

HEALTHY KIDS HEALTHY SCHOOLS



A DELAWARE COUNTY
INITIATIVE

A collaboration between County Council, the District Attorney's office, and schools across Delaware County to assess and, ultimately, to improve the way mental and behavioral health services are provided to school-aged children in Delaware County.

**WORKING TO BETTER SERVE OUR CHILDREN
AND FAMILIES IN DELAWARE COUNTY**



Delco HKHSI

Strategic Plan

Delco Healthy Kids Healthy Schools Initiative



Prepared in collaboration with Bloom Planning



Welcome!

This deck provides information about:

- ➔ The Delco Healthy Kids Healthy Schools Initiative and its **strategic planning process**
- ➔ The **components of the final strategic plan** created over the course of 2020-21 and shared with the community in the spring of 2022.

HKHSI

What is HKHSI?



Healthy Kids Healthy Schools Initiative

A **county-wide initiative** to develop and enact a **strategic plan** that will serve as a **roadmap** for ensuring **school-aged youth** in Delaware County **receive the behavioral and mental health and substance misuse services (MHBHSA)** they need.

Focus on treatment for student:

- Mental Health
- Behavioral Health
- Substance Abuse



HKHSI History



1990's

2019

2020-2021

Safe Schools Funds Become Available

Schools nationwide begin receiving “**Safe Schools**” funds to effectively “**harden**” schools against danger. Funds go toward:

- metal detectors
- active shooter drills
- additional security officers on campus

Delco Considers a New Approach

Deep conversation among the **Delaware County District Attorney's Office** and **district and private school leaders** leads to **allocating a portion of a multiyear grant to investigate preventative measures** for mental health, behavioral health, and substance abuse treatment for school-aged youth.

HKHSI Planning Begins

A **Safe Schools Working Group forms** to create the HKHS initiative, and after a public RFP process, the District Attorney's office **partners with Bloom Planning** to drive forward **strategic planning** for this work.



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What is a “strategic plan”?



A self-created
multi-year road map



A **process** of stakeholder
engagement



A **living plan** that will
evolve with
implementation



Overview of the Planning Process



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Planning Timeline



The strategic planning process occurred over many months to ensure active engagement from across the county's key stakeholders and diverse communities.

Feb 2020	Nov 2020	Jan - Apr 2021	Mar 2021	Apr - Nov 2021	Dec 2021 - Apr 2022
Formation of Safe Schools Working Group	Strategic Planning Process Kickoff	Research Phase	Strategic Planning Team Convened	Visioning & Planning Phases	Plan Finalization & Sharing 



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Research Phase



The planning process was grounded in a period of research and due diligence to gain an understanding of the strengths and needs that exist within Delaware County and how the HKHS initiative could address issues impacting the safety of students.

Interviews

40 interviewees

- Parents and families
- School district staff (admin, teachers, related services, etc.)
- Community government, agencies, institutions
- State and national agency and institution reps
- Delaware County residents

Surveys

8,711 survey respondents

- 6,040 students (grades 6-12)
- 2,032 family members
- 639 school staff members
- a majority of Delco school districts represented

Focus Groups

10 stakeholder groups

- Parents & families
- School district staff (admin, teachers, related services, etc.)
- Community government, agencies, institutions
- Delaware County residents

Landscape Review

Analysis across two core themes:

- Defining mental and behavioral health issues present in Delco
- Summarizing research related to prevention & treatment opportunities and interventions



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Strategic Planning Team



County Agencies

- County Council
- District Attorney's Office
- Department of Juvenile Justice
- Department of Human Services
- Delco Intermediate Unit

School District Leadership

- Archdiocese of Philadelphia
- Chichester SD
- Haverford SD
- SE Delco SD
- Upper Darby SD



Local Institutions

- Children's Hospital of Phila
- Holcomb Behavioral Health
- Chester Community Coalition
- Making a Change Group
- Multicultural Community Family Services

Residents & Families

- Chester
- Marple-Newtown
- Ridley
- Rose Tree Media
- Wallingford-Swarthmore

Representatives from a diverse group of organizations and institutions participated on the HKHSI Strategic Planning Team to review the research outputs and consider recommendations to shape planning moving forward.



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Needs Identified



Both research and stakeholder input found that access to services, quality of programming, culturally appropriateness, funding, and stigma about MHBHSA were core needs for DelCo.



