



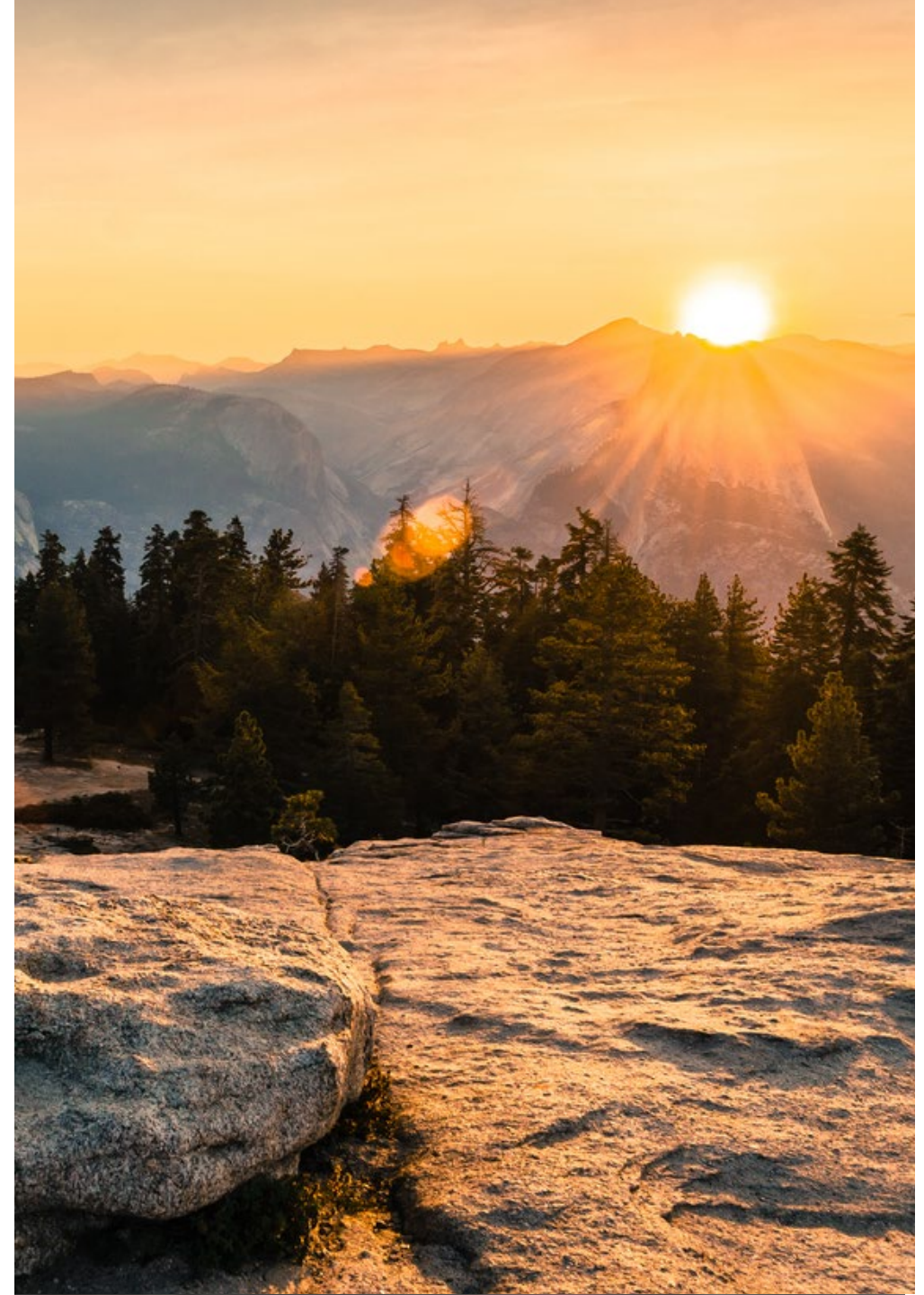
May 28, 2026

Strategic Plan Update Discussion

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bhsoac.ca.gov



Discussion Overview

Part 1: Seek to Adopt Strategic Plan Update

1. Provide process overview
2. Review Strategic Plan Advisory Committee discussion and resulting edits to draft Strategic Plan Update
3. Invite Commissioners' feedback
4. Seek Commission adoption of Strategic Plan Update

