



BEHAVIORAL HEALTH  
— CATALYST —

# Mapping the Children & Youth Behavioral Health Ecosystem

## Using the Ecosystem Map to Refine and Prioritize Recommendations

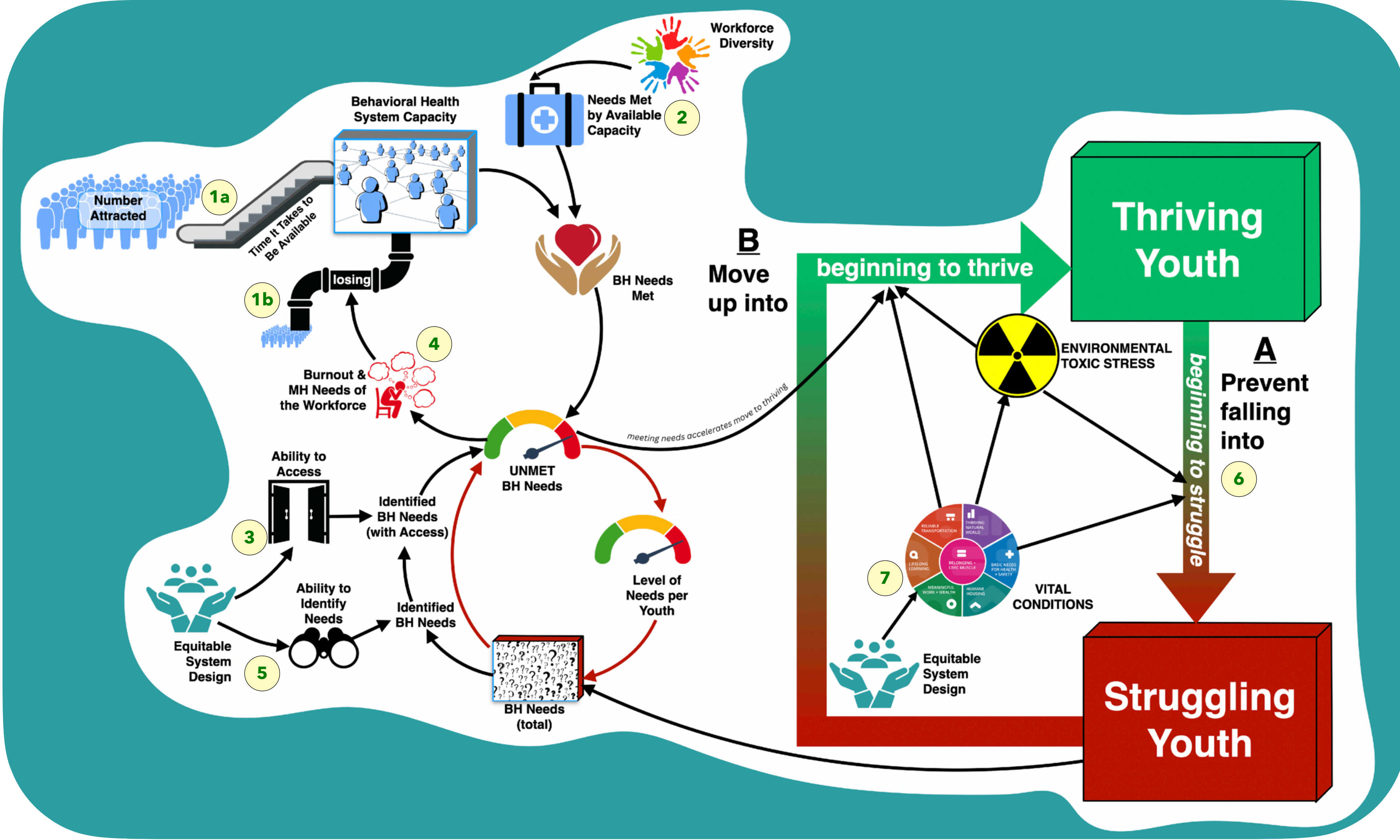
Presented to the  
WA CYBH Working Group

September 5, 2024

**Chris Soderquist**  
Pontifex Consulting

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

- LEVER 1a**  
Increase Behavioral Health Capacity  
(by attracting/adding)
- LEVER 1b**  
Increase Behavioral Health Capacity  
(by decreasing turnover)
- LEVER 2**  
Increase Effectiveness of Current Capacity
- LEVER 3**  
Increase Access to Support for Struggling
- LEVER 4**  
Support / Sustain the Workforce
- LEVER 5**  
Improve Identification of Struggling
- LEVER 6**  
Build Protective Factors
- LEVER 7**  
Strengthen Vital Conditions

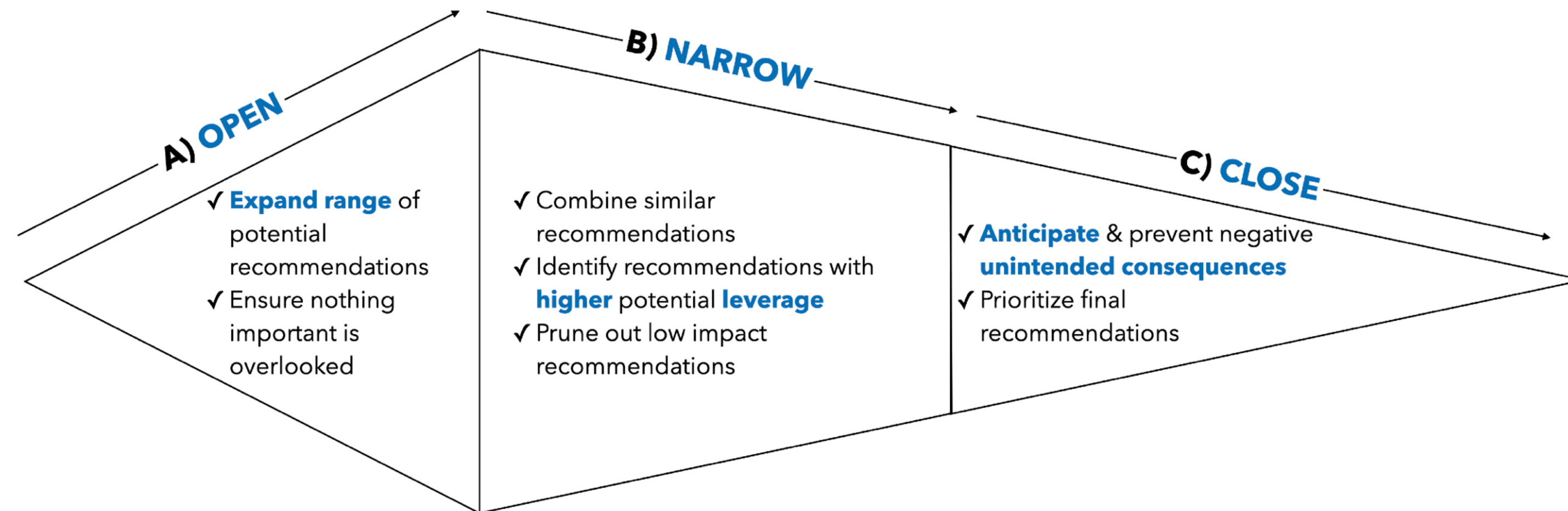


- Purpose & Context
- Process Overview = Open + Narrow + Close
- Ecosystem Map Review
- Ecosystem Maps Help by...
  - ✓ Expanding Boundaries
  - ✓ Finding Leverage
  - ✓ Identifying Potential Unintended Consequences
- Summary
  - ✓ Next Steps = Office Hours
  - ✓ Q&A

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

# PROCESS

## Generating, Evaluating, Selecting, and Prioritizing Recommendations

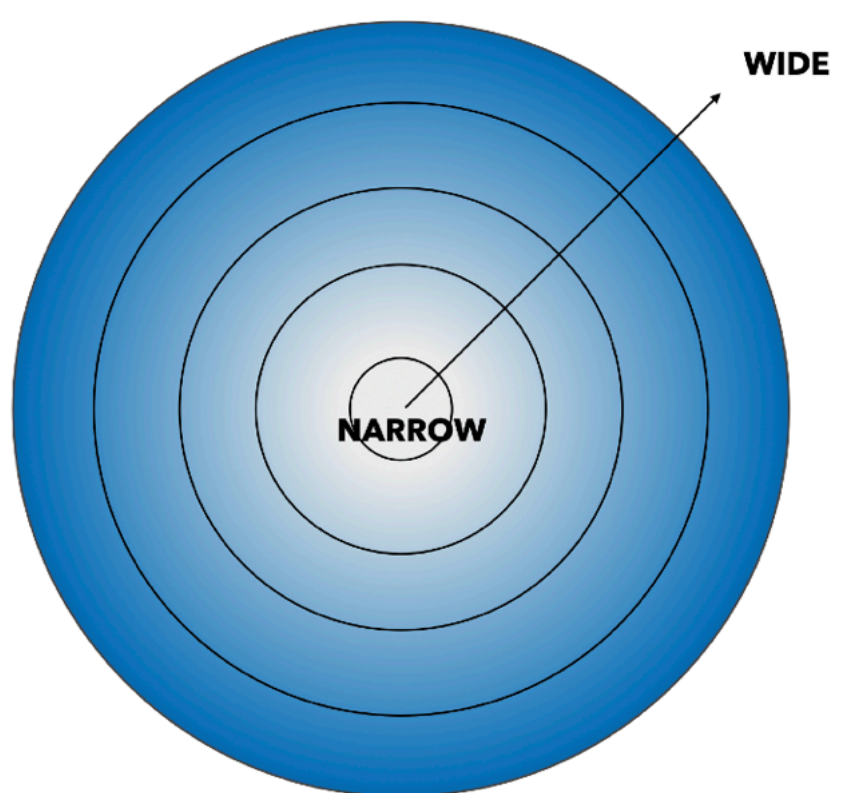
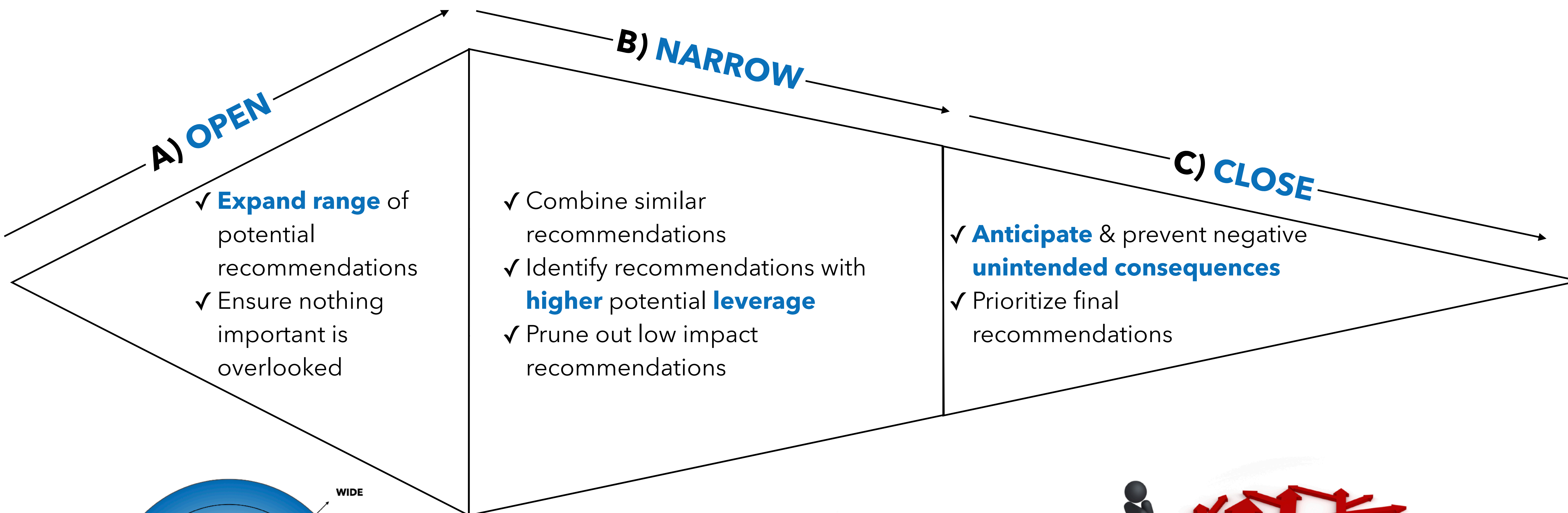


