BHA MISSION
To transform lives by supporting sustainable recovery, independence and wellness

BHA VISION
We at BHA envision a community wherein people receive support in dealing with the effects of mental illness, developmental disabilities, and alcohol and other drug abuse.

BHA VALUES
Respect, Honesty and Integrity
Pursuit of Quality & Excellence
Open Communication
Equity, Diversity & Inclusion
Commitment to Service
Innovation & Technology Growth
Community Collaboration and Partnership
Financial & Personal Accountability
Employee Development Teamwork

DSHS MISSION
To transform lives

DSHS VISION
People are healthy, People are safe, People are supported, Taxpayer resources are guarded

DSHS VALUES
Honesty and Integrity
Pursuit of Excellence
Open Communication
Diversity and Inclusion
Commitment to Service
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Recovery, independence and wellness are the goals for every individual BHA serves, through prevention, intervention, inpatient and outpatient mental health treatment and recovery support.
— Cheryl Strange, Secretary, DSHS

BHA believes that behavioral health and the prevention and treatment of mental disorders and substance use are fundamental to protecting and improving quality of life, well-being and productivity of individuals, families, workers and communities, thus increasing the strength and resilience of Washington residents as a whole.
— Carla Reyes, Assistant Secretary, BHA
The Behavioral Health Administration (BHA) is accountable for the delivery of safe, effective and evidenced-based mental health and substance use disorder commonly referred to as behavioral healthcare to the community. BHA is working on developing and implementing more clinically effective and cost-efficient strategies to meet the needs of persons diagnosed with behavioral health disorders.

In support of our mission to transform lives by supporting sustainable recovery, independence and wellness, the 2,864 staff at BHA administer a $1.3 billion dollar budget to provide prevention, intervention, inpatient treatment, outpatient treatment and recovery support services to people with addiction and mental health needs.

Defining the future of BHA requires careful thought and new understanding of how the delivery of behavioral healthcare is changing and a precise knowledge of the needs of our communities. Layered into this context are the complexities of healthcare reform with a consistent theme of delivering higher quality of care and services effectively and efficiently, in the communities of our clients at a lower cost. BHA must also address gaps and emerging needs. These include the fragmentation of services, lack of consistent data and outcomes, insufficient funding and resource and workforce challenges.

Individuals seeking behavioral healthcare typically have multi-needs and co-morbid health concerns, henceforth, they must interact with a wide range of agencies to access services. This often results in fragmentation of services causing frustration, duplication of efforts, increased costs and interruptions in care. Many agencies do not have the capacity or the resources to implement a comprehensive electronic health record system, therefore, pertinent information is not shared among providers, negatively impacting the continuity of care and collaboration in treatment planning. Currently, BHA is unable to share information electronically with its partners. Agencies have been unable to collect consistent data and outcomes, and that impacts the ability to validate the need for treatment with managed care and insurance organizations. Although the administration has collected limited data based on state requirements, much work in this area is needed.

Challenges exist as the workforce in behavioral healthcare ages and is insufficiently sized and trained to meet the growing need and demands in behavioral healthcare. BHA will lose approximately 38 percent of its current staff in the next 10 years due to retirement.

In addition to challenges to the organization, we must explore opportunities for BHA, including continuing work toward compliance with federal court orders for forensic services; expansion of services to rural areas, various populations and ethnicities and schools; integrating services with other state human service agencies and primary care facilities; and expansion of
technology. There will be an increased need and demand for meeting the holistic needs of clients with a “No Wrong Door” approach that provides clients with a universal gateway to community services and government programs.

BHA has a strong foundation on which to create a premier behavioral healthcare system that is built on recovery and on the premise that mental health is essential to overall health. System strengths include a person-centered recovery focus; collaboration and partnerships with stakeholders, community partners and tribal governments; use of evidenced-based practices; identification of outcome measures and movement toward collecting and reporting; a focus on expanding technology to make services more accessible via tele-psychiatry and e-prescribing; a strong executive team; and a dedicated, professional and competent workforce.

