GALLATIN BEHAVIORAL HEALTH COALITION

2023 – 2025 STRATEGIC PLAN

INTRODUCTION

The Gallatin Behavioral Health Coalition (GBHC) envisions a healthy, thriving community with an effective system of behavioral health care available to everyone. The GBHC is committed to enhancing the behavioral health system of care in the region to be complete and responsive across the continuum including health promotion, prevention, intervention, and recovery for children, youth, and adults.

The GBHC is proud of the recent enhancements the coalition and its partners have made to the behavioral health system, including our work to implement the Gallatin Mobile Crisis team, Bozeman Health's Psychiatric Emergency Services, improved data sharing across behavioral partners, and the "Are You In?" campaign. And we know that there is much more to do to support our vision. Our region, like our state and nation, is reminded daily of the negative impact mental illness and substance use disorders have on individuals, families, and communities.

This strategic plan outlines the GBHC's continued commitment to improving our behavioral health care system. The plan defines the roadmap for the GBHC and its partners to increase access to equitable behavioral health services that are well-coordinated, easy to navigate, and have sufficient resources dedicated to ensure sustainability.

The 2023 – 2025 Gallatin Behavioral Health Coalition Strategic Plan was developed collaboratively with representatives of Gallatin County, City of Bozeman, Gallatin City-County Health Department, Bozeman Health, Help Center, Community Health Partners, HRDC, Intermountain, Connections Health Solutions, Montana State University, Bozeman School District, Greater Gallatin United Way, the Gallatin County Local Advisory Council on Mental Health, the Yellowstone Club Community Foundation, and Montana Healthcare Foundation.

VISION, MISSION, AND GUIDING PRINCIPLES

The Gallatin Behavioral Health Coalition is guided by a shared vision for the future, a service system mission, and guiding principles.

VISION: Community members are healthy and thriving.

MISSION: Enhance and implement an appropriate system of prevention, intervention, treatment, and rehabilitation for community members, so every person receives the right service in the right place, every time.

GUIDING PRINCIPLES:

1. We strive to support individuals with diverse behavioral health needs through strengths-based, trauma-responsive, and least restrictive prevention, intervention, and recovery services.
2. We value the behavioral health workforce as the critical foundation for providing effective services.
3. We guide clinically effective service provision that is grounded in evidence-based and best available practice with integrity, accountability, and a focus on sustainability.
4. We collaborate as partners to innovate and implement effective and efficient behavioral health services in our region, ensuring data and policy guide our work.

GOALS, OBJECTIVES, AND STRATEGIES

The sections below describe the goals and objectives of the cross-sector system that supports individuals' behavioral health needs. The strategies represent the approach the Gallatin Behavioral Health Coalition and our regional partners are pursuing to achieve the system objectives and goals. Our work is organized into four goals:

1. **Promotion and Prevention.** Behavioral health wellness is supported through broad-based promotion, prevention, and early intervention efforts.
2. **Equitable Access.** Individuals receive behavioral health treatment, crisis, and recovery services and supports that meet their needs.
3. **Partnership.** Community partners collaborate to align strategies and efficiently use resources to deliver a coordinated continuum of behavioral health services.
4. **Sustainability.** We sustain regional behavioral health services through investment and innovation, with a focus on ensuring an effective workforce.

GOAL 1: PROMOTION AND PREVENTION. BEHAVIORAL HEALTH WELLNESS IS SUPPORTED THROUGH BROAD-BASED PROMOTION, PREVENTION, AND EARLY INTERVENTION EFFORTS.

GBHC and its partners are committed to building on the longstanding local efforts to reduce stigma associated with behavioral health through awareness and education campaigns. Increasing community competency will support more engagement and commitment to collectively supporting each other's health and wellbeing. Universal behavioral health screenings are an effective early intervention tool to identify individuals who may benefit from behavioral health supports and connect them to services early.

Objectives	Strategies
1.1 Increase community awareness, advocacy, and capacity around behavioral health through community-wide awareness efforts.	1.1.1 Implement public awareness campaigns to educate the community about behavioral health promotion, resiliency, behavioral health conditions, and risk-factors as well as behavioral health support services and treatment options. 1.1.2 Analyze and implement options to increase community capacity to assist those in need and to build resiliency skills throughout our community, including through possible implementation of community-initiated-care models and/or the use of community health workers as gatekeepers.
1.2 Improve health promotion, mental illness and substance use disorder prevention, and early intervention services.	1.2.1 Expand the use of evidence-based behavioral health screening tools in non-clinical settings including schools, child cares, out-of-school-time programs, and in the justice system. 1.2.2 Increase access to integrated behavioral health in primary care, urgent care, and other nontraditional settings to identify needs.
1.3 Enhance individual and family stability as a promotion and prevention approach.	1.3.1 Analyze and work to align screening for social determinants of health and other factors impacting behavioral health wellness. 1.3.2 Provide support to existing and innovative new school-based promotion and prevention services, including homeless liaisons, drop-out prevention, student assistance specialists, and school social workers.