**Create a state with Thriving Children, Youth, and Families...**



**...by improving the Ecosystem contributing to Behavioral Health**

# The Process – Purpose of each phase



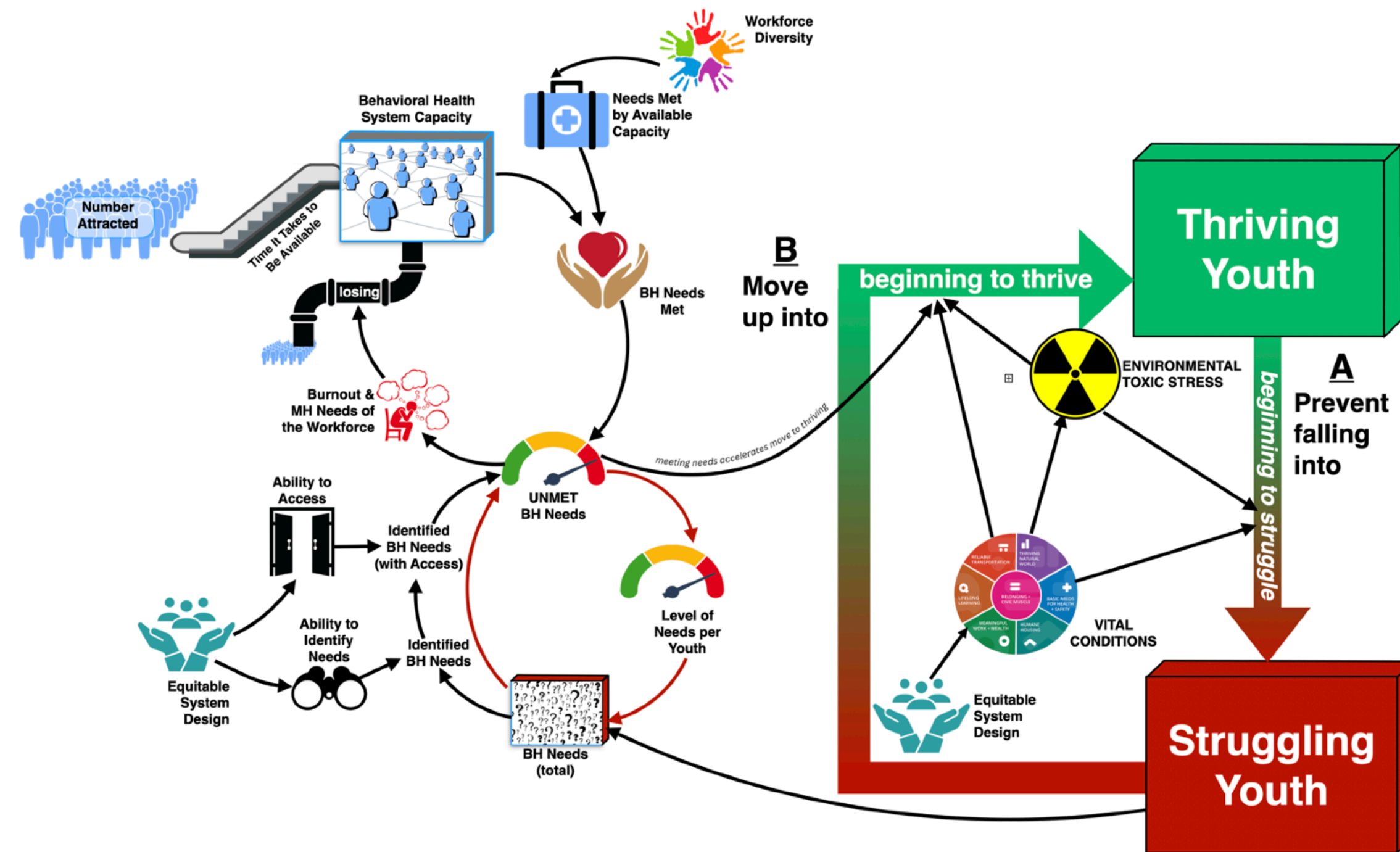
**FIND LEVERAGE**



**ANTICIPATE NEGATIVE UNINTENDED CONSEQUENCES**

# ECOSYSTEM MAP

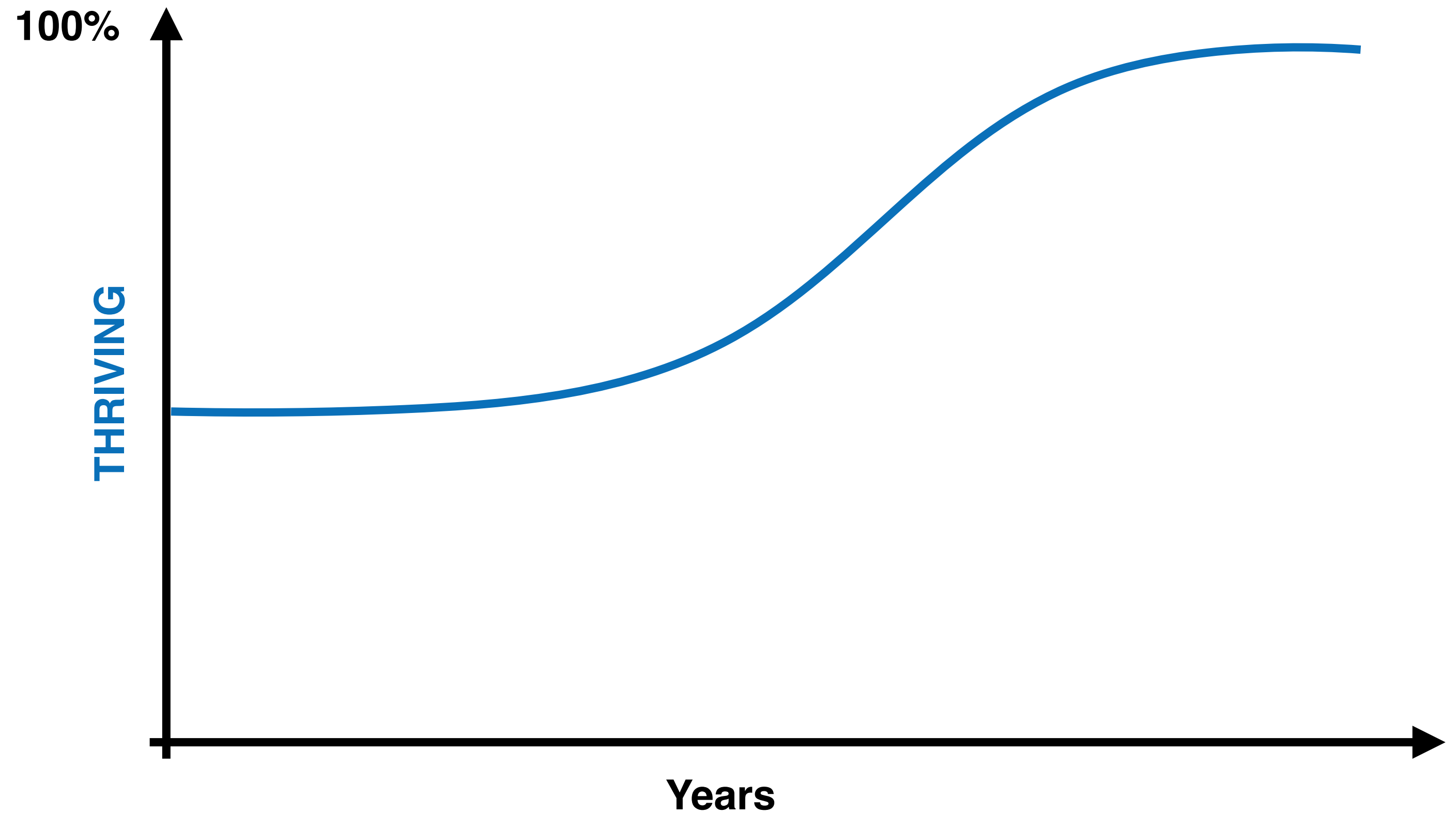
## Reviewing Assumptions



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

*It doesn't mean absence of behavioral health challenges.*

## VISION for WA Children & Youth

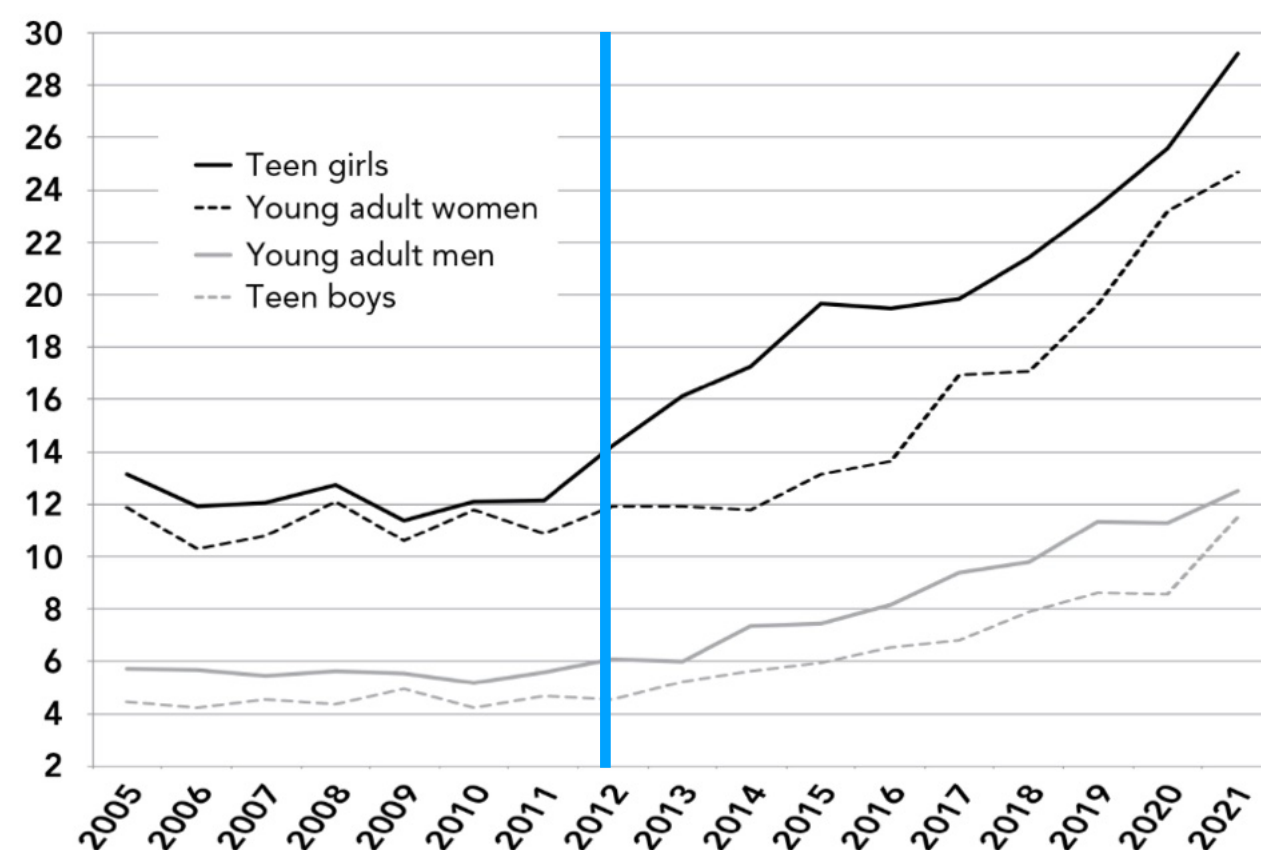


\*This is a similar goal to GA's Department of Behavioral Health and Developmental Disabilities

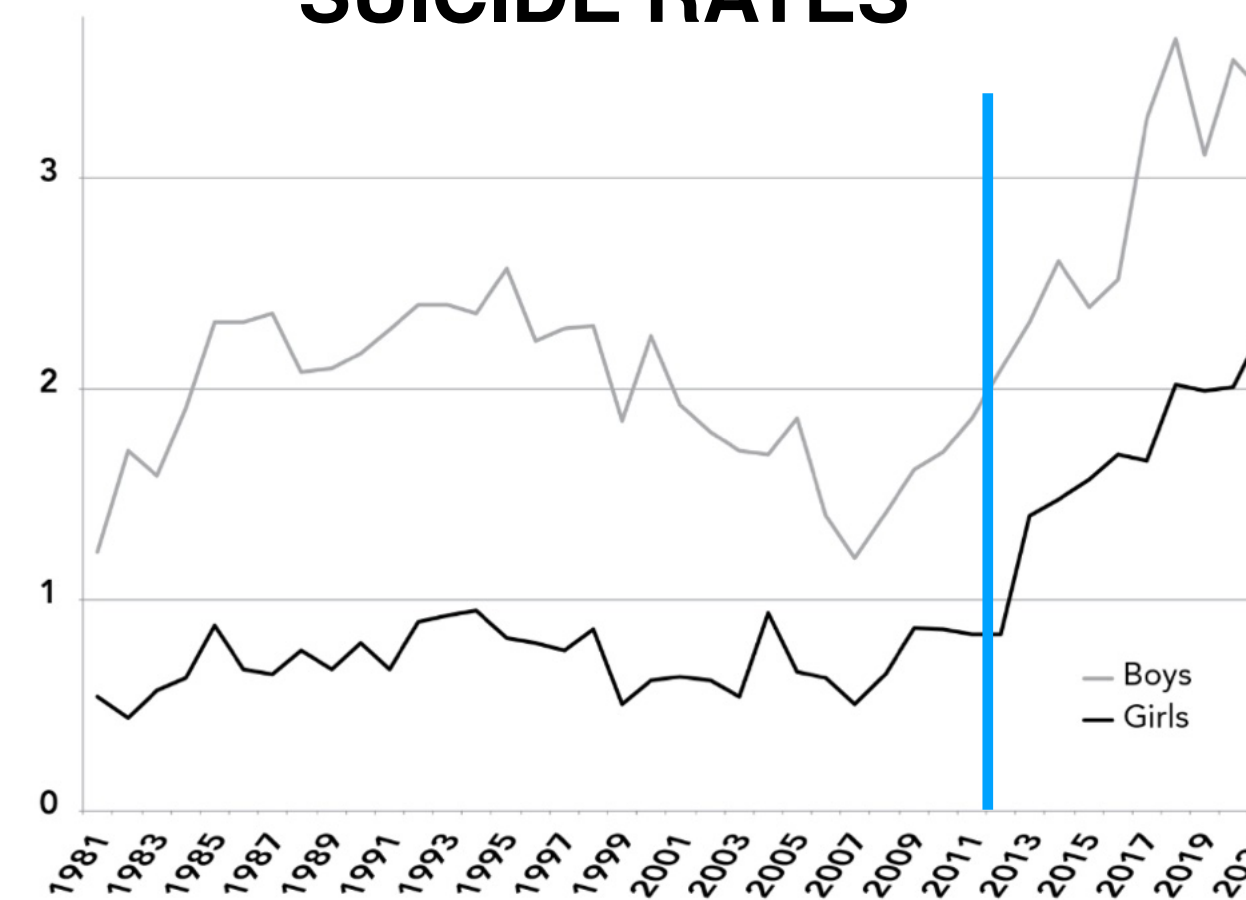


Since 2012, national rates of behavioral health measure have worsened exponentially

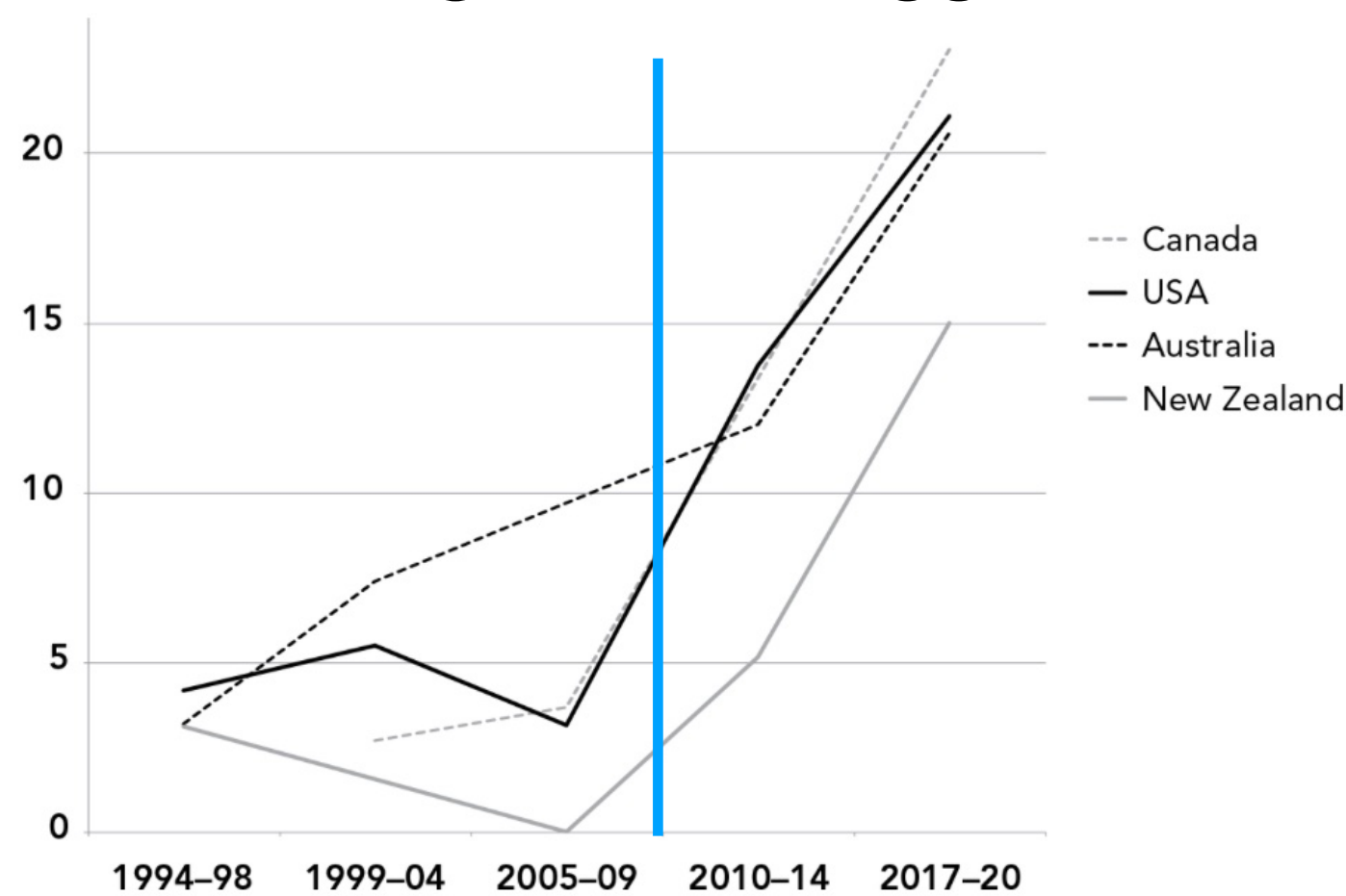
## CLINICAL DEPRESSION DIAGNOSIS



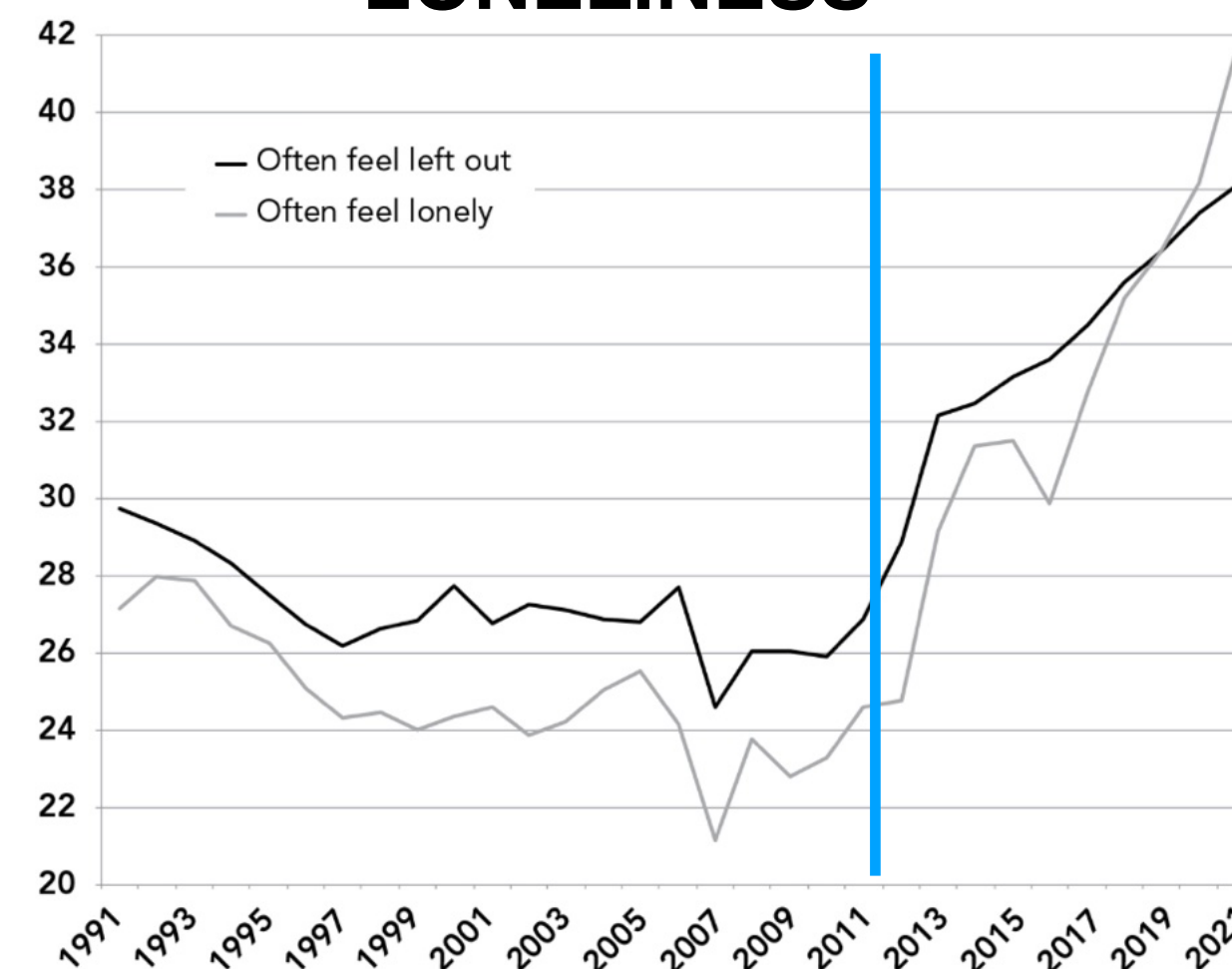
## SUICIDE RATES



## UNHAPPINESS



## LONELINESS



The Real Differences Between Gen Z, Millennials, Gen X, Boomers, and Silents—and What They Mean for America's Future

