Bexar County Children and Youth Behavioral Health Partnership

Backbone Organization Request for Proposals

Information Session

Partnership Context
Our Guiding Frameworks

1. Collective Impact
2. Results Based Accountability
THE 5 CONDITIONS OF COLLECTIVE IMPACT

- **COMMON AGENDA**
  - Common understanding of the problem
  - Shared vision for change

- **SHARED MEASUREMENT**
  - Collecting data & measuring results
  - Focus on performance management
  - Shared accountability

- **MUTUALLY REINFORCING ACTIVITIES**
  - Differentiated approaches
  - Coordination through joint plan of action

- **CONTINUOUS COMMUNICATION**
  - Consistence and open communication
  - Focus on building trust

- **BACKBONE SUPPORT**
  - Separate organization(s) with staff
  - Resources and skills to convene & coordinate participating organizations
# Collective Impact Efforts Tend to Transpire Over Four Key Phases

<table>
<thead>
<tr>
<th>Components for Success</th>
<th>Phase I: Generate Ideas and Dialogue</th>
<th>Phase II: Initiate Action</th>
<th>Phase III: Organize for Impact</th>
<th>Phase IV: Sustain Action and Impact</th>
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</thead>
<tbody>
<tr>
<td><strong>Governance and Infrastructure</strong></td>
<td>Convene community stakeholders</td>
<td>Identify champions and form cross-sector group</td>
<td>Create infrastructure (backbone and processes)</td>
<td>Facilitate and refine</td>
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<tr>
<td><strong>Strategic Planning</strong></td>
<td>Hold dialogue about issue, community context, and available resources</td>
<td>Map the landscape and use data to make case</td>
<td>Create common agenda (common goals and strategy)</td>
<td>Support implementation (alignment to goal and strategies)</td>
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<tr>
<td><strong>Community Involvement</strong></td>
<td>Facilitate community outreach specific to goal</td>
<td>Facilitate community outreach</td>
<td>Engage community and build public will</td>
<td>Continue engagement and conduct advocacy</td>
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<tr>
<td><strong>Evaluation and Improvement</strong></td>
<td>Determine if there is consensus/urgency to move forward</td>
<td>Analyze baseline data to ID key issues and gaps</td>
<td>Establish shared metrics (indicators, measurement, and approach)</td>
<td>Collect, track, and report progress (process to learn and improve)</td>
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![Completed Phase](image)

![Current Phase](image)
Results Based Accountability
2019
Road Map Summary

Create Common Agenda for Change

1. Craft Problem Statement
2. Finalize Our Result/Goal
3. Select Shared Measures/Indicators/Baseline
4. Identify, Implement and Assess Strategies

Select Backbone

5. Leadership team will:
   - Finalize scope of work
   - Finalize RFP
   - Vet and Select backbone

Formalize final membership and leadership structure

6. Transition Leadership Team to Official Steering Committee
7. Transition workgroups into formal and named workgroups
Key Milestones

1. Assess our local system gaps and opportunities through research - COMPLETE
2. Identify and adopt a collective goal that unites our work and reflects our local challenges - COMPLETE
3. Identify and analyze local data to help us understand current behavioral health trends in our community - COMPLETE
4. Identify strategies that will address our local challenges and improve the behavioral health of children and youth - November 2019 – January 2019
5. Identify a backbone organization to support our collective work - February 2020
6. Implement and coordinate our strategies - Starting in 2020
7. Track and evaluate the impact of our strategies - 2020 onwards
Problem Statement

At least 1 in 5 children and youth under 18 experience a mental health issue before the age of 14.

The average age of first substance use in Bexar County is 13.

The majority of children and youth with behavioral health symptoms have not been treated and the average delay between the onset of their symptoms and intervention is 8-10 years.
To reach every child with behavioral health concerns as early as possible with effective and responsive services.
Clarified our Focus: Upstream