Access to Services



Quality of Programming



Cultural Appropriateness



Funding



Addressing Stigma

HKHSI Mission

The Delaware County Healthy Kids, Healthy Schools Initiative's mission is to support the continuous quality improvement of the organizations and systems that provide access to prevention and intervention services for mental health, behavioral health, and substance abuse for youth from birth to age 18 across Delaware County. Through our continuous quality improvement work, we work to ensure that all of Delaware County's youth have equitable access to cohesive, student- and family-centered, evidence-based MHBHSA services so that they may reach their full potential.



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Visioning Phase



To ensure alignment across planning groups, the strategic planning team aligned around a shared vision for success by the year 2030:

By 2030, all of Delaware County's children, youth, and families have **equitable access to highly effective, evidence-based prevention and intervention services** for mental health, behavioral health, and substance abuse (MHBHSA) through a **connected system of interdependent programs and practices**. The system is coordinated by an Office of Healthy Kids, Healthy Schools through an appropriate County agency or department and partners closely with Delaware County's diverse stakeholders, including local schools, agencies, institutions, and families. The Office works to **increase access to highly effective services for children and families when compared to pre-pandemic rates**, so that students can be safe, more present, and engaged in Delaware County schools and in their education.

To achieve these objectives, we design and implement strategies that **prioritize the involvement of families, community members, and student-serving organizations and their staff**. Our approach to change is grounded in a commitment to **value the complex and multifaceted identities of Delaware County's residents and communities**.

When actualized, this vision will create a community where **every child is able to thrive and reach their full potential**. Ultimately, this will lead to a **cycle of community health that supports Delaware County in becoming an even more desirable and prosperous place for families to live and grow**. Through planning, implementation, and a continuous cycle of improvement processes that gather diverse and robust inputs and involvement, this initiative will produce efforts toward change that value the complex and multifaceted identities of Delaware County residents and communities. Delaware County will not only meet the mental health, behavioral health, and substance abuse treatment needs of children from birth to age 18 in our communities but will **serve as a model for counties and townships throughout Pennsylvania and the region**.



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Planning Phase



The strategic planning team divided into working groups to design detailed action and accountability plans within the following five key areas:

1

Sustainability
Ensure this long-term work continues despite inevitable shifts and unforeseen challenges.

2

Partnership Planning
Remove barriers in order to promote coordination and communication across stakeholders.

3

Equity
Ensure equitable access and quality for all stakeholders.

4

Innovation & Growth
Remain committed to continuous improvement and stay current on the most relevant and impactful information and strategies.

5

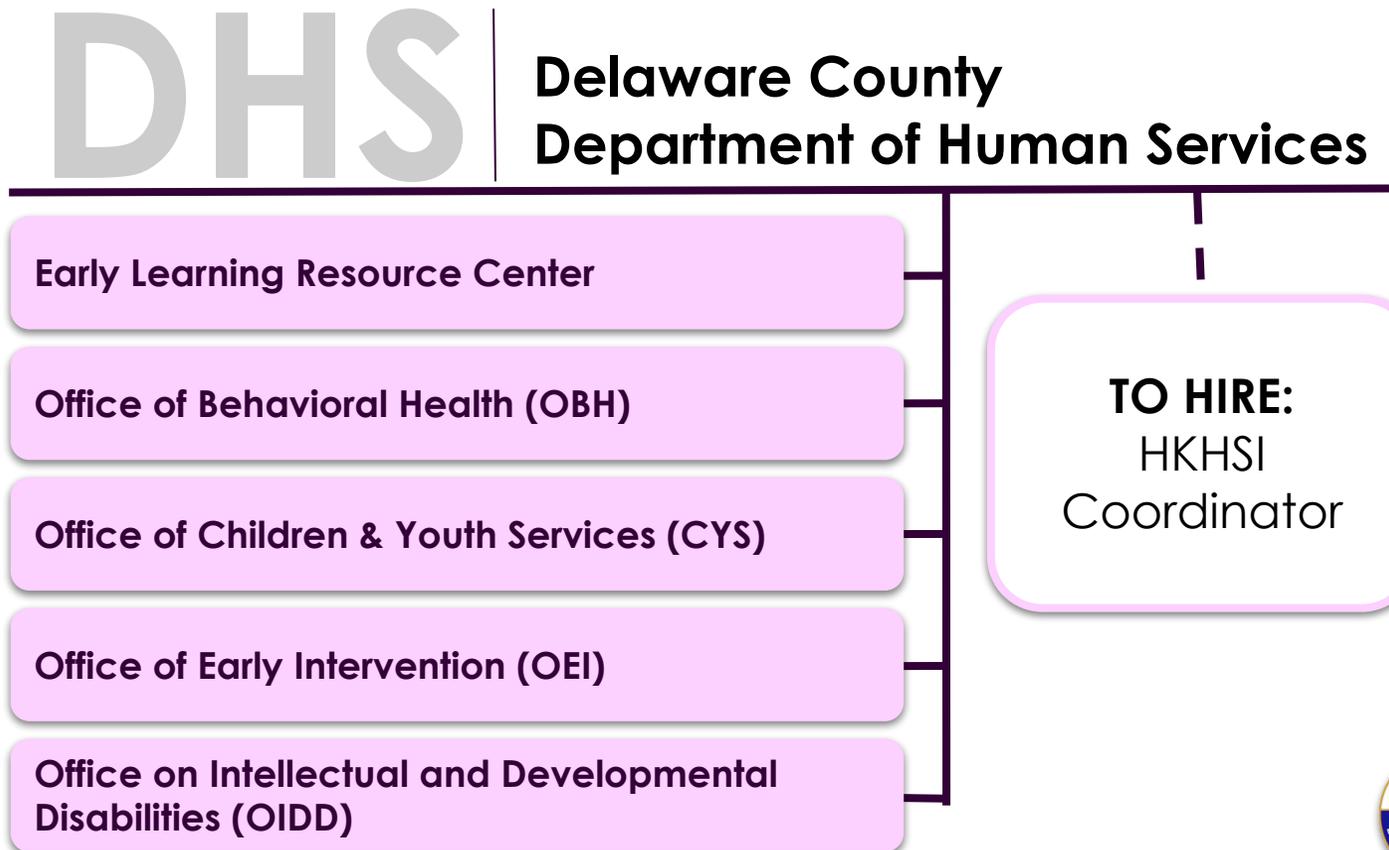
Data Practice
Maintain a robust data system that provides relevant and accurate information to guide ongoing work.



