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Behavioral Health and Recovery Services Substance Use Services Strategic Plan 2020-2027

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LETTER TO THE COMMUNITY

Dear Community Members of Marin,

When the strategic planning process began in 2019, we could not have predicted the world we would live in by the time it was completed in 2020. The challenges facing our communities locally and nationally are central features of this new reality: COVID-19 and its subsequent impacts on physical, mental and social well-being; the underscored nature of racial and economic injustice in the nation's consciousness; and the impact of these factors on behavioral health. Consider that in Marin County, overdose continues to be the leading cause of accidental death, requiring urgent action and community response.

The *Substance Use Services Strategic Plan 2020-2027* was developed to build upon previous successes, to address the needs of residents impacted by substance use within the context of these changes and challenges, and to align with broader initiatives to strengthen and improve comprehensive and equitable approaches to preventing, treating and providing ongoing recovery support services in Marin County.

The Division of Behavioral Health and Recovery Services' Substance Use Services network (BHRS-SUS) continues to build upon the successes gained over five years of Drug/Medi-Cal Organized Delivery System (DMC-ODS) implementation. Notably, during this period, Marin County experienced:

- An 80% increase in contracted and county-operated sites offering substance use treatment
- A 750% increase in number of DMC-certified sites
- 3407 unduplicated clients served
- 75% of clients discharged from outpatient or residential treatment with positive treatment outcomes

This 5-year milestone also marks the beginning of a new phase with DMC-ODS renewal, with the expansion of prevention services and the implementation of the California Advancing and Innovating Medi-Cal (CalAIM) initiative.

CalAIM is designed to transform the Medi-Cal system to better address social determinants of health and support person-centered approaches to care in order to reduce health disparities and improve overall health outcomes. Alongside our partners, BHRS-SUS is eager and positioned to magnify its impact in alignment with CalAIM goals.

This plan also reflects a commitment to racial equity in health and wellness by prioritizing access, cultural responsiveness, and capacity building for BHRS-SUS to meet the urgent call to address health disparities.

Finally, let me extend my gratitude. Marin County is fortunate to benefit from a provider network whose tremendous dedication and expertise is central to the success of this work. I must also acknowledge our vibrant community, and in particular the stakeholders who contributed to this plan through participation in focus groups, attendance at community meetings, and the sharing of their lived experience and perspective in the formation of a strategic plan to benefit the entire County.

Please join us as we continue the journey to develop and implement comprehensive, quality, equitable prevention, intervention, treatment, and recovery support services.

Sincerely,

Catherine Condon

Division Director, Marin County Behavioral Health and Recovery Services

INTRODUCTION

About BHRS-SUS

The Marin County Behavioral Health and Recovery Services (BHRS) Substance Use Services (SUS), a division within the Department of Health and Human Services (DHHS), provides a continuum of early intervention, prevention, treatment, and recovery services for eligible residents whose lives are affected by substance use. SUS partners with a network of providers, coalitions, and community members to deliver a system of care that has the capacity and resources to effectively implement culturally responsive, evidence-based strategies and services. This continuum of services is designed to prevent, reduce, and treat substance use issues in a broader context of integrated behavioral health care across Marin County.

Process and Methods

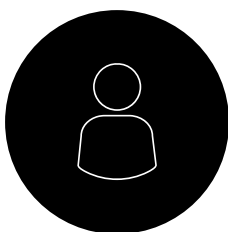
Beginning in 2019, BHRS-SUS staff embarked on a strategic planning process facilitated by Resource Development Associates (RDA) to chart the course of the division's work over the course of the SUS planning cycle. The process included an analysis of secondary data and listening sessions with SUD providers and other stakeholders. In addition, Marin BHRS-SUS collaborated with other county departments to assess cross-system planning needs, address service improvements, and identify focus populations in order to streamline community engagement data collection events such as community listening sessions and community planning surveys. Community listening sessions collected input across systems that included housing, mental health, and substance use. For example, this five-year planning cycle aligned for the first time since with the Mental Health Services Act (MHSA) three-year planning process. BHRS took full advantage of the opportunity to develop plans that address the high rates of co-occurring substance use and mental health, and align our prevention efforts.