<table>
<thead>
<tr>
<th>Community</th>
<th>IBH in Primary Care</th>
<th>Specialty Care</th>
<th>Intensive/Crisis/Rehab Care</th>
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</thead>
<tbody>
<tr>
<td>1. Limited staff in</td>
<td>1. Funding driven constraints on the</td>
<td>1. Financial challenges for specialty MH providers</td>
<td>1. A lack of rehabilitative</td>
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<tr>
<td>education system</td>
<td>expansion of IBH</td>
<td>serving children, youth and families who have Medicaid</td>
<td>services and evidence-</td>
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<tr>
<td>available to identify</td>
<td>2. Shortages of specialists &amp; more</td>
<td>or who are insured</td>
<td>based care in both the</td>
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<tr>
<td>BH needs and link</td>
<td>intensive services make referrals more</td>
<td></td>
<td>private and public sectors</td>
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<tr>
<td>students to care</td>
<td>difficult for children and youth with</td>
<td></td>
<td></td>
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<tr>
<td>2. Significant barriers</td>
<td>more severe needs</td>
<td></td>
<td></td>
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<tr>
<td>to accessing mental</td>
<td>3. Broader use of IBH is needed</td>
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<tr>
<td>health services even</td>
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<td></td>
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<tr>
<td>when available</td>
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<td>3. Lack of peer</td>
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<td>support/recovery</td>
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**Specialty Care**

1. Financial challenges for specialty MH providers serving children, youth and families who have Medicaid or who are insured
2. Limited access to mental health services due to a general workforce shortage of pediatric specialists, but in particular child and adolescent and Spanish-speaking bicultural behavioral health clinicians
3. Limited substance use prevention programs and direct services

**Intensive/Crisis/Rehab Care**

1. A lack of rehabilitative services and evidence-based care in both the private and public sectors
2. Crisis response needs to be coordinated across systems within a community
3. Limitations in access to inpatient care and concern about inpatient capacity for children and youth
Our Current Structure

Administrators – Michelle Lugalia-Hollon (Kronkosky Charitable Foundation) and Rebecca Helterbrand (San Antonio Area Foundation)

Leadership Team

Working Group 1 – Component 0
(community-based providers)

Working Group 2 – Component 1 + 2
(primary care and specialty behavioral health providers)
<table>
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<tr>
<th>Step 1</th>
<th>All stakeholder meeting – Answer how do you know that the results are met? What does Success look like?</th>
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<td>Step 2</td>
<td>Data gathering on the potential indicators by data partner</td>
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<tr>
<td>Step 3</td>
<td>All stakeholders meeting – Bring potential indicators and data to large group to work through with selection of indicators – What’s an indicator and what’s not an indicator?</td>
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<td>Step 4</td>
<td>Work with data partner on final data for final selection of indicators – this is not a meeting, but allows data partner to do the work on final selection of indicators and to help with identification of the most burdened communities/population(s)</td>
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<td>Step 5</td>
<td>All-stakeholder meeting – Final selection of Indicators shared with group(s)</td>
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<td>Step 6</td>
<td>All-stakeholder meeting – Decide on factors (using Turn the Curve) for each Indicator(s)</td>
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<td>Step 7</td>
<td>All- stakeholder meeting - Use Turn the Curve work to do a Targeted Factor Analysis to develop and confirm strategies/programs</td>
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<td>Step 8 - 2020</td>
<td>Activate the work</td>
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Our Indicators/Shared Measures

• **Youth Utilization Rate**
  - Rate of youth utilization of services across continuum of available care in Bx. County

• **School Absenteeism**
  - % of youth chronically absent (missing 10%+ of enrolled days)

• **School Discipline by type**
  - % of students experiencing school discipline (in and out of school) across ISDs in Bx. County

• **Duration of Symptoms**
  - % of youth whose symptoms began X or more/fewer days before the first visit

• **System Capacity**
  - # of days between youth seeking care and entering care/# of youth waitlisted/turned away per month
See list of engaged partners, and draft strategies on Initiative’s website
A Backbone Does

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<tr>
<td>Guide vision and strategy</td>
<td>Team works together with SC to steer initiative and WGs to support implementation</td>
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<td>Support and coordinate aligned activities</td>
<td>Facilitates and coordinates action and communication across the initiative</td>
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<td>Establish shared measurement practices</td>
<td>Manages data collection among partners and supports use of data for learning and evaluation of the initiative</td>
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<td>Neutrally, cultivates community engagement and ownership</td>
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<td>Advance policy</td>
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<td>Mobilizes resources</td>
<td>Coordinates and supports efforts to maintain sustainability for itself and the initiatives’ strategies</td>
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**Backbone Does Not**

- Set the group’s agenda
- Drive or independently determine the solutions
- Receive/keep all the funding for the initiative
- Self-appoint