CYBHI 2023
CHILDREN, YOUTH AND FAMILY NETWORK FINAL REPORT AND RECOMMENDATIONS

THE SOCIAL CHANGERY

Executive Summary

Since its inception, the Children and Youth Behavioral Health Initiative (CYBHI) has sought to center the experiences and insights of children, youth, and families in the work of reimagining the behavioral health ecosystem for Californians ages 0-25. As part of the Initiative's commitment to building a more coordinated, youth-centered, equitable, and prevention-oriented behavioral health ecosystem, California Health and Human Services (CalHHS) and its departments began engaging youth and families while simultaneously examining how such efforts could be strengthened over time. This examination highlighted a clear need for a network of youth and family engagement partners that would inform a structure for ongoing and deepened engagement.

In 2022, The Social Changery (The Changery) was engaged to conduct strategic engagement activities — including community forums, key informant interviews (KIIs), and conversations with young people and their families throughout California — to surface crucial insights during the first year of the Initiative. The result of these efforts, along with additional findings from engagements conducted by nonprofit partners throughout the state, was compiled into the Youth at the Center Report released in January 2023.

Aligned with these recommendations for meaningful engagement of children, youth, and families, The Changery worked on behalf of CYBHI to convene an interim Children, Youth, and Family Network (CYF Network). The purpose of the CYF Network was to augment efforts already underway at the Initiative and workstream levels and to increase and deepen authentic engagement with stakeholders across California. This interim Network was composed of organizations serving children, youth, and families from across California, with an emphasis on communities that currently experience the most significant impacts and barriers, as well as representatives from CYBHI teams across departments.

This report serves as a summary of the outcomes, process findings, and recommendations from the 2023 interim Network, including insights from both the community organizations and CYBHI workstreams who participated in the process. Based on an analysis of successes and "lessons learned" from this interim year, recommendations for an ongoing children, youth, and family Network include:

- **Establish a Consultancy Group**
  Establish a consultancy group among community organizations to augment and facilitate workstream access to communities, families, and youth for consultation and feedback, including "rapid response" requests.

- **Design Internal Quarterly Learning Webinars**
  We propose that webinars be co-designed by The Changery and workstream partners and include case studies followed by group discussion, an opportunity to discuss any emergent needs of the workstreams, and time for organizations to share learnings and feedback from the communities they represent.

- **Establish Virtual Communities of Practice**
  We further propose establishing virtual communities of practice to encourage ongoing relationship-building and thought partnership amongst community organizations, workstreams, vendors, and other partners. In these online spaces, all members would be encouraged to share, ask questions, and activate the Network.
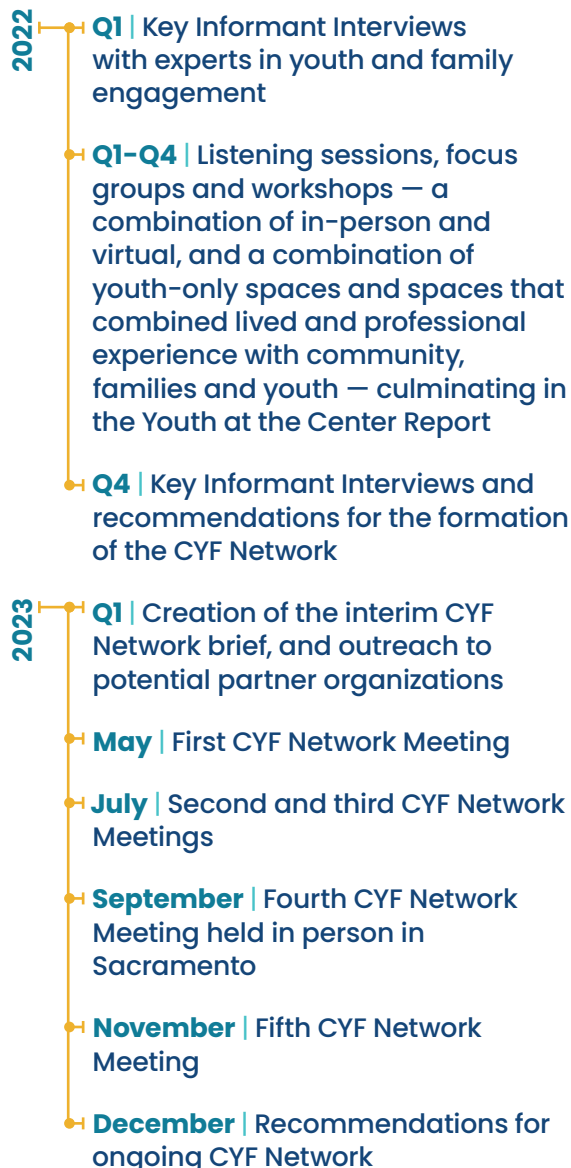
- **Conduct Regional Meetings**
  We propose three regional meetings be held in 2024 to strengthen workstreams' connection to communities of interest and increase community awareness of and participation in workstream activities.

