BHRS Transformation
5-Year Roadmap
Overview
2025-2030

SAN MATEO COUNTY HEALTH
BEHAVIORAL HEALTH
& RECOVERY SERVICES

MESSAGE FROM DR. JEI AFRICA

Why Now? A Changing Behavioral Health Landscape
Change is hard. Change is constant. Change is good.

The world as we know it has changed. The needs for a behavioral health department have changed. The demand is greater. The numbers are bigger. The standards are higher. The pressure is greater. The scrutiny is greater. The accountability is stricter.

We recognize that the demands on what we do and how we do it have changed. We see that our communities have changed. They are more diverse with more individualized needs than ever before. But we are here for a reason. We are here because we want to meet the needs of the people in our communities. We want to address their individualized problems. We want to help bring wellness and stability. We want to be the positive change that people need. We want to preserve and protect mental health, dignity and growth. We want to see our clients thrive, to be that helping hand that makes a difference to someone's well-being.

We want everyone to feel some sense of joy and fulfillment. That is why we are here.

What Does Transformation Mean?
We have been talking a lot about change and transformation. But what does that mean? Part of our transformation is changing how we meet the needs of our communities. We can't be complacent about doing things the way we've always done them, because we may be solving old problems in old ways. We really have no choice. Some of it is regulatory. Some of it is simply the right thing to do.

So we ask you to work with us, to try to embrace the change. To try to see that there is an ultimate goal of doing our work more effectively, more efficiently, and to make a greater impact on the lives of all we serve. And during this process of change, let's acknowledge there will be challenges. We need to let go of old ways and adapt to new ways.

 We are all here to support our clients so they can gain a sense of well-being and fulfillment. It is the heart of our work. We want this for ourselves, too. Together, let's evolve and transform. Let's create greater impact, improve more lives and make our community a better place for all who live, work and play in San Mateo County.

Dr. Jei Africa
Director, Behavioral Health and Recovery Services

Our Strategic Priorities

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 learning, curiosity, healing, growth and **continuous improvement**

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

Our Anticipated Outcomes

CULTURE OF EXCELLENCE & CONTINUOUS IMPROVEMENT

›› Psychological safety is cultivated intentionally, enabling courageous conversations and bold ideas.

›› Teams operate with clarity, accountability, and shared purpose across all levels of the organization.

›› Continuous learning is the norm, not the exception—staff are supported to grow and lead from every seat.

›› Innovation is embraced and rewarded as a path to transformation.

›› Organizational structures are aligned to strategy, enabling agility and impact.

›› Data is leveraged to drive decisions, celebrate wins, and course-correct in real time.

FINANCIAL STEWARDSHIP FOR MISSION-ALIGNED GROWTH

›› Budgeting is strategic and transparent, driven by community priorities and desired outcomes.

›› Investments are made in infrastructure, technology, and people to support long-term impact.

›› The organization has a clearly defined fiscal identity that guides decision-making and partnerships.

›› Revenue streams are diversified and optimized, including Medi-Cal, private insurance, and grants.

›› Financial data is accessible and used to inform trade-offs and drive accountability.

›› Staff understand the "why" behind fiscal decisions and are engaged in shaping solutions.

CONNECTED AND COLLABORATIVE BEHAVIORAL HEALTH ECOSYSTEM

›› The system is agile, able to respond to emerging needs and policy shifts with clarity and confidence.

›› Psychological safety is cultivated through trauma informed practices, where staff, partners, and community members feel safe to share concerns, take risks, and learn together without fear of blame but also hold accountability.

›› Equity is embedded in how we design, deliver, and evaluate services across the network.

›› Shared goals and data systems enable seamless coordination across the continuum of care.

›› Community voice is not just invited—it is centered in governance, planning, and evaluation.

›› Providers and partners are supported with clear expectations, training, and feedback loops.

›› BHRS is a trusted convener and collaborator across county, state, and community partners.

TRANSFORMED CLIENT & STAFF EXPERIENCE

›› Clients and staff consistently report feeling seen, heard, and supported in their care experience.

›› Staff are equipped and inspired to deliver trauma-informed, equity-driven, and evidence-based care.

›› Services are co-designed with clients and communities to reflect lived experience and cultural relevance.

›› Feedback loops with clients are embedded into service planning and improvement cycles.

›› Cross-sector partnerships ensure clients receive whole-person support—housing, justice, and beyond.

›› Outcome data is used not just for compliance, but to spark innovation and elevate care quality.

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

Taking a strategic approach to organizational growth requires BHRS to critically examine its core operations, with a lens toward achieving enhanced financial outcomes in the services provided. The goal is to refocus the organization's priorities on those activities that will most support the organization's growth and the accomplishment of our Transformation Journey.

Milestones

» **Outcomes and KPIs**

BHRS effectively tracks and achieves its milestone Key Performance Indicators (KPIs).

» **Strategic Vision**

A strategic vision is finalized and integrated into BHRS practices and operations.

» **3-Year Integrated Plan**

The Behavioral Health Services Act (BHSA) Three-Year Integrated Plan is finalized, with ongoing annual updates.

» **Revenue Maximization**

Identified strategies to increase patient care revenue are implemented and teams are restructured to support necessary changes.

» **Fiscal Reporting**

Annual fiscal reporting standards are implemented to support compliance with the Behavioral Health Outcomes, Accountability and Transparency Report (BHOATR).

