



San Francisco
Department of Public Health



San Francisco Health Network
Behavioral Health Services

Transitional Age Youth System of Care (TAY SOC) FY 23-24 Performance Objectives

FY 23-24 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 23-24 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	
1a & 3a	1) Standardized - TAY MH OP 2) Individualized	Felton Institute	Prevention & Recovery of Early Psychosis (PREP) / reMIND	(re)MIND	Kim Gilgenberg	April Crawford	
1b & 3b	Standardized - TAY FSP/ICM	Felton Institute	TAY Full Service Partnership	Felton TAY FSP	Kali Cheung/Kim Gilgenberg	April Crawford	
3c	/program sunsetted -->	Felton Institute	BEAM UP (grant ended Dec2023)	-	-		
1a & 3d	1) Standardized - TAY MH OP 2) Individualized	Felton Institute	TAY Acute Linkage	TAL	Kali Cheung/Kim Gilgenberg	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	
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 - O&E (Outreach & Engagement)	TAY Homeless Treatment	Kali Cheung	Richelle-Lynn Mojica	
8b	Shared TAY SOC	Larkin Street Youth Services (LSYS)	TAY Homeless Treatment Team - SOC	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 Services)	TAY SLP	Kali Cheung/Yoonjung Kim	Elizabeth Davis	
10a	Shared TAY SOC	Richmond Area Multiservices, Inc. (RAMS)	TAY Leaders - Peer Certificate	Youth 2 Youth TAY	Kali Cheung	Denise Williams	
10b	Shared TAY SOC	Richmond Area Multiservices, Inc. (RAMS)	TAY Leaders - Peer Employment	?	Kali Cheung	Denise Williams	

BOCC PM changes annually - contact Jerna Reyes / Nick Hancock

11	Shared TAY SOC	San Francisco Lesbian Gay Bisexual Transgender Community Center (SF LGBT Center)	TAY Engagement & Treatment - LGBT+	<i>SF LGBT Center Youth Services</i>	Kali Cheung	James Stroh
1b & 12	Standardized - TAY FSP/ICM	Seneca Center	TAY Full Service Partnership	<i>Seneca TAY FSP</i>	Kali Cheung/Kim Gilgenberg	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	<i>BHS TAY FSP</i>	Kali Cheung	N/A
14b	1) Standardized - TAY MH OP 2) Individualized	BH TAY System of Care Civil Service	BHS TAY Linkage Program	<i>TAY Linkage</i>	Kali Cheung	N/A
14c	Standardized - TAY MH OP	BH TAY System of Care Civil Service	BHS TAY Outpatient Program (<i>incl CC - BI/AA services & Mobile Outreach services</i>)	<i>TOP</i>	Kali Cheung	N/A

Updated Feb 2024

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
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 – PROCESS Objective During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool. BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement OUTCOME Objective: By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool. [Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.) [Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.) BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC's inspection at the annual audit site visit.	Engagement...Process Objective Activity: [program to clarify engagement strategy activity for TAY SOC by April 2024] Tool: [program to clarify engagement tool for TAY SOC by April 2024] Engagement... Outcome Objective Activity: [program to clarify by Apr2024 - implement tool when/how many times to support analysis (inclusion crit)] Tool: [program to clarify same engagement tool in process ob for TAY SOC by April 2024]	SOC mandate
		Linkage & Connection to Behavioral Health Services – OUTCOME Objective During the current fiscal year, 50% of TAY who are referred 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 identified tool . BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	Linkage...Outcome Objective Activity: [program to clarify your process of how you track and confirm first appt by Apr 2024] Tool:	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 During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. <i>[Note on Inclusion Criteria] Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i> BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	Treatment & Healing – OUTCOME Objective During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. <i>[Note on Inclusion Criteria] Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i> BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	Process Objective Activity: Tool: Outcome Objective Activity: Tool:	SOC mandate

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
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 Objective By June 30 of current fiscal year, 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 before the end of current fiscal year. BOCC Data Source: End of year report. Program shall retain records for BOCC's inspection at program's annual site audit. Positive Youth Development - OUTCOME Objective By June 30 of current fiscal year, 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 from TAY SOC as administered by the end of current fiscal year. BOCC Data Source: End of year report. Program shall retain records for BOCC's inspection at program's annual site audit.	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 Objective By December of current fiscal year, 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. BOCC Data Source: End of year report. Program shall retain workplan for BOCC's inspection at program's annual site audit.	Knowledge – OUTCOME Objective By the end of current fiscal year, 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. BOCC Data Source: End of year report. Program shall retain evaluation summary reports and TAY SOC end of year report for BOCC's inspection at program's annual site audit. Post Skill – OUTCOME Objective (retention of skills 1-3 month after implemented training(s)) By the end current fiscal year, 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 <i>measured by [using post skills survey questions from TAY SOC] administered 1-3 months after implemented training/training series.</i> BOCC Data Source: End of year report. Program shall retain summarized analysis and TAY SOC end of year report for BOCC's inspection at program's annual site audit.	Participation Process Objective Activity: Tool: Knowledge Outcome Objective Activity: Tool: Post Skill Outcome Objective Activity: Tool:	SOC mandate
5. Client Satisfaction	Process Objective: During the May designated survey administration week of the current fiscal year, program will implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either as stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.	N/A	Satisfaction Survey Process Objective Tool:	BHS mandate