The Plan

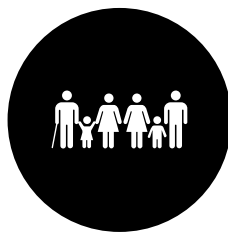
The resulting *Substance Use Services Strategic Plan 2020-2027* was developed to respond to the current realities of residents affected by substance use and to build upon momentum in related initiatives across the County, state and nation. The strategies generated as part of the strategic planning process were designed to reflect new service standards and the economic conditions brought about by the COVID-19 pandemic. In addition, this plan:

- Incorporates strategies that build upon a continuum of substance use commitments, including the simultaneous development of a Substance Use Services Strategic Prevention Plan 2020-2027.
- Responds to and incorporates the goals of CalAim: California Advancing and Innovating Medi-Cal. CalAim is California's restructuring of Medi-Cal to initiate a framework that provides more standardized, simplified and whole-person care to advance access and equity. This plan embeds new strategies and systems to align with CalAim's goals.
- Leverages the County's partnership with the Government Alliance on Racial Equity (GARE) to focus on actions that improve racial equity in the areas of substance use and to rectify other historic patterns of service exclusion at the local level. The HHS Department's 2018 Strategic Plan to Achieve Health and Wellness Equity focuses on key actions that move the needle in four primary impact areas. This Strategic Plan follows suit and aligns its structural lens around these same four focus areas of: **Client, Community, Conditions and Quality.**

Client



Community



Conditions



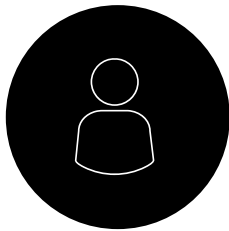
Quality



OUTCOMES

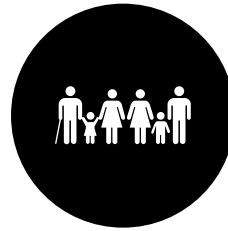
The resulting plan focuses in particular on the synergy created by strategies that enhance existing commitments, partnerships, infrastructure, and resources with the potential to uplift Black, Latinx, and other communities of color in Marin County. Using the four focus areas to frame our subsequent strategies, we will achieve the following outcomes.

Client



People will receive the right services when and where they need them

Community



Substance Use Services will be shaped by the perspectives and needs of the community

Conditions



Policies, systems and environments will be more equitable

Quality



Programs and services will be more effective

FOCUS AREA: CLIENT

*People will receive the right services
when and where they need them*



Strategy 1

**Strengthen accessibility
and cultural
responsiveness of services**

Improving access to high quality, culturally responsive substance use services is our foundational strategy. By embracing a culture that prioritizes client perspectives and needs throughout the lifespan and by engaging in client centered approaches to service delivery, we will improve access to SUS services for diverse populations.

Success Indicator

**Improved access to
SUS services**



Metrics

Increase in calls to Access Line
related to substance use

Increase in client admissions

Increase in client utilization of
telehealth services

Decrease in parity gap in
enrollment to population estimates
of eligible individuals needing
services in the County

Key Actions

Develop and enhance service delivery in proportion to demand for Latinx population by identifying and integrating culturally and linguistically responsive best practice models and prioritizing staff recruitment and retention to meet the needs of this community.



Engage community members with lived experience to inform and support implementation of key actions.

Research and leverage technology-based methods of increasing access and engagement in SUS such as through telehealth infrastructure development, particularly to meet the needs of residents in geographically underserved regions of the County.

Ensure services are provided in accessible and culturally responsive ways through partnership development, workforce development and targeted outreach.

Adopt and implement a framework for reducing stigma and negative perceptions related to substance use.



FOCUS AREA: CLIENT

*People will receive the right services
when and where they need them*



Strategy 2

**Integrate service delivery to
support clients more
efficiently and effectively**

A holistic approach to client care that attends to a broad range of client needs is critical to building resilience and improving client outcomes. In alignment with CalAIM's focus on Whole Person Care Approaches and addressing Social Determinants of Health, we will improve policies and procedures, and explore service expansion opportunities to improve the coordination of services across the continuum of care.