- **Technical Assistance and Communication Channels**
  Changery staff would regularly reach out to workstream representatives to identify any emerging needs for dissemination or outreach, as well as for technical assistance. Technical assistance meetings could also include support for workstreams in planning and capacity building for increased engagement.

Background

2022

Q1 | Key Informant Interviews with experts in youth and family engagement

Q1-Q4 | Listening sessions, focus groups and workshops — a combination of in-person and virtual, and a combination of youth-only spaces and spaces that combined lived and professional experience with community, families and youth — culminating in the Youth at the Center Report

Q4 | Key Informant Interviews and recommendations for the formation of the CYF Network

2023

Q1 | Creation of the interim CYF Network brief, and outreach to potential partner organizations

May | First CYF Network Meeting

July | Second and third CYF Network Meetings

September | Fourth CYF Network Meeting held in person in Sacramento

November | Fifth CYF Network Meeting

December | Recommendations for ongoing CYF Network

In January 2022, CalHHS conducted a series of KII's with experts in youth and family engagement to explore potential approaches to children, youth, and family engagement and define the role of a potential engagement network partner.

Through this process, it became evident that the Initiative needed to take the necessary time to build trust with partners through consistent actions and further clarify the approach for engaging with youth and family partners. Two separate and simultaneous efforts toward this began: 1) learning more about the vision of young people, families, and communities for a reimagined behavioral health ecosystem, and 2) laying the groundwork for the formation of an ongoing children, youth, and family network to inform the Initiative on an ongoing basis.

As part of the first effort, CYBHI commissioned The Changery and a cohort of nonprofit partners to convene nearly 50 separate meetings in 2022, engaging more than 600 individual young people, families, and community members in sharing their insights and experiences. CalHHS Departments leading CYBHI workstream planning, development, and implementation also conducted a range of engagement efforts with children, youth, and families to inform specific workstream efforts. The goal of these sessions was to ensure that the

work of reimagining the system of support was guided by the lived experiences of the people it is intended to serve. Results from the sessions affirmed the need for a mechanism that meaningfully involved youth, families, and community as the Initiative progressed. Additionally, process findings from the sessions indicated that youth and families are more willing to engage within the context of an ongoing, relationship-based approach rather than a series of one-time, transactional engagement opportunities. The Changery synthesized, themed, and compiled learnings from these sessions into the [Youth at the Center Report](#).

For the second effort, CYBHI commissioned The Changery to conduct research and provide recommendations for the formation of a children, youth, and family network. The Changery conducted KII's with experts positioned within organizations across California as part of the larger behavioral health ecosystem, as well as CYBHI workstream leads. Topics discussed included recommendations for the current and future positioning of the network within the engagement ladder, potential models of similar bodies that had been effective, and interest, capacity, and readiness to engage with such an effort.

