BEHAVIORAL HEALTH
CATALYST

Mapping the Children & Youth Behavioral Health Ecosystem

Using the Ecosystem Map to Refine and Prioritize Recommendations

Presented to the
WA CYBH Working Group

September 5, 2024

Chris Soderquist
Pontifex Consulting

Behavrioal Health Catalyst © 2024

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PURPOSE

How to Use the Ecosystem Map to Propose, Evaluate and Prioritize Recommendations*

BEHAVIORAL HEALTH CATALYST

LEVER 1a
Increase Behavioral Health Capacity
(by attracting/adding)

LEVER 1b
Increase Behavioral Health Capacity
(by decreasing turnover)

LEVER 2
Increase Effectiveness of Current Capacity

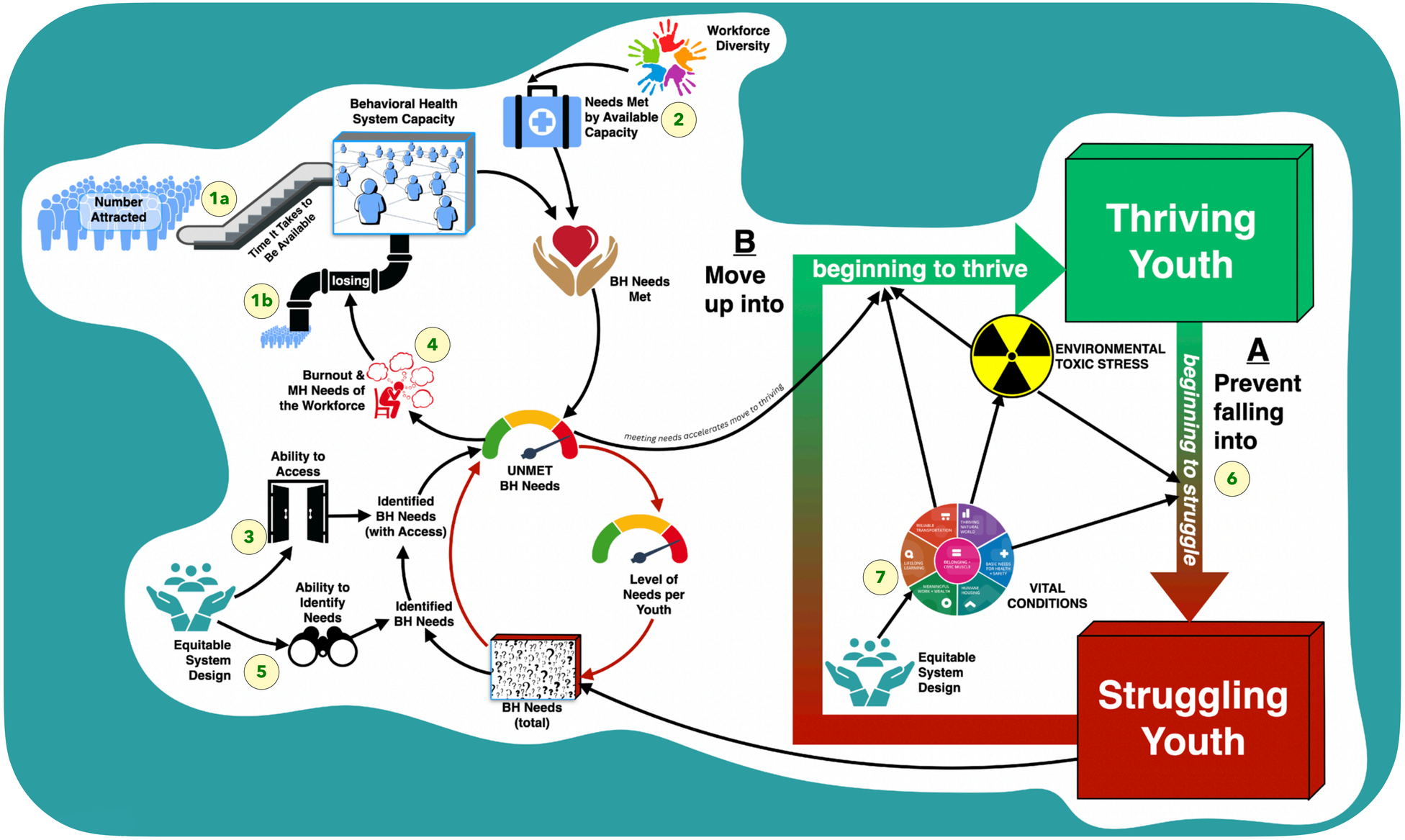
LEVER 3
Increase Access to Support for Struggling

LEVER 4
Support / Sustain the Workforce

LEVER 5
Improve Identification of Struggling

LEVER 6
Build Protective Factors

LEVER 7
Strengthen Vital Conditions



Today's session

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- Purpose & Context
- Process Overview = Open + Narrow + Close
- Ecosystem Map Review
- Ecosystem Maps Help by…
  - ✓ Expanding Boundaries
  - ✓ Finding Leverage
  - ✓ Identifying Potential Unintended Consequences
- Summary
  - ✓ Next Steps = Office Hours
  - ✓ Q&A

Will cover a lot of territory to provide enough info to determine if you'd like to attend office hours

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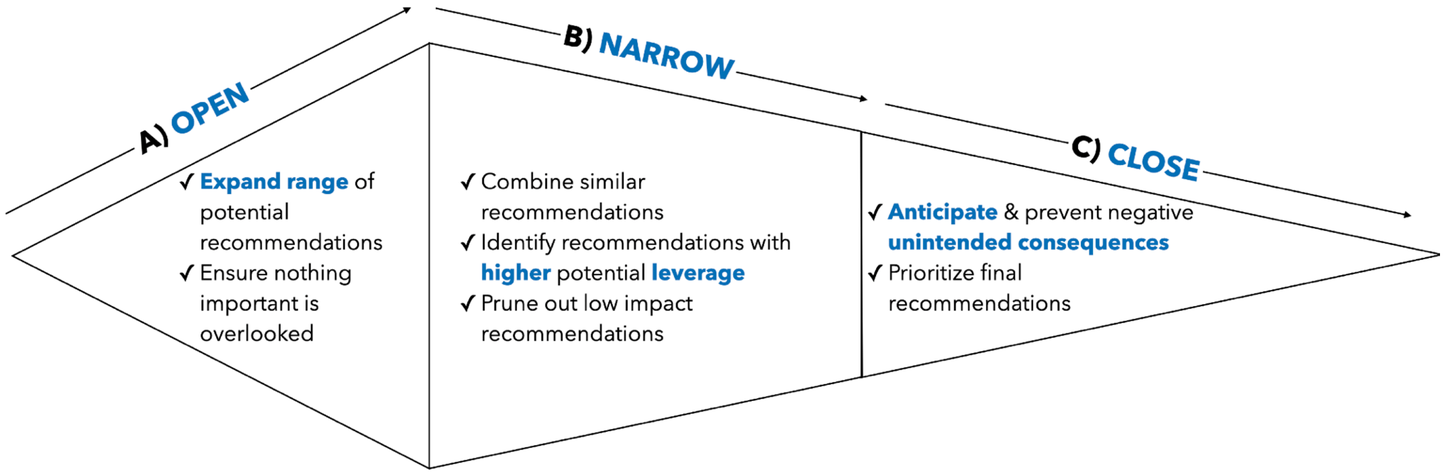
PROCESS

Generating, Evaluating, Selecting, and Prioritizing Recommenations



The Goal:

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BEHAVIORAL HEALTH CATALYST

Create a state with Thriving Children, Youth, and Families…

…by improving the Ecosystem contributing to Behavioral Health

The Process – Purpose of each phase

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A) OPEN

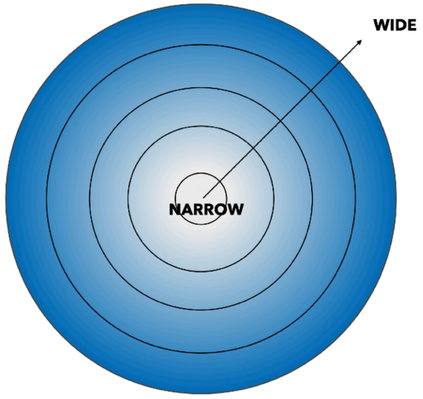
- ✓ **Expand range** of potential recommendations
- ✓ Ensure nothing important is overlooked

B) NARROW

- ✓ Combine similar recommendations
- ✓ Identify recommendations with **higher** potential **leverage**
- ✓ Prune out low impact recommendations

C) CLOSE

- ✓ **Anticipate** & prevent negative **unintended consequences**
- ✓ Prioritize final recommendations



FIND LEVERAGE

ANTICIPATE NEGATIVE UNINTENDED CONSEQUENCES

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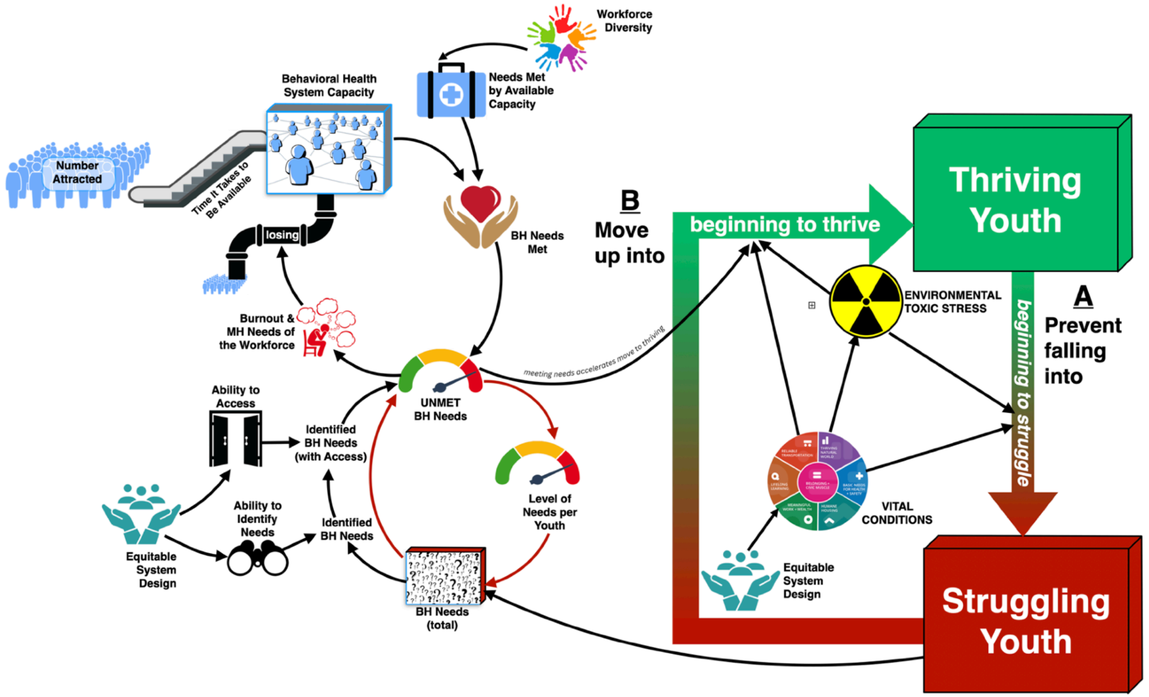
ECOSYSTEM MAP

