



San Francisco
Department of Public Health



San Francisco Health Network
Behavioral Health Services

Transitional Age Youth System of Care (TAY SOC) FY 21-22 Performance Objectives

FY 21-22 Performance Objectives for Programs Managed by TAY SOC

Purpose: This document includes process and outcome objectives for Transitional Age Youth System of Care (TAY SOC) programs. There are 3 types of performance objectives programs may be held to: 1) Standardized TAY SOC Performance Objectives, 2) Standardized BHS Performance Objectives and 3) Individualized Performance Objectives. All objectives apply the SMART (Specific, Measurable, Achievable/Attainable, Realistic, and Timely) format. TAY System of Care programs cover a continuum of care, including low threshold programs for TAY experiencing homelessness, engagement and treatment programs designed to meet the cultural and linguistic needs of underserved populations and communities, linkage programs, and programs designed for TAY with high acuity behavioral health needs.

This document will be referenced in the Appendix A section of each applicable contract but performance objectives will live as an external document on sfdph.org/cdta. Contractors should understand that these objectives will be used as a factor for contract compliance. All TAY contractors will be required to submit a mid-year (for MHSA-funded programs) and end of year report (all programs).

All aspects of an agency's program - including these deliverables - are subject to the certified contract with the Department of Public Health. It is the responsibility of the agency to understand their contract with the City.

Lastly, thank you to all the TAY SOC programs that collaborated in and supported the creation of this document. We appreciate all of you and the work you do for the community.

TABLE OF CONTENTS | Comprehensive List of TAY SOC Programs | FY 21-22 Performance Objectives

TAB #	Type of OBJECTIVE MANDATE	AGENCY NAME	DPH Contract Listed Program Name	Agency's Community Branded Program Name	SOC Program Manager	CDTA Program Manager	BOCC Program Manager
0	Standardized TAY SOC Performance Objective Template						
1a	Standardized BHS Performance Objectives - TAY MH Outpatient						
1b	Standardized BHS Performance Objectives - TAY FSP/ICM						
2	Shared TAY SOC	Community Youth Center of SF (CYC)	TAY Engagement & Treatment - Asian & Pacific Islander	APIYFCSS	Kali Cheung	Mario Hernandez	
3a	Shared TAY SOC	Felton Institute	TAY SOC Capacity Building	TAY SOC Clinician's Academy	Kali Cheung	April Crawford	
1a & 3b	1) Standardized - TAY MH OP 2) Individualized	Felton Institute	Prevention & Recovery of Early Psychosis (PREP)	(re)MIND	Heather Weisbrod	April Crawford	
1b & 3c	Standardized - TAY FSP/ICM	Felton Institute	TAY Full Service Partnership	Felton TAY FSP	Heather Weisbrod	April Crawford	
3d	Individualized	Felton Institute	BEAM UP (note: SAMHSA Grant until 10.1.22)	BEAM UP	Heather Weisbrod	April Crawford	
1a & 3e	1) Standardized - TAY MH OP 2) Individualized	Felton Institute	TAY Acute Linkage (note: MHSOAC Triage Grant)	TAL	Heather Weisbrod	April Crawford	
4	Shared TAY SOC	Harm Reduction Therapy Center (HRTC)	TAY Homeless Treatment Team	Come As You Are (CAYA)	Kali Cheung	Andrew Williams III	
5	Shared TAY SOC	Horizons Unlimited of San Francisco, Inc.	TAY Engagement & Treatment - Latino & Mayan	EMIC	Kali Cheung	Mario Hernandez	
6a	Shared TAY SOC	Huckleberry Youth Programs	TAY Engagement & Treatment -- All	Huckleberry TAY Multi-Service Center	Kali Cheung	Andrew Williams III	
6b	Shared TAY SOC	Huckleberry Youth Programs	CES TAY Behavioral Health (YAP)/Coordinated Entry TAY Behavioral Health TAY Youth Access Point	CES TAY Behavioral Health (YAP)	Kali Cheung	Andrew Williams III	TBD PM changes annually - contact Tom Mesa
1a & 7	1) Standardized - TAY MH OP 2) Shared TAY SOC	Instituto Familiar de la Raza Inc. (IFR)	TAY Engagement & Treatment - Latino & Mayan	La Cultura Cura	Kali Cheung	April Crawford	
8a	Shared TAY SOC	Larkin Street Youth Services (LSYS)	TAY Homeless Treatment Team - SOC	TAY Homeless Treatment	Kali Cheung	Richelle-Lynn Mojica	
8b	Shared TAY SOC	Larkin Street Youth Services (LSYS)	TAY Homeless Treatment Team - SUD	TAY Homeless Treatment	Kali Cheung	Richelle-Lynn Mojica	
8c	Shared TAY SOC	Larkin Street Youth Services (LSYS)	CES TAY Behavioral Health (YAP)/Coordinated Entry TAY Behavioral Health TAY Youth Access Point	CES TAY Behavioral Health (YAP)	Kali Cheung	Richelle-Lynn Mojica	
9	Individualized	Progress Foundation	TAY Supported Living Program (SLP) - (TAY Residential Tx)	TAY SLP	Heather Weisbrod	Elizabeth Davis	
10a	Shared TAY SOC	Richmond Area Multiservices, Inc. (RAMS)	TAY Leaders - Peer Certificate	Youth 2 Youth TAY	Kali Cheung	Andrew Williams III	
10b	Shared TAY SOC	Richmond Area Multiservices, Inc. (RAMS)	TAY Leaders - Peer Employment	?	Kali Cheung	Andrew Williams III	
11	Shared TAY SOC	San Francisco Lesbian Gay Bisexual Transgender Community Center (SF LGBT Center)	TAY Engagement & Treatment - LGBT+	SF LGBT Center Youth Services	Kali Cheung	James Stroh	
1b & 12	Standardized - TAY FSP/ICM	Seneca Center	TAY Full Service Partnership	Seneca TAY FSP	Heather Weisbrod	Richelle-Lynn Mojica	
13a	Shared TAY SOC	3rd Street Youth Center & Clinic	TAY Engagement & Treatment - Black/African American	?	Kali Cheung	Richelle-Lynn Mojica	
13b	Shared TAY SOC	3rd Street Youth Center & Clinic	TAY Engagement & Treatment - Black/African American (DKI)	?	Kali Cheung	Richelle-Lynn Mojica	
1b & 14a	Standardized - TAY FSP/ICM	BHS TAY System of Care Civil Service	BHS TAY Full Service Partnership	BHS TAY FSP	Heather Weisbrod	N/A	
14b	1) Standardized - TAY MH OP 2) Individualized	BH TAY System of Care Civil Service	BHS TAY Linkage Program	TAY Linkage	Heather Weisbrod	N/A	
14c	Standardized - TAY MH OP	BH TAY System of Care Civil Service	BHS TAY Outpatient	BHS TAY Outpatient Program	Heather Weisbrod	N/A	

This is the Standardized TAY SOC Performance Objective Template: Please see Table of Contents tab (in Column B) for list of programs using these Standardized TAY SOC Performance Objectives. Individual program tabs will list which modalities and objectives they are required to report on AND the activities and tools they are using to measure objectives.

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions...</p> <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	<p>Engagement & Stigma Reduction – PROCESS Objective</p> <p>During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement & Stigma Reduction (a) – OUTCOME Objective <i>(NOTE: program will choose either 'outcome (a)' or '(b)' objective depending on their program activity. You will see only one engagement & stigma reduction outcome objective listed (version a or b) for lo-threshold programs reporting on this)</i></p> <p>For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>
		<p>Engagement & Stigma Reduction (b) – OUTCOME Objective</p> <p>During FY 21/22 60% of TAY, family members, community members or providers who participate in [program activity] will demonstrate increased knowledge/awareness or decreased stigma as measured by [post-activity tool] {Data Source:} End of year report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement... Outcome Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>
		<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective</p> <p>During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. {Data Source:} End of year report. Program shall retain log records for BOCC annual audit site visit.</p>	<p>Linkage...Outcome Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>
<p>2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities</p> <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	<p>Treatment & Healing – PROCESS Objective</p> <p>For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. {Data Source:} End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.</p>	<p>Process Objective Activity:</p> <p>Tool:</p> <p>Outcome Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>

This is the Standardized TAY SOC Performance Objective Template: Please see Table of Contents tab (in Column B) for list of programs using these Standardized TAY SOC Performance Objectives. Individual program tabs will list which modalities and objectives they are required to report on AND the activities and tools they are using to measure objectives.

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>3. TAY Leadership and Wellness Promotion (for TAY) Definitions...</p> <ul style="list-style-type: none"> Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills Efforts to engage TAY in community building and leadership opportunities. Support TAY learning between independence vs. dependence Increase the extent to which TAY voice is influencing decision-making at multiple levels. Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities 		<p>Leadership Skill Development - OUTCOME Objective</p> <p>Template: By June 30, 2022, 75% of participants will report an increase in leadership skills (i.e. decision-making, problem-solving, communicating, public speaking, active listening, and relationship building) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to program-selected leadership skill survey items as administered by the end of FY21/22. {Data Source:} End of year report. Program will retain evaluation summary and end of year report for BOCC's annual site visit.</p> <p>Positive Youth Development - OUTCOME Objective</p> <p>Template: By June 30, 2022, 85% of participants will report experiencing positive youth development supports (i.e., meaningful positive relationships, safe spaces, skill-building, social-connectedness, leadership opportunities, community engagement) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to program-selected youth development survey items as administered by the end of FY21/22. {Data Source:} End of Year report. Program will retain evaluation summary and end of year report for BOCC's annual site visit.</p>	<p>Skill Dev...Outcome Objective Activity:</p> <p>Tool:</p> <p>Youth Dev...Outcome Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>
<p>4. Training Education and Capacity Building (for Providers) Definitions...</p> <ul style="list-style-type: none"> Activities designed to build staff, program and systems capacity Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues Strategies that promote collaborative relationships, sharing of resources and network development Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	<p>Participation - PROCESS Obj</p> <p>Template: By December 31, 2021, program will implement a outreach and communications plan to increase TAY provider participation in TAY SOC training & capacity building strategies as documented by developed workplan. Program shall retain workplan for BOCC's inspection at the annual audit site visit.</p>	<p>Knowledge – OUTCOME Objective</p> <p>Template: By the end of FY21/22, 85% of training participants surveyed will report increased knowledge on key competencies in working with TAY (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction/Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to survey items as measured by post skills survey administered at the end of each training. {Data Source:} End of year report. Program will retain evaluation summary reports and TAY SOC end of year report for BOCC's annual audit site visit.</p> <p>Post Skill – OUTCOME Objective</p> <p>Template: By the end FY21/22, 40% of training participants surveyed will report improved skills and comfort working with TAY due to trainings on key competencies (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction / Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating training applicability on a 5-point scale measured by post skills survey administered 3 months after the last training. {Data Source:} End of Year report. Program will retain summarized analysis and TAY SOC end of year report for BOCC's annual audit site visit.</p>	<p>Participation Process Objective Activity:</p> <p>Tool:</p> <p>Knowledge Outcome Objective Activity:</p> <p>Tool:</p> <p>Post Skill Outcome Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>
<p>5. Client Satisfaction</p>	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.</p>	<p>N/A</p>	<p>Satisfaction Survey Process Objective</p> <p>Tool:</p>	<p>BHS mandate</p>