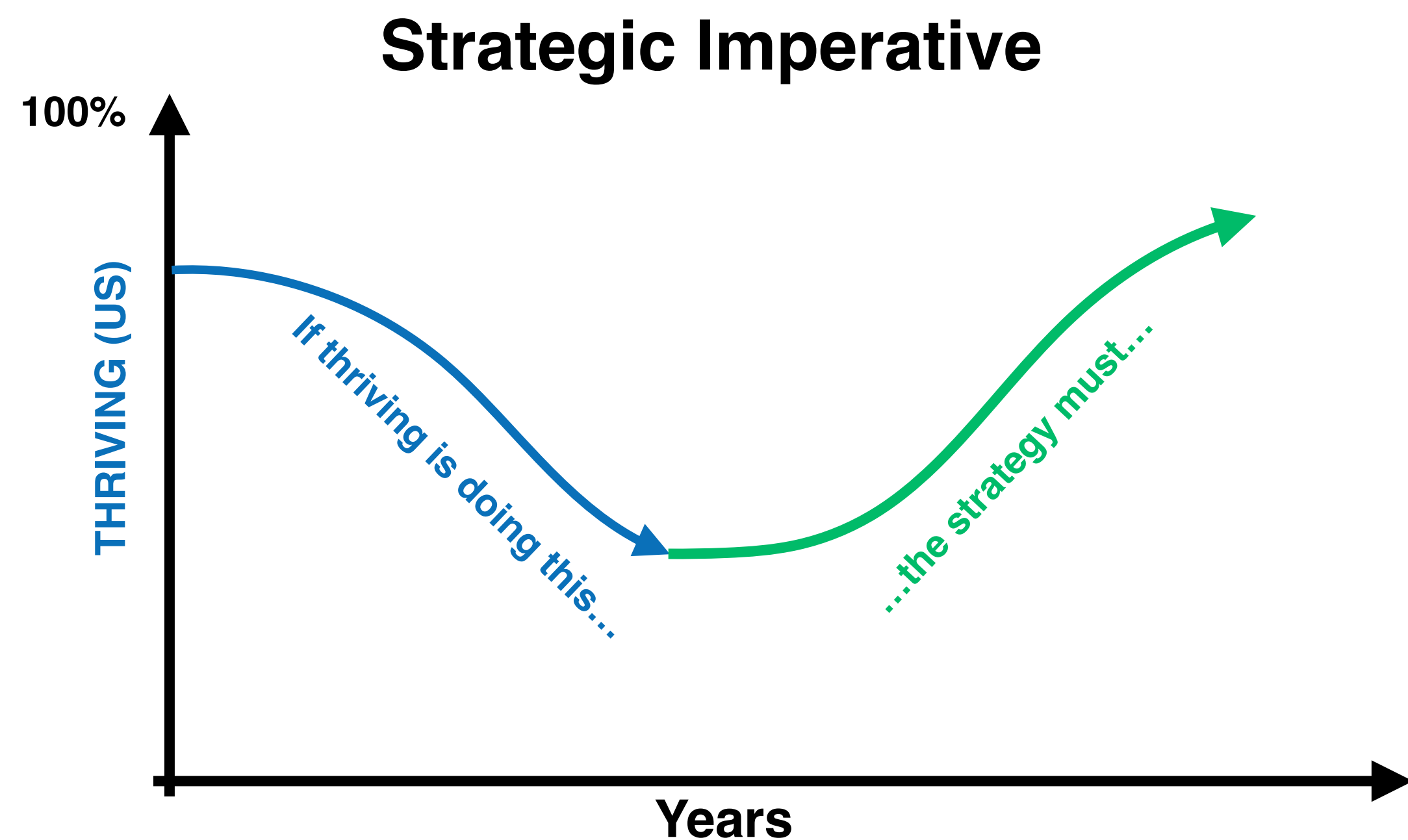


JEAN M. TWENGE, PHD

author of *iGen*

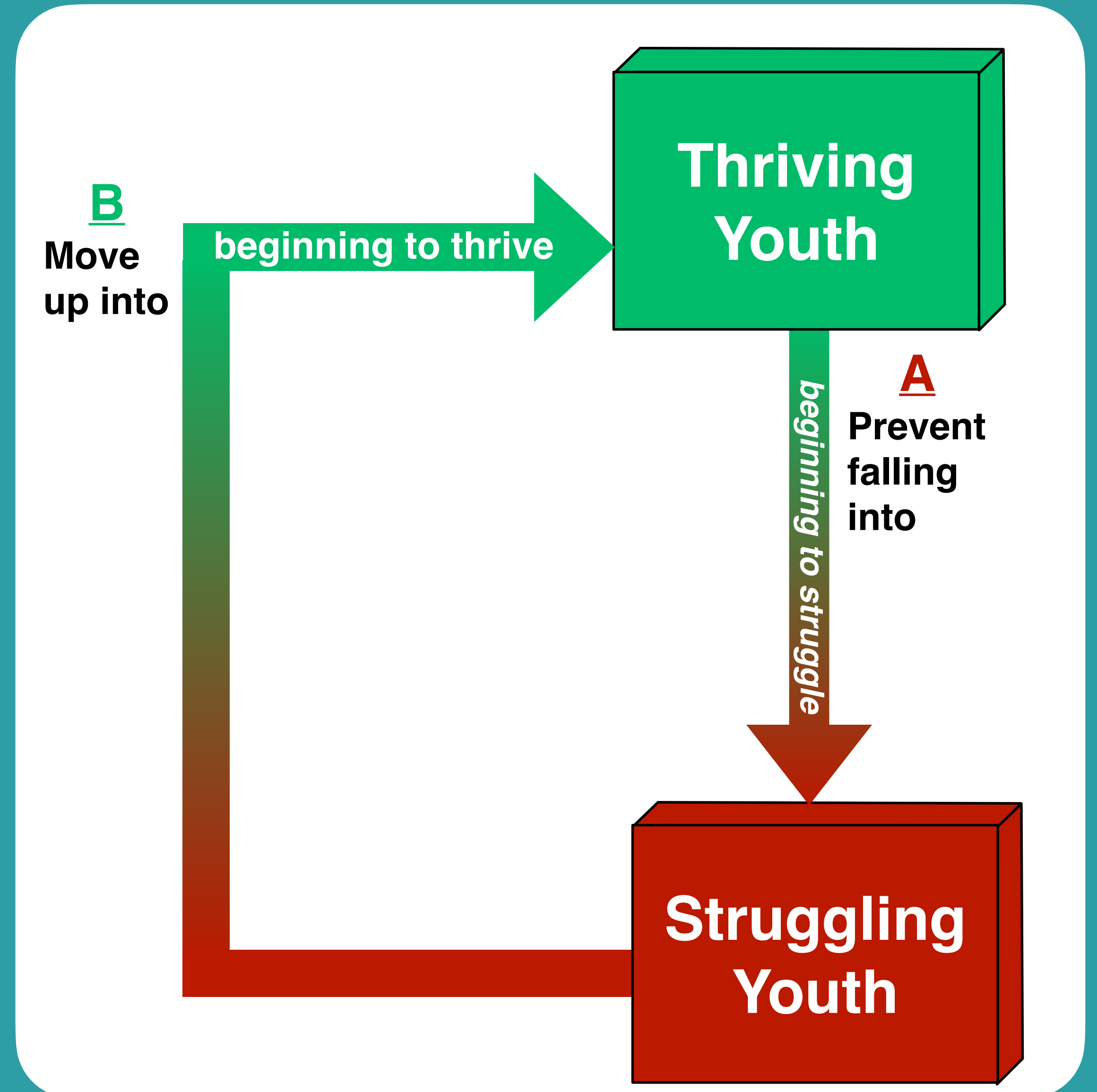
Source: Generations (Jean Twenge)

# An effective strategy must work on two goals



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

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



# Let's look at the drivers behind PREVENTION

## VITAL CONDITIONS

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

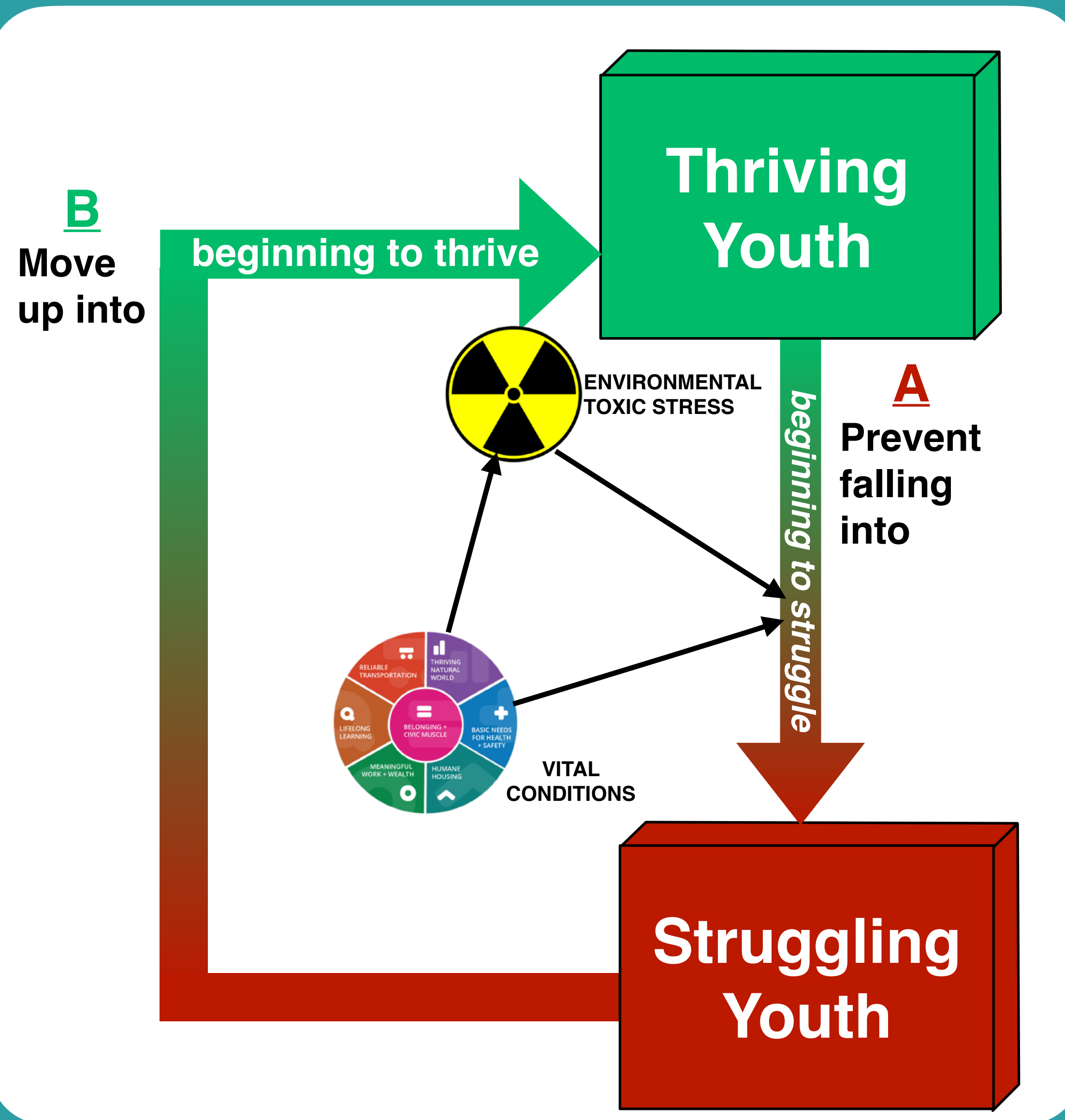
- Belonging and Civic Muscle
- Thriving Natural World
- Basic Needs for Health and Safety
- Humane Housing
- Meaningful Work and Wealth
- Lifelong Learning
- Reliable Transportation



U.S. Department of Health and Human Services



Office of Disease Prevention and Health Promotion



Capacity ranges from

Traditional ↔ Non-traditional

Behavioral Health System Capacity

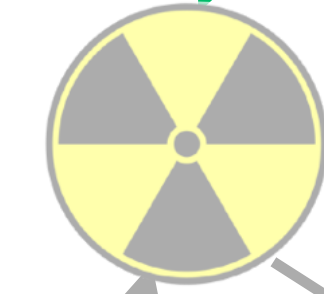


BH Needs Met

**B**  
Move up into

beginning to thrive

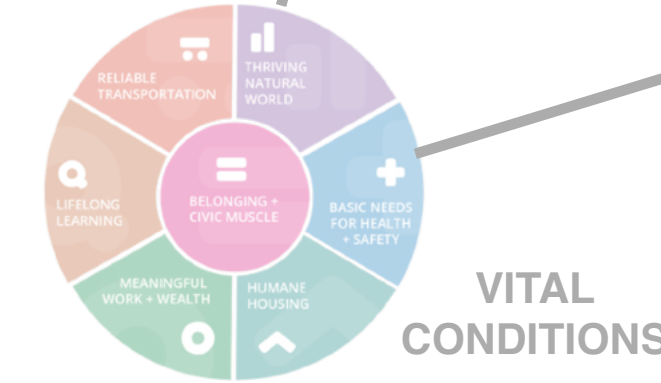
Thriving Youth



ENVIRONMENTAL TOXIC STRESS

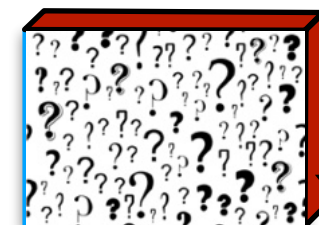
**A**  
Prevent falling into

beginning to struggle



VITAL CONDITIONS

Struggling Youth



BH Needs (total)

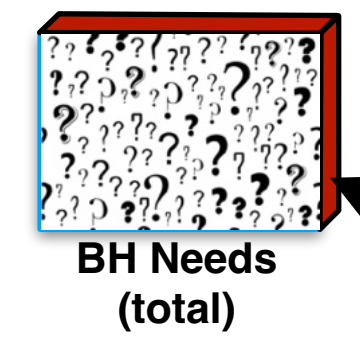
Includes the capacity to provide many diverse services:

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

Interventions can...  
**Increase Behavioral Health Capacity**

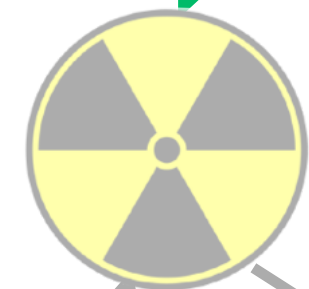
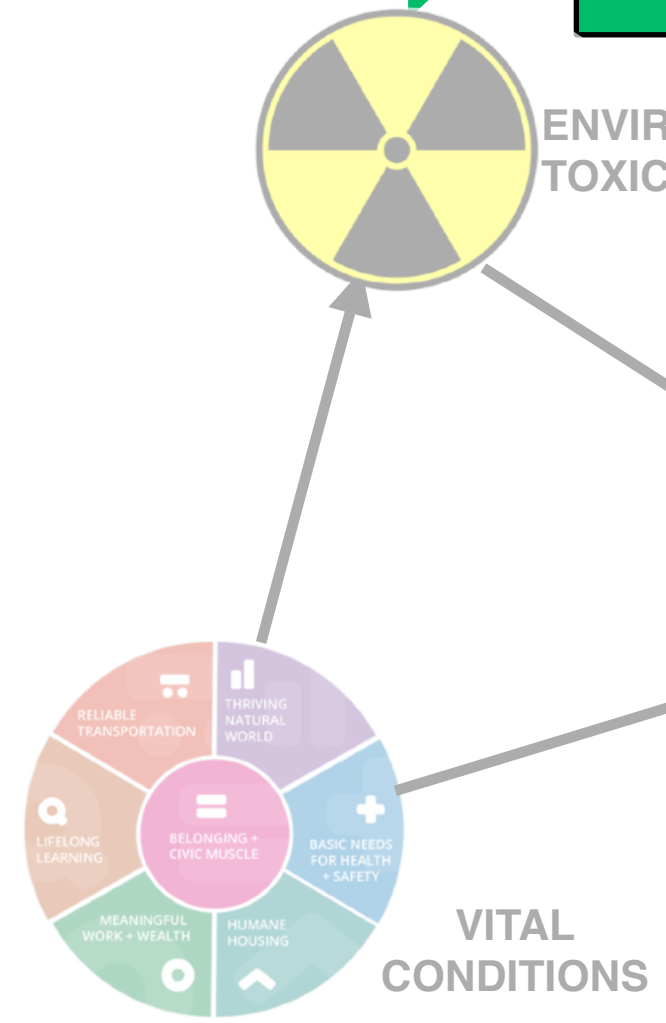


Interventions can...  
**Increase Effectiveness of Current Capacity**



**B**  
Move up into

beginning to thrive

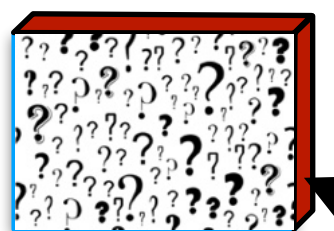
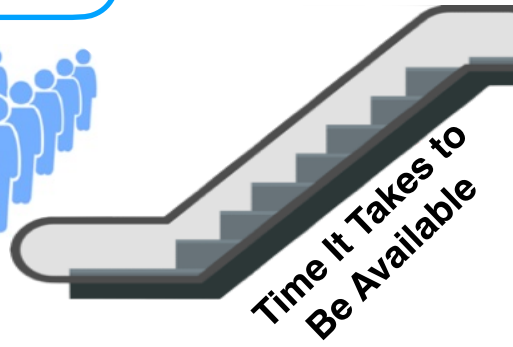
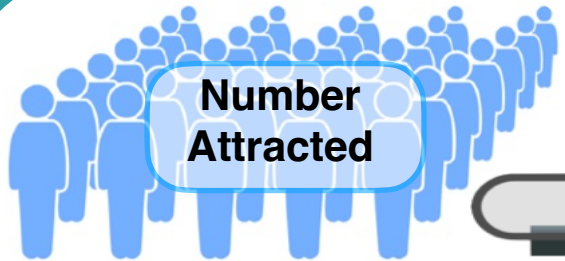


beginning to struggle

**A**  
Prevent falling into

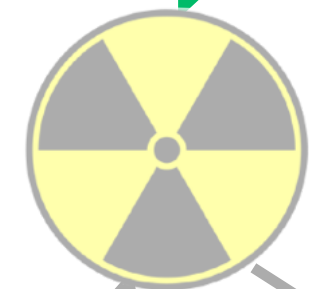


Interventions can...  
**Increase Behavioral Health Capacity**  
(by attracting/adding)