Part 2: Preview Implementation Planning

1. Hear from Executive Director about existing and planned work to implement Strategic Plan Update



Process Overview

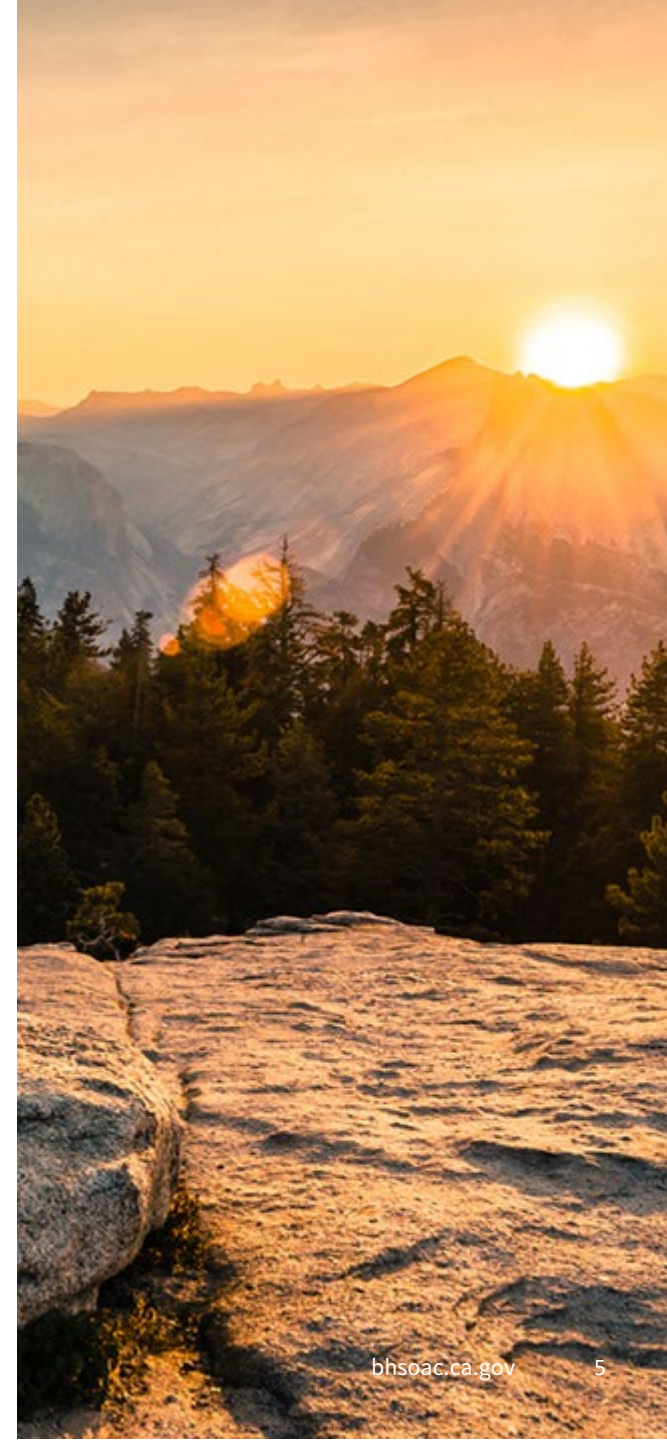
Process Overview

- **January 2023:** 2024-2027 Commission Strategic Planning efforts commenced
- **January 2024:** 2024-2027 Strategic Plan approved by the Commission
- **March 2024:** Proposition 1 passed by Voters
- **January 2025:** Commission's BHSA statute implemented
- **January 23, 2026:** Commission established time-limited Strategic Plan Advisory Committee
- **February 26, 2026:** Committee reviewed and refined draft priorities and results and endorsed them as the approach and content of the Strategic Plan Update
- **March 26, 2026:** Commission provided input to Committee's draft priorities and results
- **April 27, 2026:** Committee incorporated Commission feedback into draft priorities and results and reviewed draft Strategic Plan Update. Committee symbolically voted to recommend adoption by the Commission
- **May 28, 2026:** Seek Commission adoption of Strategic Plan Update
- **June – July 2026:** Staff and LRI continue implementation planning

Committee Charter

Commission's charge to Strategic Plan Advisory Committee regarding existing 2024-2027 CBH Strategic Plan:

Update the strategic plan, specifically focusing on incorporating the new mandates and opportunities enacted under the BHSA into the strategic plan.



Strategic Plan Advisory Committee Members

Chair: Commissioner Karen Larsen

Vice Chair: Commissioner Brandon Fernandez

Commissioner Bill Brown

Commissioner Robert Callan, Jr.

