



# **Orange County Mental & Behavioral Health System of Care Community Analysis**

**June 6, 2023**

**Donna Wyche – Manager**  
Mental Health and Homelessness Issues  
Community and Family Services

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# **Presentation Overview**

- **System of Care Community Analysis**
- **Orange County and Community Partners Accomplishments to Date**
- **Major Action Items & Projects For Future Implementation in 2023**
- **Summary**

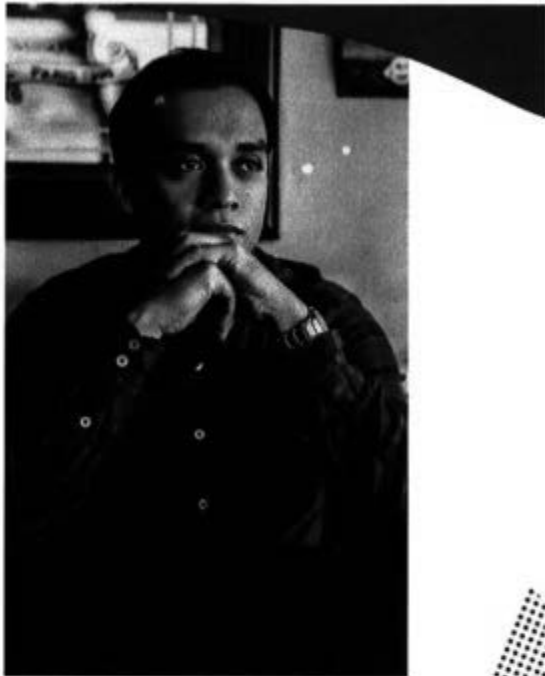


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# Orange County Mental and Behavioral Health System of Care Community Analysis



**In February 2022, in collaboration with the Heart of Florida United Way, the Orange County Mental and Behavioral Health System of Care Community Analysis was presented to the Board of County Commissioners.**

**Key stakeholders, subject matter experts, and community members participated in a series of work sessions lead by Dr. Lauren Josephs. These work sessions led to 16 recommendations to improve availability and access to mental health services for Orange County residents.**

**ORANGE COUNTY MENTAL &  
BEHAVIORAL HEALTH SYSTEM  
OF CARE COMMUNITY ANALYSIS**



# The 16 recommendations of the report include several items within six Key Focus Areas:

1. Integrated and Coordinated Mental and Behavioral Health Care Delivery
2. Mental Health Promotion
3. Affordable Housing and Services for Homeless Individuals and Families
4. Qualified and Available Workforce
5. Mental and Behavioral Health Finances
6. Implementation

