

# **DELCO HEALTHY KIDS, HEALTHY SCHOOLS INITIATIVE STRATEGIC PLAN**

**Delaware County District Attorney,  
The Department of Human Services & County Council**

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PREPARED IN COLLABORATION WITH:



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**INTRODUCTORY LETTER**

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Dear County Council and Delaware County Residents,

We are excited to introduce the Healthy Kids, Healthy Schools Initiative's (HKHSI) strategic plan to you. As many of you are aware from public announcements and other input opportunities, a diverse group of Delaware County stakeholders has been engaging in a planning process to enhance coordination and increase access to the mental health, behavioral health, and substance abuse (MHBHSA) services for our children and youth. From the outset, the HKHSI work has thoughtfully considered opportunities for new and existing countywide supports and initiatives to improve service access, provision, and collaboration across Delaware County's many diverse and unique communities.

Through our research and conversations with stakeholders, the greatest needs identified related to better community and family understanding of treatment options, access, and delivery. Students, parents and guardians, school and district staff, and community leaders agree that access to services, quality of programming, culturally appropriateness, funding, stigma about MHBHSA and more are issues that deserve strategic focus for optimal use of the county's many existing and proposed programs to occur, as well as to envision new ones. The proposed strategic plan in this document speaks to ways that the county can broadly support change, specifically, generally, uniquely, and systematically across schools, districts, and nonprofit organizations serving our communities' well-being.

Some of the core questions this plan addresses include:

- How will we create a vision for this work in which every Delaware County resident feels seen and considered, while enhancing the coordination of care at a countywide, cross-system level?
- How and when will we dismantle informational and structural barriers in to build strategic, communicative systems, while also recognizing when already existing systems or agencies can lead those changes effectively?
- How will we include equitable and inclusive practices into planning and implementation and create accountability related to equitable and inclusive outcomes?
- How will we determine, find, and maintain the necessary resources of time, energy, skill, will, and funding to create sustainable, long-term impact?

While the Healthy Kids, Healthy Schools Initiative work began through direct grant and implementation support from the Delaware County District Attorney's Office, the Department of Human Services (DHS), a core part of the process thus far, will house the HKHSI work moving forward. DHS is best poised to coordinate and implement proposed work under this initiative in partnership with other appropriate agencies and the County Council. Not only is DHS committed to a "No Wrong Door" approach that speaks to the core needs expressed, but they have decades of collaboration experience with Delaware County schools and agencies that can be leveraged and enhanced with the HKHSI.

It is our hope that the County Council will find this proposed strategic plan useful in moving this work forward for the future of Delaware County youth, families, schools, and communities. On behalf of the planning team, thank you for your interest and investment in our county.

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## I. PURPOSE & HISTORY

Since the mid-1990s, schools across the country have received “Safe Schools” funds to effectively “harden” schools against danger with measures such as metal detectors, active shooter drills, and additional police on campus. Through deep conversation among the Delaware County District Attorney’s Office and district and private school leaders, the decision was made to use a portion of multiyear (2019-2021) grant funds to investigate preventive measures for mental health, behavioral health, and substance abuse (MHBHSA)<sup>1</sup> treatment for school-aged youth. Myriad research findings, along with practical experience in schools, show that prevention efforts in these areas can be incredibly impactful in lowering instances of unsafe student behaviors and negative outcomes, both individually and for the school community. Around February 2020, a Safe Schools working group was established to begin the process of engaging in this work. Through the dedicated efforts of this original team, it became clear that an expanded effort was needed to address the interconnected nature of the issues underlying prevention and intervention needs for students.

In November 2020, the Delaware County District Attorney’s Office and Delaware County Council engaged with Bloom Planning to support a strategic planning process for a countywide plan to positively impact the mental health, behavioral health, and substance abuse prevention and treatment of school-aged children in Delaware County. As part of the initial discovery phase of this effort, Bloom consultants conducted academic and national research on best practices related to service provision and access. Bloom also partnered with the original working group on a review of existing need and practice in Delaware County and gathered information from practitioners, students, and families through interviews, focus groups, and surveys. Bloom produced a robust research report—available via the District Attorney’s webpage<sup>2</sup>—to culminate this phase of the work. These findings have informed and undergirded the vision and plans found in this document.

Over several months in 2021, Bloom worked with the District Attorney’s Office to establish a multidisciplinary Strategic Planning Team, comprised of a broad collective of stakeholders to delve deeper into the work and ensure that the ensuing strategic planning process leveraged a team that represents the diversity and strengths of the Delaware County community. This team directed research, recommendations, feedback, and analysis with a deep commitment to the many varied communities that make up Delaware County as a whole. As part of this work, the Strategic Planning Team committed to this overarching mission:

### Mission

**The Delaware County Healthy Kids, Healthy Schools Initiative’s mission is to support the continuous quality improvement of the organizations and systems that provide access to prevention and intervention services for mental health, behavioral health, and substance abuse for youth from birth to age 18 across Delaware County. Through our continuous quality improvement work, we work to ensure that all of Delaware County’s youth have equitable access to cohesive, student- and family-centered, evidence-based MHBHSA services so that they may reach their full potential.**

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<sup>1</sup> Please note different institutions may combine these areas in different ways. For the purposes of this plan we are using this acronym as put forward in the original grant funding.

<sup>2</sup> <https://delcoda.com/programs-initiatives/delco-healthy-kids-healthy-schools-initiative-dhkhsi/>

In early 2021, the Strategic Planning Team committed to these guiding principles:

### Guiding Principles

When considering mental health, behavioral health, and substance abuse supports and services for children from birth to age 18, Delco Healthy Kids, Healthy Schools Initiative Strategic Planning Team shall prioritize, to the extent possible, the following guiding principles. These are the lenses through which options for action and strategic planning will be evaluated.

1. **Operate in the best interest of children, youth, and families by prioritizing equitable access to highly effective, evidence-based, and culturally- and identity-relevant services.**
2. **While each local community can and should focus on their own stakeholders' needs, we are also all part of the larger Delaware County community. Programs created by the County have the responsibility to provide the opportunity for equity within and across communities.<sup>3</sup> (For example, a countywide translation of documents provides equitable access to local communities with both higher and lower populations of non-English speakers. This addresses different equitable access needs through one countywide action.)**
3. **Support, improve, and grow existing highly effective county, community, and school programs and practices.**
4. **Invite and bring together diverse perspectives, consider which perspectives and voices might be missing, and work to fill in gaps of lived experience knowledge when making decisions that impact communities.**
5. **Optimize operational efficiency and ensure the sustainable allocation of county resources with each recommendation.**

The purpose of the Delco Healthy Kids, Healthy Schools Initiative strategic plan is to develop agreement on and alignment with a **shared 10-year vision for future impact** and set key **five-year planning initiatives, three-year goals, and an implementation roadmap** for identifying and employing best practices and continuous improvement strategies to ensure school-aged children in Delaware County can be assured of receiving the behavioral health, mental health, and substance abuse treatment services they may need. Ultimately, this strategic plan will be presented to members of County Council and other County leadership to provide a foundation for this important work in Delaware County.

#### WHAT IS A STRATEGIC PLAN?

- A self-created roadmap to guide decisions, growth, and change, and to help us realize our collective mission and vision
- A process of stakeholder engagement yielding a set of carefully considered domains and goals that bring our core priorities—scholars, educators, and community—into focus for the next three to six years
- A living document that will be revisited and revised on a regular basis

#### A STRATEGIC PLAN IS NOT...

- A tactical plan
- A static document
- Everything everyone wants, nor everything the organization does

<sup>3</sup> From the outset, the participants on the Strategic Planning Team understood and acknowledged that while the County has some discretionary funding for MHBHSA services, the County acts as a conduit for such funding from other sources, primarily state and federal. As such, the County may need to investigate the viability of the recommendations within this strategic plan.

## II. STRATEGIC PLANNING PROCESS

The Delco Healthy Kids, Healthy Schools Initiative (“HKHSI” or “Initiative”) strategic plan was developed using a five-phase planning process.

