



Strategic Plan & Roadmap

Northwest Florida Mental Health Task Force

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Baptist Health Care**



Context of Study



- **Mental Health Task Force of Northwest Florida**, a volunteer group convened by Representative Salzman to bring greater focus to the topic and identify opportunities to improve behavioral health services for individuals and families in the region (Escambia and Santa Rosa counties)
- **Task Force collaboration began Summer, 2021** to begin mapping assets, organizing data, creating communications campaign; fundraising for study
- **Engaged Ernst & Young LLP in November 2022** to conduct background research, engage stakeholders, and develop a future state strategic plan and roadmap focused on the alignment and delivery of behavioral health services

www.mentalhealthtaskforce.org

Blue Print

Data &
Information

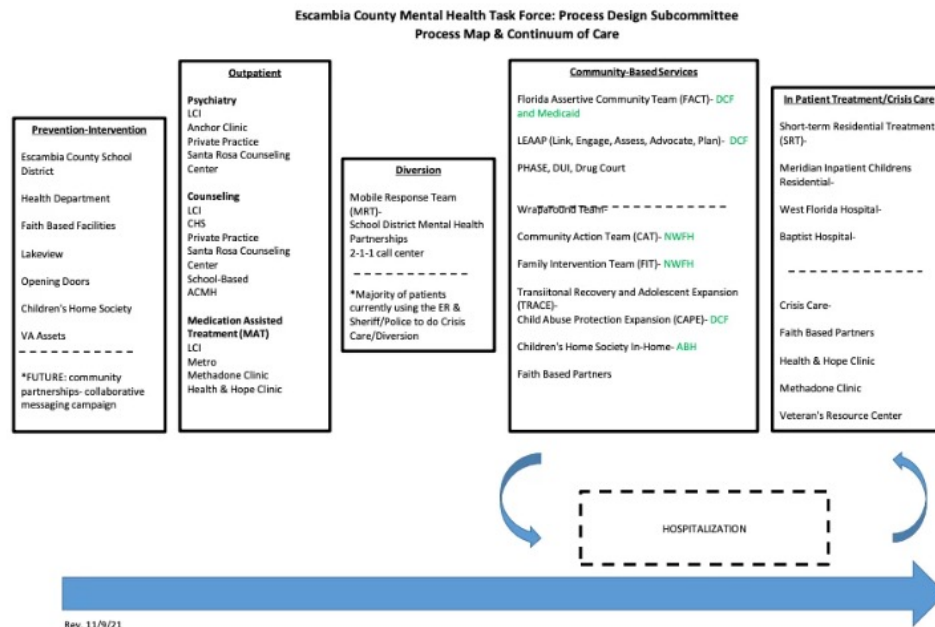
Press Releases

Task Force
Committee
Attendees &
Stakeholders

Media Packets

Meeting
Packets &
Notes

Process Map for Mental Health Care in Northwest Florida



[Download PDF](#)

Early work
before
E&Y

Timeline of Work – E&Y



CLIENT COLLABORATION AND STAKEHOLDER ENGAGEMENT

Background Research and Discovery Dec. 2022 to March 2023



- ▶ Information request & background review
- ▶ Scan of primary programs and funding
- ▶ Stakeholder questionnaire
- ▶ Interviews and focus groups
- ▶ Leading practices research
- ▶ Focus Groups Meetings
- ▶ Mental Health Task Force meeting

Visioning and Strategic Plan Feb. to April 2023



- ▶ Strategic framework with top priorities and goals
- ▶ Future state visioning session
- ▶ State leader conversations
- ▶ Identification of performance measurements

Deliverables Feb. to May 2023



- ▶ Background Review and Research Summary
- ▶ Strategic Plan and Roadmap
- ▶ Final presentation of strategic plan to Mental Health Task Force (May 2023)

Phase 1.