BHS Standardized & Compliance - Related Objectives for MH-OP

Modality Type	Objective	Type	Client Inclusion Criteria	Data Source	Objective Mandate	Report Availability for Providers
<p>Outpatient Mental Health Applies to:</p> <p>IFR - TAY Eng & Tx (Tab 7)</p> <p>Felton – PREP/reMIND (Tab 3b)</p> <p>Felton – TAY Acute Linkage (Tab 3e)</p> <p>BHS TAY Linkage (Tab 14b)</p> <p>BHS TAY Outpatient (Tab 14c)</p>	<p>TAY-MH-OP-1: 80% of psychiatric inpatient hospital discharges occurring in FY23-24 will not be followed by a readmission within 90 days.</p>	Outcome	<p>Clients enrolled prior to the hospital admission date and remaining in services during the 90 days post hospital discharge.</p> <p>Excludes: Mobile Crisis, Progress Dore Urgent Care, any Ambulatory Outpatient RU connected to Residential Tx programs, UC Citywide Linkage program code (89114MH), Felton TAY Acute Linkage, BHS Linkage, or any program with fewer than 5 clients with psychiatric inpatient hospitalizations during FY23-24</p>	Avatar - BOCC calculates	DHCS/ACA	QM Quarterly Report on SFDPH website, BHS/QM section
	<p>TAY-MH-OP-2: 100% of new referrals to a prescriber (psychiatrist or nurse practitioner) who aren't currently linked to psychiatric medication services must have the referral date and first offered appointment recorded in Avatar via the Time to Outpatient Psychiatry form.</p>	Process	<p>All clients with new episodes opened in FY23-24 and who received a service with a psychiatrist or nurse practitioner.</p> <p>Excludes: Felton TAY Acute Linkage, BHS TAY Linkage, Felton reMIND (PREP)</p>	Avatar Psychiatric Referral Date form	DHCS	NA
	<p>TAY-MH-OP-3: 100% of new clients referred to a prescriber (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 FY23-24 and who received a service with a psychiatrist or nurse practitioner.</p> <p>Excludes: Felton TAY Acute Linkage, BHS TAY Linkage, Felton reMIND (PREP)</p>	Avatar Psychiatric Referral Date form	DHCS	NA
	<p>TAY-MH-OP-4: 90% of clients with an open episode will have the Problem List finalized in Avatar within 60 days of episode opening.</p>	Process	<p>All clients who have a new episode in FY23-24 lasting longer than 60 days.</p> <p>Excludes: <i>Outpatient services provided within residential Tx settings</i></p>	Avatar - BOCC calculates	BHS Policy/DHCS	AOA Initial TPOC Status Report Avatar Report
	<p>TAY-MH-OP-5: On any date 90% of clients will have an initial finalized Assessment in Avatar within 60 days of episode opening.</p>	Process	<p>All clients with annual Assessment due in FY23-24</p> <p>Excludes: <i>Outpatient services provided in residential Tx settings, first 60 days for new clients, Felton TAY Acute Linkage, BHS TAY Linkage</i></p>	Avatar - BOCC calculates	BHS Policy/DHCS	AOA Annual Assessment Status Avatar Report
	<p>TAY-MH-OP-6: On any date 100% of clients receiving targeted case management will have a Care Plan in Avatar.</p>	Process	<p>All clients with annual Assessment due in FY23-24</p> <p>Excludes: <i>Outpatient services provided within residential Tx settings & first 60 days for new clients</i></p>	Avatar - BOCC calculates	BHS Policy/DHCS	Adult TPOC Due by Program/Staff Report Avatar
	<p>TAY-MH-OP-7: 100% of clients with new episodes will have the referral date and first offered appointment date recorded in Avatar via the CSI Assessment for that episode</p>	Process	<p>All clients opened in new episodes in Outpatient programs between 1/1/24 - 6/30/24</p> <p>Excludes: TAY Acute Linkage, BHS TAY Linkage, , ICM, FSP, crisis, inpatient, urgent care, supportive housing programs, & outpatient services provided in residential Tx settings</p>	Avatar CSI Assessment form: Requests for service and first offered appointment dates	BHS Policy	QM report on CSI Assessment Monitoring Report

