitable crisis access.
- 02 Investigate the development of a CSU or equivalent facility to serve children and youth.
- 03 Engage people who have accessed the crisis system to better understand the challenges associated with crisis services; distill implications for revisions to services delivery.
- 04 Establish a crisis services agency to oversee programs and contractors.

Intensive Outpatient
Services:
2024

- 01 Enhance communication and coordination with the COE and school districts to increase the availability of the intensive outpatient BH services tailored to the needs of school-age youth.
- 02 Continue to collaborate with law enforcement, probation, and Wellpath to ease the transition of incarcerated individuals to stepdown models of transitional care with wraparound supports, including housing.
- 03 Expand awareness and education for providers and hospitals tied to MAT, including medication for alcohol use disorder (AUD) and opioid use disorder (OUD).
- 04 Establish an internal task force to identify key opportunities and recommendations for improving work flexibility, supervision, and other factors driving employee job satisfaction and retention



Intensive Residential
Services:
2024

- 01 Establish a sobering center within the behavioral health crisis continuum with low-barrier entry criteria, and connection to outpatient SUD treatment.
- 02 Identify and collaborate with partners to increase adult access to longer-term sober living programs and board and care housing compatible with MAT throughout SLO County
- 03 Increase public understanding of eligibility criteria (i.e., Medi-Cal) and the points of access to residential BH services and programs available to county residents.
- 04 Identify and map key personnel gaps in staffing SUD residential programs and services .

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EQR: External Quality Review



Specialty Mental Health Services (SMHS)

Strengths

- Penetration rates are higher than statewide average for all age categories (greater service accessibility)
- Youth services provides more than statewide average for intensive services (ICC and IHBS)

Areas of Improvement

- Outcome measures for adults needed
- Data analytics through Smart Care (EHR) needed

Drug and Alcohol Services (DMC-ODS)

Strengths

- Penetration rates are higher than statewide and medium-sized Counties average for all age groups and racial/ethnic categories (greater service accessibility)
- Strong inter-agency collaboration (Probation, Courts)
- MAT (methadone and non-methadone)
- School site services

Areas of Improvement

- Increase residential treatment capacity and Sober Living
- Urgent request services