



***Transforming Community & Behavioral  
Health: The Power of Collective Impact in  
Meeting Our Comprehensive Community  
Health Needs***

City of Waco - City Council Meeting  
May 7, 2024

# Who Are We?



- *Prosper Waco is our community's collective impact initiative that brings together cross-sector, collaborative partners to find strategic and innovative ways to measurably improve the health, education, and financial security of people in the greater Waco community.*

# Waco Prospers...

## What will it take to get us there?

1

### Common Agenda

- Consensus reached on ultimate goal
- Partners committed to clearly articulated strategies and agreed upon actions

2

### Measurement

- Quality data on meaningful indicators available to partners
- Partners contribute data consistently (DSAs and MOUs)

3

### Mutually Reinforcing Activities

- Partners have developed a collective plan of action
- Activities are coordinated to align with action plan
- Gaps are filled and reduced duplication of efforts

4

### Continuous Communication

- Strategies in place to engage partners and stakeholders
- Targeted marketing and communications strategies in place to reach desired audiences

5

### Backbone Organizations: Public Will and Leadership

- Backbone supports the initiative's vision and strategy
- Increased public involvement in an issue
- Increased breadth of partners in support of issue
- Increased media coverage of an issue

6

### Mobilize Funding

- Improved alignment of existing resources
- Existing and new resources committed to evidence-based strategies

7

### Advance Public Policy

- Changes in laws, regulations and ordinances relevant to the initiative's goals



# What Have We Accomplished Together? A Few Health Highlights

## Behavioral Health Leadership Team

Seed Funding (2015) from Meadows Mental Health Policy Institute

Convene City, County, Healthcare, and Law Enforcement

Three Action Teams Formed

## Access to Care

Access to Care: Secured funding for Waco Connect Project

Identified 4,500 community members with 4+ ED visits and repeat interactions with law enforcement

Provided 232 community members with over 700 outside referrals

## Jail Diversion

Waco Connect - Law Enforcement: Officer Time Spent on EDOs and MH Calls Reduced

System-Wide Change: (2016) Creation of Mental Health Jail Diversion program in office of the DA

## Children & Youth

Coalition, led by KCF, pursues multi-year federal grant to develop a "System of Care;" Coalition partners began providing school-based mental health services in schools

## External Funding

Over \$15M in external funding from outside Waco secured through, or to support, collaborations launched



# Behavioral Health Leadership Team

## IDENTIFIED NEEDS/CONCERNS



**The McLennan County  
Behavioral Health Leadership  
Team  
(BHLT)  
Created in 2015**

Current crisis  
services unable  
to meet the  
demand

Increase in law  
enforcement  
"calls for  
service"

Increase in  
Mobile Crisis  
Outreach Team  
calls

Extended wait  
times in  
Emergency  
Departments

Over  
representation  
of indigent  
clients in  
DePaul

Increased need  
for substance  
abuse  
treatment and  
detox units

Increased  
community  
stress due to  
lack of  
resources

Identified "high  
utilizers" of  
crisis services

# Facilitating Coordination of Care

- A cross-sector collaborative can produce more efficient care coordination and maximize public dollars by:
  - convening strategic thinkers and decision-makers to consider innovative solutions to our biggest community health challenges;
  - facilitating streamlined communication between different agencies and institutions to understand gaps and identify weaknesses; and
  - exploring data-sharing practices that can identify frequent-systems users and divert some of them to resources that can reduce incarceration and emergency room utilization.

# Comprehensive Community Health Initiative

- McLennan County
  - Law Enforcement
  - McLennan County Jail
  - Indigent Health
  - Judicial System
- City of Waco
  - Police Department
  - Public Health
- Waco Family Medicine
- HOT Behavioral Health Network
- Baylor Scott & White – Hillcrest
- Ascension Providence
- Areas ISDs
- McLennan Community College
- Texas State Technical College
- Baylor University
- Community Organizations
- Philanthropy
- Elected Officials

# Our North Star: A Common Agenda

The BHLT aims to guide, inspire, and drive the transformation of behavioral health systems and services, promoting equitable access to quality care, reducing stigma, providing alternatives to incarceration, and improving overall individual and community well-being.