During these sessions, interviewees indicated the need for a trusted cultural broker to facilitate youth and family engagement. Several interviewees noted that if the Network instead sought to directly engage non-professionals (i.e., parents or youth), this would require significant planning and infrastructure to create necessary safety, clarity, and supportive group practices and norms. Many indicated that they would not wish to bring their youth or parents to engage directly in meetings without more information about: a) who would be engaging with them (workstreams, CYBHI leadership, etc.), b) what kind of influence/power/decision-making they would have, c) duration of the relationship, d) who would be chosen to participate, chosen to lead, and why, and e) the plan for supporting youth participants. However, most interviewees indicated that their organization would be interested in "coming to the table" and continuing to engage with parents or youth as a short-term intermediary. Several organizations noted that due to these considerations, the most effective and feasible approach might be an initial "interim CYF Network" which could evolve into an ongoing, more formalized body over time.

Similarly, organizations were almost unanimously aligned in their feedback that a prospective CYF Network should not be led by a single "golden" nonprofit, but instead should be facilitated and supported by a neutral entity acting as a convener and organizer of the participating organizations. Additionally, the entities participating in the Network must represent California's diverse population to clearly reflect the experience of how the intersectionality of mental health, racial and ethnic background, age, income, location, and other factors create barriers to care.

Launch of the CYF Network

In April 2023, the Children, Youth, and Family Network Brief was adopted to serve as a guiding document for engaging and onboarding the interim Network organizations. This brief included the approach for assembling the Network as well as the recommended roles and responsibilities of the participants. It stated that the purpose of the Network was "to help deepen and strengthen ongoing, meaningful, authentic youth and family engagement within the work of CYBHI. While engagement was not intended to happen only within the CYF Network, this body would serve as the foundation and support for strengthening and expanding engagement." Selected organizations serving children, youth, and families in the behavioral health and education sectors — drawing from both the organizations previously interviewed as well as those who participated in other engagement opportunities, including community listening sessions — were approached as potential participants.

From the outset, CalHHS prioritized centering organizations that serve groups most impacted by behavioral health challenges and who face the most structural and systemic barriers to accessing services and supports. Accordingly, selected organizations in the interim 2023 CYF Network provided representation from each of the five Behavioral Health regions[1] of California, and the five priority populations as identified by the California Reducing Disparities Project (CRDP)[2]. Additional consideration was given to other types of lived experiences as well, including parents and families, age-specific needs (transition-age youth and parents of children ages zero to five), system-involved youth, youth with disabilities, unhoused youth and families, and rural and/or low-income communities.

Each organization was asked to provide up to two participants for the Network, who were tasked with contributing as thought partners and experts in the CYF Network meeting series. They were then asked to contribute community perspectives and expertise to the Initiative, conduct outreach to other organizations and community members, learn and collaborate with the Initiative and each other, and scope and propose a future, ongoing CYF Network. Each organization's compensation for Network participation was $500 per meeting, plus travel expenses for in-person meetings; the compensation covered pre-meeting, in-meeting, and post-participation time.

The interim Network also included representatives from all Initiative workstreams. After the CYF Network brief was adopted, The Changery staff presented to the Initiative's cross-department working session to meet with each workstream and share the purpose of the Network and how it could enhance their work.

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[1] https://www.calbhbc.org/region-map-and-listing.html
[2] https://www.cdph.ca.gov/Programs/OHE/Pages/CRDP.aspx

The interim CYF Network included the following organizations and CalHHS departments and offices:

- ACLU of Southern California
- Asian American Liberation Network (AALN)
- California Coalition for Youth
- California Department of Public Health (CDPH)
- California Health and Human Services Agency (CalHHS)
- The California Youth Empowerment Network (CAYEN)
- Department of Health Care Services (DHCS)
- Department of Health Care Access and Information (HCAI)
- Families in Schools
- First 5 Monterey
- The Foundation for California Community Colleges (FCCC)
- Institute for Public Strategies
- Kno'Qoti Native Wellness
- Lyric
- Office of the Surgeon General (OSG)
- Parent Organization Network
- Parent Voices
- Yo! California
- YO Disabled and Proud
- Youth Forward
- Youth Leadership Institute