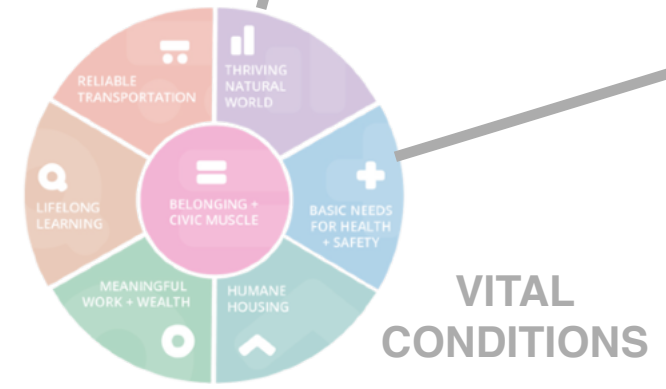


**B**  
Move up into

beginning to thrive



ENVIRONMENTAL TOXIC STRESS

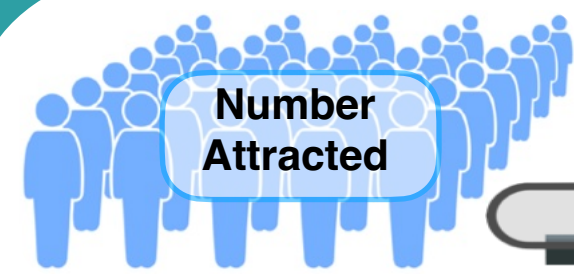


beginning to struggle

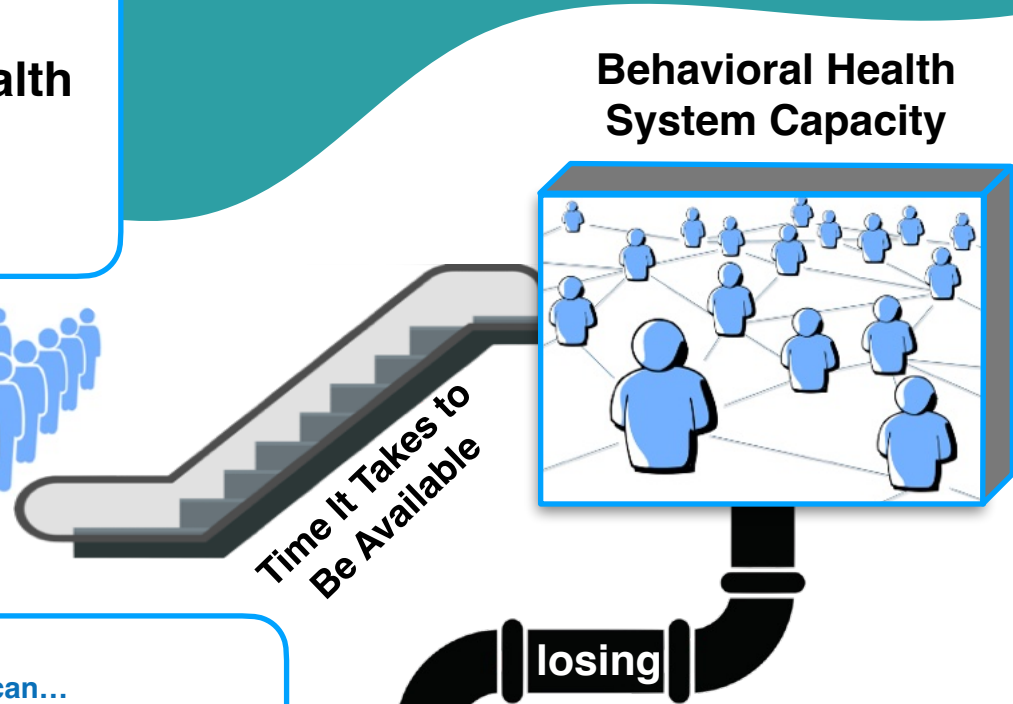
**A**  
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Interventions can...  
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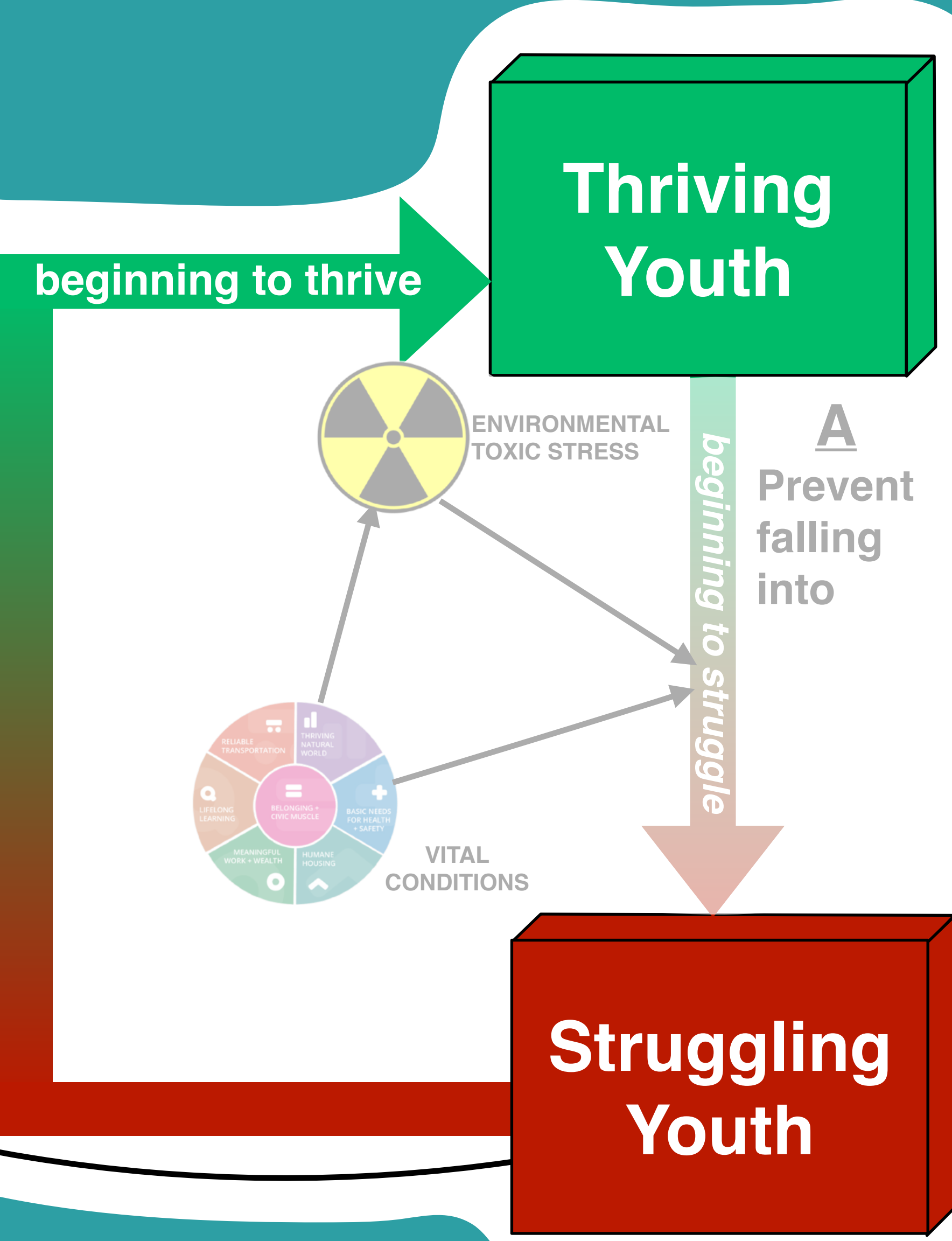
Interventions can...  
**Increase Behavioral Health Capacity**  
(by decreasing turnover)



Needs Met by Available Capacity

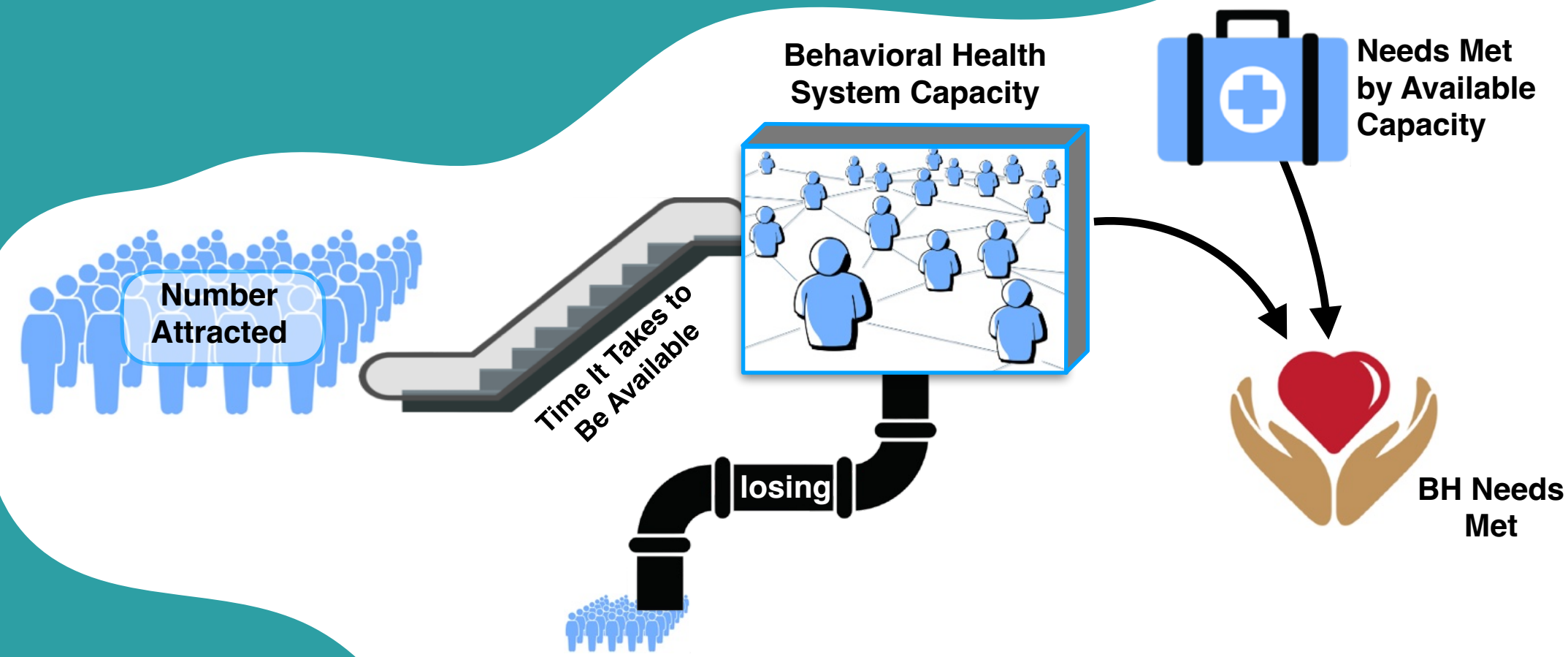


**B**  
Move up into



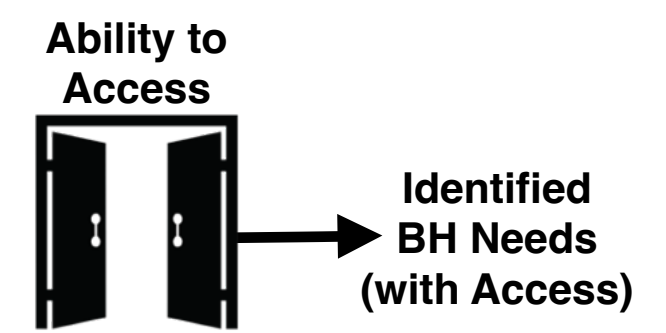
BH Needs (total)



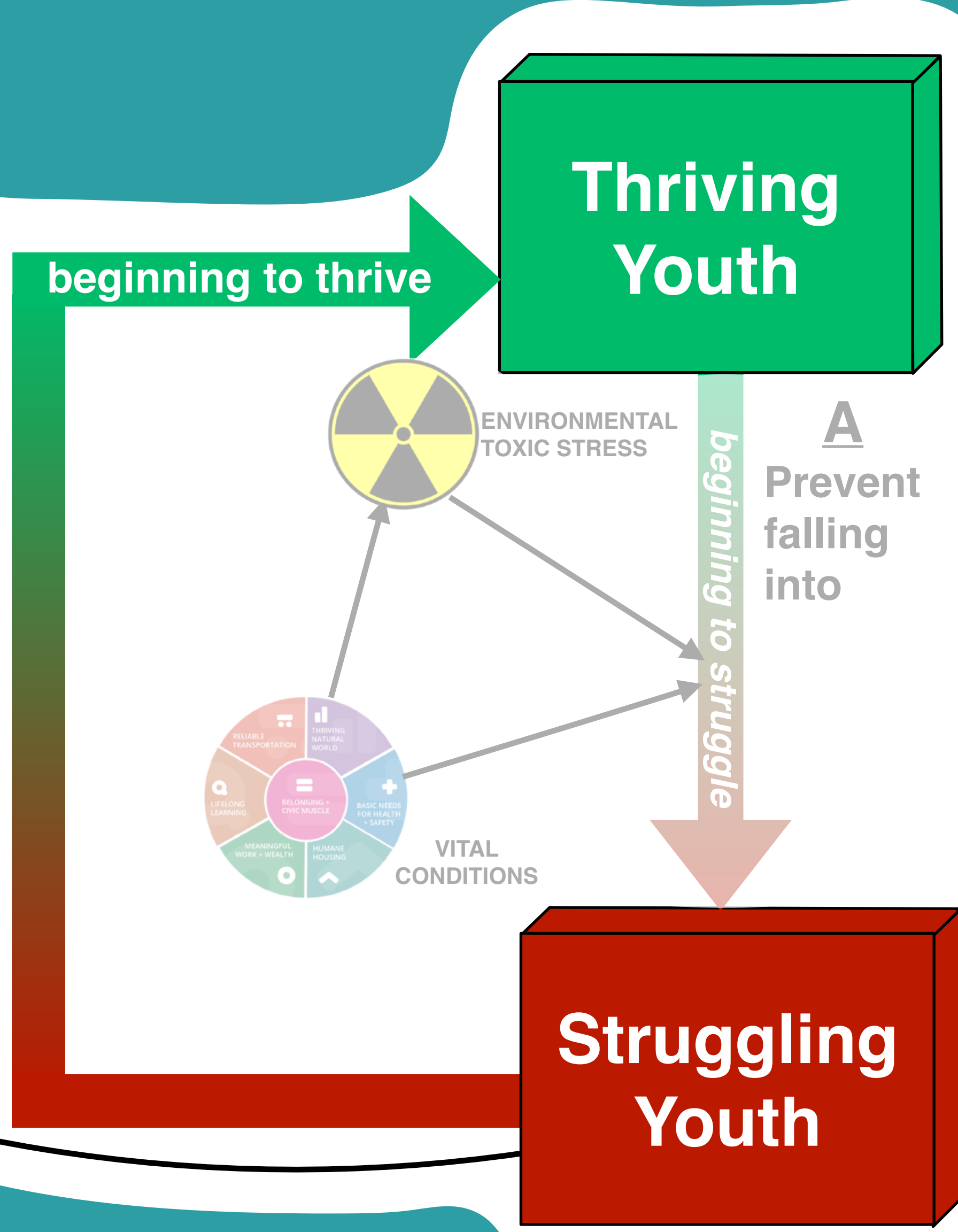
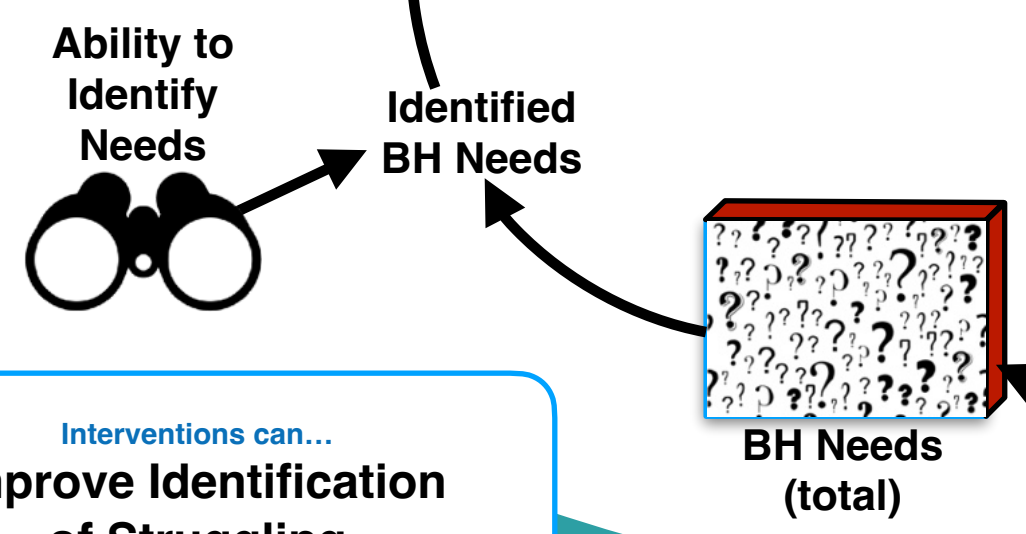


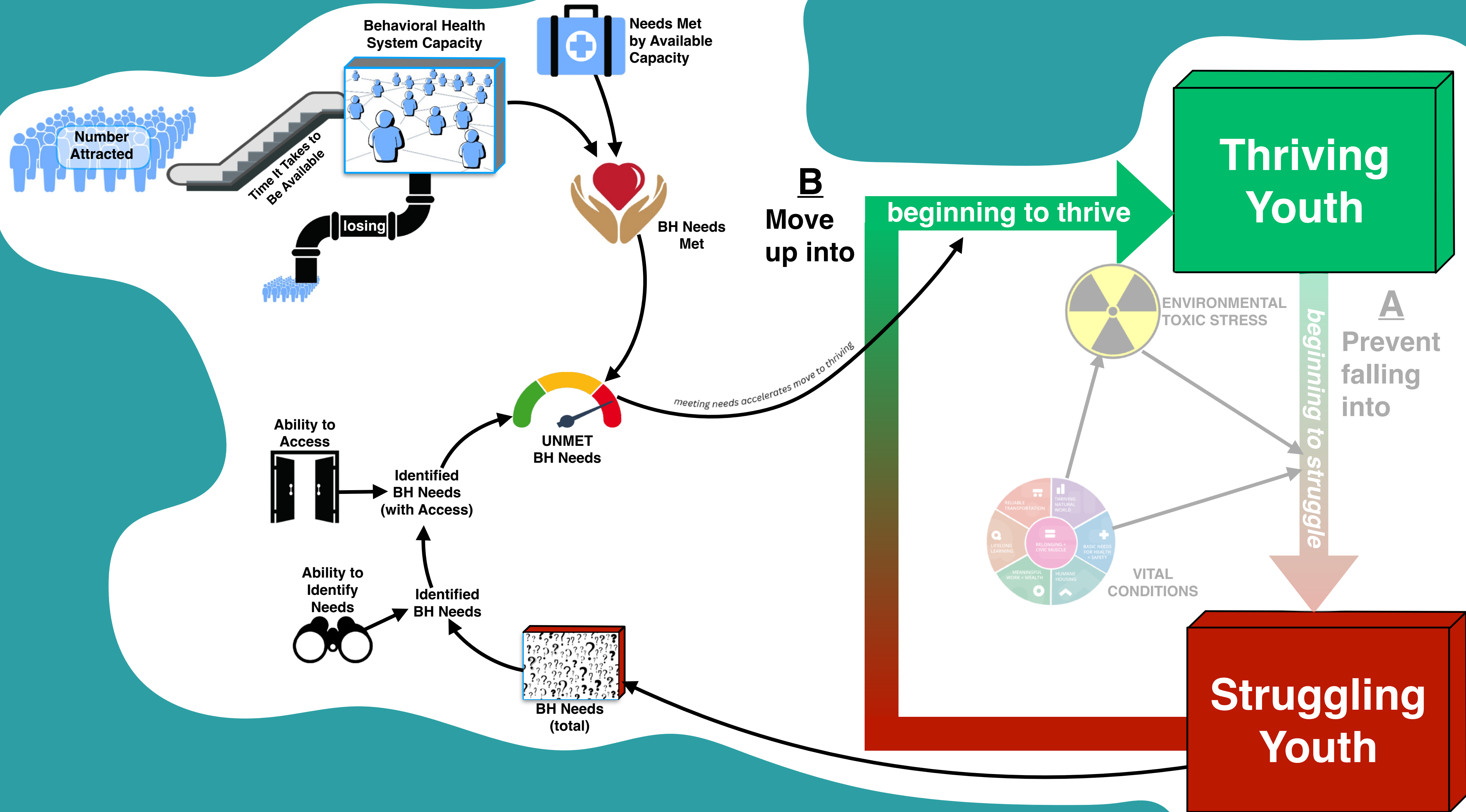
**B**  
Move up into

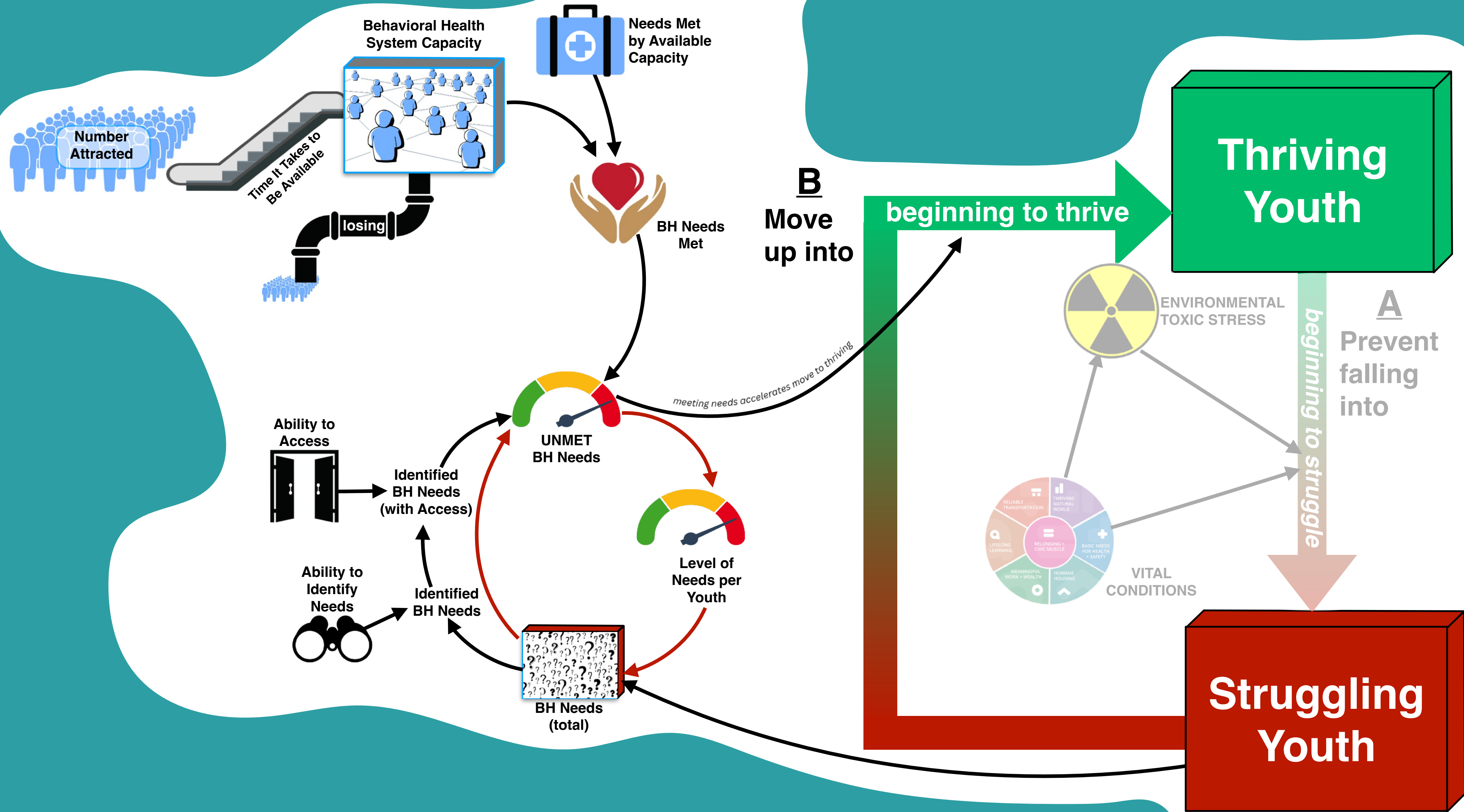
Interventions can...  
**Increase Access to Support for Struggling**