BHS Standardized & Compliance - Related Objectives

Modality Type	Objective	Type	Client Inclusion Criteria	Data Source	Objective Mandate
<p>Outpatient Mental Health Applies to:</p> <p>IFR (see also Tab 7) Felton – PREP/reMIND (see also Tab 3b) Felton – TAY Acute Linkage (see also Tab 3e) BHS TAY Linkage (see also Tab 14b) BHS TAY Outpatient (see also Tab 14c)</p>	<p>TAY-MH-OP-1: 60% of clients will improve on at least 30% of their actionable items on the ANSA.</p>	Outcome	<p>All clients with 5 or more services and ≥ 2 ANSA assessments, most recent ANSA within FY21-22. Items rated 2 or 3 are actionable. 30% of clients must improve for program to score any points on this objective. Excludes: Felton TAY Acute Linkage, BHS TAY Linkage</p>	Avatar - QM calculates	BHS Policy/ACA
	<p>TAY-MH-OP-2: 100% of new referrals to a psychiatrist or nurse practitioner must have the referral date recorded in Avatar via the Psychiatric Referral Date form.</p>	Process	<p>All clients with new episodes opened in FY21-22 and who received a service with a psychiatrist or nurse practitioner. Excludes: Felton TAY Acute Linkage, BHS TAY Linkage, Felton reMIND (PREP)</p>	Avatar Psychiatric Referral Date form	DHCS
	<p>TAY-MH-OP-3: 100% of new clients referred to a psychiatrist or nurse practitioner must receive a medication support service within 15 business days of the referral date.</p>	Process	<p>All clients with new episodes opened in FY21-22 and who received a service with a psychiatrist or nurse practitioner. Excludes: Felton TAY Acute Linkage, BHS TAY Linkage, Felton reMIND (PREP)</p>	Avatar Psychiatric Referral Date form	DHCS
	<p>TAY-MH-OP-4: 100% of clients with an open episode will have the initial Treatment Plan of Care finalized in Avatar within 60 days of episode opening but no later than the first planned service.</p>	Process	<p>All clients with an initial Tx Plan of Care due during FY21-22 Excludes: Outpatient services provided within residential Tx settings</p>	Avatar - BOCC calculates	BHS Policy/DHCS
	<p>TAY-MH-OP-5: On any date 100% of clients will have a current finalized annual Assessment in Avatar.</p>	Process	<p>All clients with annual Assessment due in FY21-22 Excludes: Outpatient services provided in residential Tx settings, first 60 days for new clients, Felton TAY Acute Linkage, BHS TAY Linkage</p>	Avatar - BOCC calculates	BHS Policy/DHCS
	<p>TAY-MH-OP-6: On any date 100% of clients will have a current finalized Treatment Plan of Care in Avatar.</p>	Process	<p>All clients with annual Tx Plan of Care due in FY21-22; completed annually from anniversary date of opening episode of last completed Tx Plan of Care Excludes: Outpatient services provided within residential Tx settings & first 60 days for new clients</p>	Avatar - BOCC calculates	BHS Policy/DHCS
	<p>TAY-MH-OP-7: 100% of clients will have an initial Assessment finalized in Avatar within 60 days of episode opening.</p>	Process	<p>All new clients with an episode of ≥ 60 days at some point during FY21-22. Excludes: Felton TAY Acute Linkage, BHS TAY Linkage</p>	Avatar - BOCC calculates	BHS Policy/ACA

BHS Standardized & Compliance-Related Objectives

Modality Type	Objective	Type	Inclusion Criteria	Data Source	Objective Mandate
FSP/ICM <i>Applies to:</i> BHS TAY FSP (see also Tab 14a) Felton TAY FSP (see also Tab 3c) Seneca TAY FSP (see also Tab 12)	TAY-ICMFSP-1: At least 80% of psychiatric inpatient hospital discharges occurring in FY21-22 will not be followed by a readmission within 90 days.	Outcome	Clients enrolled prior to the hospital admission date and remaining in services during the 90 days post hospital discharge.	Avatar - BOCC calculates	BHS Policy/DHCS
	TAY-ICMFSP-2: At least 80% of psychiatric emergency services (PES) episodes occurring in FY21-22 will not be followed by a readmission to PES within 30 days.	Outcome	Clients with an open episode prior to the PES discharge, and open in the program during the 30 days post PES discharge. Excludes: Mobile Crisis, Progress Dore Urgent Care, any Ambulatory Outpatient RU connected to Residential Tx programs, UC Citywide Linkage program codes, or any program with fewer than 5 clients with psychiatric inpatient hospitalizations during FY21-22	Avatar - BOCC calculates	DHCS ACA
	TAY-ICMFSP-3: Sixty percent (60%) of clients will improve on at least 30% of their actionable items on the ANSA.	Outcome	All clients with 5 or more services and ≥ 2 ANSA assessments, most recent ANSA within FY21-22. Items rated 2 or 3 are actionable. 30% of clients must improve for program to score any points on this objective. Excludes: Citywide Linkage program codes	Avatar - QM calculates	BHS Policy/ACA
	TAY-ICMFSP-4: 100% of new referrals to a psychiatrist or nurse practitioner must have the referral date recorded in Avatar via the Psychiatric Referral Date form.	Process	All clients with new episodes opened in FY21-22 and who received a service with a psychiatrist or nurse practitioner.	Avatar Psychiatric Referral Date form	DHCS
	TAY-ICMFSP-5: 100% of new clients referred to a psychiatrist or nurse practitioner must receive a service within 15 business days of the referral date.	Process	All clients with new episodes opened in FY21-22 and who received a service with a psychiatrist or nurse practitioner.	Avatar Psychiatric Referral Date form	DHCS
	TAY-ICMFSP-6: Programs will enter into the Avatar Vocational/ Meaningful-Activities Enrollment screen a total number of entries of client enrollments into vocational training, education, volunteer, paid employment and meaningful activities during the fiscal year that is numerically equivalent to 40% of the program's unduplicated client count for the fiscal year. NOTE: Internal vocational enrollments qualify (clients in stipend positions from the clinic or engaging in clinic-based pre-vocational activities).	Outcome	Numerator: Total count of all entries of enrollments entered into the screen during FY21-22. To include all multiple entries for the same client and regardless of whether or not a client already had a previous entry from the previous fiscal year. Note: All clients continuing to be engaged in any vocational/meaningful activities from the previous FY should be re-entered as new entry into the new fiscal year. Denominator: All clients enrolled in an AOA Mental Health Outpatient Treatment Program anytime from 7/1/21 to 6/30/22. Excludes: Citywide Linkage program codes, SF START, A Woman's Place, Supportive Housing MH OP programs	AVATAR Vocational/Meaningful Activities Enrollment screen. BOCC calculates. Clinicians/Program Directors required to enter & update voc related enrollment data in AVATAR Admissions Screen (may occur any time during open episode) If AVATAR is not used, program is required to track via log or database.	BHS Policy/MHSA Wellness and Recovery
	TAY-ICMFSP-7: 100% of clients with an open episode will have the initial Treatment Plan of Care finalized in Avatar within 60 days of episode opening but no later than the first planned service.	Process	All clients with an initial Tx Plan of Care due during FY21-22 Excludes: Outpatient services provided within residential Tx settings	Avatar - BOCC calculates	BHS Policy/DHCS
	TAY-ICMFSP-8: On any date 100% of clients will have a current finalized annual Assessment in Avatar.	Process	All clients with annual Assessment due in FY21-22 Excludes: Outpatient services provided in residential Tx settings & first 60 days for new clients and Citywide Linkage program codes.	Avatar - BOCC calculates	BHS Policy/DHCS
	TAY-ICMFSP-9: On any date 100% of clients will have a current finalized Treatment Plan of Care in Avatar.	Process	All clients with annual Tx Plan of Care due in FY21-22; completed annually from anniversary date of opening episode of last completed Tx Plan of Care Excludes: Outpatient services provided within residential Tx settings & first 60 days for new clients	Avatar - BOCC calculates	BHS Policy/DHCS
	TAY-ICMFSP-10: 100% of clients will have an initial Assessment finalized in Avatar within 60 days of episode opening.	Process	All new clients with an episode of ≥ 60 days at some point during FY21-22. Excludes: Citywide Linkage program codes.	Avatar - BOCC calculates	BHS Policy/ACA
	TAY-ICMFSP-11: The program will achieve the required minimum number of new client episode openings for FY21-22, which is equivalent to 20% of caseload.	Process	Number of new episodes opened per ICM, FSP, & ACT programs (for selected time period)	All new unique client episode openings into the ICM, FSP, and ACT programs during FY21-22 as provided by System of Care	ACA MHSA Wellness and Recovery
	TAY-ICMFSP-12: 100% of clients will have all expected DCR quarterly reports completed	Compliance	All clients enrolled	DCR database shows evidence of completion by 3M "date collected"	MHSA
	TAY-ICMFSP-13: 100% of clients with an open episode in Avatar will be entered in the DCR within 90 days of the episode opening date	Compliance	Clients enrolled ≥ 90 days in an FSP program	Avatar episode data and a completed Partnership Assessment Form (PAF) in the DCR database	Department of Health Care Services

Agency: Community Youth Center of San Francisco (CYC)
Contract Program Name: TAY Engagement & Treatment - Asian & Pacific Islander

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions... <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma <ul style="list-style-type: none"> • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	Engagement & Stigma Reduction – PROCESS Objective During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement & Stigma Reduction (a) – OUTCOME Objective <i>Engagement & Stigma Reduction (a) – OUTCOME Objective (note: program will choose either '(a)' or '(b)' objective depending on their program activity so you will see one engagement & stigma reduction outcome objective (version a or b) for all lo-threshold programs only)</i> For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement...Process Objective Activity: APIYFCSS staff will engage TAY participants in support groups or circles, behavioral health & case management services, and community events. Tool: QoL survey, Program-participant folder & sign-in sheets	SOC mandate
		Linkage & Connection to Behavioral Health Services – OUTCOME Objective During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. {Data Source:} End of year report. Program shall retain log records for BOCC annual audit site visit.	Tool: Intake Log in client case file Linkage...Outcome Objective Activity: Case managers will complete referral log for clients and will follow up at least three times to ensure linkage to service connection is made. Tool: Client Referral Log	SOC mandate
2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	Treatment & Healing – PROCESS Objective For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Treatment & Healing – OUTCOME Objective During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. {Data Source:} End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.	Process Objective Activity: Clinician implements Quality of Life Questionnaire to client either by the end of the fiscal program year or at time of termination of their services. Tool: Program-designed Quality of Life Questionnaire Outcome Objective Activity: Clinician uses Participant Satisfaction Survey to measure if clients' treatment goals (documented in action plan) are met. Data pulled for all clients who've attended at least 3 sessions. Treatment outcome is measured from the 3rd session to either the end of the fiscal year or at termination of their services. Tool: Program-designed Participant Satisfaction survey and client action plan	SOC mandate
3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities 	N/A	N/A	Skill Dev...Outcome Objective Activity: Tool: Youth Dev...Outcome Objective Activity: Tool:	SOC mandate
4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	N/A	N/A	Participation Process Objective Activity: Tool: Knowledge Outcome Objective Activity: Tool: Post Skill Outcome Objective Activity: Tool:	SOC mandate
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.	N/A	Satisfaction Survey Process Objective Tool: Program-designed Participant Satisfaction Survey	BHS mandate