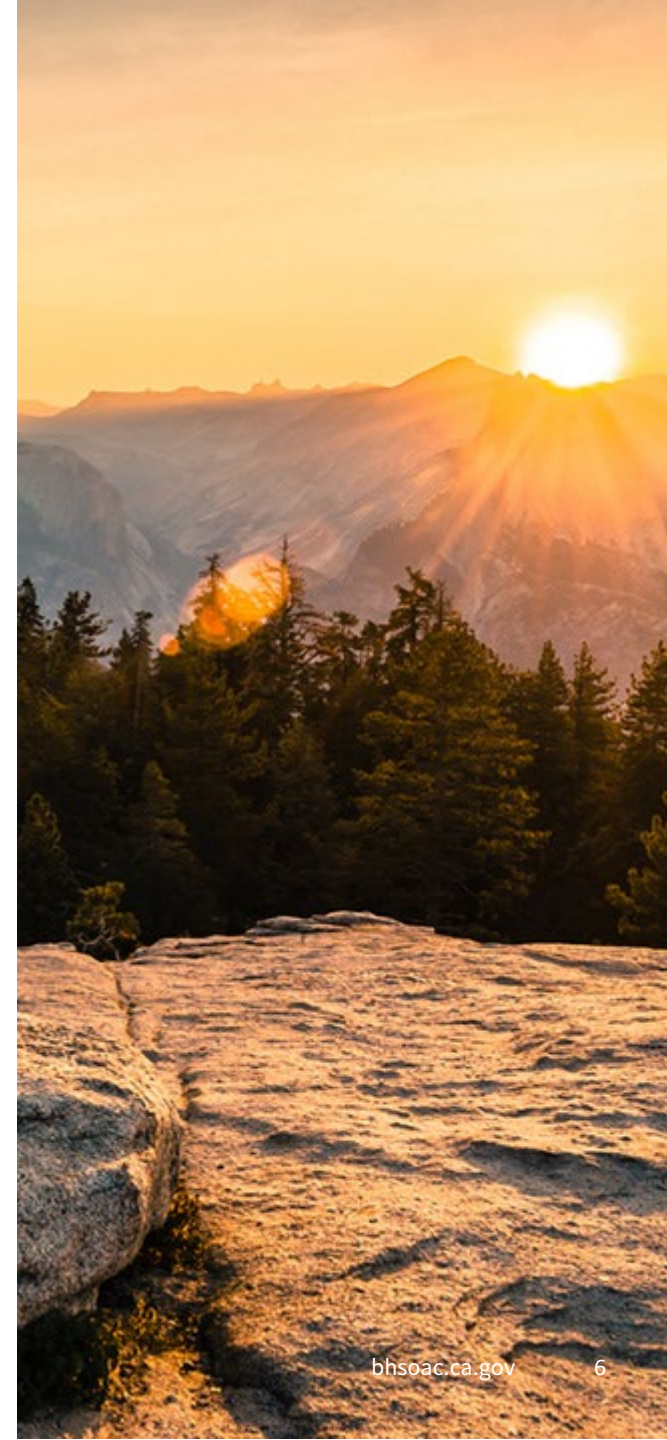
Commissioner Steve Carnevale

Commissioner Amy Fairweather, J.D.

Commissioner Jay'Riah Thomas-Beckett, DHA, M.ED

Commissioner Gary Tsai, MD

Commissioner Jevon Wilkes





Review April 27 Strategic Plan Advisory Committee Discussion

April 27 Strategic Plan Advisory Committee Meeting Overview

- The Committee addressed input provided by Commissioners at the March 26 Commission meeting about draft Priorities and Results.
- The Committee reviewed and suggested refinements to the draft *Strategic Plan Update* document.
- The Committee made a symbolic vote to recommend that the Commission adopt the *Strategic Plan Update* as the Addendum to the Strategic Plan 2024-27.

Committee Review of Input from March 26 Commission Meeting

Commissioners' suggested edits to content on March 26:

- With regard to Priority 1: Clarify that we aim to increase statewide understanding of the standard of care experienced by the BHSA Priority Populations, including—but not limited to—those served through FSPs.
- With regard to Priority 4/Innovation:
 - One Commissioner emphasized the importance of embedding sustainability in the definition of effectiveness.
 - Two Commissioners emphasized the importance of equitable statewide implementation of identified innovative strategies.



Proposed Priorities and Results for Strategic Plan Update that Incorporate Commissioners' Feedback

Priority 1 and Desired Results

Priority 1. Meet the Needs of People with the Highest Behavioral Health Needs*

- **Result #1:** The Commission will educate key stakeholders on the distinction between the MHSA and the BHSA and the intended results of the BHSA.
- **Result #2:** The Commission will increase transparency and shared understanding of how county behavioral health departments are allocating BHSA resources to serve individuals with the highest behavioral health needs (subject to available information).
- **Result #3:** The Commission will become a trusted steward of knowledge and learning regarding Full Service Partnerships (FSPs) during and beyond California’s transition to a new behavioral health data and accountability framework.
- **Result #4:** The Commission will increase statewide understanding of the standard of care experienced by ~~individuals served through FSPs, focused on~~ the BHSA Priority Populations, with a focus on individuals served through FSPs, by systematically gathering and synthesizing qualitative, community-based insights.
- **Result #5:** The Commission will increase statewide understanding and visibility of how housing scarcity and housing service mismatches across the full continuum of housing, including recovery housing, affect individuals served in FSPs—particularly those with SMI, SUD, and co-occurring SMI/SUD—in order to inform policy, planning and future investment decisions.

Priority 2 and Desired Results

Priority 2. Ensure that the Substance Use Disorder Continuum Is Incorporated Throughout the Commission's Work

- **Result #1:** The Commission will continue efforts to expand Medications for Addiction Treatment (MAT) providers and help to strengthen county infrastructure to support effective, scalable MAT implementation.
- **Result #2:** The Commission will support the integration of the SUD service continuum into school-based behavioral health programs in order to improve timely access to care for children and youth.
- **Result #3:** The Commission will increase local-level understanding and acceptance of the evidence-based SUD service continuum by supporting community-based advocacy that addresses stigma, misinformation and philosophical resistance within local SUD systems.
- **Result #4:** The Commission will increase statewide understanding of the SUD service continuum landscape in California to inform more effective integration of mental health and SUD care across the public behavioral health system.

Priority 3 and Desired Results

Priority 3. Expand Peer Behavioral Health Services

- **Result #1:** The Commission will support the expansion, visibility and appropriate use of behavioral health services provided by peers, including peer respites, as recovery-oriented alternatives within the behavioral health crisis continuum. This includes empowering peers to organize and advocate for their leadership and contributions within the public behavioral health system.
- **Result #2:** The Commission will elevate and strengthen the role of peers in serving individuals with SUD and SMI conditions, including through education and training.
- **Result #3:** The Commission will raise statewide understanding that peers who reflect the BHSA's Priority Populations are essential to the success of behavioral health services, including FSPs.

