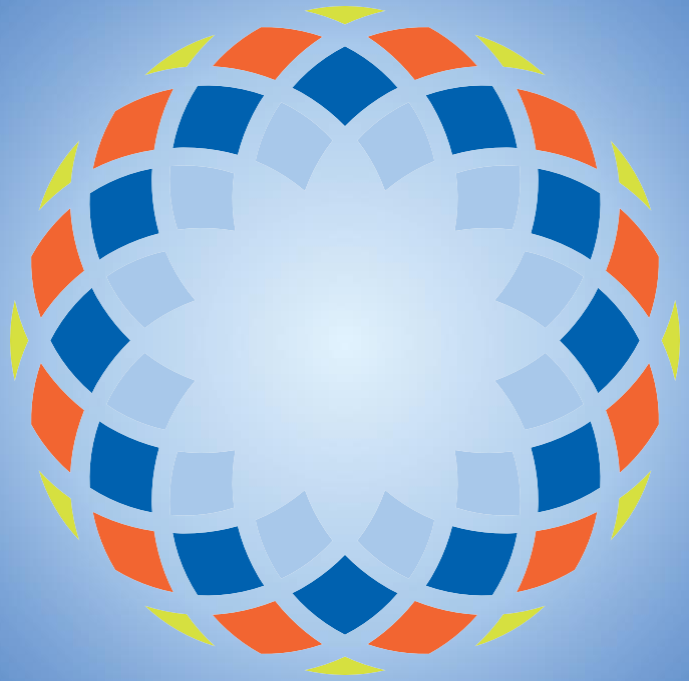


BE WELL BLUEPRINT

Moving toward a community of action.

Mental health is “a state of well-being in which every individual realizes his or her own potential, can cope with normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community.”[1]

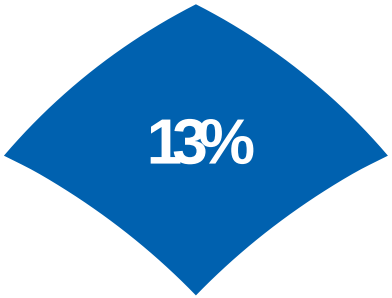
Vision: Be Well Orange County will lead the nation in optimal mental health[2] and wellness for all residents.

[1]World Health Organization. Mental Health: A State of Well-Being, 2014. http://www.who.int/features/facilities/mental_health/en
[2]In the following document, the terms mental health and wellness encompass substance dependence and abuse.

THE CHALLENGE

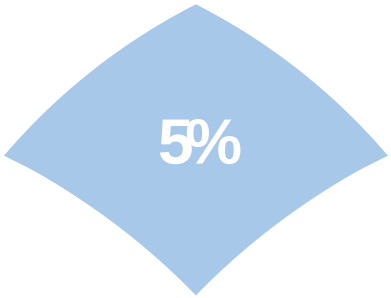
Incidence and Prevalence of Mental Health & Substance Use Issues

- **One in five adults** experiences a mental health issue in any given year and one in 25 live with a serious mental illness
- **One in 10 young people** experience a major episode of depression in any given year
- **Half of all chronic mental illness** begins by the age of 14; three-quarters by the age of 24
- **California's suicide rate** in 2016 was 12.1 per 100,000 and more than 50% had no known mental health condition



of adults live with substance dependence or abuse

of adults live with anxiety disorders



of adults live with major depression

or more of homeless adults staying in shelters live with serious mental illness

Risks to mental health impact individuals at every stage of the life course, from the early years, through adolescence, as young adults and adults, and as parents and older adults

Barriers to Care

- **Lack of understanding** regarding the importance and effectiveness of prevention and early intervention
- **Lack of hope** and understanding that recovery and well-being are possible for those living with mental illness
- **Lack of knowledge** about effective treatments and where to find the right help
- **Stigma negatively impacts hope and self-esteem**, increases severity of psychiatric symptoms, and decreases outreach and engagement in treatment

Orange County System Issues

- **People cannot connect to the right care in the right place when they need it**. Gaps in services, access, and funding plague the mental health system, especially in terms of services for young children and adolescents, crisis intervention, and addiction treatment

- **Fragmentation and health care silos**, "Cylinders of Excellence," contribute to service gaps and access challenges, limit coordination, and maintain competition among organizations that dilutes collective impact potential

- **Disparities and inequities in geographic service availability** throughout the county