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Shift to Implementation

DHS will own oversight of HKHSI plan implementation & integrate the work into its related initiatives. To ensure accountability, it will hire a dedicated HKHSI coordinator.





Overview of the Strategic Plan

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Strategic Plan Framework



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Strategic Initiatives Overview



1

Sustainability

Initiative Leadership & Coordination

Best Practice Resource Clearinghouse

Consistent & Equitable Funding Streams

2

Partnership Planning

Agency & Institution Coordination

School-Based Partnerships

3

Equity

Service Access Equity

Equitable Community Knowledge

4

Innovation & Growth

Research Partnerships

Intervention Pilots

Tier 1 Supports & Enhancement

5

Data Practice

Data Collection & Sharing Systems

Delaware County MHBHSA Services Dashboard





1

Sustainability

Planning Team Members



- **Danielle DiMatteo** Delaware County Department of Juvenile Probation Director
- **Dr. Maria Edelberg** Delaware County Intermediate Unit Executive Director
- **Sandy Garrison** Delaware County Human Services Director
- **Jack Stollsteimer** Delaware County District Attorney
- **Dr. Monica Taylor** Delaware County Council Member





1

Sustainability

STATEMENT OF INTENT

The vision for the Delco Healthy Kids, Healthy Schools Initiative involves long-term work. Strategic and enduring change requires systems and structures that will continue through changes in leadership, as well as through foreseen and unforeseen challenges and shifts. Sustainability measures should include, but are not limited to, systems and structures directly related to coordination/oversight, logistical, procedural, and financial sustainability.

STRATEGIC INITIATIVES

Initiative Leadership & Coordination

SMART OBJECTIVE: By fiscal year 2023, DHS has resources/ employee(s) dedicated to the coordination of MHBHSA services for children and youth in Delco. Through DHS, the HKHSI coordinator actively engages in projects, and also connects and oversees work on MHBHSA with agencies, institutions, and providers throughout the county.

Best Practice Resource Clearinghouse

SMART OBJECTIVE: By September 2025, Delaware County has a clearinghouse of best practices related to delivery of MHBHSA services in schools with a focus on programs and practices that are particularly relevant to the unique communities served throughout Delaware County. This includes, but is not limited to, programs, staffing, processes, documents, and systems related to school-based services. Schools, community agencies, and institutions in Delaware County have access to this clearinghouse and utilize it to expand their MHBHSA services.

Consistent & Equitable Funding Streams

SMART OBJECTIVE: By 2025, MHBHSA services for children and youth are consistently funded through a combination of federal, state, local, and private monies, including innovative partnerships with contracted county service providers, the PA Department of Health, and other institutions serving Delaware County residents.





