

# Collaborative Strategic Plan

CITY OF ALBUQUERQUE/  
BERNALILLO COUNTY



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## Strategic Planning Overview

In March 2021 the City of Albuquerque (COA), Family and Community Services and Albuquerque Community Safety Departments, as well as Bernalillo County's (BernCo) Department of Behavioral Health Services and the Behavioral Health Initiative began working with an independent contractor, Via Positiva, to conduct a systems based Gap Analysis. Through the use of COA/BernCo documentation and data, quantitative research, qualitative focus groups, & stakeholder interviews Via Positiva finalized a Gap Analysis in June of 2021 which provided an overview of the background of behavioral health services within Bernalillo County, current structure and recent program development, the impact of the COVID pandemic on the existing behavioral health system and recommendations for improvement. The Gap Analysis identified over 30 recommendations within 3 main focus areas of communication, service provision gaps, and systematic collaborations between the two governmental agencies. An addendum to the Gap Analysis was created as supporting documentation in an attempt to further define and quantify the gaps identified. As a result of this work both the City of Albuquerque and Bernalillo County began the development of a Collaborative Strategic Plan to meet the recommendations of the Gap Analysis.

Team members from each respective Governmental Department sought to gain community and stakeholder input on the strategic planning process. A widely distributed Community Survey was the team's initial attempt to garner community involvement and was available from December 2021 through February 2022. Additionally, the team with the support of LEH Consulting Group, hosted two interactive community forums. The first forum was focused on community members and was held on January 26, 2022 and the second was targeted toward community providers and held on February 2, 2022. Each forum held an in-depth discussion on behavioral health gaps, streamlining efforts between the respective governmental agencies, effective ways to communicate supportive services, and improvements in access to care. The discussions were centered around four primary topics including, housing, crisis services, community supports, and prevention/harm reduction services. Information from both the community survey and forums was analyzed and played a significant role in the development of the collaborative strategic plan. Information, including the Gap Analysis, Addendum, survey community forum results, and updates are available at <https://www.cabq.gov/family/news/city-of-albuquerque-bernalillo-county-system-gap-analysis>.

The following document outlines the Collaborative Strategic Plan, which includes 8 overarching goals with respective objectives and action items in each area for collaboration as well as independent efforts. The overall objective of the City of Albuquerque and Bernalillo County Strategic Plan is to ensure collaboration and coordination of work to strategically address areas of community need and support. The plan seeks to be in alignment with the State of New Mexico's Behavioral Health Collaborative and Bernalillo County's Criminal Justice Coordinating Council. The Strategic Plan is intended to be a living document which is continually reviewed and updated. The plan will serve as a template and guiding tool in the development of programs and services in the coming years. A significant amount of effort by the planning team, as well as community participation and feedback, has been invaluable and instrumental in the creation of this plan and is extremely appreciated.

Respectfully,

Strategic Planning Team

Vision	Objective
Strengthen City of Albuquerque and Bernalillo County collaboration and coordination.	The objective of the City of Albuquerque and Bernalillo County Strategic Plan is collectively and strategically address areas of community need and support.

## 8 Strategic Goals

<b>Supportive Housing</b> Strategic Goal 1	Support efforts to increase access and housing stability of individuals with behavioral health needs.
<b>Crisis Supports</b> Strategic Goal 2	Improve supports for individuals in a behavioral health crisis and increase linkages to appropriate stabilization and recovery services while minimizing involvement of the criminal justice & emergency response systems.
<b>Prevention/Harm Reduction</b> Strategic Goal 3	Prevent substance use and severe psychiatric distress through education, early identification, and treatment
<b>Community Supports</b> Strategic Goal 4	Improve services in the community that will stabilize the need for behavioral health supports and prevent crisis.
<b>Communication</b> Strategic Goal 5	Improve communication and messaging of health and social supports.
<b>Streamlining Efforts</b> Strategic Goal 6	Establish shared operating procedures based on best practices which streamline efforts and improve partnerships with community providers.
<b>Funding Capabilities</b> Strategic Goal 7	Leverage funding capabilities to expand the availability of financial supports in an effort to increase services capacity for individuals in need.
<b>Community Capacity</b> Strategic Goal 8	Increase community capacity to provide behavioral health services.

