



SAN MATEO COUNTY HEALTH

# BEHAVIORAL HEALTH & RECOVERY SERVICES

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**BHRS Transformation Journey**  
*Behavioral Health Commission – October 1, 2025*

# BHRS Transformation Journey

Our role as a Behavioral Health Plan, complex client needs, organizational priorities and a changing behavioral health landscape statewide are driving the need for transformation

## Transformation Drivers

### State Legislative Initiatives

CARE ACT	BH-Connect
SB43	Proposition 1
Prop 36	CalAIM

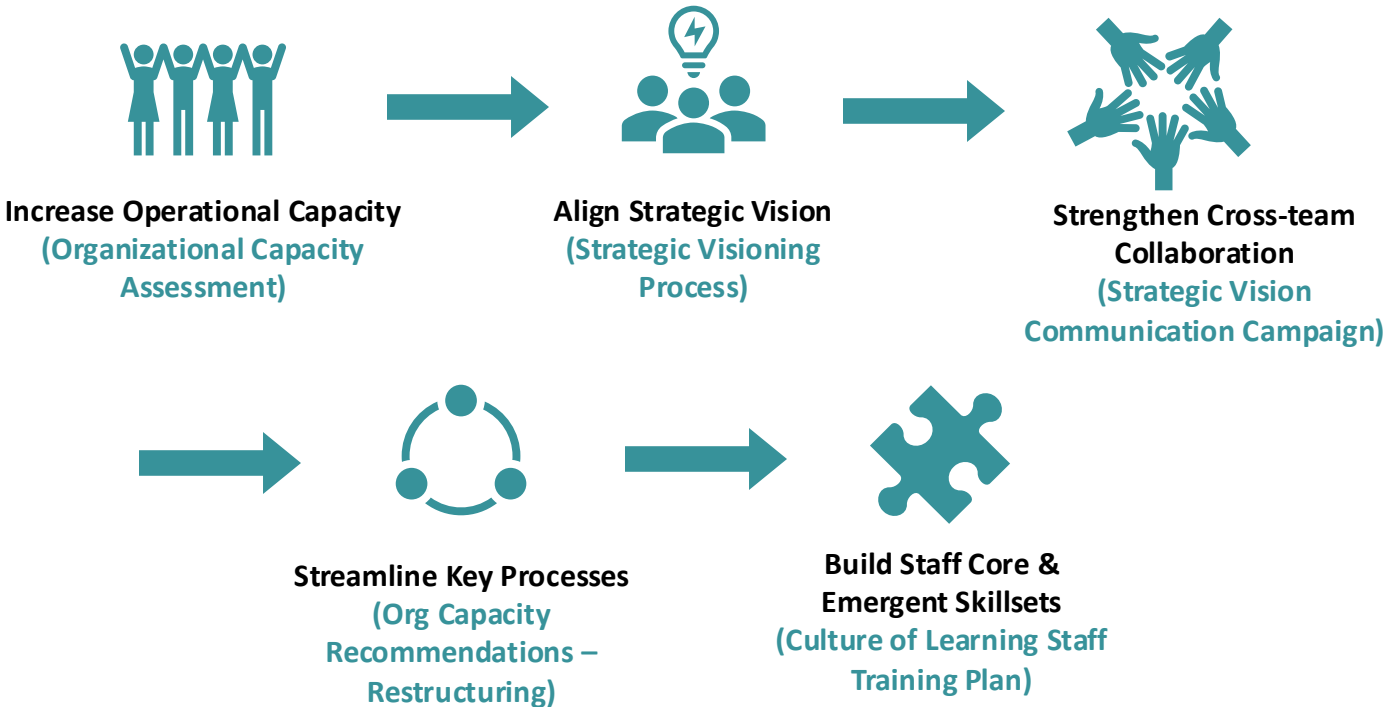
### Complexity of Client Needs

- Homelessness, justice involvement
- High incidence of co-occurring disorders
- Inequities in behavioral health outcomes

