

Goal I: Improve access to coordinated, integrated and community-based systems of care		Priority
<p>Outcomes: Over the next four years, access to needed services will improve across the Oregon System of Care for all children, youth, and families. Known barriers to care and the financing of care will be broken down so that youth and families can better access services—especially community-based services, peer support services, and services for youth with acute needs. Youth and families will feel empowered and be treated like equal partners when accessing services. State agencies and providers will take shared ownership and responsibility for improving the Oregon System of Care.</p>		
1.1	Strategy 1: Increase services that are respectful and responsive to all cultural beliefs and practices, disabilities, preferred and necessary languages, and tailored to lived experience.	
1.1.1	Develop strategies to recruit, promote, retain and support a respectful and responsive workforce	
1.1.2	Create programs and funding that support peer support providers	Family and youth priority
1.1.3	Increase alternatives to talk therapy (holistic care, alternative and complementary treatment, mentorship within external programs/services)	
1.1.4	Develop strategies to break down barriers to free language assistance	
1.1.5	Increase quality youth drop-in centers/third spaces with peer-led culturally relevant and fun activities	Youth priority
1.1.6	Support communities to expand peer led youth recovery organizations using community spaces and drop sites that offer recovery services	OYAA
1.1.7	Support youth and families to find and enter clinical treatment through the use of a centralized resource that provides timely information about available treatment options and decreases waitlist times	OYAA
1.1.8	Expand and improve treatment, recovery, and training/certification offering at Oregon Youth Authority	OYAA
1.2	Strategy 2: Break down known barriers to better coordinate, integrate, and promote community-based care.	
1.2.1	Tackle barriers related to entry level services	Family priority
1.2.2	Implement more school-based supports and services	Family priority

1.2.3	Decrease barriers to respite	Youth priority
1.2.4	Decrease barriers to wraparound	Youth priority
1.2.5	Decrease barriers in access to intensive services	
1.2.6	Improve access to independent living supports and services for youth transitioning out of child welfare or juvenile legal system.	
1.2.7	Improve the ability and capacity of schools to provide resources and respond to co-occurring behavioral health concerns	OYAA
1.2.8	Divert youth with behavioral health needs from custody while keeping them in their communities and connected to supports	OYAA
1.2.9	Expand In-home treatment & Recovery services, including Treatment Foster Care or In-Home Addiction Treatment models (see more in notes)	OYAA
1.2.10	Support youth engaged with ODHS by having Mental Health and Substance Use Disorder services located within licensed child caring agencies and housing intervention partners and Support ODHS Recovery Support Teams with Youth SUD training and capacity	OYAA
1.3	Strategy 3: Support youth and family engagement in their care through shared decision-making that emphasizes dignity, inclusion and support.	
1.3.1	Draft bill with people with lived experience to improve release of information practices & reduce paperwork	
1.3.2	Coordinate training & information exchange between providers and PWLE so providers are better equipped to partner with youth and families in their care	Family priority
1.3.3	Explore opportunities for youth and families to participate in trainings that providers receive and to be trained in the services their children are receiving	Youth priority
1.3.4	Find and offer best practices/programs that empower youth & family members to be their own advocates	Youth priority
1.3.5	Address confusion about voluntary placement, voluntary custody and dependency court involvement.	
1.3.6	Implement collaborative problem solving across systems (in a coordinated manner)	Family priority