Reviewing Assumptions



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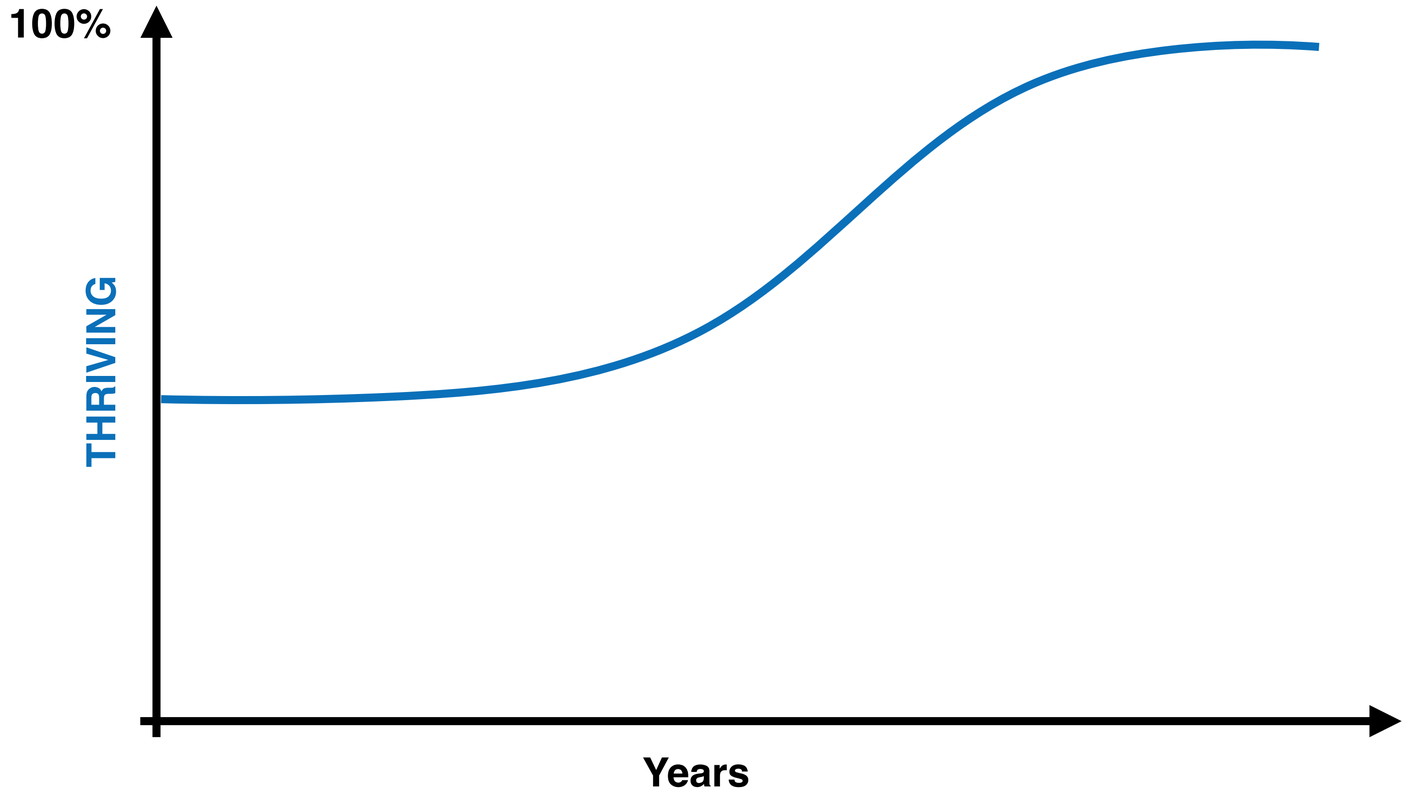
Thriving means children & youth can **maximize** their **quality of life** – to live at their full **potential**.

It doesn't mean absence of behavioral health challenges.

VISION for WA Children & Youth



*This is a similar goal to GA's Department of Behavioral Health and Developmental Disabilities

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CURRENT REALITY FOR US CHILDREN & YOUTH

Since 2012, national rates of behavioral health measure have worsened exponentially

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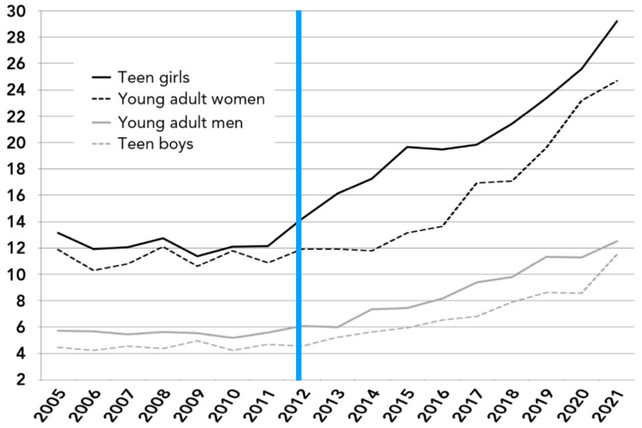
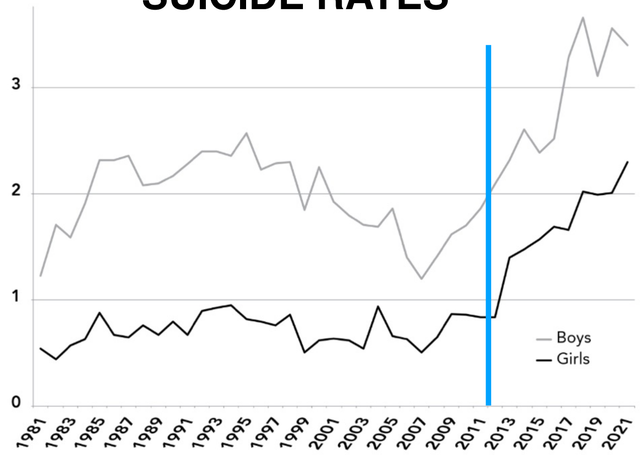
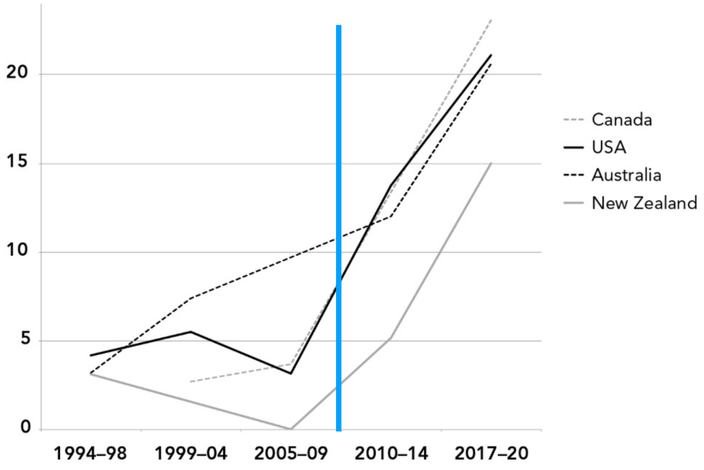
CLINICAL DEPRESSION DIAGNOSIS



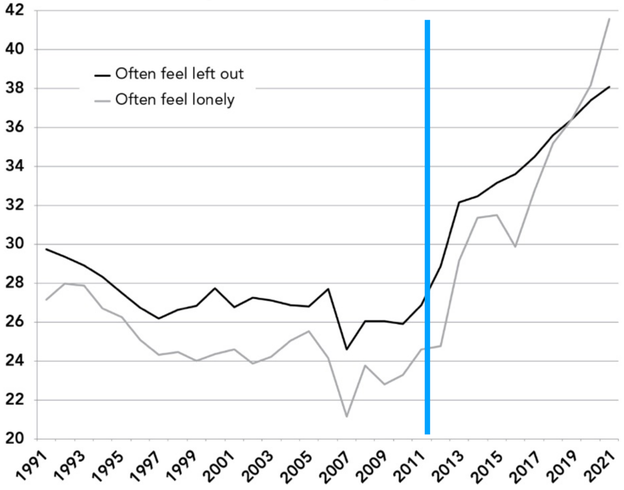
SUICIDE RATES

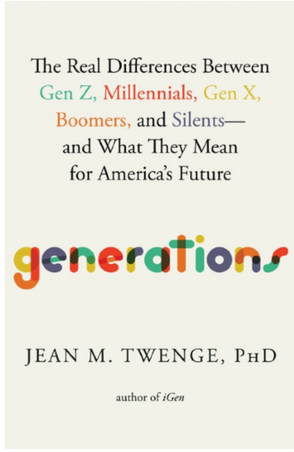


UNHAPPINESS



LONELINESS





Source: Generations (Jean Twenge)

An effective stragegy must work on two goals

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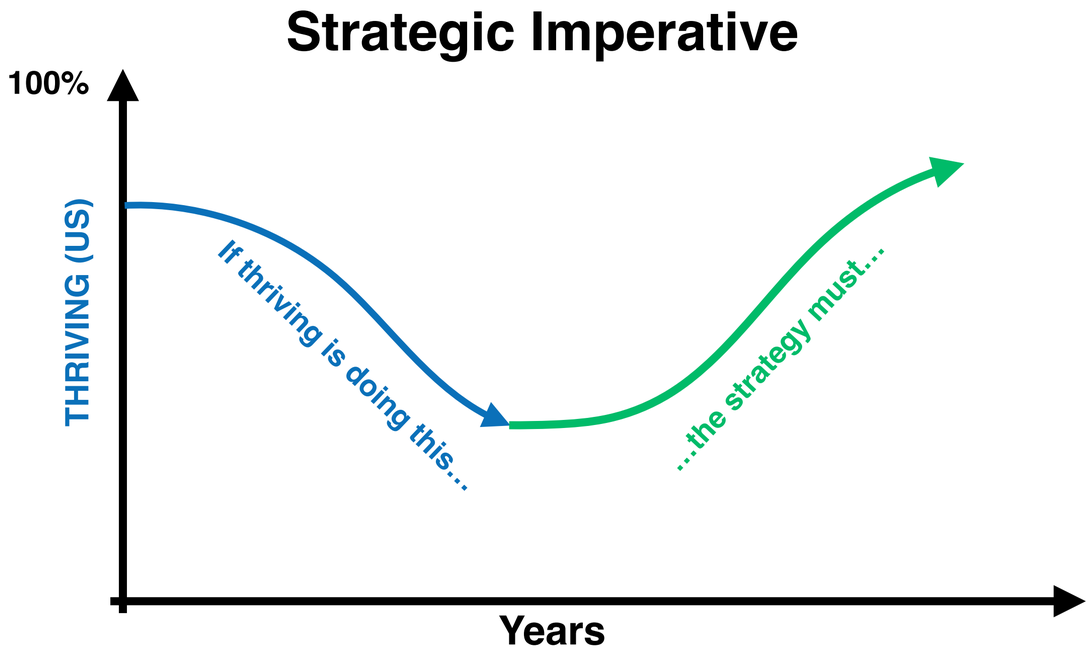
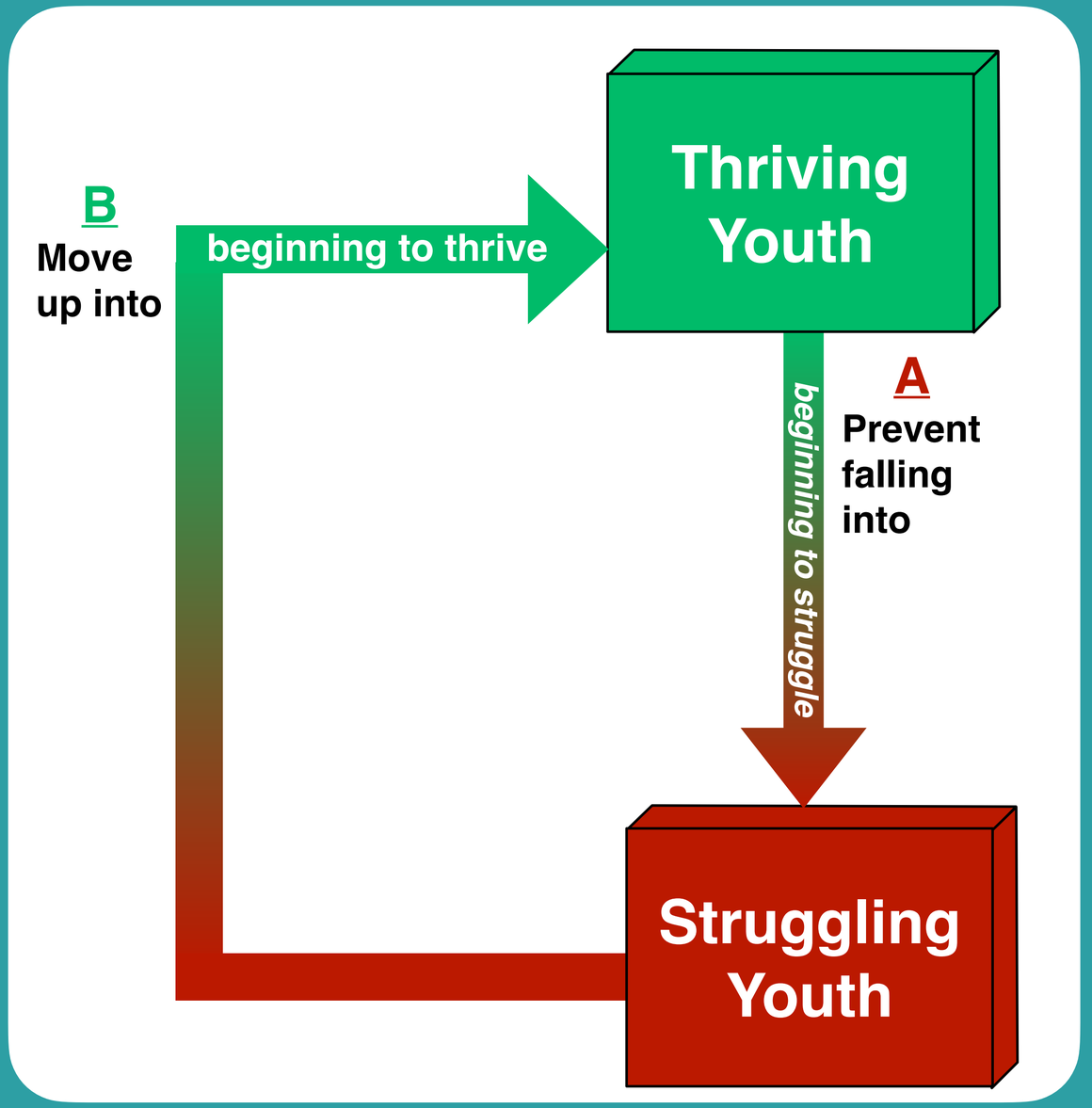