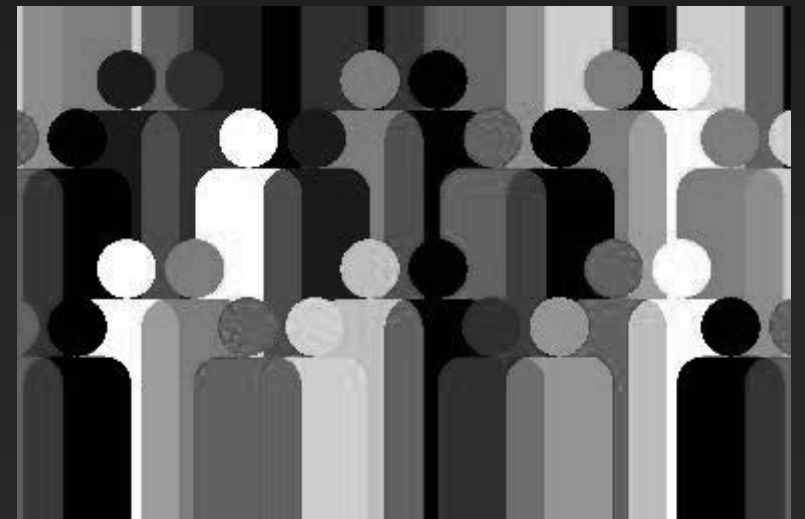
Recommendations		Cost	
<b>Key Focus Area 1: Integrated and Coordinated Mental and Behavioral Health Care Delivery</b> <ul style="list-style-type: none"> <li><b>Recommendation 1:</b> Develop an Information Technology (IT) platform that supports interoperability, integration and coordination of care</li> <li><b>Recommendation 2:</b> Integrate mental health into primary care settings using the Collaborative Care Model and/or other Evidence-Based Practice</li> <li><b>Recommendation 3:</b> Develop Drop-In Intake and Triage Centers</li> <li><b>Recommendation 4:</b> Strengthen and expand crisis management activities</li> <li><b>Recommendation 5:</b> Bolster and expand services across the "system" for individuals diagnosed with a mental health or substance use disorder</li> </ul>	Crisis Intervention Team (CIT) Training and Training of Trainers	\$172,000	
	Mindfulness Training	\$12,000	
	Adult Mobile Crisis	\$1,000,000	
	Adult Intensive Outpatient	\$1,000,000	
	Assisted Outpatient Treatment and Psychosocial Rehabilitation	\$750,000	
	Psychosocial Rehab	\$2,200,000	
	Medication Assisted Treatment	\$325,000	
	Indigent Drug Program	\$172,000	
	Evidenced-Based Practices in outpatient services that support people staying in the community	\$1,000,000	
	Increase capacity pre- and post-booking support	\$900,000	
	Drop-in Centers with Mental Health and Substance Abuse overlay	\$900,000	
	Psychiatric ED	\$330,000	
	Substance abuse and mental health residential services levels 1-3	\$2,600,000	
	Additional teams for MST Psych, Dually Served and CAT	\$1,880,000	
	Increase care coordination and case management	\$680,000	
	IT Platform	TBD	
<b>Key Focus Area 2: Mental Health Promotion</b> <ul style="list-style-type: none"> <li><b>Recommendation 6:</b> Increase protective factors and healthy behaviors introducing and subsequently broadening the reach of programs focused on Mental Health Promotion</li> <li><b>Recommendation 7:</b> Culturally and linguistically appropriate community-wide mental health awareness building, education and stigma-reduction campaigns</li> </ul>	SAMSHA Grant Expansion	\$1,000,000	
	Nurse Family Partnership	\$441,000	
	Caregiver Overnight Respite	\$1,000,000	
	Early Childhood Consultation	\$27,000,000	
	Mental Health Community-Awareness Campaigns	TBD	
<b>Key Focus Area 3: Affordable Housing and Services for Homeless Individuals and Families</b> <ul style="list-style-type: none"> <li><b>Recommendation 8:</b> Increase the availability of affordable housing, supportive housing, assisted living and transitional living facilities</li> </ul>	30,300 affordable and attainable Housing	TBD	
	Supportive housing assisted living and transitional living facilities		
<b>Key Focus Area 4: Qualified and Available Workforce</b> <ul style="list-style-type: none"> <li><b>Recommendation 9:</b> Increase opportunities for trainings in Evidence-Based Practices for existing Mental and Behavioral Health workforce</li> <li><b>Recommendation 10:</b> Develop a pipeline for the behavioral health workforce and implement strategies to retain them</li> <li><b>Recommendation 11:</b> Increase the availability and quality of peer support services</li> <li><b>Recommendation 12:</b> Explore pathways and programs and (e.g., student loan repayment programs, educational pipeline programs, etc.) increase the availability of a qualified workforce</li> </ul>	Trainings in Evidence-Based Practices	\$1,000,000	
	Increase Psychiatric Providers	\$441,000	
	Increase in the availability of peer-support services	\$1,000,000	
<b>Key Focus Area 5: Mental and Behavioral Health Finances</b> <ul style="list-style-type: none"> <li><b>Recommendation 13:</b> Strive to achieve mental health parity in all public and private sector health plan offerings</li> <li><b>Recommendation 14:</b> Advocate for the removal of barriers and red tape by AHCA, which prevents qualified organizations from becoming Medicaid providers in Florida</li> <li><b>Recommendation 15:</b> Reimburse evidence-based behavioral health treatments at their actual cost.</li> </ul>	TBD		
<b>Key Focus Area 6: Implementation</b> <ul style="list-style-type: none"> <li><b>Recommendation 16:</b> Establish an Implementation Team to Advance the Recommendations of this Report</li> </ul>	TBD		
<b>TOTAL</b>		\$49,657,000+	