Process Findings

The interim CYF Network structure was informed by the Youth at the Center Report, including the call to action: "Youth and communities want self-determination — not 'empowerment.'" Guided by this call to action, it was essential that the Network be made up of not only community-based organizations, but also include workstreams and Initiative leadership in order to facilitate meaningful dialogue and an opportunity to work together on projects in real time. Organizations were asked to participate not solely by providing feedback or expertise to CYBHI, but to contribute to ongoing process evaluation and analysis of the Network itself, including recommendations for the ongoing Network body to be established in 2024. The Changery documented "lessons learned" from this interim year to inform the design of the ongoing Network. Key insights gained include:

- **Opportunities for leadership, workstreams, and organizations to connect and collaborate is essential, but the format of these meetings must be reconsidered to better facilitate dialogue, not just information sharing.** The role of CYBHI leadership and workstreams in the Network was an initial area of concern for some participating organizations. Specifically, that the perceived power imbalance of having CYBHI decision-makers in the group might stifle authentic feedback from community partners. In collaboration with CYBHI leadership, The Changery worked to mitigate this concern by designing a collaborative space where co-learning and co-creation flowed between CYF Network organizations and workstreams. CYBHI leadership also made a commitment to be present for all meetings and available to answer questions and engage in dialogue. Based on feedback from participants, this effort was largely successful. One key informant interviewee shared that having CYBHI leadership in the space, willing to answer questions, was "key to the success of the Network." Another highlighted that it was impactful to them to be able to directly share with the workstreams how the nonprofits both deliver services to various communities and lend their expertise.

One notable observation from these sessions was the participation imbalance between workstream partners and community organizations. In general, meeting discussions were set up so that workstreams or vendors presented information about current projects and community organizations provided feedback. Workstream partners were able to listen and gather important insights for their projects, but not necessarily participate in discussions at the same level community organizations were. This finding emphasizes the need for continuing reconsideration and adjustment to meeting

> "We are tired of hearing about community engagement. We need true partnerships. We need to move to collaborative decision making. We need to understand that the community has the information that will solve the problems. Government needs to have the courage to truly go in and partner with the community on decision making."
>
> **YOUTH AT THE CENTER REPORT**

formats that would facilitate additional types of interaction between workstreams and organizations beyond traditional presentation/feedback opportunities.

- **A neutral convening and organizing entity is essential.** Based on the findings of the aforementioned research process that a single "golden" nonprofit should not lead engagement efforts, the Changery served as an objective convener and facilitator for the Network and provided a main point of contact for all participating organizations and workstreams. This streamlined approach ensured that information was shared quickly, questions were answered in a timely manner, requests were directed to appropriate organizations, and support for organizing meetings was available to presenters and attendees. The Changery was also able to hold individual meetings with prospective participants prior to the start of the Network to build trust, orient them to the work of CYBHI, and expedite contracting and compensation. Similarly, the Changery was able to meet regularly with the workstreams and their vendors or subcontractors, identify upcoming needs, and connect them with support from network organizations and/or provide technical assistance.

- **Create more opportunities for in-person meetings, and hold them earlier in the project.** Participants found the in-person meeting to be particularly valuable, as they were better able to absorb the context of the work and build relationships with CYBHI staff and other organizations in the room. The addition of the networking breakfast and lunch, combined with the deeper dive into content afforded by the half-day session, allowed participants to become more deeply rooted in the Network than they had during virtual meetings. While the contracting process with organizations necessitated that the in-person meeting occur later in the engagement period, participants expressed that they would have preferred that it occur earlier in the process. Several participants suggested all in-person meetings going forward to increase participation and collaboration, or, at minimum, holding the first meeting of the next phase of the Network in person. Participants also highlighted the importance of holding meetings not only in Sacramento, but in regions around the state; leveraging existing conveneings and community leadership to enable more communities to participate and engage with the Initiative.