# City of Albuquerque/Bernalillo County

## COLLABORATIVE STRATEGIC PLAN

### 2022/2024

**STRATEGIC GOAL #1**

**Supportive Housing: The City and Bernalillo County will support efforts to increase access and housing stability of individuals with behavioral health needs.**

#	Objective	Action Steps	Timeline
1.1	The City and County will collectively strive to further the expansion of housing supports for individuals and their families in order to address ongoing housing needs for vulnerable populations.	<p><b>Collaborative efforts include:</b></p> <ul style="list-style-type: none"> <li>A. Continued participation in the City established Homeless Coordinating Council to expand and strengthen services &amp; permanent affordable housing for individuals experiencing homelessness.</li> <li>B. Explore the development of new permanent supportive housing vouchers for young people with complex behavioral health needs.</li> <li>C. Explore the development of young adult shelter for youth ages 18-25.</li> <li>D. Explore development of UNM/CNM subsidized and specialized student housing.</li> <li>E. Ensure housing contracts include appropriate access to behavioral health supports.</li> <li>F. Pursue Federal, State and local funding to support additional permanent supportive vouchers, single site housing, and comprehensive services for precariously housed and unsheltered individuals.</li> <li>G. Continue implementation and oversight of collaborative housing projects to ensure efficient and effective provision of services for individuals with behavioral health needs.</li> <li>H. Determine feasibility to develop safe outdoor spaces.</li> <li>I. Explore the availability of and feasibility of establishing Re-Entry and Transition housing services.</li> </ul> <p><b>The City will:</b></p> <ul style="list-style-type: none"> <li>A. Provide comprehensive supports at Westside Emergency Housing Center (WEHC) and Gibson Health Hub.</li> <li>B. Continue collaboration with UNM to provide necessary health and behavioral health</li> </ul>	

		<p>supports via the city shelter and wellness hotel systems</p> <p>C. City will continue its partnership with the state to distribute federally allocated eviction prevention dollars to support housing stability through the grant administration window.</p>	
		<p><b>The County will:</b></p> <p>A. Establish housing supports for individuals referred to Law Enforcement Assisted Diversion (LEAD) who are precariously housed and unsheltered.</p> <p>B. Expand case management and voucher funding support for the Community Connections Supportive Housing Program to address increased housing needs.</p> <p>C. Development of a multifamily single site that will provide housing and wrap around supports for clients with behavioral health needs who require a higher level of support than provided through scattered site housing.</p> <p>D. Continue to fund case management supports at the Westside Emergency Housing Center (WEHC).</p> <p>E. County will coordinate with the Department of Health Improvement to identify unlicensed boarding homes and seek funding to help them meet state criteria to be licensed.</p>	
		<p><b>State Crossover Strategies</b></p> <p>Housing options for people experiencing homeless: \$10 million through DFA. State currently holds the NM Housing Coalition with BHSD and combines interested departments and stakeholders in utilizing resources, vouchers, technical assistance, and support.</p>	

**STRATEGIC GOAL #2**

**Crisis Supports: Improve response efforts to individuals in a behavioral health crisis and increase linkages to appropriate stabilization and recovery services while minimizing involvement of the criminal justice and emergency response systems.**