Table 5: Recommendations, related initiatives, and costs



# System of Care Community Analysis

- **The annual cost for the majority of the recommendations is stated to be approximately \$49M (there are some unknown amounts)**
  - **The division has initiated with approval to fund additional recommendations with county general revenue, American Rescue Plan Act, and state and federal grants**
  - **Increased need for community collaboration and partnerships**
- **Implementation Team with community stakeholders (including hospitals, funders, philanthropy, DCF, Managing Entity, etc.)**
  - **Orange County led the initial kickoff May 3<sup>rd</sup>**
  - **Team will meet quarterly to review implemented recommendations and strategize mid and long-term recommendations**





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# Key Accomplishments to Date

## KEY FOCUS AREA 1: Integrated and Coordinated Mental and Behavioral Health Care Delivery:

**Recommendation #1 – Develop an Information Technology (IT) platform that supports interoperability, integration, and coordination of care.**

- **Credible Minds – behavioral health resource platform - \$150,000 (GR)**

**Recommendation #2 - Integrate mental health into primary care settings using the Collaborative Care Model and/or other evidence-based practices.**

- **Pediatric Assessment and MATCH expansion- \$1,035,000 (GR – Pediatric Associates)**
- **Children’s Psychiatric Emergency Department - \$1.3M (ARPA - Dr. Phillips and AdventHealth)**
- **Behavioral Health expansion with Community Health Centers - \$1.2M (GR)**
- **Orlando Health – development of partial hospitalization program (PHP) and intensive outpatient program (IOP)**







# Key Accomplishments to Date

**KEY FOCUS AREA 1: Integrated and Coordinated Mental and Behavioral Health Care Delivery:**

**Recommendation #3 – Develop Drop-In Intake and Triage Centers**

- **Increased Pre-Booking Diversion - \$400,000 – (GR/Grant - Drop-in Centers – Aspire)**
  - **178 individuals have been assessed at the drop-in centers (Jan 2022 – March 2023)**





# Key Accomplishments to Date

## **KEY FOCUS AREA 1: Integrated and Coordinated Mental and Behavioral Health Care Delivery:**

### **Recommendation #4 – Strengthen and expand crisis management activities**

- Licensed Clinician in 911 Comm Center - \$105,000 (GR – Devereux)
- CIT Coordinator (Orange County staff) for training of first responders - \$100,000 – (GR/Grant)
  - 129 first responders have been trained since January 2022
- Aspire Health Partners expanding CIT training through federal grant funds





# Key Accomplishments to Date

## **KEY FOCUS AREA 1: Integrated and Coordinated Mental and Behavioral Health Care Delivery:**

### **Recommendation #5 – Bolster and expand services across the “system” for individuals diagnosed with a mental or substance use disorder**

- **Additional Teams for Multisystemic Therapy Psych \$1M (GR - Devereux)**
- **Indigent Drug Plan expansion with Aspire Health Partners - \$20,000 (GR - Aspire)**
- **Increase Substance Abuse/Mental Health Residential - \$700,000 (GR - Aspire)**
- **Orlando Health – Behavioral Health Hospital expansion of 64 beds, to be a total of 144, in Apopka - \$70M**





# Key Accomplishments to Date

## **KEY FOCUS AREA 1: Integrated and Coordinated Mental and Behavioral Health Care Delivery:**

**Recommendation #5 (cont.)– Bolster and expand services across the “system” for individuals diagnosed with a mental or substance use disorder**

- **Crisis Stabilization Beds - \$1.6M approx. (GR - Central Florida Behavioral & University Behavioral)**
- **Child Welfare Behavioral Health Expansion - \$195,000 (ARPA – Embrace Families)**
  - **17 families in child welfare currently served**