- **Prevent** Thriving Youth from **falling into** Struggling Youth
- **Support** Struggling Youth to **move up** into Thriving Youth

EFFECTIVE STRATEGY COMES FROM A **USEFUL MENTAL MODEL** OF BEHAVIORAL HEALTH



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Let's look at the drivers behind

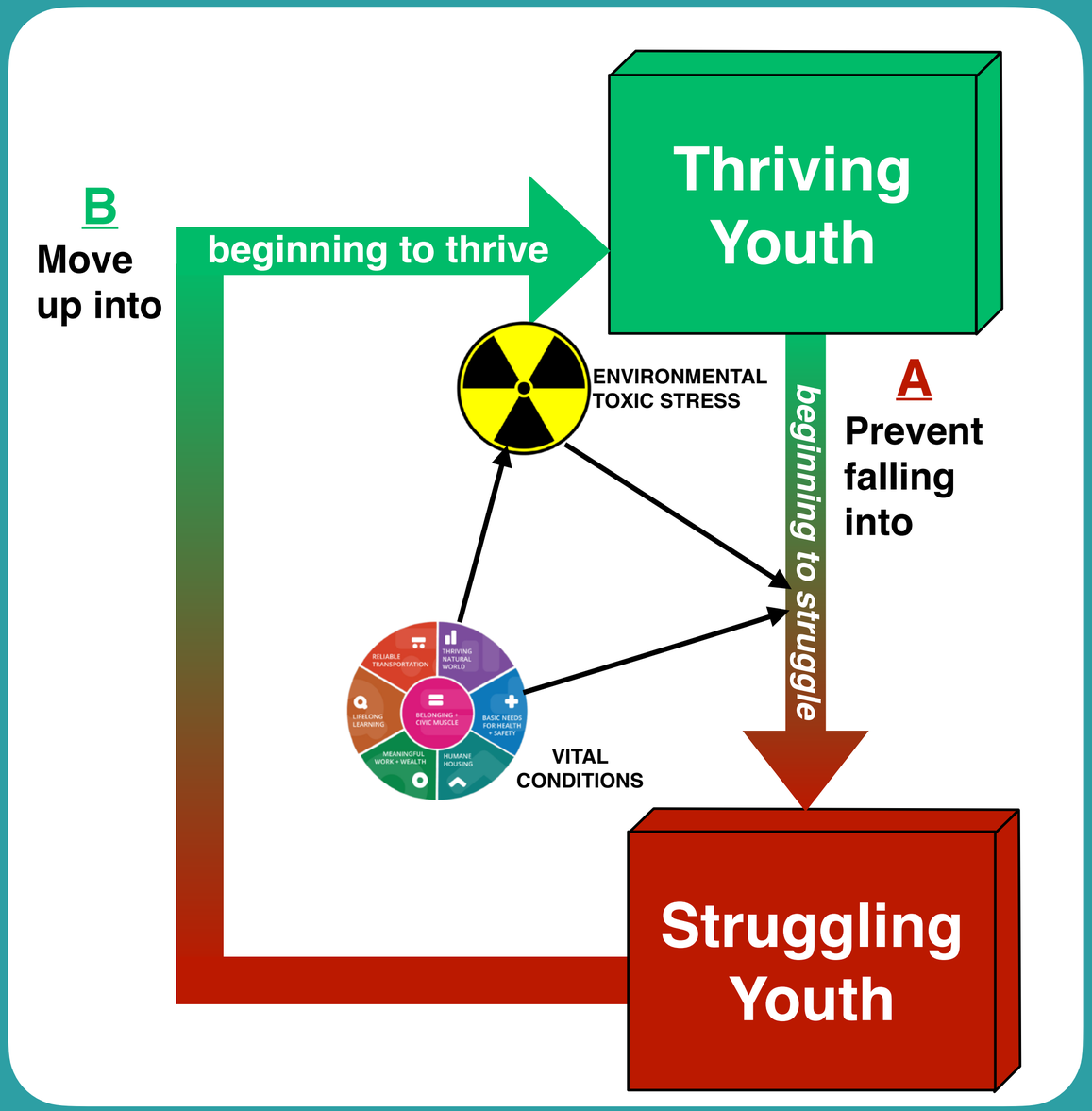
PREVENTION

VITAL CONDITIONS

The **Federal Plan for Equitable Long-Term Recovery and Resilience** (Federal Plan for ELTRR) leverages the **Vital Conditions for Health and Well-Being** as the guiding framework. The vital conditions identify the factors that people depend on to reach their full potential, organized into 7 categories.

- **Belonging and Civic Muscle**
- **Thriving Natural World**
- **Basic Needs for Health and Safety**
- **Humane Housing**
- **Meaningful Work and Wealth**
- **Lifelong Learning**
- **Reliable Transportation**

U.S. Department of Health and Human Services | OASH Office of Disease Prevention and Health Promotion



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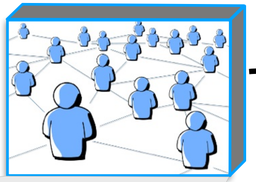
Capacity ranges from

Traditional ⇔ Non-traditional

Behavioral Health System Capacity



BH Needs Met

Includes the capacity to provide many diverse services:

- Crisis response services
- Inpatient treatment for mental illness or SUD
- Outpatient treatment for mental illness or SUD
- Wraparound services
- Recovery support services
- Care coordination services
- Job training
- Services provided in any setting:
  e.g. Community Health Clinics, Schools, Jails
- Parent and caregiver support services
- Primary care
- Behavioral Health literacy training
- Prevention programs
- Screening and identification programs
- Behavioral health worker support services

B
Move up into

beginning to thrive

Thriving Youth

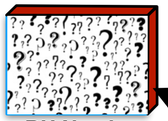
ENVIRONMENTAL TOXIC STRESS

VITAL CONDITIONS

beginning to struggle

A
Prevent falling into

Struggling Youth



BH Needs (total)

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Interventions can...
Increase Behavioral Health Capacity

Behavioral Health System Capacity

Needs Met by Available Capacity

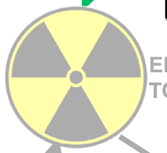
BH Needs Met

Interventions can...
Increase Effectiveness of Current Capacity

B
Move up into

beginning to thrive

Thriving Youth



ENVIRONMENTAL TOXIC STRESS

VITAL CONDITIONS

beginning to struggle

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Prevent falling into

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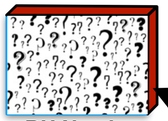

BH Needs (total)

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Interventions can…

Increase Behavioral Health Capacity
(by attracting/adding)

Number Attracted

Time It Takes to Be Available

Behavioral Health System Capacity

Needs Met by Available Capacity

BH Needs Met

B
Move up into

beginning to thrive

Thriving Youth

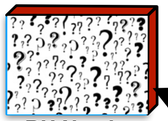
ENVIRONMENTAL TOXIC STRESS

A
Prevent falling into

beginning to struggle

VITAL CONDITIONS

Struggling Youth



BH Needs (total)

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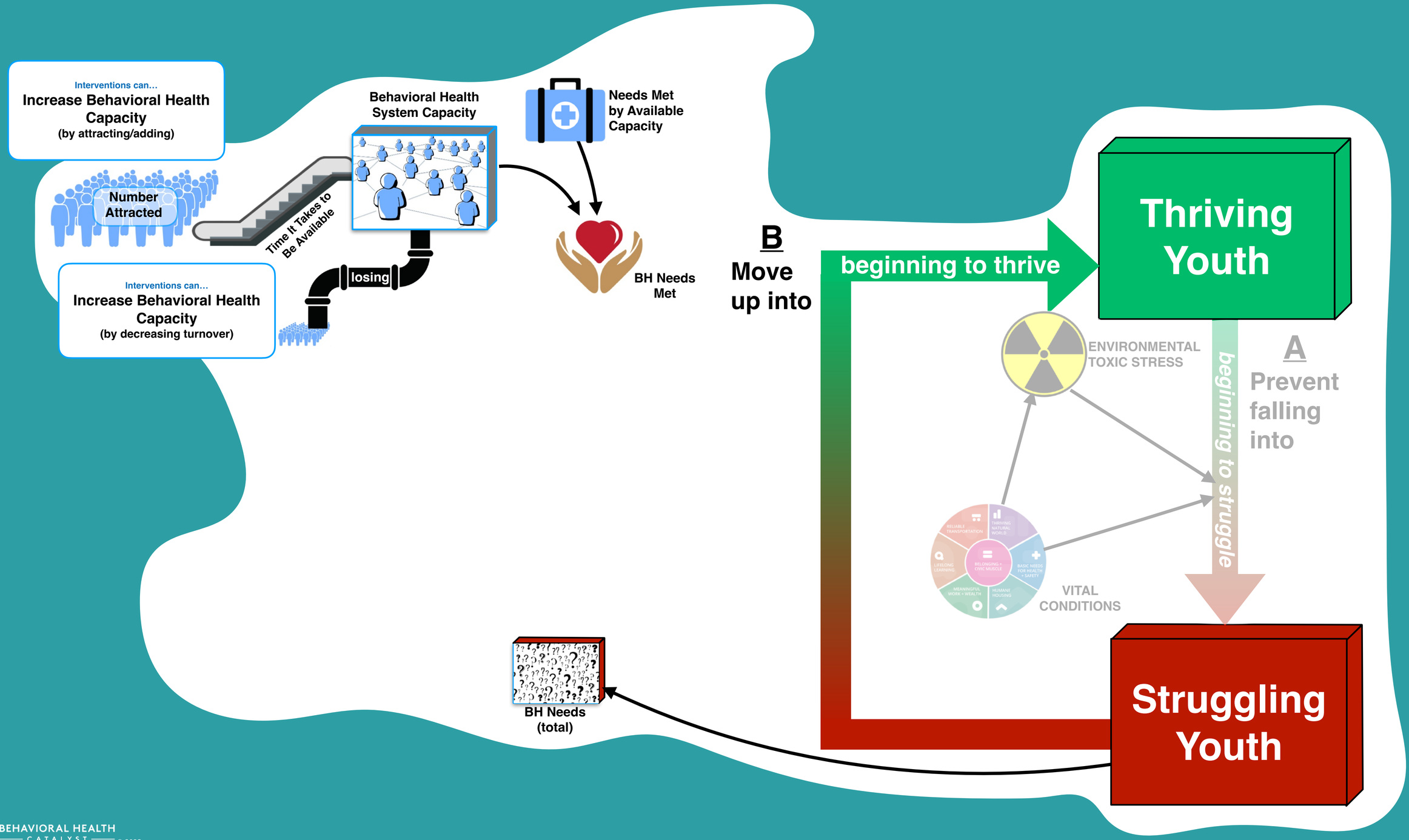