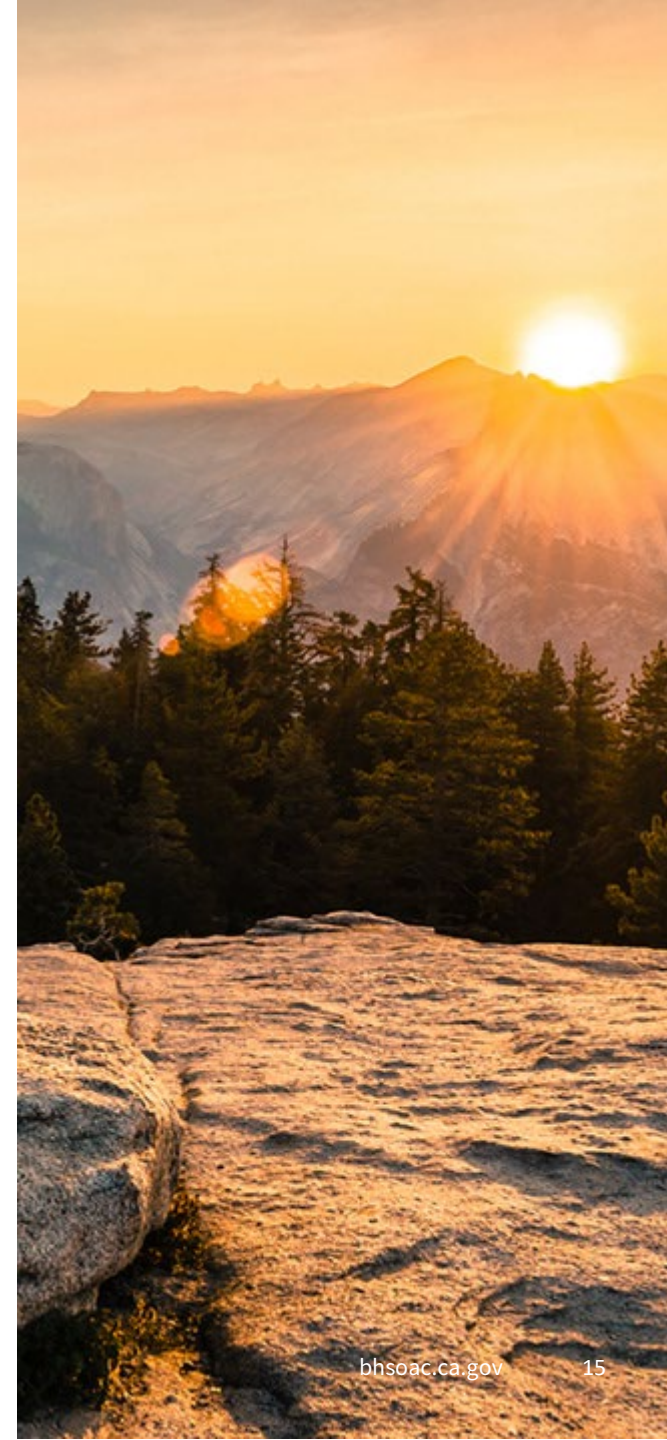
Priority 4 and Desired Results

Priority 4. Build the Evidence Base for the Effectiveness and Sustainability of New and Innovative Statewide Strategies

- **Result #1:** The Commission will uplift best and promising practices and sustainability strategies through effective administration and evaluation of the Innovation Partnership Fund grant portfolio.
- **Result #2:** The Commission will explore strategies for ensuring long-term, equitable public behavioral health system revenue stability, efficiency, and effectiveness.

Commission Discussion

Are there any questions or feedback about the proposed Priorities and Results?





Public Comment

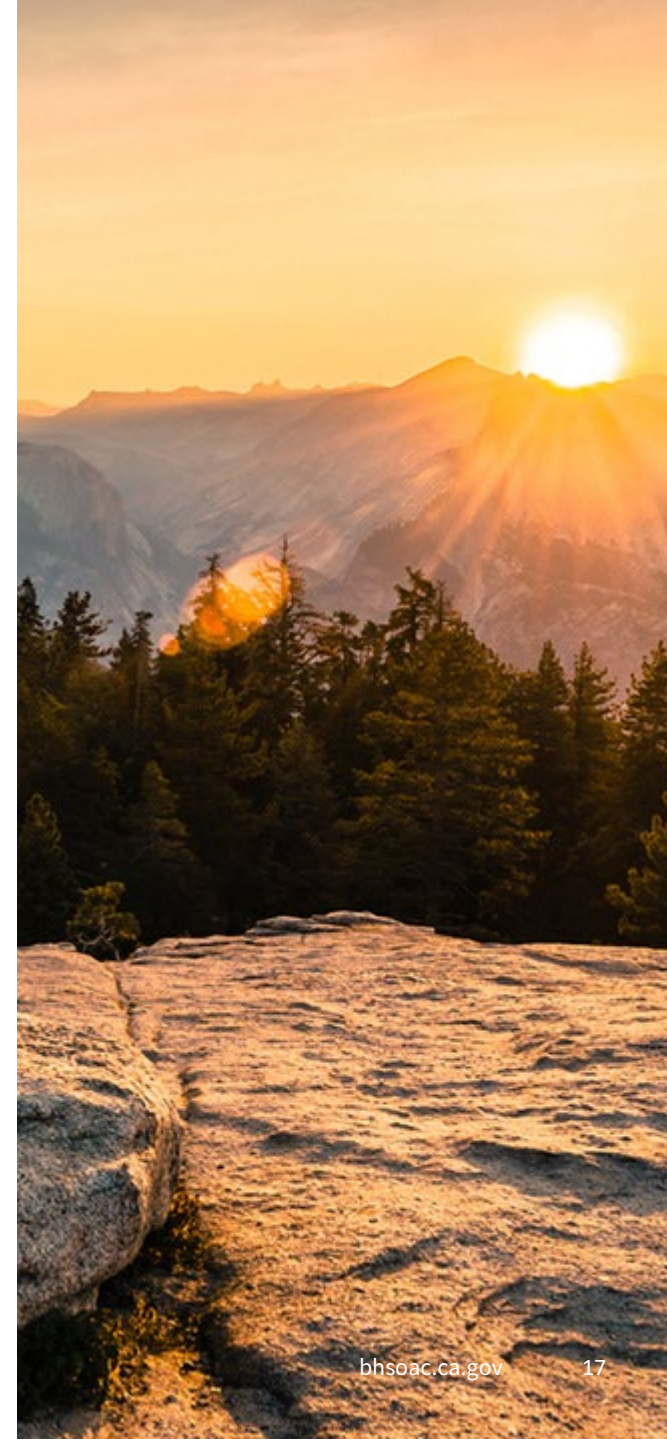
Strategic Plan Update

Let's turn our attention to the draft *Strategic Plan Update, 2026-27*.