# Key Accomplishments to Date

## **KEY FOCUS AREA 1: Integrated and Coordinated Mental and Behavioral Health Care Delivery:**

### **Recommendation #5 (cont.)– Bolster and expand services across the “system” for individuals diagnosed with a mental or substance use disorder**

- **Assisted Outpatient Treatment with Psychosocial Rehab - \$1.5M (RFP, ARPA – Aspire)**
- **Medication Assisted Treatment - \$1M (RFP, ARPA – Aspire)**
- **Intensive Outpatient Services - \$400,000 (RFP, ARPA – STEPS)**
- **Care Coordination - \$500,000 (RFP, ARPA – STEPS)**





# Key Accomplishments to Date

## **KEY FOCUS AREA 1: Integrated and Coordinated Mental and Behavioral Health Care Delivery:**

### **Recommendation #5 (cont.)– Bolster and expand services across the “system” for individuals diagnosed with a mental or substance use disorder**

#### **Orange County Drug-Free Office**

- **Opioid Overdose Prevention - \$296,139 (Grant)**
- **Opioid & Stimulant and Substance Use Program - \$1.6M (Grant)**

#### **Community Action**

- **Family and Group Counseling at Holden Heights Community Center - (Citizens’ Commission for Children – Mental Health Association)**
- **Devereux – expansion of 2 behavioral response unit (BRU) teams – \$3M federal grant**





# Key Accomplishments to Date

## **KEY FOCUS AREA 2: Mental Health Promotion:**

### **Recommendation #6 – Increase protective factors and healthy behaviors introducing and subsequently broadening the reach of programs focused on Mental Health Promotion**

- **Nurse Family Partnership expansion - \$450,000 (GR/Grant - Early Learning Coalition)**
  - **82 Women have been served since January 2022**
- **Early Childhood Consultation expansion - \$1.3M (GR/Grant – Kinder Konsulting)**
  - **Consultation services are available in 34 early childhood centers**
- **Early Childhood Assessment expansion - \$250,000 (GR - Early Learning Coalition)**
  - **130 children have been assessed**
- **AdventHealth with Dr. Phillips Foundation, Center for Advancement and Support of Youth (CASYS) - \$6M**





# Key Accomplishments to Date

## **KEY FOCUS AREA 2: Mental Health Promotion:**

**Recommendation #7 – Culturally and linguistically appropriate community-wide mental health awareness building, education and stigma-reduction campaigns**

- **“Be a Mindleader” – Anti Stigma Campaign has been adopted and funded by the United Way and AdventHealth - \$1M**
- **Embrace Families, Orange County Public Schools, and Central Florida Cares Health System infusing Mental Health First Aid through federal grant funds - \$608,689**
- **United Way – Mental Wellness Skillshop**





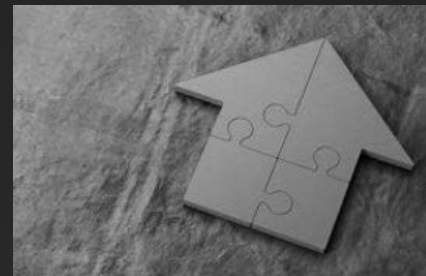


# Key Accomplishments to Date

## **KEY FOCUS AREA 3: Affordable Housing and Services for Homeless Individuals and Families:**

### **Recommendation #8 – Increase the availability of affordable housing, supportive housing, assisted living and transitional living facilities**

- **Homeless outreach, prevention and diversion with mental health overlay - \$2.4M (ARPA – Coalition for the Homeless, Samaritan Resource Center, and Matthew’s Hope)**
  - **Coalition for the Homeless has assisted 29 Orange County families in either prevention or rehousing since March 2023**
- **Implementation of the Upstream Model with Chapin Hall and OCPS - \$300,000 (Grant – Chapin Hall)**





# Key Accomplishments to Date

## **KEY FOCUS AREA 3: Affordable Housing and Services for Homeless Individuals and Families:**

**Recommendation #8 (cont.)– Increase the availability of affordable housing, supportive housing, assisted living and transitional living facilities**