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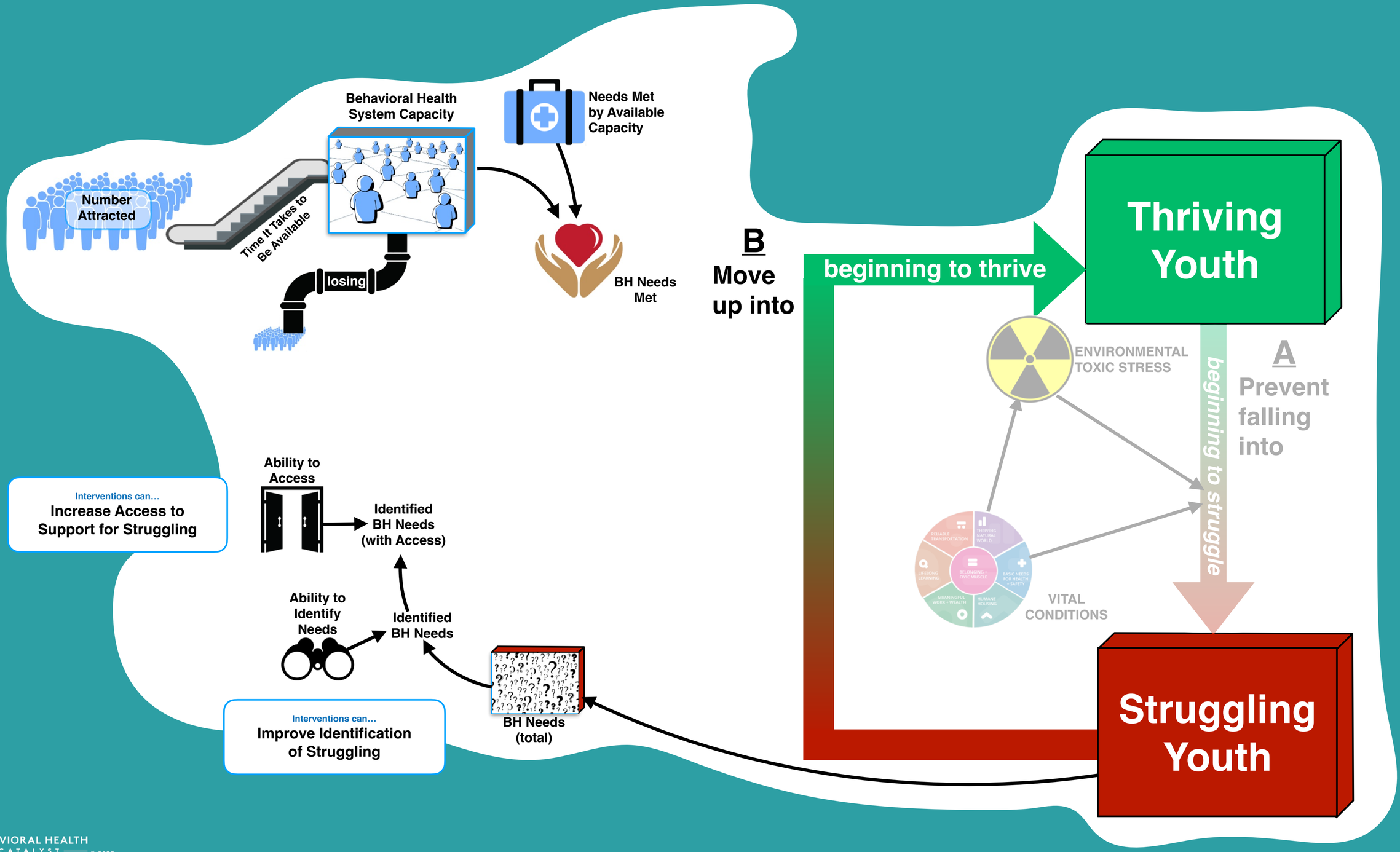

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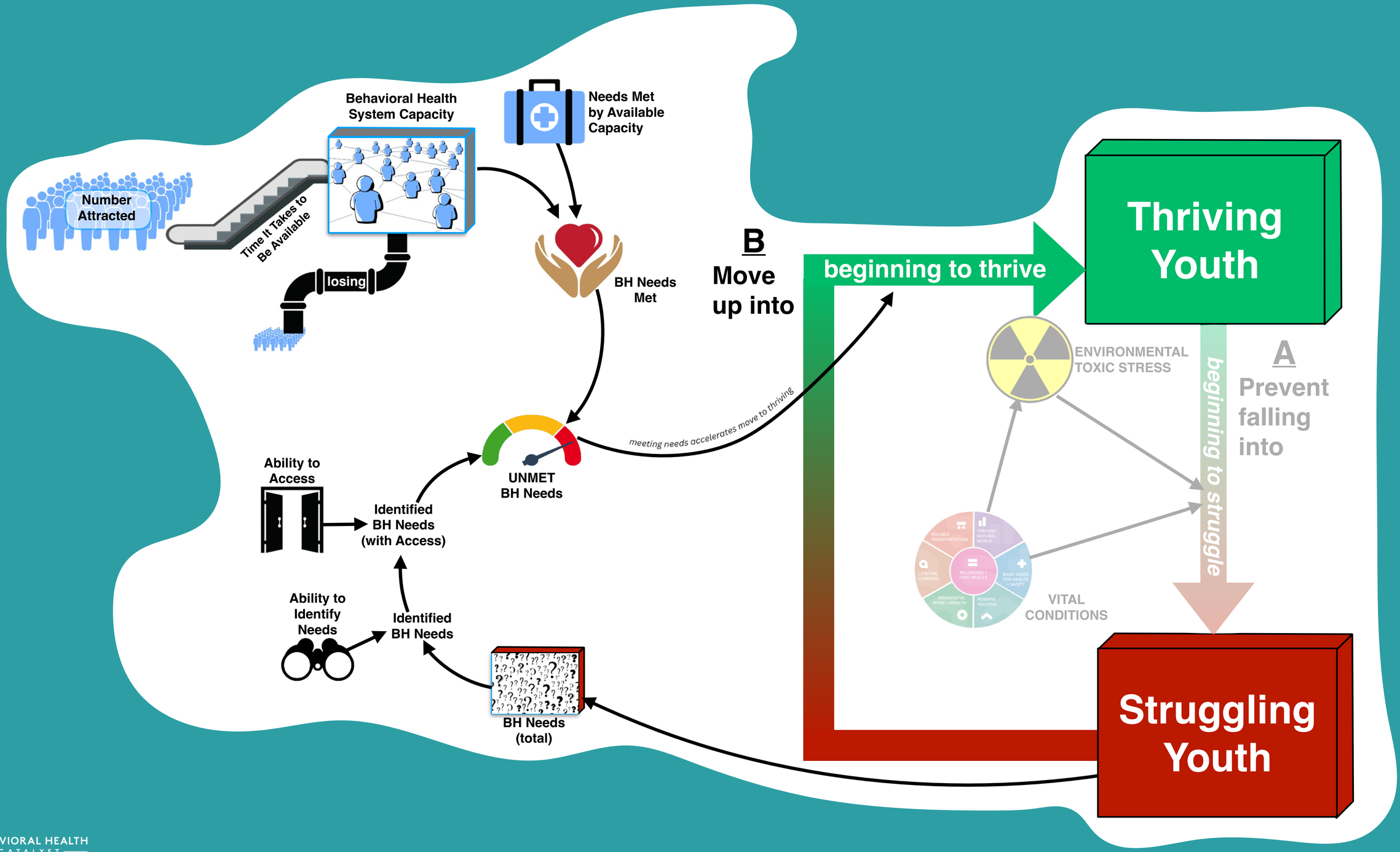

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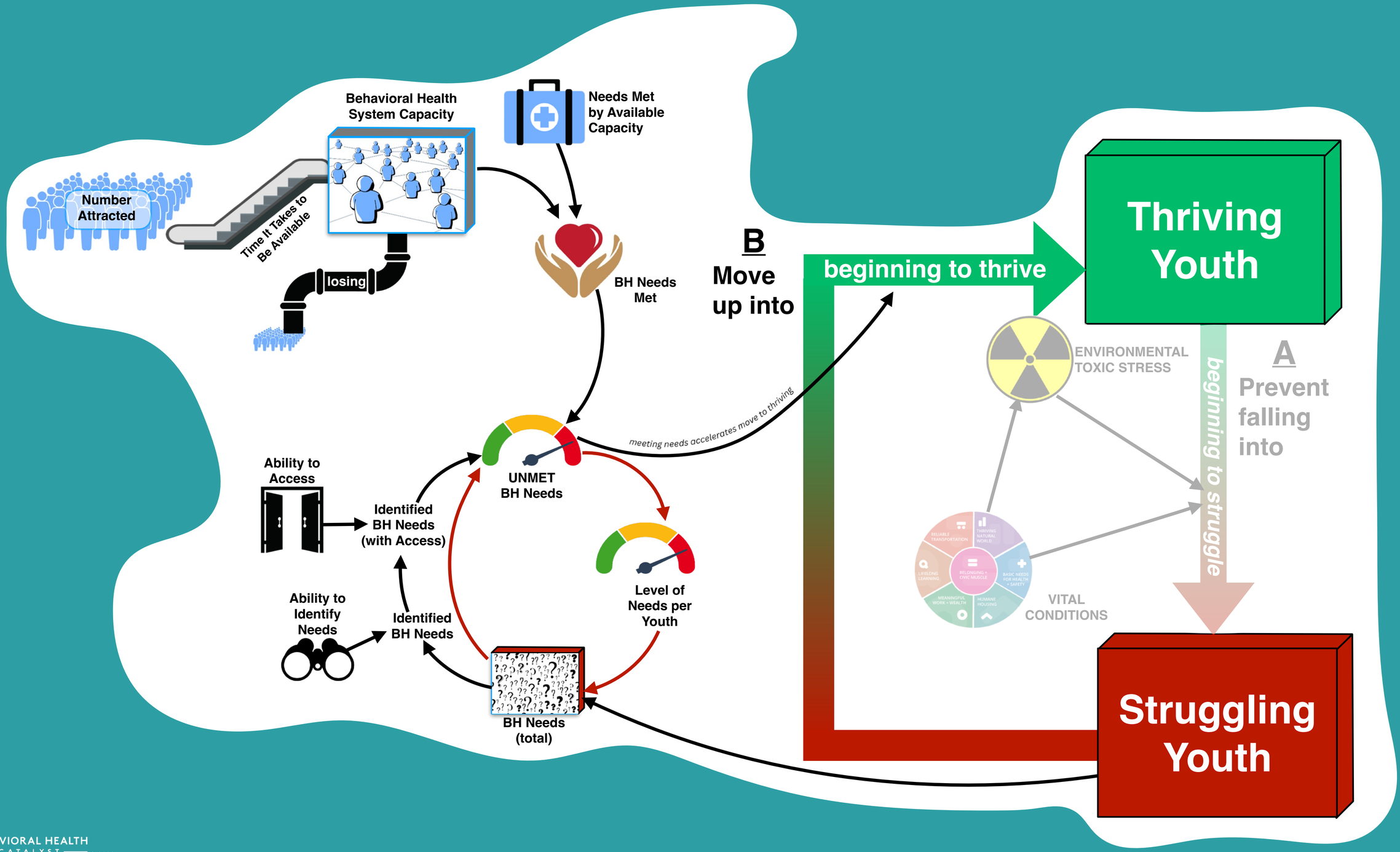

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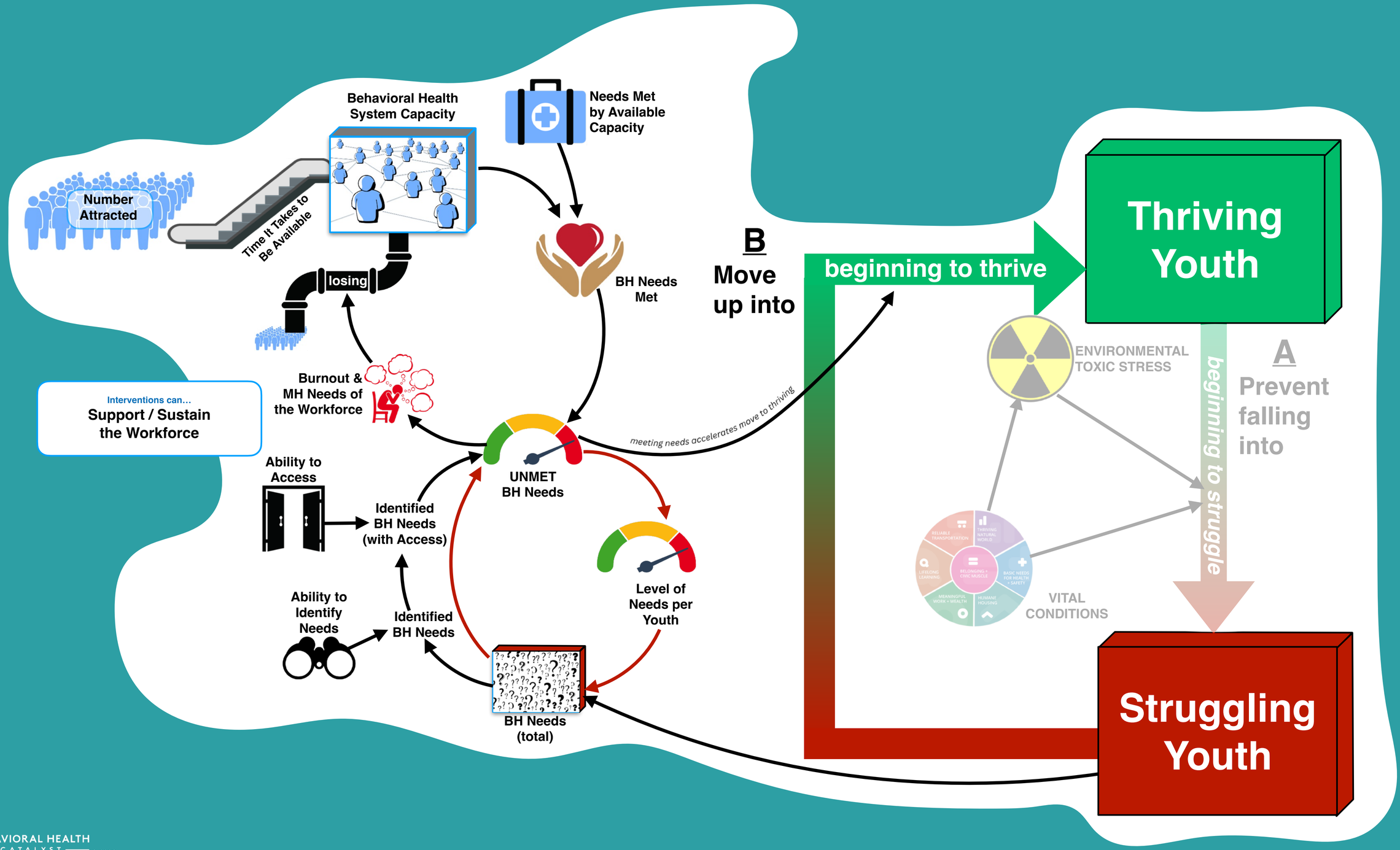