*Though this collaborative work, we will work to ensure that every individual in McLennan County facing moderate to severe behavioral health challenges receives high-quality care by a licensed clinical professional in a timely way, with the goals of strengthening family well-being and improving workforce productivity, while reducing individual suffering, emergency department congestion, crises resulting in law enforcement intervention, and providing appropriate alternatives to incarceration that protect our community and promote public safety.*



# Short-Term Benefits

## Economic Savings for Law Enforcement

- Reduces time and resources used by PD and Sheriff's Department on mental health crises.
- Enables mental health professionals to lead, freeing officers to focus on public safety.

## Streamlined Services

- Eliminates duplication, leading to more cost-effective service delivery.
- Benefits taxpayers and increases efficacy for individual agencies.

## Jail Diversion

- Provides mental health services to minimize unnecessary incarceration.
- Reduces costs associated with jails and judicial system.

## Improved Crisis Response

- Collaboratively trained first responders handle mental health emergencies effectively.
- Reduces hospital and emergency service costs.

# Potential Healthcare Savings



Average ER Cost (Texas): \$2,318



12% of all ED visits due to Substance Use or Psychiatric Related Disorders\*

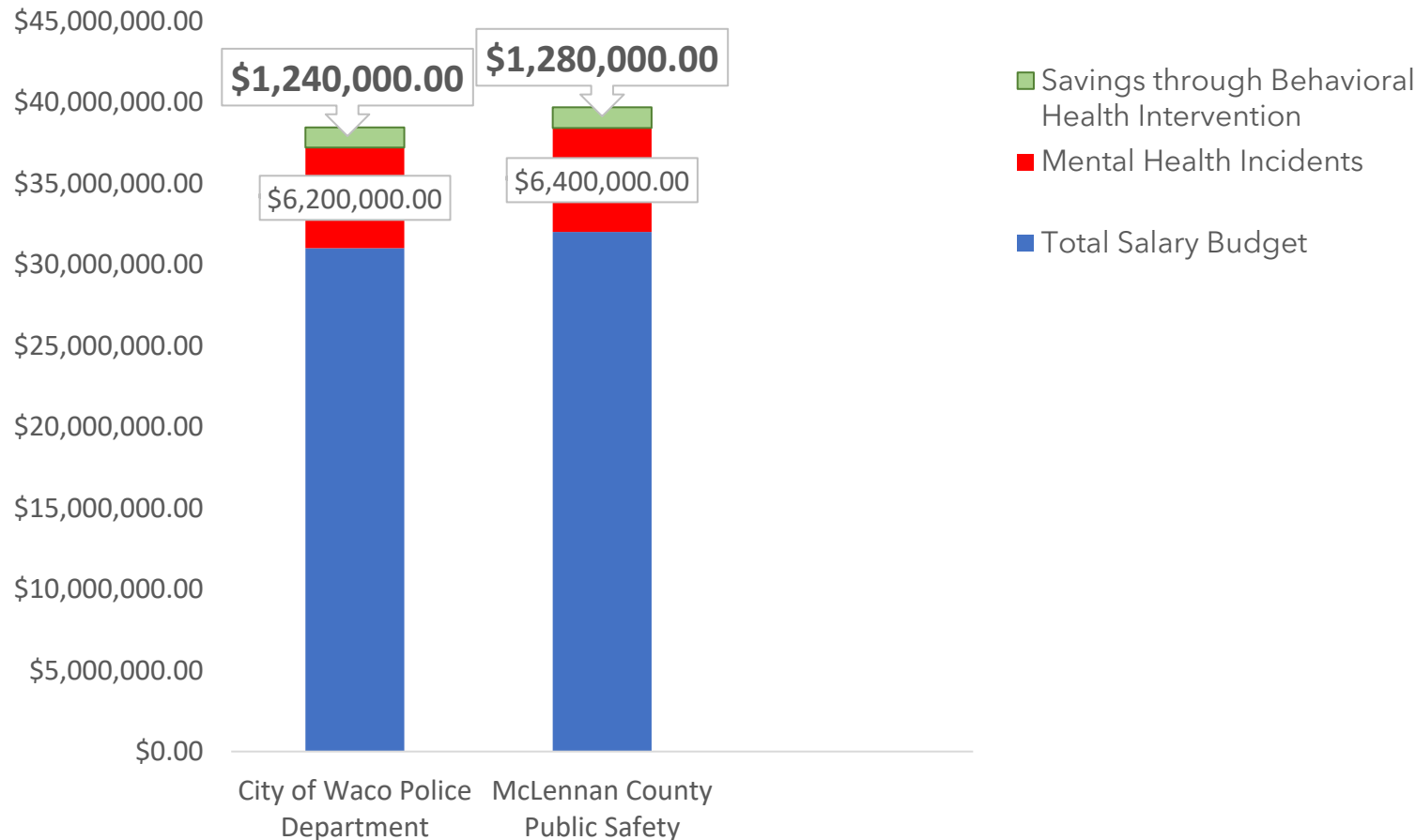


Hospital ED Utilization Annual: 60,000 ED Visits = \$139,080,000  
12% = 2318 Psych or SU Related Visits = \$16,689,600  
Potential Savings with 5% Reduction: \$268,656

\* National Center for Health Statistics. Santo, Peters, and DeFrances, C.J. (2021). *Emergency Department Visits Among Adults with Mental Health Disorders: United States, 2017 – 2019* (NCHS Data Brief No. 426).