Background Research & Discovery



Stakeholder input: 110+ unique participants



Stakeholder Questionnaire (December)

Digital questionnaire
developed by EY
with client input



Interviews (Dec. to March)

Interviews with local
leaders selected by the
client



Focus Groups (Jan. to March)

Conversations with
stakeholder
organizations



State Level Conversations (Jan.-Feb.)

Meetings with state
agency representatives



Task Force and Future State Visioning Meetings (Jan.-Feb.)

Strategic planning and
visioning workshops



Final Presentation (May)

Overview of strategic plan
report with Task Force

Phase 1.

Background Research & Discovery



Research and analysis: Understanding the behavioral health landscape

- Background information review of 30+ documents and data sources
- Environmental scan of key services and programs currently available
- Evaluation of funding for behavioral health at a national and state level
- Research on national models and leading practices

Sources	Local	Regional	Statewide	National
The Baker Act, Florida Statutes 2011			X	
Children's Home Society of Florida Data Sheet	X		X	
Escambia County Sheriff's Office Baker Act Transport Data	X			
Pensacola Police Department Mental Health Statistics Sheet	X			
FDCC Office of Programs and Re-Entry Substance Use Data		X		
Lakeview Center Data Report	X	X		
NAMI Mental Health Facts in America Data Sheet				X
NAMI Mental Health Facts - Children and Teens Data Sheet				X
NAMI Mental Health Care Matters Data Sheet				X
Achieve Healthy Escambia Community Dashboard		X		
Escambia - Santa Rosa Community Health Needs Assessment Report		X		
Escambia County Veterans Court Information Sheet	X			
Escambia County School Mental Health Allocation 2020-2021	X			
UWF HASS Center Health Survey		X		

Sources	Local	Regional	Statewide	National
Quint Studer: Breaking the Stigma Around Mental Health Issues				X
Opening Doors Information Sheet	X	X		
Opening Doors Organization Tax Return Reports	X	X		
Health and Hope Clinic Brochure	X	X		
Health and Hope Clinic Information Sheet	X	X		
Behavioral Medicine Center of Baptist Hospital, Inpatient Mental Health Services for Children and Adolescents		X		
Baptist Health Care Behavioral Medicine Center Information Sheet	X	X		
Baptist Health Care Inpatient Mental Health Services Brochure	X	X		
Baptist Health Care Children and Adolescents Brochure	X	X		
Florida Health Charts Data	X		X	
Mental Health America - "Evidence for Peer Support" (2019)				X
HCA West Florida Hospital Data Sheet	X	X		
Where Does Your Organization Fall on the Well-Being Spectrum? (Why Assessments Matter)		X	X	
Process Map for Mental Health in Northwest Florida	X	X		

Phase 2.

Visioning & Strategic Plan Development



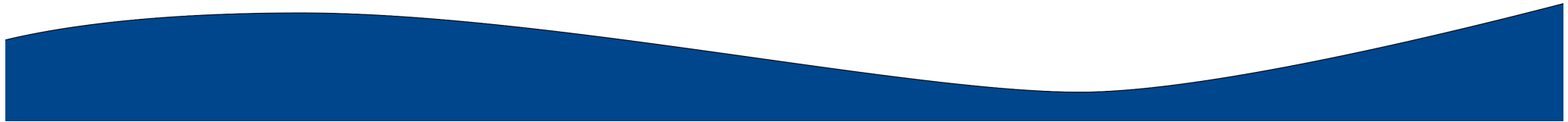
- Formed a **future state vision** for the behavioral health continuum of care
- Formed a **strategic framework with priorities, goals and services, initiatives, and enhancements** that can help foster greater alignment within the BH ecosystem

Future state vision

The EscaRosa region is a leading community in the nation for the provision of comprehensive behavioral health care and improved patient outcomes.