In light of the changing landscape and many challenges, BHA identified strategic priorities, goals and objectives for improving and maintaining the quality, scope and access of public mental health services offered in Washington. The priorities form the basis for BHA’s strategic plan described in this report. We believe this plan allows us to flourish as an excellent behavioral healthcare system provider. This plan is not meant to be static. The goals and objectives in this document will be updated and modified based on the changing landscape of mental health, as challenges and opportunities are identified, input is received from stakeholders, when steps are implemented and as specific data is collected to evaluate the effectiveness of our implementation. The Strategic Plan is a roadmap for our future and we believe it includes essential elements that can guide our agency to greater excellence.
Behavioral Health Administration

Mission: To transform lives by supporting sustainable recovery, independence and wellness

Respect, Honesty and Integrity
Pursuit of Quality & Excellence
Open Communication
Equity, Diversity and Inclusion
Commitment to Service
Growth, Innovation & Technology
Community, Collaboration & Partnership
Financial & Personal Accountability
Employee Development and Teamwork

People are Healthy
People are Safe
People are supported
Taxpayer resources are guarded

DSHS Vision

Results Washington: World Class Education
Results Washington: Healthy and Safe Communities
Results Washington: Sustainable Energy and a Clean Environment
Results Washington: Efficient, Effective and Accountable Government
Results Washington: Prosperous Economy
Goals

At the Department of Social and Health Services, we transform lives. The strategic plan was created purposefully and is monitored frequently to ensure we serve our clients and the State of Washington to the best of our ability. Whether we are fixing the plumbing at a state psychiatric hospital, assessing clients’ needs or ensuring kids have safe and stable living conditions, each of us has an effect on the lives of the 2.8 million clients that we serve.

Every DSHS employee contributes to the strategic objectives in this strategic plan. In turn, each strategic objective aligns with the agency goals, which align with Results Washington goals. See Appendix.

Strategic Objectives

Below are the details of our strategic plan to meet our strategic objectives. In virtually every case, each strategic objective includes a statement of its importance, a quantified success measure, a timeline, and most importantly, an action plan. The Behavioral Health Administration’s strategic objectives are monitored, updated and reported quarterly online here.

Strategic Objectives, Importance, Success Measures and Action Plans

The Behavioral Health Administration’s plan addresses short-term goals with a target date of 0-18 months and long-term goals with a target date of 19-60 months.

BHA Goal 1: Individuals, families, and communities will have access to behavioral health services that are educational, preventive, individualized and recovery-oriented

Supports DSHS Goal: Health – Each individual and each community will be healthy

Strategic Objective 1.1: Provide high quality, evidence-based and best practice inpatient therapeutic interventions to patients in state psychiatric hospitals.

Importance: Active treatment includes cognitive behavioral therapy, daily living skills, recreational activities and other programs and interactions that assist patients in achieving recovery. Active treatment increases cognitive functioning, promotes well-being and increases safety for staff and patients.

Success Measure: Increase the average number of active treatment hours received per patient per week to an average of 20.05 hours with interim targets as follows:

- Increase the average number of active treatment hours at Eastern State Hospital from the average of 11.74 in January 2017 to 15 hours by July 2018.
- Increase the number of active treatment hours at Western State Hospital from the average of 17.25 hours in January 2017 to 20.05 by July 2018.

“There is something really special about working at Western State Hospital. The work is hard, but there are things that make people stay. You get to be part of a great team and you really make a difference by helping very challenging patients get better.”

-Western State Hospital Teammate
CHART ABX.5: Quarterly rate of active treatment hours delivered at Eastern State Hospital and Western State Hospital

*January 2015 performance level is based upon performance in the October - December 2014 quarter*

**Action Plan:**
- Implement an A3 Lean project at Eastern State Hospital to identify a method to ensure active treatment rosters are completed, turned in and entered in the database in a timely manner.
- Follow up individually with patients when more than five consecutive group meeting are missed to determine the nature of the absence and encourage the patients to attend.
- Expand active treatment on evenings and weekends.
- Implement electronic health record system to accurately capture treatment provided.

**Strategic Objective 1.2:** Implement a functional and integrated electronic health care record at Western State Hospital, Eastern State Hospital and the Child Study and Treatment Center.

**Importance:** Electronic health records will play an important role in the health and safety of consumers served at the state psychiatric hospitals by providing instant information required to provide consistent, high-quality patient care. This information will be used throughout the hospital system and to coordinate care with community providers.

