



CALIFORNIA DEPARTMENT OF MENTAL HEALTH

2009 - 2014
STRATEGIC PLAN





California's public mental health system is recognized both nationally and globally for its community-based, integrated service approach. The California Department of Mental Health has experienced significant growth, combined with increasing responsibilities as a result of program innovations and expansions that have accompanied the increasing demand for public mental health services.

California is working toward realizing full integration of services where increased access will be achieved in every region of the state, where funding opportunities lead to improved programs, and where those members of California's diverse population needing mental health services achieve recovery quickly and live productive and healthy lives.

The Department's efforts are supported by dedicated mental health professionals working directly with clients to improve their lives. It is this desire to enhance the quality of life for all persons that drives the public mental health system and will continue to advance culturally competent treatment and program strategies in the future.

A handwritten signature in black ink, reading "Stephen W. Mayberg".

STEPHEN W. MAYBERG, Ph.D.
Director, Department of Mental Health



“All Californians, especially those most at risk or in need, have the opportunity to enjoy a high quality of life as measured by the sound physical, mental and financial health of children, adolescents and adults; strong and well-functioning families; safe and sustainable communities; and dignity for all.”

Secretary Kimberly Belshé, California Health & Human Services Agency

MISSION

The Department of Mental Health **initiates, administers, supports** and **enhances** an integrated, comprehensive system of public mental health services.

VISION

An evolving public mental health system accessible to all Californians that **inspires** people to embrace **quality** mental health services and supports.

VALUES

A consistent focus on **cultural competence, hope, leadership, resourcefulness,** and **excellence.**

GOALS



VALUES

Leadership

- Encouraging a can-do attitude and a devotion to operating principles while validating the public trust
- Maintaining clear communication and transparent implementation of innovative programs to fulfill the Department's mission and vision

Excellence

- Providing services in an exemplary manner with the highest integrity
- Continuously exceeding the expectations of those we serve

Resourcefulness

- Implementing creative and innovative programs through efficient and effective use of resources
- Utilizing the highest quality services based on measurable outcomes and monitoring through partnerships

Cultural competence

- Seamlessly embracing diversity in all aspects of policy, administration, and practice

Hope

- Belief in the intrinsic value of all people and the ability of the recovery process to restore lives
- Trust in the promise and resilience of individuals and the families we serve

APPROACH TO **WELLNESS...** *Helping people get well and stay well*

Self-Direction

“The individual in recovery **defines** his or her own life goals...”

Individualized & Person-Centered

“Recovery is based on an individual’s **unique strengths** and resiliencies... and cultural background.”

Empowerment

“An individual gains control of his or her own **destiny**... and influences... his or her life.”

Holistic

“Recovery encompasses an individual’s **whole life**... mind, body, spirit, and community.”

Non-Linear

“Recovery is... based on continual **growth**, occasional setbacks, and learning from experience.”

Strengths-Based

“Recovery focuses on... capacities, resiliencies, **talents**, coping abilities, and inherent worth of individuals.”

Peer Support

“Individuals... provide each other with a sense of **belonging**, supportive relationships, valued roles, and community.”

Respect

“Community... societal acceptance and **appreciation** of individuals... are crucial in achieving recovery.”

Responsibility

“Taking steps towards goals... requires great **courage**.”

Hope

“Recovery provides the message... that individuals can and do **overcome** the barriers and obstacles that confront them.”



IMPROVE **OUTCOMES**

“Develop creative and innovative programs through efficient and effective use of resources...”

Objective

Major Activities

- | Objective | Major Activities |
|---|--|
| <ul style="list-style-type: none"> • More effectively and swiftly process claims and distribute disbursements to counties. | <ul style="list-style-type: none"> • Pay all approved claims within 30 days of receipt of Federal Financial Participation (FFP). • Fully implement the Short-Doyle/Medical Phase 2 (SDMC2) claiming system in partnership with Department of Health Care Services (DHCS). • Post the status of Mental Health Services Act (MHSA) disbursements on the Department website. • Provide quarterly reports to counties on the number of claims submitted, denied, paid and pending. • Implement an accounting system to automate internal fiscal processes. |
| <ul style="list-style-type: none"> • Identify outcomes of mental health program services. | <ul style="list-style-type: none"> • Collaborate with Mental Health Services Oversight and Accountability Commission (MHSOAC) and the Mental Health Planning Council (MHPC) to create a workgroup, which includes internal staff and external stakeholders, to identify Mental Health Plan (MHP) service outcomes for mental health programs. • Assist in the implementation of a system for county MHPs and collect and report data regularly. • Provide Mental Health Services Act (MHSA) service outcomes data on the California Department of Mental Health (DMH) website annually. |