BHS Standardized & Compliance-Related Objectives for TAY FSPs

Modality Type	Objective	Type	Client Inclusion Criteria	Data Source	Objective Mandate	Report Availability for Providers
FSP/ICM <i>Applies to:</i> BHS TAY FSP (Tab 14a) Felton TAY FSP (Tab 3c) Seneca TAY FSP (Tab 12)	TAY-ICMFSP-1: At least 80% of psychiatric inpatient hospital discharges occurring in FY23-24 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. Excludes: Felton TAY Acute Linkage, BHS TAY Linkage or any program with fewer than 5 clients with psychiatric inpatient hospitalizations during FY23-24	Avatar - BOCC calculates	DHCS/ACA	QM Quarterly Report on SFDPH website, BHS/QM section
	TAY-ICMFSP-2: 90% of clients with an open episode will have the Problem List finalized in Avatar within 60 days of episode opening.	Process	All clients who have a new episode in FY23-24 lasting longer than 60 days. Excludes: Outpatient services provided within residential Tx settings	Avatar - BOCC calculates	BHS Policy/DHCS	AOA Initial TPOC Status Report Avatar Report
	TAY-ICMFSP-3: On any date 100% of clients receiving targeted case management will have a current finalized Care Plan in Avatar.	Process	All clients who have a new episode in FY23-24 and who are receiving targeted case management services. Excludes: Outpatient services provided within residential Tx settings & first 60 days for new clients	Avatar - BOCC calculates	BHS Policy/DHCS	Adult TPOC Due by Program/Staff Report Avatar
	TAY-ICMFSP-4: 100% of FSP clients will have all expected DCR quarterly reports completed	Compliance	funded by MHPA and therefore not an FSP and not mandated to enter into the DCR. Only these programs are required to log clients in the DCR: 3818FSP IFR SPARK FSP (3818FSP) 8957OP FMP BV (8957OP) 38CQ4 Seneca Connections FSP (38CQ4) 3822T3 FSA TAY FSP Outpatient Svc (3822T3) 38CQFSP Seneca TAY 388HT3 TAY MHPA Outpatient Services (388HT3) 8911AO Citywide AOT FSP (8911AO) 89119 Citywide Forensics (89119) 3822A3 FSA Adult FSP Outpatient MHPA (3822A3) 388RA3 Hyde Adult FSP Outpatient (388RA3 only) 38719A SF FIRST SOM McMillan ICM (38719A) 3822G3 FSA OA Full Service Part OP (3822G3)	DCR database shows evidence of completion by 3M "date collected"	MHPA	DCR 3M Field Level QA Report, client detail version. Report available at FSP DCR monthly Mtg, or upon request of DCR Workgroup (not available in Avatar)
	TAY-ICMFSP-5: 100% of FSP 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. Only these programs are required to log clients in the DCR: 3818FSP IFR SPARK FSP (3818FSP) 8957OP FMP BV (8957OP) 38CQ4 Seneca Connections FSP (38CQ4) 3822T3 FSA TAY FSP Outpatient Svc (3822T3) 38CQFSP Seneca TAY 388HT3 TAY MHPA Outpatient Services (388HT3) 8911AO Citywide AOT FSP (8911AO) 89119 Citywide Forensics (89119) 3822A3 FSA Adult FSP Outpatient MHPA (3822A3) 388RA3 Hyde Adult FSP Outpatient (388RA3 only) 38719A SF FIRST SOM McMillan ICM (38719A) 3822G3 FSA OA Full Service Part OP (3822G3)	Avatar episode data and a completed Partnership Assessment Form (PAF) in the DCR database	Department of Health Care Services (DHCS)	Avatar DCR enrollment Report (not available in Avatar)
	TAY-ICMFSP-6: On any date 90% of clients will have a initial finalized Assessment in Avatar within 60 days of episode opening.	Process	All clients with annual Assessment due in FY23-24. Excludes: Outpatient services provided in residential Tx settings & first 60 days for new clients and Citywide Linkage program code (89114MH).	Avatar - BOCC calculates	BHS Policy/DHCS	AOA Annual Assessment Status Avatar Report

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 – PROCESS Objective During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool. BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement OUTCOME Objective: By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool. {Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.}	Engagement...Process Objective Activity: [program to clarify engagement strategy activity for TAY SOC in Mar/Apr 2024] Tool: [program to clarify engagement tool for TAY SOC by Apr 2024]	SOC mandate
		{Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.}	Engagement... Outcome Objective Activity: Implement Quality of Life tool (has engagement survey questions) to youth [in activity above] , once during program year or at point of service termination. Tool: [program to clarify same engagement tool in process ob for TAY SOC by Apr 2024]	SOC mandate
		Linkage & Connection to Behavioral Health Services – OUTCOME Objective During the current fiscal year, 50% of TAY who are referred 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 identified tool . BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	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 During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i> BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	Treatment & Healing – OUTCOME Objective During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i> BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	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

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
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 the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in 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: (re)MIND (aka PREP)

Follows Grant Related Objectives 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
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 During FY [__], 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.	Engagement & Stigma Reduction ☑ During FY [__], 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.	Engagement...Process Objective Activity: Tool:	SOC mandate
	Engagement & Stigma Reduction During FY [__], 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.	Engagement... Outcome Objective Activity: Tool:	SOC mandate	
	Engagement & Stigma Reduction During FY [__], 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.	Linkage...Outcome Objective Activity: Tool:	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 During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i> BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	Treatment & Healing – OUTCOME Objective During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i> BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	Process Objective Activity: Tool: Outcome Objective Activity: Tool:	SOC 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>n/a</p>	<p>n/a</p>	<p>Skill Dev...Outcome Objective Activity: Tool:</p> <p>Youth Dev...Outcome Objective Activity: 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, [year], 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 FY__/__, 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 FY__/__, 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: 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 the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in 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	
<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>See Tab 1b - This program follows FSP/ICM Standardized Objectives</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>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>	<h1>and Client Satisfaction Objective.</h1>			
<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 the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.</p>	

Agency: Felton Institute

Contract Program Name: BEAM UP(BOCC NOTE: SAMHSA Grant ended/program sunsetttd December 2022)