#	Objective	Action Steps	Timeline
2.1	Improve response efforts to individuals in a behavioral health crisis and increase linkages to	<p><b>Collaborative efforts include:</b></p> <p>A. Development of a Forensic Assertive Community Treatment (FACT) Team.</p> <p>B. Continue to Collaborate with the State of New Mexico regarding the 988 implementation.</p>	

	appropriate stabilization and recovery services.	<p>C. Continue to utilize respective positions and collaboration with the Criminal Justice Coordinating Council (CJCC) to address the needs of system high utilizers.</p>	
		<p><b>The City will:</b></p> <p>A. Provide dispatch to low-acuity 911 calls with a mental-behavioral health component. Available responders will include, Mobile Crisis Teams, Behavioral Health Responders, CORA, Emergency Community Responders, and Street Outreach and Resource Coordinators.</p>	
		<p><b>The County will:</b></p> <p>A. Continue to expand, evaluate, and enhance County based Mobile Crisis Teams, including established non-law enforcement teams, to improve crisis response efforts.</p> <p>B. Implement Community Engagement Teams (CET) to address individuals with behavioral health needs who are either pre or post crisis to engage in longer term services.</p>	
		<p><b>CJCC Crossover Strategies</b></p> <p>Continue to work with the criminal justice partners to assess, improve and identify programs and services that serve to divert individuals with behavioral health needs away from incarceration, where possible and safe; assess specialty courts, diversion and reentry programs, to maximize efficacy as incarceration alternatives and ensure the system is reaching desired outcomes related to recidivism reduction and continuity of care.</p>	
		<p><b>State Crossover Strategies</b></p> <p>The State: unify a strategy for NM’s shift to 988 for mental health calls to 911. State leverages federal and state dollars to enact pilots by July 2022. Children’s mobile response and stabilization (MRSS) is being developed with national experts, HSD, CYFD, and consultants. This will link to the 988 system but have a different response system than adults.</p>	
2.2	The City and the County will work on the enhancement and development of resources and service sites for first responders to	<p><b>Collaborative efforts include:</b></p> <p>A. Development of SOPs to refine communication and referrals between the Gibson Health Hub, Gateway Shelter and the CARE campus.</p> <p>B. Collaborate to develop standard operating procedures (SOP) for client transfers and transportation of transfers to support</p>	

	efficiently support individuals in need of behavioral health services.	continuity of care for clients receiving support services.	
		<p><b>The City will:</b></p> <ul style="list-style-type: none"> <li>A. Collaborate with APD and AFR on Standard Operating Procedures (SOPs) for use of this Gibson Health Hub, as applicable.</li> <li>B. Develop a 24/7 drop off location to accept appropriate referrals from first responders, law enforcement and hospitals at the Gateway Center</li> <li>C. Sobering Center feasibility study was completed August 2021. City will explore financial resources to support the development of a medical sobering center.</li> </ul>	
		<p><b>The County will:</b></p> <ul style="list-style-type: none"> <li>A. Establish provisions and SOP for a dedicated first responder drop-off location at the Bernalillo County/UNMH Crisis Triage Center to facilitate the intake of individuals seeking Crisis Triage services who are transported by public safety officers.</li> </ul>	
		<p><b>State Crossover Strategies</b></p> <ul style="list-style-type: none"> <li>A. The state will develop CCBHC: certified community behavioral health centers that have core elements of required services in crisis response. The State will continue to identify Crisis Triage Plus...other facility based entities who could provide this in rural and or frontier communities</li> <li>B. <b>HB58</b> – Criminal Threats and Penalties for Firearms Possession and Use</li> <li>C. <b>Dixon (D20)</b> Governor's Bill. Amends the Criminal Code to create the crime of criminal threat; increases or adds penalties for unlawful possession of a firearm and aggravated fleeing a law enforcement officer; enhances sentencing for use, brandishing, or discharge of a firearm in certain offenses; prohibits deadly weapons in a school zone. (interaction with BH is it creates a “New Mexico Law Enforcement and Training Standards” council which includes BH providers)</li> </ul>	
2.3	The City and the County will work on the development of	<p><b>Collaborative efforts include:</b></p> <ul style="list-style-type: none"> <li>A. Establishing protocols and promote referrals to the crisis stabilization services at CARE Campus.</li> </ul>	