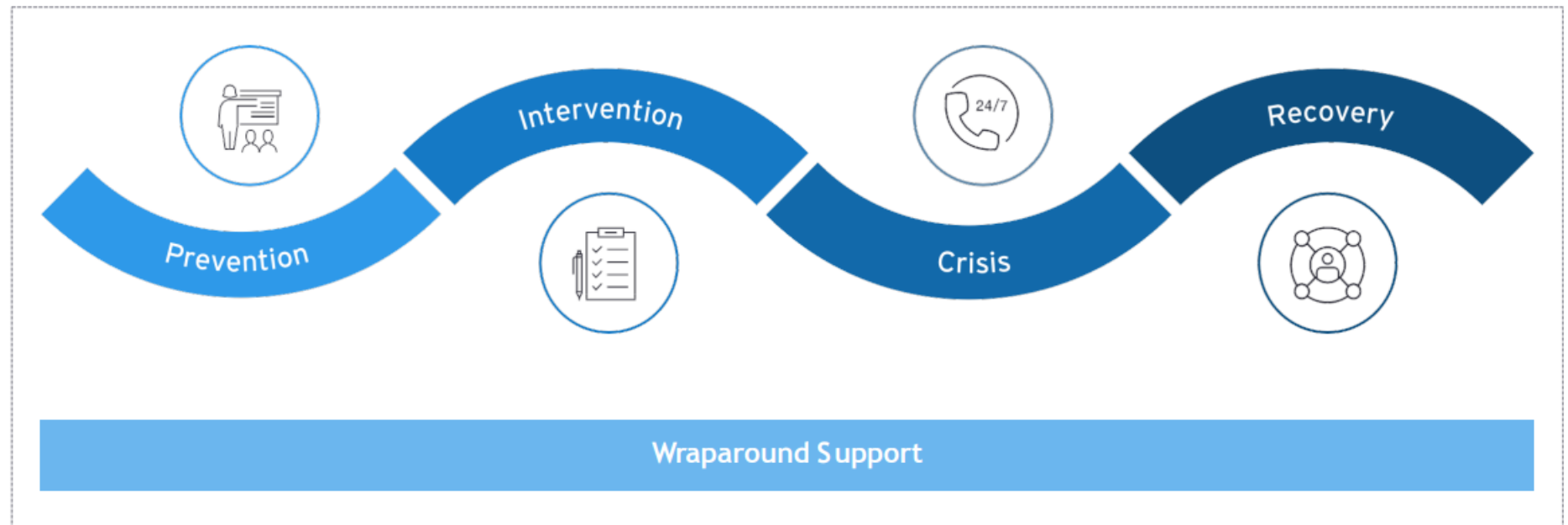
Summary of Results and Recommended Solutions



Strategic framework: Optimizing the continuum of care

Optimizing the continuum of care

Goal: An optimized continuum of care will include a full spectrum of services and supports that are easily accessible, seamlessly coordinated and highly responsive.



Prevention


1.1 Expand school-based and community-based prevention services and programs

Actions and next steps to consider:

- Host **interagency mental health and wellness events** in schools and throughout the community.
- Facilitate programs and activities during **Red Ribbon Week**.
- Increasing **translations for bilingual residents** and those who have a primary language other than English.
- Align prevention efforts with **community public information campaign**.

1.2 Establish a regionwide, substance use disorder (SUD) prevention initiative

Actions and next steps to consider:

- Establish a local **Red Ribbon Campaign steering committee** with faculty, BH providers and peers, law enforcement partners, and others.
 - Increase access to **Naloxone kits and increase Naloxone training** for law enforcement and EMS first responders.
 - Dedicate **community-based opioid prevention methods** by providing access to naloxone distribution programs and fentanyl test strip distribution.
 - Collaboration between BH providers and NAMI to operationalize a **peer warm line (call center)** to share information via multilingual communications.
- 

Intervention


2.1 Enhance co-responder capabilities

Actions and next steps to consider:

- Dedicate resources within Escambia and Santa Rosa police departments for a **needs assessment to determine level of services and staffing** required.
- Consider funding resources to support a **co-responder program to aid collaboration between BH providers and law enforcement**. This can include hiring Peer Specialists as part of the co-responder team.
- Partner with NAMI Pensacola's developing **qualified peer network** as these professionals will have the required 40-hour certification.

