



2024 - 2029

STRATEGIC PLAN

California Department of State Hospitals



WE ARE DSH

Caring today for a safe and healthy tomorrow.

Message from the Director

Strategic Plan 2024 – 2029

On behalf of the Department of State Hospitals (DSH), I am pleased to share our DSH Strategic Plan for 2024–2029.

Our plan captures **Why we are here, Where we are going, and How we will get there.** It serves to unify us, our patients, partners, and stakeholders, and guide us forward together in our mission to: *Provide evaluation and treatment for individuals with complex behavioral health needs in a safe, equitable and responsible manner, by leading innovation and excellence across a continuum of care.*

We employ nearly 13,000 talented team members, caring for individuals with the most serious behavioral health needs. We have five hospital locations across the state of California: Atascadero, Coalinga, Metropolitan, Napa, and Patton, with our administrative and program offices located in Sacramento. Through partnerships with county behavioral health agencies, sheriff’s departments, and private providers, we administer various treatment programs in communities and county jails throughout California serving individuals ordered to DSH for treatment by California’s Superior Courts and Board of Parole Hearings. Though geographically dispersed, our Mission, Vision, Goals, and Values connect us in our commitment to provide the highest level of care and treatment.

Our 2024–2029 Strategic Plan carries forward key elements from our previous plan, emphasizing continuity in our vision and mission, while recognizing opportunities for additional focus. We have introduced an additional core value: **Equity.** This value underscores our belief in creating an inclusive environment where every individual is respected and valued, and where diverse perspectives are not just welcomed, but essential to our success.



Stephanie Clendenin
Director, Department of State Hospitals

Being equitable in the delivery of our services is fundamental to our purpose and how we carry out our DSH mission.

Furthermore, we have added a new goal—Great Workplace—designed to demonstrate that our organization is a place where our people feel supported, empowered, and motivated to achieve their best. We have always sought to be a great workplace; we are now reinforcing it. Together as a team, we are DSH, and we foster an environment where team members can reach their full potential and make a difference to those who need it most and to those serving by their side.

We are deeply grateful for the contributions of our team members, patients, partners and stakeholders towards our vision, mission and goals. Together, we make a difference for Californians with the most complex behavioral health needs. I invite you to review our Strategic Plan and I sincerely thank you for supporting our journey.



DSH Strategy Map



Vision

Caring Today for a Safe and Healthy Tomorrow

Mission

We provide evaluation and treatment for individuals with complex behavioral health needs in a safe, equitable, and responsible manner, by leading innovation and excellence across a continuum of care.

GOALS

Safety for All

Foster a therapeutic system of care that addresses the physical, emotional, and environmental needs of patients and team members.

Great Workplace

Cultivate a sense of equity, teamwork, and fulfillment that attracts, retains, engages, and develops the diverse talents of our team members.

Innovative Treatment & Forensic Evaluation

Enhance patient outcomes through research, education, thought leadership, and the implementation of evidence-based practices.

Operational Excellence

Reliably deliver and continuously enhance programs and services to support positive experiences for patients, team members, partners, and stakeholders.

Integrated Behavioral Health Continuum

Proactively communicate and collaborate with internal and external partners and stakeholders to improve DSH's integration and contribution across California's behavioral health continuum.

CORE VALUES

Mission

WHY ARE WE HERE?

Provide evaluation and treatment for individuals with complex behavioral health needs in a safe, equitable and responsible manner, by leading innovation and excellence across a continuum of care.

Vision

WHERE ARE WE GOING?

Caring today for a safe and healthy tomorrow.

Goals.

HOW WILL WE GET THERE?

Keeping us on track to where we are going, our goals serve to guide our priorities, decisions and actions. Our goals are essential for driving consistent progress and ensuring that we remain focused on achieving our long-term objectives.

DSH Goals

1

Safety for All

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GOAL ONE

SAFETY FOR ALL

- Make it safer for team members to work and for patients to heal and recover using human-centered and data-informed approaches and best practices to hospital safety and security.
- Expand use of proactive therapeutic tools and strategies to reduce the need for physical team member interventions.
- Prepare for and evolve emergency readiness through policies, planning, and practice.

2

Great Workplace

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GOAL TWO

GREAT WORKPLACE

- Modernize outreach and share our story to recruit and retain a talented, diverse, and fully-staffed workforce.
- Embrace a people first mindset to prioritize caring for and rejuvenating our teams, strengthening collaboration, and encouraging innovation.
- Invest in and retain top talent by providing career pathways, professional development, assessment, coaching and mentoring.
- Enhance engagement and inclusion through proven and innovative methods that support diversity and all team members doing their best work.



Innovative Treatment & Forensic Evaluation

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GOAL THREE

INNOVATIVE TREATMENT & FORENSIC EVALUATION

- Enhance patient outcomes by utilizing data, technology, and innovative evidence-based treatment modalities.
- Promote recovery by treating patients in the least restrictive environments within the behavioral health continuum.
- Foster an inclusive environment and trauma-informed treatment culture that promotes equity, autonomy, resilience, transparency and empowerment.
- Optimize the quality of forensic evaluations by using best practices, debiasing strategies, and cultural competence and humility.
- Utilize clinical research, program evaluation, and academic literature to inform treatment and to educate and collaborate with a wide range of stakeholders.



Operational Excellence

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GOAL FOUR

OPERATIONAL EXCELLENCE

- Reduce disparities through the development of policies informed by persons with lived experience and data.
- Optimize organizational alignment through effective communication, governance, and change management.
- Improve patient, team member, and partner experiences and outcomes through innovation and by streamlining procedures and practices.



Integrated Behavioral Health Continuum

GOAL FIVE

INTEGRATED BEHAVIORAL HEALTH CONTINUUM

- Optimize alignment of policies, practices, and information systems to better integrate with California’s behavioral health continuum of care.
- Enhance patient transitions throughout the behavioral health continuum by strengthening both internal and external partnerships.
- Provide thought-leadership on statewide behavioral health initiatives to increase access to care for Californians with complex behavioral health conditions.

DSH Values



SAFETY

Protecting the physical and emotional well-being of patients and team members. Fostering a therapeutic and comfortable environment to live, work, and receive treatment.



COMMUNICATION

Building relationships and keeping others informed to support our best work. Clearly articulating and understanding information needed to accomplish goals. Sharing relevant updates in a timely manner.



TREATMENT

Providing patients with compassionate and responsible care. Incorporating evidence-based practices across the continuum of care to improve patient outcomes.



EQUITY

Welcoming a variety of perspectives, lived experiences, cultures, identities, and abilities so team members and patients feel included and valued. Treating everyone with courtesy and respect. Improving equitable access and outcomes for all.



RESPONSIBILITY

Taking ownership of our role and being mindful of how our behaviors and actions contribute to the mission. Demonstrating integrity, high performance, stewardship, dignity, and teamwork. Providing and responding to constructive feedback as opportunities to learn and grow.





WE ARE **DSH**

Caring today for a safe and healthy tomorrow.