Success Indicator 1

**Reduction in fatal
and non-fatal overdoses**

Success Indicator 2

**Improved treatment
engagement in a variety
of community settings**



Metrics

Increase in sites providing
Medications for Addiction
Treatment (MAT)

Increase in sites providing treatment
for individuals with co-occurring
substance use and mental health
conditions

Increase in MAT admissions and
retention in treatment



Key Actions

Create a system with seamless transition between levels of care through co-location of providers and services, ensuring a “no wrong door” approach to connecting clients to the most appropriate services, and clarifying procedures for transitioning clients.

Develop SUS resources in non-traditional treatment settings such as County jail and non-traditional community-based settings.

Enhance outreach strategy to include follow up with survivors of overdose and their families to connect them with treatment and support.

Metrics

Decrease in gap in admissions to substance use services when stratified by race/ethnicity

Increase in positive outcomes at treatment discharge, such as reduction in substance use and increase in stable housing and employment

Increase and promote access to Medications for Addiction Treatment

Enhance transition support between the different levels of care **using research and data-informed decision making.**

Explore ways to innovate the delivery of SUS services in the community using research and data-informed decision making, implementing co-occurring evidenced based practices, and identifying tools that place clients into the most appropriate level of care.

Support widespread Naloxone distribution through partnerships with Overdose Free Marin.

FOCUS AREA: COMMUNITY

Substance Use Services will be shaped by the perspectives and needs of the community



Strategy 3

Engage community in deep collaboration to effect meaningful change

Through meaningful collaboration and shared decision-making with key stakeholders, we will identify successful programs and best practices, align resources and programs with the priorities of the community to improve sustainability and impact, and design culturally responsive programs that are reflective of the vision, goals and needs of the communities we serve.

Success Indicator 1

Improved SUS services and programs shaped by community member input



Metrics

Increase in strategic partnerships with schools, community-based organizations, and other stakeholder groups

Expanded network of diverse providers and organizations offering SUS

Increase in community members with lived experience participating in coalitions, advisory groups and program design efforts

Success Indicator 2

Improved alignment of SUS services and policies with community priorities and needs.



Metrics

Decrease stigma towards those affected by substance use

Increase in community awareness of substance use county, community, and school-based programs.

Key Actions

Engage diverse community stakeholder groups to participate in the co-design of SUS treatment and prevention programs.

Co-create and promote new policies that reduce stigma around substance use services.

Enhance the Marin Prevention Network and/or OD Free Marin Websites to share information with community members and stakeholders on youth and young adult substance use.

Outreach to schools to solicit interest and engage in planning priorities to school-based prevention initiatives.

Partner with the MPN, Smoke Free Marin Coalition, and OD Free Marin to identify and coordinate shared priorities and strategies pertaining to youth substance use prevention.

Engage the Marin County Office of Education, the Marin Prevention Network, and Coalition partners to develop content and disseminate annually a parent/caregiver educational marketing piece.

FOCUS AREA: CONDITIONS

*Policies, systems and environments will
be more equitable*



Strategy 4

**Catalyze Partnerships
to Improve
Conditions that Affect
Health and Wellness**

A collective impact approach to addressing the needs of the clients we serve can lead to more effective and sustainable programs and in turn improve long-term client outcomes. To that end, we will work to strengthen partnerships with trusted community members and organizations, expand funding opportunities that support our collective goals, and improve the contracting process to expand partnership opportunities and provide high quality services.

Success Indicator 1

**Improved capacity to
attend to clients' social
determinants of health
while in recovery**



Metrics

Increase in engagement and positive outcomes, such as reduced substance use, increase in social supports, and increase in obtaining or maintaining stable housing and employment.

Success Indicator 2

**Tailored procurement
processes and contracts
that reflect equity-related
goals**



All SUS programs and contracted programs will include equity-related outcome metrics and take action to address identified disparities

Success Indicator 3

Improved client resilience in the face of disasters



Metrics

All Providers will have disaster preparedness plans that include continuity of care for beneficiaries

Success Indicator 4

Secured revenue streams to enhance the continuum of SUS available in the community



Increase in funding available to create new or enhance existing services

Key Actions

Leverage the provider contracting process as a mechanism to spur innovation and build provider capacity.

Explore regional contracting opportunities with neighboring counties to promote optimization of resources, in alignment with CalAIM.

Strengthen partnerships between mental health and substance use programs across county and community-based settings to ensure parity, including expansion of co-occurring services and expertise in various settings.