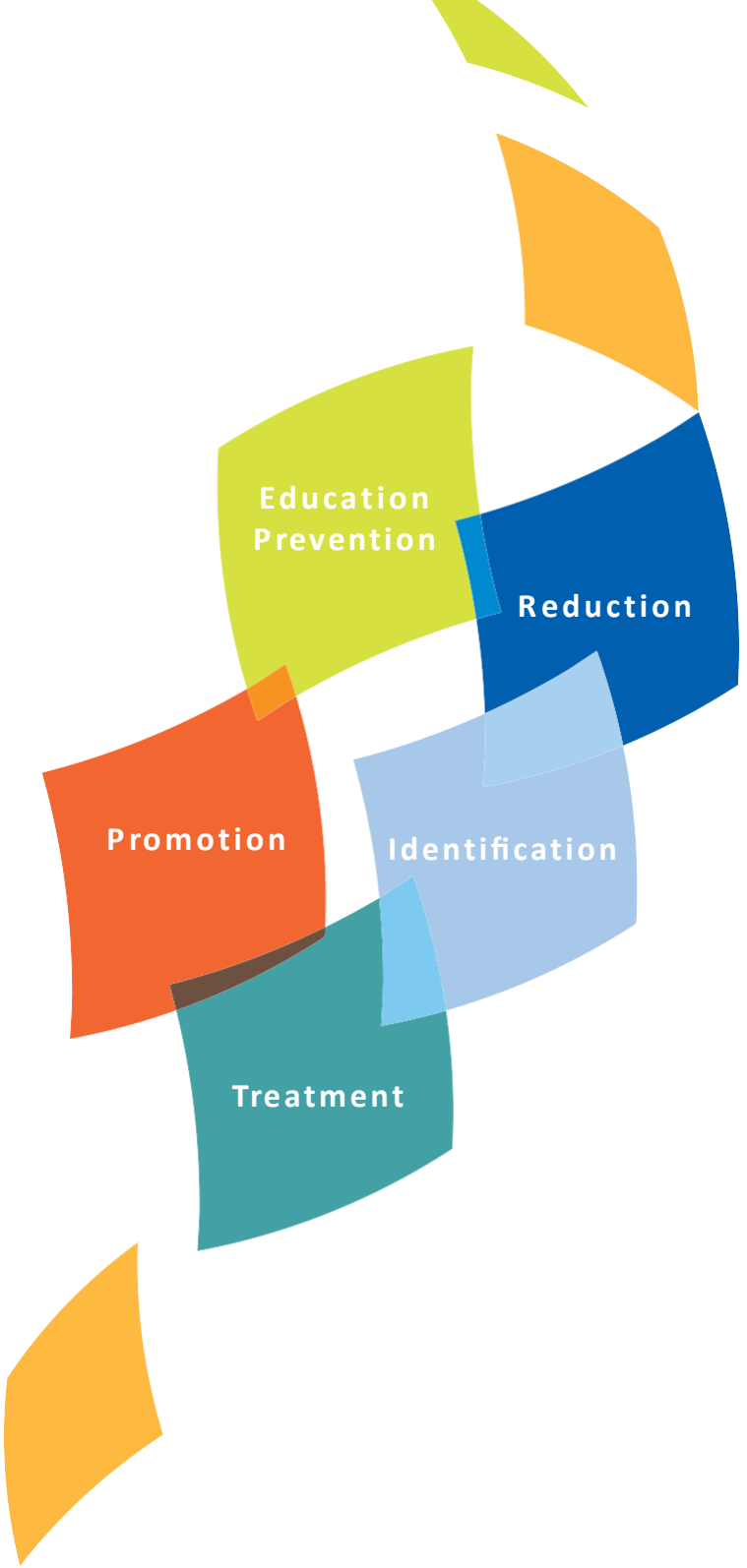
- **Available care is not always delivered optimally** using evidence-based or expert-recommended best practices, which produces poor outcomes and inefficiencies, wasting precious resources

THE SOLUTION

Delivering Unparalleled Breakthroughs

Orange County will be a community of action, leveraging collective power to transform mental health service delivery into a world class system of care. Success starts with acceptance that the mental health sector alone cannot solve all of the challenges of this complex and pervasive health challenge. Be Well OC will bring together a robust, community-based, cross-sector strategy – public-private, academic, faith, and others – to positively impact those challenges that diminish mental health and well-being.

We will harness a best practice model known as **Collective Impact**, with a clearly defined leadership structure, to advance: education and prevention of mental illness, reduction of stigma, promotion of mental health, early identification of problems, and comprehensive, coordinated treatment. In doing so, Be Well OC will establish a community-wide ecosystem of optimal mental health care and supports. Be Well OC aims to create a new reality for Orange County, where together we boldly impact individual and societal conditions so that all residents can Be Well.



Collective Impact is an innovative and powerful model for transforming systems and solving complex problems. Collective Impact recognizes that complex problems cannot be addressed by a single system or organization. Instead, leaders representing the many sectors of a community collaborate and strategically organize relevant stakeholders to accomplish a population-wide outcome. The Collective Impact model involves five core elements that are the hallmark of effective cross-sector collaboratives:

1. **Common Agenda:** All participants hold a vision for change that includes a common understanding of the problem and a shared approach to solving the problem through collaborative, coordinated actions.