**Success Measure:** Implement a fully integrated electronic health care record at Western State Hospital, Eastern State Hospital and the Child Study and Treatment Center

**Action Plan:**
- Develop strategies for successful practice change that include staff engagement, readiness training, and developing rollout procedures.
- Map current work flows and crosswalk flows.
- Evaluate current Vista/Cache system for independent maintenance and identify elements for integration.
• Create a standard infrastructure across the state hospitals that can support the rollout and long-term success of the electronic health records.
• Complete plans for ongoing maintenance and operations.

Strategic Objective 1.3: Improve access to community mental health and substance use disorder services through Behavioral Health Organizations.

Importance: Access to behavioral health services in the community is important to ensure that individuals, children, youth, and families receive treatment to support their recovery and to prevent crises, hospitalization, and adverse outcomes such as homelessness or involvement in the criminal justice system.

Success Measure:
• Increase the number of children receiving mental health services through Behavioral Health Organizations from 21,713 in March 2016 to 22,218 (2.3 percent increase) by March 2019

Success Measure:
• Increase the number of adults receiving mental health services through Behavioral Health Organizations from 51,279 in March 2016 to 52,961 (3.3 percent increase) by March 2019

Success Measure:
• Increase the number of children receiving substance use disorder services through Behavioral Health Organizations from 1,605 in March 2016 to 1,642 (2.3 percent increase) by March 2019

Success Measure:
• Increase the number of adults receiving substance use disorder services through Behavioral Health Organizations from 24,436 in March 2016 to 25,038 (2.6 percent increase) by March 2019

Action Plan:
• Increase capacity for Wrap Around with Intensive Services (WISe)
• Use the First Episode Psychosis program to help youth and families identify and engage in New Journeys First Episode Psychosis services.
• Employ PATH services to find and engage homeless individuals needing mental health treatment.

Strategic Objective 1.4: Prevent or delay the onset of alcohol and marijuana use in adolescents.

Importance: Underage drinking and marijuana use have negative consequences for individuals and high socioeconomic costs to society. Preventing or delaying the onset of underage alcohol and marijuana use is associated with positive outcomes, such as improved school performance, reduced youth delinquency and positive mental health.

Success Measures:
• Contain the percent of 10th graders who report using marijuana in the last 30 days at 18 percent in January 2015 to January 2018
• Decrease the percent of 10th graders who report drinking alcohol in the last 30 days from 21 percent in January 2015 to 19 percent in January 2018

Action Plan:
• Support community-based prevention services through the Community Prevention and Wellness Initiative (CWPI) and community-based organizations. CPWI is a partnership of state agencies, counties, schools, prevention coalitions and local prevention service providers supporting communities in preventing alcohol and other drug abuse. Engage key stakeholders and policy makers in local prevention programs and services.
• Support tribal prevention and treatment services. Tribes participate in consolidation funding and have the option to use Substance Abuse Prevention and Treatment Block Grant funding for prevention or treatment.
• Support public education and awareness efforts for middle school-aged youth and parents of those youth and community, regional, and statewide partners in distributing messaging
• Address retail practices and policies and analyze and disseminate information and, as appropriate, to promote public or corporate policy changes with respect to emerging issues related to underage drinking and underage marijuana use.

BHA Goal 2: The elements of a “High Reliability Organization (HRO) are included in quality and safety planning, by practicing accountability, improving and reporting to promote a safety culture

Supports DSHS Goal: Safety – Each individual and each community will be safe.

Strategic Objective 2.1: Increase safety and high-quality patient care.

Importance: Every state hospital teammate must have the knowledge and experience to provide safe, high-quality care. Demonstration of competence in these care principles is necessary to operate a hospital that is safe for staff and patients.

Success Measure: Increase the percentage of direct care staff who will complete enhanced safety training (EST) from 46 percent to 60 percent by July 1, 2018.

Action Plan:
• Provide new Child Study Treatment Center (CTSC) employees with EST.
• Provide CSTC staff who completed EST in 2017 with augmented safety training.
• Provide Eastern State Hospital staff expanded EST curriculum.
• Expand Western State Hospital staff New Employee Orientation to include role-playing on de-escalation competencies.
BHA Goal 3: The physical environment supports safe patient care as well as an environment of safety for employees

Supports DSHS Goal: Protection – Each individual who is vulnerable will be protected

Strategic Objective 3.1: State psychiatric hospitals will be safer for patients and staff.