### Other Factors

- Role as a Behavioral Health Plan
- Workforce shortages
- Local County priorities
- Contractor infrastructure needs
- Federal landscape and impacts to funding

## BHRS Transformation Journey Activities



# BHRS Transformation Objectives

In response, BHRS has been engaging in a transformation journey that seeks to:

## Key transformation objectives



**Strengthen and improve quality services** for the highest need individuals



**Align our funding, priorities and expertise** across our County Health system of care



**Engage staff and community** in the process



Make **data-informed decisions**



Improve **communication and transparency**

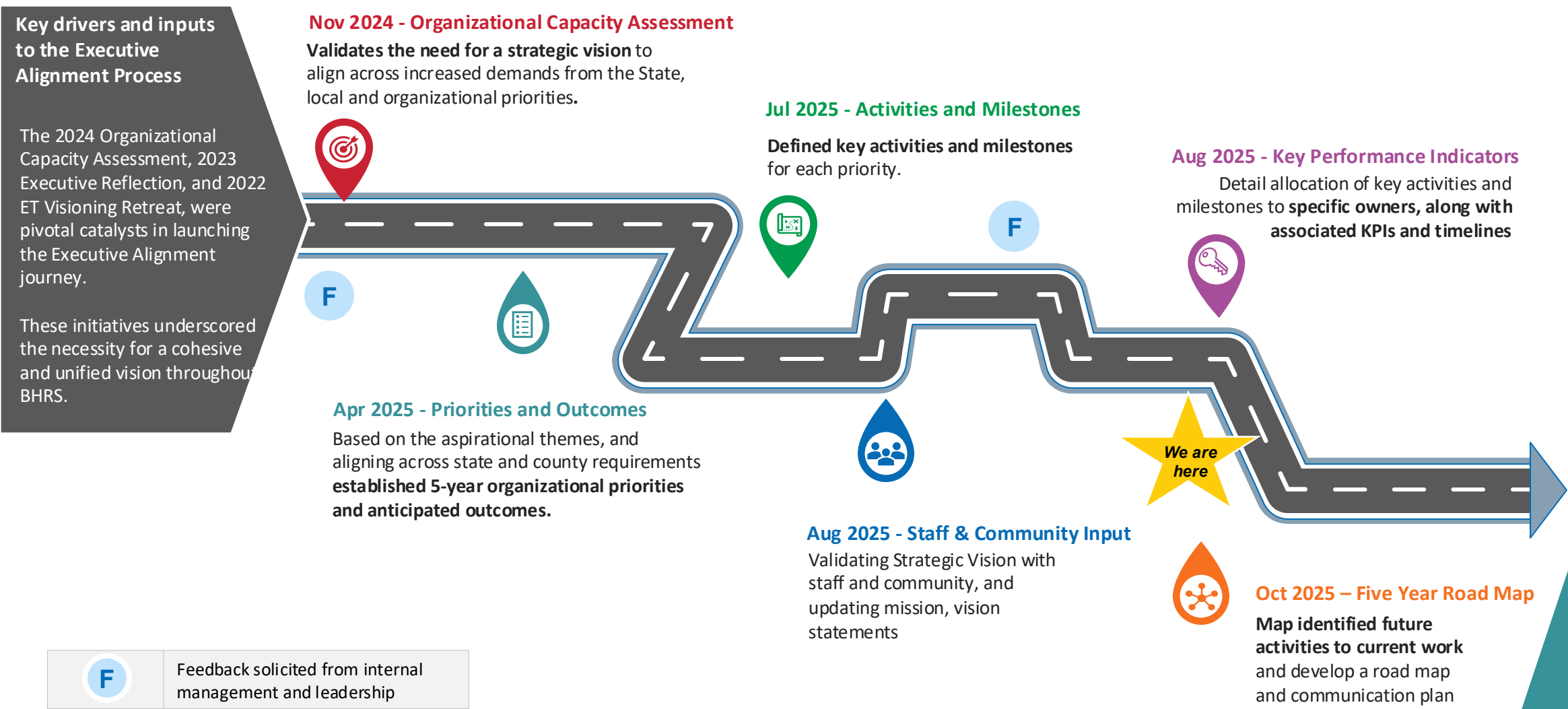


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# Strategic Visioning Process

The process builds upon previous strategic visioning, input processes and on an Organizational Capacity Assessment to develop a Roadmap that will guide BHRS’s work over the next 5 years and beyond.