2. **Mutually Reinforcing Activities:** All participants align their various activities to achieve shared outcomes, where the whole is greater than the sum of its parts.

3. **Shared Measurement:** All participants agree to transparency in measures and reports on progress, using a set of common indicators that will drive learning and improvement.

4. **Continuous Communication:** All participants engage in frequent, structured communication to build trust, enhance collaboration and problem solving, and reinforce commitment to the shared agenda.

5. **Backbone Support:** An independent, dedicated, and sufficiently-staffed entity supports the essential functions to sustain the collective impact initiative. (See Distributed Leadership Structure)

PILLARS FOR ACTION

Pillars for Action

Six core pillars for action will create and sustain a transformed mental health and wellness ecosystem. The pillars were developed through input from numerous stakeholders participating in the OC Coalition System of Care work group and will be operationalized by Be Well OC:

1. Systems Change

Be Well OC is not simply a new set of programs and services, or business as usual. This transformation provides a formal and structured vehicle for strong cross-sector partnerships (e.g., public-private, faith-based, education, business, health, mental health and substance use, housing, social services, and others) to create a better aligned and coordinated system of care to have a larger positive impact than the traditional mental health care sector alone.

New services and supports, and effective existing services, will be leveraged and coordinated strategically to improve timely access, close treatment gaps, and create seamless transitions in care coordination across hospitals, clinics, community-based organizations, and providers.

2. Responsive and Inclusive

Be Well OC aims to meet the mental health needs of all residents, regardless of payer. Individuals need timely access to care for the whole person, based on each person's beliefs, needs, culture, family and support systems, views about wellness, and individual strengths and resources. Addressing population disparities in mental health and substance use care means ensuring parity of access (i.e., notwithstanding race, ethnicity, gender, sexual orientation, age, cognitive ability, insurance/economic status, geography) and providing culturally responsive services without stigma in the context of the individual's primary language, spiritual, and value systems.

3. Aligned and Accountable

Be Well OC will ensure that a shared measurement, evaluation, and quality improvement approach is aligned to support services and activities with accountability, transparency, and resource optimization. To maximize the impact of existing and new investments and programs in mental health and wellness, Be Well OC will promote and support the collaboration of public and private organizations investing in mental health and wellness activities. Engaging local residents in shaping and defining expectations for this new approach to mental health and wellness will further provide important accountability for achieving desired outcomes.

4. Integrative and Future Focused

Be Well OC will be whole-person, whole-family[3], and whole-community centered to address the mental, emotional, social, physical, environmental, and spiritual determinants of overall health and wellness. To achieve individual and population mental health and wellness, services and supports within the system of care will be provided in coordinated collaboration, and seamlessly integrated where possible, across sectors to leverage value-added capacity within cities and communities across the county.

Outcomes of recovery and resiliency will be supported through a workforce that includes non-licensed community health workers and peer providers. Be Well OC will leverage new technologies and digital capabilities to augment traditional resources and service offerings based on evolving preferences of consumers. The Be Well OC Ecosystem will create spaces for healing and connection, and consider alternative ways to foster health through community gardens, exercise, and mindfulness activities.

[3]When a child is being served, mental health services apply not only to the individual, but to the family. Services that are child-and family-centered involve family members' participation in educational and clinical services, as well as attention to the health care needs of all family members.

5. Evidence-Based and Quality-Driven Care

Be Well OC will ensure that:

- Providers demonstrate core competencies in mental health and substance use services, including screening and identification of need, referral protocols, and integrated care models
- Services are delivered through person-centered, team-based care with consistent use of proven integrated care models
- Prevention and early intervention, evidence-based practices, and promising practices are used wherever possible to optimize mental health and well-being, as well as effective clinical outcomes and cost effectiveness
- A shared measurement system (e.g., dashboard) is designed and implemented, that leverages available clinical data for population health management and tracks progress on improving community health

6. Fueled by a Mind OC Wellness Fund

Be Well OC will establish a Wellness Fund that attracts, aligns, and braids public and private funding and resources (e.g., grants and private / corporate philanthropy) to support common goals. To ensure long-term sustainability, Be Well OC will establish financial goals, strategies, and action plans geared towards building a diverse portfolio of resources, including in-kind commitments from partners, grants, braided funds, and reinvested health care savings resulting from cost effective strategies and service efficiencies.