**Orange County Housing and Community Development**

- **Development of 6 affordable housing projects (including 110 extremely low income units)**
- **Expanded Tenant Based Rental Assistance**
  
- **Homeless Services Network – received HUD Youth Homelessness Demonstration Project - \$8.4M**
- **Homeless Services Network – HUD funded 4 new projects for 45 additional housing units with supportive services – approx. \$7.8M**

**\*Not included in the behavioral health funds**





# Key Accomplishments to Date

## **KEY FOCUS AREA 4: Qualified and Available Workforce:**

**Recommendation #9 – Increase opportunities for trainings in Evidence-Based Practices for existing Mental and Behavioral Health workforce**

*Part of the work of the Implementation Team – Mid and Long-Term recommendations*

**Recommendation #10 – Develop a pipeline for the behavioral health workforce and implement strategies to retain them**

*Part of the work of the Implementation Team – Mid and Long-Term recommendations*

**Recommendation #11 – Increase the availability and quality of peer support services**

- Increase availability of peer support services – \$900,000 (ARPA – Pathways Drop-In Center and Peer Support Space)





# Key Accomplishments to Date

## **KEY FOCUS AREA 5: Mental and Behavioral Health Finances:**

**Recommendation #12 – Explore pathways and programs (e.g. student loan repayment programs, educational pipeline programs, etc.) and increase the availability of a qualified workforce**

*Part of the work of the Implementation Team – Mid and Long-Term recommendations*

**Recommendation #13 – Strive to achieve mental health parity in all public and private sector health plan offerings**

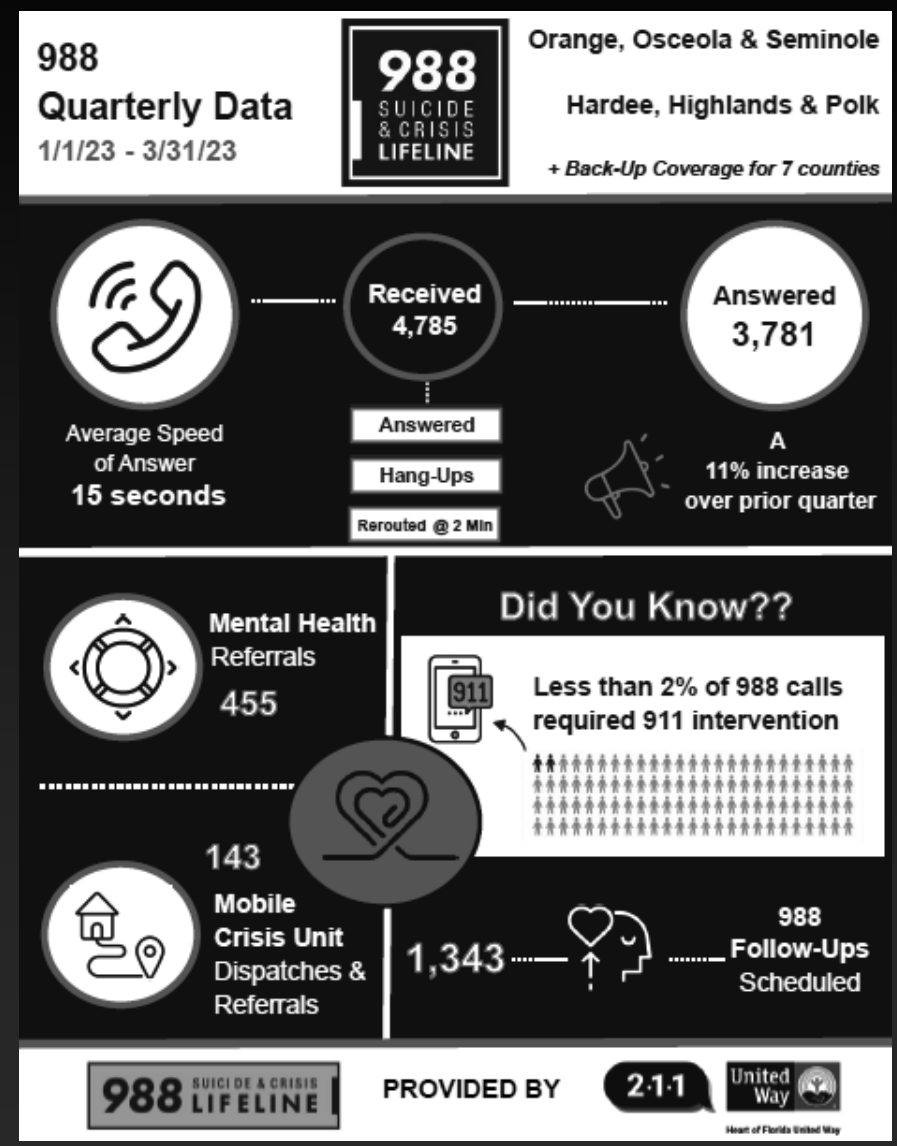
*Part of the work of the Implementation Team – Mid and Long-Term recommendations*