# Potential Cost Savings to Law Enforcement

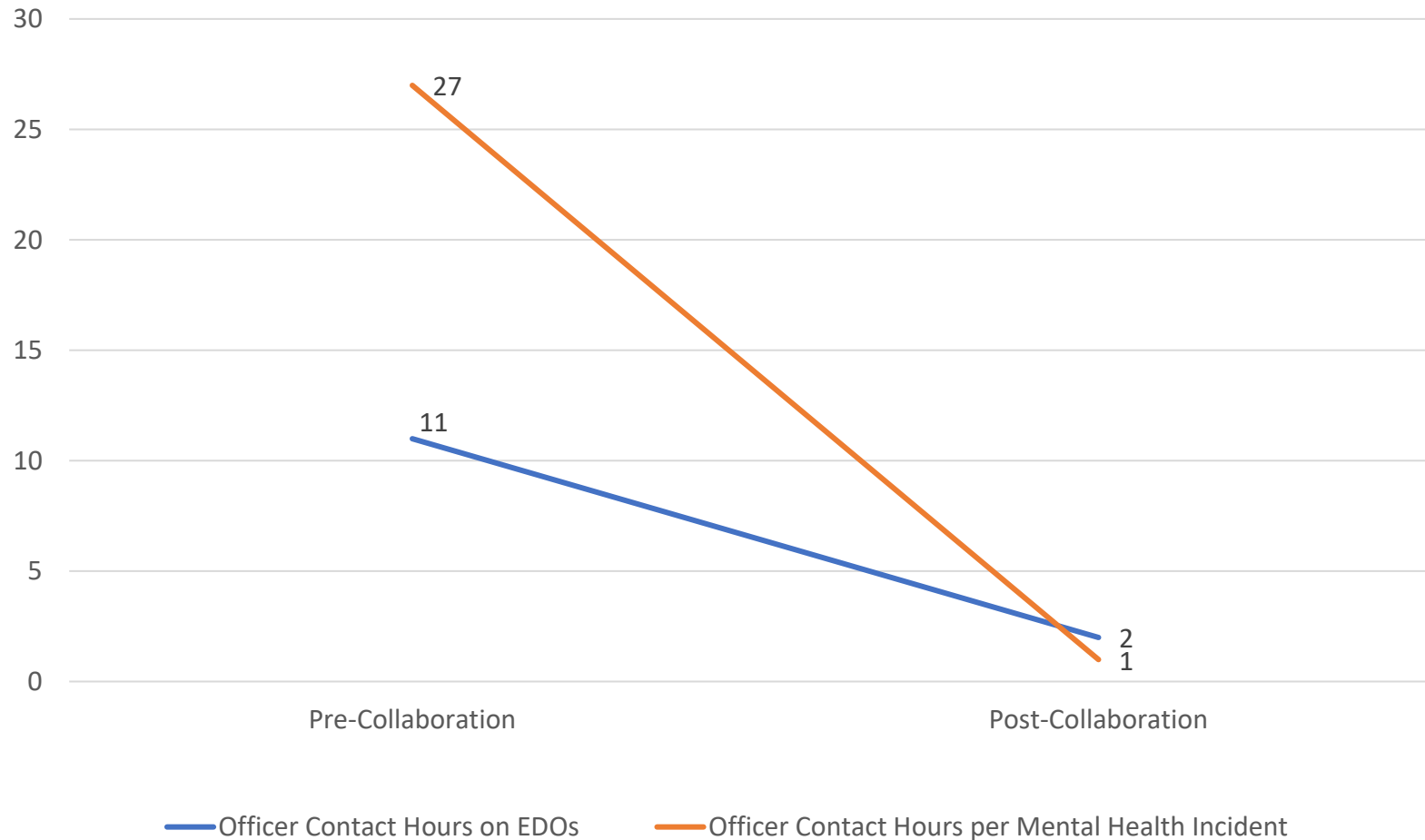
*(for illustrative purposes only)*



A report by the Treatment Advocacy Center found that officers spend approximately 21% of their time responding to and transporting individuals with mental illness.

A coordinated behavioral health intervention could conservatively reduce that by 20%, resulting in substantial annual savings.

# Realized Cost Savings through Waco Connect - Law Enforcement: Reduced Officer Time



Reduction from 27 Contact Hours on EDO to 1 Contact Hour: **96% Reduction**

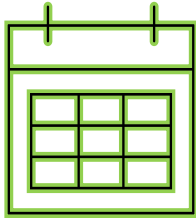
Reduction from 11 Contact Hours per Mental Health Incident to 1 Contact Hour: **82% Reduction**



# Potential Jail Diversion Savings



McLennan County Cost to House an Inmate (appx): \$30,703 (\$84.12/daily)  
McLennan County Cost to House Mentally-Ill Inmates: \$44,165 (\$121/daily)



McLennan County Inmates Awaiting State Hospital Placement (July '23): 30  
McLennan County Inmates Awaiting Placement at Other State Hospitals: 8  
Total Person-Days of those 38 awaiting transfer: 4804  
Cost to County to House 38 Mentally-ill: \$581,284



Annual Cost Savings per Individual Diverted: \$30,703.80 - \$44,165

The County would recoup their investment in this work with just seven individuals diverted annually.

A model youth diversion program diverted 102 youth in its first two years.

# Mid-Term Benefits

## Increased Access to Services

- Greater reach for mental health providers improves community well-being.
- Benefits local businesses by fostering a healthier and more productive workforce.

## Inclusive Community Conversation

- Initiates dialogue, reduces stigma, and encourages seeking help.

## More Accurate Referrals

- Shared knowledge enables rapid patient referrals, improving outcomes.

# Long-Term Benefits

## Economic Growth

- Healthier community leads to a productive workforce and lower healthcare costs
- Depression & anxiety account for \$1 trillion per year in lost productivity
  - Waco MSA GDP: \$12.4B
  - 0.5% reduction in lost productivity = \$6.2 million
- Attracts businesses and talent, spurring economic growth.