2.2 Implement Transitional Residential Treatment (TRT)

Actions and next steps to consider:

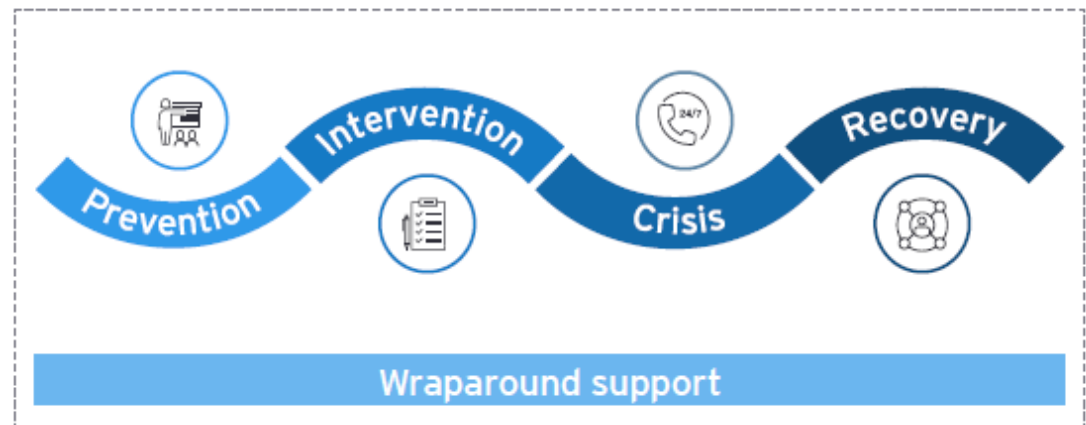
- Evaluate the possible **expansion of existing short-term residential sites**
 - Explore a **state plan amendment** with the Florida Agency for Health Care Administration to include **residential rehabilitation** as a reimbursable service.
- 

Intervention

2.3 Expand Link, Engage, Assess, Plan (LEAP) and Community Action Team (CAT)

Actions and next steps to consider:

- **Expand CAT and LEAP programs** for children, transition-aged youth and adults with BH needs services to improve behavioral health outcomes for individuals.
- Consider funding an **additional ACT team** to support Escambia and Santa Rosa counties as demand for BH services increases with growing awareness.



Crisis

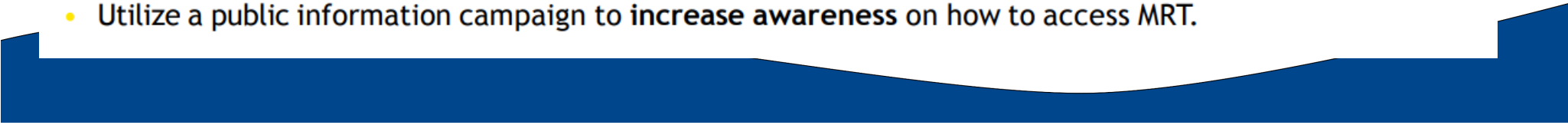
3.1 Establish a Community-Based Behavioral Health Crisis Center (BHCC)

Actions and next steps to consider:

- Provide **non-Baker Act BH walk-in services** in a non-hospital setting
- Introduce **policy support** for three components of a BHCC: 24/7 BH crisis walk-in living room model, temporary observation unit inclusive of detox beds, and CSU (ERF) services.
- Hire **peer specialists, nurses, MD, facility support staff**, and facility location identification.