The document includes:

- Purpose
- Background
- Priorities and Results
- Conclusion

Once adopted by the Commission, this document would be posted on the Commission website as the Addendum to Strategic Plan 2024-27.



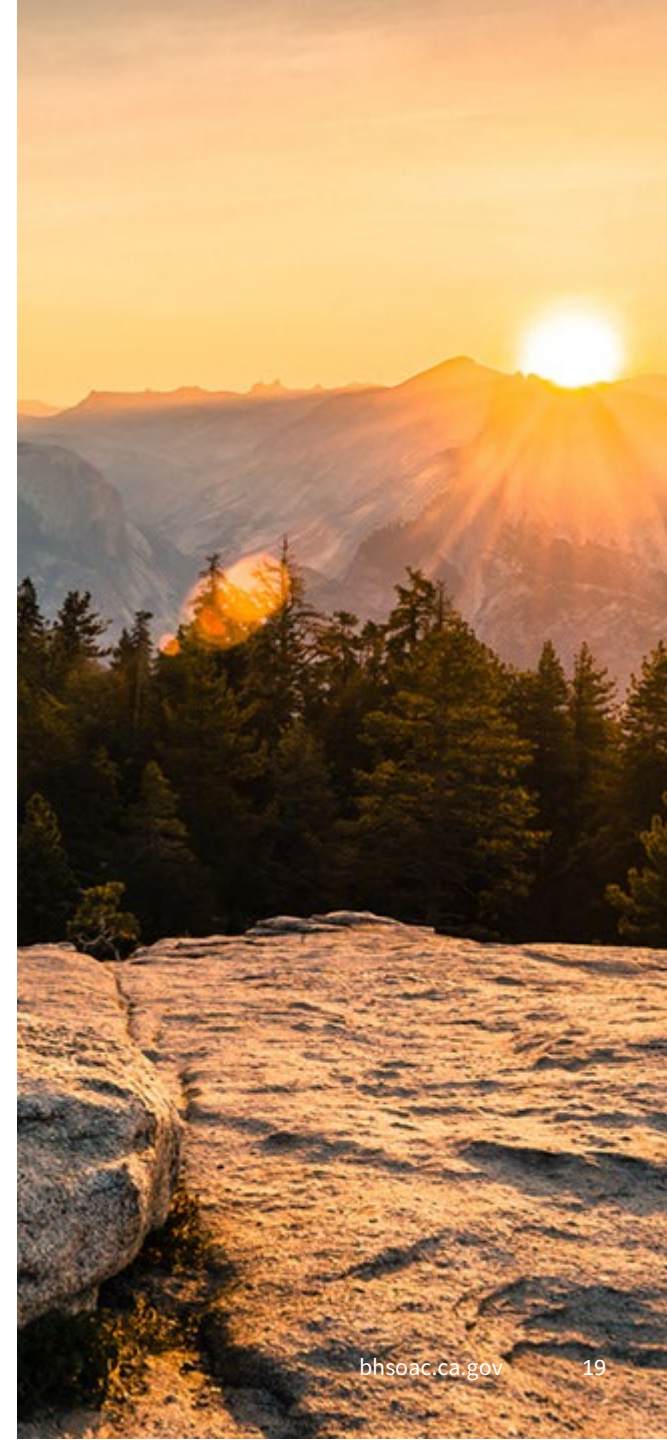
Strategic Plan Update: Summary of Committee Discussion

Committee members offered the following feedback on the draft *Strategic Plan Update* at the April 27 Committee meeting:

- Two Committee members suggested that it would be beneficial to cite statute for the BHSA Priority Populations.
- One Committee member expressed a desire to articulate the Commission's advisory role, such as conducting research and studies and making recommendations to the Legislature and Governor.