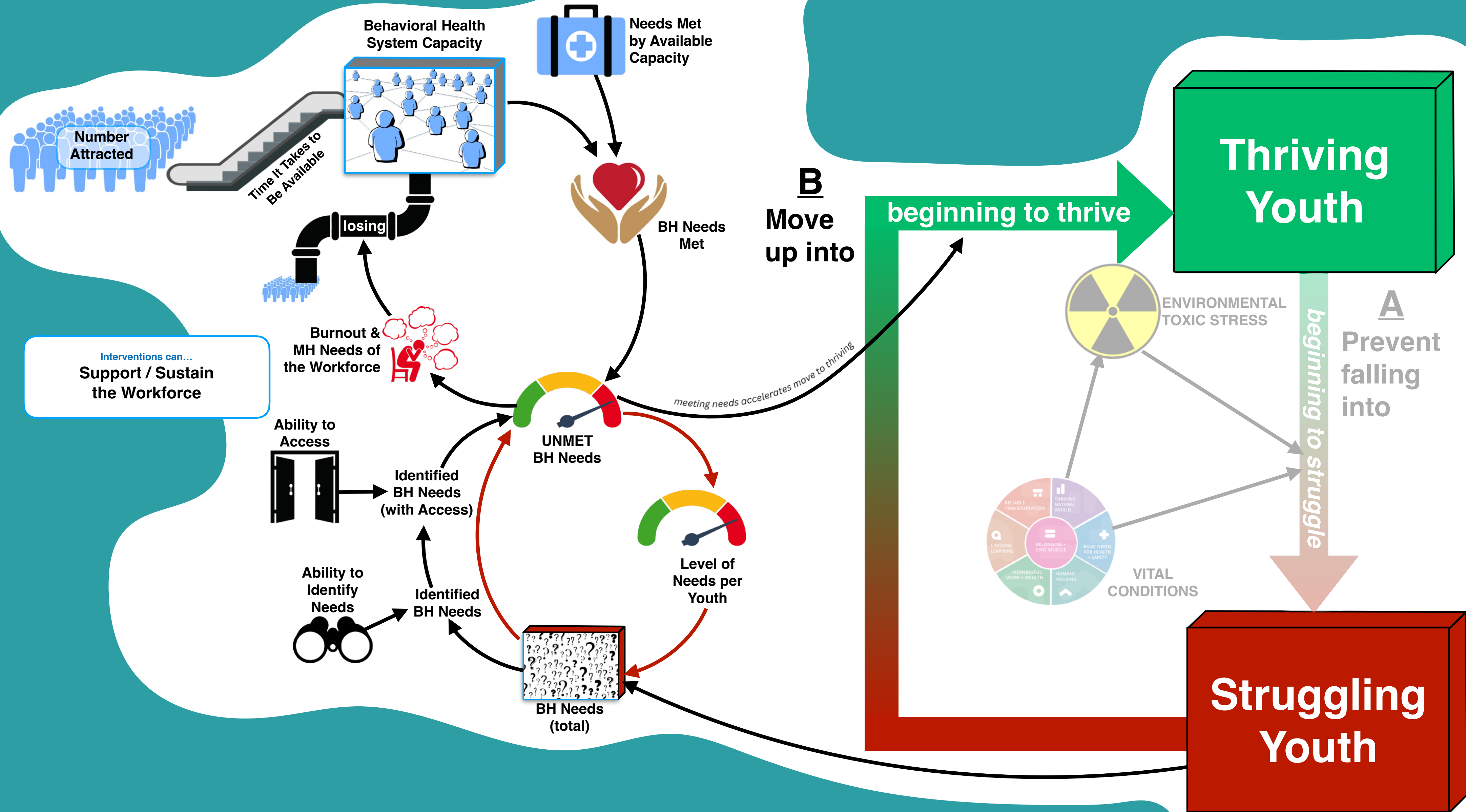


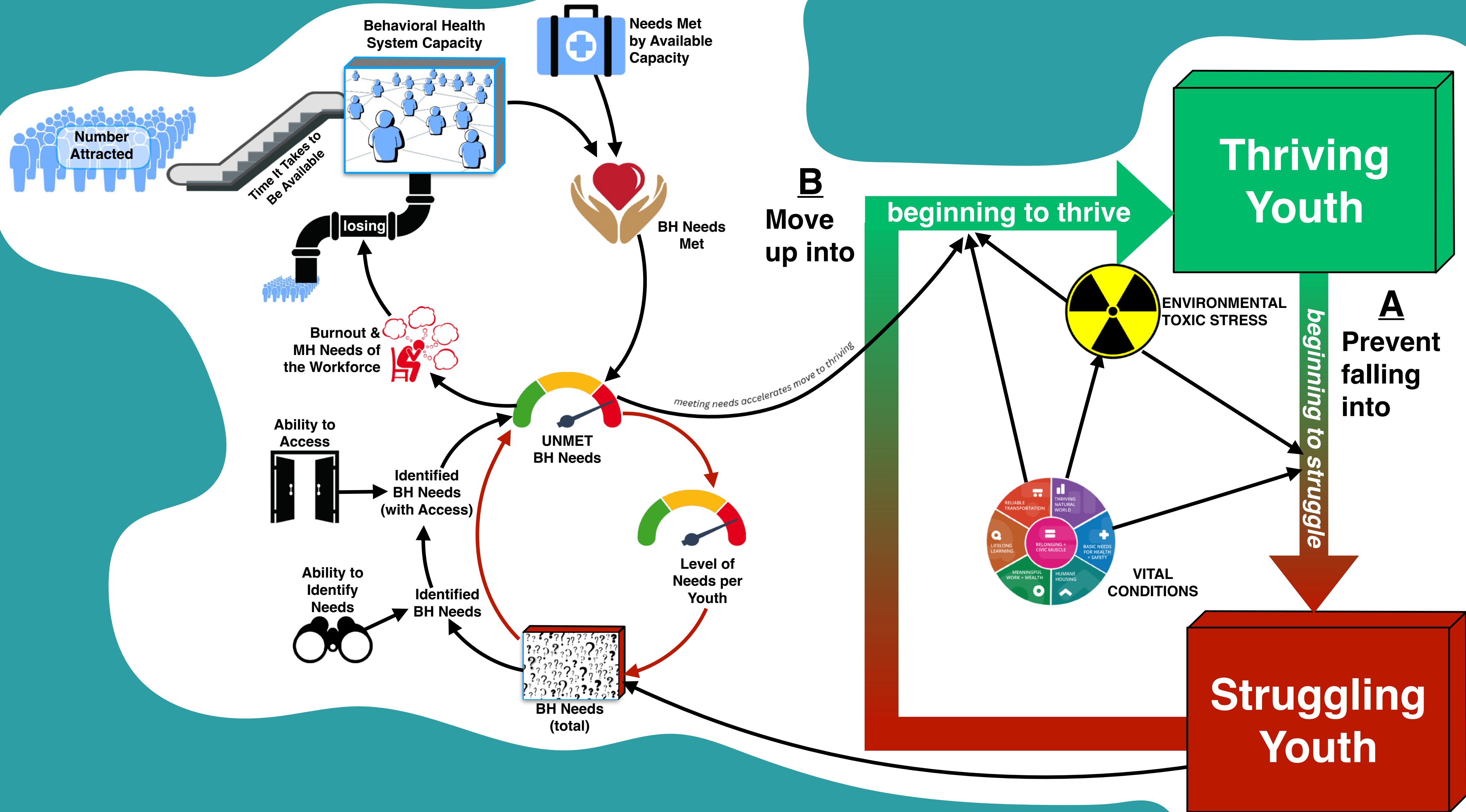
Interventions can...  
**Improve Identification of Struggling**





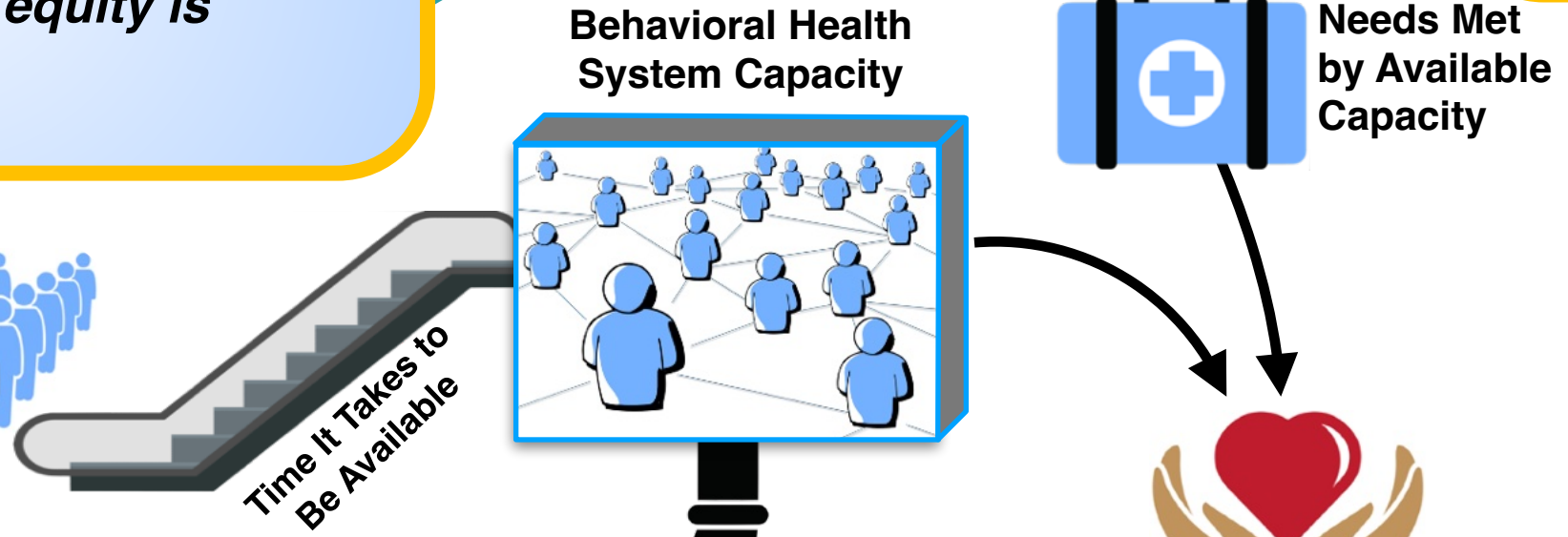
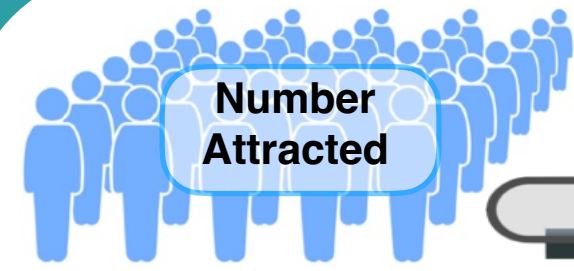






**EQUITY** influences many critical aspects of the ecosystem—and requires improvement. The impacts differ based on where equity is improved.

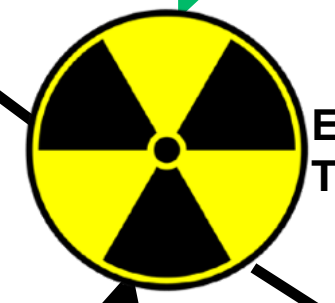
**Workforce Diversity**  
Diversity of workforce improves ability to meet needs



**B**  
Move up into

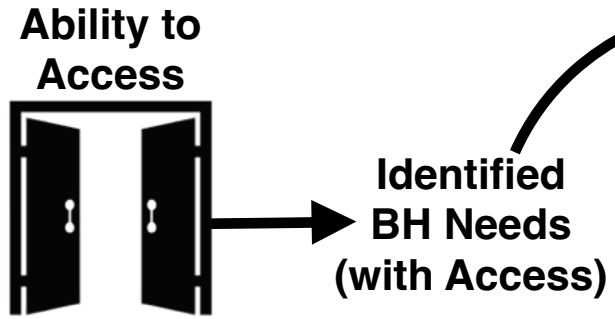


beginning to thrive



ENVIRONMENTAL TOXIC STRESS

**A**  
Prevent falling into



UNMET BH Needs



System design determines equity in access to vital conditions.

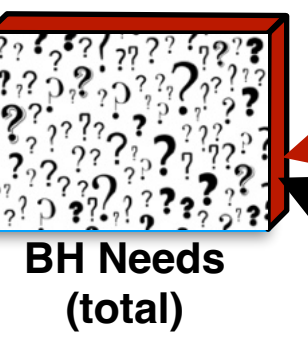
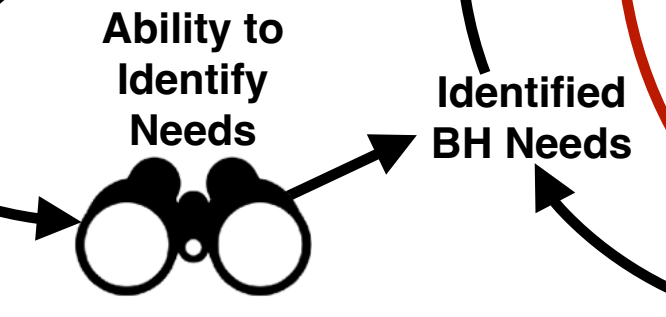