3.2 Expand Mobile Response Team

Actions and next steps to consider:

- Dedicate staffing resources to hire **Peer Specialists (CPSs)** to work alongside with licensed BH MRT staff.
 - Dedicate staffing resources to hire **BH licensed staff with specific SUD and MH experience**.
 - Utilize a public information campaign to **increase awareness** on how to access MRT.
- 

Recovery


4.1 Establish a drop-in center

Actions and next steps to consider:

- NWF Health Network can identify the **lead community BH provider and peer advocacy organization** to implement
- Identify **certified peer specialists** to be hired in the drop-in center.

4.2 Explore the development of clubhouses

Actions and next steps to consider:

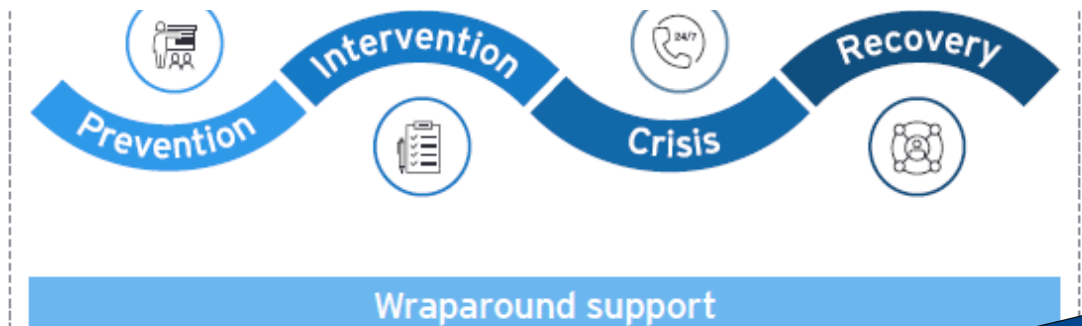
- Task Force partners could organize a project workgroup to **evaluate clubhouse models** to determine what best fits the community's needs.
 - Partner with **higher education** institutions and/or **youth-serving organizations** for youth clubhouses.
 - Employ **youth peers** or as volunteers.
- 

Recovery

4.3 Expand peer support services

Actions and next steps to consider:

- Invest resources for additional state-funding to **increase CPS training and number of CPSs** working in outpatient, inpatient and crisis settings.
- **Increase enrollment of peers** in the existing CPS training.
- Continue **collaboration with NAMI** and engage them as a key partner in CPS recruitment and training.
- Invest in a **regional recovery plan** to build upon NAMI's efforts in recruitment, training, community education and hiring initiatives.



Wraparound Support


5.1 Expand permanent supported housing

Actions and next steps to consider:

- Garner support for state legislative funding allocations for the **Pensacola Housing Authority** to provide **housing vouchers for rental assistance**.
- BH providers could prepare **housing applications**, support subsequent placement, and provide ongoing case management and engagement.

5.2 Establish Mental Health Treatment Courts (MHTCs), also known as Accountability Courts or Diversion Courts

Actions and next steps to consider:

- Develop an advisory group consisting of **civil court judges** and **BH providers** to create an MHTC/accountability court team
 - Collaborate with the **National Drug Court Institute** and **Substance Abuse and Mental Health Services Administration (SAMHSA)** to offer resources help reduce the recidivism of offenders with BH needs.
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Wraparound Support cont.

5.3 Non-emergency transportation assistance program

Actions and next steps to consider:

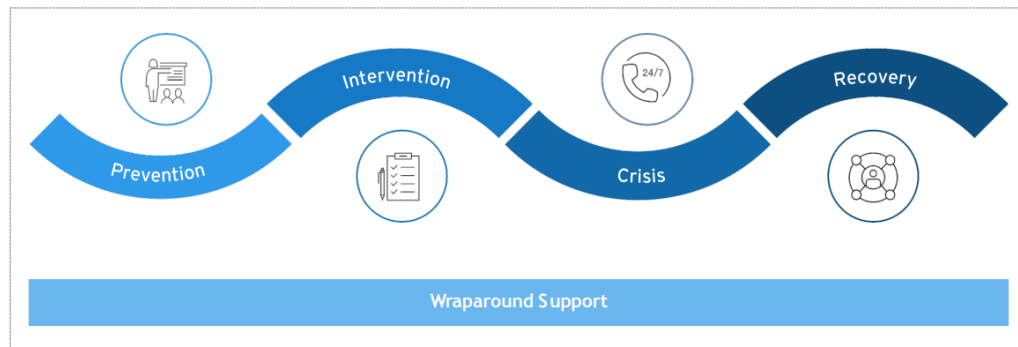
- Maximize existing coverage for Medicaid non-emergency transportation programs for enrolled individuals.
- Contract non-emergency transportation company for services.