# Key Accomplishments to Date

- **988 Suicide & Crisis Lifeline: national network of local crisis centers providing free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week in the United States**
- **988 Roll out – Federally enacted July 2022 - redirects calls from Law Enforcement (911)**
- **Replaced Certified Lifeline managed by Heart of Florida United Way (211)**
- **Has received over 5,000 calls since January**





# Key Accomplishments to Date

- **Total investment in the Orange County Mental and Behavioral Health System of Care Community Analysis recommendations = approx. \$20,391,139\* annually:**
- **\$10M in new general revenue and \$10,391,139 in grants (federal and state - time limited)**
  - **Credible Minds – behavioral health resource platform - \$150,000**
  - **Pediatric Assessment and MATCH expansion- \$1,035,000**
  - **Children’s Psychiatric Emergency Department - \$1.3M**
  - **Behavioral Health expansion with Community Health Centers - \$1.2M**
  - **Increased Pre-Booking Diversion - \$400,000**
  - **Licensed Clinician in 911 Comm Center - \$105,000**
  - **CIT Coordinator (Orange County staff) for training of first responders - \$100,000**
  - **Additional Teams for Multisystemic Therapy Psych - \$1M**



\*Some projects did not have an estimated or actual cost available



# Key Accomplishments to Date

- **\$10M in new general revenue and \$10,391,139 in grants (federal and state - time limited) continued:**

- **Indigent Drug Plan expansion with Aspire Health Partners - \$20,000**
- **Increase Substance Abuse/Mental Health Residential - \$700,000**
- **Crisis Stabilization Beds - \$1.6M approx.**
- **Child Welfare Behavioral Health Expansion - \$195,000**
- **Assisted Outpatient Treatment with Psychosocial Rehab - \$1.5M**
- **Medication Assisted Treatment - \$1M**
- **Intensive Outpatient Services - \$400,000**
- **Care Coordination - \$500,000**

## **Orange County Drug-Free Office:**

- **Opioid Overdose Prevention - \$296,139**
- **Opioid & Stimulant and Substance Use Program - \$1.6M**

## **Community Action:**

- **Family and Group Counseling at Holden Heights Community Center**





# Key Accomplishments to Date

- **\$10M in new general revenue and \$10,391,139 in grants (federal and state - time limited) continued:**
  - **Nurse Family Partnership expansion - \$450,000**
  - **Early Childhood Consultation expansion - \$1.3M**
  - **Early Childhood Assessment expansion - \$250,000**
  - **Homeless outreach, prevention and diversion with mental health overlay - \$2.4M**
  - **Implementation of the Upstream Model with Chapin Hall and OCPS - \$300,000**
  - **Increase availability of peer support services – \$900,000**
- **Orange County Housing and Community Development**
  - **Development of 6 affordable housing projects (including 110 extremely low income units)\***
  - **Expanded Tenant Based Rental Assistance**



**\*Orange County is making a significant financial investment in the provision of affordable housing (Recommendation #8), which is not fully represented here**





