

JULY 2021

STRATEGIC IMPLEMENTATION FRAMEWORK

EXECUTIVE SUMMARY



Executive Summary

Background

Alameda County, like most local jurisdictions across the country, has a jail system filled with the most vulnerable members of our communities including people with mental illness and substance use disorders. Furthermore, there are glaring behavioral health disparities among the disproportionate number of incarcerated Black and Indigenous People of Color booked into our jail. In July 2020, the Alameda County Board of Supervisors directed Alameda County Behavioral Health (ACBH) to develop a plan to reduce and divert the number of people with mental illness from Alameda County Jail. In response, ACBH requested that the Justice Involved Mental Health Taskforce (JIMHT) develop a set of recommendations to inform this plan.

During Phase I of this work, JIMTF worked in collaboration with ACBH from July – October 2020, to engage in a rigorous community engagement process by facilitating a series of rapid examination meetings focused on the intersect between behavioral health services and criminal justice systems. This work resulted a set of 5 Foundational Principles, 17 Priority Recommendations, and 72 Culminating Recommendations that were approved by the JIMHT Steering Committee and submitted to ACBH.

Overview of Phase II

During Phase II of this work, and as set forth by the Director of Alameda County Behavioral Health on November 6, 2020, in a memo to Mental Health Advisory Board (MHAB), JIMHT was tasked with completing three additional key tasks to further inform ACBH's plan to reduce the number of persons with mental illness entering jail:

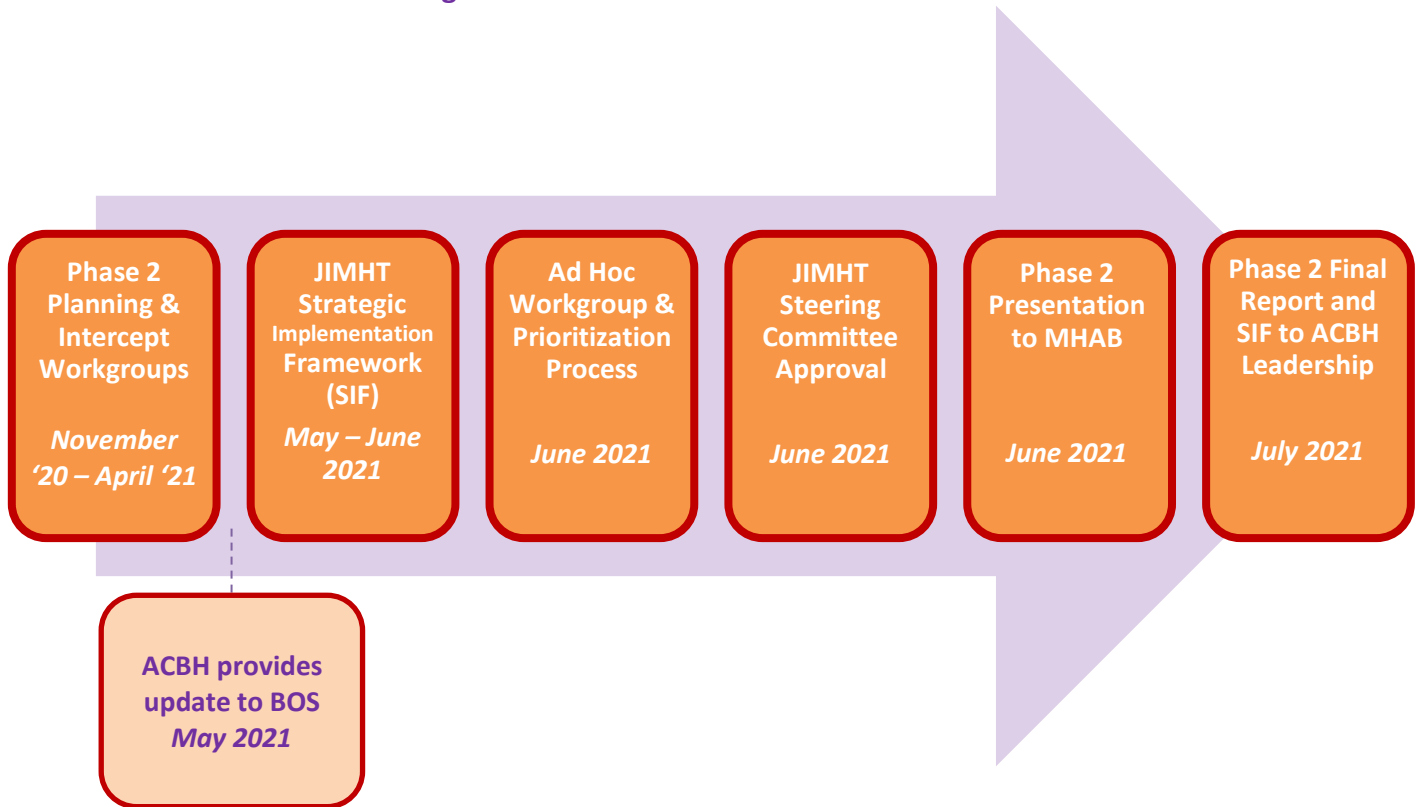
- **Baseline Data**
Recommend a limited number of cross cutting baseline data points that may be used to establish a starting point for ongoing analysis for the work (with an aim of creating an outward facing 'dashboard' that may be viewed by the public).
- **Overarching Goals**
Recommend a limited number of overarching goals that may be applied to the intercepts to inform progress, based upon the data, for our county operated or CBO providers.
- **5 to 7 Year Plan**
Recommend a 5 to 7 Year long-term strategy plan that will help systemically prioritize the forensic recommendations developed by ACBH.