Agency: Felton Institute
Contract Program Name: TAY SOC Clinician's Academy

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions... <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	N/A	N/A	Engagement...Process Objective Activity: Tool: Engagement... Outcome Objective Activity: Tool: Linkage...Outcome Objective Activity: Tool:	
2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	N/A	N/A	Process Objective Activity: Tool: Outcome Objective Activity: Tool:	
3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities 	N/A	N/A	Skill Dev...Outcome Objective Activity: Tool: Youth Dev...Outcome Objective Activity: Tool:	
4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	Participation - PROCESS Obj Template: By December 31, 2021, program will implement an outreach and communications plan to increase TAY provider participation in TAY SOC training & capacity building strategies as documented by developed workplan. Program shall retain workplan for BOCC's inspection at the annual audit site visit.	Knowledge – OUTCOME Objective Template: By the end of FY21/22, 85% of training participants surveyed will report increased knowledge on key competencies in working with TAY (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction/Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to survey items as measured by post skills survey administered at the end of each training. (Data Source:) End of year report. Program will retain evaluation summary reports and TAY SOC end of year report for BOCC's annual audit site visit. Post Skill – OUTCOME Objective Template: By the end FY21/22, 40% of training participants surveyed will report improved skills and comfort working with TAY due to trainings on key competencies (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction / Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating training applicability on a 5-point scale measured by post skills survey administered 3 months after the last training. (Data Source:) End of Year report. Program will retain summarized analysis and TAY SOC end of year report for BOCC's annual audit site visit.	Participation Process Objective Activity: Starting in October, Felton Training Team will outreach and promote training schedule bi-weekly to TAY SOC providers; manage and track training enrollment registration and attendance; and compare enrollments from FY202-21 to FY 2021-2022 Tool: Felton's enrollment and attendance database Knowledge Outcome Objective Activity: The Felton Training Team will administer training evaluation survey to participants after the completion of each training as required by Felton's CEU-certifying body and again 90 days following their completion of training. Tool: Online training evaluation survey platform (such as Survey Monkey) with at least two knowledge-based and skills questions. Post Skill Outcome Objective Activity: The Felton Training Team will administer post training skill survey to participants 60-90 days following their completion of training or training series. Tool: Online training evaluation survey (via Survey Monkey or similar platform) with two skill-based questions from TAY SOC.	SOC mandate

Agency: Felton Institute
Contract Program Name: TAY SOC Clinician's Academy

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
5. Client Satisfaction	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.</p>	N/A	<p>Satisfaction Survey Process Objective</p> <p>Tool: The Felton Training Team will administer online eval survey to participants at end of each training with questions about satisfaction with the implementation, content, trainer and materials for each training</p>	BHS mandate

Agency: Felton Institute
Contract Program Name: reMIND

Grant Related and See Also Standardized MH OP Objectives - Tab 1a

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions...</p> <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma <p>Educating communities, youth, families and other providers about behavioral health and behavioral health services</p> <ul style="list-style-type: none"> • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	<p>Engagement & Stigma Reduction</p> <p>During FY 21/22, program will provide community outreach presentations to a minimum of 15 programs and/or community stakeholder groups to establish and maintain referral relationships as documented in end of year program report. Program will retain logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement & Stigma Reduction ☐</p> <p>During FY 21/22, a minimum of 10% of new enrollments will be representative of San Francisco Southeast Sector residents, as evidenced by client's reported mailing address documented in AVATAR and CIRCE records.</p>	<p>Engagement...Process Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>
	<p>Engagement & Stigma Reduction During FY 21/22, program will engage in 1:1 outreach to a minimum of 20 programs and/or community stakeholder groups to establish and maintain referral relationships. Outreach efforts will be documented in outreach logs, specifying contact information and date of most recent contact. Program will retain logs for BOCC's inspection at the annual audit site visit.</p>		<p>Engagement... Outcome Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>
	<p>Engagement & Stigma Reduction</p> <p>During FY 21/22, program will conduct a minimum of 35 phone screening and/or consultations regarding potential referrals to determine need for further comprehensive diagnostic assessment. These screening and/or consultations will be provided to caregivers, providers, and individuals seeking mental health services. Program will retain logs for BOCC's inspection at the annual audit site visit.</p>		<p>Linkage...Outcome Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>
<p>2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities</p> <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	<p>Treatment & Healing – PROCESS Objective</p> <p>For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. {Data Source:} End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.</p>	<p>Process Objective Activity:</p> <p>Tool:</p> <p>Outcome Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>

<p>3. TAY Leadership and Wellness Promotion (for TAY) Definitions...</p> <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities 		<p>Leadership Skill Development - OUTCOME Obj</p> <p>Template: By June 30, 2022, 75% of participants will report an increase in leadership skills (i.e. decision-making, problem-solving, communicating, public speaking, active listening, and relationship building) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to program-selected leadership skill survey items as administered by the end of FY21/22. {Data Source:} End of year report. Program will retain evaluation summary and end of year report for BOCC's annual site visit.</p> <p>Positive Youth Development - OUTCOME Obj</p> <p>Template: By June 30, 2022, 85% of participants will report experiencing positive youth development supports (i.e., meaningful positive relationships, safe spaces, skill-building, social-connectedness, leadership opportunities, community engagement) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to program-selected youth development survey items as administered by the end of FY21/22. {Data Source:} End of Year report. Program will retain evaluation summary and end of year report for BOCC's annual site visit.</p>	<p>Skill Dev...Outcome Objective Activity:</p> <p>Tool:</p> <p>Youth Dev...Outcome Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>
<p>4. Training Education and Capacity Building (for Providers) Definitions...</p> <ul style="list-style-type: none"> • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	<p>Participation - PROCESS Obj</p> <p>Template: By December 31, 2021, program will implement an outreach and communications plan to increase TAY provider participation in TAY SOC training & capacity building strategies as documented by developed workplan. Program shall retain workplan for BOCC's inspection at the annual audit site visit.</p>	<p>Knowledge – OUTCOME Objective</p> <p>Template: By the end of FY21/22, 85% of training participants surveyed will report increased knowledge on key competencies in working with TAY (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction/Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to survey items as measured by post skills survey administered at the end of each training. {Data Source:} End of year report. Program will retain evaluation summary reports and TAY SOC end of year report for BOCC's annual audit site visit.</p> <p>Post Skill – OUTCOME Objective</p> <p>Template: By the end FY21/22, 40% of training participants surveyed will report improved skills and comfort working with TAY due to trainings on key competencies (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction / Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating training applicability on a 5-point scale measured by post skills survey administered 3 months after the last training. {Data Source:} End of Year report. Program will retain summarized analysis and TAY SOC end of year report for BOCC's annual audit site visit.</p>	<p>Participation Process Objective Activity:</p> <p>Tool:</p> <p>Knowledge Outcome Objective Activity:</p> <p>Tool:</p> <p>Post Skill Outcome Objective Activity:</p> <p>Tool:</p>	<p>SOC mandate</p>
<p>5. Client Satisfaction</p>	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.</p>	<p>N/A</p>	<p>Satisfaction Survey Process Objective</p> <p>Tool:</p>	<p>BHS mandate</p>

Agency: Felton Institute
Contract Program Name: TAY Full Service Partnership

TAY SOC Modality	Process Objective	Outcome Objective <small>(if applicable)</small>	ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions: <ul style="list-style-type: none"> Field-based services to locate and engage with known or referred TAY Services designed to identify TAY with mental health or substance use concerns Screening, referral, and linkage activities Activities that provide a low-threshold means of entry to mental health services Activities that build/maintain trust and relationships in order to connect TAY with available services Engagement groups or drop in hours off-site or in collaboration with community partners Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care (Note: this activity is mainly for contracts funded under the TAY Homeless Tx Team program category) 	<p align="center">See Tab 1b - This program follows FSP/ICM Standardized Objectives and Client Satisfaction Objective.</p>			
2. TREATMENT & HEALING: Definitions: <ul style="list-style-type: none"> Short-term (less than 18 months) therapeutic activities with the goal of addressing an identified behavioral health concern or barrier to wellness. Services to address mental health and/or substance use issues and can involve pre-treatment and treatment for individuals, families and groups. Activities should include culturally specific or community-driven healing modalities that emphasize: <ul style="list-style-type: none"> Social Connection (including relationship building, new connections, building trust, intentional Community Building) Mental health and holistic well-being (including spirit-body connection, hope & optimism) 				
3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) Definitions: <ul style="list-style-type: none"> Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills Efforts to engage TAY in community building and leadership opportunities. Support TAY learning between independence vs. dependence Increase the extent to which TAY voice is influencing decision-making at multiple levels. 				
4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: <ul style="list-style-type: none"> Activities designed to build staff knowledge & skills, program supports and systems capacity Strategies that promote collaborative relationships, sharing of resources and network development (e.g., case conferencing, trainings, learning events, consultation supports) Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities (Note: this activity is for contracts funded under the TAY Leaders Peer Certificate & Employment program category) 				
5. Client Satisfaction			Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.	

**Agency: Felton Institute
Contract Program Name: BEAM UP**

Individualized objectives below

TAY SOC Modality	Process Objective	Outcome Objective	ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions: <ul style="list-style-type: none"> Field-based services to locate and engage with known or referred TAY Services designed to identify TAY with mental health or substance use concerns Screening, referral, and linkage activities Activities that provide a low-threshold means of entry to mental health services Activities that build/maintain trust and relationships in order to connect TAY with available services Engagement groups or drop in hours off-site or in collaboration with community partners Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care (Note: this activity is mainly for contracts funded under the TAY Homeless Tx Team program category) 	During FY 21/22, program will participate in and collect semi-annual client satisfaction survey and document a summary of results in EOY TAY report and administrative binder for BOCC's annual audit visit.		Satisfaction Survey Process Objective Tool: SFDPH Youth and Adult Consumer Perception Survey	SFDPH BHS
	Engagement & Stigma Reduction During FY 21/22, program will conduct outreach activities to 258 individuals in the community and at local youth-serving agencies and programs, including high schools, local college and college health offices, hospitals, physician's offices, homeless service agencies, mental health crisis responders, youth agencies, churches, gyms, and other entities to raise awareness of psychosis-risk among youth and young adults. Program will retain program logs for BOCC's inspection at the annual audit site visit. During FY 21/22, program will provide phone screening to a total of 122 unduplicated non-clients to determine eligibility for BEAM UP [®] assessment for psychosis risk using the Prodromal Questionnaire Brief (PQB). Program will retain call logs for BOCC's inspections at the annual site visit.	Engagement & Stigma Reduction During FY 21/22, program will ensure that at least 75% of participants in outreach and education sessions demonstrate having gained new knowledge or understanding of the early warning signs for clinical high-risk state for psychosis as measured by presentation post-tests.	Engagement...Process Objective <ul style="list-style-type: none"> Activity: Community Presentations Tool: Presentation sign-in sheets/online participation list Activity: Eligibility Screening and Consultation Tool: Call log of all program inquiries Engagement... Outcome Objective <ul style="list-style-type: none"> Activity: Community Education Tool: Presentation Post-Test 	SAMHSA
2. TREATMENT & HEALING: Definitions: <ul style="list-style-type: none"> Short-term (less than 18 months) therapeutic activities with the goal of addressing an identified behavioral health concern or barrier to wellness. Services to address mental health and/or substance use issues and can involve pre-treatment and treatment for individuals, families and groups. Activities should include culturally specific or community-driven healing modalities that emphasize: <ul style="list-style-type: none"> Social Connection (including relationship building, new connections, building trust, intentional Community Building) Mental health and holistic well-being (including spirit-body connection, hope & optimism) 	<ul style="list-style-type: none"> During FY 21/22, a total of 39 unduplicated clients enrolled in BEAM UP[®] will receive comprehensive, family-based, 24/7 stepped-care services designed to delay or prevent psychosis onset and symptoms, including individualized care plan development and case management services; substance use risk reduction intervention; individual, group, and family counseling and mental health services; psychiatric screening, prescription, and monitoring; employment and education support services; insurance enrollment and benefits counseling programs; home-based and foster care-based services; and access to respite care and other essential services. 	<ul style="list-style-type: none"> During FY 21/22, at least 70% of BEAM UP[®] youth and young adult enrollees who remain in the program for at least 6 months show improvement in clinical high-risk status by decreasing at least one full scale from baseline to discharge using the Scale of Psychosis Risk Symptoms (SOPS) contained in the Structured Interview for Psychosis Risk Syndrome (SIPS) protocol. During FY 21/22, less than 20% of BEAM UP[®] youth and young adult enrollees who remain in the program for at least 6 months convert to a formal psychotic disorder diagnosis. During FY 21/22, at least 75% of youth and young adult clients with employment and/or educational goals who remain in the program for at least 6 months maintain or improve their involvement in employment and/or educational activities. 	Treatment and Healing Process Objective <ul style="list-style-type: none"> Activity: Individual/Group Rehab, Individual/Group/Family Therapy, Collateral, and Case Management Tool: UDC in CIRCE and Avatar records Treatment and Healing Outcome Objective <ul style="list-style-type: none"> Activity: Individual/Group Rehab, Individual/Group/Family Therapy, Collateral, and Case Management Tool: Semi-Structured Interview for Psychosis-Risk States (SIPS) Activity: Individual/Group Rehab, Individual/Group/Family Therapy, Collateral, and Case Management Tool: Diagnosis recorded in CIRCE and Avatar 	SAMHSA
3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) Definitions: <ul style="list-style-type: none"> Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills Efforts to engage TAY in community building and leadership opportunities. Support TAY learning between independence vs. dependence Increase the extent to which TAY voice is influencing decision-making at multiple levels. 	N/A	N/A		
4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: <ul style="list-style-type: none"> Activities designed to build staff knowledge & skills, program supports and systems capacity Strategies that promote collaborative relationships, sharing of resources and network development (e.g., case conferencing, trainings, learning events, consultation supports) Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities (Note: this activity is for contracts funded under the TAY Leaders Peer Certificate & Employment program category) 	N/A	N/A		