Strategic framework: Optimizing the continuum of care



Optimizing the continuum of care

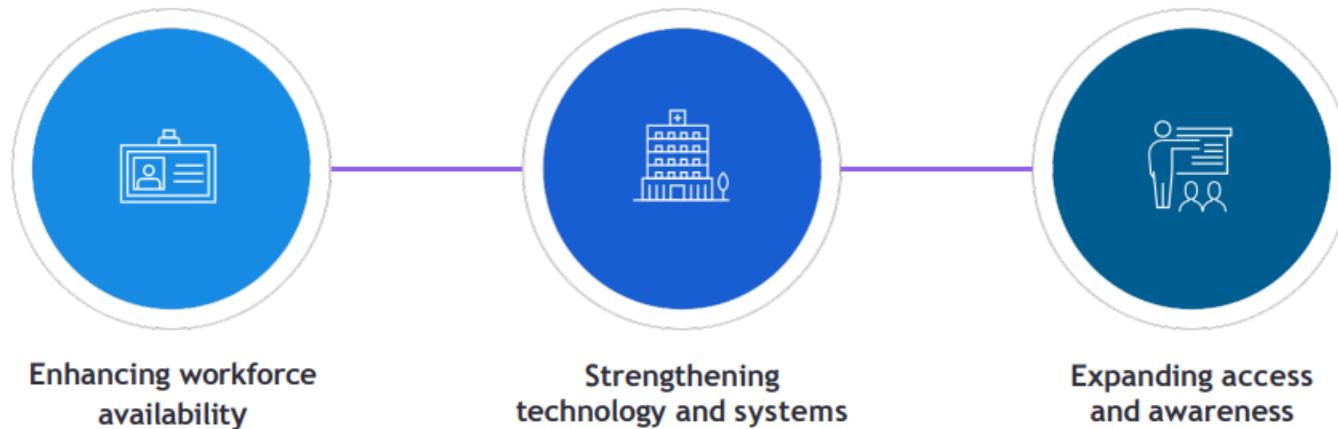
Goal: An optimized continuum of care will include a full spectrum of services and supports that are easily accessible, seamlessly coordinated and highly responsive.



Strategic framework: Building capacity

Building capacity

Goal: The EscaRosa region has robust capacity to support a full continuum of care, including a skilled workforce, modernized data systems and impactful communications.



Enhancing workforce availability

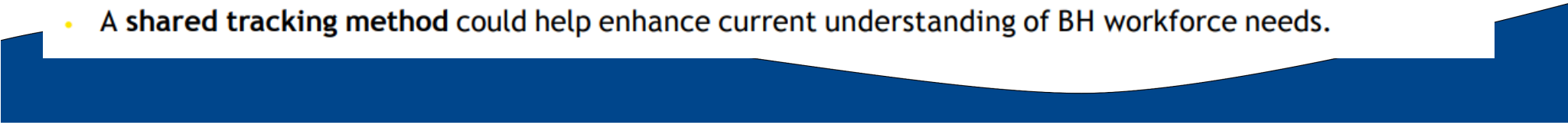
1.1 Develop a regional undergraduate and graduate assistantship

Actions and next steps to consider:

- The **UWF BH workforce committee** can collaborate with the **Task Force** to explore and plan the development of the assistantship.
- BH providers may consider becoming **National Health Service Corps (NHSC)** member sites to receive funding support for **scholarships and loan repayment**.
- Task Force members could in partnership with DCF and DMAS explore facilitation of a Medicaid rate study and cost analysis. Outcomes should be used to make appropriate rate adjustments.