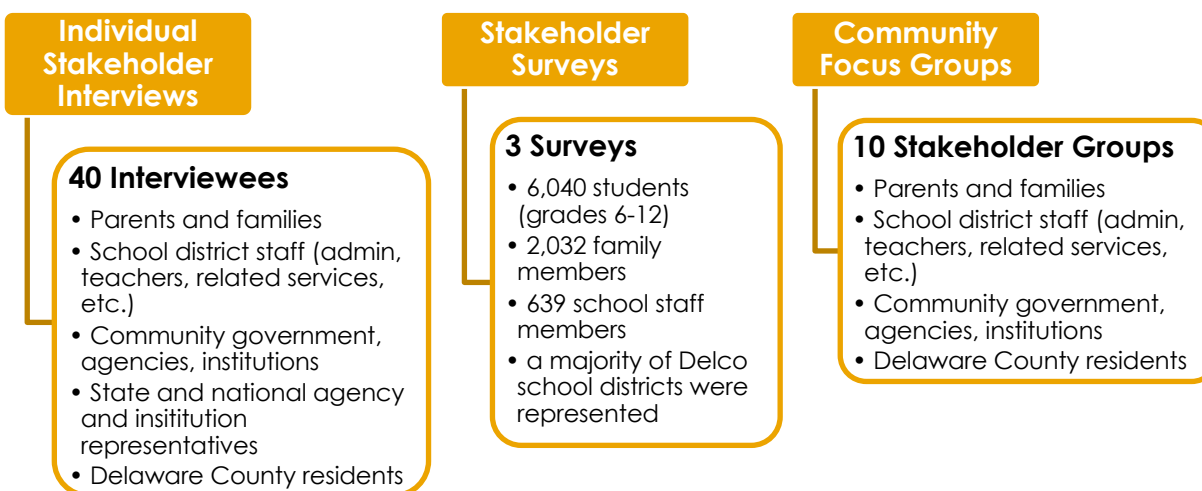
**Figure II.1 The Five Phases of HKHSI’s Strategic Planning Process**



### Phase I: Discovery (January 2021 to April 2021)

As the first step in this strategic planning process, the Bloom team conducted a series of research activities to inform the visioning and strategic initiative–setting process. First, Bloom reviewed relevant data sets and developed a thorough, coherent, and cohesive information document that formed the basis of a multiyear strategic vision for impact and key planning initiatives. Through a variety of feedback opportunities, stakeholders from across the Delaware County community had the opportunity to reflect on the system’s strengths and areas for development. Ultimately, the discovery phase brought together important insights into the many communities that make up Delaware County, their strengths and needs as well as their similarities and differences.

**Figure II.2 Summary of Phase I Stakeholder Research Activities**



Based on the above-described landscape and stakeholder research, Bloom delivered a robust research report<sup>4</sup> delving into two core themes: 1) defining the mental and behavioral health issues and complexities present in Delaware County, and 2) summarizing research related to prevention and treatment opportunities and interventions. The report included, but was not limited to, landscape/ current practices assessment, national best practices, a gap analysis, and recommendations for a regionally appropriate plan of action. Findings therein informed the Strategic Planning Team as it

<sup>4</sup> The full report can be found on the Delaware County District Attorney’s website: <https://delcoda.com/programs-initiatives/delco-healthy-kids-healthy-schools-initiative-dhkhisi/>

worked toward creating a vision for impact, strategic planning initiatives, and implementation goals. This report provided a research-informed foundation of shared knowledge and understanding to accelerate the current and anticipated work of the Strategic Planning Team and invested stakeholders across the county to optimize access to and quality of services for school-aged youth.

In addition to providing actionable feedback, a recurring theme of the stakeholder research arose in answer to this core question: Why is this the right time for the work envisioned by the Initiative? The overwhelming answer was: Because we can't wait any longer. This collective drive has been essential to the planning process to date and will be critical to implementation of the plan into the future. In the service of this collective endeavor, this strategic plan seeks to provide the Initiative with both broad and targeted goals to help Delaware County focus its energies as effectively as possible toward the betterment of services for all students.

### **Vision for Impact 2030<sup>5</sup>**

**By 2030, all of Delaware County's children, youth, and families have equitable access to highly effective, evidence-based prevention and intervention services for mental health, behavioral health, and substance abuse (MHBHSA) through a connected system of interdependent programs and practices. The system is coordinated by an Office of Healthy Kids, Healthy Schools through an appropriate County agency or department and partners closely with Delaware County's diverse stakeholders, including local schools, agencies, institutions, and families. The Office works to increase access to highly effective services for children and families when compared to pre-pandemic rates, so that students can be safe, more present, and engaged in Delaware County schools and in their education.**

**To achieve these objectives, we design and implement strategies that prioritize the involvement of families, community members, and student-serving organizations and their staff. Our approach to change is grounded in a commitment to value the complex and multifaceted identities of Delaware County's residents and communities.**

**When actualized, this vision will create a community where every child is able to thrive and reach their full potential. Ultimately, this will lead to a cycle of community health that supports Delaware County in becoming an even more desirable and prosperous place for families to live and grow. Through planning, implementation, and a continuous cycle of improvement processes that gather diverse and robust inputs and involvement, this initiative will produce efforts toward change that value the complex and multifaceted identities of Delaware County residents and communities. Delaware County will not only meet the mental health, behavioral health, and substance abuse treatment needs of children from birth to age 18 in our communities but will serve as a model for counties and townships throughout Pennsylvania and the region.**

### **Phase II: Visioning (April 2021 to June 2021)**

To make meaning of the extensive information gathered during the discovery phase, representatives from the County, representatives from the district attorney's office, and Bloom convened multiple sessions with the Strategic Planning Team to build understanding and refine planning options. Each

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<sup>5</sup> Note: The purpose of the Vision for Impact in this process is to help ground the plan in a concrete future ideal. We recognize that some aspects of the vision that relate to systems or structures that require County Council or other levels of legal approval may require adaptation. Additionally, as discussed in other areas of this report, exploration of available funding is a critical element for realizing this vision for impact.

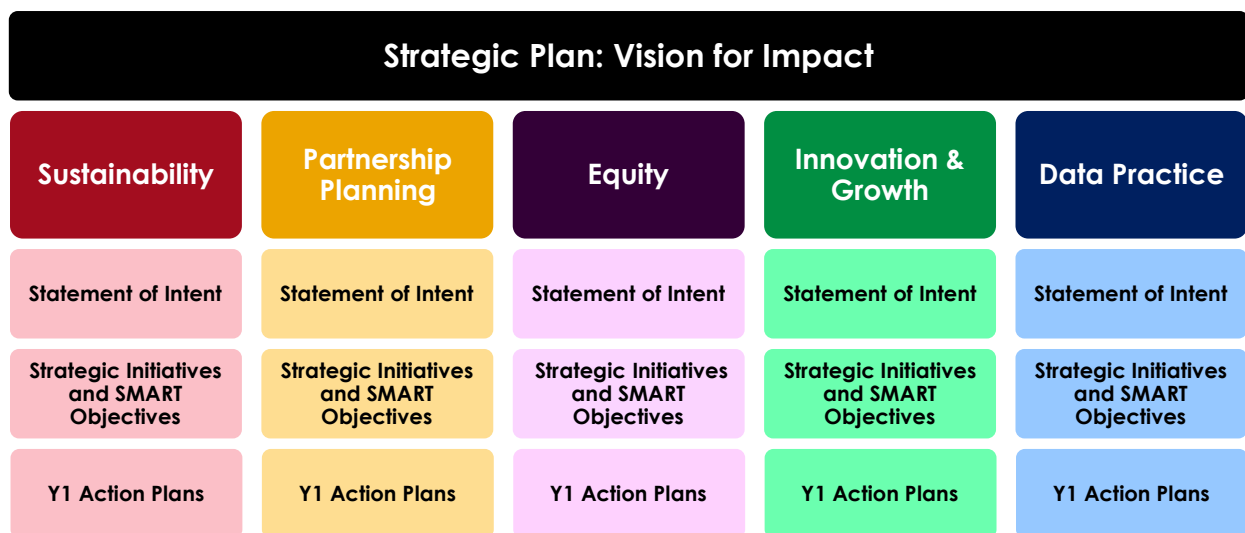


meeting advanced the work toward the creation of a long-term vision for impact for Delaware County and the identification of five planning domains.

### Phase III: Detailed Planning (June 2021 to October 2021)

The planning phase allowed for additional participation from the Strategic Planning Team as well as individuals from select stakeholder groups. The members of this enlarged team joined detailed planning groups, each focused on one of the five planning domains. Through a series of gap analysis activities grounded in the discovery and visioning phase outputs, teams developed two to three strategic initiatives for each domain. Over the course of several meetings, with synthesis from Bloom and additional feedback opportunities, planners developed a domain statement of intent and SMART objectives, milestones, and detailed Year 1 action plans for each initiative.

Figure II.3 HKHSI's Strategic Planning Framework



### Phase IV: Accountability (October 2021 to November 2021)

To ensure successful implementation of the detailed action plans produced in the planning phase of this process, Bloom worked with a core planning team of County agency leaders from within the Strategic Planning Team on a series of accountability activities, which are included in the final presentation and report. In addition, the rollout plan for the HKHSI strategic plan prioritizes clear messaging, broad reach, and maintaining momentum in the ever-changing landscape of countywide initiatives.

### Phase V: Finalization (November 2021 to February 2022)

The final plan will represent the culmination of HKHSI's robust strategic planning process. While it will capture the plan at a point in time, the action plans that will achieve strategic planning goals will continue to evolve and grow with implementation. Said action plans will be captured in a separate Implementation Tool. This document includes a master action plan with detailed tasks and progress monitoring tools designed to be updated as work is completed.