Strategic Plan Update

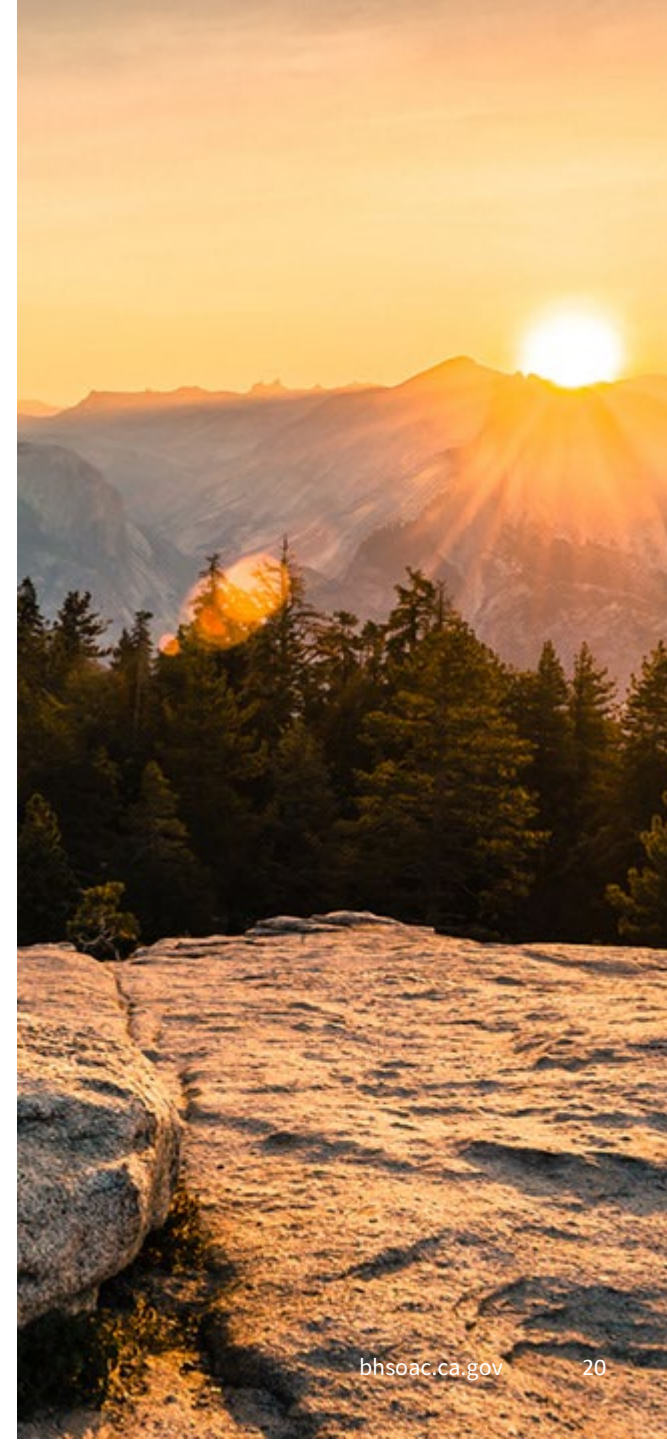
Review draft *Strategic Plan Update, 2026-27* under separate cover.



Commission Discussion

Before seeking a motion to adopt the *Strategic Plan Update, 2026-27*:

Do Commissioners have any questions or feedback?





Public Comment

Motion

That the Commission adopt the *Strategic Plan Update, 2026-27*.



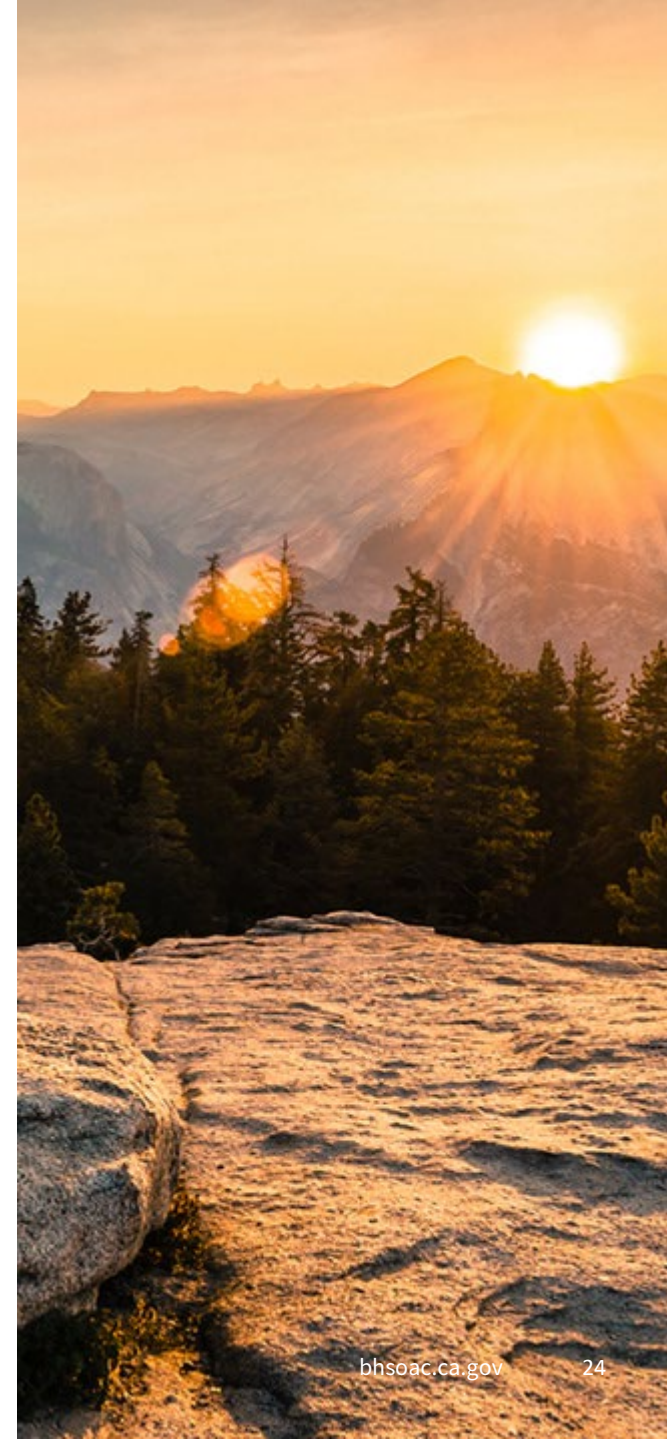
Part 2: Preview Implementation Planning

Implementation Planning

The following slides reflect strategies defined as the deployment of resources to achieve a specific aim of the organization.