5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EDY TAY report and administrative binder for BOCC's annual audit visit.	N/A	Satisfaction Survey Process Objective Tool: Program-designed Participant Satisfaction Survey	BHS mandate
------------------------	--	-----	--	-------------

Agency: Felton Institute
Contract Program Name: TAY Acute Linkage

Has Individualized Objectives (below) and Also Follows Standardized MH OP Objectives - Tab 1a

TAY SOC Modality	Process Objective	Outcome Objective	ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions: <ul style="list-style-type: none"> Field-based services to locate and engage with known or referred TAY Services designed to identify TAY with mental health or substance use concerns Screening, referral, and linkage activities Activities that provide a low-threshold means of entry to mental health services Activities that build/maintain trust and relationships in order to connect TAY with available services Engagement groups or drop in hours off-site or in collaboration with community partners Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care (Note: this activity is mainly for contracts funded under the TAY Homeless Tx Team program category) 				
2. TREATMENT & HEALING: Definitions: <ul style="list-style-type: none"> Short-term (less than 18 months) therapeutic activities with the goal of addressing an identified behavioral health concern or barrier to wellness. Services to address mental health and/or substance use issues and can involve pre-treatment and treatment for individuals, families and groups. Activities should include culturally specific or community-driven healing modalities that emphasize: <ul style="list-style-type: none"> Social Connection (including relationship building, new connections, building trust, intentional Community Building) Mental health and holistic well-being (including spirit-body connection, hope & optimism) 		1. 80% of clients open in the program will be referred to ongoing outpatient behavioral health services. Inclusion Criteria: Clients who were open in the program for at least 45 days.	Program Log	
		40% of clients will demonstrate reduction in the use of emergency and acute services after completing the program, as measured by reduction in the number of psychiatric inpatient episodes in the 6 months following program discharge compared to the 6 months prior to program admission. Inclusion Criteria: Clients who were open in the program for at least 45 days and had at least 1 psychiatric hospitalization in the 6 months prior to program admission.	Avatar	
3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) Definitions: <ul style="list-style-type: none"> Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills Efforts to engage TAY in community building and leadership opportunities. Support TAY learning between independence vs. dependence Increase the extent to which TAY voice is influencing decision-making at multiple levels. 				
4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: <ul style="list-style-type: none"> Activities designed to build staff knowledge & skills, program supports and systems capacity Strategies that promote collaborative relationships, sharing of resources and network development (e.g., case conferencing, trainings, learning events, consultation supports) Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities (Note: this activity is for contracts funded under the TAY Leaders Peer Certificate & Employment program category) 				
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit		TAY Acute Linkage Satisfaction Survey	SFDPH BHS

**Agency: Center for Harm Reduction Therapy (HRTC)
Contract Program Name: TAY Homeless Treatment Team**

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions...</p> <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma <ul style="list-style-type: none"> • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	<p>Engagement & Stigma Reduction – PROCESS Objective</p> <p>During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] [Data Source] as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement & Stigma Reduction (a) – OUTCOME Objective For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] [Data Source] as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p> <p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. [Data Source:] End of year report. Program shall retain log records for BOCC annual audit site visit.</p>	<p>Engagement...Process Objective Activity: HRTC therapists will implement post-engagement surveys to TAY who drop in at each of 6 TAY mobile Service Sites. Tool: post-engagement survey</p> <p>Engagement... Outcome Objective Activity: HRTC therapists will engage vulnerable houseless TAY at 4 mobile service sites and 2 fixed sites (staffed in partnership with other TAY SOC partners). Tool: Client self-report documented in clinical database</p> <p>Linkage...Outcome Objective Activity: HRTC Therapists will connect vulnerable, houseless TAY to external behavioral healthcare by referral, or to an internal HRTC therapist for therapy or harm reduction counseling sessions. Tool: Referral form in clinical database record system.</p>	<p>SOC mandate</p> <p>SOC mandate</p>
<p>2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities</p> <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	<p>Treatment & Healing – PROCESS Objective For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Treatment & Healing – OUTCOME Objective During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. [Data Source:] End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.</p>	<p>Process Objective Activity: HRTC Clinicians will regularly conduct a brief verbal assessment with clients on their perception of their progress towards stated therapy goals. Tool: Verbal assessment, documented in clinical database.</p> <p>Outcome Objective Activity: HRTC Clinicians will develop collaborative care plans with clients during ongoing, integrated mental health and substance misuse treatment. Tool: Treatment goal form in clinical database. Inclusion Criteria: Participants will have completed signed HRTC intake forms and been seen during FY 21/22.</p>	<p>SOC mandate</p>

**Agency: Center for Harm Reduction Therapy (HRTC)
Contract Program Name: TAY Homeless Treatment Team**

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>3. TAY Leadership and Wellness Promotion (for TAY) Definitions...</p> <ul style="list-style-type: none"> Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills Efforts to engage TAY in community building and leadership opportunities. Support TAY learning between independence vs. dependence Increase the extent to which TAY voice is influencing decision-making at multiple levels. Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities 	N/A	N/A	<p>Skill Dev...Outcome Objective Activity:</p> <p>Tool:</p> <p>Youth Dev...Outcome Objective Activity:</p> <p>Tool:</p>	
<p>4. Training Education and Capacity Building (for Providers) Definitions...</p> <ul style="list-style-type: none"> Activities designed to build staff, program and systems capacity Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues Strategies that promote collaborative relationships, sharing of resources and network development Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	<p>Participation - PROCESS Obj</p> <p>Template: By December 31, 2021, program will implement a outreach and communications plan to increase TAY provider participation in TAY SOC training & capacity building strategies as documented by developed workplan. Program shall retain workplan for BOCC's inspection at the annual audit site visit.</p>	<p>Knowledge – OUTCOME Objective</p> <p>Template: By the end of FY21/22, 85% of training participants surveyed will report increased knowledge on key competencies in working with TAY (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction/Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to survey items as measured by post skills survey administered at the end of each training. {Data Source:} End of year report. Program will retain evaluation summary reports and TAY SOC end of year report for BOCC's annual audit site visit.</p> <p>Post Skill – OUTCOME Objective</p> <p>Template: By the end FY21/22, 40% of training participants surveyed will report improved skills and comfort working with TAY due to trainings on key competencies (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction / Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating training applicability on a 5-point scale measured by post skills survey administered 3 months after the last training. {Data Source:} End of Year report. Program will retain summarized analysis and TAY SOC end of year report for BOCC's annual audit site visit.</p>	<p>Participation Process Objective Activity: HRTC will develop and implement an outreach and communications plan.</p> <p>Tool: HRTC participation workplan</p> <p>Knowledge Outcome Objective Activity: HRTC will provide 3 trainings for BHS TAY SOC network.</p> <p>Tool: Post-training survey.</p> <p>Post Skill Outcome Objective</p> <p>Activity: HRTC will follow-up with training participants via email 3 months after training completion with a post-skills survey.</p> <p>Tool: post-skills survey using TAY SOC question items</p>	SOC mandate
<p>5. Client Satisfaction</p>	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EDY TAY report and administrative binder for BOCC's annual audit visit.</p>	N/A	<p>Satisfaction Survey Process Objective</p> <p>Tool: HRTC will post and staff a "feedback wall" quarterly at each of our TAY Mobile Treatment Sites to survey client program satisfaction.</p>	SOC mandate

Agency:
Contract Program Name:

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions... <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	Engagement & Stigma Reduction – PROCESS Objective During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement & Stigma Reduction (a) – OUTCOME Objective For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement...Process Objective Activity: Youth will participate in 10 weekly wellness group sessions Tool: youth satisfaction survey and attendance logs	SOC mandate
		Linkage & Connection to Behavioral Health Services – OUTCOME Objective During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. {Data Source:} End of year report. Program shall retain log records for BOCC annual audit site visit.	Engagement... Outcome Objective Activity: Mental Health Case Managers and Specialists/Clinicians will deliver age and developmentally- appropriate quality curriculum/psychoeducation through wellness groups Tool: Youth Satisfaction Survey and CANS/ANSA assessment	SOC mandate
		Linkage...Outcome Objective Activity: All referrals will be tracked and detailed in both client charts and on the Outpatient programs internal tracking system (including confirmation of initial appt) by the primary MH provider (Case Manager/ Clinician). Tool(s): Client Chart and Referral Tracking Forms.	SOC mandate	
2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	Treatment & Healing – PROCESS Objective For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Treatment & Healing – OUTCOME Objective During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. {Data Source:} End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.	Process Objective Activity: MH Specialist/ Clinician completes CANS/ ANSA assessment and Treatment Plan of Care within 30 days of intake with all assigned clients. Tool: Child and Adolescent Needs and Strengths (CANS) and/or Adult Needs and Strengths Assessment (ANSA) assessment and QA review of charts Outcome Objective Activity: At discharge, MH Specialist/ Clinician will complete a CANS/ ANSA Closing Assessment which includes review of treatment outcomes per client. Tool: Child and Adolescent Needs and Strengths (CANS) and/ Adult Needs and Strengths Assessment (ANSA) assessment	SOC mandate

Agency:
Contract Program Name:

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>3. TAY Leadership and Wellness Promotion (for TAY) Definitions...</p> <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities 	N/A	N/A	<p>Skill Dev...Outcome Objective Activity:</p> <p>Tool:</p> <p>Youth Dev...Outcome Objective Activity:</p> <p>Tool:</p>	SOC mandate
<p>4. Training Education and Capacity Building (for Providers) Definitions...</p> <ul style="list-style-type: none"> • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	N/A	N/A	<p>Participation Process Objective</p> <p>Knowledge Outcome Objective Activity:</p> <p>Tool:</p> <p>Post Skill Outcome Objective Activity:</p> <p>Tool:</p>	SOC mandate
<p>5. Client Satisfaction</p>	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.</p>	N/A	<p>Satisfaction Survey Process Objective</p> <p>Tool: Emic Program staff will administer program designed Youth Experience Survey either twice annually or at termination of services.</p>	BHS mandate

**Agency: Huckleberry
Contract Program Name: TAY Engagement & Tx - All**

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions...</p> <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	<p>Engagement & Stigma Reduction – PROCESS Objective</p> <p>During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement & Stigma Reduction (a) – OUTCOME Objective</p> <p>For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective</p> <p>Activity: Case managers and clinically trained staff will conduct a screener and/or assessment at TAY participants first visit and annually.</p> <p>Tool: Huckleberry screener and/or CES Primary Assessment; documented in Salesforce database</p>	SOC mandate
	<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective</p> <p>During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. {Data Source:} End of year report. Program shall retain log records for BOCC annual audit site visit.</p>	<p>Linkage...Outcome Objective</p> <p>Activity: document on-site or off-site behavioral health services referrals such as to case management, individual therapy, family therapy (when appropriate) life-skill groups and to other BHS funded therapists.</p> <p>Tool: Salesforce database</p>	<p>Linkage...Outcome Objective</p> <p>Activity: provision of on-site behavioral health services.</p> <p>Tool: Salesforce database</p>	SOC mandate
	<p>Treatment & Healing – PROCESS Objective</p> <p>For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. {Data Source:} End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.</p>	<p>Process Objective</p> <p>Activity: Therapists will provide individual therapy clients with the Partners for Change Outcome Ratings Scale at the end of every appointment.</p> <p>Tool: Partners for Change Outcome Rating Scale</p> <p>Outcome Objective</p> <p>Activity: Clinicians will administer rating scale to participants receiving individual therapy clients.</p> <p>Tool: Partners for Change Outcome Rating Scale. Compile data for clients core an average of 9 or higher across a minimum of two therapy sessions within the program year.</p>	SOC mandate
<p>2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities</p> <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 				

Agency: Huckleberry
Contract Program Name: TAY Engagement & Tx - All

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels 	N/A	N/A	Skill Dev...Outcome Objective Activity: Tool: Youth Dev...Outcome Objective Activity: Tool:	SOC mandate
4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	Participation - PROCESS Obj Template: By December 31, 2021, program will implement a outreach and communications plan to increase TAY provider participation in TAY SOC training & capacity building strategies as documented by developed workplan. Program shall retain workplan for BOCC's inspection at the annual audit site visit.	N/A	Participation Process Objective Activity: Outreach to TAY direct service providers to encourage participation in Front Line Workers monthly meeting and associated trainings. Tool: Work plan; Front Line Workers Google Group; Front Line Workers meeting sign in sheets Knowledge Outcome Objective Activity: Tool: Post Skill Outcome Objective Activity: Tool:	SOC mandate
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.	N/A	Satisfaction Survey Process Objective Tool: Huckleberry program designed Client Satisfaction Survey will be given to all clients who receive behavioral health services or a clinic service. Survey participation is incentivized with a monthly raffle of a \$25 Target gift card.	BHS mandate

Agency: Huckleberry
Contract Program Name: CES TAY Behavioral Health (YAP)

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions...</p> <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma <ul style="list-style-type: none"> • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	<p>Engagement & Stigma Reduction – PROCESS Objective</p> <p>During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement & Stigma Reduction (a) – OUTCOME Objective For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective Activity: Case managers and clinically trained staff will conduct a screener and/or assessment at TAY participants first visit and annually.</p> <p>Tool: Huckleberry screener and/or CES Primary Assessment; documented in Salesforce database</p>	SOC mandate
		<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. {Data Source:} End of year report. Program shall retain log records for BOCC annual audit site visit.</p>	<p>Engagement... Outcome Objective Activity: document on-site or off-site behavioral health services referrals such as to case management, individual therapy, family therapy (when appropriate) life-skill groups and to other BHS funded therapists.</p> <p>Tool: Salesforce database</p>	SOC mandate
		<p>Linkage...Outcome Objective Activity: provision of on-site behavioral health services.</p> <p>Tool: Salesforce database</p>	SOC mandate	
<p>2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities</p> <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	<p>Treatment & Healing – PROCESS Objective For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. {Data Source:} End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.</p>	<p>Process Objective Activity: Therapists will provide individual therapy clients with the Partners for Change Outcome Ratings Scale at the end of every appointment.</p> <p>Tool: Partners for Change Outcome Rating Scale</p> <p>Outcome Objective Activity: Clinicians will administer rating scale to participants receiving individual therapy clients.</p> <p>Tool: Partners for Change Outcome Rating Scale. Compile data for clients core an average of 9 or higher across a minimum of two therapy sessions within the program year.</p>	SOC mandate

**Agency: Huckleberry
Contract Program Name: CES TAY Behavioral Health (YAP)**

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>3. TAY Leadership and Wellness Promotion (for TAY) Definitions...</p> <ul style="list-style-type: none"> Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills Efforts to engage TAY in community building and leadership opportunities. Support TAY learning between independence vs. dependence Increase the extent to which TAY voice is influencing decision-making at multiple levels. Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities 	N/A	N/A	<p>Skill Dev...Outcome Objective Activity:</p> <p>Tool:</p> <p>Youth Dev...Outcome Objective Activity:</p> <p>Tool:</p>	SOC mandate
<p>4. Training Education and Capacity Building (for Providers) Definitions...</p> <ul style="list-style-type: none"> Activities designed to build staff, program and systems capacity Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues Strategies that promote collaborative relationships, sharing of resources and network development Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	<p>Participation - PROCESS Obj</p> <p>Template: By December 31, 2021, program will implement a outreach and communications plan to increase TAY provider participation in TAY SOC training & capacity building strategies as documented by developed workplan. Program shall retain workplan for BOCC's inspection at the annual audit site visit.</p>	N/A	<p>Participation Process Objective Activity: Outreach to TAY direct service providers to encourage participation in Front Line Workers monthly meeting and associated trainings.</p> <p>Tool: Work plan; Front Line Workers Google Group; Front Line Workers meeting sign in sheets</p>	SOC mandate
<p>5. Client Satisfaction</p>	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.</p>	N/A	<p>Satisfaction Survey Process Objective</p> <p>Tool: Huckleberry program designed Client Satisfaction Survey will be given to all clients who receive behavioral health services or a clinic service. Survey participation is incentivized with a monthly raffle of a \$25 Target gift card.</p>	BHS mandate

Agency: Instituto Familiar de la Raza Inc. (IFR)
Contract Program Name: Population Specific Engagement & Treatment - Latino & Mayan

See Tab 1a - This program follows MH/Outpatient Standardized Objectives. This program also follows TAY SOC "Service Access Through Outreach & Engagement" & Client Satisfaction Objectives listed below in this tab.

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions... <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma <ul style="list-style-type: none"> • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, 	Engagement & Stigma Reduction – PROCESS Objective During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement & Stigma Reduction (a) – OUTCOME Objective For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement...Process Objective Activity: Cultural Affirmation Group Tool: Post Engagement Survey	SOC mandate
		Linkage & Connection to Behavioral Health Services – OUTCOME Objective During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. {Data Source:} End of year report. Program shall retain log records for BOCC annual audit site visit.	Engagement... Outcome Objective Activity: TAY Psycho-Educational Group Tool: Post engagement Activity Survey developed by IFR	SOC mandate
		Linkage...Outcome Objective Activity: Intake coordinator will link TAY to services within La Cultura Cura, and will link youth requiring a higher level of care to external partners Tool: Referral log	SOC mandate	
2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	Reminder: See Tab 1a - This program follows MH/Outpatient Standardized Objectives. This program also follows TAY SOC "Service Access Through Outreach & Engagement" & Client Satisfaction Objectives listed in this tab.		Process Objective Activity: Tool: Outcome Objective Activity: Tool:	SOC mandate

Agency: Instituto Familiar de la Raza Inc. (IFR)
Contract Program Name: Population Specific Engagement & Treatment - Latino & Mayan

See Tab 1a - This program follows MH/Outpatient Standardized Objectives. This program also follows TAY SOC "Service Access Through Outreach & Engagement" & Client Satisfaction Objectives listed below in this tab.

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities 	N/A	N/A	Skill Dev...Outcome Objective Activity: Tool: Youth Dev...Outcome Objective Activity: Tool:	SOC mandate
4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	N/A	N/A	Participation Process Objective Activity: Tool: Knowledge Outcome Objective Activity: Tool: Post Skill Outcome Objective Activity: Tool:	SOC mandate
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.	N/A	Satisfaction Survey Process Objective Tool: Program-specific client satisfaction survey	BHS mandate

Agency: Larkin Street Youth Services
Contract Program Name: TAY Homeless Treatment - SUD

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions... <ul style="list-style-type: none"> Flexible approaches to engage with TAY client centered engagement strategies Field-based services to locate and engage with known or referred TAY Services designed to identify TAY with mental health or substance use concerns Activities that provide a low-threshold means of entry to mental health services Activities that build/maintain trust and relationships in order to connect TAY with available services Activities that help TAY better understand behavioral health and reduce MH stigma Educating communities, youth, families and other providers about behavioral health and behavioral health services Activities that promote solid linkages and warm handoffs to other services Engagement groups or drop-in hours off-site or in collaboration with community partners Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care </p>	<p>Engagement & Stigma Reduction – PROCESS Objective During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] (Data Source) as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement & Stigma Reduction (a) – OUTCOME Objective For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] (Data Source) as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p> <p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. (Data Source:) End of year report. Program shall retain log records for BOCC annual audit site visit.</p>	<p>Engagement...Process Objective Activity: Outreach program staff administers survey to all TAY using Larkin's outreach services via the Engagement and Community Center, Haight Street Referral Center and street-based team. Tool: Outreach Services Survey</p> <p>Engagement... Outcome Objective Activity: TAY participating in Larkin's outreach services will complete an intake or counseling session</p> <p>Tool: Larkin Street's Efforts to Outcomes (ETO) Youth Services' client database.</p> <p>Linkage...Outcome Objective Activity: Outreach program staff will document client's initial internal meeting or appointment with a general counseling or group services note in Larkin Street's Efforts to Outcomes (ETO) system. Tool: Larkin Street's Efforts to Outcomes (ETO)–a cloud-based client management tracking system</p>	<p>SOC mandate</p> <p>SOC mandate</p> <p>SOC mandate</p>
<p>2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities <ul style="list-style-type: none"> Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. Therapeutic activities that: o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building </p>	<p>N/A</p>	<p>N/A</p>	<p>Process Objective Activity: Tool:</p> <p>Outcome Objective Activity: Tool:</p>	<p>SOC mandate</p>
<p>3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills Efforts to engage TAY in community building and leadership opportunities. Support TAY learning between independence vs. dependence Increase the extent to which TAY voice is influencing decision-making at multiple levels. </p>	<p>N/A</p>	<p>N/A</p>	<p>Skill Dev...Outcome Objective Activity: Tool:</p> <p>Youth Dev...Outcome Objective Activity:</p>	<p>SOC mandate</p>
<p>4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> Activities designed to build staff, program and systems capacity Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues Strategies that promote collaborative relationships, sharing of resources and network development Trainings and other learning opportunities that develop </p>	<p>N/A</p>	<p>N/A</p>	<p>Participation Process Objective Activity: Tool:</p> <p>Knowledge Outcome Objective Activity: Tool:</p>	<p>SOC mandate</p>
<p>5. Client Satisfaction</p>	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.</p>	<p>N/A</p>	<p>Satisfaction Survey Process Objective Tool: Larkin Street Youth Services' Client Satisfaction survey administered four times per year to TAY engaged in Haight Street Referral Center (HSRC) services</p>	<p>BHS mandate</p>