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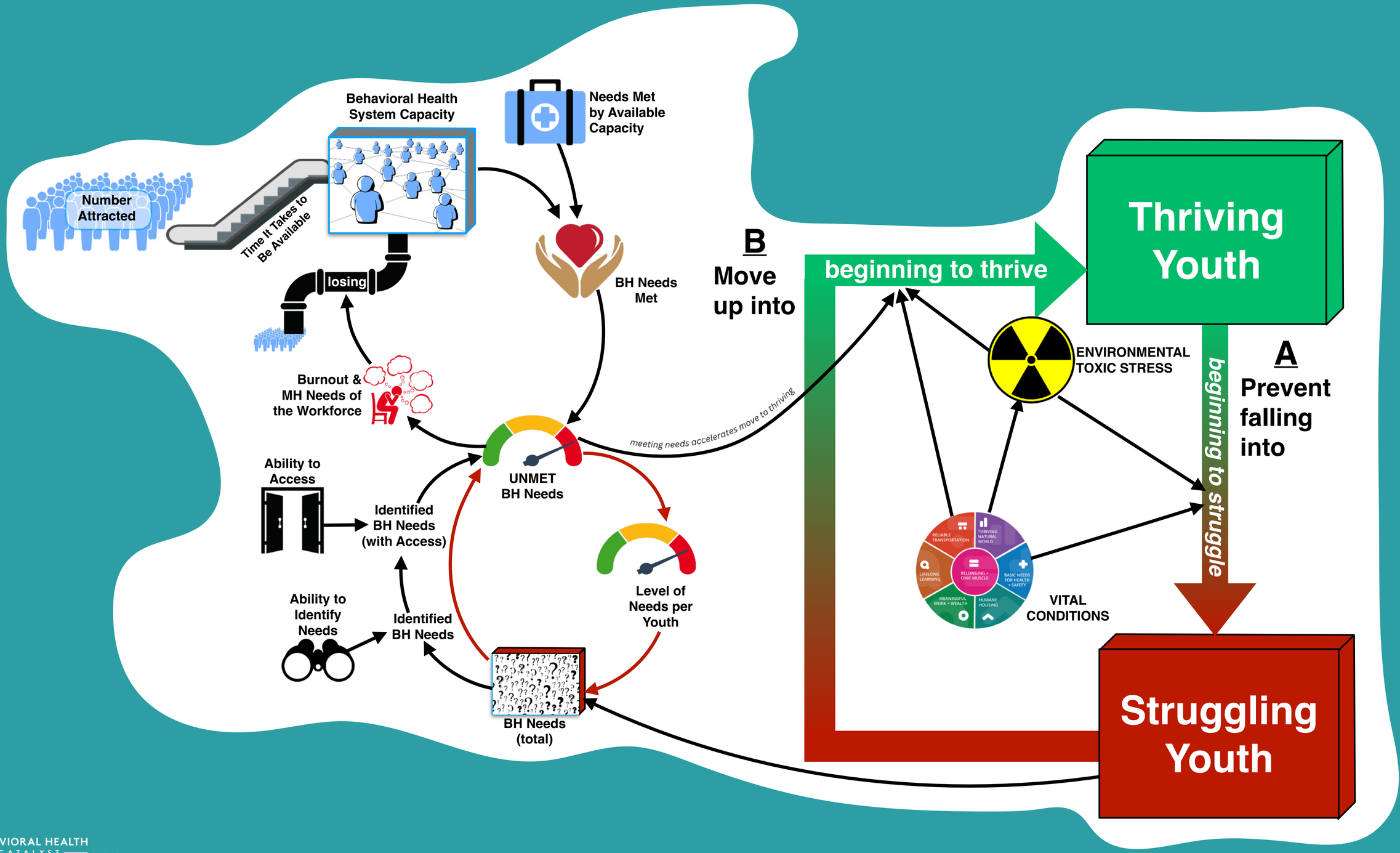

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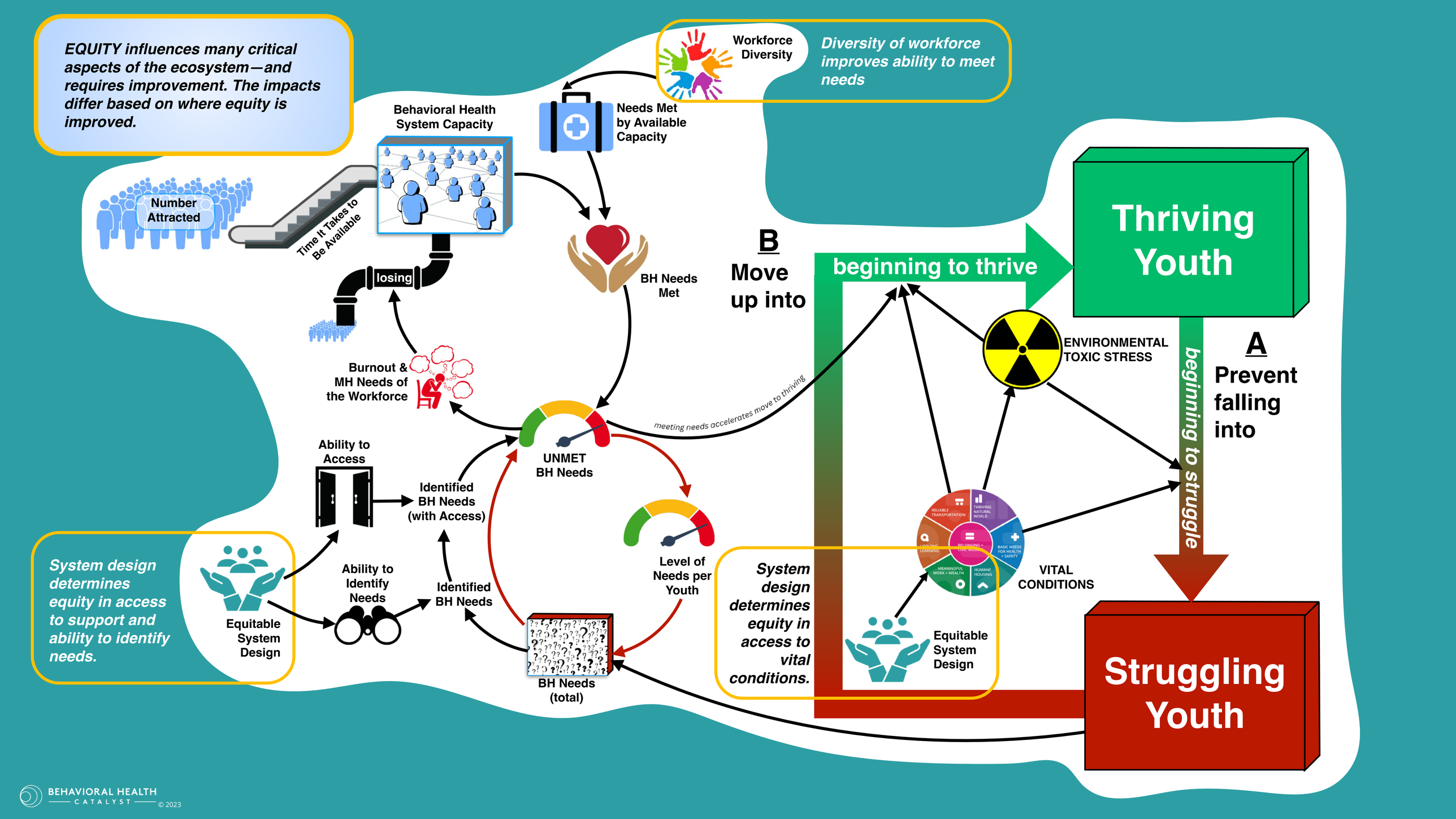
EQUITY influences many critical aspects of the ecosystem—and requires improvement. The impacts differ based on where equity is improved.
Workforce Diversity
Diversity of workforce improves ability to meet needs
Behavioral Health System Capacity
Needs Met by Available Capacity
Number Attracted
Time It Takes to Be Available
losing
BH Needs Met
B
Move up into
beginning to thrive
Thriving Youth
ENVIRONMENTAL TOXIC STRESS
A
Prevent falling into
beginning to struggle
Burnout & MH Needs of the Workforce
meeting needs accelerates move to thriving
UNMET BH Needs
Ability to Access
Identified BH Needs (with Access)
Level of Needs per Youth
Ability to Identify Needs
Identified BH Needs
Equitable System Design
BH Needs (total)
System design determines equity in access to support and ability to identify needs.
System design determines equity in access to vital conditions.
VITAL CONDITIONS
Equitable System Design
Struggling Youth
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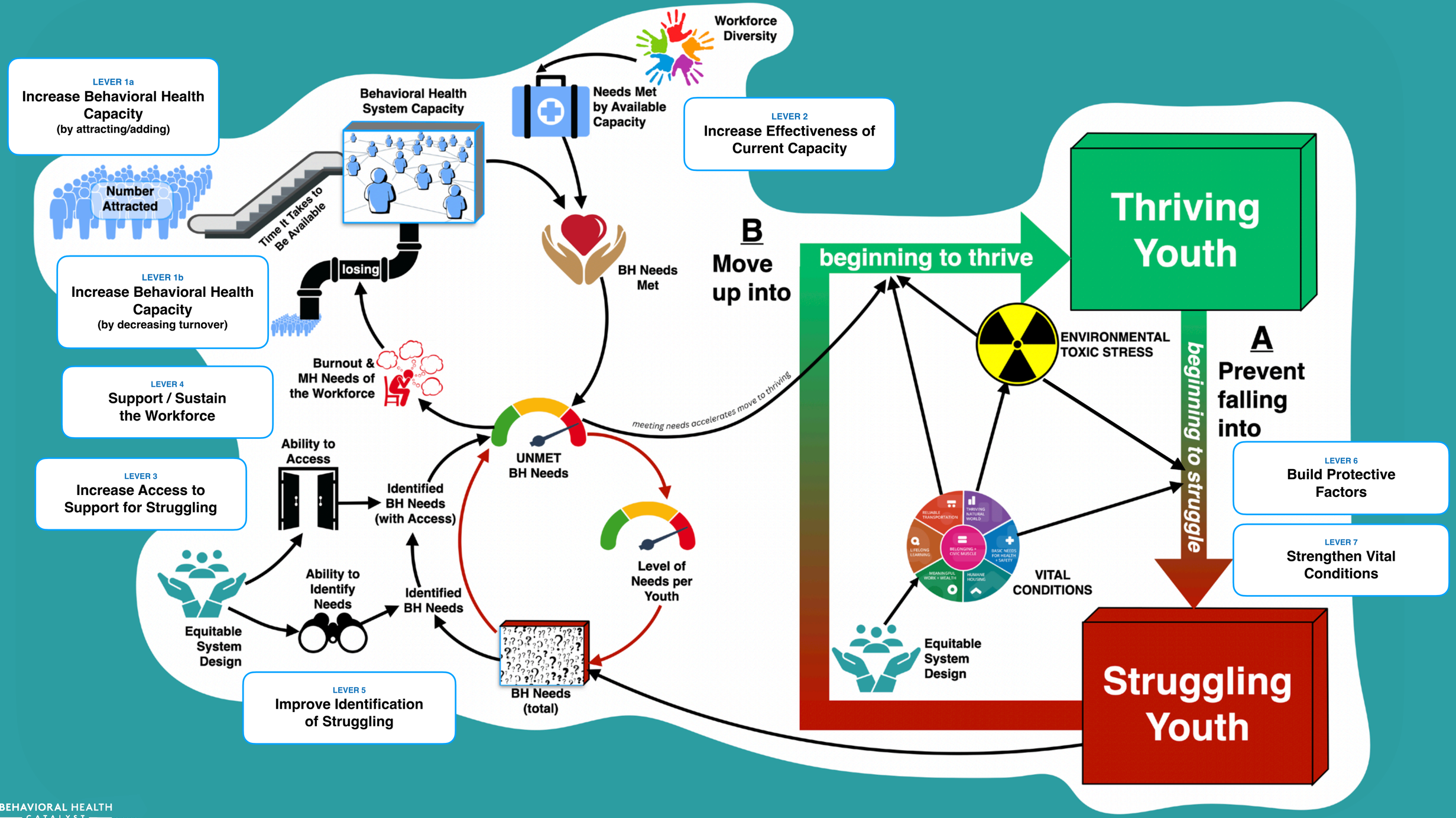