2

Partnership Planning

Planning Team Members



- **Alexia Clarke** Chester Community Coalition Executive Director
- **Linda Cortese** Wallingford-Swarthmore SD Parent
- **Mike Diaz** Ridley SD Parent
- **Dr. Eleanor DiMarino-Linnen** Rose Tree Media SD Superintendent
- **Bernadette Dougherty** Archdiocese of Philadelphia Assistant Superintendent
- **Portia Kamara** Multicultural Community Family Services Executive Director





2

Partnership Planning

STRATEGIC INITIATIVES

Agency & Institution Coordination

School-Based Partnerships

STATEMENT OF INTENT

Delaware County has a plethora of agencies and community partners that are addressing the mental health, behavioral health, and substance abuse treatment needs of Delco's diverse students and families. To effectively tackle the issues related to these services, agencies will need to work together collaboratively and remove barriers to coordination and communication of services and collective action. Barriers to coordination can and should be ameliorated through various means, including, but not limited to, memorandums of understanding, more robust use of currently available data systems, advocacy for changes to policy and laws where needed, additional staffing, etc.

SMART OBJECTIVE: By July 2023, Delaware County provides staff and structures to ensure coordination among schools and relevant agencies/institutions related to child and adolescent MHBHSA prevention, intervention, and treatment. The approach includes, but is not limited to, a review of available providers and reinvestment in monthly collaborative meetings ("Board of Governors") with service providers, applicable County agencies and district representatives, and key representatives of districts/private schools to actively engage and problem solve around barriers to access for students and families. Prioritizing a diverse range of stakeholders is a necessary component of Board of Governors meetings.

SMART OBJECTIVE: By September 2025, there is a 50 percent increase in the number of schools in Delaware County that have partnerships with County and/or community agencies to facilitate collaboration and/or provide MHBHSA services. Said partnerships support active coordination and integration among diverse partner agencies and school-based providers, increasing family access to services. This includes investigating new programs and expanding existing program access across diverse organizations with culturally competent resources and services.





3

Equity

Planning Team Members



- **Nancy Campo-John** Marple Newtown SD Teacher and Parent
- **Tasliym Goodman** Chester SD Parent and Consultant
- **Sarah Graden** Unionville-Chadds Ford SD School Social Worker/LCSW and Wallingford-Swarthmore Parent
- **Melanie-Jo McCarthy-Frick** Haverford SD Parent
- **Deneen Mosley** Making a Change Group Partner



3

Equity

STATEMENT OF INTENT

All students in Delaware County, regardless of school system, will have equitable access to services for mental health, behavioral health, and substance abuse. Equitable access encompasses knowledge of services (communication/education), the ability to engage in services (location, transportation, cost, amelioration of stigma), and the quality of the services themselves (qualifications of providers, culturally diverse and identity responsive interventions). Families are included in school-based and County processes and training to facilitate access to and impact for children and adolescents within Delaware County.

STRATEGIC INITIATIVES

Service Access Equity

SMART OBJECTIVE: By September 2025, all children and youth in Delaware County have equitable access to highly trained MHBHSA practitioners through their schools and communities. Families are aware of the options for their children through robust and differentiated communication structures. As a part of this effort, Delaware County has countywide definitions and practices for service access equity. The approach to service access equity includes, but is not limited to, ameliorating disproportionate availability of MHBHSA services access based on identity, location, communication needs, etc.

Equitable Community Knowledge

SMART OBJECTIVE: By September 2025, all Delaware County families have the opportunity to engage with and train in MHBHSA recognition and intervention and to learn about how to effectively access available treatment opportunities both in and outside of schools. A structured request for proposals process will lead to high quality support of these trainings.





4

Innovation & Growth

Planning Team Members

- **Dr. Eran Magen** Center for Supportive Relationships Founder and Scientific Director
- **Margie McAboy** Delaware County DA, Director of Policy and Public Engagement
- **Elizabeth Schneider** Delaware County Assistant District Attorney
- **Marilyn West-Nulty** Holcomb Behavioral Health Systems
- **Dr. Jami Young** Department of Child and Adolescent Psychology and Behavioral Science, CHOP Director of Psychosocial Research





4

Innovation & Growth

STATEMENT OF INTENT

Communities grow and change. Research continues to refine its understanding of individuals, communities, systems, and their interplay. Supports and solutions may require concepts not yet considered or systems not yet built. A strong strategic plan takes these realities into account by integrating purposeful actions and continuous improvement strategies related to how the County will engage innovation partners, resources, and systems to continue to grow.