Importance: At BHA, we recognize that staff are our most valuable resource; safety is a top priority. It is vital that the state hospitals are safe workplaces and environments for treatment and recovery. Reducing patient-to-staff and patient-to-patient assaults indicates increased safety and well-being, reduces expenditures for workplace related injury claims, and increases the quality of care for patients.

Success Measure: Decrease the number of patient-to-staff assault claims filed at Eastern State Hospital, Western State Hospital and the Child Study and Treatment Center from .54 assaults per 1,000 patient days in the first quarter of 2017 to .50 assaults per 1,000 patient days by the third quarter of 2019.

CHART AB3.2: Patient-to-staff assault claims filed at the state psychiatric hospitals

Rate per 1,000 patient days

*Performance for this objective is measured quarterly*

Action Plan:

- Implement each hospital’s workplace safety plan.
- Analyze assault-related data at the ward level by days of the week and times of day within a safety committee structure to identify ways to decrease assault, and develop subsequent action plans.
- Identify and reduce unsafe practices in the hospitals.
- Expand the use of the Psychiatric Emergency Response Team (PERT) in Western State Hospital Center for Forensic Services to Eastern State Hospital and the civil wards at Western State.
- Implement a Psychiatric Intensive Care Unit to serve patients from Eastern and Western State hospitals
- Implement training on treatment interventions that can help patients resolve situations that
might otherwise lead to assaults.
- Reinvigorate a Transitional Return to Work program to help employees injured at work stay connected to the work environment and return to work more quickly.

**Success Measure:** Decrease the number of patient-to-patient assaults at Eastern State Hospital, Western State Hospital and the Child Study and Treatment Center by 5 percent or greater per 1,000 patient days by July 1, 2018.

**Action Plan:** Evaluate rates of psychiatric hospital use of seclusion and restraint data and use it to develop an action plan specific to reducing patient-to-patient assaults by June 30, 2018.

**Importance:** The use of seclusion and restraint should be avoided. If restraints become necessary, they should only be applied at the least restrictive manner and removed as soon as possible.

**Success Measure:** Monitor the rate of seclusion use at the state psychiatric hospitals and implement root cause analysis system and develop appropriate action plans when the rate exceeds a 3 percent increase over:
- Eastern State Hospital: 1.13 per 1,000 patient hours
- Western State Hospital: 0.32 hours per 1,000 patient hours
- Child Study and Treatment Center: 2.87 per 1,000 patient hours

**Success Measure:** Monitor the rate of restraint used at the state psychiatric hospitals and implement root cause analysis with corresponding action plans when the rate exceeds a 3 percent increase over:
- Eastern State Hospital: 0.27 hours per 1,000 patient hours
- Western State Hospital: 0.98 per 1,000 patient hours
- Child Study and Treatment Center: 0.20 per 1,000 patient hours

*FY2014 & FY2015 Eastern State Hospital hours of seclusion spikes are primarily attributable to a single patient.*
Eastern State Hospital and Western State Hospital Action Plan:
- Implement a seclusion/restraint audit.
- Replace Therapeutic Options Training with Techniques for Effective Aggression Management training at Eastern State Hospital.
- Western State Hospital will partner with the Centers for Medicare and Medicaid Services (CMS) to analyze root causes for safety and quality of care challenges through a Systems Improvement Agreement (SIA) and will implement plans of action to bring the hospital into full compliance with the conditions of participation for CMS accreditation.

Child Study and Treatment Center Action Plan:
- Coach staff and clinical teams in motivational interviewing skills.
- Contract with Lives in Balance, Inc. to train in “Collaborative and Proactive Solutions Approach with Behaviorally Challenging Children,” as part of an ongoing effort to employ clinical interventions that reduce the need for seclusion or restraint.
- Explore effective measures to reduce use of seclusion and restraint by participating in quarterly meetings with executive directors of the Children’s Long-Term Treatment Programs

BHA Goal 4: Behavioral Health Patients will achieve successful discharge into the community

Supports DSHS Goal: Quality of Life – Each individual in need will be supported to attain the highest possible quality of life.