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LEVERS SHOWN TWO WAYS
1) Listed *and* 2) Mapped

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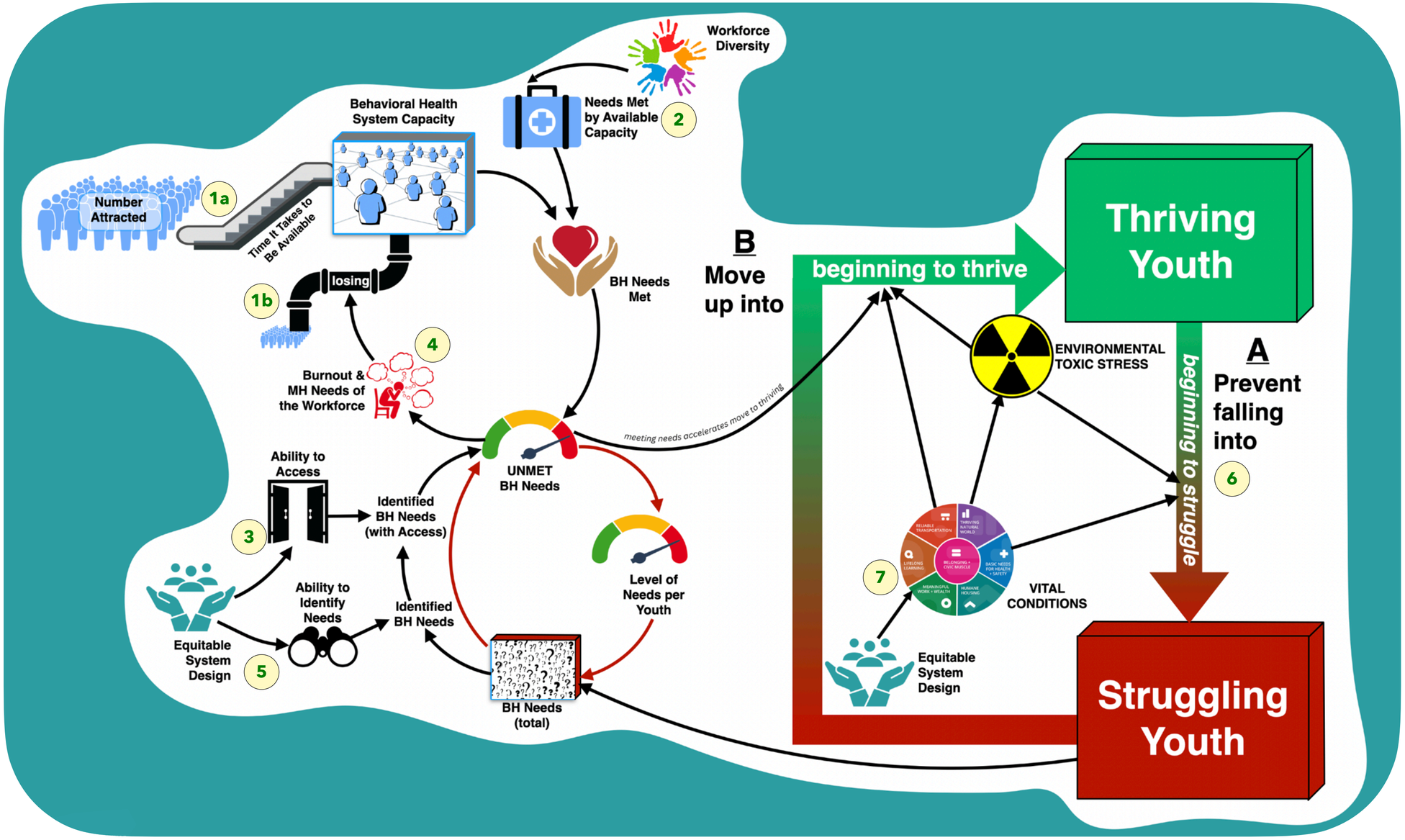
LEVER 6
Build Protective Factors

LEVER 7
Strengthen Vital Conditions

Still exploring changing numbered order



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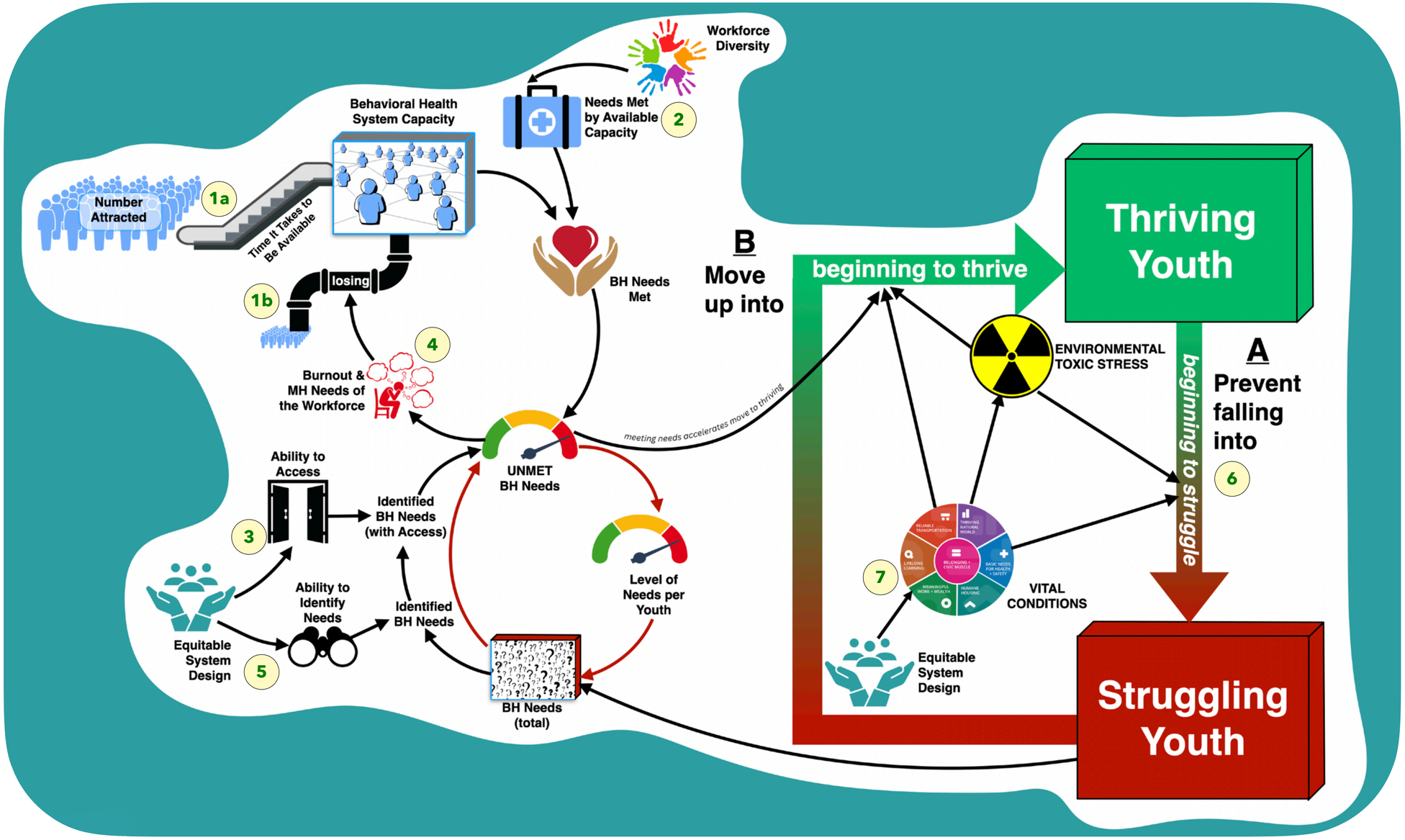

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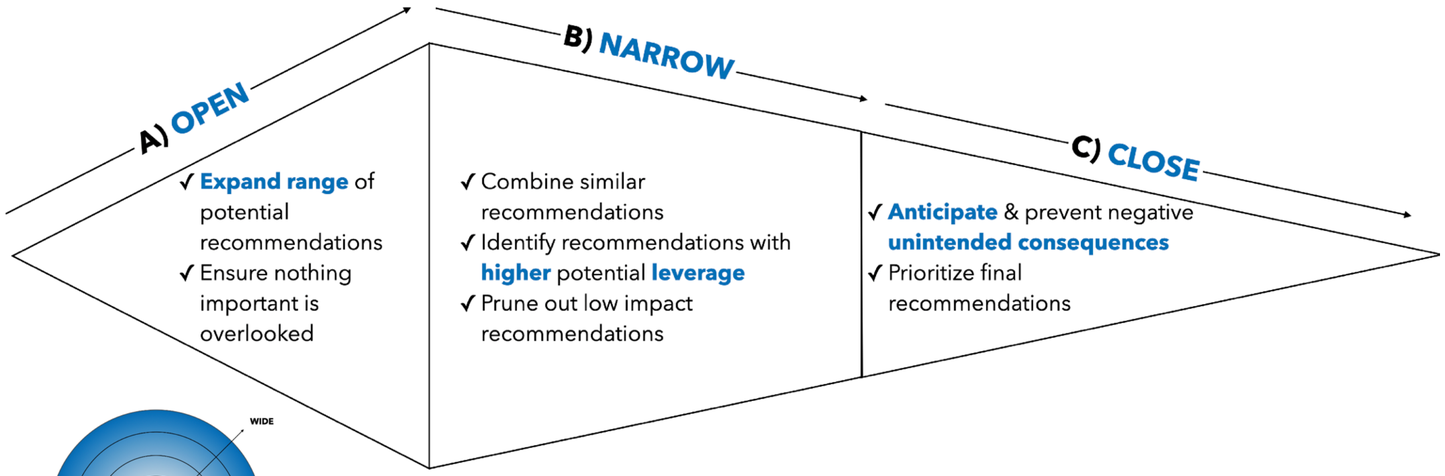
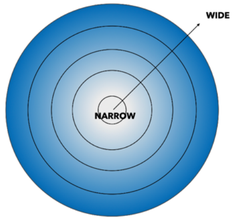
PROCESS

Ecosystem Maps Expand Boundaries of Analysis





EXPAND BOUNDARIES

The Process – How an ecosystem map helps each phase

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BEHAVIORAL HEALTH CATALYST

A) OPEN

- ✓ **Expand range** of potential recommendations
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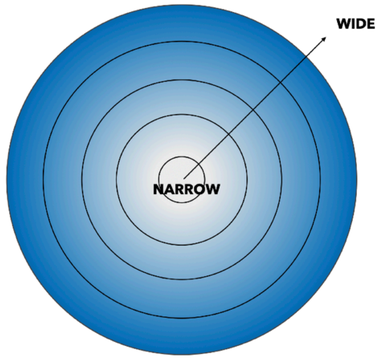

EXPAND BOUNDARIES

FIND LEVERAGE

ANTICIPATE NEGATIVE UNINTENDED CONSEQUENCES

The Process – How an ecosystem map helps each phase

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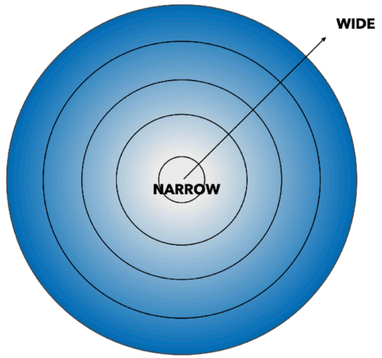