STRATEGIC INITIATIVES

Research Partnerships

SMART OBJECTIVE: By September 2025, collaborative research partnerships have been formed between Delaware County and regional colleges, universities, and institutions. These partnerships are engaged in general research and support of MHBHSA services for Delaware County children and families, with a focus on school-based services.

Intervention Pilots

SMART OBJECTIVE: By September 2024, pilots for research- and evidence-based, school-based MHBHSA treatment services start in collaboration with institutional partners. These pilots engage students in research- and evidence-based services and programs at school sites and occur across multiple sites within schools in Delaware County. The goal of these pilots is to investigate the impact of proven school-based methods on MHBHSA outcomes for Delaware County populations and schools.

Tier 1 Supports & Enhancement

SMART OBJECTIVE: By September 2025, there is a 50 percent increase in social emotional learning and Multi-Tiered Systems of Support (MTSS) tier 1 interventions within each District in Delaware County. This includes long-term, robust, consistent, and frequent professional development provided for school positions, including, but not limited to, specific training for administration, teachers, social workers, office staff, etc., and community stakeholders such as parents, families, agencies, etc.





5

Data Practice

Planning Team Members

- **Dr. Jeremy Curtis** Chichester SD Assistant Superintendent
- **Kristin Larsen** Haverford SD School Board Member
- **Dr. Dan McGarry** Upper Darby SD Superintendent
- **Dr. Patricia Rigby** Archdiocese of Philadelphia Assistant Superintendent
- **Cassandra Willis** Southeast Delco SD Director





5

Data Practice

STATEMENT OF INTENT

To make progress, the County needs to maintain a robust data system that is coordinated and is consistent with the myriad requirements (e.g., FERPA and HIPAA) and systems related to mental health, behavioral health, and substance abuse treatment for children and adolescents. This includes standardization and continuous improvement to ensure consistency and regular updating of the system for collecting and using key data related to services for children and youth in Delaware County. Additionally, such a system needs to allow Delaware County to learn from itself and utilize data to continue advocating for services with both internal and external partners.

STRATEGIC INITIATIVES

Data Collection & Sharing Systems

SMART OBJECTIVE: By 2025, Delaware County has a data collection and sharing approach, integrating data from local, county, state, and federal sources. Agencies supporting MHBHSA services for children and adolescents build a positive and collaborative culture to support honest data reporting and sharing across organizations. There is a focus on a broad swath of data indicators including, but not limited to, capacity analysis, service referrals, service use, and measuring impacts of preventive measures on student and community MHBHSA. The data is utilized to create, evaluate, and update metrics for quality and accountability of MHBHSA services access and services for children and youth across the county, with an eye toward determining where more resources are needed, not on punitive measures for not meeting goals.

Delaware County MHBHSA Services Dashboard

SMART OBJECTIVE: By September 2025, Delaware County has a real-time (or close approximation) county data dashboard focused on MHBHSA priority data collection areas for children and youth. The report card provides high-level information on the MHBHSA needs, service access, program implementation, and other pertinent information that can be disaggregated on a variety of measures including, but not limited to, service availability, school district, township/community designation, and identity indicators.



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Cross-Initiative Connections



While planning occurred across five domains, planners acknowledged the dependencies and connections across initiatives and where work will overlap and support efforts across the plan.

		Domain 1		Domain 2		Domain 3		Domain 4			Domain 5		
Domain 1	1.1 Initiative Leadership & Coordination		1.2	1.3	2.1	2.2	3.1	3.2	4.1	4.2	4.3	5.1	5.2
	1.2 Best Practice Resource Clearinghouse	1.1		1.3	2.1		3.1	3.2			4.3		
	1.3 Consistent & Equitable Funding Streams	1.1	1.2			2.2	3.1	3.2			4.3		
Domain 2	2.1 Agency & Institution Coordination		1.2			2.2	3.1	3.1				5.1	5.2
	2.2 School-Based Partnerships				2.1					4.2	4.3	5.1	5.2
Domain 3	3.1 Service Access Equity	1.1	1.2	1.3	2.1	2.2		3.2		4.2	4.3		
	3.2 Equitable Community Knowledge		1.2	1.3	2.1	2.2	3.1		4.1	4.2		5.1	5.2
Domain 4	4.1 Research Partnerships		1.2		2.1	2.2	3.1	3.2		4.2		5.1	5.2
	4.2 Intervention Pilots				2.1	2.2	3.1	3.2	4.1		4.3	5.1	
	4.3 Tier 1 Support & Enhancement		1.2	1.3	2.1	2.2	3.1	3.2	4.1	4.2		5.1	
Domain 5	5.1 Data Collection & Sharing Systems				2.1	2.2	3.1	3.2	4.1	4.2	4.3		5.2
	5.2 Delaware County MHBHSA Services Dashboard				2.1	2.2	3.1	3.2	4.1			5.1	

Colored boxes indicate where two initiatives have a connection that will benefit from ongoing collaboration or communication.