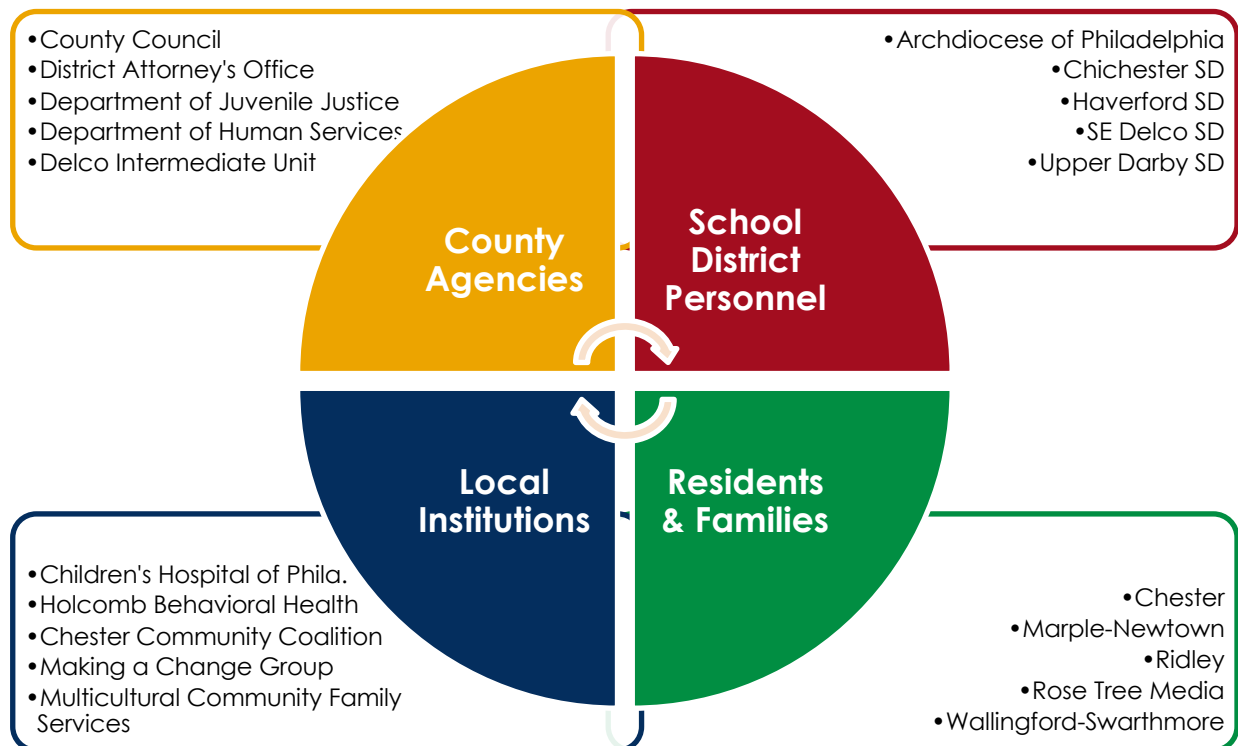
As part of the finalization process, a core planning team of Delaware County agency leads (identified below), came together and determined that the Department of Human Services (DHS) would take the lead in continuing the HKHSI work moving forward.



### III. STRATEGIC PLANNING PARTICIPANTS

This strategic plan represents hundreds of hours of work by many members of the Delaware County community. Diverse and representative stakeholders from across school districts, community institutions, and Delaware County residents were purposefully engaged in this work to provide personal and professional insights into the needs and possible solutions to the challenges of equitable and effective mental health, behavioral health, and substance abuse treatment for children and adolescents of Delaware County.

The image below provides a concise list of the organizations and institutions represented by the members of the Strategic Planning Team.



Members of the Strategic Planning Team supported the planning phase by creating initiatives and milestones within specific domains. Additionally, the previously mentioned core planning team provided input on action plans within specific domain groups, as well as overarching support regarding how to ultimately move this work from planning to implementation in the context of the County. Core planning team members, Bloom team members, and domain team members are detailed below, and collectively they form the Strategic Planning Team for this work. Members are organized by their specific domain assignments, though much of the work occurred as a full team.

<p><b>Core Planning Team &amp; Sustainability Planning Team</b></p> <ul style="list-style-type: none"> <li>• <b>Danielle DiMatteo</b>, Delaware County Department of Juvenile Probation Director</li> <li>• <b>Dr. Maria Edelberg</b>, Delaware County Intermediate Unit Executive Director</li> <li>• <b>Sandy Garrison</b>, Delaware County Human Services Director</li> <li>• <b>Jack Stollsteimer</b>, Delaware County District Attorney</li> <li>• <b>Dr. Monica Taylor</b>, Delaware County Council Member</li> </ul>	<p><b>Bloom Planning Team</b></p> <ul style="list-style-type: none"> <li>• <b>Ingrid Boucher,*</b> Founder and Principal</li> <li>• <b>Jessica Gillespie</b>, Consultant</li> <li>• <b>Kate Hayes Hoffman,*</b> Collaborative Partner</li> <li>• <b>Michelle Icenogle,*</b> Collaborative Partner</li> <li>• <b>Zaire Martin</b>, Operations Associate</li> </ul> <p><i>*Members of the Bloom Team who are also current or former Delaware County residents</i></p>
<p><b>Partnership Planning Team</b></p> <ul style="list-style-type: none"> <li>• <b>Alexia Clarke</b>, Chester Community Coalition Executive Director</li> <li>• <b>Linda Cortese</b>, Wallingford-Swarthmore SD Parent</li> <li>• <b>Mike Diaz</b>, Ridley SD Parent</li> <li>• <b>Dr. Eleanor DiMarino-Linnen</b>, Rose Tree Media SD Superintendent</li> <li>• <b>Bernadette Dougherty</b>, Archdiocese of Philadelphia Assistant Superintendent</li> <li>• <b>Portia Kamara</b>, Multicultural Community Family Services Executive Director</li> </ul>	<p><b>Equity Planning Team</b></p> <ul style="list-style-type: none"> <li>• <b>Nancy Campo-John</b>, Marple Newtown SD Teacher and Parent</li> <li>• <b>Tasliym Goodman</b>, Chester SD Parent and Consultant</li> <li>• <b>Sarah Graden</b>, Unionville-Chadds Ford SD School Social Worker/LCSW and Wallingford-Swarthmore Parent</li> <li>• <b>Melanie-Jo McCarthy-Frick</b>, Haverford SD Parent</li> <li>• <b>Deneen Mosley</b>, Making a Change Group Partner</li> </ul>
<p><b>Data Practice Planning Team</b></p> <ul style="list-style-type: none"> <li>• <b>Dr. Jeremy Curtis</b>, Chichester SD Assistant Superintendent</li> <li>• <b>Kristin Larsen</b>, Haverford SD School Board Member</li> <li>• <b>Dr. Dan McGarry</b>, Upper Darby SD Superintendent</li> <li>• <b>Dr. Patricia Rigby</b>, Archdiocese of Philadelphia Assistant Superintendent</li> <li>• <b>Cassandra Willis</b>, SE Delco SD Director</li> </ul>	<p><b>Innovation &amp; Growth Planning Team</b></p> <ul style="list-style-type: none"> <li>• <b>Dr. Eran Magen</b>, Center for Supportive Relationships Founder and Scientific Director</li> <li>• <b>Margie McAboy</b>, Delaware County DA, Director of Policy and Public Engagement</li> <li>• <b>Elizabeth Schneider</b>, Delaware County Assistant District Attorney</li> <li>• <b>Marilyn West-Nulty</b>, Holcomb Behavioral Health Systems</li> <li>• <b>Dr. Jami Young</b>, Department of Child and Adolescent Psychology and Behavioral Science, CHOP Director of Psychosocial Research</li> </ul>

## IV. PLANNING DOMAINS<sup>6</sup>

### Domain 1: Sustainability

#### STATEMENT OF INTENT

The vision for the Delco Healthy Kids, Healthy Schools Initiative involves long-term work. Strategic and enduring change requires systems and structures that will continue through changes in leadership, as well as through foreseen and unforeseen challenges and shifts. Sustainability measures should include, but are not limited to, systems and structures directly related to coordination/oversight, logistical, procedural, and financial sustainability.

#### STRATEGIC INITIATIVES

Initiative Leadership & Coordination

Best Practice Resource Clearinghouse

Consistent & Equitable Funding Streams

#### STRATEGIC INITIATIVES

##### 1.1 Initiative Leadership & Coordination

#### 1-Year SMART Objective

**By fiscal year 2023, DHS has resources/ employee(s) dedicated to the coordination of MHBHSA services for children and youth in Delco. Through DHS, the HKHSI coordinator actively engages in projects, and also connects and oversees work on MHBHSA with agencies, institutions, and providers throughout the county.**

#### Overarching Targets

- DHS takes responsibility for HKHSI strategic plan and overarching goals
- Completed hiring of HKHSI coordinator

#### Implementation Milestones

Staff is funded, is hired, and takes responsibility for leading both overall coordination and, as needed, specific areas of focus for the HKHSI.

DHS has HKHSI initiatives planned as part of its regular operations.

SMART objective is achieved.

#### Planning Considerations



#### Human Capital

A full-time HKHSI coordinator or significant consultant support is necessary to manage this initiative into implementation.



#### Budget

Additional funding for the HKHSI coordinator position would need to be identified and possibly pursued.



#### Scheduling

The identification of primary agency and staffing is foundational to the implementation of the other domains and initiatives and so this objective needs to be completed early in implementation in order for other objectives to be successful.





#### Risks & Mitigation

Matching the hiring needs to the skill sets of the work is important. DHS and county bandwidth should be considered.

<sup>6</sup> Based on planned initial publication and presentation to County leadership, timings for planning domains operate under the assumption of Year 1 beginning in January 2022.

