


– COMMUNICATION FROM THE OFFICE OF THE BHD DIRECTOR –

DATE: Thursday, June 20, 2024
TO: Community Stakeholders
FROM: Karyn L. Tribble, PsyD, LCSW | BHD Director 
SUBJECT: **Alameda County Behavioral Health Department (ACBHD)
STRATEGIC PLAN – FINAL REPORT (Phase 1)**



Greetings, Community Stakeholders, Collaborative Partners, and Colleagues:

I am thrilled to announce a significant milestone for our organization: *the official release of our Department's Strategic Plan Report!* These past several weeks, we have been circulating this important update in order to bring community awareness and transparency. On March 13, 2024 our department presented an overview of this [Report](#) to the Alameda County Board of Supervisors' Health Committee. This completed [Strategic Plan](#) includes critical perspectives across communities, our internal agency, external stakeholders, county leaders, and partner organizations; and highlights a path towards a successful integration of shared employee and community voices. It represents a variety of diverse perspectives gathered in a comprehensive report that represents a community-driven perspective into how best to shape the County's Behavioral Health System.

We are also incredibly grateful for the expertise provided by the *California Institute for Behavioral Health Solutions (CIBHS)* and the *Equity and Wellness Institute (EqWI)* as they jointly led this strategic planning process. Their efforts allowed for authentic stakeholder engagement and fact-finding in an effort to provide this information to you – today.

BHD Strategic Plan Context, Purpose, and Vision

Our strategic planning efforts were first launched in the Summer/ Fall of 2022. Our BHD Executive Team was committed to conducting an internal **and** external process to ensure the greatest amount of participation, candor, and shared visioning across Alameda County. The process involved multiple stakeholders and included feedback from employee team members. The purpose of the process was to help BHD focus on pathways for system improvement on behalf of our clients and families as we jointly face a host of policy and legislative changes impacting the delivery of behavioral health services. We anticipated that it would require a multi-year process given the scope of our work, and we committed ourselves to the process until its completion. Since the final report includes feedback garnered over the past two years, some of the references may be

outdated (for example, “ACBH” or “HCSA”). However, we ask that you consider them through the context of our current legislative landscape, agency, and departmental naming conventions.

BHD Strategic Plan Next Steps

Our Goal: Ultimately, our aim is to use the contents of the strategic plan through the application of the department’s priority framework (*Alignment, Communication, and Organizational Structure*) to drive all potential elements of implementation.

The Next Steps (*Phase 1, Phase 2, and Phase 3*): Given the number of individuals and organizations engaged over the past two years, we believe that it is essential that we disseminate the full report as widely as possible as we consider it to be ***Phase 1*** of our strategic implementation process. This phase will also include translating its contents into multiple languages to ensure that we reach as many community members as possible. ***Phase 2*** will require that we internally analyze the contents, including reviewing the more recent regulatory (and legislative changes) impacting our system. Based upon an initial review of the report by our Executive Team, this next step (***Phase 2***) must also include integrating various approaches to help us remain on track so that we may be as successful as possible. These approaches include being mindful of the **process, strategies,** and the **communication** we employ with our internal and external stakeholders. When we are ready to implement the BHD Strategic Plan (***Phase 3***), our department will remain true to a process that is informed by ongoing education, review of departmental/community priorities, and opportunities for bi-directional feedback and strategy planning.

Our Ask of You: We are sharing the full report with each of you so that you may learn more about what service-related feedback you and/or others across the community provided to our consultants throughout the process. At this time, we invite you to become as familiar with its contents as possible.

Our Future Asks and Your Potential Participation in the Future: As you review the Strategic Plan Report, please keep in mind that our department has developed [True North Metrics](#) to help us work together with a shared vocabulary and understanding of our aspirational goals. For those who are willing, we hope to create future opportunities to discuss the contents and co-create solutions for strengthening our work as a well-organized, equity-focused, and community-connected system for the Alameda Community. We look forward to those opportunities as they will help us to purposefully evaluate the current landscape to inform the development of an Implementation Plan (***Phase 3***).

Thank you to those who have already provided feedback regarding our county’s behavioral



health service delivery system – and thank you to all Stakeholders who will provide ongoing feedback in the months to come!

Your ongoing commitment to Alameda County, clients, families, and the community is sincerely appreciated.