Action Plans



For each strategic initiative's SMART objective, the planning team developed detailed action plans for the first year of implementation which include key tasks, outputs, and a proposed lead and timeline.





To ensure for smooth implementation, the strategic plan also includes the following accountability tools to anticipate communication needs, plan for progress monitoring checkpoints, and anticipate and mitigate potential risks.

01	Key Players	<ul style="list-style-type: none">• Clear leadership for initiating implementation• DHS ownership of HKHSI coordinator role
02	Communication Plan	<ul style="list-style-type: none">• Plan to communicate final plan to key stakeholders and general public
03	Progress Monitoring Process	<ul style="list-style-type: none">• Plan for monitoring progress of implementation across each initiative• Plan for reporting out progress to County Council and relevant Delco stakeholders
04	Risk Identification, Mitigation, and Contingency Plan	<ul style="list-style-type: none">• Internal risks related to how Delaware County Council and government agencies operate• External risks related to the stakeholders, collaborators, and structural challenges inherent in this work

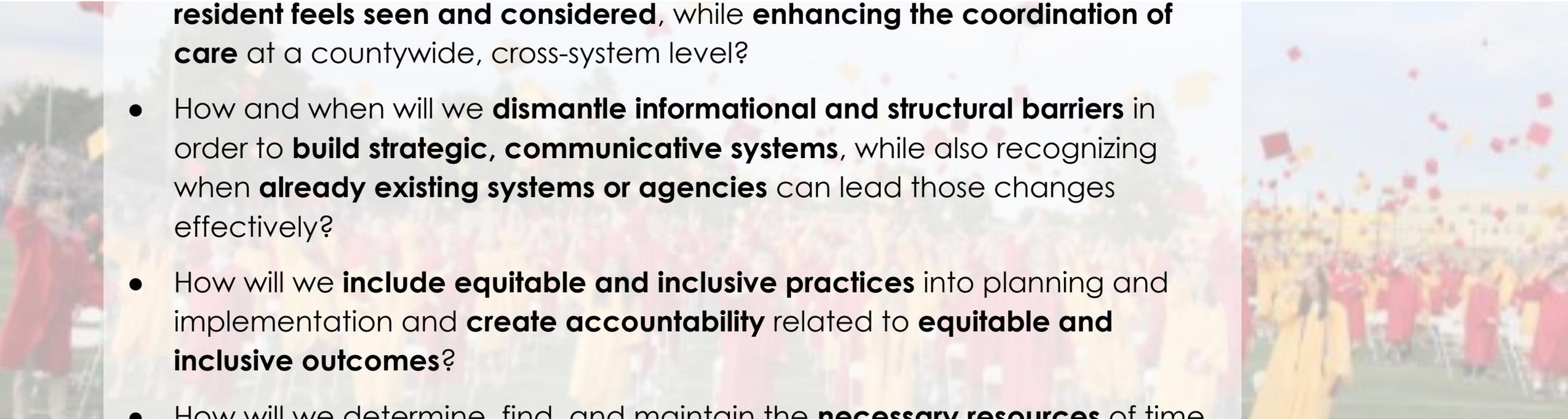
HKHSI

Guiding Questions



Some of the core questions this plan addresses include:

- How will we create a vision for this work in which **every Delaware County resident feels seen and considered**, while **enhancing the coordination of care** at a countywide, cross-system level?
- How and when will we **dismantle informational and structural barriers** in order to **build strategic, communicative systems**, while also recognizing when **already existing systems or agencies** can lead those changes effectively?
- How will we **include equitable and inclusive practices** into planning and implementation and **create accountability** related to **equitable and inclusive outcomes**?
- How will we determine, find, and maintain the **necessary resources** of time, energy, skill, will, and funding to create **sustainable, long-term impact**?



HEALTHY KIDS, HEALTHY SCHOOLS!