## 1.2 Best Practice Resource Clearinghouse

3-Year SMART Objective		Overarching Targets
<p>By September 2025, Delaware County has a clearinghouse of best practices related to delivery of MHBHSA services in schools with a focus on programs and practices that are particularly relevant to the unique communities served throughout Delaware County. This includes, but is not limited to, programs, staffing, processes, documents, and systems related to school-based services. Schools, community agencies, and institutions in Delaware County have access to this clearinghouse and utilize it to expand their MHBHSA services.</p>		<ul style="list-style-type: none"> <li>• Completion of action items within time frames</li> <li>• Use statistics on the clearinghouse and analysis</li> <li>• Review of clearinghouse resources by users</li> </ul>
Implementation Milestones		
Year 1	Year 2	Year 3
HKHSI staff/consultant identifies high-value clearinghouse resources from internal and external sources and creates an overarching database to connect Delaware County schools and agencies to prioritized content.	Clearinghouse is launched and shared across Delaware County schools and agencies.	SMART objective is achieved.
Planning Considerations		
 <b>Professional Development</b>	<p>There would need to be training on how to use the best practices clearinghouse.</p>	
 <b>Budget</b>	<p>There are already many high-quality research- and evidence-based practices clearinghouses, many of which are already utilized by county agencies, so budgeted funds should not be spent on building from scratch, but rather on leveraging existing resources whenever possible. However, depending on the financial and technical skills required to update information to be useful to county residents, there may be other budget resource needs.</p>	

## 1.3 Consistent & Equitable Funding Streams

3-Year SMART Objective	Overarching Targets
<p>By 2025, MHBHSA services for children and youth are consistently funded through a combination of federal, state, local, and private monies, including innovative partnerships with contracted county service providers, the PA Department of Health, and other institutions serving Delaware County residents.</p>	<ul style="list-style-type: none"> <li>• Changes in funding across Delaware County schools for MHBHSA treatment/services</li> <li>• Changes to County provider service reimbursements/coverages</li> </ul>

## Implementation Milestones

## Year 1

Identify and access specific and holistic funding sources for the development and implementation of highly effective programs and providers of MHBHSA services available to Delaware County schools.

## Year 2

Pursue grants and funding opportunities that allow the County to create more equity across school districts for school-based services, with a focus on lowering disproportionality of access, as well as general increases in access for all children and adolescents across Delaware County.

## Year 3

SMART objective is achieved.

## Planning Considerations

**Communication & Messaging**

It is an important part of the equitable execution of this initiative that communication and messaging about funding be communicated in a way that is accessible to all of Delco's diverse agencies and institutions.

**Human Capital**

Consider existing development staff capacity to find/ apply for/ oversee funding opportunities and increasing staff capacity to meet demands.

**Budget**

Currently the per pupil funding for districts across the county is highly varied. Some of the differences in funding for MHBHSA services in the county are related to this discrepancy, so there will most likely need to be some deeper discussion as to what the County will consider equitable in terms of attempts to better align service funding.

## Domain 2: Partnership Planning

## STATEMENT OF INTENT





Delaware County has a plethora of agencies and community partners that are addressing the mental health, behavioral health, and substance abuse treatment needs of Delco's diverse students and families. To effectively tackle the issues related to these services, agencies will need to work together collaboratively and remove barriers to coordination and communication of services and collective action. Barriers to coordination can and should be ameliorated through various means, including, but not limited to, memorandums of understanding, more robust use of currently available data systems, advocacy for changes to policy and laws where needed, additional staffing, etc.

## STRATEGIC INITIATIVES

Agency & Institution  
Coordination

School-Based Partnerships

## 2.1 Agency & Institution Coordination






1-Year SMART Objective	Overarching Targets
<p>By July 2023, Delaware County provides staff and structures to ensure coordination among schools and relevant agencies/institutions related to child and adolescent MHBHSA prevention, intervention, and treatment. The approach includes, but is not limited to, a review of available providers and reinvestment in monthly collaborative meetings (“Board of Governors”) with service providers, applicable County agencies and district representatives, and key representatives of districts/private schools to actively engage and problem solve around barriers to access for students and families. Prioritizing a diverse range of stakeholders is a necessary component of Board of Governors meetings.</p>	<ul style="list-style-type: none"> <li>Completion of an updated agency mapping process to determine available providers within the Delaware County region</li> <li>Initiation and consistent frequency of Board of Governors meetings with service providers, county agencies, school districts, and institutions</li> </ul>
Implementation Milestones	
<p>Relevant individuals, agencies, and institutions are identified and engaged. This includes: a County agency representative identified to oversee/coordinate monthly meetings, representatives from groups identified and enlisted for monthly collaboration, and collaboration meetings begun, including both discussion of immediate intervention systems and needs, as well as future improvement planning.</p>	<p>Specific outcome goals and metrics are defined for MHBHSA work. Monthly collaborative meetings continue and utilize goals as the foundation for future planning and evaluation of their work.</p> <p>SMART objective is achieved.</p>
Planning Considerations	
<p> <b>Communication &amp; Messaging</b></p> <p> <b>Professional Development</b></p> <p> <b>Scheduling</b></p> <p> <b>Risks &amp; Mitigation</b></p>	<p>Communicating information about this effort and opportunity in a way that maximizes engagement with a diverse range of agencies and locations within Delco is imperative to this work. Messaging should be above and beyond simple web-based options.</p> <p>Some professional development may be needed for agencies to understand the nuances of the diversity of the community and the community needs in Delaware County as a whole.</p> <p>Scheduling of Board of Governors meetings should consider the needs of those traveling from across the county, as well as the needs of working parents and those with other obligations.</p> <p>It is imperative that as this initiative is put into practice there is a deep commitment to equity in terms of collaboration with and participation of agencies that represent the diverse communities of Delaware County. Any mapping of providers needs to be comprehensive, and any determination of partnership agencies needs to be handled through an equitable and accessible process for all agencies and institutions.</p> <p>If the agencies/institutions providing input to this work do not adequately represent the various communities of Delco and the services needed, there is risk that the work completed by HKHSI will not meet its goals.</p>

<sup>7</sup> The Board of Governors meeting is the advisory group for the Children’s Cabinet and Coalition.

## 2.2 School-Based Partnerships

3-Year SMART Objective	Overarching Targets
By September 2025, there is a 50 percent increase in the number of schools in Delaware County that have partnerships with County and/or community agencies to facilitate collaboration and/or provide MHBHSA services. Said partnerships support active coordination and integration among diverse partner agencies and school-based providers, increasing family access to services. This includes investigating new programs and expanding existing program access across diverse organizations with culturally competent resources and services.	<ul style="list-style-type: none"> <li>Completion of an updated agency mapping process to determine available providers and services within the Delaware County Region</li> <li>Completion of a comprehensive review of existing agency partnerships (including how they are currently funded)</li> </ul>

Implementation Milestones		
Year 1	Year 2	Year 3
Social service agencies across Delaware County that provide MHBHSA services to children, youth, and families are mapped, and applicable school districts/organizations have identified appropriate partner(s) that align with their youth's and families' targeted needs.	Active coordination among identified agencies and schools as they pilot integrated care options and systems to manage MHBHSA.	SMART objective is achieved.

Planning Considerations	
 <b>Communication &amp; Messaging</b>	<p>Communication with school-based stakeholders (families, students, staff) needs to be comprehensive and accessible. The mode of communication and the different language needs of Delco communities need to be considered.</p> <p>Schools are often inundated with "the next thing" without follow-up. There will be a need to overcome resistance to new partnerships and initiatives. Messaging related to HKHSI's long-term goals and consistent support will be necessary to overcome this.</p>
 <b>Professional Development</b>	<p>Professional development cannot be one and done. All agency partners need to commit to consistent professional development to help support long-term change in the school systems.</p>
 <b>Human Capital</b>	<p>School-based partnerships will require schools and districts to provide staff who can manage the coordination and support of agency/institution partnerships on the school side. This may mean additional funding will be necessary for those roles or to offset the responsibilities that are shifted when this work is taken on by an existing staff member.</p>
 <b>Budget</b>	<p>School-based partnerships should consider the budget of partner agencies and schools. When budget is not sufficient, partnerships are encouraged to consider alternatives to funding, services, etc.</p>
 <b>Scheduling</b>	<p>For school-based partnerships, the rhythm of the school year must be considered, including breaks, the fact that planning for an upcoming school year occurs in the preceding school year, etc.</p>





#### Risks & Mitigation

If the agencies/institutions providing input to this work do not adequately represent the various communities of Delco and the services they need, there is risk that the work completed by HKHSI will not meet its goals.

## Domain 3: Equity

### STATEMENT OF INTENT

All students in Delaware County, regardless of school system, will have equitable access to services for mental health, behavioral health, and substance abuse. Equitable access encompasses knowledge of services (communication/education), the ability to engage in services (location, transportation, cost, amelioration of stigma), and the quality of the services themselves (qualifications of providers, culturally diverse and identity responsive interventions). Families are included in school-based and County processes and training to facilitate access to and impact for children and adolescents within Delaware County.