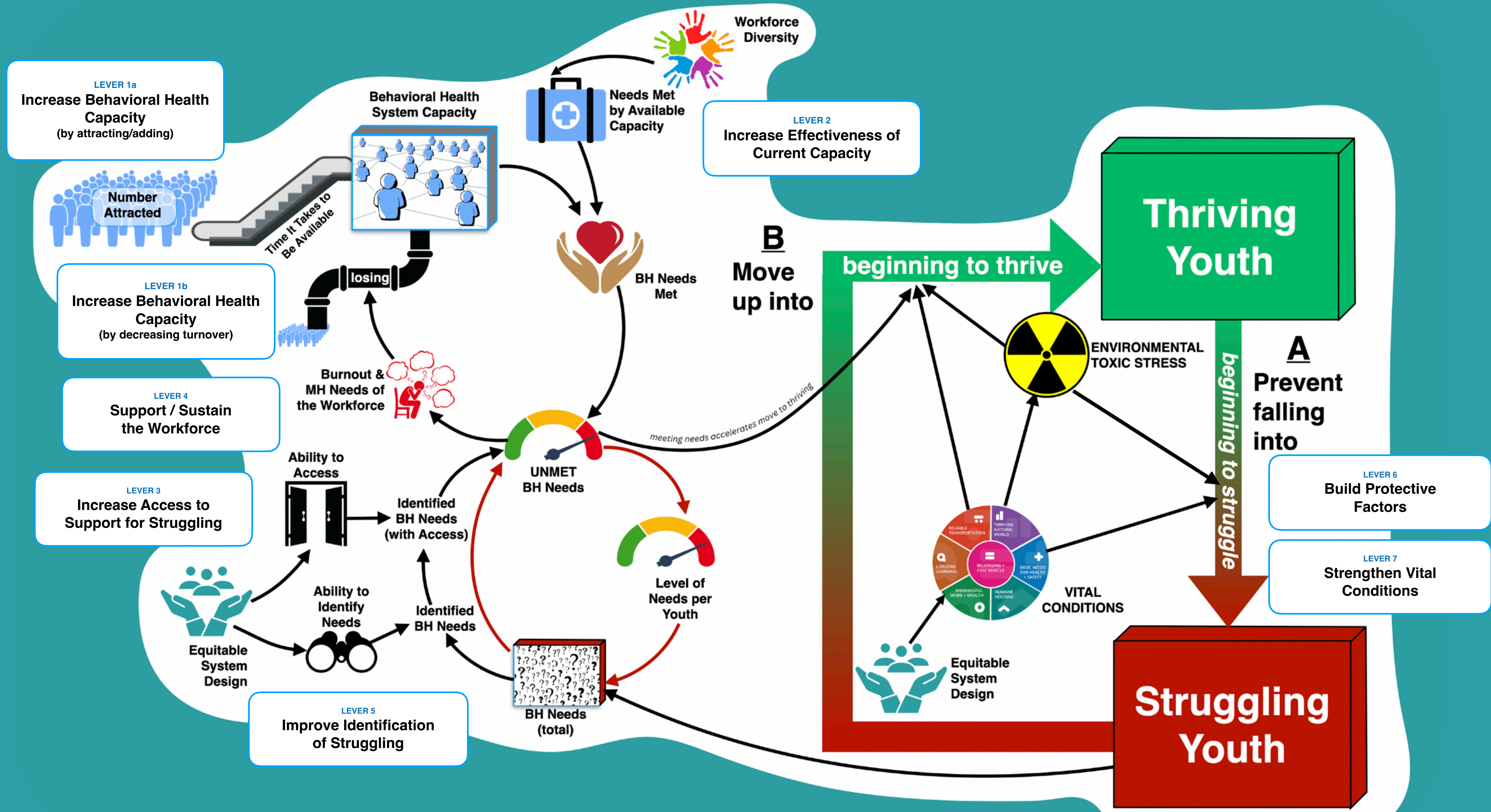
Equitable System Design



beginning to struggle

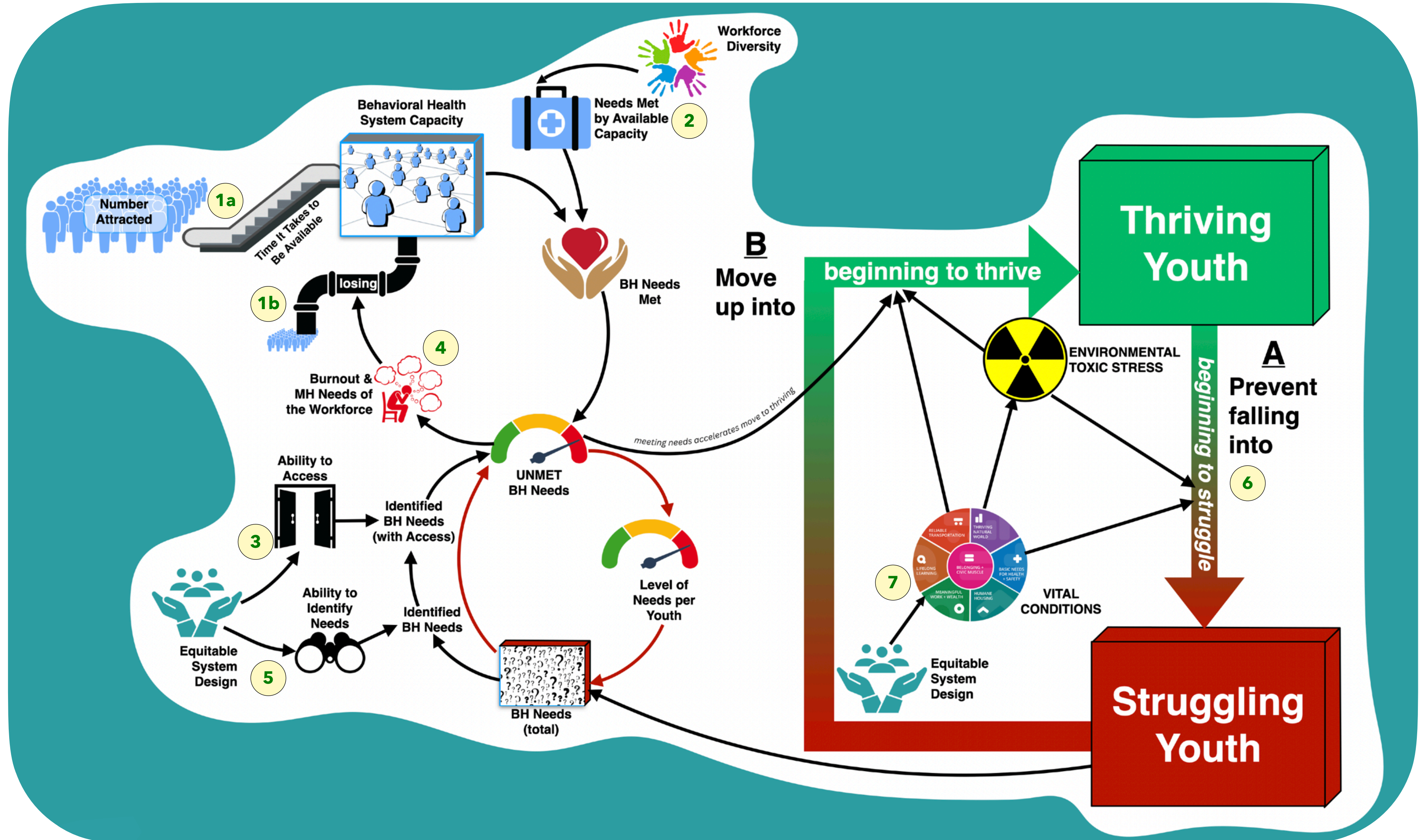
System design determines equity in access to support and ability to identify needs.





Still exploring changing numbered order

- LEVER 1a**  
Increase Behavioral Health Capacity  
(by attracting/adding)
- LEVER 1b**  
Increase Behavioral Health Capacity  
(by decreasing turnover)
- LEVER 2**  
Increase Effectiveness of Current Capacity
- LEVER 3**  
Increase Access to Support for Struggling
- LEVER 4**  
Support / Sustain the Workforce
- LEVER 5**  
Improve Identification of Struggling
- LEVER 6**  
Build Protective Factors
- LEVER 7**  
Strengthen Vital Conditions





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

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**Increase Behavioral Health Capacity**  
 (by decreasing turnover)

**LEVER 2**  
**Increase Effectiveness of Current Capacity**

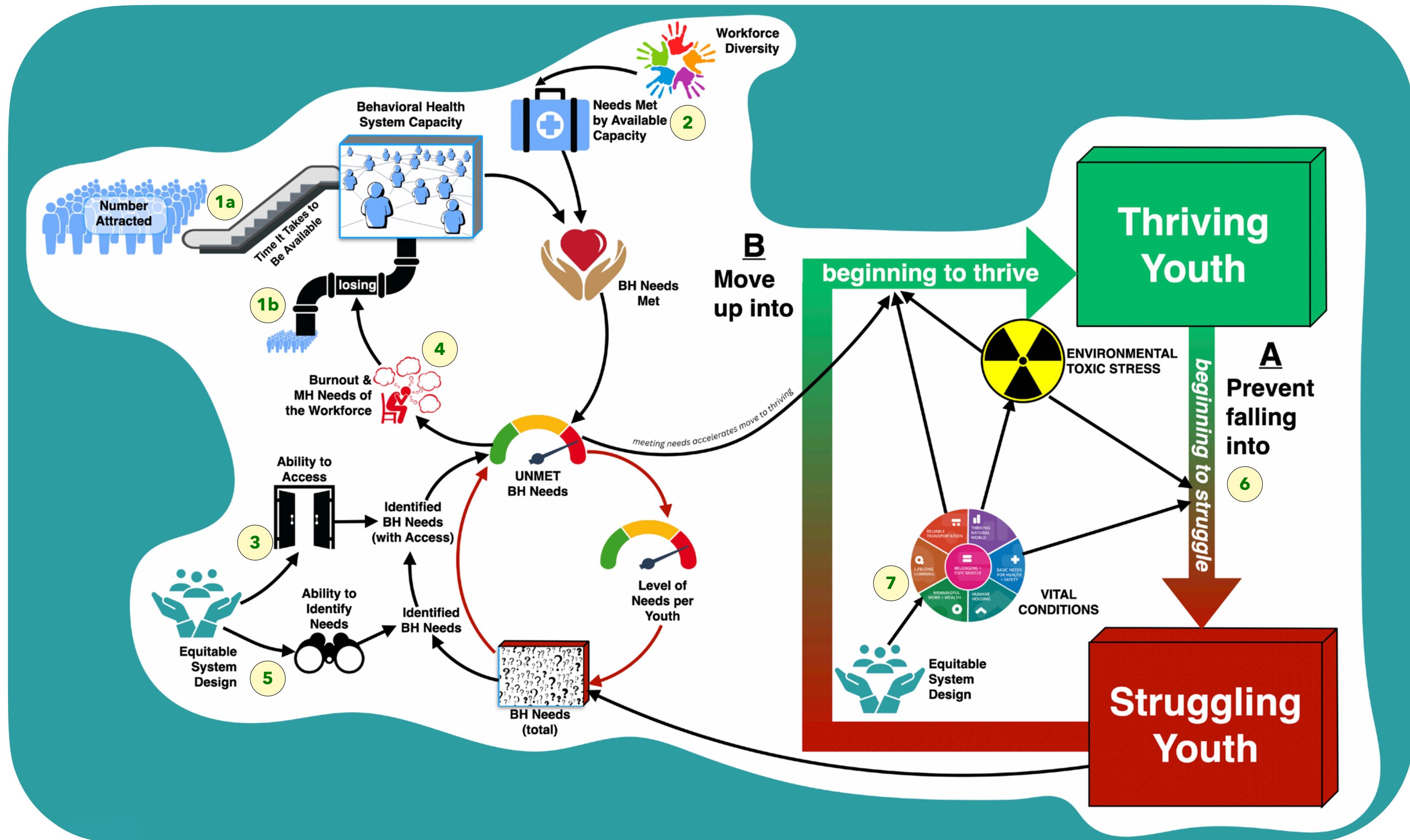
**LEVER 3**  
**Increase Access to Support for Struggling**

**LEVER 4**  
**Support / Sustain the Workforce**

**LEVER 5**  
**Improve Identification of Struggling**

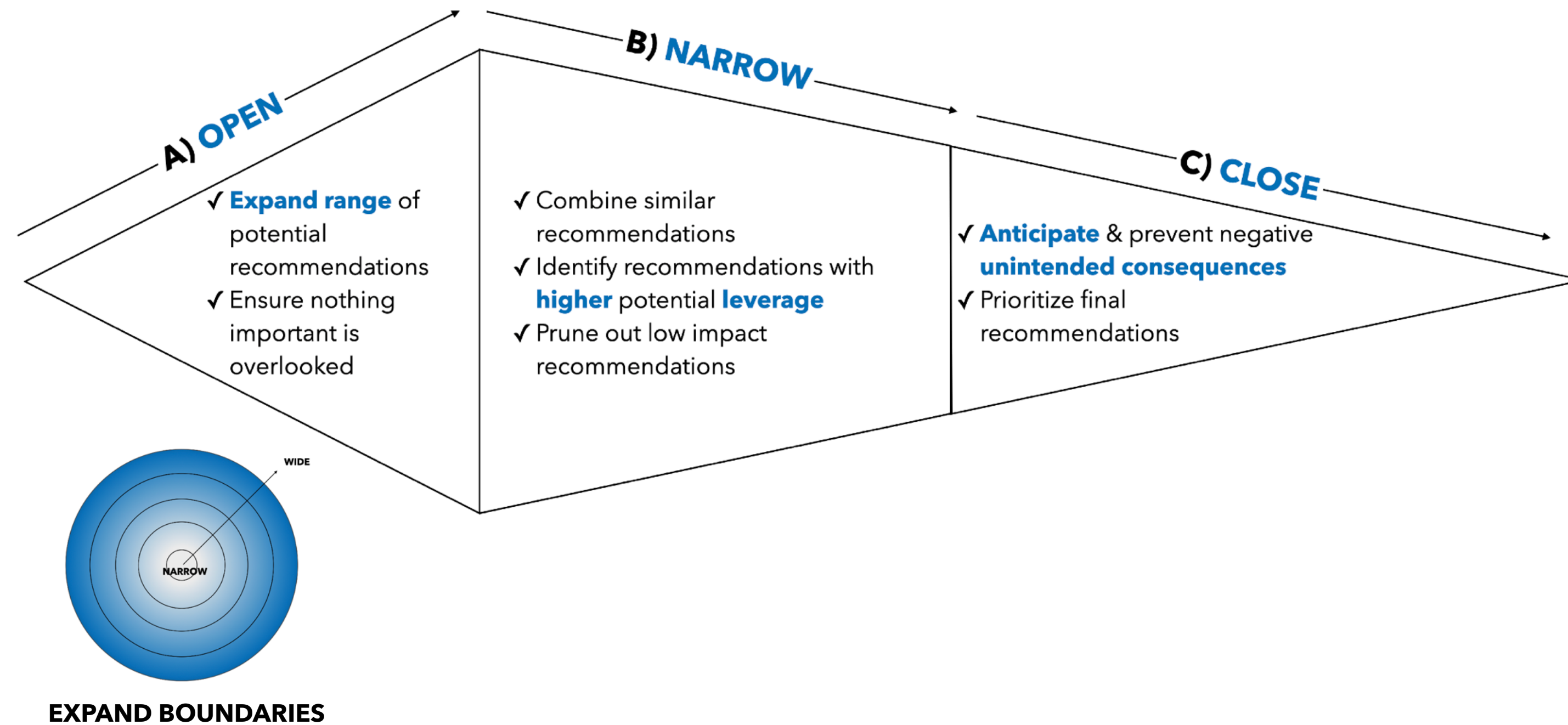
**LEVER 6**  
**Build Protective Factors**

**LEVER 7**  
**Strengthen Vital Conditions**

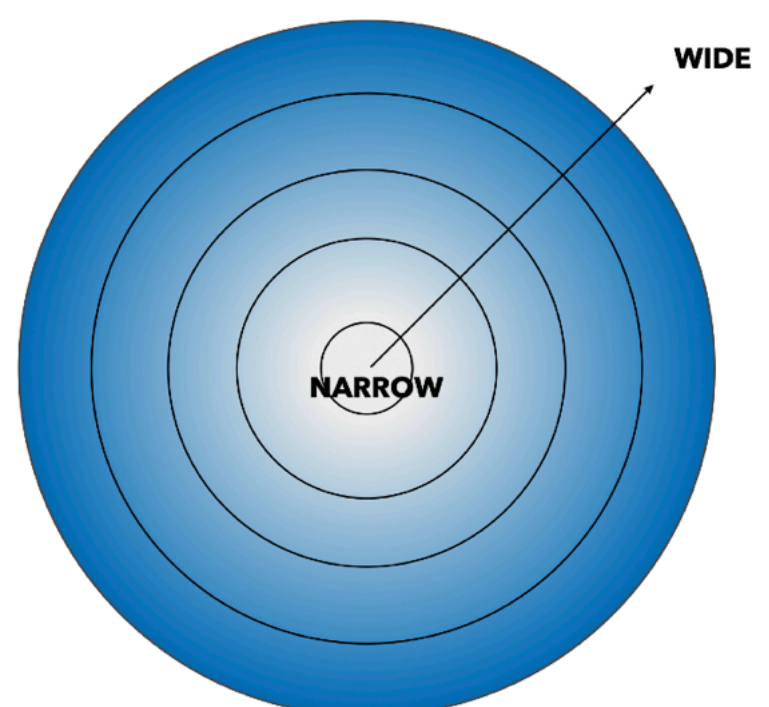
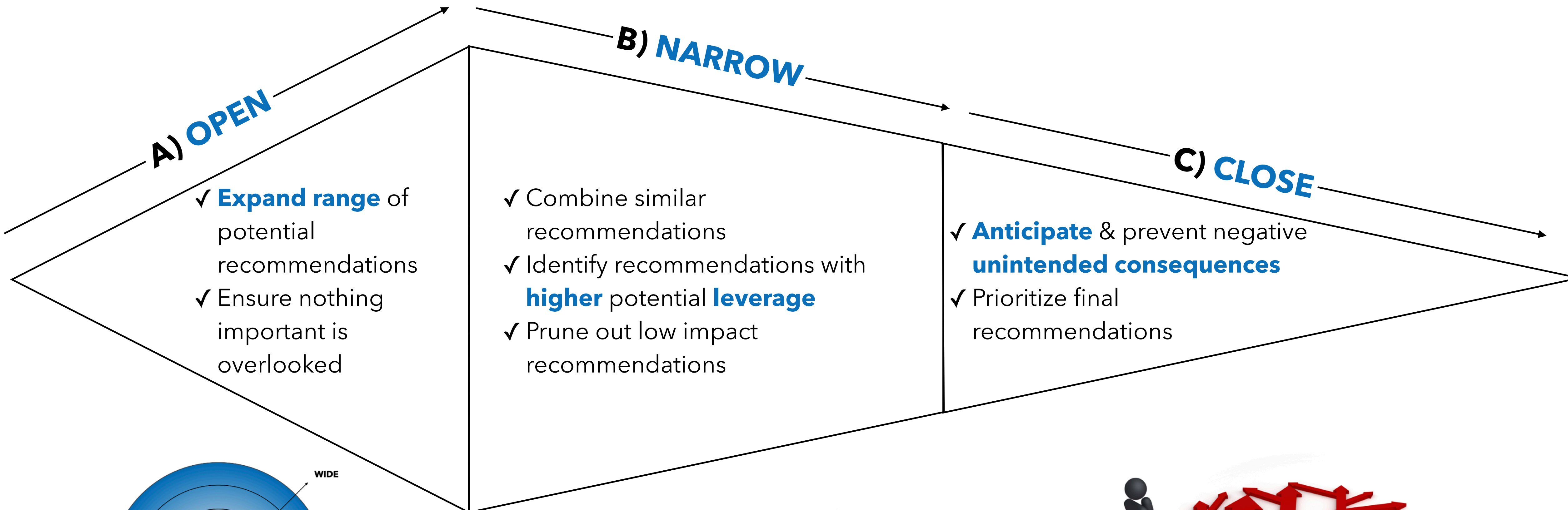