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ANTICIPATE NEGATIVE UNINTENDED CONSEQUENCES

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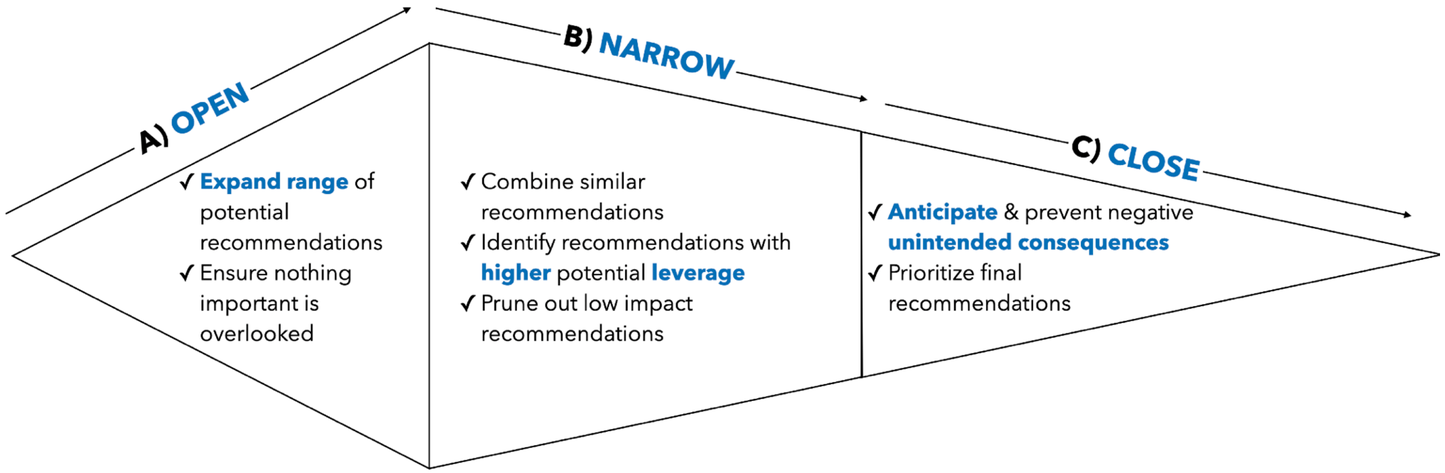
PROCESS

Ecosystem Maps Help Find Leverage



FIND LEVERAGE

London's Pollution Reduction Strategy

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FINAL GOAL = Reduce pollution.

NARROW PHASE = Choose between two interventions

One Intervention Had Multiple Positive Impacts

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Subsidize more efficient engines and fuel switching.

Rebuild so walking and cycling replaces some car travel

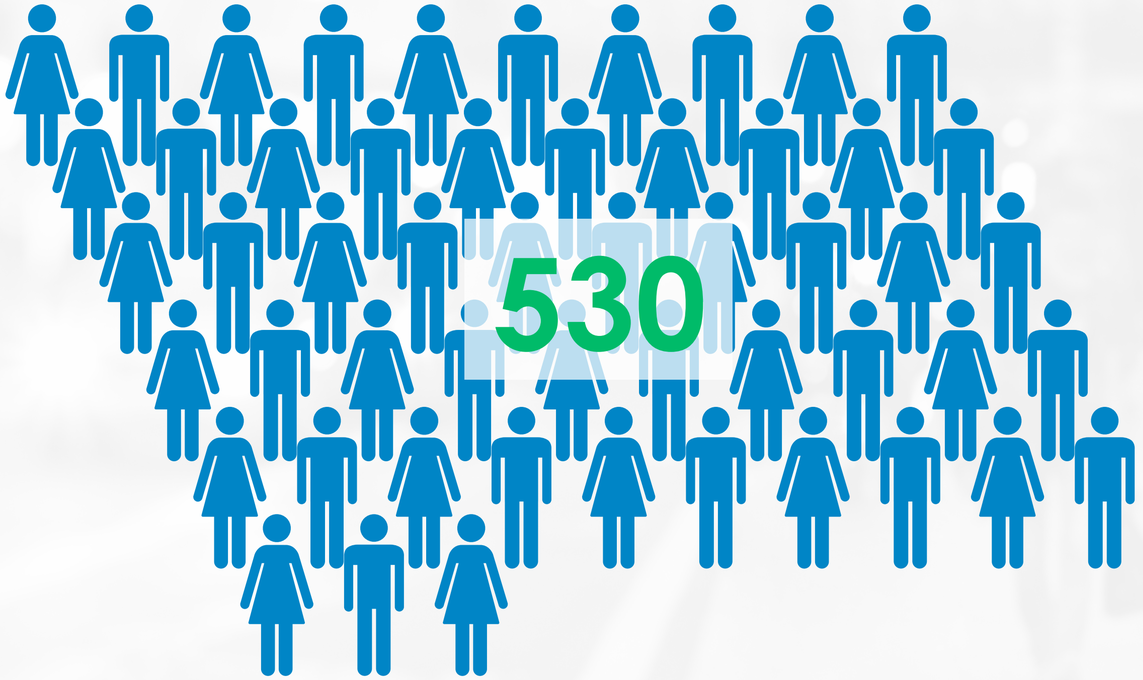
Reduction in transport CO_2 emissions:

35%

38%

Reduction in premature deaths per million people:

17



Lancet 2009; 374: 1930–43

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HIGH LEVERAGE INTERVENTIONS

Investing in Neighborhood Walk-ability Multisolves by….

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- **Increasing health & wellness**
- **Strengthening neighborhoods & social connection**
- **Stimulating local economy**

Will the intervention positively impact more than one lever? How many?

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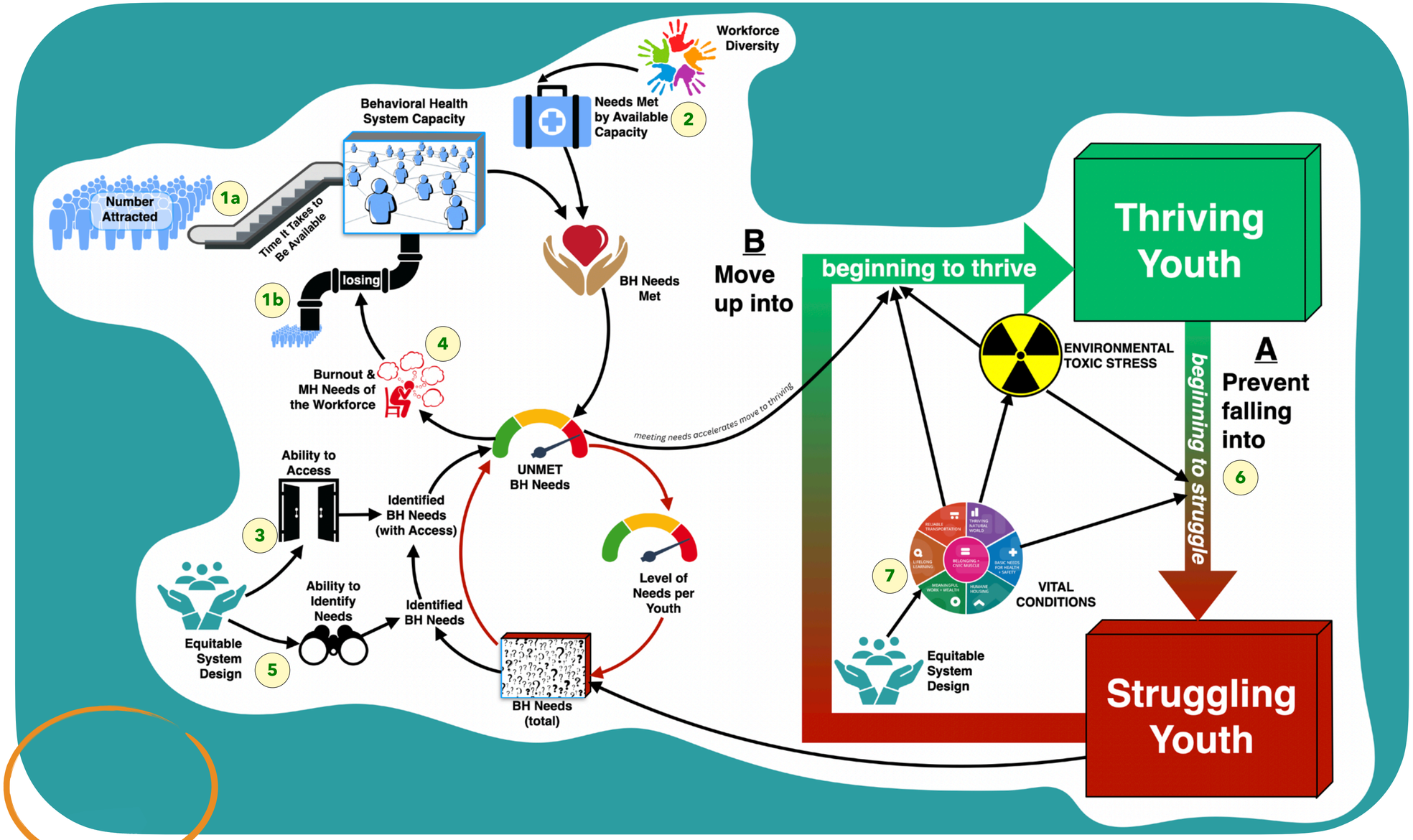

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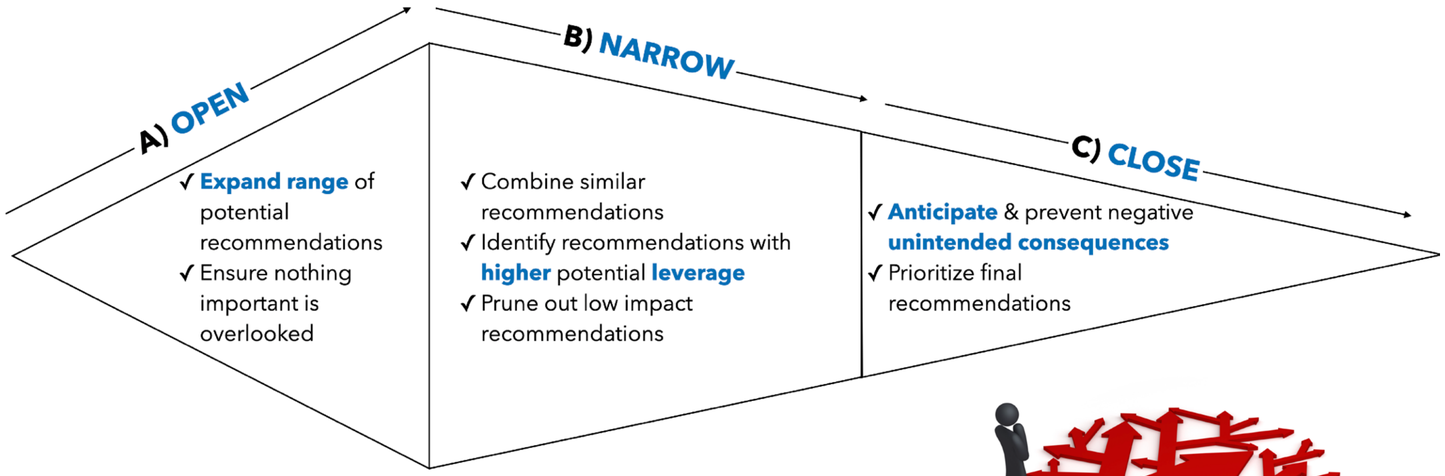
PROCESS