1.2 Enhance training for existing BH professionals and others


Actions and next steps to consider:

- Develop a **regional training program** and foster more **inter-professional task-shifting** to increase the number of behavioral health professionals.
 - A **shared tracking method** could help enhance current understanding of BH workforce needs.
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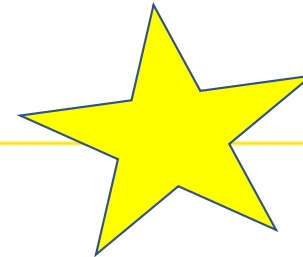
Enhancing workforce availability cont.

1.3 Create a regional behavioral health talent attraction initiative

Actions and next steps to consider:

- Pilot a BH talent attraction initiative as a part of larger regional talent recruitment efforts.
 - Collaborate with service providers to **understand current talent acquisition** efforts, as well as **target colleges/universities and geographies** for marketing efforts.
 - Leverage **multimedia communication channels** including social media, internet advertising and content streaming platforms, with information disseminated by colleges and universities, among other conduits.
 - Determine and promote **financial and other incentives** that can garner interest among BH professionals to encourage relocation to and/or staying in the community.
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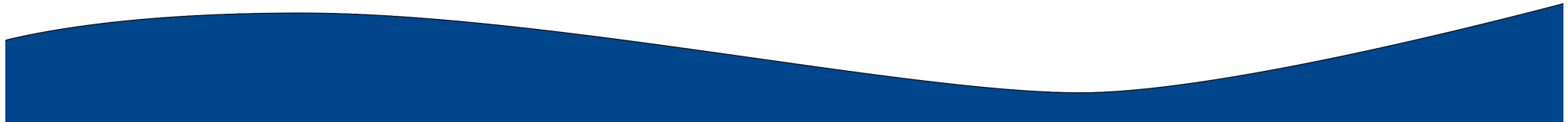
Strengthening technology and systems



2.1 Improving interoperability and data sharing

Actions and next steps to consider:

- Maximize **existing data warehouse** through enhanced partnership with Strategic Health Intelligence (SHI).
- Exploring **expansion of access to BH data** for all eligible providers and partners.
- Activation of **data-sharing agreements** could be enacted between law enforcement, EMS and BH agencies specific to the target population. Consideration for EHR interface/allowable PHI data is needed.
- **Collaborate with colleges, universities and workforce development** partners that have established access to large data systems.
- Leverage **Achieve Healthy EscaRosa** data and dashboard.





<https://ebaptisthealthcare.org/community/CHNA>





Health and
Social Well-Being



Education



Quality of Place



Economic Vitality



Workforce and
Demographics



Health and
Social Well-Being

Overview

- + Overview
- + Access to Care
- + Child Health and Well-Being
- + Mental Health & Substance Use Well-Being
- + Physical Health and Well-Being
- + Health Insurance Coverage

Data visualizations
shed light on
opportunities to
improve our
community.

<https://www.achievedashboard.org/>

Expanding access and awareness

3.1 Broaden community public information campaign

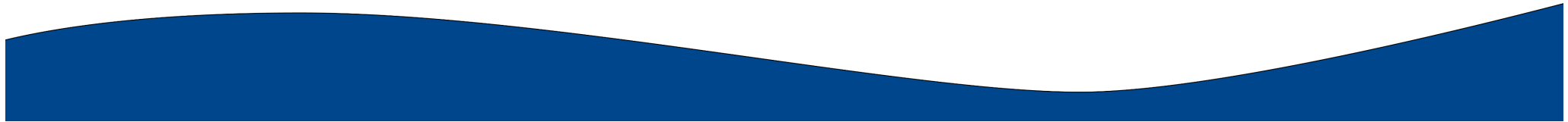
Actions and next steps to consider:

- Task Force members could convene a committee or project workgroup to develop a coordinated plan for the BH access and awareness campaign.
- Marketing, public relations and communications professionals from the hospitals and agencies could be invited to join the workgroup and assist with audience segmentation, identification of communication channels, content development and dissemination.
- Partnering with a professional services firm with marketing and public relations capabilities could also be considered.