TAY SOC Modality	Process Objective	Outcome Objective	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>TO BOCC unit - BEAM UP program note reminder: SAMHSA Grant ended/program sunsetttd December 2022. No need to audit 23/24 and to update your BOCC list if have not already</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"> ◦ Social Connection (including relationship building, new connections, building trust, intentional Community Building) ◦ Mental health and holistic well-being (including spirit- body connection, hope & optimism) </p>					

<p>3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) 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.</p>	<p>3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) 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.</p>	<p>N/A</p>		
<p>4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: • 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>N/A</p>	<p>N/A</p>		
<p>5. Client Satisfaction</p>	<p>N/A</p>	<p>N/A</p>		

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
<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>Has Individualized Objectives Below and Follows Standardized MH OP Objectives - Tab 1a</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"> Social Connection (including relationship building, new connections, building trust, intentional Community Building) Mental health and holistic well-being (including spirit-body connection, hope & optimism) </p>		<p>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.</p>	<p>Program Log</p>	<p>SOC Mandate</p>
		<p>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.</p>	<p>Avatar</p>	<p>SOC Mandate</p>
<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>				

<p>4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: • 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 the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.</p>		<p>TAY Acute Linkage Satisfaction Survey</p>	<p>SFDPH BHS</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>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 – PROCESS Objective</p> <p>During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool.</p> <p>BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement OUTCOME Objective: By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool.</p> <p>{Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.}</p> <p>{Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.}</p> <p>BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective Activity: HRTC therapists will implement post-engagement surveys to TAY who drop in at their mobile or fixed Service Sites. Tool: post-engagement survey</p> <p>Engagement... Outcome Objective Activity: HRTC therapists will [program to clarify by Apr2024 - implement survey when/how many times to support analysis (inclusion critt)] Tool: [program to clarify same engagement tool in process ob for TAY SOC by Apr 2024]</p>	<p>SOC mandate</p>
		<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During the current fiscal year, 50% of TAY who are referred 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 identified tool.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</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. [program to clarify your process of how you track and confirm first appt by Apr 2024] Tool: Referral form in clinical database record system.</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>During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. {<i>Note on Inclusion Criteria</i>} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. {<i>Note on Inclusion Criteria</i>} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</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>
<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>N/A</p>	<p>N/A</p>	<p>Skill Dev...Outcome Objective Activity: Tool:</p> <p>Youth Dev...Outcome Objective Activity: Tool:</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>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 Objective</p> <p>By December of current fiscal year, 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.</p> <p>BOCC Data Source: End of year report. Program shall retain workplan for BOCC's inspection at program's annual site audit.</p>	<p>Knowledge – OUTCOME Objective By the end of current fiscal year, 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.</p> <p>BOCC Data Source: End of year report. Program shall retain evaluation summary reports and TAY SOC end of year report for BOCC's inspection at program's annual site audit.</p> <p>Post Skill – OUTCOME Objective (retention of skills 1-3 month after implemented training(s)) By the end current fiscal year, 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 <i>measured by [using post skills survey questions from TAY SOC] administered 1-3 months after implemented training/training series.</i></p> <p>BOCC Data Source: End of year report. Program shall retain summarized analysis and TAY SOC end of year report for BOCC's inspection at program's annual site audit.</p>	<p>Participation Process Objective Activity: HRTC will develop and implement an outreach and communications plan. Tool: HRTC participation workplan</p> <p>Knowledge Outcome Objective Activity: HRTC will provide 3 trainings for BHS TAY SOC network. Tool: Post-training survey.</p> <p>Post Skill Outcome Objective Activity: HRTC will follow-up with training participants via email 3 months after training completion with a post-skills survey. Tool: post-skills survey using TAY SOC question items</p>	<p align="center">SOC mandate</p>
<p>5. Client Satisfaction</p>	<p>Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.</p>	<p align="center">N/A</p>	<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>	<p align="center">SOC mandate</p>

Agency: Horizons Unlimited SF
Contract Program Name: TAY Engagement & Tx - Latino & Mayan

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 – PROCESS Objective</p> <p>During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool.</p> <p>BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement OUTCOME Objective: By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool.</p> <p>{Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.}</p> <p>{Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.}</p> <p>BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective Activity: [program to clarify engagement strategy activity for TAY SOC by Apr 2024] Tool: [program to clarify engagement tool for TAY SOC by Apr 2024]</p> <p>Engagement... Outcome Objective Activity: [program to clarify by Apr 2024 - who administers what / when to support analysis (inclusion crit)] Tool: [program to clarify same engagement tool in process ob for TAY SOC by Apr 2024]</p>	<p>SOC mandate</p> <p>SOC mandate</p>
		<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During the current fiscal year, 50% of TAY who are referred 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 <i>program identified tool</i>.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>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.</p>	<p>SOC mandate</p>
	<p>N/A</p>	<p>N/A</p>	<p>Skill Dev...Outcome Objective Activity: Tool:</p> <p>Youth Dev...Outcome Objective Activity: 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>N/A</p>	<p>N/A</p>	<p>Skill Dev...Outcome Objective Activity: Tool:</p> <p>Youth Dev...Outcome Objective Activity: Tool:</p>	

Agency: Horizons Unlimited SF
Contract Program Name: TAY Engagement & Tx - Latino & Mayan