# Key Accomplishments to Date

- **Community investment aligning with the recommendations = approx. \$96,933,689**
  - **Orlando Health – development of Partial Hospitalization and Intensive Outpatient (Investment TBD)**
  - **Aspire Health Partners expanding CIT training - \$125,000**
  - **Orlando Health – Behavioral Health Hospital expansion of 64 beds, to be a total of 144, in Apopka - \$70M**
  - **Devereux – expansion of 2 behavioral response unit (BRU) teams – \$3M**
  - **AdventHealth with Dr. Phillips Foundation, Center for Advancement and Support of Youth (CASYS) - \$6M**
  - **United Way and AdventHealth - “Be a Mindleader” Anti Stigma Campaign - \$1M**
  - **Embrace Families, Orange County Public Schools and Central Florida Cares Health System - Mental Health First Aid - \$608,689**
  - **United Way – Mental Wellness Skillshop**
  - **Homeless Services Network – Youth Homelessness Demonstration Project - \$8.4M**
  - **Homeless Services Network – 4 new projects for 45**
  - **additional housing units with supportive services – approx. \$7.8M**

\*Some projects did not have an estimated or actual cost available



 **be a  
mindleader**

AdventHealth  
for Children

United  
Way  
Heart of Florida United Way



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# Major Action Items & Projects for Future Implementation in 2023

- **Implementation Team and subcommittees to meet Quarterly at this time**
  - **May 3<sup>rd</sup> kick off**
  - **Role – Members are responsible for planning how the mid and long-term recommendations are developed and supported**



## Membership

- **Johnny Alderman, DJJ**
- **Dr. Debra Andree, Community Health Centers**
- **Martha Are, Homeless Services Network of Central Florida**
- **Maria Bledsoe, Central Florida Cares Health System**
- **Mary Bridges, OCPS**
- **Michael Bryant, Embrace Families**
- **Yasmin Flasterstein, Peer Support Space**
- **Mitchell Glasser, OC Housing & Community Development**
- **Muriel Jones, Federation of Families**
- **Dr. Lauren Josephs, Visionary Vanguard Group**
- **Dr. Cindy Jurie, Early Learning Coalition of Orange County**
- **Ray Larsen, Heart of Florida United Way**
- **Judge Alicia L. Latimore, Ninth Judicial Circuit Court of Florida**
- **Dr. Michael Muszynski, FSU College of Medicine**
- **Ken Robinson, Dr. Phillips Center**
- **Julie Smythe, Sunshine Health**
- **Dr. Lisa Spector, Nemours**
- **Marni Stahlman, Mental Health Association of Central Florida**
- **Michelle Strenth, Orlando Health**
- **Anne Sutherland, DCF**
- **Major Carlos Torres, OCSO**
- **Dr. Scott Tucker, AdventHealth**
- **Dr. Karen Van Caulil, Florida Alliance for Healthcare Value**
- **Sandi Vidal, Central Florida Foundation**



# Major Action Items & Projects for Future Implementation in 2023

## Mid- and Long-term examples of recommendations:

- **Develop a pipeline for the behavioral health workforce and implement strategies to retain them**
- **Strive to achieve mental health parity in all public and private sector health plan offerings**

**Some of the recommendations have no projected costs at this time**





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# Summary

- **Orange County has invested \$10 million new dollars and has started many of the short-term recommendations (approx. \$20M+)**
- **Orange County is currently providing innovative programs and strategies for the gaps**
  - **Examples: MATCH trained clinicians in pediatric settings**  
**Placing clinicians in 911 Comm Centers**
- **Community Partners recognize the needs and the gaps and are aligning projects and investments (approx. \$96M+)**
- **The Implementation Team will continue to work on the mid and long-term recommendations**
  - **Committees will be formed to address these recommendations**
- **Challenges:**
  - **Lack of investment from the state of Florida toward recommendations**
  - **Affordable housing is in short supply for the growing community needs**
  - **Lack of availability of Mental Health Clinicians**





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Mental Health and Homelessness Issues  
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