additional Crisis Triage (CTC) services that support individuals experiencing a mental health crisis in the community.	B. Leverage the expanded parameters of services at the CARE campus as a resource for first responders and law enforcement and share this data publicly.	
	<b>The City will:</b> A. City will develop a 24/7 drop off location to accept appropriate referrals from first responders, law enforcement and hospitals at the Gateway Center and work with the County to establish similar protocols to the CTC upon development.	
	<b>The County will:</b> A. The County and the University of New Mexico Hospital (UNMH) are currently in the process of designing and developing a CTC on the UNMH campus. B. The County and UNMH will continue collaboration efforts to establish partial hospitalization supports.	

### **STRATEGIC GOAL #3**

#### **Prevention, Intervention & Harm Reduction: Prevent substance use and severe psychiatric distress through education, early identification, and treatment.**

<b>#</b>	<b>Objective</b>	<b>Action Steps</b>	<b>Timeline</b>
<b>3.1</b>	Prevent substance use and severe psychiatric distress through early identification and treatment.	<b>Collaborative efforts include:</b> A. Fund ACE specific contracts, with shared outcome goals between City and County contracts. B. Support Suicide Prevention Efforts established at the City, County, and CYFD. Establish shared outcome goals where possible.	
<b>3.2</b>	The City and County will collaborate efforts to enhance youth-based support services.	<b>Collaborative efforts include:</b> A. Continued participation in the City established Homeless Coordinating Council-Youth Housing Continuum Committee who is tasked with recommending proposed solution to address the housing needs of youth, utilizing the forthcoming <i>Needs Assessment of Youth Experiencing Homelessness</i> report (expected January 2022) to develop recommendations around youth housing needs. B. Continued participation with CYFD and stakeholder groups to address community needs and determine best practice	

		<p>approaches to support youth with high acuity behavioral health needs.</p> <ul style="list-style-type: none"> <li>C. Develop a methodology to address the unmet behavioral health needs of the children whose families are utilizing services within the system of care.</li> <li>D. Collaboratively explore the development of substance use supports for youth which may include the development of youth residential treatment and detox facilities.</li> <li>E. Collaborate with APS to better understand youth behavioral health needs, effective strategies to support population, and bolster existing youth based supports.</li> </ul>	
		<p><b>The County will:</b></p> <ul style="list-style-type: none"> <li>A. Implement Mobile School Based Health Centers and explore additional support service which bolster mental health supports for school based youth.</li> </ul>	
		<p><b>State Crossover Strategies</b></p> <ul style="list-style-type: none"> <li>A. State will support HB 56 - Family Representation and Advocacy Act in an effort to establish the Office of Family Representation and Advocacy and the Family Representation and Advocacy Oversight Commission, to provide for the highest quality legal representation for parents and children in child welfare cases. Provides for appointment, qualifications, removal and duties of the director including establishment of an appellate division and regional offices. Provides for membership, powers and duties of the commission.</li> <li>B. State investment of \$20 million over the next 3 years to build an infrastructure for children’s behavioral health, for services that have sustainable funding streams: title IV-e and Medicaid</li> </ul>	
<p><b>3.3</b></p>	<p>The City and the County may support increased access to Medication Assisted Treatment (MAT) services, medication management, and harm reduction efforts across the array of service providers and</p>	<p><b>Collaborative efforts include:</b></p> <ul style="list-style-type: none"> <li>A. Advocate for legislative support of increased access to MAT services for individuals in behavioral health and criminal justice settings.</li> <li>B. Determine feasibility for additional harm reduction services which may include harm reduction sites; needle exchange sites; testing and availability of tests; and increasing number of harm reduction trainings conducted inclusive of Narcan trainings.</li> </ul>	