Next Steps



Roadmap: Supporting partner activity

Example: Prevention

Lead navigator: NWF Health

Services and programs	Lead partners	Supporting partners
Expand school-based and community-based prevention services and programs	School-based <ul style="list-style-type: none">▸ Escambia County Schools▸ Santa Rosa County Schools Community-based <ul style="list-style-type: none">▸ Lakeview Center	
Services and programs	Lead partners	Supporting partners
Establish a regionwide, substance use disorder (SUD) prevention initiative	<ul style="list-style-type: none">▸ Lakeview Center▸ NAMI	

**Now it's time to
WORK THE PLAN!!!**

- For each focus area and tactic, identifying lead and supporting partners
- NWF Health hiring a project manager/ coordinator to shepherd
- Subcommittees to be engaged for each focus area

Services and programs	Outcomes	Impacts	Data sources
Prevention	Increased number of student BH screening services	Decreased percentage of students entering elevated programs and services	<ul style="list-style-type: none"> ▸ Escambia County ▸ Santa Rosa County ▸ County school districts
Intervention	Increased number of people served via ACT, CAT, and LEAP	Decreased rates of recidivism for ACT-, CAT-, and LEAP-enrolled individuals	<ul style="list-style-type: none"> ▸ NWF Health Network ▸ Providers ▸ Strategic Health Initiative (HIE)
Crisis	Decreased rate of law enforcement response to BH crisis	Increased engagement with BH prevention and intervention services	<ul style="list-style-type: none"> ▸ Providers ▸ Strategic Health Initiative (HIE)
Recovery	Increased number of individuals engaged in drop-in and clubhouse services	Decreased rate of inpatient recidivism	<ul style="list-style-type: none"> ▸ Providers
Wraparound support	Increased funding for new and enhanced supports	Increased number of individuals served	<ul style="list-style-type: none"> ▸ Providers

Measure Impact

Prevention
Intervention
Crisis
Recovery
Wraparound

Services and programs	Outcomes	Impacts	Data sources
Workforce availability	<ul style="list-style-type: none"> ▶ Increase in number of behavioral health professionals (e.g., psychologists, LCSWs, CACs, APRNs) ▶ Retention of BH workforce in positions at the 12-month interval 	<ul style="list-style-type: none"> ▶ Percentage decrease of annual BH job vacancies 	<ul style="list-style-type: none"> ▶ Providers ▶ Human resources data
Technology and systems	<ul style="list-style-type: none"> ▶ Increased data sharing among BH hospital and BH community providers ▶ Implementation of data sharing MOAs 	<ul style="list-style-type: none"> ▶ Decreased redundancy in data collection ▶ Enhanced comprehensive, timely service provision 	<ul style="list-style-type: none"> ▶ NWF Health Network ▶ Strategic Health Intelligence (HIE)
Expanding access and awareness	<ul style="list-style-type: none"> ▶ PSAs disseminated through various channels (e.g., number of viewers, website visitors, social media impressions) ▶ Updated resource information for 211 	<ul style="list-style-type: none"> ▶ Increased community awareness of BH resources 	<ul style="list-style-type: none"> ▶ Estimated audience reach provided by media and advertising partners ▶ Social media platforms used ▶ Task Force-generated digital poll of residents (representative sample of community) to gauge awareness before and after elevated campaign elements

Measure Impact

Workforce availability

Technology & Systems

Expanding access & awareness

Questions