## Improved Non-Medical Drivers of Health

- Improved behavioral health positively impacts education, employment, and housing stability.

## Greater Care Continuity

- Ongoing support for patients improves long-term health outcomes.

# Long-Term Benefits

## Access

Accessible behavioral health resources promote well-being for more members of our community.

## Decrease in Substance Abuse

Addressing behavioral health reduces substance misuse and related costs. Substance use treatments improve behavioral health and life outcomes.

## Improved School Performance

Better mental health improves academic performance and disciplinary issues, preparing the students to be contributing members of the community.

## Fostering a Culture of Wellness

Collaboration creates a stigma-free community, attracting residents and businesses.





INSPIRING CHANGE.  
ACHIEVING RESULTS.

# Investment Potential

### Law Enforcement

Jail Diversion Savings  
in Public Safety Hours  
Spent on BH Calls



\$1,240,000  
(City)  
\$1,280,000  
(County)

### Healthcare

ED Reduction



\$268,000++



### Total Annual Savings

TOTAL POTENTIAL  
IMPACT  
**\$9 million+**



### Productivity

Reduce lost productivity

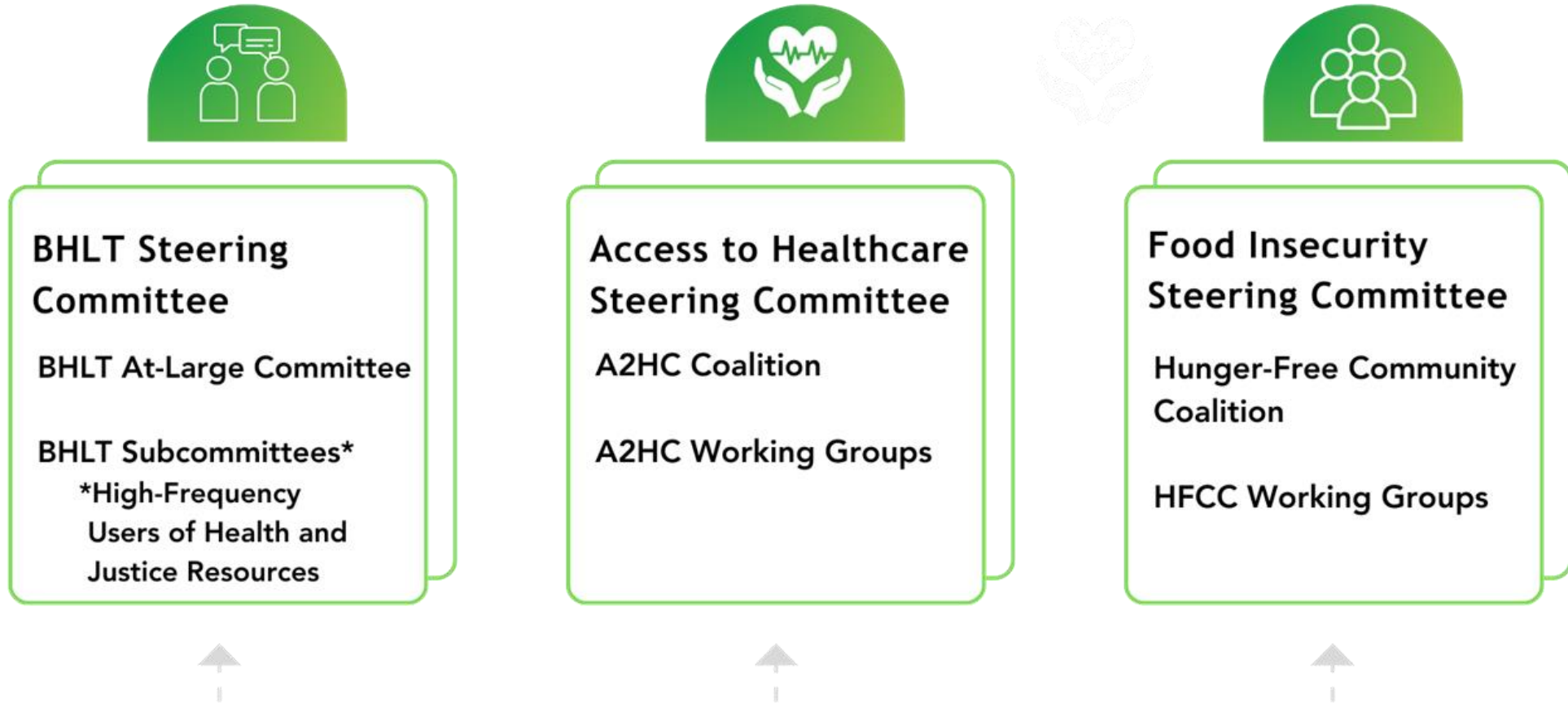
**\$6.2 million**



# A Community-Wide Need

Improving Alignment, Data & Communication to Reach Shared Goals

## Comprehensive Community Health Initiative



# How We Get There

## Scope: Aligning Vision, Resources, and Practice

*Improving Alignment, Data, Communication and Action to Reach Shared Goals*



### Steering Committee

- Senior leadership; convened monthly or bimonthly
- Identifies top shared goals/common agenda
- Identifies most relevant metrics and shared measurements to measure progress