	criminal justice partners.	C. City is seeking funding medication management at the Gateway center and WECH; County is funding medication management at correctional facilities.	
		<b>The City will:</b> A. Increase access to MAT within City funded homeless shelters.	
		<b>The County will:</b> A. Implement, expand and support safe, effective MAT programs at the Metropolitan Detention Center. B. Continued work with the Department of Corrections to support the implementation of MAT maintenance and induction within the New Mexico State Corrections. C. Implement an Outpatient Clinic at the CARE campus to support the ongoing outpatient maintenance of MAT for clients in the community to improve stability and continuity of care.	
3.4	The City and the County may expand outreach to and engagement of unsheltered individuals and families.	<b>The City will:</b> A. Implement focused street outreach in high needs areas. B. Expand street outreach funding and explore integrating additional street outreach through the Gibson Health Hub.	
		<b>The County will:</b> A. Through a Comprehensive Opioid Abuse Program (COAP) grant, the County is in the implementation process of establishing a Mobile Outreach Unit which will provide community based harm reduction activities and case management supports.	
		<b>State Crossover Strategies</b> A. HB 52: Harm Reduction Act Amendments, amends the Harm Reduction Act to expand supplies or devices provided to harm reduction program participants. More specifically, HB52 allows the Department of Health to distribute fentanyl test strips and sterile supplies to reduce overdose and the spread of infectious disease and enables the department to act quickly to address the lethal additives in drugs. <ul style="list-style-type: none"> <li>• Enact Harm Reduction ACT (Promotion)</li> <li>• Fentanyl Test Strip distribution</li> <li>• Unify Use Dose of Reality and Another Way NM media campaigns to educate about HB52</li> </ul>	

		<ul style="list-style-type: none"> <li>• Maintain NARCAN supply and distribution</li> </ul> <p>B. The State will expand access to MAT in all communities, with special focus on the justice involved exiting incarceration. Bloomberg and Vital Strategies are assisting NM Corrections, and the BHC in developing a pilot.</p> <p>C. State will partner with existing groups to understand MAT in Jails, under county management (Assoc of Counties) and identify and reconcile barriers.</p>	
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**STRATEGIC GOAL #4**

**Community Supports: Improve services in the community that will stabilize the need for behavioral health supports and prevent crisis.**

#	Objective	Action Steps	Timeline
4.1	Improve services in the community to stabilize the need for behavioral health supports and prevent crisis.	<b>Collaborative efforts include:</b> <ul style="list-style-type: none"> <li>A. Continue to provide and monitor Peer Case Management supports for individuals housed at the WEHC and Gibson Health Hub.</li> </ul>	
		<b>The City will:</b> <ul style="list-style-type: none"> <li>A. City will continue to drive expansion of Assisted Outpatient Treatment (AOT) programming and work collaboratively with the court system to ensure clients that are candidates for this support are referred and receive services.</li> <li>B. City will continue to invest in Intensive Case Management Services to promote stabilization services and prevent crisis incidents.</li> <li>C. City will explore funding to support the development of youth detox/sobering services</li> <li>D. City will continue to provide increased education for the City’s substance use voucher program.</li> </ul>	
		<b>The County will:</b> <ul style="list-style-type: none"> <li>A. Continue to expand the Law Enforcement Assisted Diversion program by educating local law enforcement partners and increasing the programs referral streams.</li> </ul>	

		<p>B. Continue to implement Peer Case Management services for individuals with behavioral health needs.</p> <p>C. Development of two Living Room Programs in Albuquerque and the East Mountains to support stabilization</p> <p>D. Continue to provide and further effective implementation of Intensive Case Management Services at the CARE Campus</p>	
		<p><b>State Crossover Strategies</b></p> <p>A. Contribute to the State’s 988, CCBHC’s, and children’s MRSS efforts, as well as statewide platform for referral which will include efforts to mandate and incentivize provider use.</p> <p>B. State will continue to fund and support LEAD programming; as well as support.</p>	
4.2	The City and the County will ensure seamless client access and integration of services between CARE Campus and the Gibson Health Hub.	<p><b>Collaborative efforts include:</b></p> <p>A. System development for referral and transportation between the CARE Campus and the Gibson Health Hub/Gateway shelter.</p>	