### STRATEGIC INITIATIVES

#### Service Access Equity

#### Equitable Community Knowledge

### 3.1 Service Access Equity

#### 3-Year SMART Objective

**By September 2025, all children and youth in Delaware County have equitable access to highly trained MHBHSA practitioners through their schools and communities. Families are aware of the options for their children through robust and differentiated communication structures. As a part of this effort, Delaware County has countywide definitions and practices for service access equity. The approach to service access equity includes, but is not limited to, ameliorating disproportionate availability of MHBHSA services access based on identity, location, communication needs, etc.**

#### Overarching Targets

- Completion of a countywide service and access review, a gap analysis, and proposed next steps for amelioration of barriers to access
- Training for families is available
- Increased community understanding of available services for MHBHSA
- Increased use of available services

#### Implementation Milestones

##### Year 1

Gaps in MHBHSA service access are identified. Best practices for MHBHSA service accessibility are determined and prioritized for implementation.

##### Year 2

Best practices in access equity begin to be utilized across Delaware County agencies, in schools, and in additional community institutions whenever possible.

##### Year 3

SMART objective is achieved

#### Planning Considerations



#### Communication & Messaging

The diverse communities within Delco may require specifically nuanced messages related to MHBHSA treatment.

Communication and messaging should consider the needs of all Delaware County residents and include not just verbal languages but also sign language and other adaptive languages.



### Professional Development

Stakeholders may need professional development to actively understand, practice, and engage with MHBHSA service access equity.



### Human Capital

It is highly recommended that the County's diversity, equity, and inclusion officer be an integral part of the work of this initiative, including the review of processes or procedures related to this initiative.

The differences in funding across school districts, while outside the scope of this strategic plan to influence, will need to be considered as this plan is implemented. If opportunities to relieve funding disparities exist, they should be explored.



### Budget

Many actions to increase access are universal across school districts and there may be opportunities for cost efficiencies by engaging in County-wide resource allocations. For example, regarding translation and interpretation services for the diverse language and nuanced communication needs of the many communities of Delaware County—all districts across the county have some need for these services.

Discussions of diversity, equity, and inclusion can be challenging in numerous ways, and HKHSI should be prepared to hold the space needed to move forward in these areas.



### Risks & Mitigation

As mentioned in budget, variable funding across districts presents an increased risk for disproportionate access or service implementation that needs to be considered.

## 3.2 Equitable Community Knowledge

### 3-Year SMART Objective

**By September 2025, all Delaware County families have the opportunity to engage with and train in MHBHSA recognition and intervention and to learn about how to effectively access available treatment opportunities both in and outside of schools. A structured request for proposals process will lead to high quality support of these trainings.**

### Overarching Targets

- Completed an MHBHSA services communication review
- Completed an MHBHSA training review
- Completed the RFP process for 2023-24 training

### Implementation Milestones

#### Year 1

Gaps in community understanding of MHBHSA prevention and intervention are identified. Best practices for MHBHSA community education are determined and prioritized for implementation.

#### Year 2

Best practices are integrated into Delaware County-specific MHBHSA trainings that are piloted in identified communities with data collected based on identified metrics.

#### Year 3

SMART objective is achieved.

### Planning Considerations



#### Communication & Messaging

The diverse communities within Delco may require specifically nuanced messages related to MHBHSA treatment.

Communication and messaging should consider the needs of all Delaware County residents and include not just verbal languages but also sign language and other adaptive languages.



#### Professional Development

The needs of adult learners will be an important part of this work. Additionally, consideration of language needs, cultural concerns, and the need for broad access to professional development across Delaware County communities will be necessary.

Having staff or partners who are familiar with the particular needs of various communities will be a necessary component of this work.



#### Human Capital

It is highly recommended that the County's diversity, equity, and inclusion officer be an integral part of the work of this initiative, including the review of processes or procedures related to this initiative.

The RFP process for this work will need to hold equity and inclusion at its center.



#### Budget

Translation and interpretation services for the diverse language and nuanced communication needs of the many communities of Delco will most likely require a significant expenditure.



#### Scheduling

Scheduling will need to consider the variety of working parents' needs in a large county: transportation/length of commute, childcare and food, nonfixed work schedules, etc.



#### Risks & Mitigation

Discussions of diversity, equity, and inclusion can be challenging in numerous ways, and HKHSI should be prepared to hold the space needed to move forward in these areas.

## Domain 4: Innovation & Growth

### STATEMENT OF INTENT

Communities grow and change. Research continues to refine its understanding of individuals, communities, systems, and their interplay. Supports and solutions may require concepts not yet considered or systems not yet built. A strong strategic plan takes these realities into account by integrating purposeful actions and continuous improvement strategies related to how the County will engage innovation partners, resources, and systems to continue to grow.






### STRATEGIC INITIATIVES

Research Partnerships

Intervention Pilots

Tier 1 Support & Enhancement

## 4.1 Research Partnerships

3-Year SMART Objective		Overarching Targets
<p>By September 2025, collaborative research partnerships have been formed between Delaware County and regional colleges, universities, and institutions. These partnerships are engaged in general research and support of MHBHSA services for Delaware County children and families, with a focus on school-based services.</p>		<ul style="list-style-type: none"> <li>• Completion of review of relevant institutions in MHBHSA areas</li> <li>• Increase in collaborative partnerships between Delaware County and institutions</li> </ul>
Implementation Milestones		
Year 1	Year 2	Year 3
Collaborative partnerships with local colleges, universities, and institutions are created.	Collaborative partnerships lead to stronger research-based practice recommendations and updates to strategic plan, practices, processes, etc.	SMART objective is achieved.
Planning Considerations		
 <b>Communication &amp; Messaging</b>	<p>Communication that is nuanced and targeted based on the needs of different stakeholder groups will be an important part of this process for buy-in and support.</p> <p>There are requirements for research permissions that will need to be adhered to and communicated well to all stakeholders.</p>	
 <b>Human Capital</b>	<p>Delaware County is regionally situated in a dense area for research and educational institutions. A focus on creating regional/local partnerships and expanding current partnerships is an opportunity to engage with highly experienced professionals that the county may otherwise may not have access to.</p>	
 <b>Budget</b>	<p>Institutions may have existing grants or other funding that may be used for this work.</p> <p>Research institutions may have a central individual who can guide the proposal process and connect Delaware County directly to research in identified fields of interest.</p>	
 <b>Scheduling</b>	<p>For school-based partnerships, the rhythm of the school year must be considered, including breaks, the fact that planning for an upcoming school year occurs in the preceding school year, etc.</p>	
 <b>Risks &amp; Mitigation</b>	<p>Work is contingent upon the bandwidth of staff at institutions.</p> <p>There are specific ethical and legal standards related to research with minors and at schools that will need to be explored and updated.</p>	

## 4.2 Intervention Pilots

2-Year SMART Objective	Overarching Targets
By September 2024, pilots for research- and evidence-based, school-based MHBHSA treatment services start in collaboration with institutional partners. These pilots engage students in research- and evidence-based services and programs at school sites and occur across multiple sites within schools in Delaware County. The goal of these pilots is to investigate the impact of proven school-based methods on MHBHSA outcomes for Delaware County populations and schools.	<ul style="list-style-type: none"> <li>Comprehensive review of current pilots with county schools</li> <li>Identification of pilot partner institutions</li> <li>Completion of MOUs and other foundational requirements</li> </ul>

### Implementation Milestones

#### Year 1

Identified agencies create partnerships with local, state, and national institutions with specific goals of establishing pilot projects at Delaware County schools.

#### Year 1.5

Collaborative partnerships with identified institutions lead to planning and necessary foundational work for pilots to commence.

#### Year 2

Pilots begin between identified institutions and schools. Data collected on effectiveness of pilots is used to determine recommended best practice programs for replication across other Delco school districts, with funding support provided. Schools that were part of the initial pilot receive continued support for MHBHSA services. SMART objective is achieved.

### Planning Considerations



#### Communication & Messaging

Communication that is nuanced and targeted based on the needs of different stakeholder groups will be an important part of this process for buy-in and support.

It is important that parents and students receive communications throughout the process including post-pilot-phase next steps.



#### Professional Development

Develop clear application and training processes. Commit to trainings that are consistent and frequent.

Make sure schools and districts have the capacity to utilize professional development time for the successful rollout and support of pilots.



#### Human Capital

Ensure there is staff capacity to implement direct and indirect aspects of pilots.



#### Budget

Costs will vary and budget may have to be a significant factor around which intervention pilots are implemented.

There are free programs and trainings that should be considered, but cost-efficiency should not be the sole reason things are chosen.



#### Scheduling

For school-based partnerships, the rhythm of the school year must be considered, including breaks, the fact that planning for an upcoming school year occurs in the preceding school year, etc.

Often professional development efforts are stymied due to limitations on long-term consistency and frequency of training provided to staff. Capacity and



### Risks & Mitigation

consistency will be pivotal to the success of this measure, in terms of both objective outcomes and perceived success by stakeholders.

Multiple stakeholders expressed concerns about the “experimentation” aspect of a totally new pilot. Family input on program efficacy is something to be considered. Pilots should have research and evidence backing and not be completely novel implementations to mitigate this risk.

Pilots should not simply be centered on one demographic segment within a school or community.