COLLECTIVE IMPACT

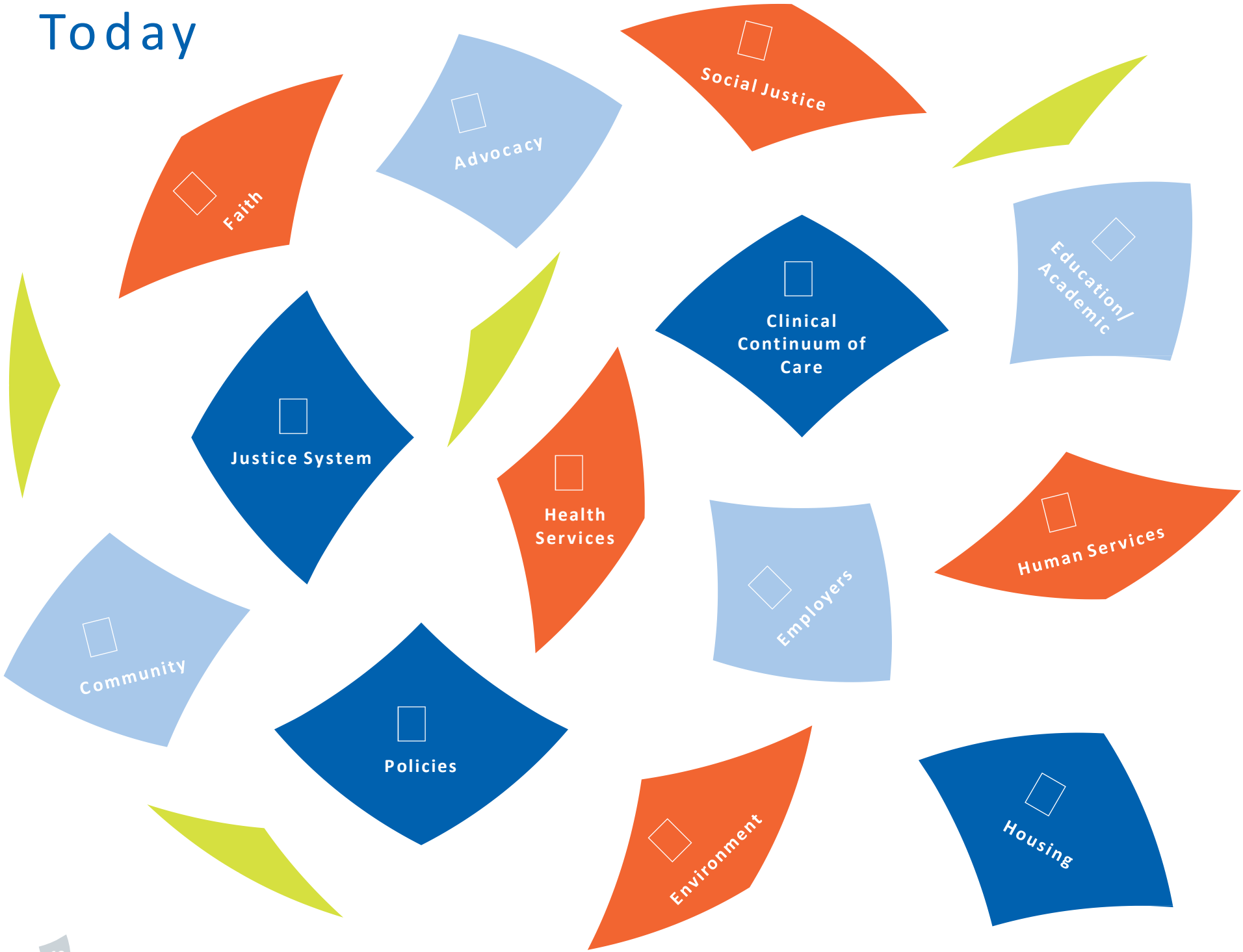
Establishing The Be Well OC Ecosystem: A Mental Health System of Care

Fragmentation within the current health and mental health care systems, and a lack of coordination with other vital systems, such as public health, education, housing, and social services, is one of the greatest threats to the mental health and wellness of Orange County residents. In physical health care, there is a county-wide strategy to improve cardiovascular and stroke care, and a focus on evidence-based medicine to ensure that the care delivered is impactful and yields improved outcomes. **To align with this, the Be Well OC system of care will be designed as a dynamic ecosystem of interconnected stakeholders, each one charged with a mission to improve access, quality of care, and population health outcomes more cost-effectively and with better value**.

This ecosystem will encompass high value physical health, mental health, and substance use services to address the range of needs from prevention, early intervention and crisis aversion, stabilization and acute care, and recovery. These services and supports will be available with consistency across Orange County when and where residents need them by engaging and leveraging the capacities of public and private sectors, including health plans, hospitals, clinics, schools and universities, faith organizations, and other community-based entities. This system will harness the power of the community and residents as responsible partners in achieving the Be Well OC vision.