ENHANCE PUBLIC SAFETY AND PROTECT THE DIGNITY OF INDIVIDUALS

“Validate the public trust with clear communication...”

Objective

Major Activities

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| <ul style="list-style-type: none"> Maximize individual and employee safety within the state hospital system. | <ul style="list-style-type: none"> Develop processes to respond to court ordered treatment needs. Work with the Patients’ Council to develop proactive processes geared toward the patient population regarding violence prevention. Track incidents and identify trends of violence to enhance prevention efforts. |
| <ul style="list-style-type: none"> Promote mental health care services and treatments that focus on an individual recovery model. | <ul style="list-style-type: none"> Continue to provide recovery focused assessments and reports to post-hospital care providers. Provide statistics regarding improved individual treatment outcomes and system improvements. Develop and implement the streamlined Civil Rights of Institutionalized Persons Act (CRIPA) Enhancement Plan processes. Continue partnerships with stakeholders, Centers for Medicare and Medicaid Services (CMS) and Department of Health Care Services (DHCS) to work on State Plan Amendment (SPA/1915(b) Waiver) service definitions that support a recovery model. |
| <ul style="list-style-type: none"> Improve disaster preparedness in partnership with other agencies. | <ul style="list-style-type: none"> Enhance Department protocols and provide education to support local mental health governments in preparation for mental health issues in major disasters. |





ENHANCE PUBLIC SAFETY AND PROTECT THE DIGNITY OF INDIVIDUALS

Objective

Major Activities

- Reduce stigma and discrimination to increase the quality of life for individuals living with mental illness and their family and friends.
- Work with counties to develop/enhance anti-stigma and anti-discrimination strategies within their communities.
- Identify legally compliant housing for sex offenders pursuant to court requirements.
- Engage consumers in the outreach and awareness of stigma and discrimination reduction strategies.
- Invest in the growth of community defined solutions through diverse stakeholder engagement.
- Coordinate with the DMH Office of Suicide Prevention and the Mental Health Services Oversight and Accountability Commission (MHSOAC) to develop and implement state level Prevention and Early Intervention projects.





INVEST IN CHANGE — SERVICE DELIVERY SYSTEMS, WORKFORCE, TECHNOLOGY

“Achieve highest quality services through partnerships...”

Objective

Major Activities

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| <ul style="list-style-type: none"> Utilize technology to improve operational efficiency and service delivery. | <ul style="list-style-type: none"> Publish disciplined project management methodologies. Prioritize Sex Offender Commitment Program Support System (SOC PSS) for Sexually Violent Predator (SVP) data and Physician Order System for all hospitals. Analyze opportunities for leveraging data resource sharing protocols with counties. Continue emphasis on clear communication with the public. Complete the Administrative Information Management (AIM) system project for Community Services Division. Complete and maintain the Wellness and Recovery Model Support System (WARMSS) project for Long-Term Care Services division. Commence the planning on Phase II of WARMSS Project. Ensure website compliance with the Americans with Disabilities Act (ADA) through continued emphasis and training. |
| <ul style="list-style-type: none"> Provide timely licensing and certification reviews. | <ul style="list-style-type: none"> Track scheduled facility reviews, and monitor the completion dates. |
| <ul style="list-style-type: none"> Ensure timely priority investigations of DMH licensed facilities. | <ul style="list-style-type: none"> Track received reports, and monitor investigation and closure deadlines. |