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 • Trainings and other learning opportunities that develop Knowledge, Skills & Key Competencies, Support Retention, Completion and Applicability 	N/A	N/A	Participation Process Objective Knowledge Outcome Objective Activity: Tool: Post Skill Outcome Objective Activity: Tool:	
5. Client Satisfaction	Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.	N/A	Satisfaction Survey Process Objective Tool: Emic Program staff will administer program designed Youth Experience Survey either twice annually or at termination of services.	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 – PROCESS Objective</p> <p>During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool.</p> <p>BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement OUTCOME Objective:</p> <p>By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally based activity as measured by program identified post-activity feedback tool.</p> <p>(Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.)</p> <p>(Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.)</p> <p>BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective Activity: [program to clarify engagement strategy activity for TAY SOC by April 2024]</p> <p>Tool: [program to clarify engagement tool for TAY SOC by April 2024]</p> <p>Engagement... Outcome Objective Activity: [program to clarify by Apr2024 - implement tool when/how many times to support analysis (inclusion crit)]</p> <p>Tool: [program to clarify same engagement tool in process ob for TAY SOC by April 2024]</p>	<p>SOC mandate</p>
		<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective</p> <p>During the current fiscal year, 50% of TAY who are referred 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 identified tool.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Linkage...Outcome Objective Activity: [program to clarify your process of how you track and confirm first appt by Apr 2024]</p> <p>Tool: Salesforce database</p>	<p>SOC mandate</p>
<p>2. TREATMENT & HEALING:</p> <p>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>During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</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>	<p>SOC mandate</p>
<p>3. TAY Leadership and Wellness Promotion (for TAY)</p> <p>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>N/A</p>	<p>N/A</p>	<p>Skill Dev...Outcome Objective Activity:</p> <p>Tool:</p> <p>Youth Dev...Outcome Objective Activity:</p> <p>Tool:</p>	

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
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 Objective By December of current fiscal year, 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. BOCC Data Source: End of year report. Program shall retain workplan for BOCC's inspection at program's annual site audit.		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	SOC mandate
5. Client Satisfaction	Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in 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 <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 – PROCESS Objective</p> <p>During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool.</p> <p>BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement OUTCOME Objective: By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool.</p> <p>(Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.)</p> <p>(Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.)</p> <p>BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective Activity: [program to clarify engagement strategy activity for TAY SOC by April 2024]</p> <p>Tool: [program to clarify engagement tool for TAY SOC by April 2024]</p> <p>Engagement... Outcome Objective Activity: [program to clarify by Apr2024 - implement tool when/how many times to support analysis (inclusion crit)]</p> <p>Tool: [program to clarify same engagement tool in process ob for TAY SOC by April 2024]</p>	<p align="center">SOC mandate</p>
	<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective</p> <p>During the current fiscal year, 50% of TAY who are referred 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 identified tool.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective</p> <p>During the current fiscal year, 50% of TAY who are referred 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 identified tool.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Linkage...Outcome Objective Activity: [program to clarify your process of how you track and confirm first appt by Apr 2024]</p> <p>Tool: Salesforce database</p>	<p align="center">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>During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</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>	<p align="center">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 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>	

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
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	Participation Process Objective Activity: Tool:	SOC mandate
5. Client Satisfaction	Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in 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: 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
<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 – PROCESS Objective</p> <p>During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool.</p> <p>BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement OUTCOME Objective: By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool.</p> <p>{Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.}</p> <p>{Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.}</p> <p>BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC's inspection</p>	<p>Engagement...Process Objective Activity: Cultural Affirmation Group [program to clarify engagement strategy - how participants get here for TAY SOC by April 2024]</p> <p>Tool: Post Engagement Survey developed by IFR</p> <p>Engagement... Outcome Objective Activity: TAY Psycho-Educational Group [program to clarify by Apr2024 - implement tool when/how many times to support analysis (inclusion crit)]</p> <p>Tool: Post engagement Activity Survey developed by IFR</p>	<p align="center">SOC mandate</p>
	<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During the current fiscal year, 50% of TAY who are referred 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 identified tool.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Linkage...Outcome Objective Activity: Intake coordinator will ... [program to clarify your process of how you track and confirm first appt by Apr 2024]</p> <p>Tool: Referral log</p>	<p align="center">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 align="center">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.</p>		<p>Process Objective Activity:</p> <p>Tool:</p> <p>Outcome Objective Activity:</p> <p>Tool:</p>

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:	
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 the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in 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 - O&E (Outreach & Engagement)

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 – PROCESS Objective</p> <p>During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool.</p> <p>BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement OUTCOME Objective: By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool.</p> <p>{Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.}</p> <p>{Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.}</p> <p>BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective Activity: [program to clarify engagement strategy activity for TAY SOC by April 2024]</p> <p>Tool: [program to clarify engagement tool for TAY SOC by April 2024]</p> <p>Engagement... Outcome Objective Activity: [program to clarify by Apr2024 - implement tool when/how many times to support analysis (inclusion crit)]</p> <p>Tool: [program to clarify same engagement tool in process ob for TAY SOC by April 2024]</p>	SOC mandate
		<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During the current fiscal year, 50% of TAY who are referred 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 identified tool.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</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.</p> <p>Tool: Larkin Street's Efforts to Outcomes (ETO)--a cloud-based client management tracking system</p>	SOC mandate
		N/A	N/A	<p>Process Objective Activity:</p> <p>Tool:</p> <p>Outcome Objective Activity:</p> <p>Tool:</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 	N/A	N/A	<p>Process Objective Activity:</p> <p>Tool:</p> <p>Outcome Objective Activity:</p> <p>Tool:</p>	