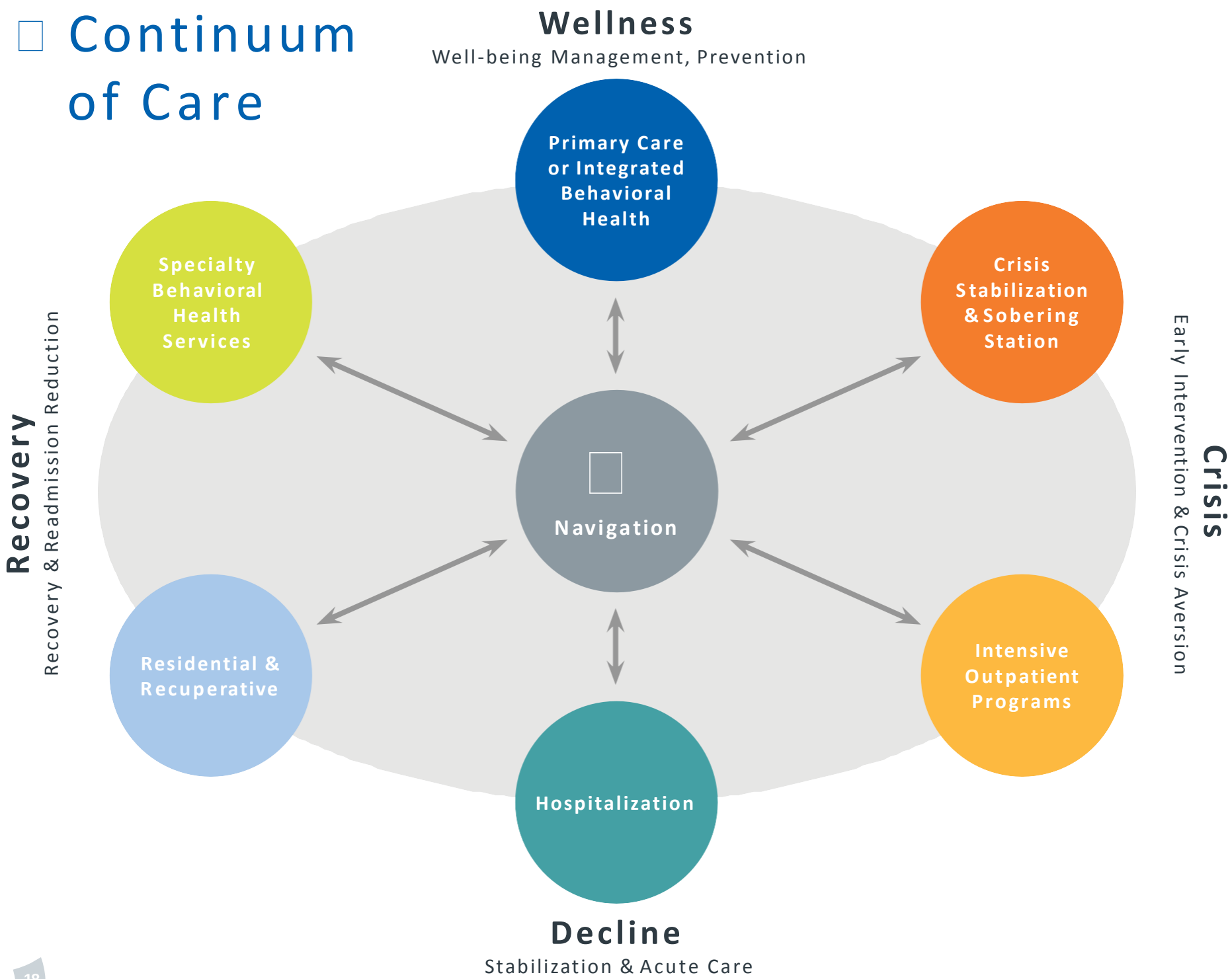
Anchoring Wellness Hubs will serve three geographies (north, central, south) across the county. Each geographic area will have an established Wellness Hub with common core services, as well as services tailored to the unique population needs of the region. Hubs will have sufficient service and staffing capacity to address a range of mental health and wellness levels of risk and complexity. Communities will be engaged in the planning and on-going implementation of the Hubs to ensure an array of services for tiered mental health and wellness care, mechanisms to address the range of mental health risk and needs of the population, and collaborative links between the mental health ecosystem and other health systems, community services, and resources (e.g., Homeless System of Care).

Today


Social Justice
Advocacy
Faith
Education/ Academic
Clinical Continuum of Care
Justice System
Health Services
Human Services
Employers
Community
Policies
Environment
Housing

Tomorrow

Continuum of Care



CARE.
RESULTS.
IMPACT.