Agency: Larkin Street Youth Services
Contract Program Name: TAY Homeless Treatment - SOC

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions... <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma Educating communities, youth, families and other providers about behavioral health and behavioral health services <ul style="list-style-type: none"> • Activities that promote solid linkages and warm handoffs to other services 	N/A	N/A	Engagement...Process Objective Activity: Tool: Engagement... Outcome Objective Activity: Tool: Linkage...Outcome Objective Activity: Tool:	
2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	Treatment & Healing – PROCESS Objective For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Treatment & Healing – OUTCOME Objective During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. {Data Source:} End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.	Process Objective Activity: Clinician will administer the Larkin Street Youth Services' Mental Health Continuum Assessment with individual therapy clients within the first month of starting treatment, quarterly and at termination of services. Tool: Larkin Street Youth Services' Mental Health Continuum Assessment Outcome Objective Activity: Clinician will assess progress with individual therapy clients on treatment outcome using Larkin Street's Youth Services' Mental Health Continuum Assessment administered within first month starting treatment, quarterly and at termination of services. Tool: Larkin Street Youth Services' Mental Health Continuum Assessment	SOC mandate
3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. • Supportive TAY in academic and career opportunities, e.g., job 	N/A	N/A	Skill Dev...Outcome Objective Activity: Tool: Youth Dev...Outcome Objective Activity:	
4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	N/A	N/A	Participation Process Objective Activity: Tool: Knowledge Outcome Objective Activity: Tool: Post Skill Outcome Objective Activity: Tool:	
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.	N/A	Satisfaction Survey Process Objective Tool: Larkin Street Youth Services Behavioral Health Client Satisfaction Survey (paper or QR link) administered twice per year and at termination of individual therapy services.	BHS mandate

Agency: Larkin Street Youth Services
Contract Program Name: CES TAY Behavioral Health (YAP)

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions... <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma Educating communities, youth, families and other providers about behavioral health and behavioral health services <ul style="list-style-type: none"> • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	Engagement & Stigma Reduction – PROCESS Objective During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement/ outreach activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement & Stigma Reduction (a) – OUTCOME Objective For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement...Process Objective Activity: Larkin Street Youth Services Behavioral Health Client Satisfaction Survey (paper or QR link) administered twice per year and at termination of individual therapy services. Tool: Larkin Street Behavioral Health Client Satisfaction Survey	SOC mandate
		Linkage & Connection to Behavioral Health Services – OUTCOME Objective During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. {Data Source:} End of year report. Program shall retain log records for BOCC annual audit site visit.	Linkage...Outcome Objective Activity: Clinician will document client's engagement in two or more Behavioral Health Services (i.e., general counseling, groups, or individual therapy) in Larkin Street's Efforts to Outcomes (ETO) system Tool: Larkin Street's Efforts to Outcomes (ETO)–a cloud-based client management tracking system.	SOC mandate
2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	Treatment & Healing – PROCESS Objective For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. {Data Source:} End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Treatment & Healing – OUTCOME Objective During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. {Data Source:} End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.	Process Objective Activity: Clinician will administer the Larkin Street's Youth Services' Mental Health Continuum Assessment within the first month of starting treatment, quarterly and at termination of services. Tool: Larkin Street Youth Services' Mental Health Continuum Assessment Outcome Objective Activity: Clinician will assess with individual therapy clients progress on treatment outcome using Larkin Street's Youth Services' Mental Health Continuum Assessment administered within the first month of starting treatment, quarterly and at termination of services. Tool: Larkin Street Youth Services' Mental Health Continuum Assessment	SOC mandate
3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities 	N/A	N/A	Skill Dev...Outcome Objective Activity: Tool: Youth Dev...Outcome Objective Activity: Tool:	SOC mandate
4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	N/A	N/A	Participation Process Objective Activity: Tool: Knowledge Outcome Objective Activity: Tool: Post Skill Outcome Objective Activity: Tool:	SOC mandate
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.	N/A	Satisfaction Survey Process Objective Tool: Larkin Street Youth Services Behavioral Health Client Satisfaction Survey (paper or QR link) administered twice per year and at termination of individual therapy services.	BHS mandate

Agency: Progress Foundation
Contract Program Name: TAY Supported Living Program (SLP) - TAY Residential Treatment

TAY SOC Modality	Process Objective	Outcome Objective (if applicable)	ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions: <ul style="list-style-type: none"> • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Screening, referral, and linkage activities • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Engagement groups or drop in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care (Note: this activity is mainly for contracts funded under the TAY Homeless Tx Team program category) </p>				
<p>2. TREATMENT & HEALING: Definitions: <ul style="list-style-type: none"> • Short-term (less than 18 months) therapeutic activities with the goal of addressing an identified behavioral health concern or barrier to wellness. • Services to address mental health and/or substance use issues and can involve pre-treatment and treatment for individuals, families and groups. • Activities should include culturally specific or community-driven healing modalities that emphasize: <ul style="list-style-type: none"> o Social Connection (including relationship building, new connections, building trust, intentional Community Building) o Mental health and holistic well-being (including spirit- body connection, hope & optimism) </p>	<p>Supportive Living Program - The Avatar Meaningful Activity Form will be completed at least one time for 40% of clients in the TAY Supportive Living Program. Inclusion Criteria: Clients living in the TAY Supportive Living Program for at least 3 months. Data Source: Program Report</p>			TAY SOC
		<p>Supportive Living Program - 65% of clients who have a psychiatric inpatient hospital admission at ZSFG will not be followed by readmission within 90 days. Inclusion Criteria: Clients living in the TAY Supportive Living Program for at least 3 months and who have a psychiatric inpatient hospital admission at ZSFG while enrolled in the program. Data Source: Program Report</p>		TAY SOC

Agency: Progress Foundation
Contract Program Name: TAY Supported Living Program (SLP) - TAY Residential Treatment

TAY SOC Modality	Process Objective	Outcome Objective (if applicable)	ACTIVITY & TOOL USED for measured objective	Objective Mandate
3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) Definitions: <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. 				
4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: <ul style="list-style-type: none"> • Activities designed to build staff knowledge & skills, program supports and systems capacity • Strategies that promote collaborative relationships, sharing of resources and network development (e.g., case conferencing, trainings, learning events, consultation supports) • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities (Note: this activity is for contracts funded under the TAY Leaders Peer Certificate & Employment program category) 				

Agency: Progress Foundation
Contract Program Name: TAY Supported Living Program (SLP) - TAY Residential Treatment

TAY SOC Modality	Process Objective	Outcome Objective <small>(if applicable)</small>	ACTIVITY & TOOL USED for measured objective	Objective Mandate
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.		BHS Consumer Perception Survey	<i>SFDPH BHS</i>

Agency: Richmond Area Multiservices, Inc. (RAMS)
Contract Program Name: TAY Leaders - Peer Certificate (aka, Youth2Youth)

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions... <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma <ul style="list-style-type: none"> • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	N/A	N/A	Engagement...Process Objective Activity: Tool:	
	N/A	N/A	Engagement... Outcome Objective Activity: Tool:	
	N/A	N/A	Linkage...Outcome Objective Activity: Tool:	
2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	N/A	N/A	Process Objective Activity: Tool:	
		Outcome Objective Activity: Tool:		
3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities 		Leadership Skill Development - OUTCOME Obj Template: By June 30, 2022, 75% of participants will report an increase in leadership skills (i.e. decision-making, problem-solving, communicating, public speaking, active listening, and relationship building) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to program-selected leadership skill survey items as administered by the end of FY21/22. {Data Source:} End of year report. Program will retain evaluation summary and end of year report for BOCC's annual site visit. Positive Youth Development - OUTCOME Obj Template: By June 30, 2022, 85% of participants will report experiencing positive youth development supports (i.e., meaningful positive relationships, safe spaces, skill-building, social-connectedness, leadership opportunities, community engagement) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to program-selected youth development survey items as administered by the end of FY21/22. {Data Source:} End of Year report. Program will retain evaluation summary and end of year report for BOCC's annual site visit.	Skill Dev...Outcome Objective Activity: Program Coordinator and TAY Peer Program Assistant implements a 16-week peer counseling curriculum. Tool: Satisfaction Survey administered at graduation Youth Dev...Outcome Objective Activity: Program Coordinator and TAY Peer Program Assistant will implement a 16-week peer counseling Tool: Satisfaction survey administered at graduation	SOC mandate
4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	N/A	N/A	Participation Process Objective Activity: Tool:	
		Knowledge Outcome Objective Activity: Tool:		
		Post Skill Outcome Objective Activity: Tool:		

Agency: Richmond Area Multiservices, Inc. (RAMS)

Contract Program Name: TAY Leaders - Peer Certificate (aka, Youth2Youth)

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
5. Client Satisfaction	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.</p>	N/A	<p>Satisfaction Survey Process Objective</p> <p>Tool: Satisfaction Survey and focus group implemented at the end of program</p>	BHS mandate

Agency: Richmond Area Multiservices, Inc. (RAMS)
Contract Program Name: TAY Leaders - Peer Employment

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions... <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma <ul style="list-style-type: none"> • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care </p>	N/A	N/A	<p>Engagement...Process Objective Activity: Tool:</p>	
<ul style="list-style-type: none"> • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma <ul style="list-style-type: none"> • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services 	N/A	N/A	<p>Engagement... Outcome Objective Activity: Tool:</p>	
<ul style="list-style-type: none"> • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	N/A	N/A	<p>Linkage...Outcome Objective Activity: Tool:</p>	
<p>2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism </p>	N/A	N/A	<p>Process Objective Activity: Tool:</p> <p>Outcome Objective Activity: Tool:</p>	
<p>3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities </p>		<p>Leadership Skill Development - OUTCOME Obj</p> <p>Template: By June 30, 2022, 75% of participants will report an increase in leadership skills (i.e. decision-making, problem-solving, communicating, public speaking, active listening, and relationship building) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to program-selected leadership skill survey items as administered by the end of FY21/22. {Data Source:} End of year report. Program will retain evaluation summary and end of year report for BOCC's annual site visit.</p> <p>Positive Youth Development - OUTCOME Obj</p> <p>Template: By June 30, 2022, 85% of participants will report experiencing positive youth development supports (i.e., meaningful positive relationships, safe spaces, skill-building, social-connectedness, leadership opportunities, community engagement) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to program-selected youth development survey items as administered by the end of FY21/22. {Data Source:} End of Year report. Program will retain evaluation summary and end of year report for BOCC's annual site visit.</p> <p>INDIVIDUALIZED OBJECTIVE (additional obj allowed under either objective category above)</p>	<p>Skill Dev...Outcome Objective Activity: Program Manager, Program Coordinator, and the Peer Counselor/Case-Manager provide training and supervision build leadership skills during the 22-week internship Tool: Satisfaction Survey administered at graduation</p> <p>Youth Dev...Outcome Objective Activity: Program Manager, Program Coordinator, and the Peer Counselor/Case-Manager provide training and supervision during the 22-week internship. Tool: Satisfaction survey administered at graduation</p> <p>Youth Dev...Outcome Objective (INDIVIDUALIZED OBJECTIVE) Activity: Program Coordinator works with TAY participants on resume, job search and interview prep for competitive employment post program graduation. Tool: Placement and waivers documentation and in Salesforce database</p>	<p align="center">SOC mandate</p>