## 4.3 Tier 1 Support & Enhancement

### 3-Year SMART Objective

**By September 2025, there is a 50 percent increase in social emotional learning and Multi-Tiered Systems of Support (MTSS) tier 1<sup>8</sup> interventions within each District in Delaware County. This includes long-term, robust, consistent, and frequent professional development provided for school positions, including, but not limited to, specific training for administration, teachers, social workers, office staff, etc., and community stakeholders such as parents, families, agencies, etc.**

### Overarching Targets

- Identification of best practices and the current state of professional development for school-based staff in Delaware County
- Countywide and school district professional development plans

### Implementation Milestones

#### Year 1

An in-depth review of current SEL and tiered MHBHSA responses, as well as programs and staffing at Delaware County schools, occurs in order to determine what is already working and where there are places to grow. The review also includes specific information on what professional development opportunities are occurring, how in line with best practices these professional development opportunities are, and who is accessing them. These practices include reducing stigma associated with MHBHSA issues and increasing understanding of MHBHSA prevention and treatment.







#### Year 2

Existing effective practices are given additional support to continue and expand. Access to training on effective practices is provided throughout the county, with specific focus on communities and schools within the county who have been identified as needing increased program and staff development in effective practices.

#### Year 3

SMART objective is achieved

<sup>8</sup> Tier 1 interventions are generally considered “universal” interventions or interventions that have the possibility of impacting all students in a given school or classroom as opposed to only specifically identified students.

Planning Considerations	
 <b>Communication &amp; Messaging</b>	Communication that is nuanced and targeted based on the needs of different stakeholder groups will be an important part of this process for buy-in and support.
 <b>Professional Development</b>	Develop clear application and training processes. Commit to trainings that are consistent and frequent. Make sure schools and districts have the capacity to utilize PD time for the successful rollout and support of additional Tier 1 interventions.
 <b>Human Capital</b>	Establish sufficient communications with and development of staff.
 <b>Budget</b>	Costs will vary and budget will be a significant factor in whether this objective can be achieved. There are free programs and trainings that should be considered, but cost-efficiency should not be the sole reason they are chosen. For school-based partnerships, the rhythm of the school year must be considered, including breaks, the fact that planning for an upcoming school year occurs in the preceding school year, etc.
 <b>Scheduling</b>	Often professional development efforts are stymied due to limitations on long-term consistency and frequency of training provided to staff. Capacity and consistency will be pivotal to the success of this measure, in terms of both objective outcomes and perceived success by stakeholders.
 <b>Risks &amp; Mitigation</b>	Work is contingent upon the bandwidth of school-based staff as Tier 1 involves all students at a particular site.

## Domain 5: Data Practice

### STATEMENT OF INTENT

To make progress, the County needs to maintain a robust data system that is coordinated and is consistent with the myriad requirements (e.g., FERPA and HIPAA) and systems related to mental health, behavioral health, and substance abuse treatment for children and adolescents. This includes standardization and continuous improvement to ensure consistency and regular updating of the system for collecting and using key data related to services for children and youth in Delaware County. Additionally, such a system needs to allow Delaware County to learn from itself and utilize data to continue advocating for services with both internal and external partners.





### STRATEGIC INITIATIVES

**Data Collection & Sharing Systems**





**Delaware County MHBHSA Services Dashboard**



## 5.1 Data Collection & Sharing Systems

3-Year SMART Objective		Overarching Targets
<p>By 2025, Delaware County has a data collection and sharing approach, integrating data from local, county, state, and federal sources. Agencies supporting MHBHSA services for children and adolescents build a positive and collaborative culture to support honest data reporting and sharing across organizations. There is a focus on a broad swath of data indicators including, but not limited to, capacity analysis, service referrals, service use, and measuring impacts of preventive measures on student and community MHBHSA. The data is utilized to create, evaluate, and update metrics for quality and accountability of MHBHSA services access and services for children and youth across the county, with an eye toward determining where more resources are needed, not on punitive measures for not meeting goals.</p>		<ul style="list-style-type: none"> <li>Completion of countywide data collection and sharing guidelines for MHBHSA services and access</li> </ul>
Implementation Milestones		
Year 1	Year 2	Year 3
<p>The creation and updating of foundational procedures, policies, and systems for data are completed based on legal requirements, best practices for collaborative data sharing across agencies, and ethical considerations.</p>	<p>Delaware County begins the implementation of a pilot of best practices in data sharing and communication processes. A comprehensive MOU is in place for involved service agencies, districts, intermediate unit, juvenile justice, universities, and schools for data sharing related to MHBHSA services for students that is in line with federal, state, and local laws and regulations. An identified Delaware County oversight agency continues to partner with local institutions to determine and ameliorate challenges in integrating data across Delaware County systems.</p>	<p>SMART objective is achieved.</p>
Planning Considerations		
 <b>Communication &amp; Messaging</b>	<p>While data is often considered to be objective, we know that bias is involved in decisions around what data to highlight, what is measured, and how the data is interpreted and communicated. It is important that these things be deeply considered as HKHSI makes data and communication determinations.</p>	
 <b>Human Capital</b>	<p>There are institutions already supporting best practices in this area that may be able to provide support and training (e.g., UPenn's Actionable Intelligence for Social Policy Initiative).</p>	
 <b>Budget</b>	<p>There may be opportunities for partnerships or grant funding specifically related to data structures. Additionally, this type of data collection and sharing will require legal review that will involve additional costs.</p>	
 <b>Risks &amp; Mitigation</b>	<p>Collecting data related to students and their services is fraught with legal and ethical considerations.</p>	

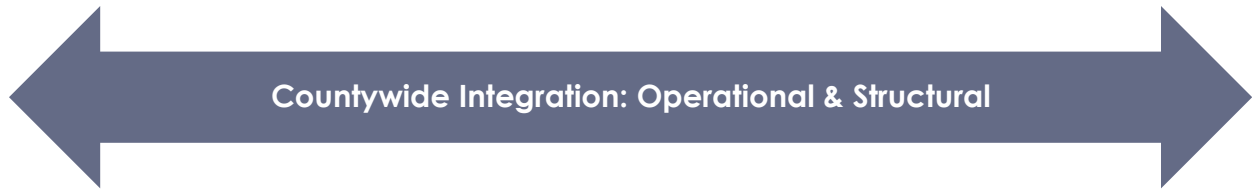
## 5.2 Delaware County MHBHSA Services Dashboard

3-Year SMART Objective		Overarching Targets
<p><b>By September 2025, Delaware County has a real-time (or close approximation) county data dashboard focused on MHBHSA priority data collection areas for children and youth. The report card provides high-level information on the MHBHSA needs, service access, program implementation, and other pertinent information that can be disaggregated on a variety of measures including, but not limited to, service availability, school district, township/community designation, and identity indicators.</b></p>		<ul style="list-style-type: none"> <li>• Creation of a publicly accessible MHBHSA services dashboard</li> <li>• Communication protocols and examples for multiple stakeholders</li> </ul>
Implementation Milestones		
Year 1	Year 2	Year 3
<p>The HKHSI coordinator determines the local, county, state, and federal data to collect and metrics to utilize for quality and accountability indicators for MHBHSA services for children and adolescents in Delaware County.</p>	<p>Delaware County begins to implement best practices in data collection and pilot communication or “share out” processes. This may include continued partnerships with data systems organizations or universities to determine and ameliorate challenges in public data sharing and analysis. Communication focuses on a collective understanding of what the data means and does not mean, and how it can be used to support improvement of services for all students.</p>	<p>SMART objective is achieved</p>
Planning Considerations		
 <b>Communication &amp; Messaging</b>	<p>While data is often considered to be objective, we know that bias is involved in decisions around what data to highlight, what is measured, and how the data is interpreted and communicated. It is important that these things be deeply considered as HKHSI makes data and communication determinations.</p>	
 <b>Professional Development</b>	<p>Professional development to help individuals understand the dashboard metrics and data will be an important part of its efficacy.</p>	
 <b>Human Capital</b>	<p>Technical support will be a necessary component of this initiative.</p>	
 <b>Risks &amp; Mitigation</b>	<p>There is risk in how individuals may interpret the data within their own framework. Additionally, there is risk that the information may unduly impact perception of certain communities or districts which can lead to negative community impact.</p>	

### Cross-Domain Consideration

Delaware County is diverse in many unique ways, encompassing a variety of communities, many school districts, and a significant number of community agencies, local governmental entities, and stakeholder groups. The HKHSI Strategic Planning Team recognized and was committed to the importance of acknowledging the strengths and challenges inherent in a countywide approach to student mental health, behavioral health, and substance abuse treatment within that context. The strategic planning domains are written both to be freestanding and to work in concert with each other toward more equitable and expansive systems and actions in support of students and families. As implementation of the domains

occurs in the county, it is expected that cross-domain considerations will be an integral part of the evaluation and updating of the strategic plan, initiatives, and actions moving forward.



## V. CROSS-INITIATIVE CONNECTIONS

While planning occurred in separate groups, planners were given opportunities to review the work of the other domain groups and consider connections that would encourage cross-initiative collaboration and communication. The following chart provides a high-level overview of those key points of intersection for strategic initiatives across domains. For example, initiative 1.1 Initiative Leadership & Coordination has relevancy to all planning initiatives.