Goal II: Promote the co-creation of equitable policy and systems by providers and the youth and families they serve		Priority
<p>Outcomes: In the next four years, SOCAC, system partners, and providers across the System of Care will engage differently and more meaningfully with youth and families. The System of Care will take a restorative approach in its policy and system work, and youth and families will report that the power imbalance has decreased. Writing of relevant policies and procedures will be coordinated across agencies, and youth and families will be given appropriate notice and be adequately supported in the process. Youth and families will feel more confident and comfortable working with system partners.</p>		
2.1	Strategy 1: Engage with youth and families in an affirming, honoring, and restorative manner.	
2.1.1	Explore ways to implement statewide reconciliation processes	
2.1.2	Engage families and communities via multilingual website, social media content, communication, and outreach	
2.1.3	Review, assess feasibility, and strategize for implementation of the youth engagement plan	Youth priority
2.1.4	Review, assess feasibility, and strategize for implementation of the family engagement plan	Family priority
2.1.5	Monitor and report on youth and family experience at policy making tables in partner systems across the state	Family priority
2.1.6	Track and report where and when youth and family voice has impacted system change	Youth priority
2.2	Strategy 2: Write and implement policies, procedures and accountability practices that are respectful and responsive to all cultural beliefs and practices, disabilities, and preferred and necessary languages with youth and families.	
2.2.1	Create a subcommittee to review & prioritize SOC lookback strategies with youth and families	
2.2.2	Partner with tribes on key legislation, program development, grant making, and policy change	
2.2.3	Perform legislative (and policy) gap analysis on service barriers and implement recommended changes	

2.2.4	Create a SOCAC legislation review and feedback process that is youth and family led	Family priority
2.2.5	Expand prioritization of single parents (including/especially fathers and non-female identifying single parents), grandparents, and youth parents in access and development of supportive housing and residential programming	OYAA
2.2.6	Support changes to rules/requirements that strengthen school substance use policies and plans	OYAA
2.3	Strategy 3: Improve the integration, coordination and efficiency of data-sharing that informs policy and practice across the system with regular reports to and feedback from youth and families.	
2.3.1	Collect and monitor reliable demographic data to monitor impact	
2.3.2	Review, assess, and prioritize and implement recommendations in the SOC Data Assessment	
2.3.3	Draft and implement a legislative plan to provide access, training & technical assistance, funding, and support for under-documented data	
2.3.4	Participate in various workgroups that are discussing how to break down barriers to cross system data sharing and comparison (and continue conversations about intersectionality in these spaces)	
2.3.5	Complete Care Pathways Analysis	
2.3.6	Create data collection and use protocols that are trauma informed, and community informed for system partners	

Goal III: Create sustainable infrastructure that increases the System of Care's capacity and credibility		Priority
<p>Outcomes: In the next four years, SOCAC will become a more reputable system change agency and accountability partner. SOCAC will have the resources it needs to effectively support and expand its work and build the skills and capacity of its members. SOCAC and L SOC's will have a more coordinated strategy so that both local and statewide work feeds into and supports the other.</p>		
3.1	Strategy 1: Build SOCAC capacity and sustainability through policies, procedures, and MOUs	
3.1.1	Modernize committee structure to align with strategic plan and consider capacity of members and use of non-members	
3.1.2	Investigate and implement MOUs/partnership agreements with state agency members	
3.1.3	Review SOCAC Authorizing Statute and modernize the structure and requirements	
3.1.4	Revise and maintain updated bylaws and committee charters	
3.2	Strategy 2: Improve SOCAC and L-SOC coordination through increased partnership, support, and information sharing	
3.2.1	Create dedicated bi-directional communication channel between SOCAC and L-SOCs	
3.2.2	Include one L-SOC member on each SOCAC subcommittee	
3.2.3	Support and encourage SOCAC members to attend 2-3 L-SOC meetings annually	
3.2.4	Request resources for each L-SOC to have a "Joyleen"	
3.2.5	Execute TA dollars for L-SOC learning collaboratives and orientation	