- **Provide additional support for workstreams in planning of engagement requests, identify organizations available for rapid response as well as regular requests, and more clearly define scopes of work.** Throughout the year, requests from workstreams and their vendors were made to Network organizations, including support for recruiting youth and families to participate in focus groups and listening sessions, sharing information about the Initiative with their networks, and sharing quotes and photos. With several workstreams heading toward final planning stages and implementation of projects, there was a frequent need for engagement and feedback with a short turnaround time. Although it was noted that additional paid opportunities for participation would be available during the organizational onboarding process, the rapid turnaround time that would be required was not fully known at the outset of the project. While some organizations responded in a timely manner and actively participated in

these rapid-response requests, there were others that did not respond, or responded that they did not have capacity. Because the organizational scopes of work did not specifically address these types of requests that fell outside of meeting duties, many organizations were not prepared to respond.

- **Provide additional information to organizations regarding earlier feedback that has been obtained. Orient participants to their role and the project stage at which they are providing feedback.** As previously noted, the CYF Network is not the only way for youth and families to have a voice within CYBHI, nor was this the first time feedback was sought by the Initiative. Despite initial efforts to orient organizations to the greater CYBHI ecosystem, some participants were unclear that feedback occurred previously, and/or outside the Network. This lack of clarity created concern that feedback was being obtained "late in the process," and that their contributions were more of a checkpoint and than true thought partnership. Once participants were provided additional information about the current stage of the Initiative, their role, the role of other organizations, and those who have previously provided input on decisions about the project prior to their involvement, this issue was resolved. In future engagement opportunities, it is recommended that additional time be spent in the onboarding and orientation process to ameliorate this issue. This finding also highlights an opportunity to support CalHHS departments in developing Human-Centered Design feedback and engagement opportunities throughout the lifecycle of the project to allow for more advance notice to potential participants and longer lead times for the orientation process.

Recommendation for an Ongoing Children, Youth, and Family Network

The recommendations for the 2024 Children Youth and Family Network were based upon the work described in the background section, process findings from the year-long engagement with the interim body, meetings with Network participants, and key informant interviews.

Insights obtained through this process reinforced and amplified initial findings from the research phase of the project. While workstreams' efforts to engage youth, families, and communities were integrated into their work plans, these engagements tended to occur at limited and specific points in the process. Most commonly, opportunities for feedback were created in the scoping phase of a project (focus groups) and in review of first drafts of products (beta testing). As workstreams worked to increase engagement beyond what was included in their initial plans, requests for participants to engage in these additional feedback opportunities — and those opportunities' scheduling demands — necessarily required a tighter timeline for response from the communities. Due to capacity limitations, these rapid-response requests posed challenges for the target population and limited their ability to participate.

Similarly, the organizations in the Network were accustomed to the style of traditional engagement opportunities. Specifically, they were typically invited to participate through listening sessions about community needs, sharing lived experiences, or perhaps engaging in a focus group in the early stages of project/product development; or, even more commonly, organizations were accustomed to having to advocate for community inclusion. Due to this dynamic, some organizations struggled with understanding their role and what engagement might look like at a different point in the process, and/or with being oriented to what point of the project they were being brought into.

While there was agreement on the overall need for an ongoing mechanism for engagement and a desire to expand these opportunities among all CYF Network participants, workstreams' and organizations' priorities differed. Workstreams responded with enthusiasm to the idea of a consultancy group where their needs for connection to the community during feedback opportunities could be facilitated easily, particularly via rapid-response requests; organizations responded most strongly to the opportunity for increased relationship building and workstream involvement in regional activities.

This experience with the interim Network underscored findings that emerged in earlier research: the need to build capacity in a "middle space" between community advocates and workstreams. This middle space would be created by increasing both the capacity of the workstreams to increase the number and types of opportunities for engagement in their work and increasing organizational capacity to show up in different roles. In addition, the need for support in increasing cultural responsiveness and "code-switching," as well as more relationship building between workstreams and community, were noted. It was also clear that an ongoing learning mindset is needed as partners continue to work together to deepen strategies and practices for authentic and meaningful CYF engagement across stages of CYBHI's work.