» **Transformation Academy**

A BHRS Transformation Academy plan is deployed, staff are trained and actively applying the concepts learned.

20%

overall increase in revenue reimbursement per client with open episodes

90%

of staff report the strategic vision is reflected in their current practices

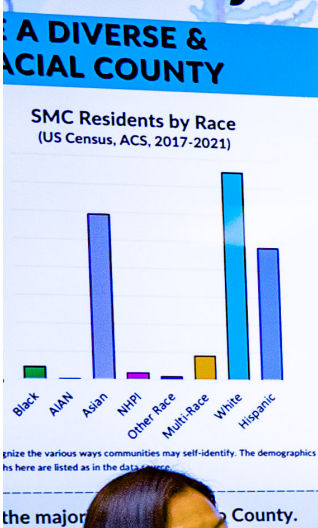# Cultivate a culture at every level of the organization where data drives progress, transparency, and action

Strengthening data-informed decision making and accountability involves teams developing, documenting, and reporting on metrics that measure work and making this information readily available to all BHRS.

Milestones

» **Capacity**
The Office of Improvement and Innovation (OII) team's capacity is increased to support organizational data needs, standardization, and dashboard development for continuous improvement.

» **Data Leads**
Program teams designate individuals as data leads who serve as liaisons with OII.

» **Data Framework**
A data framework for how data will be used and made accessible is finalized, deployed and actively used across all teams.

» **Program Team Metrics**
Program teams and projects develop metrics to measure their work, regularly track data, and generate reports.

» **Data Training**
Training on data use for continuous improvement is delivered, and staff actively apply the concepts.

» **EPIC Implementation**
All teams have fully implemented EPIC and utilize available reporting tools.

» **Data Library**
A comprehensive library of data reports is accessible to all BHRS staff, with an established process for requesting new reports.

» **Data for Strategic Planning**
A system is in place to integrate data effectively into strategic planning activities.

80%
of program teams develop metrics to drive continuous improvement and decisions across the organization

75%
of leadership staff complete Transformation Academy trainings focused on data for continuous improvement and 70% report application of concepts

Identify data needs, current sources, and gaps

Explore and implement tools for data collection and organization

Integrate population-level data and organizational performance data into community program planning and strategic planning activities

Implement data topics, such as use cases and success stories during management, leadership, and all staff meetings

Champion a spirit of learning, curiosity, healing, growth and continuous improvement

Fostering a culture of learning and continuous improvement involves investing in employee growth and development around key skills, while also continuously identifying opportunities to enhance BHRS's operations and monitoring project performance. The goal for this priority is to enhance the culture of the organization to champion employee development and wellness, and in turn supporting the development and continuous improvement of the organization and the projects it engages in.

Milestones

» **Workforce Development Plan**
The Workforce Development Plan is updated to incorporate transformation goals and evolving workforce needs, with an emphasis on evidence-based practices.

» **Staff Development**
Staff development and expectations are revised to allocate dedicated time for training and special assignments.

» **LEAP (Learn, Engage, Aspire, Perfect) Framework**
Staff demonstrate accountability in applying the LEAP framework, inclusive of trauma-informed practices and equity goals.

» **Project Standardization**
Project initiation processes are standardized, and progress is regularly monitored and reported.

» **Employee Engagement**
Employee perception of senior leadership improves, with increased trust, alignment with core values, and strengthened communication.

» **Performance Management**
A performance management framework is implemented and consistently applied across the organization.

10%

increase in Employee Engagement Survey "bottom 3" scores related to perception of senior leadership, including increased trust, alignment with core values and strengthened communication

90%

of NCQA (National Committee for Quality Assurance) behavioral health accreditation standards are met, demonstrating that quality management and improvement, population health management, provider network, utilization management, credentialing, and member experience processes at BHRS are aligned with NCQA standards

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

Prioritizing a client-centered approach to services involves elevating the quality of care for BHRS's clients and community through a whole-person approach to care, implementing evidence-based practices, increasing client access, and enhancing client, families and community partner engagement in decision-making. The goal of this priority is to reaffirm BHRS's commitment to its clients and quality of care and provide a care experience that uniquely meets their needs.

Milestones

» **Community Input**

Standing community meetings, such as the Behavioral Health Commission (BHC) and other committees, are actively leveraged to gather diverse input and feedback on BHRS strategic planning and initiatives.

» **Early Identification**

Approaches are implemented to proactively identify and engage individuals in the early stages of serious mental health challenges and/or substance use disorders.

» **No Wrong Door**

Timely access to behavioral health services is ensured through a No Wrong Door policy, providing coordinated care regardless of initial entry point.

» **Whole-Person Care**

Services are delivered through a whole-person approach to care and integrating co-occurring mental health and substance use services.

» **Responsive Care**

Services are delivered in a respectful, trauma-informed and culturally responsive behavioral health services.

80%
overall client satisfaction scores from BHRS consumer perception surveys

100%
of Behavioral Health Accountability Sets (BHAS) measures meet or exceed state-established quality benchmarks or achieve an increase of 5% points from the prior measurement year demonstrating that effectiveness of care, access to care, and experience of care are meeting state-wide standards

EXAMPLE ACTIVITIES

Focus on multiple methods for increasing client access; connecting to services and work with a variety of providers to allow for extended hours and diverse locations

Create a more welcoming space for clients that emphasizes co-occurring care offerings and whole person integration

Implement a process for ongoing client and community input

Enhance peer and family support services throughout the continuum of care