Issue RFPs to increase the number and diversity of communities, especially communities of color and other underserved groups, addressing substance use.

Broaden the accessibility and availability of treatment services and recovery supports in the community by assessing the feasibility of expanding community-based recovery supports.

Engage partners to determine a collaborative approach to disaster preparedness for SUS clients.

FOCUS AREA: QUALITY

Programs and services will be more effective



Strategy 5

Implement Evidenced-based and Data-driven Practices

Improving outcomes for our clients necessitates ongoing assessment of our practices and a commitment to continuous improvement. This strategy involves implementing quality improvement initiatives that strengthen staff and provider capacity to make data informed decisions to support clients and help us measure the impact of our programs and services.

Success Indicator

Improved use of data and evidence for quality improvement



Metrics

Increase in the number of providers using evidence-based and best practices

Increased SUS FTE to support quality improvement efforts

Key Actions

Cultivate and instill a workforce culture that is proactively data and client driven.

Enhance staffing resources to the substance use administration team by increasing FTE and working towards integration of behavioral health quality management.

Develop SUS metrics to assess program success that are tailored to the needs of clients and providers.

Assess ways to **enhance internal capacity through using technology solutions** to improve coordination of care.



FOCUS AREA: QUALITY

Programs and services will be more effective



Strategy 6

Promote growth and development of staff and partners

Investing in the professional development of SUS providers and partner organizations strengthens our ability to achieve our shared goals in support of clients. To support the growth of our staff and partners, we will provide leadership opportunities and training to enhance skills and promote career advancement. We will develop a workforce culture that prioritizes healing centered services and promotes institutional accountability.

Success Indicator 1

Improved culture of learning and improved risk-taking



Metrics

Increase in SUS staff who report they have opportunities to learn at work and test new ideas

Increase in contracted providers who report that SUS is adaptive and meeting changing services needs

Success Indicator 2

**Improved access to
information, training
education for providers**



Metrics

Increase in knowledge and skill
level of workforce

Increase in workforce with
clinical expertise

Increase in workforce that is
reflective of the community
being served

Key Actions

Establish and enhance workforce skill development pathways, including implementing Peer Specialist Certification, to promote career growth of County staff, contracted providers and community members with lived experience.

Provide technical assistance and capacity building support for program development, documentation and billing standards, and performance measures to staff and partners.

In conjunction with BHRS, Workforce Education and Training (WET), **implement a broader training effort** that includes Anti-oppressive, Restorative, and Trauma Informed practices.

Build capacity of providers and the community by providing excellent customer service and technical assistance in SUS best practices.

Increase the number of **staff with lived experience in leadership positions** by formalizing career ladders for Peer Positions.

Increase the availability of trauma therapy across the SUS continuum by **training BHRS staff and partner organizations to integrate trauma-informed approaches** into their work with SUS clients.



ACKNOWLEDGMENTS

Marin County Behavioral Health and Recovery Services (BHRS) agency would like to acknowledge the significant contributions of various individuals who influenced the development of the *Substance Use Services Strategic Plan 2020-2027*. BHRS would like to thank the Substance Use Services staff who provided invaluable insight and guidance that went into the development of this plan. This plan would have been impossible to create if it were not for their sustained dedication, even amidst a global pandemic and their role in the County's disaster response effort. We would also like to thank Resource Development Associates, who played a pivotal role in several community convenings and in developing the Prevention Strategic Plan.

Input from Marin County residents who participated in community listening sessions over the course of 2019 was invaluable to this effort. Your ideas and thoughtful strategies will lead to an improved service delivery system that effects meaningful change for individuals and families whose lives are affected by substance use.

We would also like to thank other Marin County and contracted provider staff who participated in various brown bag events and other planning activities. We are excited about the different opportunities to enhance our workforce development efforts to better serve the community.

Our partnership with the staff funded by the Mental Health Services Act and the Marin County Community Development Agency was crucial to data gathering and community engagement that led to this plan's development. We greatly appreciate their mutual support in our continued efforts to develop innovative and integrated solutions to meet the needs of Marin County residents.

Finally, we would like to acknowledge and thank Chandrika Zager and Jaclynn Davis for their tremendous expertise and outstanding contributions to finalize the Strategic Plan for publishing.