



Texas Behavioral Health and Justice System Strategic Planning

Resource Guide

Table of Contents

Purpose	3
Benefits of Strategic Planning	3
The Sequential Intercept Model	4
Strategic Planning Resources	7

Purpose

The Texas Behavioral Health and Justice Technical Assistance Center (TA Center) developed this resource guide to help local governments, organizations and communities engage in behavioral health and justice system planning.

This guide outlines the importance of strategic planning, describes the benefits of using the Sequential Intercept Model (SIM) as a planning tool, and provides an overview of online resources to support communities engaging in strategic planning efforts through the TA Center.

Benefits of Strategic Planning

Strategic planning is the ongoing process of using available knowledge to document an organization or community's intended direction. Strategic planning helps prioritize efforts, allocate resources, align stakeholders to community-wide goals, and ensure those goals are backed by data and sound reasoning.¹

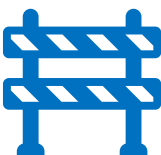
Strategic planning is an *ongoing* process – not a one-time meeting. It requires time, effort and continual reassessment. Multiple frameworks can be used to support strategic planning across local behavioral health and justice systems.

Five Ways Strategic Planning Can Improve Local Behavioral Health and Justice Systems



1. See problems and potential solutions through a new lens.

Strategic planning requires stakeholders to constructively explore their differences and search for solutions that go beyond their own individual visions of what is possible. This collaborative planning process can help communities identify novel solutions to persistent challenges.



2. Break down community barriers to collaboration.

The challenges communities face at the intersection of behavioral health and justice cannot be addressed by one organization or system alone. Ongoing

¹ [Harvard Business School Online: Why is strategic planning important? \(2020\).](#)

collaboration across systems is crucial in better serving individuals with a mental illness (MI) or substance use disorder (SUD). Funding silos can inhibit cross-system efforts. Limited resources can often create a competitive or protective environment across local agencies and organizations. And most importantly, systems represent different cultures with their own histories, values and operations. Strategic planning can help bridge these gaps.



3. Create one forward focused vision.

Strategic planning aligns community stakeholders toward a common goal. Recognizing a community's goals, understanding the meaning behind them, and realizing how different stakeholders can help reach those goals creates a shared sense of responsibility.



4. Clarify risks, roles and responsibilities in achieving a community's vision.

Actionable plans developed through strategic planning can help clarify the risks, roles and responsibilities of individual stakeholders in achieving a community's shared vision.



5. Track progress based on strategic goals.

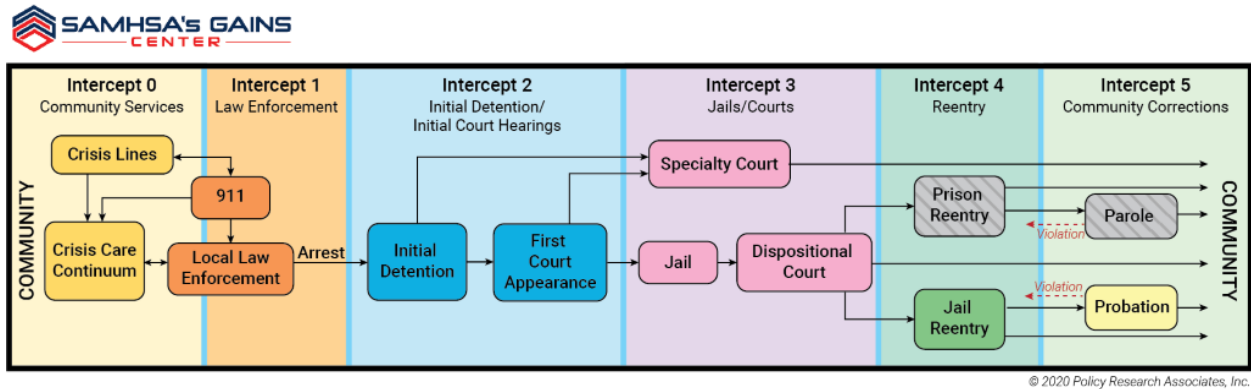
Having a strategic plan enables communities to track their progress in reaching specific goals.

The Sequential Intercept Model (SIM)

While there are multiple frameworks available to support strategic planning across local behavioral health and justice systems, the TA Center, Substance Use and Mental Health Services Administration (SAMHSA) and National Institute of Mental Health support the use of the SIM as a strategic planning tool.

The SIM (Figure 1) details how people with MI, SUD, intellectual or development disabilities (IDD) or a combination of these conditions encounter and move through the criminal justice system. The SIM helps communities identify resources and gaps in services at each intercept and develop local strategic action plans. SIM mapping workshops bring together community leaders and different agencies and systems to identify strategies to divert people with MI, SUD and IDD away from the justice system and into treatment.

Figure 1. The SIM



In 2022, the Office of Forensic Coordination led a multi-agency workgroup to adapt the Adult Sequential Intercept Model for Youth in Texas (Youth SIM). The Youth SIM (Figure 2) brings together community, school, behavioral health, law enforcement (LE), judicial, juvenile detention and juvenile probation staff to strengthen local planning and develop cross-system interventions for justice-involved youth with behavioral health needs.

Figure 2. The Youth SIM



Visit the TA Center [SIM landing page](#) to learn more about the SIM or view completed county SIM reports.