# PROCESS

## Ecosystem Maps Expand Boundaries of Analysis



# The Process – How an ecosystem map helps each phase



**EXPAND BOUNDARIES**



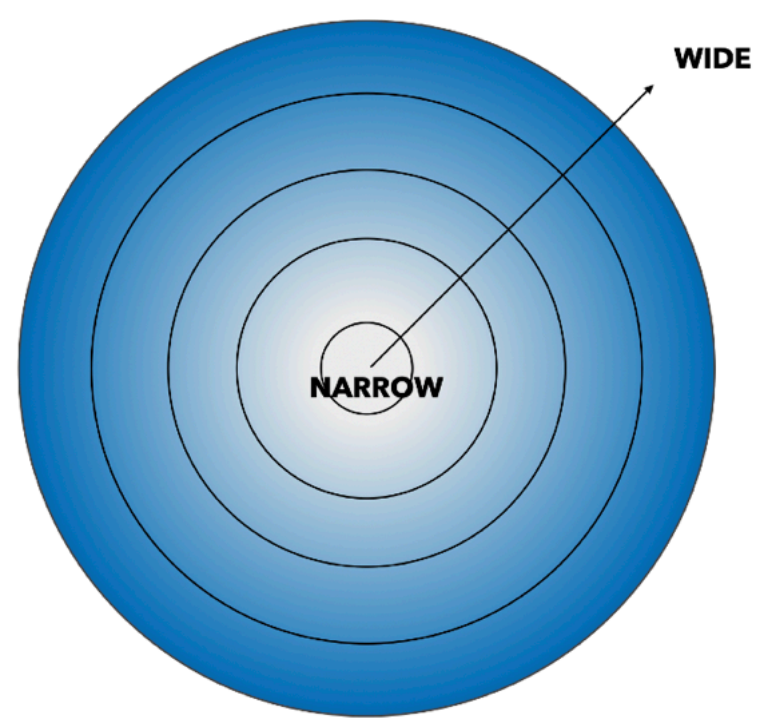
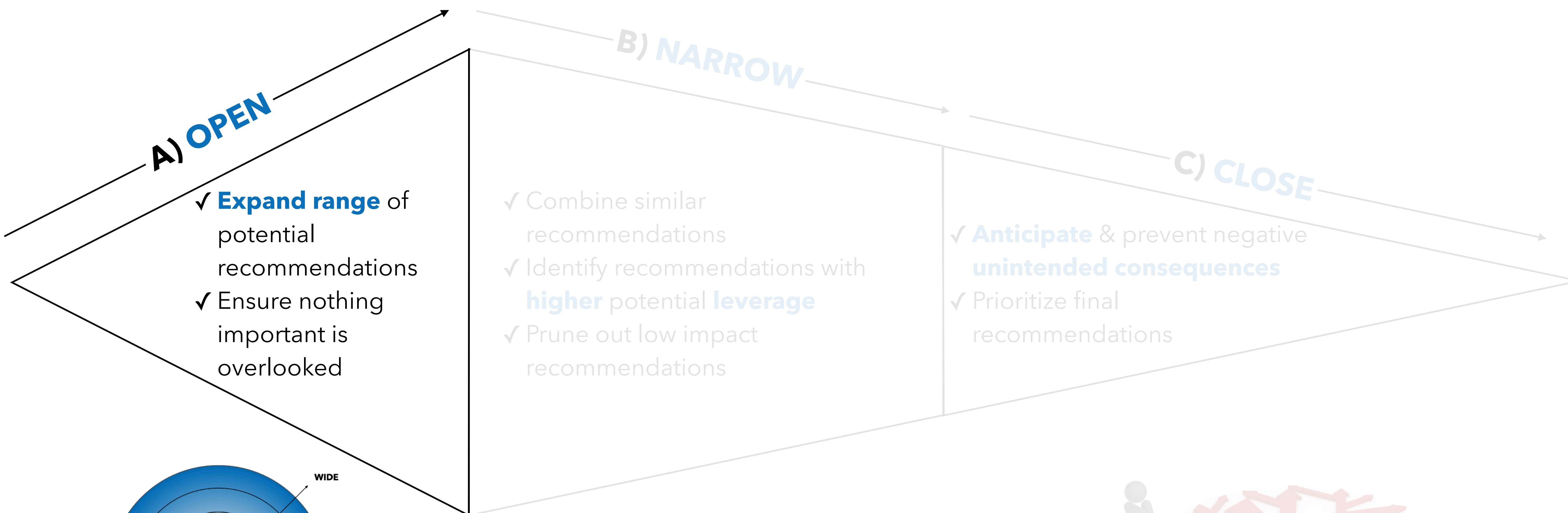
**FIND LEVERAGE**



**ANTICIPATE NEGATIVE UNINTENDED CONSEQUENCES**

# RECOMMENDATION PRIORITIZATION – INITIATIVES AND POLICIES

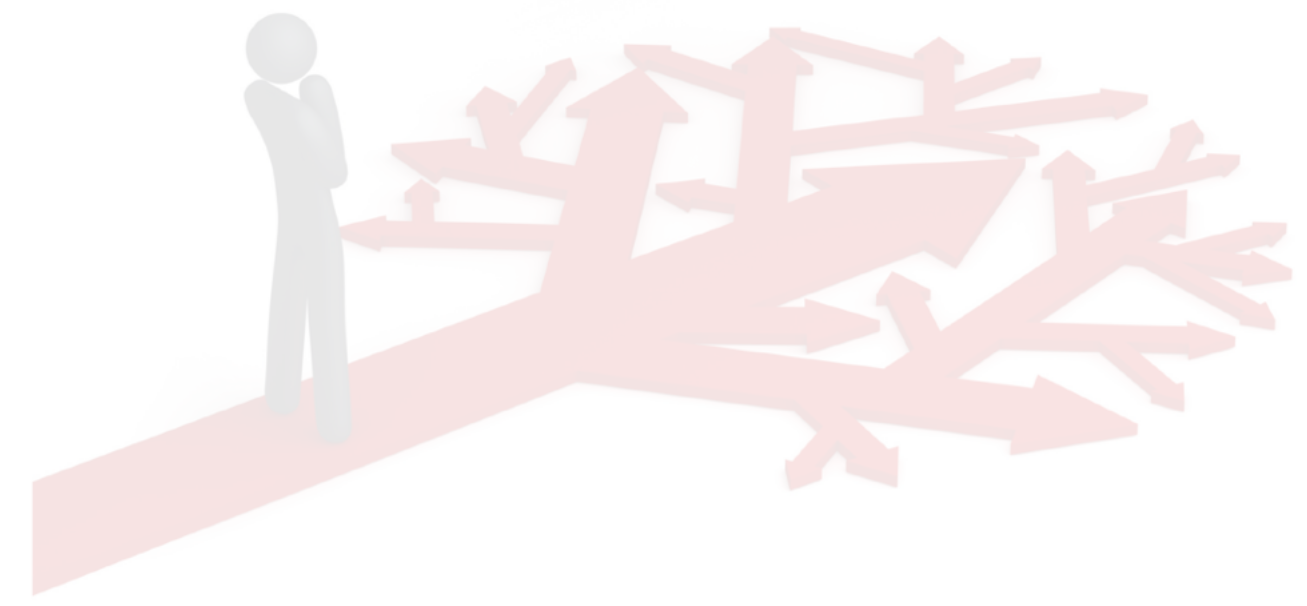
## The Process – How an ecosystem map helps each phase



**EXPAND BOUNDARIES**



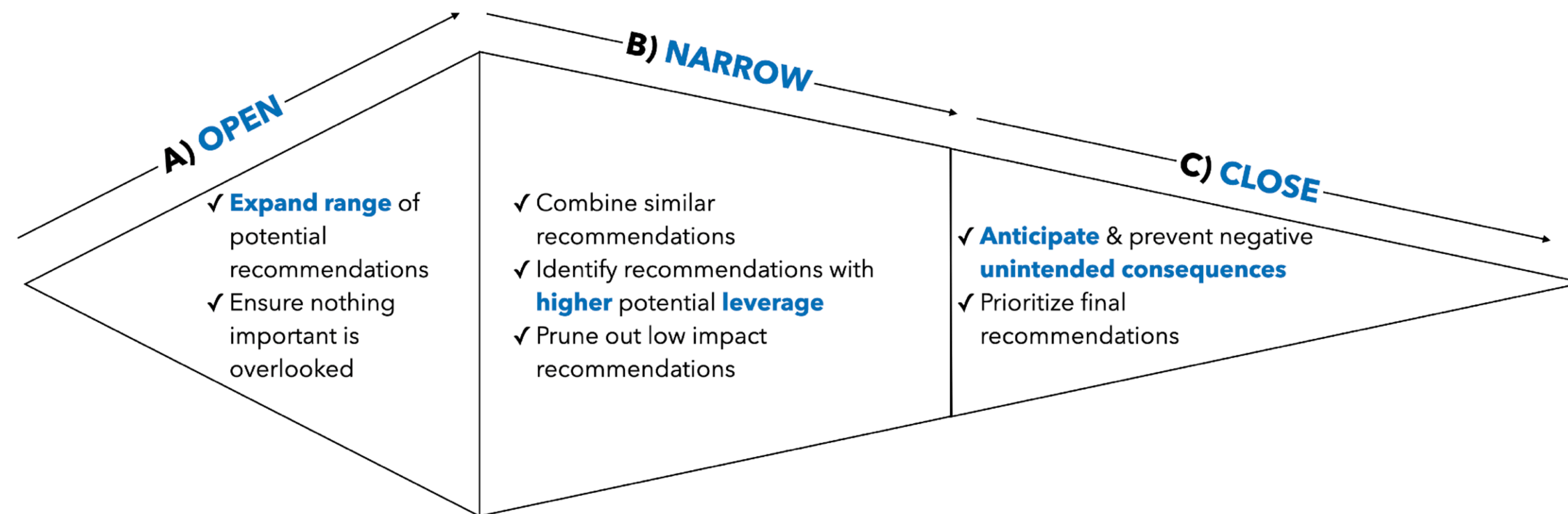
**FIND LEVERAGE**



**ANTICIPATE NEGATIVE UNINTENDED CONSEQUENCES**

# PROCESS

## Ecosystem Maps Help Find Leverage



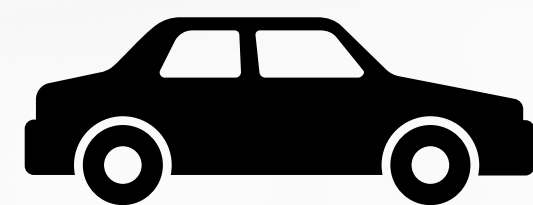
FIND LEVERAGE

**FINAL GOAL = Reduce pollution.**

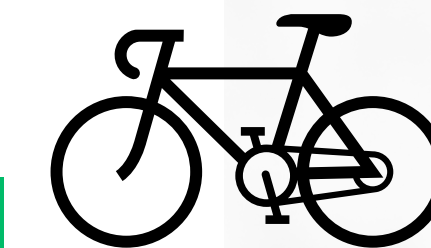
**NARROW PHASE = Choose between two interventions**

# One Intervention Had Multiple Positive Impacts

Subsidize more efficient engines and fuel switching.



Rebuild so walking and cycling replaces some car travel

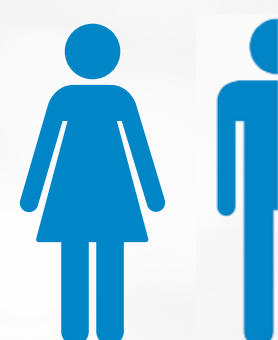


Reduction in transport CO<sub>2</sub> emissions:

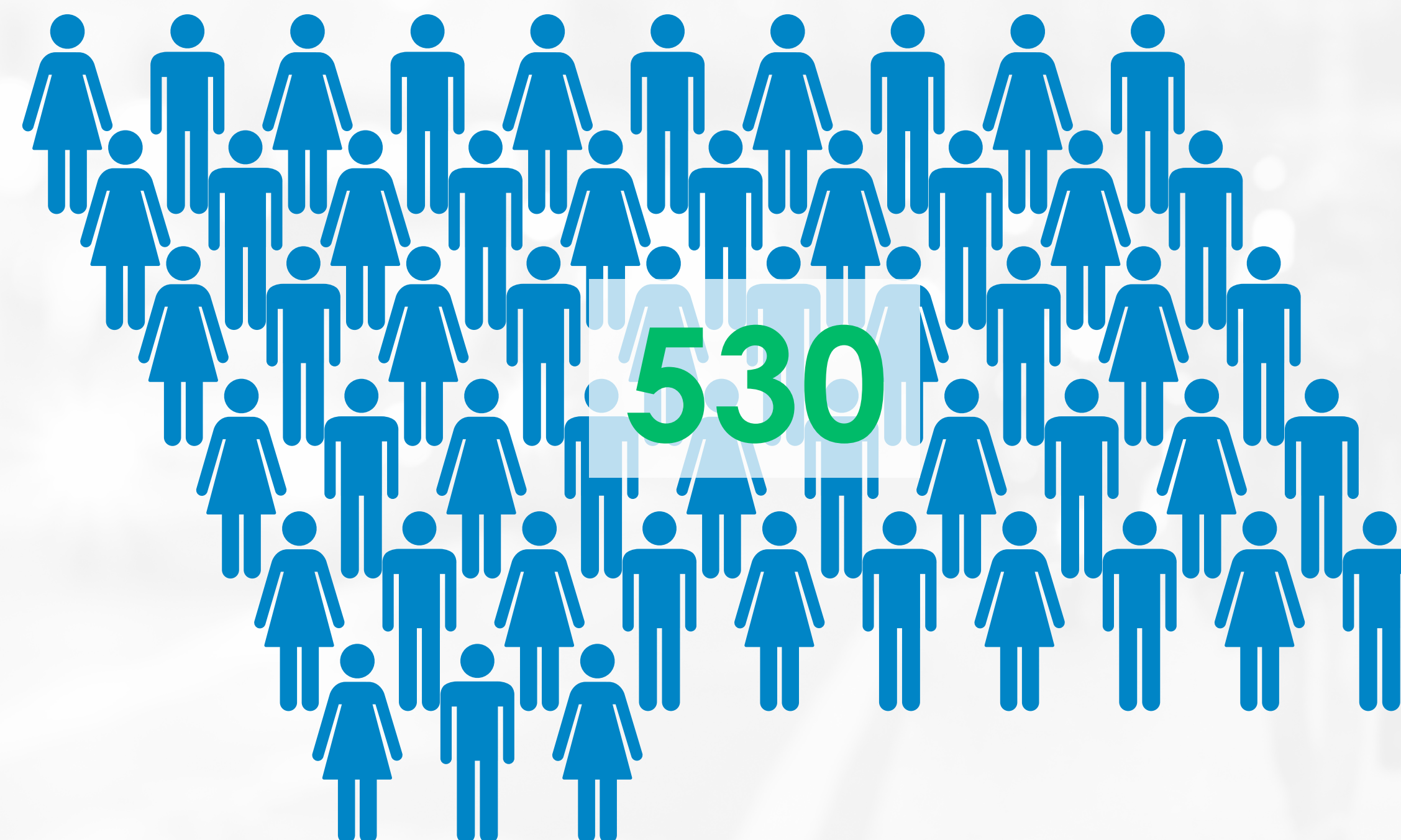
35%

38%

Reduction in premature deaths per million people:



17



# HIGH LEVERAGE INTERVENTIONS

## Investing in Neighborhood Walk-ability Multisolves by....

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





# EXPLORING LEVERS: QUESTIONS TO ASK

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

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

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

**LEVER 2**  
Increase Effectiveness of Current Capacity

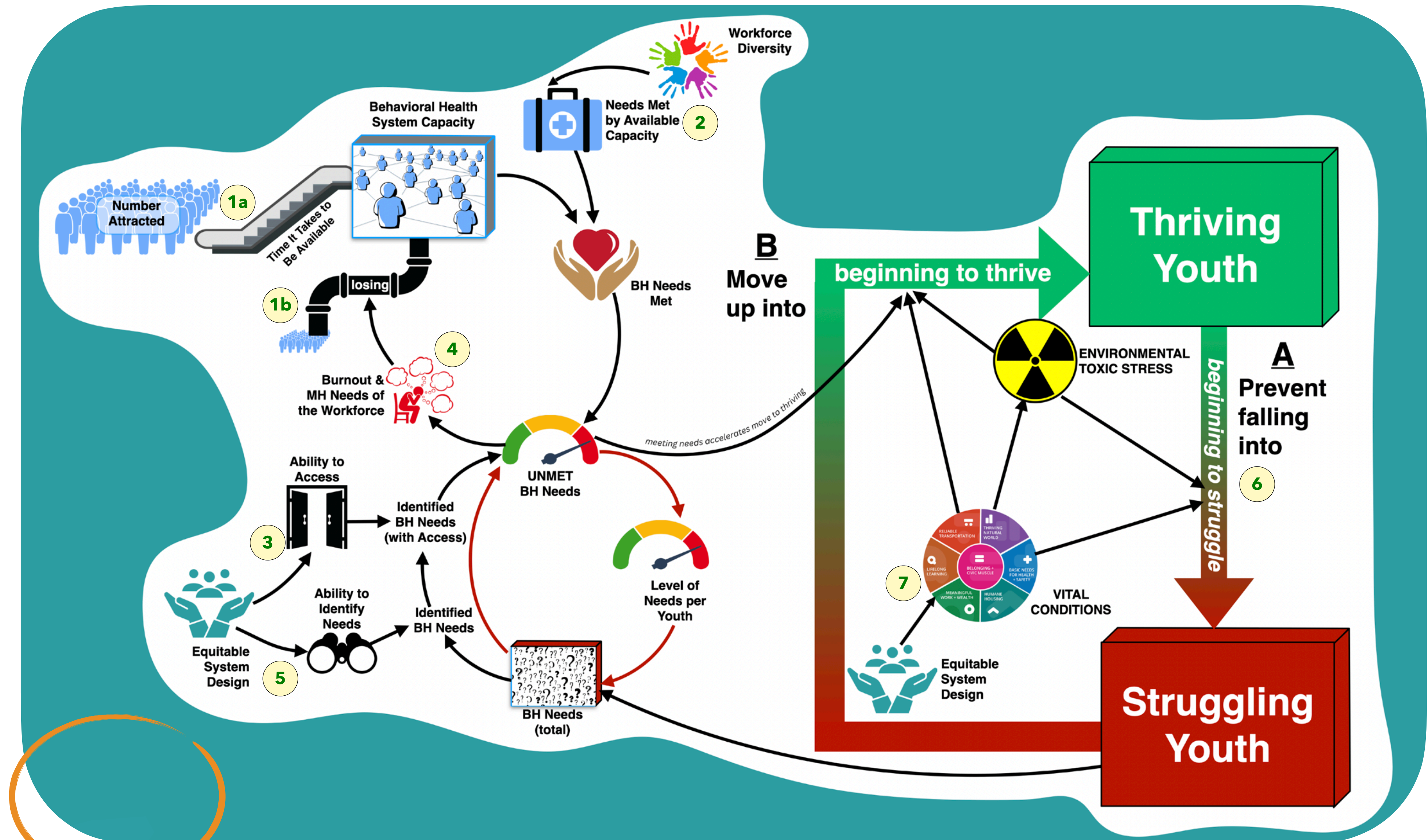
**LEVER 3**  
Increase Access to Support for Struggling