INVEST IN CHANGE — SERVICE DELIVERY SYSTEMS, WORKFORCE, TECHNOLOGY

Objective

Major Activities

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| <ul style="list-style-type: none"> • Enhance service delivery options to accommodate changing population demographics and benefits in the mental health system. | <ul style="list-style-type: none"> • Collaborate with other state agencies and community stakeholders to facilitate necessary policies and measures to effectively implement the 1115 Waiver, National Health Care Reform and the Mental Health Parity and Addiction Equity Act of 2008 (Parity Act). • Create an Information Technology (IT) tracking system that can identify data to address disparities among demographics served. • Track and evaluate the statistics regarding the demographics served. • Publish results of data evaluation. |
| <ul style="list-style-type: none"> • Improve efficiency of internal processes to heighten administrative integrity, transparency, and ensure consistency of business practices. | <ul style="list-style-type: none"> • Continue improvement of access to legislative developments and issues. • Complete, distribute and implement a new hiring manual and training for supervisors. • Enhance contract development and monitoring protocols. • Enhance business information systems to improve the accuracy and consistency of contract development and monitoring. • Continue to respond to patients' rights appeals in a timely manner. • Document and implement consistent protocols for responding to appeals. • Review position funding to maximize use of federal matching funds to support staffing. |





ASSUME/ENSURE **ACCOUNTABILITY**

“Transparently implement innovative programs...”

Objective

Major Activities

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| <ul style="list-style-type: none"> • Increase transparency of business practices. | <ul style="list-style-type: none"> • Measure and communicate the progress of the current strategic plan annually. • Post current fiscal audit and other review results and updated corrective action plans on the DMH website quarterly. • Promote and maintain intra-departmental collaborations and partnerships. • Develop and implement division budgets to increase fiscal accountability. • Create a funding stream to support department enterprise functions by pooling and coordinating a proportional share of all funding resources received by the Department. |
| <ul style="list-style-type: none"> • Enhance coordination with partner agencies to improve service delivery. | <ul style="list-style-type: none"> • Examine multi-departmental processes and identify areas for improved efficiency. • Collaborate with California Prison Healthcare Services (Receiver’s Office) and California Department of Corrections & Rehabilitation (CDCR) on the California Health Care Facility in Stockton. |
| <ul style="list-style-type: none"> • Evaluate opportunities for program consolidation and expansion. | <ul style="list-style-type: none"> • Continue regular meetings with statewide and local mental health organizations to enhance communications. |





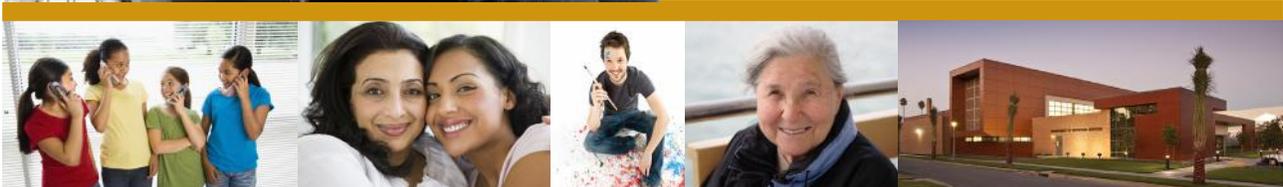
EMPOWER PEOPLE

“Foster the belief in the intrinsic value of all people and continuously exceed the expectations of those we serve...”

Objective

Major Activities

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| <ul style="list-style-type: none"> • Increase staff retention rates and enhance workforce development and training. | <ul style="list-style-type: none"> • Enhance staff and management performance by offering training in analytical skills, completed staff work, and organizational skills. • Capture institutional knowledge by harvesting in-house subject matter expertise to create new employee orientation, on-line information portals, legacy libraries, and live training sessions. • Create a plan to address hospital workforce recruitment and retention strategy. • Develop and enhance the existing employee recognition program. • Develop and augment annual individual development plan process with staff assessment tied to strategic plan values. |
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CALIFORNIA DEPARTMENT OF

Mental Health

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For further information about DMH major activities, please refer to "FAQs" link:
http://www.dmh.ca.gov/docs/STRATEGIC_PLAN_FAQ_2010.pdf

Email questions about this document to:
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Arnold Schwarzenegger, *Governor*
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