Agency: Larkin Street Youth Services
 Contract Program Name: TAY Homeless Treatment - O&E (Outreach & Engagement)

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:	
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:	
5. Client Satisfaction	Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.	N/A	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	BHS mandate

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
<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 <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>	<p align="center">N/A</p>	<p align="center">N/A</p>	<p>Engagement...Process Objective Activity: Tool:</p> <p>Engagement... Outcome Objective Activity: Tool:</p> <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: 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>	<p>Treatment & Healing – PROCESS Objective During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC’s inspection at program’s annual site audit.</p>	<p>Treatment & Healing – OUTCOME Objective During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC’s inspection at program’s annual site audit.</p>	<p>Process Objective Activity: Clinician will administer the Larkin Street Youth Services’ Mental Health Continuum Assessment with individual therapy clients within the first sixty days of starting treatment, quarterly and at termination of services</p> <p>Tool: Larkin Street Youth Services’ Mental Health Continuum Assessment</p> <p>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 sixty days of starting treatment, quarterly and at termination of services</p> <p>Tool: Larkin Street Youth Services’ Mental Health Continuum Assessment</p>	<p align="center">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. Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities </p>	<p align="center">N/A</p>	<p align="center">N/A</p>	<p>Skill Dev...Outcome Objective Activity: Tool:</p> <p>Youth Dev...Outcome Objective Activity: Tool:</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
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:	
5. Client Satisfaction	Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in 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
<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 – PROCESS Objective</p> <p>During the current fiscal year, participants engaged in program’s population/culturally based activity will complete a program identified post-activity feedback tool.</p> <p>BOCC Data Source: End of year program report. Program shall retain program logs for BOCC’s inspection at the annual audit site visit.</p>	<p>Engagement OUTCOME Objective: By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool.</p> <p>{Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.)</p> <p>{Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.)</p> <p>BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC’s inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective Activity: [program to clarify engagement strategy activity for TAY SOC by April 2024]</p> <p>Tool: [program to clarify engagement tool for TAY SOC by April 2024]</p> <p>Engagement... Outcome Objective Activity: [program to clarify by Apr2024 - implement tool when/how many times to support analysis (inclusion crit)]</p> <p>Tool: [program to clarify same engagement tool in process ob for TAY SOC by April 2024]</p>	<p>SOC mandate</p>
		<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During the current fiscal year, 50% of TAY who are referred 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 identified tool.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC’s inspection at program’s annual site audit.</p>	<p>Linkage...Outcome Objective Activity: Clinician 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.</p> <p>Tool: Larkin Street’s Efforts to Outcomes (ETO)—a cloud-based client management tracking system</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 o support increased sense of hope and optimism </p>	<p>Treatment & Healing – PROCESS Objective</p> <p>During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC’s inspection at program’s annual site audit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC’s inspection at program’s annual site audit.</p>	<p>Process Objective Activity: Clinician will administer the Larkin Street Youth Services’ Mental Health Continuum Assessment with individual therapy clients within the first sixty days of starting treatment, quarterly and at termination of services</p> <p>Tool: Larkin Street Youth Services’ Mental Health Continuum Assessment</p> <p>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 sixty days of starting treatment, quarterly and at termination of services</p> <p>Tool: Larkin Street Youth Services’ Mental Health Continuum Assessment</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. • Supporting TAY in academic and career opportunities, e.g., job coaching, employment, internships, engaging activities </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>SOC mandate</p>

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
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:	SOC mandate
5. Client Satisfaction	Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in 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 </p>	N/A	N/A		
<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>		<p>Activity: Tool: Avatar Meaningful Activity Form</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>	<p>Activity: Tool: [program to clarify for TAY SOC by Mar 2024]</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
<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>	N/A	N/A		
<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>	N/A	N/A		
<p>5. Client Satisfaction</p>	<p>Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.</p>		<p>BHS Consumer Perception Survey</p>	<p><i>SFDPH BHS</i></p>

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: 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 Objective By June 30 of current fiscal year, 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 before the end of current fiscal year. BOCC Data Source: End of year report. Program shall retain records for BOCC's inspection at program's annual site audit. Positive Youth Development - OUTCOME Objective By June 30 of current fiscal year, 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 from TAY SOC as administered by the end of current fiscal year. BOCC Data Source: End of year report. Program shall retain records for BOCC's inspection at program's annual site audit.	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 peerPeer Program Assistant will implements a 16-week peer counseling Tool: Satisfaction survey administered at graduation	SOC mandate