Using the SIM to Support Systems Planning

The SIM can be adapted to meet the planning needs of a community. Texas counties have tailored the SIM to focus on specific populations, address specific issues, explore strategies at specific intercepts, develop new programs, provide updates or remap intercepts in their community.

To determine how best to plan for your community, it is critical to first consider your community’s goals and based on those goals, explore mapping styles that might best meet your community’s needs. **The following table outlines data local stakeholders can consider in identifying the best approach to SIM mapping for their community.**

Tailoring the SIM to your Community

Workshop	Example Goal	Other Considerations	Example
Adult SIM	Bring together stakeholders from across behavioral health and justice systems, map resources, identify gaps and opportunities, develop priorities and plans.	Best used when a community is interested in fully mapping their local system and developing priorities and actionable plans to better serve adults with MI, SUD and IDD.	Nueces County SIM (PDF) Taylor County SIM (PDF)
Youth SIM	Bring together stakeholders from across behavioral health, juvenile justice and other youth serving systems to map resources, identify gaps and opportunities, and develop plans and priorities.	Best used when a community is interested in fully mapping their local system and developing priorities and actionable plans to better serve youth with MI, SUD and IDD.	Comal County Youth SIM (PDF)
Program - Specific SIM	Bring together stakeholders to develop plans for a new program.	Best used when a community is interested in developing strategic plans around a new program or resource.	Bell County SIM Workshop: Diversion Centers (PDF)
Population - Specific SIM	Bring together stakeholders from across behavioral health and justice systems to reduce and prevent justice involvement for veterans in the community.	Best used after a community has completed a basic mapping and would like to refresh plans or focus on a particular population.	Veterans SIM Resources
Intercept-Specific SIM	Bring together behavioral health and law enforcement stakeholders to reflect on progress made since an initial mapping, assess new programs and services at intercepts 0 and 1, and identify ongoing opportunities to improve communication and collaboration.	Best used after a community has completed a basic mapping and would like to refresh plans or focus on a particular set of intercepts.	Williamson County SIM Workshop: Intercept 0 & 1 (PDF)

Workshop	Example Goal	Other Considerations	Example
SIM Refresh	Reconvene local stakeholders to update the service map, discuss progress against initial mapping priorities, reassess gaps and opportunities, and develop new action plans.	The Substance Abuse and Mental Health Services Administration recommends communities update their SIM maps, priorities and plans every three to five years.	Potter - Randall County SIM (PDF)
Issue - Specific SIM	Bring together stakeholders from across behavioral health and justice system to reduce substance use disorders in the community.	Best used after a community has completed a basic mapping and would like to refresh plans or focus in on a particular population.	Harris County SIM: Substance Use Disorder Services (PDF)

Strategic Planning Resources

The TA Center provides a variety of online resources to aid communities in all stages of strategic planning. Below is a summary of resources that can be found on the [TA Center website](#).

Planning

Resources and tools to support a SIM workshop, including a planning toolkit, information gathering tools and resource templates.

Facilitation

Resources to support event facilitation, including template agendas, slideshow presentations, action planning templates and best practice resources.

Implementation

Resources to support the implementation of action plans developed during the SIM workshop, including a SIM report template.

Communication

Resources to support communication around adult and youth SIM mapping workshops.

The table below provides a list of all the resources available through the TA Center and tips for their utilization.

Inventory of SIM Resources

Title	Description	Tips
Planning Resources		
Planning Kit	A step-by-step overview on how to plan a SIM workshop. The planning kit includes tips for planning both adult and youth SIM mapping workshops, an orientation to information gathering tools, communication templates and sample agendas.	Pay attention to planning timelines proposed in the planning kit, as well as recommendations on who to invite to your workshop.
Impact Measures	Collects quantitative information to inform the SIM mapping workshop. The impact measures spreadsheet helps reflect key data trends across SIM intercepts and helps participants explore potential gaps in services or opportunities to collect additional data. Impact Measures are organized by intercept and tailored for adult and youth SIM mapping workshops.	Data collected through the impact measures spreadsheet not only help to enhance conversations at the workshop but can also support the development of grant applications and community data dashboards.
Resource Inventory	Inventories resources available in the community and throughout the justice system related to serving individuals with MI, SUD and or IDD. The inventory gathers information across intercepts and is used to populate an initial draft of the county's SIM map. The resource inventory is tailored for adult and youth SIM mapping workshops.	This tool inventories what resources currently exist in your community and is used to populate your local SIM map.
Map Template	The map template is used to inventory resources for the workshop and is tailored for adult and youth SIM mapping workshops.	
Facilitation Resources		
Workshop Presentation	Presentation used at workshops to facilitate SIM mapping. Tailored for adult and youth SIM mapping workshops.	
Best Practices Guide	Identifies best practices across each intercept. Tailored for adult and youth SIM mapping workshops.	
Implementation Resources		
Report Template	Report template. Tailored for adult and youth SIM mapping workshops.	
Communication Resources		
Two-Pager	Two-page summary of SIM mapping workshops that can be used to help promote the event. Tailored for adult and youth SIM mapping workshops.	

Resources can be accessed through [TXBHJustice.org](https://www.txbhjustice.org). Additional support for planning and utilizing resources is available through the TA center upon request.