**LEVER 4**  
Support / Sustain the Workforce

**LEVER 5**  
Improve Identification of Struggling

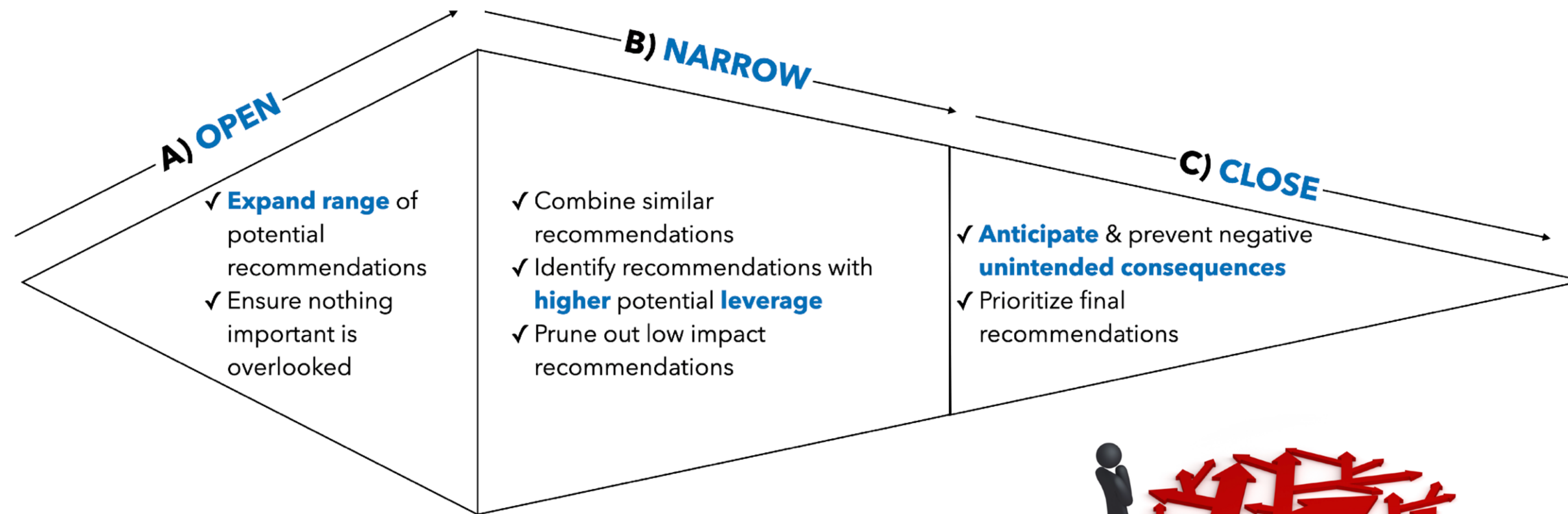
**LEVER 6**  
Build Protective Factors

**LEVER 7**  
Strengthen Vital Conditions



# PROCESS

## Ecosystem Maps Help Anticipate Negative Unintended Consequences

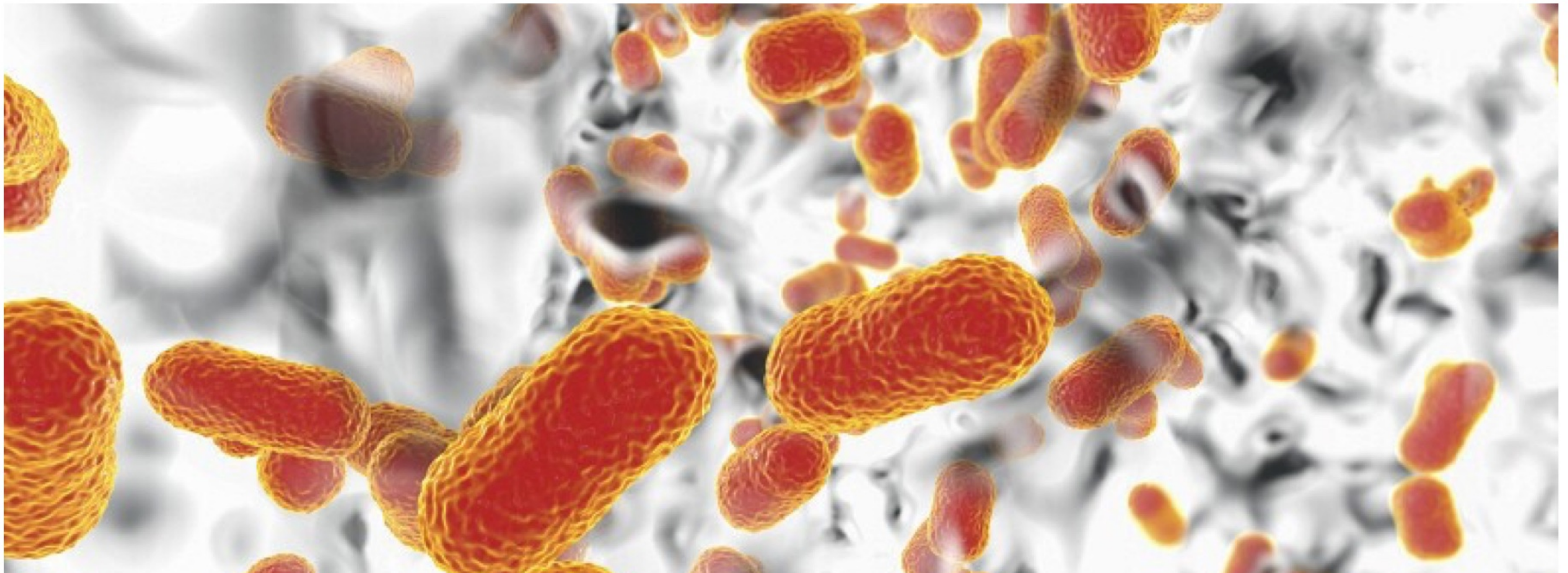


ANTICIPATE NEGATIVE UNINTENDED CONSEQUENCES

# How the pandemic gave power to superbugs

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

Gabrielle Emanuel



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

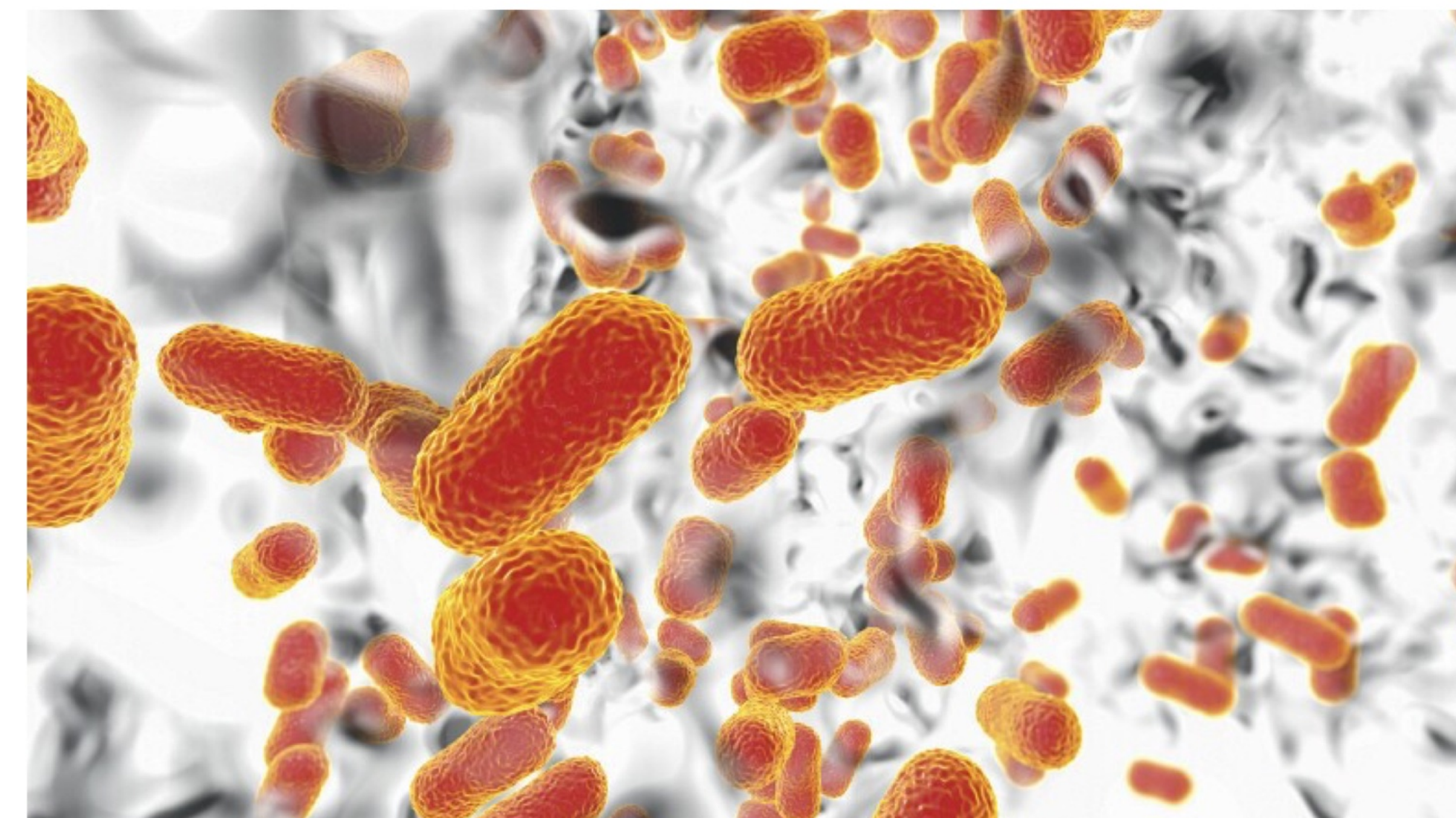
## Systemic Truth

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

## How the pandemic gave power to superbugs

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

Gabrielle Emanuel



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

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

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

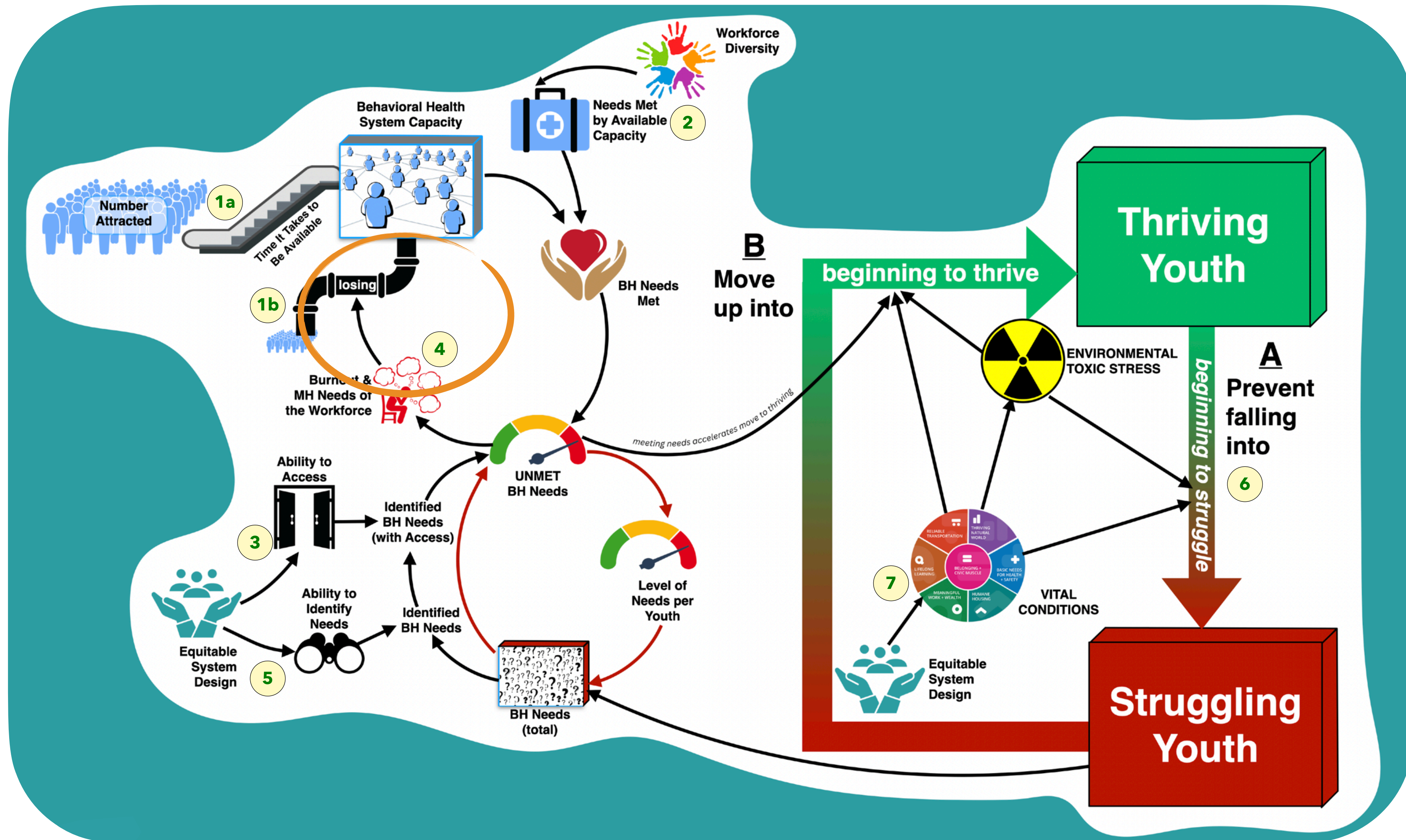
So how did this unfortunate turn of events come to be? A series of new reports and papers shed light.

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

# EXPLORING LEVERS: QUESTIONS TO ASK

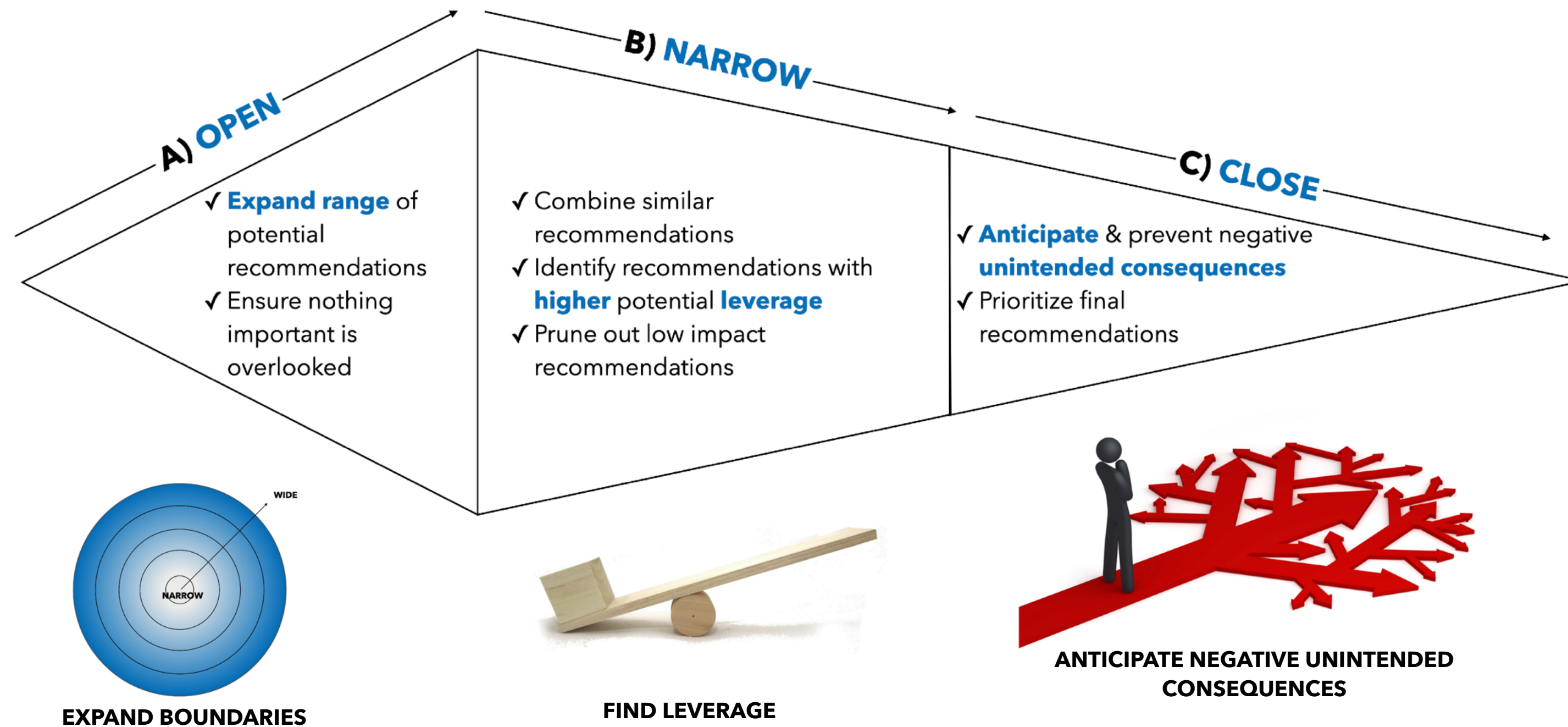
Will the intervention negatively impact another condition / lever? How many?

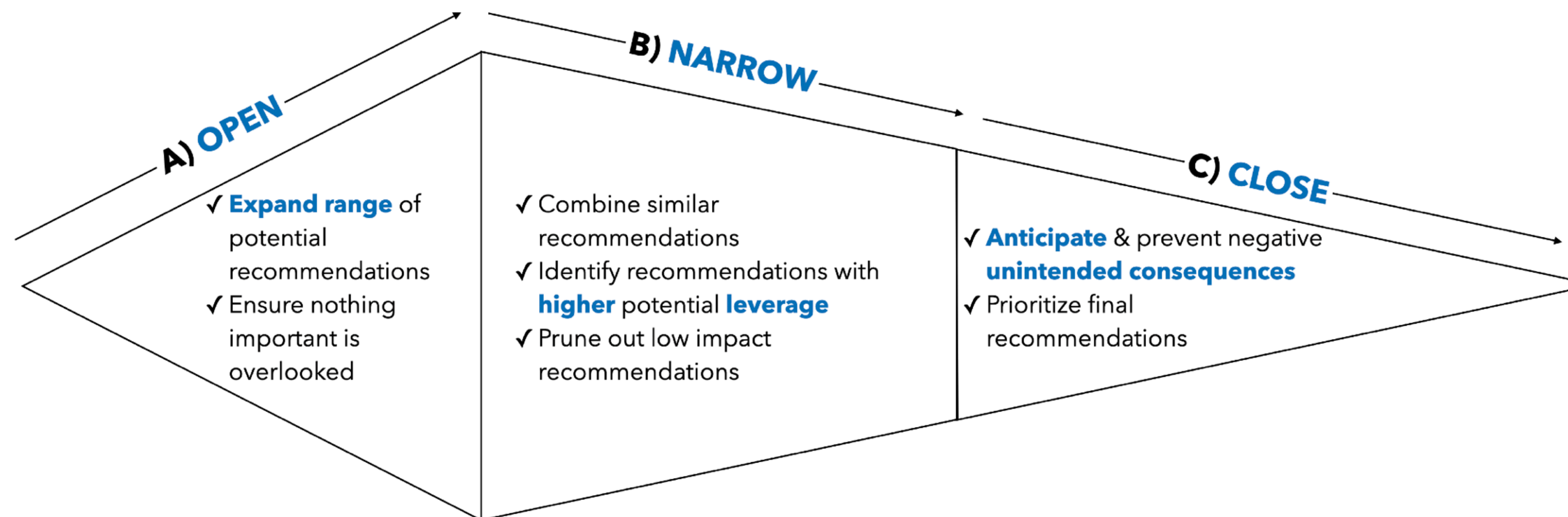
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Increase Behavioral Health Capacity  
(by decreasing turnover)
- LEVER 2**  
Increase Effectiveness of Current Capacity
- LEVER 3**  
Increase Access to Support for Struggling
- LEVER 4**  
Support / Sustain the Workforce
- LEVER 5**  
Improve Identification of Struggling
- LEVER 6**  
Build Protective Factors
- LEVER 7**  
Strengthen Vital Conditions



# SUMMARY & NEXT STEPS

## How You Can Use the Map to Develop Final Recommendations





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