The following recommendations are based upon the findings of the aforementioned processes and experiences as well as the expected upcoming needs of the initiative and workstreams. To increase and deepen youth and family engagement within the CYBHI, we propose the next phase of the CYF Network would be structured so that workstreams — as well as their vendors and subcontractors — connect with community organizations, creating critical opportunities to strengthen relationships, increase awareness of emerging community needs, and facilitate shared understanding. All workstreams — as well as their vendors — would be invited to activities as outlined below. All contracted community organizations would be required to participate in activities at the level of engagement they select, with monthly compensation tiered according to the level of participation selected.

- **Consultancy Group**
  Build a consultancy group among network partners to augment and facilitate workstream access to community, family, and youth for consultation and feedback, and serve as a dissemination mechanism for the workstreams as they implement projects and launch products. A consultancy group differs from traditional outreach and engagement asks to a community of interest in a number of ways. First, by changing the definition of the role to that of a consultant, the professional nature of the relationship is clearly

communicated. In a consultancy group, the organization or the individual is engaged for their expertise, whether that expertise is of a technical nature (ex: facilitating youth development programs) or derived from lived experience. This shifts the nature of the relationship, encouraging additional levels of planning and scoping which better informs participants about their role and the aspects of their expertise that are appropriate to bring to bear on the opportunity. Scoping and commensurate compensation increases the ability of organizations to respond to requests, as they are more able to create availability for paid opportunities and make them a part of regular business planning. For the facilitating entity or workstream, the consultant model allows them to more clearly operate within an expected scope of work and timeline. Because organizations will be contracted on a tiered compensation structure that accommodates differing levels of capacity, workstreams will be able to better identify participants that have prepared for, and expressed interest in, different types of engagement, including rapid-response requests.

- **Internal Quarterly Learning Webinars**
  The Internal Quarterly Learning Webinars will be co-designed by The Changery and the workstream partners. We propose that webinars be held in March, June, September, and December. Each webinar could include a case study of how a Youth at the Center or Equity Toolkit recommendation is being incorporated into a workstream or local organization's work. The case studies could then be followed by group discussion, an opportunity to discuss any emergent needs of the workstreams and time for organizations to share learnings and feedback from the communities they represent. Specific webinar topics could also be offered separately to workstreams and organizations, leveraging existing working meetings to increase attendance and customize with audience-specific content. For example:

  - For Workstreams: How to use Human-Centered Design techniques to increase community engagement in all project phases.

  - For Organizations: Information and coaching regarding types of expertise, feedback, and involvement that are needed in differing stages of a project/product development lifecycle.

- **Virtual Communities of Practice**
  Virtual communities of practice could be established utilizing an online communication platform (ex: Slack) to encourage ongoing relationship-building and thought partnership. These online spaces would be established and moderated by The Changery, but all members would be encouraged to share, ask questions, and activate the Network. The community of practice would provide a forum for communities to share emerging issues and for workstreams to share their current projects and needs. This would enable organizations to share best practices and resources among themselves as well as enable workstreams to have a more informal mechanism for getting input and/or sharing information with the community.

- **Regional Meetings**
  To strengthen workstreams' connection to communities of interest and increase community awareness of, and participation in, workstream activities, we propose three regional meetings be held in 2024. Rather than creating new, additional CYBHI-specific convenings, organizational partners would identify and leverage existing gatherings of the audiences of interest in the Northern, Central, and Southern regions of the state. Workstreams would be engaged to identify emergent implementation opportunities (ex: roll-out of the virtual services platform, outreach for Wellness Coaches, kick-off of ACES campaign, etc.) and target audiences. Consulting organizations that have indicated the capacity for leading/facilitating a regional convening would be engaged to identify an existing regional opportunity that aligns with the target audience. In collaboration with these lead organizations, opportunities for presentations, breakout sessions, exhibiting, etc. would be identified that support the needs of the workstreams. Consulting organizations would be tasked with outreach to target communities as well as attending, facilitating, and supporting the regional convenings. Additionally, opportunities for networking, feedback, and community building between consulting organizations and workstreams, vendors, and subcontractors could be created at the regional convenings. We recommend convening one statewide culminating event in Sacramento as the Initiative nears completion at the close of 2025 or early 2026 to celebrate successes, identify lessons learned, and plan for continued efforts beyond CYBHI.