Strategic Objective 4.1: Strengthen and standardize behavioral health data collection and analysis to ensure consistent, reliable data reporting across the behavioral healthcare continuum.

Importance: By developing an integrated behavioral health data collection, storage and reporting system, the Behavioral Health Data Store Consolidation project will modernize the flow of data, provide increased security, improve accountability and increase transparency of information, management...
decisions, and policy development. This effort will also strengthen the management of change, monitoring of service delivery quality and outcome analysis for the entire organization, and further align the organization to a managed care model. All changes will be integrated into the organization’s current IT platforms in order to establish increased security while allowing all systems and processes to continue without interruption.

**Success Measure:** Implement standard and consistent processes across the organization for managing mental health records, matching data dictionaries, configured and deployed clinical systems and data capture and reporting systems for mental health addiction programs and services.

**Action Plan:** We will begin this task with benchmarking. In collaboration with DSHS’ Research Data and Analysis staff, BHA will:

- Develop an inventory of performance monitoring and reporting within the system, and working with primary stakeholders, identify system-wide performance and reporting requirements.
- Develop an overall accountability framework that outlines performance reporting requirements for key target audiences, including timing, indicators, and data collection responsibilities and creation of an action plan to implement the accountability framework and performance measurement system.

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**BHA Goal 5: Improve the Behavioral Health System through integration of health services and workforce development.**

Supports DSHS Goal: Public Trust – Strong management practices will ensure quality and efficiency.

**Strategic Objective 5.1:** Integrate behavioral health through transitioning the monitoring of Behavioral Health Organizations to the Health Care Authority

**Importance:** We are committed to the integration of mental health and chemical dependency benefits through Behavioral Health Organizations (BHO). BHOs will deliver integrated mental health and chemical dependency services through county-based regions known as regional service areas that will be aligned contractually and geographically with the Health Care Authority’s Apple Health/ Medicaid managed care contracts. Better coordination of care should lead to improved health outcomes.

**Success Measure:** Implement contracts with the new BHOs by April 2018.

**Action Plan:** Complete integrated services contracts that move chemical dependency residential and county outpatient chemical dependency service contracts from state-paid fee-for-service to managed care contracting. BHA and the Health Care Authority (HCA) will coordinate BHO and Apple Health managed care contract language around performance and outcome measures, service area alignment, care coordination across systems and financial incentives to improve performance and outcomes.

- Improve information systems by procuring a new reporting system, or making necessary improvements to the current systems to support integrated services. BHA currently operates two distinct and aging data reporting systems for mental health and chemical dependency
services in addition to the separate tracking of medical services at HCA. BHA will define the data structure and reporting requirements for the new BHOs.

- Define and implement a quality management system for chemical dependency and mental health services that will incorporate outcome and performance measure reporting.

**Strategic Objective 5.2:** Increase the skills, awareness and engagement of BHA in equity, diversity and inclusion (EDI).

**Importance:** We can best assure public trust by aligning purpose and objectives with the principles of equity, diversity and inclusion across all divisions and hospitals within BHA. An engaged and motivated leadership and workforce ensure greater retention of staff, development of future leaders within the organization and improve customer service and customer relationships.

**Success Measure:** Increase the percentage of BHA managers and supervisors who have completed training in equity, diversity and inclusion skills from 44 percent in January 2017 to 75 percent by July 2019.

**Action Plan:**
- Enhance leadership and staff skills through improved training in partnership with the Office of Diversity and Inclusion.
- Act affirmatively to recruit and hire individuals from protected groups and to identify and address trends in staffing, hiring and turnover.
- Review BHA Employee Survey results by area, highlighting strengths and concerns and develop division-level plans to improve employee engagement, satisfaction and retention.
- Develop self-directed communities of practice at each BHA location to enhance equity, diversity and inclusion skills in partnership with the DSHS Equity Diversity and Inclusion Council.

**Strategic Objective 5.3:** Develop a tangible and proactive equity, diversity and inclusion program that will lead to healthier outcomes for our patients and a supportive, productive environment for our employees.