GOAL 2: EQUITABLE ACCESS. INDIVIDUALS RECEIVE BEHAVIORAL HEALTH TREATMENT, CRISIS, AND RECOVERY SERVICES AND SUPPORTS THAT MEET THEIR NEEDS.

We are committed to enhancing our continuum of care to ensure anyone can connect to effective behavioral health services and supports in the right place at the right time. Having the service array while vital, isn't enough. We understand the imperative role care coordination or service navigation support plays to help people connect to the right service when they need it. GBHC is working to strengthen and align integrated behavioral health and care coordination/case management initiatives to support better outcomes.

We strive to promote health equity as a county and region and use data and targeted strategies to address disparities in access and outcomes related to race, ethnicity, tribal affiliation, income level, and geography.

Objectives	Strategies	
2.1 Increase access to innovative behavioral health treatment and recovery services.	2.1.1	Analyze neighborhood models of care options, including co-located, integrated behavioral health models in primary care and urgent care settings.
	2.1.2	Increase use of SBIRT (screening, brief intervention, and referral to treatment) processes to connect people in need to effective behavioral health services earlier.
	2.1.3	Support continued expansion of a tiered model for school support services, including school-based outpatient therapy, intensive intervention services for children, such as Comprehensive School and Community Treatment (CSCT) programming, and the development of regional day treatment school programming.
	2.1.4	Support treatment interventions that divert individuals from the justice system, when appropriate.
	2.1.5	Support the development of a plan to enhance recovery and transitional housing options.
2.2 Enhance behavioral health crisis services, ensuring individuals in crisis have someone to call, someone to respond, and somewhere to go.	2.2.1	Build mobile crisis response capacity to effectively serve the county's full geographic area and diverse populations, including youth and families. Build capacity to support integrated crisis response with law enforcement specially trained in crisis intervention.
	2.2.2	Continue to enhance dispatch approach from 911 and 988 to mobile crisis response team.
	2.2.3	Determine how to implement no-wrong-door crisis receiving and crisis stabilization services (e.g., a behavioral health crisis center) that align with SAMHSA best practices, including free crisis evaluation and effective coordination with health care providers.
	2.2.4	Determine whether and how to implement local emergency detention services.

Objectives	Strategies	
	2.2.5	Define and implement community-based crisis respite, crisis residential/shelter, and crisis stabilization services for youth.
	2.2.6	Implement an adult inpatient behavioral health unit at Bozeman Health Deaconess Hospital.
	2.2.7	Analyze and develop plan to address gaps in specialized geriatric crisis receiving, stabilization, and inpatient care.
2.3 Increase care coordination to ensure individuals can effectively navigate the continuum of care.	2.3.1	Explore innovative models of collaborative care coordination that expand access to these services and right-size them for the population in need, including potentially re-establishing the Program of Assertive Community Treatment (PACT), expanding Bozeman Health behavioral health navigator services, and/or piloting community-based, no-wrong-door care coordination.
	2.3.2	Strengthen transitions and services for people transitioning to the community from institutional settings (justice system, state mental health hospital, and/or other inpatient treatment), including to recovery residences, PACT services, Projects for Assistance in Transition from Homelessness (PATH) program, and FUSE (Frequent Users Systems Engagement) program.
	2.3.3	Strengthen transitions and services for people transitioning from crisis to recovery to support effective discharge from mobile crisis, the emergency department, or crisis receiving and stabilization services into home and community-based settings.
	2.3.4	Support analysis of diversion opportunities from the criminal justice system collaboratively with the Criminal Justice Coordinating Council, including initial detention, first court appearance, jail, jail re-entry, and probation.
	2.3.5	Explore establishing a formal process for coordinating cases involving individuals with complex needs in the justice system, including improved justice navigation services and connections with community resources through the justice system.
2.4 Increase the use of peer services and natural supports for individuals and families receiving behavioral health services.	2.4.1	Analyze and implement options to expand peer and natural support initiatives and models based on best practices, inclusive of peer access to clinical supervision, professional development, and ongoing multidisciplinary team participation.

GOAL 3: PARTNERSHIP. COMMUNITY PARTNERS COLLABORATE TO ALIGN STRATEGIES AND EFFICIENTLY USE RESOURCES TO DELIVER A COORDINATED CONTINUUM OF BEHAVIORAL HEALTH SERVICES.

Behavioral health system building work won't succeed in silos; it must happen through collaborative community partnerships. Successful collaboration is based on relationships, formal and informal agreements, data sharing to support care pathways and system performance management, and communication.