These slides cross-walk existing or prospective strategies to the Priorities and Results to show how staff will execute the *Strategic Plan Update, 2026-27* over the next 18 months.

Prospective strategies are subject to project feasibility and available resources and may change as planning efforts evolve.



Priority 1 Strategies

Priority 1. Meet the Needs of People with the Highest Behavioral Health Needs

Result #1: The Commission will educate key stakeholders on the distinction between the MHSA and the BHSA and the intended results of the BHSA.

- **Strategy 1.1.1 (existing):** Leverage CBH's stakeholder advocacy contracts to deliver consistent, plain language education on the transition from MHSA to BHSA; integrate BHSA messaging into community engagement forums and support two-way dialogue that surfaces stakeholder questions and misconceptions to inform ongoing Commission communication and policy work.

Result #2: The Commission will increase transparency and shared understanding of how county behavioral health departments are allocating BHSA resources to serve individuals with the highest behavioral health needs (subject to available information).

- **Strategy 1.2.1 (prospective):** Analyze county BHSA Integrated Plans to identify high-level patterns and trends in how funds are allocated, with particular attention to ensure inclusion of SUD services; use analysis to inform statewide learning, stakeholder education, and policy discussions.

Priority 1 Strategies, Cont'd

Priority 1. Meet the Needs of People with the Highest Behavioral Health Needs

Result #3: The Commission will become a trusted steward of knowledge and learning regarding Full Service Partnerships (FSPs) during and beyond California's transition to a new behavioral health data and accountability framework.

- **Strategy 1.3.1 (existing):** Leverage CBH's Data Transparency Suite to present aggregate data from individual-level, cross-departmental data matches, as well as publicly-available population-level data, to inform local BHSA planning, policy development and decision-making related to FSPs and the broader behavioral health system.
- **Strategy 1.3.2 (existing):** Help counties and providers strengthen internal performance management systems using current FSP data (and potentially prepare for new Individual Service Level (ISL) data requirements).
- **Strategy 1.3.3 (existing):** Preserve and translate FSP institutional knowledge during the transition to the BHSA.

Priority 1 Strategies, Cont'd

Priority 1. Meet the Needs of People with the Highest Behavioral Health Needs

Result #4: The Commission will increase statewide understanding of the standard of care experienced by the BHSA Priority Populations, with a focus on individuals served through FSPs, by systematically gathering and synthesizing qualitative, community-based insights.

- **Strategy 1.4.1 (prospective):** Identify and document common patterns in service delivery to the BHSA Priority Populations that affect care quality (e.g., FSP, High Fidelity Wrap, SUD integration, crisis care continuum).

Result #5: The Commission will increase statewide understanding and visibility of how housing scarcity and housing service mismatches across the full continuum of housing, including recovery housing, affect individuals served in FSPs—particularly those with SMI, SUD, and co-occurring SMI/SUD—in order to inform policy, planning and future investment decisions.

- **Strategy 1.5.1 (prospective):** Examine and document how housing placement decisions are made for individuals eligible for or served in FSPs, including the factors, constraints and service considerations that influence housing suitability.

Priority 2 Strategies

Priority 2. Ensure that the Substance Use Disorder Continuum Is Incorporated Throughout the Commission's Work

Result #1: The Commission will continue efforts to expand Medications for Addiction Treatment (MAT) providers and help to strengthen county infrastructure to support effective, scalable MAT implementation.

- **Strategy 2.1.1 (existing):** Identify and document common infrastructure barriers and enabling conditions that affect county-level implementation of Medications for Addiction Treatment (MAT), including billing, contracting, workforce capacity, data workflows and cross-system coordination.
 - Support pilot counties in testing and refining practical infrastructure solutions that improve MAT access and sustainability within existing financing and delivery structures.
 - Synthesize and elevate replicable strategies from county pilots to inform broader system planning and reduce duplicative problem-solving across counties.

Priority 2 Strategies, Cont'd

Priority 2. Ensure that the Substance Use Disorder Continuum Is Incorporated Throughout the Commission's Work

Result #2: The Commission will support the integration of the SUD service continuum into school-based behavioral health programs in order to improve timely access to care for children and youth.

- **Strategy 2.2.1 (existing):** Establish and support clear implementation pathways for school-based SUD services by defining roles, workflows, and partnerships between schools and county behavioral health departments and their contracted providers.

Result #3: The Commission will increase local-level understanding and acceptance of the evidence-based SUD service continuum by supporting community-based advocacy that addresses stigma, misinformation and philosophical resistance within local SUD systems.

- **Strategy 2.3.1 (prospective):** Equip and deploy CBH's community-based advocacy grantees to engage local stakeholders in structured dialogue and outreach that surfaces misconceptions about SUD, elevates evidence and lived experiences, and normalizes the SUD service continuum, including MAT as an integral component of recovery-oriented care.

Priority 2 Strategies, Cont'd

Priority 2. Ensure that the Substance Use Disorder Continuum Is Incorporated Throughout the Commission's Work

Result #4: The Commission will increase statewide understanding of the SUD service continuum landscape in California to inform more effective integration of mental health and SUD care across the public behavioral health system.

- **Strategy 2.4.1 (prospective):** Conduct a comprehensive landscape analysis to identify strengths, gaps and barriers in California's SUD service system, with particular attention to how trauma, mental health conditions and primary care needs are addressed across service settings.

Priority 3 Strategies

Priority 3. Expand Peer Behavioral Health Services

Result #1: The Commission will support the expansion, visibility and appropriate use of behavioral health services provided by peers, including peer respites, as recovery-oriented alternatives within the behavioral health crisis continuum. This includes empowering peers to organize and advocate for their leadership and contributions within the public behavioral health system.