**STRATEGIC GOAL #5**

**Communications: Improve communication and messaging of health and social supports.**

#	Objective	Action Steps	Timeline
5.1	The City and the County will collaborate in the development of a Communications Campaign to improve community awareness and increase access to community services.	<p><b>Collaborative efforts include:</b></p> <p>A. Develop public communication strategies which:</p> <ul style="list-style-type: none"> <li>a. include non-electronic platforms</li> <li>b. ensure Social Media posts contain relevant and agreed upon information</li> <li>c. ensure available behavioral health resources are posted on prevalent community boards and websites.</li> <li>d. develop multi-media campaign to educate public about phone numbers available to access services.</li> <li>e. Destigmatize mental health supports.</li> </ul>	

		<p>B. Participate in established community outreach events such as the annual Albuquerque Celebrates Recovery event and May Mental Health Month events which provide a public platform to showcase a variety of comprehensive supports and educational opportunities.</p> <p>C. Increase communication efforts with stakeholders to ensure community input of behavioral health efforts and provide regular feedback loops to build community rapport and education on available services.</p>	
		<p><b>The City will:</b></p> <p>A. Evaluate 768-HELP line to ensure best utilization to support non-emergent calls for client's in need.</p> <p>B. City will explore the potential to implement a resource directory for contracted providers.</p>	
		<p><b>The County will:</b></p> <p>A. Plan and coordinate a robust public Marketing and Education Campaign to include consistent disseminations of accurate information regarding availability and access to Behavioral Health Initiative supports, interactive social media posts, paid media, and mobile applications.</p>	
		<p><b>State Crossover Strategies</b></p> <p>A. The State has invested in the NMConnect App, and enhancements for the institutions of higher education.</p> <p>B. The State will continue PSA (public service announcements) and social media work for wellness promotion and suicide prevention.</p> <p>C. The State will partner with zero suicide and launch a statewide effort to reduce suicide and increase access.</p> <p>D. The State is looking at current campaigns and their alignment and use.</p>	

**STRATEGIC GOAL #6:**

**Streamlining Efforts: Establish shared operating procedures based on best practices which streamline efforts and improve partnerships with community providers.**

#	Objective	Action Steps	Timeline
6.1	The City and County will align service funding,	<p><b>Collaborative efforts include:</b></p> <p>A. Examine where City and County can align procurement processes when possible.</p>	

	<p>procurement, performance standards, and outcomes, where possible to improve service provision and increase accessibility of local government funds.</p>	<ul style="list-style-type: none"> <li>B. Develop consistent language to utilize in service provider contracts, to include shared performance metrics.</li> <li>C. Develop consistent program assessment and service delivery standards, when applicable.</li> <li>D. Ensure funding efforts are not duplicated.</li> <li>E. Develop a mechanism to enhance shared program oversight of joint funded organizations.</li> <li>F. Evaluate wait times for funded evaluations and services.</li> <li>G. Evaluate service gaps as determined by the gap analysis to inform next steps.</li> <li>H. Review overlaps of respective RFP processes to inform education provided to prospective agencies.</li> <li>I. Offer, at least annually, technical assistance to prospective agencies for topics to include, but not limited to, procurement process, outcome development and tracking, and reporting.</li> <li>J. Engage respective economic development departments to assist in technical assistance.</li> </ul>	
<p><b>6.2</b></p>	<p>The City and the County will work toward the development of a unified data integration system that will allow for communication and information about clients to be shared across services.</p>	<p><b>Collaborative efforts include:</b></p> <ul style="list-style-type: none"> <li>A. Support efforts to establish a shared data system or compatibility between respective client management systems.</li> <li>B. Develop the Frequent Utilizer Data Integration Database that has been piloted with NM Tech in an effort to streamline services for frequent utilizers of high acuity systems.</li> <li>C. Implement shared business associates agreements and platforms to ensure adequate service provision to clients most in need of services.</li> </ul> <p><b>CJCC Crossover Strategies</b></p> <ul style="list-style-type: none"> <li>A. In partnership with the CJCC, explore opportunities to share and analyze data, in conjunction with criminal justice data sets, to better understand the criminal justice-involved population with unmet behavioral health needs; Improved data sharing across systems and programs can improve service delivery and engagement and help assess program gaps and efficacy.</li> </ul>	

