CBH

Annual Report

Care Empower Connect Lead

Community Behavioral Health

A DIVISION OF DBHIDS | CBHPHILLY.ORG

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Letter from the Interim CEO

Advancing Health Equity

Dear Stakeholders,

I am pleased to present the Community Behavioral Health (CBH) 2023 Annual Data Report. This report reflects our ongoing commitment to our role as a 501(c)(3) nonprofit managed care organization in partnership with the City of Philadelphia Department of Behavioral and Intellectual disAbility Services (DBHIDS), focusing on ensuring access and high-quality care to support the health and mental well-being of our members.

For over 25 years, CBH has served as a cornerstone of Philadelphia's behavioral health system. We are a vital institution in Philadelphia's health care landscape, maintaining a comprehensive network of approximately 200 behavioral health providers at more than 500 locations. In 2022, we served more than 100,000 of the 800,000+ Philadelphia residents eligible for Medicaid.

The year 2023 marked significant change with the end of both the COVID-19 Public Health Emergency and Continuous Medicaid Coverage, initiating the redetermination of Medicaid eligibility for nearly 3.5 million Pennsylvanians. Guided by our core values—We Care, We Empower, We Connect, We Lead—CBH has engaged with partners across sectors to raise awareness about Medicaid re-enrollment and help minimize the risk of our members losing their essential health care coverage.

In the face of these challenges and nationwide behavioral health care workforce shortages, CBH continued to reach new heights. In 2022, we earned the prestigious National Committee on Quality Assurance (NCQA) Multicultural Distinction, acknowledging our work to advance health equity and reduce disparities. We also maintained our full NCQA Managed Behavioral Healthcare Organization accreditation and took proactive steps to strengthen the access network by opening our network for specific levels of care. In 2024, we will continue to enhance our core business functions, strengthen our provider network, and improve our ability to identify and mitigate social determinants of health that present

barriers to treatment for our members.

This report is a tribute to our staff's unwavering dedication and determination to advance health equity and member access to holistic, comprehensive, and culturally responsive care.

The report highlights CBH's programming and includes data from 2022, offering insights into CBH's medical expenses, member demographics, and evolving patterns in health care utilization. As you view these pages, you will see how our values—We Care, We Empower, We Connect, We Lead—are woven into the fabric of our operations and initiatives.

With heartfelt gratitude for your continued support,

Donna E.M. Bailey, MBA, MEd

Interim Chief Executive Officer



Mission



CBH provides access to high-quality, accountable care to improve the health and mental wellness of our members.





Leading innovation in wholeperson care for healthy, thriving communities

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Deputy Chief Financial Officer

Samuel L. Williams, III, MD, MBA Deputy Chief Medical Officer

Our Values

Fueled by a profound passion for service and improving health care delivery and outcomes for our members, CBH remains at the forefront of innovation, shaping the future of the behavioral health landscape. Our unwavering commitment to caring, connecting, and empowering those in need drives us to ensure that our members have access to high-quality, accountable, whole-person care.



We value and appreciate our staff and service providers, believing that a healthy, happy workforce creates healthy, happy members. We show our appreciation regularly and listen to concerns, caring deeply for the overall health of Philadelphians, knowing that a thriving, resilient city hinges upon healthy citizens.



We are here for our employees, members, and partners. We are open and transparent, encouraging dialogue and fostering growth so we can all be our best, healthiest selves.



We're updating our processes and technology to better serve our community and communicate more effectively and efficiently. We cultivate two-way communication, sharing appreciation and welcoming feedback from our staff.



Behavioral and mental wellness is our passion, and we are experts in the field. We know the industry, having served Philadelphia since 1997. We cultivate close relationships with our partners, also leaders in the field. We are open to change and innovation, ensuring the highest standard of care.