- **Strategy 3.1.1 (existing):** Fund and support the implementation of peer-run respite programs; increase awareness among policymakers, counties and communities of the role and value of peer-run services within the crisis continuum; document peer respite implementation experiences and impacts of peer-run respite programs to inform future planning and investment.

Result #2: The Commission will elevate and strengthen the role of peers in serving individuals with SUD and SMI conditions, including through education and training.

- **Strategy 3.2.1 (prospective):** Use CBH's convening, funding, and advisory roles to elevate expectations for specialty peer competencies, engaging the California Health and Human Services Agency, Department of Health Care Services, and CalMHSA, to examine alignment between peer certification and high acuity behavioral health service needs, uplifting peer training and supervision models through Commission-funded initiatives.

Priority 3 Strategies, Cont'd

Priority 3. Expand Peer Behavioral Health Services

Result #3: The Commission will raise statewide understanding that peers who reflect the BHSA's Priority Populations are essential to the success of behavioral health services, including FSPs.

- **Strategy 3.3.1 (prospective):** Identify and elevate examples of effective peer-integrated models, particularly those serving the BHSA Priority Populations, to demonstrate the value of peers who reflect the populations served.

Priority 4 Strategies

Priority 4. Build the Evidence Base for the Effectiveness and Sustainability of New and Innovative Statewide Strategies

Result #1: The Commission will uplift best and promising practices and sustainability strategies through effective administration and evaluation of the Innovation Partnership Fund grant portfolio.

- **Strategy 4.1.1 (existing):** Establish/Use clear expectations for implementation of the Innovation Partnership Fund (IPF).
- **Strategy 4.1.2 (existing):** Identify effective practices, promising models, and recurring barriers.
- **Strategy 4.1.3 (existing):** Synthesize/Elevate sustainable strategies and policy insights.

Result #2: The Commission will explore strategies for ensuring long-term, equitable public behavioral health system revenue stability, efficiency, and effectiveness.

- **Strategy 4.2.1 (existing):** Assess whether and how alternative financing strategies, such as social impact financing or debt-based instruments, could be explored for public behavioral health purposes within California's legal and fiscal framework.



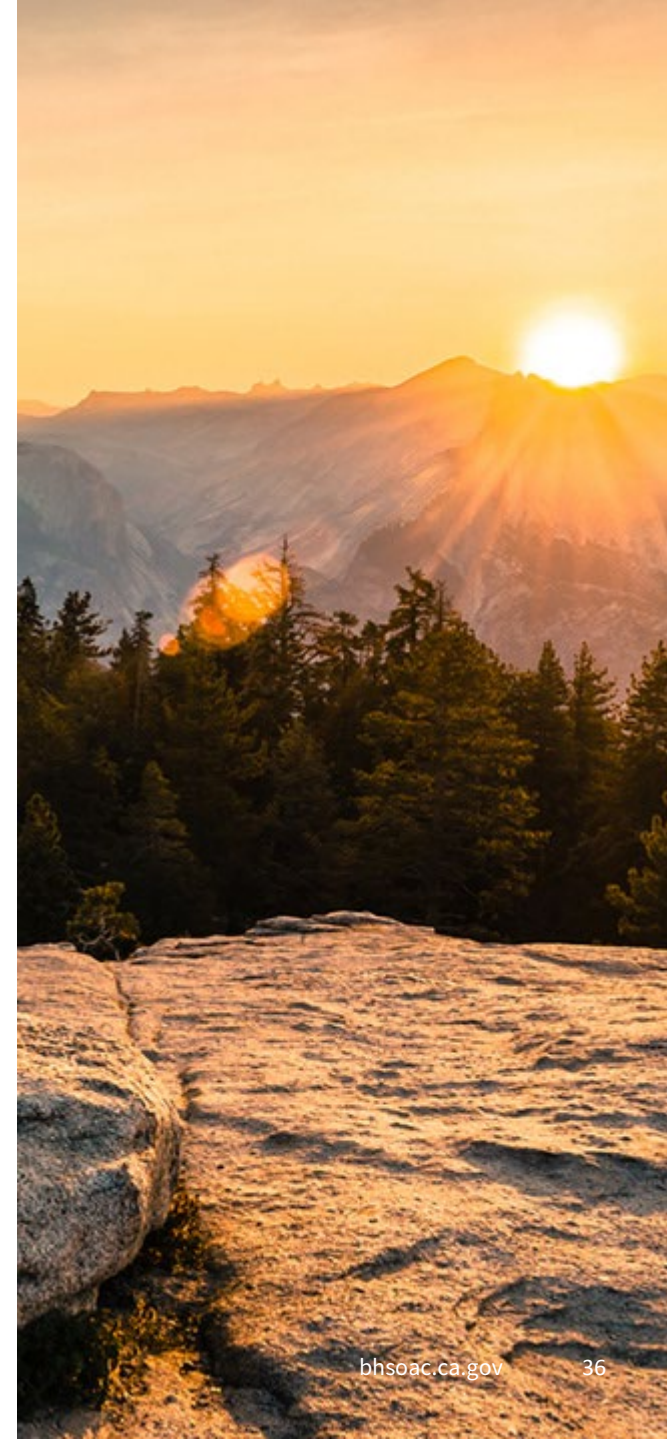
Commissioner Discussion



Public Comment

Next Steps

- **June – July 2026:** Staff and LRI continue implementation planning
- **Ongoing monitoring and reporting** on Strategic Plan Update implementation at Commission meetings





Thank you!