Establishing The Be Well OC Leadership Structure: Collective Impact

The new Ecosystem requires a responsive, accountable, and transparent approach to leadership to ensure the success of the Collective Impact approach around clearly identified Results. Just as no single organization or system can solve the complex problem of achieving mental health and wellness for all residents, the responsibilities of the Be Well OC leadership structure need to be shared across sectors and organizations collectively.

Implementing a Distributed Leadership model will promote interdependency and collective accountability for activities and Results of the Be Well OC Ecosystem. A well-defined structure of "Backbone Organizations" and "Impact Organizations" enables participants to work at the top of their expertise in an optimal, accountable, non-hierarchical fashion, and avoids duplicative, value-limited efforts. Organizational partners can assume a "Backbone" role in one area while serving in an "Impact" role in another area.

THE BACKBONE

The Be Well OC leadership structure is comprised of three key roles wherein organizations participate:

1. **BE WELL OC BACKBONE:** Frames and supports the work of the full Be Well OC Ecosystem. A varied group of representative community stakeholders comprises this interdependent Leadership Team (e.g., OC Supervisors, hospital executives, faith leaders, academic and business leaders, and community representatives). This central Backbone holds the Be Well OC vision, informs the strategic direction of Be Well OC Result Backbones, and supports the coordinated action of all participants in the Be Well OC Ecosystem.

2. **RESULT BACKBONES:** Leadership teams comprised of organizations accountable and dedicated to coordinating the Impact Organizations best positioned to carry-out the work associated with achieving one of the six Be Well Results.

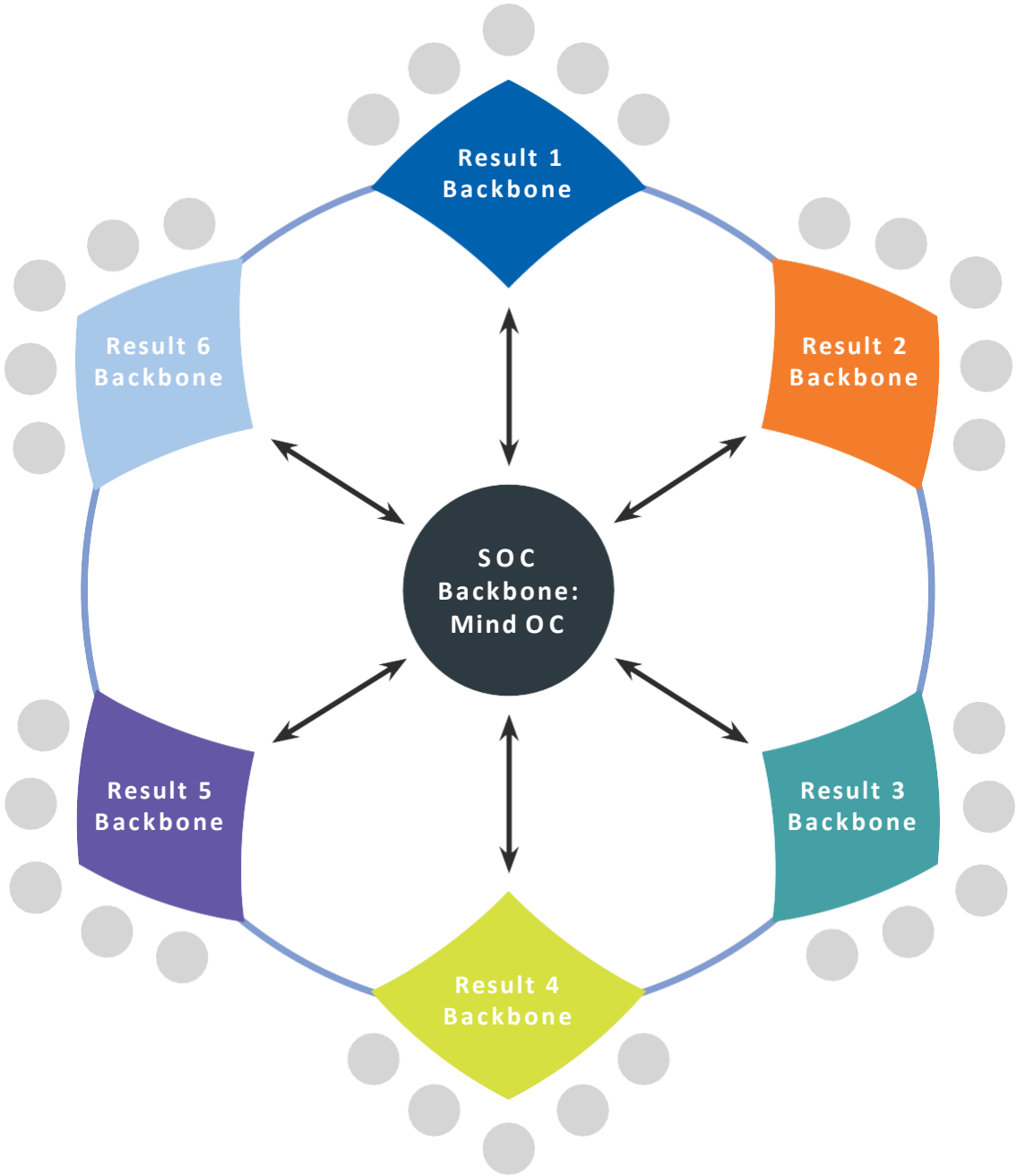
3. **IMPACT ORGANIZATIONS:** Organizations best suited to implement coordinated programs and services, interventions and initiatives associated with a specific Be Well Result.