# Identifying Outcomes

The visioning work to date has centered on defining priorities and outcomes – **we're still at a 10,000-foot level!**

“What would it look like if we successfully lived our aspirations for BHRS? What results would we achieve?” These questions helped define an initial set of *outcomes* of the transformation effort.

## Culture of Excellence and Continuous Improvement



*A workplace built on psychological safety, agile structures, continuous learning, and data-driven innovation.*

## Connected and Collaborative Behavioral Health Ecosystem



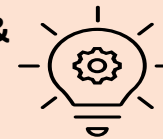
*A responsive, equitable system with shared goals, community input, and strong provider support.*

## Financial Stewardship for Mission-Aligned Growth



*Transparent budgeting and strategic investments that drive sustainable growth and informed decision-making.*

## Transformed Client & Staff Experience



*Care and services are co-designed with clients, supported by trauma-informed staff and cross-sector collaboration.*



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# BHRS Transformation Priorities

The following priorities guide how BHRS will organize its work, effort and investments over the next 5 years.

1

Align strategy and **fiscal stewardship** in a way that empowers BHRS to adapt, evolve, and thrive

2

Cultivate a culture at every level of the organization where **data drives** progress, transparency, and action

3

Champion a spirit of inspired learning, curiosity, growth and **continuous improvement**

4

Ensure every service reflects the **voices, needs, and aspirations** of those we serve



## *Discussion*

- What would make you proud as part of BHC related to these outcomes for the organization and our clients?
- What immediate questions do you still have about the items discussed today?

# BHC Role in this Transformation

- **Priority Alignment:** Align BHC goals and subcommittee activities to help advance the BHRS Transformation Journey Priorities.
- **Continuous Improvement:** Get involved in facility visits, researching issues, staying informed on key behavioral health initiatives and providing input on BHRS programs and plans to help us improve. We need your voice!
- **Increase Awareness:** Be a messenger for this transformation. What tools do you need to help us engage community and raise awareness? Take the Survey! Link below:



[BHRS Transformation Journey – Communications Survey](#)

# Next Steps

- Oct-Nov 2025:
  - **Finalize Transformation Roadmap**
    - Adjust priorities, outcomes and activities based on feedback
    - Map key milestones and activities to current work and begin developing action plans for new efforts (e.g., Responsibilities as a Behavioral Plan, Leadership Training Program, etc.)
  - **Launch Communications Campaign** – Raise awareness, generate excitement, and build understanding.





AS WE MOVE THROUGH  
THIS BEAUTIFUL AND  
TROUBLED WORLD,



MAY WE VOW TO  
BE A BEACON OF

# BE LOVING



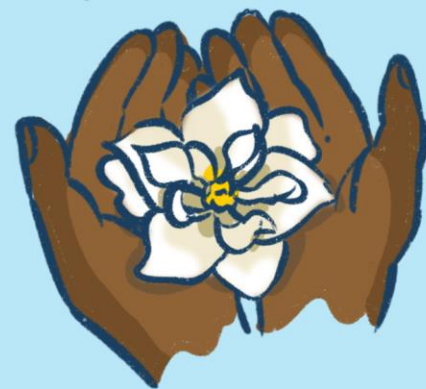
PEACE,

A FEARLESS  
CARRIER OF  
RESPECT AND  
LOVING-KINDNESS  
FOR ALL LIFE,

A VOICE FOR  
JUSTICE,



A PROTECTOR OF  
THOSE WHO ARE  
VULNERABLE OR  
TARGETED.



MAY THE POWER  
OF WISDOM,  
INTEGRITY AND  
COMPASSION BE  
OUR GUIDE.

-JACK KORNFIELD