		Domain 1			Domain 2		Domain 3		Domain 4			Domain 5	
Domain 1	1.1 Initiative Leadership & Coordination		1.2	1.3	2.1	2.2	3.1	3.2	4.1	4.2	4.3	5.1	5.2
	1.2 Best Practice Resource Clearinghouse	1.1		1.3	2.1		3.1	3.2			4.3		
	1.3 Consistent & Equitable Funding Streams	1.1	1.2			2.2	3.1	3.2			4.3		
Domain 2	2.1 Agency & Institution Coordination		1.2			2.2	3.1	3.1			4.3	5.1	5.2
	2.2 School-Based Partnerships				2.1		3.1	3.2		4.2	4.3	5.1	5.2
Domain 3	3.1 Service Access Equity	1.1	1.2	1.3	2.1	2.2		3.2		4.2	4.3		
	3.2 Equitable Community Knowledge		1.2	1.3	2.1	2.2	3.1		4.1	4.2		5.1	5.2
Domain 4	4.1 Research Partnerships		1.2		2.1	2.2	3.1	3.2		4.2		5.1	5.2
	4.2 Intervention Pilots				2.1	2.2	3.1	3.2	4.1		4.3	5.1	
	4.3 Tier 1 Support & Enhancement		1.2	1.3	2.1	2.2	3.1	3.2	4.1	4.2		5.1	
Domain 5	5.1 Data Collection & Sharing Systems				2.1	2.2	3.1	3.2	4.1	4.2	4.3		5.2
	5.2 Delaware County MHBHSA Services Dashboard				2.1	2.2	3.1	3.2	4.1			5.1	

## VI. ACCOUNTABILITY PLAN

This accountability plan sets out basic parameters the HKHSI will follow to support the implementation of this strategic plan. This plan is meant to act as an insurance policy, insuring the hundreds of hours of work and thought put into the creation of the strategic plan over the past year by articulating structures and procedures for executing the plan. The goal is for implementation to be “business as usual” rather than an offhanded consideration or secondary effort.

This plan includes:

- Key players supporting organization-wide implementation
- A rollout plan for communicating the specifics of the strategic plan to the Delaware County community
- A progress-monitoring process
- Risk identification, mitigation, and contingency plans

Careful consideration was made to ensure that compliance and reporting are meaningful and manageable and do not overshadow the execution of the plan.

### A. KEY PLAYERS

Key players engaged around immediate next steps for the HKHSI strategic plan are:

- **Hon. Jack Stollsteimer**, Delaware County District Attorney
- **Dr. Monica Taylor**, Delaware County Council Member
- **Sandy Garrison**, Delaware County Human Services Director
- **Shannon Thomas**, Treatment Court Administrator for Delaware County

As the funding for this work initially came from the District Attorney’s Office, DA Stollsteimer and members of his team will be engaged in both shepherding this work to its next phase, as well as continuing to consider how similar funding might be utilized to support transition and future programming. However, it should be noted that the District Attorney’s Office is not directly engaged in the delivery of MHBHSA services to children in Delaware County. As such, the transition process will begin in early 2022 to the Delaware County Department of Human Services through the coordination of Dr. Taylor, Ms. Garrison, and Ms. Thomas. As leaders in human services for the County they are best positioned to consider where the strategic plan might fit into county work moving forward.

### B. COMMUNICATION ROLLOUT

The rollout plan for the Delaware County community to learn about the strategic plan prioritizes clear messaging and maintaining momentum.

#### STRATEGIC PLANNING TEAM

The full strategic planning team was given the opportunity to view an executive summary as well as this complete strategic planning.

#### LEAD COUNTY AGENCY: DEPARTMENT OF HUMAN SERVICES (DHS)

DHS was identified as the primary lead agency in January 2022 and will be taking a lead on the HKHSI work moving forward. Additional leadership in DHS was identified to support the integration of the

HKHSI work. DHS provided collaborative feedback on the HKHSI strategic plan in order to ensure ease of transition.

#### COUNTY COUNCIL

Discussions with County Councilmembers about Council engagement and leadership in these efforts will ideally occur winter of 2022. From there, the full County Council will review the strategic plan and recommendations at subsequent meetings. The County Council will continue to monitor the strategic plan through the implementation phase, engage in ongoing discussion of their role in accountability, and consider resource needs to support the strategic plan during Year 1 and beyond.

#### DELAWARE COUNTY RESIDENTS

A copy of this strategic plan will be made publicly available on the Delaware County District Attorney's Office website and the Delaware County website.




#### SAFE SCHOOLS GRANT ADMINISTRATORS

A copy of this strategic plan will be given to the Pennsylvania Department of Community and Economic Development as part of the general grant reporting process for the Safe Schools Grant received by the Delaware County District Attorney's Office.

### C. PROGRESS MONITORING

DHS, the proposed HKHSI coordinator, and County Council will engage in continuous progress monitoring of the strategic plan initiatives and tasks at multiple levels of the county schools, agencies, and institutions. Progress monitoring will include three levels of communication:

**Figure VI.1 Levels of Progress Monitoring**

 <b>Level 1: Intradomain Monitoring</b>	 <b>Level 2: Cross-Domain Monitoring</b>	 <b>Level 3: Macro Plan Monitoring</b>
Tracking progress of individual initiatives to ensure implementation stays on track	Reviewing progress across all initiatives to gain an overall picture of progress to date	Providing summaries of progress on the overall implementation plan to the public, agencies, County Council, and external partners as needed and requested, highlighting accomplishments and areas of priority

#### Level 1 & Level 2: Intradomain and Cross-Domain Monitoring

Both Level 1 and Level 2 will be overseen by a proposed HKHSI coordinator with support and oversight by the County Council and DHS. Level 1 ensures that staff involved with each domain initiative are completing the tasks detailed in the Year 1 action plans. While completion of the work will be a collaborative effort, building an accountability system will ensure there is clear ownership for driving the work forward.

HKHSI coordinator will utilize supervisory meetings, scheduled meetings, and written updates to review cross-domain implementation on a monthly basis.

The HKHSI coordinator will be the primary staff person responsible for implementation and reporting out to DHS leadership, the County Council, and others as indicated for both Level 1 and Level 2. For some domains, additional pertinent leads have been identified and are listed in the action plans accordingly.

### Level 3: Macro Plan Monitoring

This level of monitoring provides summaries of progress on the overall implementation plan to the County Council and other County agency leads as necessary, highlighting accomplishments and areas of priority. As implementation progresses, the HKHSI coordinator and their supervisor, within an identified County agency, will ensure overall progress updates are provided to relevant Delaware County stakeholders.

#### STAFF & DEPARTMENT OF HUMAN SERVICES

The HKHSI coordinator will be housed within DHS. Regular updates from the HKHSI coordinator to their direct supervisor within the agency will occur at monthly intervals and as part of a yearly review process.

#### COUNTY COUNCIL

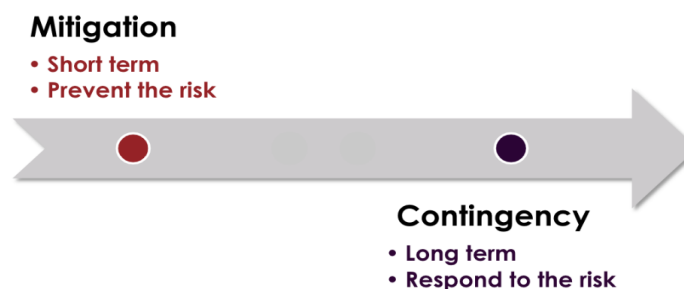
Throughout the strategic plan there are points where the County Council and others will need to approve work and review reports and information. These updates will be scheduled and placed on County Council agendas in line with workflow planning and other priorities as needed.

Additionally, yearly updates to the plan, including reviews of previous years' goals and metrics, will require reporting out to County Council.

## D. RISK IDENTIFICATION, MITIGATION & CONTINGENCY PLANNING

As the HKHSI plans for the future during these turbulent times, it recognizes there are a range of risks that could impact the implementation of this strategic plan and accompanying domain initiatives. These risks are internal, relating to how the Delaware County Council and government agencies operate and the ambitious goals the Initiative has set for itself, as well as external, relating to the many different stakeholders, collaborators, and structural challenges inherent in this work. HKHSI and Delaware County will mitigate these risks in the short term through forward planning, and if a risk does become realized, it will use this contingency plan to ensure it does not derail achievement of the Initiative's long-term strategic goals. The following plans were generated through analysis of conversations during the detailed planning process.