Distributed Leadership Structure

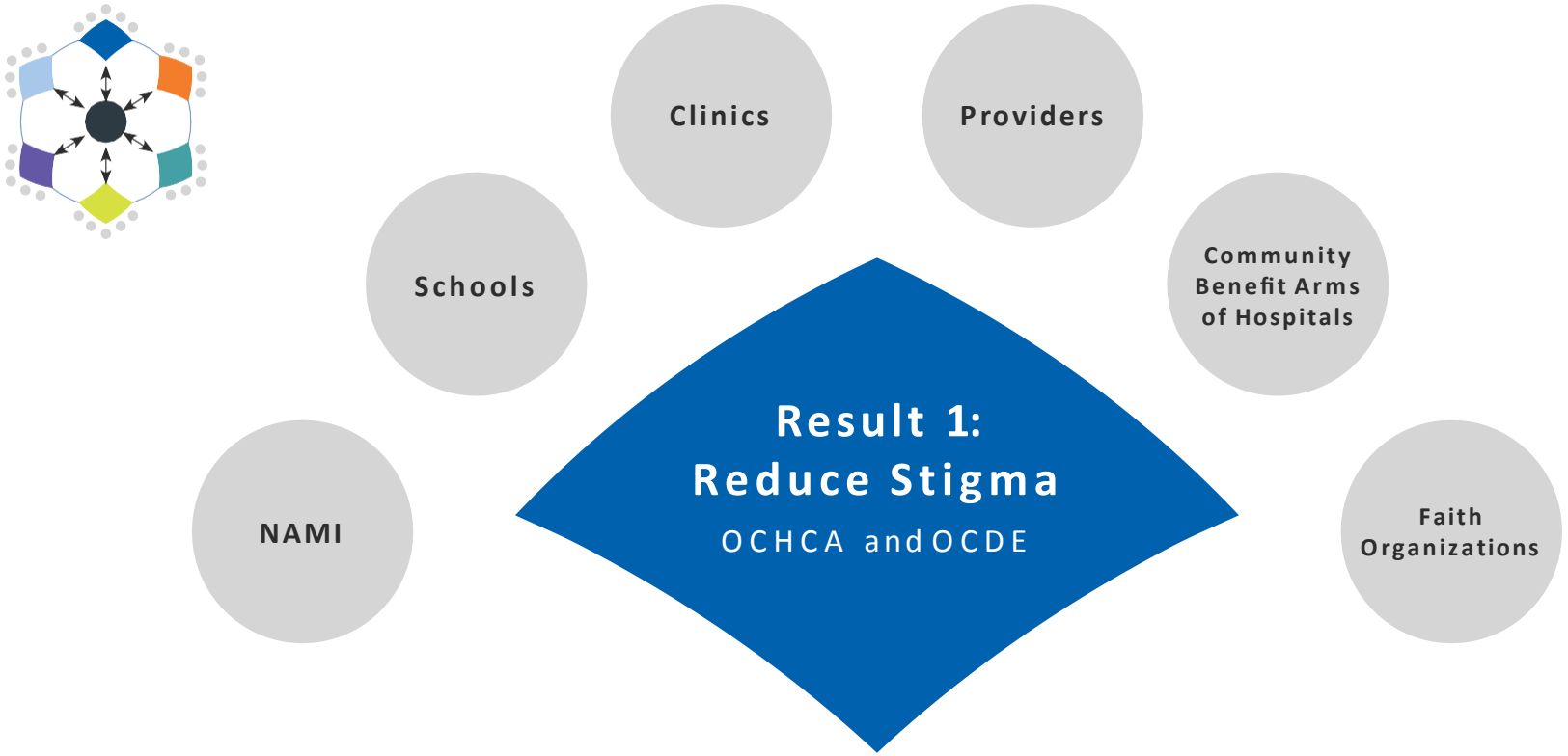
System of Care Backbone:
Frames the work of the full, collaborative portfolio