Objectives	Strategies	
3.1 Enhance collaboration with clinical and non-clinical partners.	3.1.1	Continue to hold regular meetings between public and private partners to coordinate behavioral health initiatives, including through the GBHC and its workgroups and with behavioral health and health providers, students, and educational institutions.
	3.1.2	Develop new and existing partnerships with community organizations to build system capacity to serve children, youth, families, people interacting with the judicial system, people experiencing housing instability, seniors, BIPOC, LGBTQ+ populations, people whose first language is not English, and other vulnerable population segments.
	3.1.3	Build and maintain referral partnerships with key providers, including emergency medical services, law enforcement, primary care providers, behavioral health providers, school counselors, and community providers working across the social determinants of health.
	3.1.4	Develop and implement shared referral policies and procedures.
	3.1.5	Support efforts to effectively communicate among and coordinate justice and behavioral health stakeholders (Judges, County Attorney, Public Defenders, health and human services providers, individuals, and their families), inclusive of pre, during, and post justice system touch points.
3.2 Improve data sharing across partner organizations.	3.2.1	Complete data governance agreements outlining data sharing policies and processes across community partners.
	3.2.2	Develop and implement community information exchange to support data sharing along patient pathways and for system performance monitoring and continuous improvement efforts.
3.3 Increase engagement with people with lived experiences and their families.	3.3.1	Collaborate with the Gallatin County Local Advisory Council for Mental Health to develop and implement strategies to engage people with lived experience.
	3.3.2	Use data to guide engagement strategies to support enhancements to behavioral health services.

GOAL 4: SUSTAINABILITY. WE SUSTAIN REGIONAL BEHAVIORAL HEALTH SERVICES THROUGH INVESTMENT AND INNOVATION, WITH A FOCUS ON ENSURING AN EFFECTIVE WORKFORCE.

Montana invests limited resources in its behavioral health system as a state, making it challenging to sustain an effective continuum of care. The GBHC's challenge is to augment these existing, limited resources to achieve our mission. A large part of this sustainability work is focused on growing the behavioral health workforce serving in safety net organizations. Our ability to have a robust continuum of services is predicated on having a highly skilled and motivated workforce that provides high-quality behavioral health services for all community members, including individuals with high acuity, no or limited payer source, or other complex needs.

Objectives	Strategies	
4.1 Promote a strong workforce to provide effective, compassionate behavioral health care.	4.1.1	Develop and implement consortium or shared internship, residency, fellowship, and/or positions allowing individuals entering the behavioral health workforce to have a variety of clinical experience as they grow skills and explore for best fit in the continuum.
	4.1.2	Develop and implement behavioral health/safety net organization financial incentives to enhance recruitment and retention, with a focus on supporting providers from BIPOC, LGBTQ+, unhoused, and diverse language communities.
	4.1.3	Continue to implement approaches to increase the number of mental health professional persons (MHPPs) with specialized training to better support people in crisis.
	4.1.4	Provide and promote professional development to build resiliency skills, reduce stress, make meaning about difficult events, promote belongingness, and feel connected to the community of behavioral health providers (professionals, paraprofessionals, and peers).
4.2 Increase professional development for other professionals who interact with individuals experiencing behavioral health issues.	4.2.1	Continue to support Crisis Intervention Team (CIT) training among law enforcement and emergency response professionals.
	4.2.2	Develop plan to enhance behavioral health training for professionals, paraprofessionals, and peers in the justice system.
	4.2.3	Provide behavioral health and civilian de-escalation training to promote health and safety in interactions between individuals with behavioral health needs and professionals who are not emergency responders or behavioral health providers (e.g., educators and parking enforcement).
4.3 Enhance performance management systems to promote data-driven continuous	4.3.1	Develop, implement, and continually improve system performance measures and population outcomes to track system functioning and impact, and guide continuous improvement work.

improvement in the behavioral health system.	4.3.2	Implement equity-focused performance measures aligned with the National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Health Care.
	4.3.3	Develop interactive data dashboard.
4.4 Achieve policy and funding changes that sustain and grow the behavioral health continuum of care.	4.4.1	Analyze funding models in other counties and states to understand how to better leverage public, private, and philanthropic funding.
	4.4.2	Continue to work with the LAC, DPHHS, legislators, local commissions, and other interested parties to support increased investment in behavioral health services, including through Medicaid, State Plan, county, city, private insurance, philanthropic, and other funding sources to achieve behavioral health funding parity.
	4.4.3	Explore the feasibility of implementing a Certified Community Behavioral Health Center (CCBHC) in the Gallatin region.
	4.4.4	Determine how to increase funding for mobile crisis response, including through private insurance and Medicare reimbursement as well as other funding sources to support mobile crisis as a public safety service.
	4.4.5	Analyze whether to implement a county mill levy for behavioral health.
	4.4.6	Submit city and county proposals for marijuana tax utilization to support behavioral health system enhancements.
	4.4.7	Work with DPHHS to modify administrative rules to support using therapeutic foster care and potentially therapeutic group homes as behavioral health respite services.
	4.4.8	Advocate for modifications to involuntary commitment statute to allow additional time to transition an individual in crisis to voluntarily connect to services.
	4.4.9	Determine whether and how to sustain community behavioral health system improvement work after coalition grant funding ends.
4.5 Increase community engagement in the behavioral health improvement work	4.5.1	Effectively communicate with the public about the behavioral health systems improvement work being completed within this coalition.
	4.5.2	Develop and implement approaches for patient and community feedback on services and system functioning and impact.
	4.5.3	Use data to guide community engagement strategies to support enhancements to behavioral health services.