JIMHT completed these tasks from November 2020 - July 2021 through the following activities:

- > Facilitation of **4 Intercept Workgroups** co-chaired by people with lived experience.
- > Development of a **Strategic Implementation Framework (SIF)** for all prioritized recommendations developed in Phase 1.
- > Identification of **Racial Equity Strategies** to support all of the recommendations and strategies presented in the SIF.

- > Curation of a **JIMHT Editorial Ad Hoc Committee** to review and prioritize the strategies.
- > Creation of a culminating **JIMHT Recommendations Roadmap to Implementation** to help guide the work going forward.

Figure 6: Phase 2 JIMHT Process Timeline



Commitment to Racial Equity

JIMHT approached its work in Phase II with a continued commitment to racial equity and the guiding principles developed in Phase I to: 1) lead with an **equity lens**, 2) **honor experiences of people** with greatest disparities, 3) develop strategies to **alleviate disparities**, and 4) **address unintentional consequences** when/if they arise. To further ensure racial equity was integrated in the recommendations put forth to ACBH, JIMHT developed a series of strategies to address racial inequities throughout the planning and implementation of the JIMHT Strategic Implementation Framework (SIF) in five key areas:

- I. **Overarching Strategies**
- II. **Data Collection Processes**
- III. **Service Provision**
- IV. **Systems Reform**
- V. **Capacity Building and Professional Development**

Creation of Strategic Implementation Framework

The Intercept Workgroups were tasked with drafting a **Strategic Implementation Framework (SIF)** for each of the Phase I prioritized recommendations to provide a pathway of implementation, transparency, and accountability for Alameda County to move this important work forward. The creation of the SIF was accomplished by completing the following activities:

- > Develop **key strategies** for each recommendation prioritized in Phase I
- > Identify **champions and other key stakeholders** for each strategy
- > Identify potential **baseline data points** and metrics
- > Determine **potential funding** sources
- > Identify **promising and evidence-based practices**
- > Include **racial equity strategies** relevant to the identified strategies

Overarching Goals and Baseline Data Indicators

Five overarching goals for the SIF were drafted from the information collected throughout the Intercept Workgroups. Goals were developed to be ambitious but feasible.

- 1 Increase community services, capacity building, and workforce development resources by 25% by 2023 and by 50% by 2025 and allocate the necessary resources including money and infrastructure to provide a comprehensive continuum of behavioral health and other supportive services from prevention to treatment to prevent people from becoming involved or further entrenched in the criminal justice system.
- 2 Reduce the number of people with serious mental illness (SMI) in Santa Rita Jail (SRJ) to Zero by 2026 including adding at least 2 new diversion contracts by 2023 to serve people with SMI in the community.
- 3 Reduce the number of people with mild to moderate mental illness, substance use disorders, or co-occurring disorders in Alameda County Jails by 50% by 2025 and by 80% by 2026.
- 4 Ensure adequate services in jail and linkages to community care upon release for 100% of people with mental illness, substance use disorders, and co-occurring disorders in Alameda County Jails by July 2023 to reduce the chance of further involvement in the criminal justice system.
- 5 Adopt and implement all recommendations put forth by the JIMH Taskforce leading with the racial equity strategies developed to guide and inform planning, implementation, and ongoing engagement with the most impacted communities.

Recommendations Roadmap to Implementation

The culminating work of JIMHT was the creation of the **Recommendations Roadmap to Implementation**. This road map is a presentation of all 24 prioritized recommendations in order by intercept and with an indication of Tier 1 or Tier 2 priorities.

JIMHT Recommendations Roadmap to Implementation