Result Backbone:
Organization(s) dedicated to facilitating the work associated with achieving this result

Impact Organizations:
Implementing interventions related to the result



Example of Distributed Leadership Approach Result #1: Reduce Stigma



Tactics

- Mental Health First Aid
- MHSA Train the Trainer Model
- Each Mind Matters (Green Ribbon) Social Marketing Campaign

Results and Key Performance Indicators

"Orange County will lead the nation in optimal mental health and wellness for all residents."
The following six Results and associated performance indicators need to be achieved in order for Be Well OC to achieve the Vision. Coalition partners, including residents, will leverage their strengths and existing roles in the community to address each of these Results.

1 Reduce Stigma

Improved mental health awareness, attitudes, and understanding throughout the Orange County community

Indicator 1a:
Public awareness and changed conversation

Indicator 1b:
Ability to recognize disorders (self & others)

Indicator 1c:
Knowledge of professional help and treatment availability

Indicator 1d:
Knowledge of effective self-help strategies

2 Prevent and Act Early

Effective prevention and early intervention services are available to all Orange County residents

Indicator 2a:
Investments in prevention & early intervention

Indicator 2b:
Expand Social-Emotional Learning in early childhood education/care settings

Indicator 2c:
Outreach, engagement by peers, and early diagnosis

3 Close Treatment Gaps and Improve Access

All Orange County residents can access needed programs and services when and where they need them

Emphasis on interorganizational transitions of care and warm connections

Indicator 3a:
Mental health equity and disparities

Indicator 3b:
Expand utilization of peer services & grow provider pool

Indicator 3c:
Optimal interorganizational care pathways and warm connections

Results and Key Performance Indicators

4
Strengthen Crisis Response

All Orange County residents can access crisis support through a network of facilities, mobile teams, and digital tools

Indicator 4a:
Incidence of MH crises and suicides (attempts, completions)

Indicator 4b:
Appropriate utilization of CSUs vs. ED and inpatient services

icator 4c:
Utilization of mobile support services and navigation app

5
Establish Community Wellness Hubs

Coordinated, integrated, responsive health, behavioral health, and wellness services capacity

Integrated primary care/behavioral health, urgent needs, mobile treatment strategically located in three geographic regional areas

Indicator 5a:
Inter-agency and interorganizational collaboration

Indicator 5b:
Implement core Hub services, and region-specific services

Indicator 5c:
Broad array of services (e.g., crisis, wellness, mobile health, in-home support, peer run education)

6
Align Partners, Policies and Programs

Addressing complex, interrelated issues of mental illness, addiction, and homelessness, among others

Indicator 6a:
Homeless System of Care

Indicator 6b:
ACEs & Trauma informed care

Indicator 6c:
Cross-sector partnerships

Indicator 6d:
University-BH program partnerships

TAKE ACTION

Call to Action: Six Essential Next Steps to Achieve the Vision for **Be Well** OC

1. Commit to a Common Agenda

- Vision (Status: done)
- Shared understanding of the problem and priorities (including the language used to communicate)
- Establish an agreed upon approach and plan to achieve the vision

2. Define the Distributed Leadership, Accountability & Decision-Making Structure

- Establish the Be Well OC Backbone, including policies and procedures
- Establish Result Backbones for each of the six Results
- Identify the Impact Organizations responsible for implementing the programs, services, and tactics that advance the strategies associated with each Result
- Role clarification between Backbones and across partners with clear points of accountability

3. Identify Mutually Reinforcing Activities & Strategies and Move from Competition to Collaboration

- Inventory existing interventions/strategies for each Result (Status: underway)
- Identify gaps that need to be filled
- Acknowledge and leverage the strengths and expertise of the partners to implement strategies that together will address the associated results
- Create a portfolio of interventions that includes prioritized strategies and activities that will be aligned and implemented to achieve the corresponding result

4. Develop a Shared Measurement System

- Develop a data strategy plan, including collecting, analyzing, sharing, and reporting
- Define indicators to track and measure progress for each of the six Results
- Develop and implement Data Sharing Agreements across partners (earlier the better)

5. Establish a Structure for Financial Sustainability

- Identify responsible partner(s) and develop policies and procedures
- Map financing opportunities (private/corporate/philanthropic/public)
- Create a Wellness Fund that can aggregate dollars from multiple sources to impact strategic objectives
- Secure commitments of participation and support from payer organizations

6. Establish a Process for Continuous Communication

- Develop and refine effective strategies to achieve meaningful and authentic community engagement
- Establish frequent, routine, and transparent communication of activities with the larger community
- Use multiple communication channels to share results and challenges to continuously strengthen and improve transformation efforts

Be Well