- Commits staff and resources to needed action teams to identify and develop strategies to meet goal



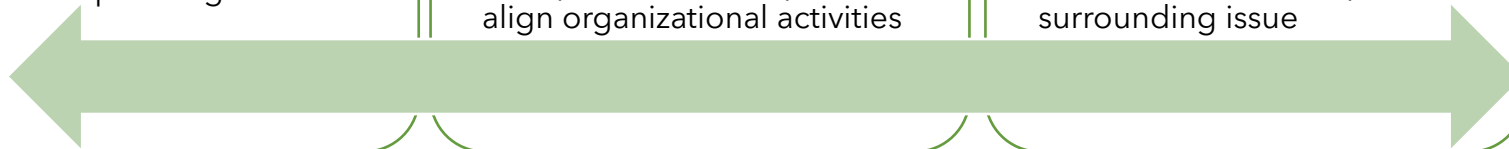
### Action Teams

- Comprised of senior and mid-level staff, as well as frontlines practitioners/SMEs; convened monthly
- Develop and recommend strategies and projects to advance goals; develops action plan for work
- Work within their organization to implement action plan and align organizational activities



### Community Coalition

- Community and organizational leadership, action teams, stakeholders, philanthropy, and interested community members; convened quarterly
- Receives information from steering committee and action team and provide feedback
- Serves to raise community awareness and build public will surrounding issue



# Economy of Scale

- Overlapping leadership
- Streamline meetings
- Minimize meetings
- Reduce duplication
- Maximize investment
- Address top Behavioral and Community

Health Needs Assessments (CHNA)

priorities



# Comprehensive Health Investment: A Model Public-Private Partnership

## Annual Operating Budget

Partner	Budget Year 1
Professional Team	\$358,000
Technology & Data	\$20,000
Meeting Support	\$50,000
Marketing & Communications	\$30,000
Auto Reimbursement	\$7,200
Professional Development	\$10,000
Relationship Management	\$7,500
Administration (12%)	\$67,300
<b>Total</b>	<b>\$550,000</b>

## Funding Partners

Partner	Budget Year 1
City of Waco	\$200,000 ( <i>proposed</i> )
McLennan County	\$200,000 ( <i>paid</i> )
Ascension	\$50,000 ( <i>paid</i> )
Baylor Scott & White	\$50,000 ( <i>paid</i> )
HOT Behavioral Health Network	\$25,000 ( <i>paid</i> )
Waco Family Medicine	\$25,000 ( <i>paid</i> )
<b>Total</b>	<b>\$550,000</b>