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
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 the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in 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: 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
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 	N/A	N/A	Engagement...Process Objective Activity: Tool:	
	N/A	N/A	Engagement... 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:	
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 Objective By June 30 of current fiscal year, 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 before the end of current fiscal year. BOCC Data Source: End of year report. Program shall retain records for BOCC's inspection at program's annual site audit. Positive Youth Development - OUTCOME Objective By June 30 of current fiscal year, 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 from TAY SOC as administered by the end of current fiscal year. BOCC Data Source: End of year report. Program shall retain records for BOCC's inspection at program's annual site audit.	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 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 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	SOC 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>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 Activity: Tool:</p> <p>Knowledge Outcome Objective Activity: Tool:</p> <p>Post Skill Outcome Objective Activity: Tool:</p>	
<p>5. Client Satisfaction</p>	<p>Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in 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: 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 – PROCESS Objective</p> <p>During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool.</p> <p>BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement OUTCOME Objective:</p> <p>By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool.</p> <p>[Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.]</p> <p>[Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.]</p> <p>BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective</p> <p>Activity: Youth Program Specialists will survey clients at drop-in and/or navigation service</p> <p>Tool: SF LGBT Center Youth Services Satisfaction Survey</p> <p>Engagement... Outcome Objective</p> <p>Activity: Youth Program Specialists will survey clients with two or more visits at Drop-In and/or Navigation Services - [program to clarify by Apr2024 - implement tool when/how many times to support analysis (inclusion crit)]</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 the current fiscal year, 50% of TAY who are referred 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 identified tool.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Linkage...Outcome Objective</p> <p>Activity: [program to clarify your process of how you track and confirm first appt by Apr 2024]</p> <p>Tool: Mental health Referral Form</p>	<p>SOC mandate</p>	
	<p>Treatment & Healing – PROCESS Objective</p> <p>During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Treatment & Healing – OUTCOME Objective</p> <p>During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</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... <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 align="center">N/A</p>	<p>Leadership Skill Development - OUTCOME Objective By June 30 of current fiscal year, 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 before the end of current fiscal year.</p> <p>BOCC Data Source: End of year report. Program shall retain records for BOCC's inspection at program's annual site audit.</p> <p>Positive Youth Development - OUTCOME Objective By June 30 of current fiscal year, 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 from TAY SOC as administered by the end of current fiscal year.</p> <p>BOCC Data Source: End of year report. Program shall retain records for BOCC's inspection at program's annual site audit.</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 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 align="center">N/A</p>	<p align="center">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 align="center">SOC mandate</p>
<p>5. Client Satisfaction</p>	<p>Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.</p>	<p align="center">N/A</p>	<p>Satisfaction Survey Process Objective Tool: SF LGBT Center Youth Services Satisfaction Survey</p>	<p align="center">BHS mandate</p>

Agency: Seneca
Contract Program Name: TAY FSP

TAY SOC Modality	Process Objective	Outcome Objective <small>(if applicable)</small>	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 style="font-size: 24pt; color: red; font-weight: bold;">See Tab 1b - This program follows FSP/ICM Standardized Objectives</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>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>	<h1 style="color: red; margin: 0;">and client satisfaction objective.</h1>			
<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 the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.</p>	

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 – PROCESS Objective</p> <p>During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool.</p> <p>BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement OUTCOME Objective: By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool.</p> <p>{Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.}</p> <p>{Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.}</p> <p>BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC's inspection at the annual audit site visit.</p>	<p>Engagement...Process Objective Activity: [program to clarify engagement strategy activity for TAY SOC by April 2024]</p> <p>Tool: [program to clarify engagement tool for TAY SOC by April 2024]</p> <p>Engagement... Outcome Objective Activity: [program to clarify by Apr2024 - implement tool when/how many times to support analysis (inclusion crit)]</p> <p>Tool: [program to clarify same engagement tool in process ob for TAY SOC by April 2024]</p>	<p>SOC mandate</p> <p>SOC mandate</p>
	<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During the current fiscal year, 50% of TAY who are referred 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 identified tool.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Linkage & Connection to Behavioral Health Services – OUTCOME Objective During the current fiscal year, 50% of TAY who are referred 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 identified tool.</p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</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.</p> <p>Tool: Client referral follow up log</p>	<p>SOC mandate</p>
	<p>Treatment & Healing – PROCESS Objective During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</p>	<p>Treatment & Healing – OUTCOME Objective During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i></p> <p>BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.</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>	<p>SOC mandate</p>