**STRATEGIC GOAL #7**

**Funding Capabilities: Leverage funding capabilities to expand the availability of financial supports in an effort to increase services capacity for individuals in need.**

#	Objective	Action Steps	Timeline
7.1	The City and the County will collectively develop a partnership with the State and their contracted MCOs to ensure the most vulnerable of our community have access to services and have the full breadth of insurances available.	<p><b>Collaborative efforts include:</b></p> <ul style="list-style-type: none"> <li>A. Respective parties will conduct cost impact analysis of services benefitting MCOs to encourage partnerships.</li> <li>B. Respective parties will offer locations for MCOs service coordinators to meet with clients at Health Hubs, CARE campus, Homeless shelter system, etc.</li> <li>C. Respective parties will develop a working relationship with MCO’s to ensure effective supports are provided such as value-added services.</li> <li>D. City, County &amp; State will collaborate on efforts to address system of care gaps for vulnerable populations ,and will continue to explore how this collaborative supports gaps related to COVID-19 and solutions to meet those gaps.</li> </ul>	
7.2	The City and the County will expand efforts to maximize Medicaid invoicing.	<p><b>Collaborative efforts include:</b></p> <ul style="list-style-type: none"> <li>A. Partner with the State to provide technical assistance to agency providers to become Medicaid providers and for appropriate Medicaid reimbursement.</li> <li>B. Develop consistent language between respective contracts to ensure that agencies are maximizing Medicaid billing efforts.</li> <li>C. Ensure reimbursement requests to respective entities demonstrate that services that are Medicaid reimbursable are not invoiced to the City or the County.</li> </ul> <p><b>State Crossover Strategies</b></p> <ul style="list-style-type: none"> <li>A. The State is working on categorizing all non-Medicaid funding for behavioral health. By July, 2022, the state will develop a dashboard for Bernalillo County funding and categories, and share that data with the City and County on a quarterly or bi-annual basis.</li> </ul>	

**STRATEGIC GOAL #8**

**Community Capacity: Increase community capacity to provide behavioral health services.**

#	Objective	Action Steps	Timeline
8.1	The City and the County will work with collaborative partners and stakeholder groups to analyze behavioral health workforce needs and opportunities.	<p><b>Collaborative Efforts Include:</b></p> <ul style="list-style-type: none"> <li>A. Identify ways to increase the behavioral health workforce.</li> <li>B. Establish a system to best recruit, retain, and encourage career and educational development of the specialized support positions such as Community Health Workers, Community Support Workers, and Certified Peer Support Workers.</li> <li>C. Advocate for more loan repayment, debt forgiveness, Service Corp and WICHE scholarship monies make it into the budget to incentivize health professionals.</li> <li>D. Align with State of NM Behavioral Health Collaborative workforce goals.</li> <li>E. Offer incentives, including educational incentives, CEUs, and bonuses, for behavioral health professionals hired.</li> </ul>	
		<p><b>The City will:</b></p> <ul style="list-style-type: none"> <li>A. Create opportunities for Albuquerque providers and organizations to expand service inside and outside of City government.</li> <li>B. Collaborate with NM colleges and universities to develop an educational path that qualifies students for community safety and other behavioral health positions.</li> <li>C. Collaborate with community partners to create a robust and equitable recruitment campaign</li> </ul>	
		<p><b>The County will:</b></p> <ul style="list-style-type: none"> <li>A. The County will utilize peers to fill gaps in in the continuum of care and support the expansion certification of peer support workers.</li> <li>B. Educate and encourage community providers through 1:1 consultation and workshops to access and pursue career and education development.</li> </ul>	
		<p><b>State Crossover Strategies</b></p> <ul style="list-style-type: none"> <li>A. The State will invest \$50 million over the next 3 years to expand graduates of behavioral health and child welfare.</li> </ul>	