Ecosystem Maps Help Anticipate Negative Unintended Consequences



ANTICIPATE NEGATIVE UNINTENDED CONSEQUENCES

COVID Response ➠ Long Term Problem

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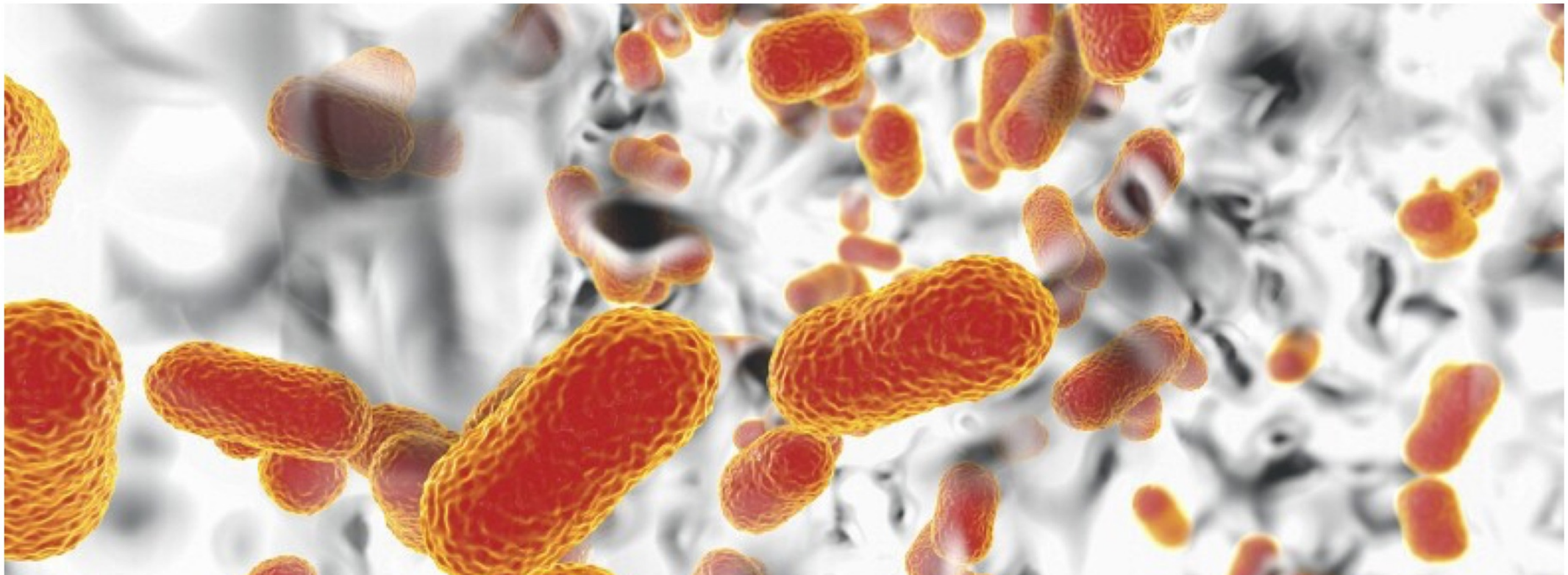
How the pandemic gave power to superbugs

A surprising outcome of the COVID pandemic has been the rise of antibiotic-resistant infections. How did that happen?

Gabrielle Emanuel



COVID Response ➠ Long Term Problem

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In trying to save lives during COVID, we unintentionally – and needlessly – made future microbes stronger

Systemic Truth

Many of our *current problems* we now need to solve come from *yesterday's solutions*

How the pandemic gave power to superbugs

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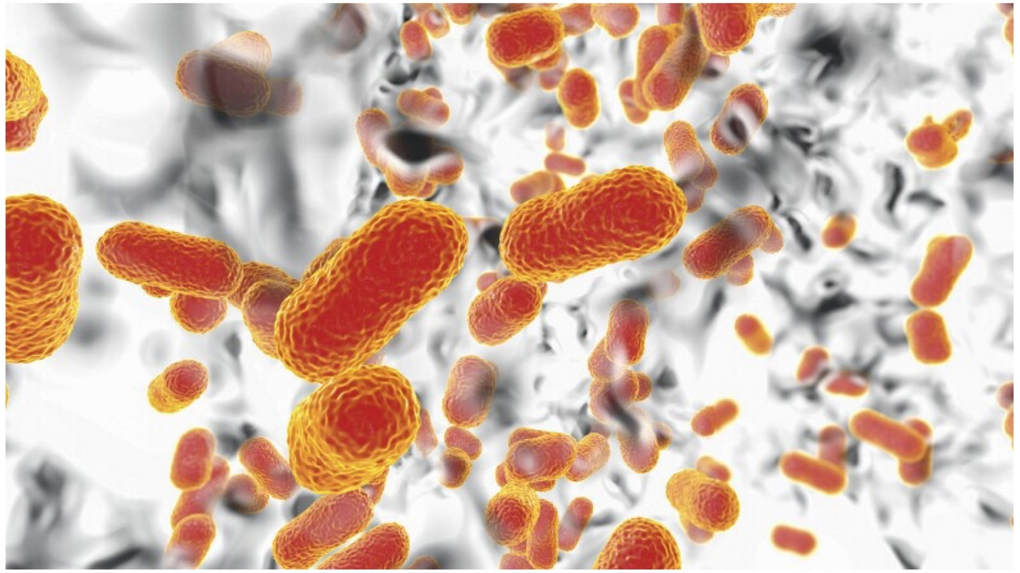

A computer illustration of the multi-drug resistant Acinetobacter baumannii bacteria — one of the pathogens that has gained power as a result of overuse of antibiotics during the pandemic. (- / Science Source)

Antibiotics cannot cure COVID. They don't help a bit. And yet, new data shows that, during the pandemic, COVID patients were given antibiotics – a lot of antibiotics.

That's bad because the overuse of antibiotics can breed superbugs that are resistant to medications. The impact of this pandemic overuse has lingered even as the pandemic has faded.

So how did this unfortunate turn of events come to be? A series of new reports and papers shed light.

Globally, about 75% of patients hospitalized with COVID were given antibiotics, despite only 8% having a bacterial coinfection where antibiotics would be medically useful. This comes from new data published in late April that was collected through the World Health Organization's Global Clinical Platform in 65 countries between January 2020 and March 2023.

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EXPLORING LEVERS: QUESTIONS TO ASK

Will the intervention negatively impact another condition / lever ? How many?

BEHAVIORAL HEALTH CATALYST

LEVER 1a
Increase Behavioral Health Capacity
(by attracting/adding)

LEVER 1b
Increase Behavioral Health Capacity
(by decreasing turnover)

LEVER 2
Increase Effectiveness of Current Capacity

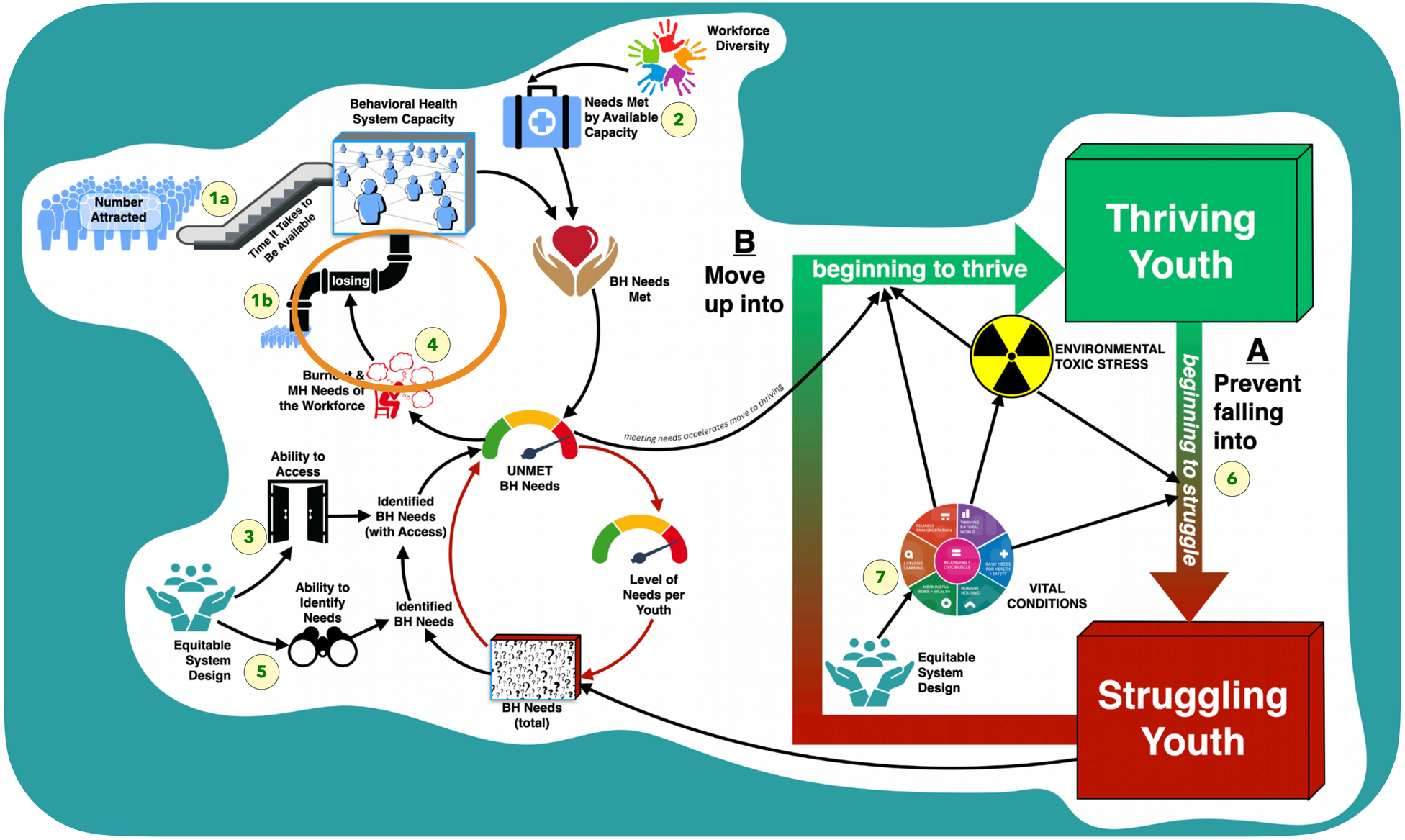
LEVER 3
Increase Access to Support for Struggling

LEVER 4
Support / Sustain the Workforce

LEVER 5
Improve Identification of Struggling

LEVER 6
Build Protective Factors

LEVER 7
Strengthen Vital Conditions



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BEHAVIORAL HEALTH CATALYST

SUMMARY & NEXT STEPS

How You Can Use the Map to Develop Final Recommendations

A) OPEN

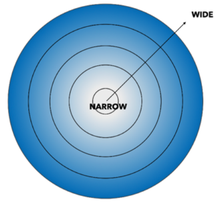
- ✓ **Expand range** of potential recommendations
- ✓ Ensure nothing important is overlooked

B) NARROW

- ✓ Combine similar recommendations
- ✓ Identify recommendations with **higher** potential **leverage**
- ✓ Prune out low impact recommendations

C) CLOSE

- ✓ **Anticipate** & prevent negative **unintended consequences**
- ✓ Prioritize final recommendations



EXPAND BOUNDARIES

FIND LEVERAGE

ANTICIPATE NEGATIVE UNINTENDED CONSEQUENCES

Summary & Next Steps

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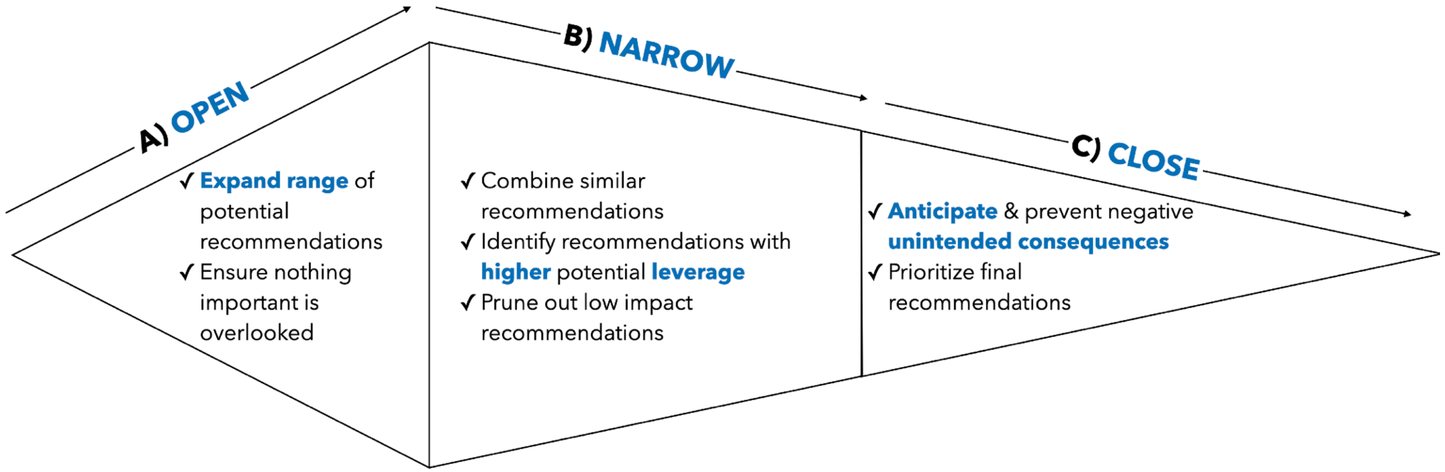

- The process of generating and prioritizing recommendations uses the **OPEN / NARROW / CLOSE** (phased) framework
- Ecosystem Maps can help with all phases
- Between now and the time of submitting final recommendations you can attend **office hours** to apply to any and all phases