- **Technical Assistance and Communication Channels**
  In addition to regularly meeting with workstream representatives via the activities outlined to help increase and deepen engagement, Changery staff would regularly reach out to workstream representatives to identify any emerging needs for dissemination or outreach, as well as for technical assistance. Technical assistance meetings could also include support for workstreams in planning and capacity building for increased engagement. Any rapid-response or planned specific community requests that arise could also be matched with an appropriate consulting organization from the group and a warm handoff would be facilitated. Regular dissemination requests, status updates, learning opportunities, and information regarding how feedback has been used would be organized into a monthly newsletter disseminated to all consulting organizations.

Process for Establishing a Consultancy Group

It is recommended that the consultancy group be comprised of up to 25 contracted organizations that represent the diversity of California in terms of geography, ethnic and cultural identity, lived and professional expertise, and role within the behavioral health and education ecosystem. The consultancy group could also provide a greater ability for workstreams to access youth and families directly for consultation and feedback.

An online directory of available consultants could be created for workstreams to access. The directory would describe each consulting entity's geographic reach, ethnic/cultural community focus, and areas of expertise. Additionally, the directory could indicate the specific level of involvement consultants were available to provide to the initiative. Based upon interviews with participant organizations, three tiers of consultancy are recommended:

ACTIVITY	GROUP A	GROUP B	GROUP C
Provides regularly scheduled monthly dissemination	X	X	X
Participates in virtual learning activities	X	X	X
Attends local events		X	X
Participates in additional engagement opportunities (focus groups, outreach to specific communities, tabling, etc.)		X	X
Supports intensive dissemination tasks with at least 30 days notice		X	X
Helps lead or facilitate local events			X
Travels to support statewide events			X
Support additional engagement opportunities and more intensive dissemination tasks with two business days notice			X

Contracting Schema

The Changery team proposes a cohort of up to 25 consulting organizations that represent the diversity of California in terms of geography, ethnic and cultural identity, lived and professional expertise, and role within the behavioral health and education ecosystem. While all organizations would work directly with youth and families, the majority of these organizations would have established youth groups that meet on a regular basis to ensure ongoing youth participation and the ability to quickly and directly engage with youth. Participants from the interim CYF Network who demonstrated an interest and capacity for continued participation could be invited to join this new body.

Following the initial round of partner contracting, a gap analysis would be conducted to ensure diverse representation and additional organizations whose participation would fill those gaps could then be approached. For example, while the initial Network covered much of the diversity of California, there were noted gaps in representation of Pacific Islander communities; and while there was Native American representation, the organization worked only with reservation and rancheria youth and not urban Indian youth.

All contracted organizations would be interviewed to determine interest and capacity for engagement in Initiative activities. Three levels of participation could be offered (as summarized in the preceding section) with each being tied to tiered compensation. At the most basic level of engagement, organizations would be expected to read a monthly communication with information about the Initiative and resources (ex: Equity toolkit), participate in a monthly dissemination task (ex: post opportunity for Wellness Coach Employer Grant in their listserv, share new app with youth participants, etc.), regularly check in to the virtual community of practice, and attend a quarterly webinar. These organizations would be invited to regional and state convenings, but attendance would be optional at this level. All organizations would be required to report on monthly activities and provide ongoing feedback via a web-based survey.