**Figure VI.2 Risk Mitigation & Contingency Planning**





INTERNAL RISKS	SHORT TERM	LONG TERM
Risk	Mitigation Plan	Contingency Plan
<b>Delaware County does not budget the appropriate resources toward ensuring that community members and institutions are bought-in and have the understanding required to adapt to new expectations, which leads to under socialization of new expectations, new systems, and/or new processes. County attitudes, will, and implementation resources need to be attended to.</b>	<ul style="list-style-type: none"> <li>• Ensure that the internal/external communications plans are focused on clarity to support internal/external stakeholders in adapting to and understanding the new initiatives and new expectations.</li> </ul>	<ul style="list-style-type: none"> <li>• Use the evaluation of Year 1 outcomes to modify the communications plans as needed.</li> </ul>
<b>Delaware County has limited resources to support implementation work. This includes the ability to support work that is typically unfunded, such as planning and interagency meetings.</b>	<ul style="list-style-type: none"> <li>• Leverage existing partners and institutions for skill-building support.</li> <li>• Ensure the fund development strategy includes a focus on growing unrestricted dollars to support implementation efforts.</li> <li>• Be aware of the need for more staff time to be used to fund development.</li> <li>• Continue to think about ways to engage other partners in the work of grant writing.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider the possibility that individual giving can serve as a potential pool of dollars to support strategic plan implementation for schools, partner organizations/institutions, or other entities within Delaware County that are able to receive private and other funds.</li> </ul>
<b>The Initiative experiences deep resistance to systems change required to connect historically siloed systems that threaten to derail key goals.</b>	<ul style="list-style-type: none"> <li>• Bring together leaders from key agencies and/or districts to engage in change management processes that are focused on overcoming resistance to change and problem solving.</li> <li>• Review key learnings from creation of County Department of Health and DHS that might help mitigate silo challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider longer-term partnership with an organization adept at this specific type of systems change.</li> </ul>
<b>Stakeholders aren't supported in gaining the skills and bandwidth required to attend to the work. Thus, the authenticity of the County's commitment to the work is</b>	<ul style="list-style-type: none"> <li>• Demonstrate commitment and authenticity through adherence to the strategic plan and process.</li> <li>• Consider the staff time and resources required to support</li> </ul>	<ul style="list-style-type: none"> <li>• Use the evaluation of Year 1 outcomes to modify the approach as appropriate.</li> </ul>

INTERNAL RISKS	SHORT TERM	LONG TERM
Risk	Mitigation Plan	Contingency Plan
questioned. Consider long-term and short-term bandwidth and skill needs.	<p>staff as part of the implementation process.</p> <ul style="list-style-type: none"> <li>Design a feedback tool so that staff/relevant stakeholders can inform real-time adjustments.</li> </ul>	
Those participating in the initiatives, whether as individual stakeholders or as partner institutions, do not reflect the diverse communities of the county.	<ul style="list-style-type: none"> <li>Review gaps or disproportionalities in initiatives or programs and update processes to expand for representation.</li> <li>Actively seek feedback from stakeholders who are not represented to engage in understanding why disparities of participation may exist.</li> </ul>	<ul style="list-style-type: none"> <li>Shift resources to provide more support toward engagement of missing groups.</li> </ul>
Emerging and unanticipated needs within Delaware County lead to conflicting priorities that divert attention away from strategic plan objectives and action plans.	<ul style="list-style-type: none"> <li>Pre-implementation, consider what can be done to identify potential conflicts (e.g., overlaying the annual operating calendar with the strategic planning calendar).</li> <li>Adhere to the regular process of accountability outlined by leadership so that diversion of attention can be anticipated and/or identified quickly.</li> </ul>	<ul style="list-style-type: none"> <li>Devote additional resources to the process as needed to compensate for conflicting priorities that divert time and attention.</li> <li>If necessary, thoughtfully and deliberately delay some work until attention can be allocated as needed.</li> </ul>
County agencies do not appropriately prioritize core service delivery work, which negatively impacts the organizational and program operations and experience.	<ul style="list-style-type: none"> <li>Pre-implementation, ensure that leadership is considering where potential tensions may surface between strategic planning and day-to-day efforts.</li> </ul>	<ul style="list-style-type: none"> <li>Thoughtfully and deliberately delay some work until attention can be allocated as needed.</li> </ul>
Stakeholder feedback and reflection are not sufficiently received or integrated to ensure implementation success.	<ul style="list-style-type: none"> <li>Intentionally build opportunity for stakeholder feedback and reflection and work them into the structures of each domain initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Leadership step back to ensure these systems and supports are in place.</li> </ul>
The County/Initiative tackles too much in Year 1 of implementation.	<ul style="list-style-type: none"> <li>Step back with the DHS leadership to ensure the feasibility of Year 1 work.</li> </ul>	<ul style="list-style-type: none"> <li>Thoughtfully and deliberately delay some work until attention can be allocated as needed.</li> </ul>

INTERNAL RISKS	SHORT TERM	LONG TERM
Risk	Mitigation Plan	Contingency Plan
Staff turnover creates problems since many initiatives rely on one person, and it would be difficult for other staff to step in and support some initiatives.	<ul style="list-style-type: none"> <li>Identify work that is overly dependent on a single person and consider a teaming structure.</li> <li>Cross-train staff to expand their knowledge base and increase the likelihood of seamless transitions in the case of staff turnover.</li> <li>Ensure the individuals responsible for initiatives and tasks keep up to date with standard operating procedures so the what and the how of their work is clear.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage standard operating procedures. Ensure these are written out in detail prior to a staff member's departure.</li> </ul>

EXTERNAL RISKS	SHORT TERM	LONG TERM
Risk	Mitigation Plan	Contingency Plan
External funding changes impact implementation of or prioritization of strategic plan goals and objectives.	<ul style="list-style-type: none"> <li>Utilize landscape data on MHBHSA prevention access in Delaware County to cultivate understanding and support among local/regional funders.</li> <li>Leverage or expand resources to deal with new funding opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Modify or affirm the prioritization and implementation of goals and objectives quickly, clearly communicating the how and why of any modifications.</li> </ul>
There is ambiguity in County or partner institution priorities related to this work.	<ul style="list-style-type: none"> <li>Continue to look for and be open to opportunities to partner, including with currently active agencies.</li> <li>Continue to stay on top of and discuss the ways in which partner relationships are or are not unfolding in alignment with goals and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Be open to innovative partnerships.</li> <li>Leverage County Council, county agency, district, and institution leaders and their networks to support partnership issues.</li> </ul>

- Continue to build relationships so that HKHSI is not overly reliant on a single partnership.

**There are external requirements (institutional, local, state, and/or federal) that limit proposed initiatives.**

- Work with partners to determine changes that might make initiatives come in line with requirements without changing their core purpose and/or impact.
- Continue to stay on top of and discuss the ways in which partner relationships are or are not unfolding in alignment with goals and objectives.
- Continue to look for and be open to opportunities to partner with agencies that may have different requirements that allow for implementation of initiatives as proposed.
- Consider involvement in advocacy around legal and regulatory changes related to requirements that impede initiative effectiveness.

**HKHSI is not being conscious of competitors and their position in the space, which leads to losing out to other programs for grant funding or for partnerships with institutions.**

- Maintain flexibility and be able to articulate HKHSP's opportunity to support students with MHBHSA prevention and treatment.
- Reflect on the approach implemented and revise it to increase efficacy.

**Competition for implementation resources increases, due to continued increases in need for MHBHSA services. This could include competitiveness based on shortages or lack of trained professionals (ex: school social workers)**

- Learn more about and identify potential opportunities to expand MHBHSA services above and beyond those initially proposed in the strategic plan.
- Shift resources to further research in innovative responses to MHBHSA needs.
- Review regional salary and other compensation metrics to determine County competitiveness compared to close/similar counties and update as needed to recalibrate with regional norms.

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		<ul style="list-style-type: none"><li>• Consider innovative strategies for recruiting and retaining MHBHSA staff.</li></ul>
<b>Funding for additional services is coming through grant funding (i.e., temporary dollars), which challenges the long-term sustainability of the work.</b>	<ul style="list-style-type: none"><li>• Leverage landscape research.</li><li>• Leverage the fund development strategy to identify replacement dollars.</li></ul>	<ul style="list-style-type: none"><li>• Modify or affirm the prioritization and implementation of goals and objectives quickly, clearly communicating the how and why of any modifications.</li></ul>

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## STRATEGIC PLAN AT A GLANCE

## Vision for Impact 2030

By 2030, all of Delaware County's children, youth, and families have equitable access to highly effective, evidence-based prevention and intervention services for mental health, behavioral health, and substance abuse (MHBHSA) through a connected system of interdependent programs and practices. The system is coordinated by an Office of Healthy Kids, Healthy Schools through the Department of Health and partners closely with Delaware County's diverse stakeholders, including local schools, agencies, institutions, and families. The Office works to increase access to highly effective services for children and families when compared to prepandemic rates, so that students can be safe, more present, and engaged in Delaware County schools and in their education.

To achieve these objectives, we design and implement strategies that prioritize the involvement of families, community members, and student-serving organizations and their staff. Our approach to change is grounded in a commitment to value the complex and multifaceted identities of Delaware County's residents and communities.

When actualized, this vision will create a community where every child is able to thrive and reach their full potential. Ultimately, this will lead to a cycle of community health that supports Delaware County in becoming an even more desirable and prosperous place for families to live and grow. Through planning, implementation, and a continuous cycle of improvement processes that gather diverse and robust inputs and involvement, this initiative will produce efforts toward change that value the complex and multifaceted identities of Delaware County residents and communities. Delaware County will not only meet the mental health, behavioral health, and substance abuse treatment needs of children from birth to age 18 in our communities but will serve as a model for counties and townships throughout Pennsylvania and the region.

## Strategic Initiatives

Domain 1	Sustainability	1.1 Initiative Leadership & Coordination
		1.2 Best Practice Resource Clearinghouse
		1.3 Consistent & Equitable Funding Streams
Domain 2	Partnership Planning	2.1 Agency & Institution Coordination
		2.2 School-Based Partnerships
Domain 3	Equity	3.1 Service Access Equity
		3.2 Equitable Community Knowledge
Domain 4	Innovation & Growth	4.1 Research Partnerships
		4.2 Intervention Pilots
		4.3 Tier 1 Support & Enhancement
Domain 5	Data Practice	5.1 Data Collection & Sharing Systems
		5.2 Delaware County MHBHSA Services Dashboard