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>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>	N/A	N/A	<p>Skill Dev...Outcome Objective Activity: Tool:</p> <p>Youth Dev...Outcome Objective Activity: Tool:</p>	SOC mandate
<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 Objective</p> <p>By December of current fiscal year, 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.</p> <p>BOCC Data Source: End of year report. Program shall retain workplan for BOCC’s inspection at program’s annual site audit.</p>	<p>Knowledge – OUTCOME Objective</p> <p>By the end of current fiscal year, 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.</p> <p>BOCC Data Source: End of year report. Program shall retain evaluation summary reports and TAY SOC end of year report for BOCC’s inspection at program’s annual site audit.</p> <p>Post Skill – OUTCOME Objective (retention of skills 1-3 month after implemented training(s))</p> <p>By the end current fiscal year, 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 [using post skills survey questions from TAY SOC] administered 1-3 months after implemented training/training series.</p> <p>BOCC Data Source: End of year report. Program shall retain summarized analysis and TAY SOC end of year report for BOCC’s inspection at program’s annual site audit.</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>	SOC mandate
<p>5. Client Satisfaction</p>	<p>Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC’s annual</p>	N/A	<p>Satisfaction Survey Process Objective</p> <p>Tool: Program designed client satisfaction survey administered annually.</p>	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
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 – PROCESS Objective During the current fiscal year, participants engaged in program's population/culturally based activity will complete a program identified post-activity feedback tool. BOCC Data Source: End of year program report. Program shall retain program logs for BOCC's inspection at the annual audit site visit.	Engagement OUTCOME Objective: By the end of the current fiscal year, 60% of TAY participants will demonstrate targeted engagement in the program through participation in program identified population/culturally-based activity as measured by program identified post-activity feedback tool. (Note on Definition: Engagement here is defined as pre-engagement activities to entering into treatment services. It focuses on an intentional non-treatment activity that is tailored to the various TAY populations/cultures specific of whom the program serves, to help create a trusted pathway for TAY to possibly enter into treatment services. Pre-contemplative stage.) (Note on Inclusion Criteria to measure outcome: For fairly consistent participation measure sample once annually. If serve higher numbers and infrequent participation, measure 3-4 times a year then aggregate.) BOCC Data Source: End of year program report. Program shall retain records as evidenced by entries in tool analyzed results as requested for BOCC's inspection at the annual audit site visit.	Engagement...Process Objective Activity: [program to clarify engagement strategy activity for TAY SOC by April 2024] Tool: [program to clarify engagement tool for TAY SOC by April 2024] Engagement... Outcome Objective Activity: [program to clarify by Apr2024 - implement tool when/how many times to support analysis (inclusion crit)] Tool: [program to clarify same engagement tool in process ob for TAY SOC by April 2024]	SOC mandate
		Linkage & Connection to Behavioral Health Services – OUTCOME Objective During the current fiscal year, 50% of TAY who are referred 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 identified tool . BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	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	SOC mandate
		Treatment & Healing – PROCESS Objective During the current fiscal year, participants enrolled in program treatment and healing services will complete either a program identified designed treatment outcome measure or an assessment tool to measure treatment and healing outcomes. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i> BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	Treatment & Healing – OUTCOME Objective During the current fiscal year, 60% of participants receiving program treatment and healing services will demonstrate an intended treatment outcome as measured by either a program designed treatment outcome measure or an assessment tool. <i>{Note on Inclusion Criteria} Includes treatment and healing service participants who have [completed/attended X number of sessions – program identified baseline] during the current fiscal year.</i> BOCC Data Source: End of year report. Program shall retain log records for BOCC's inspection at program's annual site audit.	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. 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.

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... • 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 align="center">N/A</p>	<p align="center">N/A</p>	<p>Skill Dev...Outcome Objective Activity: Tool: Youth Dev...Outcome Objective Activity: Tool:</p>	<p align="center">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, Completion and Applicability</p>	<p>Participation – PROCESS Objective By December of current fiscal year, 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. BOCC Data Source: End of year report. Program shall retain workplan for BOCC's inspection at program's annual site audit.</p>	<p>Knowledge – OUTCOME Objective By the end of current fiscal year, 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. BOCC Data Source: End of year report. Program shall retain evaluation summary reports and TAY SOC end of year report for BOCC's inspection at program's annual site audit. Post Skill – OUTCOME Objective (retention of skills 1-3 month after implemented training(s)) By the end current fiscal year, 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 <i>measured by [using post skills survey questions from TAY SOC] administered 1-3 months after implemented training/training series.</i> BOCC Data Source: End of year report. Program shall retain summarized analysis and TAY SOC end of year report for BOCC's inspection at program's annual site audit.</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. 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.</p>	<p align="center">SOC mandate</p>
<p>5. Client Satisfaction</p>	<p>Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.</p>	<p align="center">N/A</p>	<p>Satisfaction Survey Process Objective 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	
<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 	<p align="center">See Tab 1b - This program</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) 					

3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT:
 (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory)
 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.

4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY):
 Definitions:
 • 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

**FOLLOWS FSP/ICM
Standardized Objectives.**

Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.

4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY):
Definitions:
 • *Activities designed to build staff knowledge & skills.*

BHS Satisfaction Survey

BHS mandate

BHS TAY Civil Service
Contract Program Name: TAY Linkage Program

TAY SOC Modality	Process Objective	Outcome Objective <small>(if applicable)</small>	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 (see exceptions in Tab 1a)</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>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;">and Client 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 the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.</p>	

BHS TAY Civil Service
Contract Program Name: BHS TAY Outpatient Program (TOP)

TAY SOC Modality	Process Objective	Outcome Objective <small>(if applicable)</small>	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 align="center">See Tab 1b - This program follows MH OP Standardized Objectives and Client Satisfaction Objective (below).</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>3. COMMUNITY ENGAGEMENT, LEADERSHIP PROMOTION & SUPPORT: (These activities are mainly for contracts funded under the TAY Leaders Peer Programs and TAY Advisory) 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.</p>				
<p>4. TRAINING, EDUCATION & CAPACITY BUILDING (FOR PROVIDERS AND TAY): Definitions: • Activities designed to build staff knowledge & skills, program supports and systems capacity</p>				
<p>5. Client Satisfaction</p>			<p>Process Objective: During the May designated survey administration week of the current fiscal year, programs will either implement the full BHS client satisfaction survey (CSS) or the TAY SOC selected 5 CSS items either stand alone or integrated into your own program client satisfaction tool. Program will summarize results for end of year TAY SOC program report and retain in administrative binder for BOCC's annual audit visit.</p>	