**Importance:** We see that our increasingly diverse communities need healthcare professionals, who reflect their different cultural backgrounds, perspectives, values and health. Our BHA Equity, Diversity and Inclusion Community of Practice will initiate programs that are helpful to all of our employees, patients and community partners. We want to develop a fuller, richer understanding of equity, diversity and inclusion to enhance the care and services we provide to persons recovering from mental illness. We will ensure our recruitment and retention efforts begin and end with inclusive strategies so that our patients connect better with healthcare professionals and our healthcare professionals connect better with leadership and support staff. At Behavioral Health Administration, we believe that a team of people with diverse backgrounds can produce better ideas and provide better service. BHA’s dedication to equity, diversity and inclusion means we concentrate on our shared strengths, unique perspectives and rich interplay of ideas and skills.

**Success Measure:** Complete the Define It program component by September 2017.

**Action Plan:** Define It.
- Communities of Practice (CoP) will complete an EDI proclamation.
- CoP group will develop a charter.
- Charter will be sent to sponsor for approval.
**Success Measure:** Complete the Measure It program component by December 2018.

**Action Plan:** Measure It.
- Improve workforce demographic surveys that transition into advanced demographic surveys that will include capturing veteran status, disability status and LGBTQ status.
- Track recruiting outcomes, process and utilize work environment surveys.
- Track and collect data on employee EDI trainings.

**Success Measure:** Complete Teach It program component by June 2018.

**Action Plan:** Teach It.
- Develop an EDI curriculum for new employees.
- Provide training to supervisors on how to introduce EDI and use the “Mirror” Diversity Project with new employees.
- New employees will share their stories through the “Mirror” Diversity project at the time of on-boarding.

**Success Measure:** Complete the Live It program component by June 2018.

**Action Plan:** Live It.
- Identify diverse elements of employee and patient population to celebrate.
- Establish four measurable pauses each year implemented to celebrate diversity.
- Emphasize diversity to address broadening participation in grant proposals.

**Success Measure:** Complete Reward It program component by June 2019.

**Action Plan:** Reward It.
- Recognize employees that participate in training and other professional development activities related to EDI.

**Success Measure:** Complete Review and Improve It program component by June 2019.

**Action Plan:** Review and Improve It.
- Review CoP Charter annually and update as needed.
- Review EDI activities for impact.
- Examine EDI activities for continuous improvement.

**Strategic Objective 5.4:** Improve BHA’s Quality Management System Program.

**Importance:** Ensure that existing Quality Management System practices are realized throughout the entire organizational footprint. To achieve measured success, the Quality Executive Committee determined the administration would use multiple evidenced-based quality management strategies but its core foundation will be based upon ISO 9000, ISO 9001 and ISO 31000 Standards. BHA has certified ISO managers, certified project managers and certified Lean process improvement managers who ensure industry standards are implemented and guide all of our quality and continuous process improvement efforts.

**Success Measure:** Strive to improve processes in all areas of BHA by June 2019.
**Action Plan:**
- BHA leadership will ensure a quarterly review of its risk management matrix and action plans is completed in coordination with DSHS Enterprise Risk Management Office.
- BHA leadership will ensure a quarterly review of its Internal Control Program is completed, use the DSHS internal audit program to review our most critical areas of risk, and seek consultation with the DSHS Enterprise Risk Management Office for annual training.
- BHA will ensure all transformation initiatives are assigned skilled project managers, who will use a “one to four” scoring system to quantify how each project aligns with our strategic objectives and when projects receive executive leadership approval all project managers will ensure engagement planning, decision-making and project cycle times are managed within resource and budgetary guidelines.

**Strategic Objective 5.5:** Improve the timeliness of court-ordered competency to stand trial in custody evaluations.

**Importance:** Delays in competency evaluation and restoration treatment services impede the ability of individuals with mental illness to access adequate mental health treatment and hinders the criminal justice system’s ability to process cases in a timely manner. In the recent *Trueblood* class action lawsuit, a federal Court found defendants cannot be allowed to wait in jail for competency evaluation and competency restoration treatment services for longer than seven days.

**Success Measure:** By December 2017, jail-based evaluations for competency to stand trial will be provided within 14 days of the signing of a court order for evaluations or within 21 days of receipt of court order, whichever is the shorter of the two.