Consulting organizations with additional capacity for engagement could also choose participation at a level in which they would attend a regional meeting in their area and one statewide convening, be available for additional outreach and dissemination opportunities for additional compensation with at least 30 days' notice, and engage in an online community of practice. Consulting organizations with the most capacity for engagement could elect to participate in all of these aforementioned activities, and also be available for hosting or facilitating a regional meeting in their area, presenting or facilitating a session at one statewide convening, and be available for additional consulting and dissemination opportunities on a rapid-response turnaround (at least two business-days' notice recommended), for additional compensation.

Timeline Summary

The following recommended milestones would ensure the consultants and partners are able to support the timelines of the workstream:

January 2024

- Create outreach materials to clearly explain the new model, outcomes, and goals of the Network to current and future consultants
- Complete an analysis of each organization from the interim Network in collaboration with CYBHI leadership to determine who will be invited to participate in the consultancy

February 2024

- Outreach and contracting for identified organizations
- Engage with workstreams to identify upcoming needs for CYF engagement
- Coordinate with CalHHS Chief Equity Officer and CYBHI Equity Consultant to explore potential collaboration

March 2024

- Conduct gap analysis of contracted consultants
- Continue outreach and contracting for additional consultants as determined by the gap analysis
- Hold 1st quarter internal learning webinar
- Deliver 1st monthly consultant newsletter

April 2024

- Finalize consultant portfolio for the CYBHI workstreams
- Conduct quarterly feedback survey of Network participants for quality improvement of consultancy model and Network
- Deliver 2nd monthly consultant newsletter

May 2024

- Deliver 3rd monthly consultant newsletter
- Engage with workstreams to identify upcoming needs for CYF engagement
- Coordinate with CalHHS Chief Equity Officer and CYBHI Equity Consultant to explore potential collaboration

June 2024 **– November** 2024: Hold regional in-person meetings

June 2024

- Hold 2nd quarter internal learning webinar
- Deliver 4th monthly consultant newsletter
- Conduct mid-year feedback survey for consultants and workstreams to identify areas of improvement

July 2024

- Conduct quarterly feedback survey for quality improvement of consultancy model and Network with participants and consultants
- Deliver 5th monthly consultant newsletter

August 2024

- Deliver 6th monthly consultant newsletter
- Engage with workstreams to identify upcoming needs for CYF engagement
- Coordinate with CalHHS Chief Equity Officer and CYBHI Equity Consultant to explore potential collaboration

September 2024

- Hold 3rd quarter internal learning webinar
- Deliver 7th monthly consultant newsletter

October 2024

- Conduct quarterly feedback survey for quality improvement of consultancy model and Network
- Deliver 8th monthly consultant newsletter

November 2024

- Deliver 9th monthly consultant newsletter
- Engage with workstreams to identify upcoming needs for CYF engagement.
- Coordinate with CalHHS Chief Equity Officer and CYBHI Equity Consultant to explore potential collaboration
- Conduct feedback survey for consultants and workstreams to explore areas of improvement

December 2024

- Hold 4th quarter internal learning webinar
- Deliver 10th monthly consultant newsletter focused on reflections of the work, lessons learned, and plans for 2025

Conclusion

Meaningful and authentic engagement of children, youth, and families in an initiative at this scale and level of complexity requires ongoing effort and intentionality. To reach the stated goals of the Initiative, we cannot simply convene stakeholders or obtain feedback as we have done in years past, we must create new ways to work together. We must intentionally design opportunities for interaction and learning, provide ongoing support and coordination, celebrate wins together, and learn from instances where we fall short of our goals by creating space for ongoing reflection. If we are to successfully build a more coordinated, youth-centered, equitable, and prevention-oriented behavioral health ecosystem that genuinely meets the needs of children, youth, and families in California, we must continue the hard work of doing things differently, together.

> "I really enjoyed opportunities to learn about other organizations, and how we can bridge gaps in the system and multiply forces to help communities continue to thrive!"
> **CYF NETWORK PARTICIPANT**