		<ul style="list-style-type: none"> <li>B. The State will partner with stakeholders, including OAAA and Tribal/Native BH provider’s association, and Hispanic provider’s association to identify opportunities to increase the cultural and linguistic competencies of the BH workforce</li> <li>C. The State is planning to expand the use of Peers in integrated settings, including ED’s.</li> <li>D. The State is also planning on expanding the use of Family Peer Support.</li> </ul>	
8.2	The City and the County will identify barriers for marginalized persons to access and utilize City and County funded services and collaborate on strategies to remove the barriers and improve access.	<p><b>Collaborative efforts include:</b></p> <ul style="list-style-type: none"> <li>A. Collaborate on the evaluation of data across service providers on their services to and engagement with marginalized communities including, but not limited to, communities of color, LGBT communities, and socio-economically disadvantaged groups.</li> <li>B. Support the expansion of provider system to include linguistically appropriate providers that include culturally competent and informed services through funding strategies and procurement processes.</li> <li>C. Commit to expand Social Determinants of Health data collection efforts to ensure funding strategies are addressing systematic conditions which effect behavioral health outcomes.</li> <li>D. Support service connectivity and improved referral structures, in an effort to strengthen client transition between service provision to improve client outcomes.</li> <li>E. Collaborate with established partners to support service delivery for seniors which may include inpatient support; health interventions, technological support to ensure seniors independent, safety and connectivity to supports.</li> </ul>	
8.3	The City and the County will work toward further communication with the public and providers about the impact of funded services.	<p><b>Collaborative efforts include:</b></p> <ul style="list-style-type: none"> <li>A. Work toward obtaining timely evaluations of funded services and share impact data from evaluations with the public.</li> <li>B. Support funded agencies in publishing annual impact reports on funded services that will be shared throughout network and on government agencies websites.</li> </ul>	
		<p><b>State Crossover Strategies</b></p> <ul style="list-style-type: none"> <li>A. Behavioral Health Collaborative dashboard for city and county funding and categories will be shared quarterly or bi-annual basis.</li> </ul>	

<p><b>8.4</b></p>	<p>The City and the County may expand training capacity for the behavioral health workforce and the larger community.</p>	<p><b>Collaborative efforts include:</b></p> <ul style="list-style-type: none"> <li>A. The City and County will increase mental and behavioral health training opportunities, including trauma informed care, for crisis teams, case management, and community members.</li> <li>B. City and County will continue to fund and partner with entities like the state to provide Mental Health First AID, Question, Persuade, and Refer (QPR) and Applied Suicide Intervention Skills Training (ASIST).</li> <li>C. The City and County will explore facilitating gatherings with providers, non-profits and organizations to help educate and promote best practices.</li> </ul>	
		<p><b>State Crossover Strategies</b></p> <ul style="list-style-type: none"> <li>A. The State will offer several EBP trainings beginning in FY23: MST, FFT, DBT, TFCBT, and EMDR. The provider applies and the trainings are paid for by the State in an effort to increase the quality of services provided.</li> </ul>	
<p><b>8.5</b></p>	<p>The City and the County will support behavioral health agency efforts to expand service capacity.</p>	<p><b>Collaborative efforts include:</b></p> <ul style="list-style-type: none"> <li>A. Will provide one time funding and technical assistance supports for small behavioral health agencies, to ensure funding equity among providers, support small agencies, and increase provider capacity which may include increased services, services area , client census, or expansion of hours.</li> </ul>	