*Charts are updated monthly in the Trueblood monthly report, which can be accessed [here](#).*

“Our role is to build systems and to provide the solutions and support that allows BHA to transform lives.”

– BHA Information Technology Teammate
Action Plan:

- Continue to build and strengthen the Office of Forensic Mental Health Services to effectively lead and manage Washington’s forensic mental health care system by holding at least one training for forensic evaluators per year, maintaining a near zero vacancy rate for all positions, and ensuring on-going communication with all key stakeholders.
- Continue collaboration with judges, counties, courts, prosecutors and defenders to streamline practices including, but not limited to utilization of correct court orders, and transmission of court documents.
- Identify and implement diversion strategies to decrease the demand for competency evaluation services including oversight of three prosecutorial diversion programs and as a key stakeholder in the contempt fines diversion workgroup.
- Develop an integrated data system that will provide consistent data reporting from both hospitals with first module operational in July 2018.
- Finalize forecast modeling to identify 14-day compliance expectations for jail-based competency evaluation services; and seven day compliance expectations for inpatient competency evaluation and competency restoration services by December 2017.
How does our Strategic Plan align with Results Washington?

GOVERNOR’S GOAL #5
Efficient, Effective, and Accountable Government
Foster a culture that achieves goals, accountability and results for the people of Washington.

Customer Satisfaction and Employee Engagement
Employee satisfaction, positive work environment including dignity, respect and spirit of cooperation.

Resource Stewardship
Wise and responsible use of resources, efficient use of energy in facilities and vehicles.

Transparency and Accountability
Knowing how money is spent, transparency of data, protection of local, state and federal business, strategic plans aligning with Results Washington.

DSHS GOAL:
Public Trust
Strong management, practices, performance, quality and efficiency.

BHA GOAL 4
Improve the Behavioral Health System through integration of health services and workforce development.

GOVERNOR’S GOAL #4
Healthy and Safe Communities
Foster the health of Washingtonians from a healthy start to a safe and supported future.

Healthy People
Provide access to good medical care to improve people’s lives.

Safe People
Help keep people safe at their homes, on their jobs, and in their communities.

Supported People
Help the most vulnerable people become independent and self-sufficient.

DSHS GOAL:
Health
Each individual and each community will be healthy.

DSHS GOAL:
Safety
Each individual and each community will be safe.

DSHS GOAL:
Protection
Each individual who is vulnerable will be protected.

DSHS GOAL:
Quality of Life
Each individual in need will be supported to attain the highest possible quality of life.

BHA GOAL
Patient care is individualized and accurately reflected in treatment plans.

BHA GOAL
The elements of a High Reliability Organization (HRO) are included in quality and safety planning, by practicing accountability, improving and reporting to promote a safety culture.

BHA GOAL
The physical environment supports safe patient care as well as an environment of safety for employees.

BHA GOAL
Behavioral Health Patients will achieve successful discharge into the community.
Each strategic objective in this strategic plan supports one or more of the five broad goals for DSHS:

- **Health**: Each individual and each community will be healthy.
- **Safety**: Each individual and community will be safe.
- **Protection**: Each individual who is vulnerable will be protected.
- **Quality of Life**: Each individual in need will be supported to attain the highest possible quality of life.
- **Public Trust**: Strong management practices will ensure quality and efficiency.

DSHS’ goals of Health, Safety, Protection, and Quality of Life align with Results Washington Goal 4: Healthy and Safe Communities. It focuses on:

- **Healthy People**: Providing access to good medical care to improve people’s lives
- **Safe People**: Helping keep people safe in their homes, on their jobs and in their communities, and
- **Supported People**: Helping the most vulnerable people become independent and self-sufficient.

The DSHS goal of Public Trust aligns with Results Washington Goal 5, Efficient, Effective and Accountable Government, fostering a Lean culture that drives accountability and results for the people of Washington. The focus of Goal 5 is:

- **Customer Satisfaction and Employee Engagement**: Employee satisfaction, positive work environment, including dignity, respect and a spirit of cooperation.
- **Resource Stewardship**: Money is used responsibly, Lean activites, efficient use of energy in facilities and vehicles.
- **Transparency and Accountability**: Knowing how money is spent, transparency of data, promotion of local, small businesses, and having strategic plans that align with Results Washington.