Agency: Richmond Area Multiservices, Inc. (RAMS)
Contract Program Name: TAY Leaders - Peer Employment

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development 	N/A	N/A	Participation Process Objective Activity: Tool: Knowledge Outcome Objective Activity: Tool:	
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.	N/A	Satisfaction Survey Process Objective Tool: Satisfaction Survey and focus group implemented at the end of program	BHS mandate

Agency: SF LGBT Center

Contract Program Name: Population Specific Engagement & Treatment - LGBT+

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions...</p> <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma <ul style="list-style-type: none"> • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	<p>Engagement & Stigma Reduction – PROCESS Objective</p> <p>During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement & Stigma Reduction (a) – OUTCOME Objective</p> <p>For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective</p> <p>Activity: Youth Program Specialists will offer survey to clients with two or more drop-in and/or navigation service visits</p> <p>Tool: SF LGBT Center Youth Services Satisfaction Survey</p>	<p>SOC mandate</p>
		<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective</p> <p>During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. {Data Source:} End of year report. Program shall retain log records for BOCC annual audit site visit.</p>	<p>Engagement... Outcome Objective</p> <p>Activity: Drop-In Group programming and/or Navigation Services</p> <p>Tool: SF LGBT Center Youth Services Satisfaction Survey</p> <p>Linkage...Outcome Objective</p> <p>Activity: Individual Therapy and Group Therapy notes will be used to track client follow through from Navigator staff referral</p> <p>Tool: Mental health Referral Form, Therapy Notes in Apricot</p>	<p>SOC mandate</p>
<p>2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities</p> <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	<p>Treatment & Healing – PROCESS Objective</p> <p>For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. {Data Source:} End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.</p>	<p>Process Objective</p> <p>Activity: Clinician will administer Mental Health Survey to clients in Individual or Group Therapy services at intake, 6 months into therapy and when they graduate/terminate services.</p> <p>Tool: program designed Mental Health Survey</p> <p>Outcome Objective</p> <p>Activity: Clinician reviews intended treatment outcome changes achieved for all clients who are in individual/group therapy for at least 6 months and by end of fiscal program year.</p> <p>Tool: program designed Mental Health Survey</p>	<p>SOC mandate</p>

Agency: SF LGBT Center

Contract Program Name: Population Specific Engagement & Treatment - LGBT+

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>3. TAY Leadership and Wellness Promotion (for TAY) Definitions... • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities</p>	<p>N/A</p>	<p>Leadership Skill Development - OUTCOME Obj Template: By June 30, 2022, 75% of participants will report an increase in leadership skills (i.e. decision-making, problem-solving, communicating, public speaking, active listening, and relationship building) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to program-selected leadership skill survey items as administered by the end of FY21/22. {Data Source:} End of year report. Program will retain evaluation summary and end of year report for BOCC's annual site visit.</p> <p>Positive Youth Development - OUTCOME Obj Template: By June 30, 2022, 85% of participants will report experiencing positive youth development supports (i.e., meaningful positive relationships, safe spaces, skill-building, social-connectedness, leadership opportunities, community engagement) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to program-selected youth development survey items as administered by the end of FY21/22. {Data Source:} End of Year report. Program will retain evaluation summary and end of year report for BOCC's annual site visit.</p>	<p>Skill Dev...Outcome Objective Activity: Youth Advisory Board Tool: Pre and Post Program Evaluation</p> <p>Youth Dev...Outcome Objective Activity: Drop-In Group Programming Tool: Session post survey</p>	<p>SOC mandate</p>
<p>4. Training Education and Capacity Building (for Providers) Definitions... • Activities designed to build staff, program and systems capacity • Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues • Strategies that promote collaborative relationships, sharing of resources and network development • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention,</p>	<p>N/A</p>	<p>N/A</p>	<p>Participation Process Objective Activity: Tool:</p> <p>Knowledge Outcome Objective Activity: Tool:</p> <p>Post Skill Outcome Objective Activity: Tool:</p>	<p>SOC mandate</p>
<p>5. Client Satisfaction</p>	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.</p>	<p>N/A</p>	<p>Satisfaction Survey Process Objective Tool: SF LGBT Center Youth Services Satisfaction Survey</p>	<p>BHS mandate</p>

Agency: Seneca
Contract Program Name: TAY FSP

TAY SOC Modality	Process Objective	Outcome Objective (if applicable)	ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions: <ul style="list-style-type: none"> • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Screening, referral, and linkage activities • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services 	<p style="font-size: 24pt; font-weight: bold; color: red;">See Tab 1b - This program follows FSP/ICM Standardized Objectives and client satisfaction objective.</p>			
2. TREATMENT & HEALING: Definitions: <ul style="list-style-type: none"> • Short-term (less than 18 months) therapeutic activities with the goal of addressing an identified behavioral health concern or barrier to wellness. • Services to address mental health and/or substance use issues and can involve pre-treatment and treatment for individuals, families and groups. • Activities should include culturally specific or community-driven healing modalities that emphasize: <ul style="list-style-type: none"> o Social Connection (including relationship building, new connections, building trust, intentional Community Building) o Mental health and holistic well-being (including spirit-body connection, hope & optimism) 				
3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) Definitions: <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. 				
4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: <ul style="list-style-type: none"> • Activities designed to build staff knowledge & skills, program supports and systems capacity • Strategies that promote collaborative relationships, sharing of resources and network development (e.g., case conferencing, 				

trainings, learning events, consultation supports) • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities (Note: this activity is for contracts funded under the TAY Leaders Peer Certificate & Employment program category)			
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.		BHS Satisfaction Survey BHS mandate

Agency: 3rd Street Youth Center & Clinic
Contract Program Name: Population Specific Engagement & Treatment - Black/African American

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions...</p> <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	<p>Engagement & Stigma Reduction – PROCESS Objective</p> <p>During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] (Data Source) as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement & Stigma Reduction (a) – OUTCOME Objective</p> <p>For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] (Data Source) as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective Activity: Therapist/Group Facilitator administers treatment outcome survey at Psycho-educational Engagement Group at the last group session.</p> <p>Tool: Program designed treatment outcome survey.</p>	SOC mandate
		<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective</p> <p>During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. (Data Source:) End of year report. Program shall retain log records for BOCC annual audit site visit.</p>	<p>Engagement... Outcome Objective Activity: Administer a survey to psycho-educational group participants that asks about community connection and their knowledge of how to connect to community resources.</p> <p>Tool: Program designed treatment outcome survey.</p>	SOC mandate
			<p>Linkage...Outcome Objective Activity: 3rd Street staff sends referral to clinician via email and/or phone call and will follow-up with clinician at least one time.</p> <p>Tool: Client referral follow up log</p>	SOC mandate
<p>2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities</p> <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	<p>Treatment & Healing – PROCESS Objective</p> <p>For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. (Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. (Data Source:) End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.</p>	<p>Process Objective Activity: Clinician will administer treatment outcome survey at client's last treatment session or before end of program year.</p> <p>Tool: Program designed treatment outcome survey.</p> <p>Outcome Objective Activity: Clinician will review treatment plan for clients who attended at least three counseling sessions to determine if intended treatment goals were achieved by last treatment session or before end of program year.</p> <p>Tool: Program designed treatment outcome survey input and tracked through Google forms.</p>	SOC mandate

Agency: 3rd Street Youth Center & Clinic
Contract Program Name: Population Specific Engagement & Treatment - Black/African American

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills Efforts to engage TAY in community building and leadership opportunities. Support TAY learning between independence vs. dependence 	N/A	N/A	Skill Dev...Outcome Objective Activity: Tool: Youth Dev...Outcome Objective Activity: Tool:	SOC mandate
4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> Activities designed to build staff, program and systems capacity Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues Strategies that promote collaborative relationships, sharing of resources and network development Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	Participation - PROCESS Obj Template: By December 31, 2021, program will implement a outreach and communications plan to increase TAY provider participation in TAY SOC training & capacity building strategies as documented by developed workplan. Program shall retain workplan for BOCC's inspection at the annual audit site visit.	Knowledge – OUTCOME Objective Template: By the end of FY21/22, 85% of training participants surveyed will report increased knowledge on key competencies in working with TAY (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction/Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to survey items as measured by post skills survey administered at the end of each training. {Data Source:} End of year report. Program will retain evaluation summary reports and TAY SOC end of year report for BOCC's annual audit site visit. Post Skill – OUTCOME Objective Template: By the end FY21/22, 40% of training participants surveyed will report improved skills and comfort working with TAY due to trainings on key competencies (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction / Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating training applicability on a 5-point scale measured by post skills survey administered 3 months after the last training. {Data Source:} End of Year report. Program will retain summarized analysis and TAY SOC end of year report for BOCC's annual audit site visit.	Participation Process Objective Activity: Create a community outreach plan to engage community-focused direct service providers. Develop and share Mental Health Academy marketing material with TAY providers. Tool: Outreach plan; Contact assessment tool - tracks number of marketing emails that are open Knowledge Outcome Objective Activity: Behavioral team member will administer training and skills assessment to attendees at the each of each training. Tool: Provider skills and satisfaction post survey. Post Skill Outcome Objective Activity: Behavioral team member will send a follow-up survey to participants after one to three months after training series implemented. Tool: Provider skills and satisfaction post survey series sent via Constant Contact and/or Google forms.	SOC mandate
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.	N/A	Satisfaction Survey Process Objective Tool: Program designed client satisfaction survey administered annually.	BHS mandate

Agency: 3rd Street Youth Center & Clinic

Contract Program Name: Population Specific Engagement & Treatment - Black/African American - (DKI)