3.2.6	Investigate and make changes to CCO contract to improve partnership	
3.2.7	Build L-SOC capacity for data driven decision making	
3.3	Strategy 3: Strengthen SOCAC Membership through improved member support and member relations	
3.3.1	Update of current member handbook. Include implementation of Youth Adult Partnership (Flower) model	
3.3.2	Create traditions of recognition for members	
3.3.3	Work closely with CBOs and directly with communities to expand and maintain diversity of SOCAC members	
3.3.4	Expand youth and family peer support and technical assistance	Youth priority
3.4	Strategy 4: Make SOCAC a trusted data resource by modernizing the SOC Data dashboard	
3.4.1	Assess where the dashboard would be most sustainable and effectively hosted	
3.4.2	Include qualitative narratives on the dashboard	
3.4.3	Access and incorporate REAL-D and education data	
3.4.4	Assess the ability to visualize small county data and other program specific data	
3.5	Strategy 5: Increase SOCAC capacity through additional staff, technological improvements, and infrastructure.	
3.5.1	Analyze and acquire technology to increase staff efficiency	
3.5.2	Analyze and acquire technology to promote accessibility for individuals with disabilities and for linguistic support	
3.5.3	Perform a workload analysis to determine additional needs (staff, resources) and areas to contract or cut	
3.5.4	Conduct a fiscal assessment to inform strategic, sustainable, and equitable investments through grant making	

3.5.5	Implement PSU Communications Plan	
3.5.6	Execute a contract to support ongoing assessment and evaluation needs.	

Goal IV: Transform the systems that serve children, youth and families		Priority
<p>Outcomes: Over the next four years, SOCAC will have a feasible plan for a reimagined and fully financed System of Care where youth and families have access to a full continuum of care in or close to their community with no wrong door, where youth are not placed in foster care, detention, or a correctional facility because of their mental health needs, and where youth and families are treated as the experts in their own well-being. This plan will be designed with and for youth, families, and communities. This plan will integrate care providers and collaborate across state agencies to center the services around youth needs (not system needs). This plan will provide services that are respectful and responsive to all cultural beliefs and practices, abilities, and languages, and tailored to lived experience.</p>		
4.1	Strategy 1: Create a shared understanding of Oregon's current System of Care, and why it needs to be transformed	
4.1.1	Draft PowerPoint that shares what the system of care is now and that explains current experiences of youth, families and staff in the system of care	
4.1.2	Create a campaign of what SOC/SOCAC/L-SOC is/are with thoughtful branding and marketing	
4.2	Strategy 2: Engage in strategic facilitated conversations with key partners; youth and families; and communities to create a shared vision for a transformed Oregon System of Care	
4.2.1	Invest in relationship-based interactions with PWLE to Identify key groups, partners, and communities to work with	Family priority
4.2.2	In partnership with PWLE develop overarching plan for how to engage & have conversations with local communities based on their norms & responses	

4.2.3	Engage in and implement outreach plan for the Road Show/facilitated conversations	
4.3	Strategy 3: Using this shared vision create a transformative model for Oregon's System of Care	
4.3.1	Use a bottom-up design and shared decision making to take information gathered (including qualitative interviews) during facilitated conversations to draft a transformative model that is led by youth and family need but takes into consideration system elements and funding.	Family and youth priority
4.3.2	Use SOCAC to review and revise the plan as the integrator for shared values and outcomes	
4.3.3	Gather input from key state agencies and providers to ensure the plan is actionable and fundable	
4.3.4	Bring the plan back to those engaged for validation	
4.4	Strategy 4: Access the support and resources necessary for this transformative model for Oregon's System of Care	
4.4.1	Audit current funding and programs to improve accountability for money already spent	
4.4.2	Work with the Governor's Office to create a children's cabinet to coordinate this work	
4.4.3	Explore alternative, new, and outside of the ordinary options for funding	
4.4.4	Create a lobbying and communication plan for the transformative model and its corresponding budget	
4.5	Strategy 5: Create a Cohort to pilot the implementation of the new transformative model and include mechanisms for youth and family feedback and quality improvement mechanisms	
4.5.1	Work closely with L-SOC and tribal partners and a third-party evaluator to identify 3 pilot locations (city, rural, frontier)	



4.5.2	Develop partnerships with local youth and families to guide implementation and provide quality improvement and oversight	
4.5.3	Clearly define the roles of SOCAC and L-SOCS in running, supporting and engaging with the pilot	
4.5.4	Identify and hire a third-party evaluator for Continuous Quality Improvement (and recommendations for expansion)	

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