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions...</p> <ul style="list-style-type: none"> • Flexible approaches to engage with TAY • client centered engagement strategies • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Activities that help TAY better understand behavioral health and reduce MH stigma • Educating communities, youth, families and other providers about behavioral health and behavioral health services • Activities that promote solid linkages and warm handoffs to other services • Engagement groups or drop-in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care 	<p>Engagement & Stigma Reduction – PROCESS Objective</p> <p>During FY 21/22, Participants engaged in [program activity] will complete a [post-engagement /outreach activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement & Stigma Reduction (a) – OUTCOME Objective <i>Engagement & Stigma Reduction (a) – OUTCOME Objective (note: program will choose either 'a' or 'b' objective depending on their program activity so you will see one engagement & stigma reduction outcome objective (version a or b) for all lo-threshold programs only) .</i></p> <p>For FY 21/22, 60% of TAY participating in [program activity] will demonstrate increased wellness, connection or engagement as measured by [post-activity tool] {Data Source} as documented in end of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p> <p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During FY 21/22, 50% of TAY who are connected by program staff to internal or external behavioral health services (i.e., mental health services, substance use services, or other services intended to support emotional and mental health and wellness) will attend an initial appointment or meeting with the behavioral health service, as recorded in program referral log and client progress notes. {Data Source:} End of year report. Program shall retain log records for BOCC annual audit site visit.</p>	<p>Engagement...Process Objective Activity: Therapist/Group Facilitator administers treatment outcome survey at Psycho-educational Engagement Group at the last group session. Tool: Program designed treatment outcome survey.</p> <p>Engagement... Outcome Objective Activity: Administer a survey to psycho-educational group participants that asks about community connection and their knowledge of how to connect to community resources. Tool: Program designed treatment outcome survey.</p> <p>Linkage...Outcome Objective Activity: 3rd Street staff sends referral to clinician via email and/or phone call and will follow-up with clinician at least one time. Tool: Client referral follow up log</p>	<p>SOC mandate</p> <p>SOC mandate</p> <p>SOC mandate</p>
<p>2. TREATMENT & HEALING: Therapeutic activities that include culturally specific or community-driven healing modalities</p> <ul style="list-style-type: none"> • Therapeutic activities for individuals, families and groups with the goal of addressing an identified behavioral health (mental health and/or substance use) concern or barrier to wellness. • Therapeutic activities that: <ul style="list-style-type: none"> o promote wellness o help address impact of MH/SUD concerns/symptoms o support increased engagement in meaningful activities o support daily functioning and living skills o support social connection/relationship building o support increased sense of hope and optimism 	<p>Treatment & Healing – PROCESS Objective</p> <p>For FY 21/22, Participants enrolled in program treatment and healing services will complete a [treatment outcome measure or assessment tool] designed to measure treatment and healing outcomes. Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During FY 21/22, 60% of participants receiving [program treatment and healing services] will demonstrate an intended treatment outcome as measured by a [treatment outcome measurement or assessment tool]. {Data Source:} End of year program report. Program shall retain program records for BOCC's inspection at the annual audit site visit.</p>	<p>Process Objective Activity: Clinician will administer treatment outcome survey at client's last treatment session or before end of program year. Tool: Program designed treatment outcome survey.</p> <p>Outcome Objective Activity: Clinician will review treatment plan for clients who attended at least three counseling sessions to determine if intended treatment goals were achieved by last treatment session or before end of program year. Tool: Program designed treatment outcome survey input and tracked through Google forms.</p>	<p>SOC mandate</p>

Agency: 3rd Street Youth Center & Clinic

Contract Program Name: Population Specific Engagement & Treatment - Black/African American - (DKI)

TAY SOC Modality	Process Objective	Outcome Objective	Data Source: ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>3. TAY Leadership and Wellness Promotion (for TAY) Definitions... <ul style="list-style-type: none"> Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills Efforts to engage TAY in community building and leadership opportunities. Support TAY learning between independence vs. dependence Increase the extent to which TAY voice is influencing decision-making at multiple levels. Supporting TAY in academic and career opportunities. </p>	<p align="center">N/A</p>	<p align="center">N/A</p>	<p>Skill Dev...Outcome Objective Activity:</p> <p>Tool:</p> <p>Youth Dev...Outcome Objective Activity:</p> <p>Tool:</p>	<p align="center">SOC mandate</p>
<p>4. Training Education and Capacity Building (for Providers) Definitions... <ul style="list-style-type: none"> Activities designed to build staff, program and systems capacity Activities that increase TAY provider participation, comfort and abilities in working with TAY with BH issues Strategies that promote collaborative relationships, sharing of resources and network development Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability </p>	<p>Participation - PROCESS Obj</p> <p>Template: By December 31, 2021, program will implement a outreach and communications plan to increase TAY provider participation in TAY SOC training & capacity building strategies as documented by developed workplan. Program shall retain workplan for BOCC's inspection at the annual audit site visit.</p>	<p>Knowledge – OUTCOME Objective</p> <p>Template: By the end of FY21/22, 85% of training participants surveyed will report increased knowledge on key competencies in working with TAY (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction/Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating a 4 or higher on a 5-point scale (1 = strongly disagree to 5 = strongly agree) to survey items as measured by post skills survey administered at the end of each training. {Data Source:} End of year report. Program will retain evaluation summary reports and TAY SOC end of year report for BOCC's annual audit site visit.</p> <p>Post Skill – OUTCOME Objective</p> <p>Template: By the end FY21/22, 40% of training participants surveyed will report improved skills and comfort working with TAY due to trainings on key competencies (e.g., Healing Practices for TAY, TAY & Their Families and Communities, Harm Reduction / Intersection of Substance Use & MH, Trauma-Informed Interventions, brain development, DBT, MI) by rating training applicability on a 5-point scale measured by post skills survey administered 3 months after the last training. {Data Source:} End of Year report. Program will retain summarized analysis and TAY SOC end of year report for BOCC's annual audit site visit.</p>	<p>Participation Process Objective Activity: Create a community outreach plan to engage community-focused direct service providers. Develop and share Mental Health Academy marketing material with TAY providers.</p> <p>Tool: Outreach plan; Contact assessment tool - tracks number of marketing emails that are open</p> <p>Knowledge Outcome Objective Activity: Behavioral team member will administer training and skills assessment to attendees at the each of each training.</p> <p>Tool: Provider skills and satisfaction post survey.</p> <p>Post Skill Outcome Objective Activity: Behavioral team member will send a follow-up survey to participants after one to three months after training series implemented.</p> <p>Tool: Provider skills and satisfaction post survey series sent via Constant Contact and/or Google forms.</p>	<p align="center">SOC mandate</p>
<p>5. Client Satisfaction</p>	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.</p>	<p align="center">N/A</p>	<p>Satisfaction Survey Process Objective</p> <p>Tool: Program designed client satisfaction survey administered annually.</p>	<p align="center">BHS mandate</p>

BHS TAY Civil Service
Contract Program Name: TAY FSP

TAY SOC Modality	Process Objective	Outcome Objective <small>(if applicable)</small>	ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions: <ul style="list-style-type: none"> Field-based services to locate and engage with known or referred TAY Services designed to identify TAY with mental health or substance use concerns Screening, referral, and linkage activities Activities that provide a low-threshold means of entry to mental health services Activities that build/maintain trust and relationships in order to connect TAY with available services Engagement groups or drop in hours off-site or in collaboration with community partners Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care (Note: this activity is mainly for contracts funded under the TAY Homeless Tx Team program category) 	<p>See Tab 1b - This program follows FSP/ICM Standardized Objectives.</p>			
2. TREATMENT & HEALING: Definitions: <ul style="list-style-type: none"> Short-term (less than 18 months) therapeutic activities with the goal of addressing an identified behavioral health concern or barrier to wellness. Services to address mental health and/or substance use issues and can involve pre-treatment and treatment for individuals, families and groups. Activities should include culturally specific or community-driven healing modalities that emphasize: <ul style="list-style-type: none"> Social Connection (including relationship building, new connections, building trust, intentional Community Building) Mental health and holistic well-being (including spirit-body connection, hope & optimism) 				
3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) Definitions: <ul style="list-style-type: none"> Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills Efforts to engage TAY in community building and leadership opportunities. Support TAY learning between independence vs. dependence Increase the extent to which TAY voice is influencing decision-making at multiple levels. 				
4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: <ul style="list-style-type: none"> Activities designed to build staff knowledge & skills, program supports and systems capacity Strategies that promote collaborative relationships, sharing of resources and network development (e.g., case conferencing, trainings, learning events, consultation supports) Supporting TAY in academic and career opportunities, e.g., job 				
5. Client Satisfaction			Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.	

BHS TAY Civil Service
Contract Program Name: TAY Linkage Program

TAY SOC Modality	Process Objective	Outcome Objective (if applicable)	ACTIVITY & TOOL USED for measured objective	Objective Mandate
1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions: <ul style="list-style-type: none"> • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Screening, referral, and linkage activities • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Engagement groups or drop in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care (Note: this activity is mainly for contracts funded under the TAY Homeless Tx Team program category) 	<p align="center">See Tab 1b - This program follows MH OP Standardized Objectives (see exceptions in Tab 1a) and Client Satisfaction Objective (below).</p>			
2. TREATMENT & HEALING: Definitions: <ul style="list-style-type: none"> • Short-term (less than 18 months) therapeutic activities with the goal of addressing an identified behavioral health concern or barrier to wellness. • Services to address mental health and/or substance use issues and can involve pre-treatment and treatment for individuals, families and groups. • Activities should include culturally specific or community-driven healing modalities that emphasize: <ul style="list-style-type: none"> ◦ Social Connection (including relationship building, new connections, building trust, intentional Community Building) ◦ Mental health and holistic well-being (including spirit-body connection, hope & optimism) 				
3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) Definitions: <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. 				
4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: <ul style="list-style-type: none"> • Activities designed to build staff knowledge & skills, program supports and systems capacity • Strategies that promote collaborative relationships, sharing of resources and network development (e.g., case conferencing, 				

trainings, learning events, consultation supports) • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities (Note: this activity is for contracts funded under the TAY Leaders Peer Certificate & Employment program category)			
5. Client Satisfaction	Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC's annual audit visit.		BHS Satisfaction Survey BHS mandate

BHS TAY Civil Service
Contract Program Name: BHS TAY Outpatient Program

TAY SOC Modality	Process Objective	Outcome Objective (if applicable)	ACTIVITY & TOOL USED for measured objective	Objective Mandate
<p>1. SERVICE ACCESS THROUGH OUTREACH & ENGAGEMENT: Definitions:</p> <ul style="list-style-type: none"> • Field-based services to locate and engage with known or referred TAY • Services designed to identify TAY with mental health or substance use concerns • Screening, referral, and linkage activities • Activities that provide a low-threshold means of entry to mental health services • Activities that build/maintain trust and relationships in order to connect TAY with available services • Engagement groups or drop in hours off-site or in collaboration with community partners • Street-based outreach services to inform TAY about services, build relationships with TAY, and engage TAY into care (Note: this activity is mainly for contracts funded under the TAY Homeless Tx Team program category) 	<p align="center">See Tab 1b - This program follows MH OP Standardized Objectives and Client</p>			
<p>2. TREATMENT & HEALING: Definitions:</p> <ul style="list-style-type: none"> • Short-term (less than 18 months) therapeutic activities with the goal of addressing an identified behavioral health concern or barrier to wellness. • Services to address mental health and/or substance use issues and can involve pre-treatment and treatment for individuals, families and groups. • Activities should include culturally specific or community-driven healing modalities that emphasize: <ul style="list-style-type: none"> o Social Connection (including relationship building, new connections, building trust, intentional Community Building) o Mental health and holistic well-being (including spirit-body connection, hope & optimism) 			<p>2. TREATMENT & HEALING: <i>Definitions:</i></p> <ul style="list-style-type: none"> • <i>Short-term (less than 18 months) therapeutic activities with the goal of addressing an identified behavioral health concern or barrier to wellness.</i> • <i>Services to address mental health and/or substance use issues and can involve pre-</i> 	

<p>3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) Definitions: <ul style="list-style-type: none"> • Assist TAY in finding communities they identify with and feel supported in; build sense of community and cohesion • Develop critical thinking, leadership and advocacy skills; provide opportunities to practice skills • Efforts to engage TAY in community building and leadership opportunities. • Support TAY learning between independence vs. dependence • Increase the extent to which TAY voice is influencing decision-making at multiple levels. </p>	<h2 style="color: red; margin: 0;">Satisfaction Objective (below).</h2>			
<p>4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: <ul style="list-style-type: none"> • Activities designed to build staff knowledge & skills, program supports and systems capacity • Strategies that promote collaborative relationships, sharing of resources and network development (e.g., case conferencing, trainings, learning events, consultation supports) • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities (Note: this activity is for contracts funded under the TAY Leaders Peer Certificate & Employment program category) </p>				
<p>5. Client Satisfaction</p>	<p>Process Objective: During FY 21/22, program will implement a client satisfaction survey and document summarize results in EOY TAY report and administrative binder for BOCC’s annual audit visit.</p>		<p>BHS Satisfaction Survey</p>	<p>BHS mandate</p>