Introduction

The Keystone of Philadelphia's Behavioral Health Delivery System

Community Behavioral Health (CBH) is one of the country's leading nonprofit behavioral health managed care organizations (MCO), operating as a non-profit 501(c)(3) corporation created and contracted by the City of Philadelphia's Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) to manage the administration of the Commonwealth of Pennsylvania's **Behavioral HealthChoices Program**.

CBH serves as the keystone of Philadelphia's behavioral health system and is dedicated to ensuring access to wholeperson, accountable, high-quality care for our members. We are committed to advancing health equity, ending health disparities, and improving health outcomes for the communities we serve.

CBH covers behavioral health benefits for more than 800,000 Philadelphia residents, half of the City's population, who are eligible for Medical Assistance (MA), also known as Medicaid. We coordinate, manage, and create care plans for our members in addition to authorizing behavioral health care payments. In 2022, CBH's team paid for treatment for over 100,000 utilizing members.

Philadelphia's Behavioral Health Connection

In 1994, Pennsylvania announced plans to integrate state and federally managed health care funding for Medicaid recipients into HealthChoices, Pennsylvania's MA managed care program. In response, leaders from Philadelphia's provider, policy, advocacy, and research communities united with a common mission: to establish a managed care system that prioritizes its members' behavioral health needs. This led to the official establishment of CBH in February 1997, making it one of the first city-operated behavioral health managed care organizations (BH-MCO) in the United States.

The energy and commitment of our first day of operations in 1997 still flow through everything we do. For more than 25 years, CBH has expanded access to mental health and substance use treatment services across Philadelphia. Our local founding and strong connection with the City of Philadelphia helps to ensure that our members have access to the high-quality care they deserve.



What We Do

CBH contracts with nearly 200 Medicaid-enrolled and licensed service providers to deliver effective and medically necessary behavioral health services to our members in a culturally competent manner. CBH authorizes payment for a vast continuum of behavioral health services, including outpatient mental health, substance use disorder (SUD), inpatient psychiatric hospital, residential, and telehealth treatments, which are conducted in locations that members can easily access, such as the home, school, or other community settings.

CBH works diligently with community partners and providers to maximize access to services while adhering to the Commonwealth's **Behavioral HealthChoices Program Standards**. We provide personalized, intensive care management for our members to help them navigate behavioral health services and address social determinants of health (SDOH).

Maintain a Provider 24/7 Member Services Network that delivers a hotline to help meet continuum of behavioral members' treatment health services needs **Ensuring Access To** Language Payment and care Whole-Person. translation authorization for Accountable, services covered services **High-Quality** Care **Transportation** Care management to assist with treatment planning assistance to reach covered services and connecting with social support, like locating the

most accessible providers

Our Employees

Fostering Connections

We greatly value our staff, believing that a healthy, happy workforce creates healthy, happy members. Here at CBH, our nearly 600 employees are reflective of the diverse populations we serve. Many of our employees are located in community-based locations across Philadelphia.

Amplifying the "C" in Community

To advance health equity through reducing barriers to care access, CBH's Care Management Team operates from several behavioral health treatment clinics, human services organizations, community organizations, and health

care facilities throughout Philadelphia. We actively engage with members in the community to ensure they are connected with whole-person care that improves health outcomes.

Some of the organizations we partner with include the Philadelphia School District, Family and Juvenile Courts, and Community Umbrella Agencies (CUAs). These community-based organizations help us serve our members "where they are."



In addition to meeting our members at their homes, parks, and other health care, human services, and community-based locations, our dedicated Care Management Team has served members directly at the following facilities as of September 2023:

Broad Street Ministry	Fair Hill Community Physicians at Hunting Park – Adult Medicine	Philadelphia Family & Juvenile Courts
The Behavioral Wellness Center at Girard, Journey of Hope Program Drug & Alcohol Rehab	Kirkbride Center Drug & Alcohol Rehab	St. Christopher's Hospital for Children Center for Children and
	Maria De Los Santos FQHC	Youth with Special Health Care Needs
Community Umbrella Agencies (CUAs) Across Philadelphia ¹	Penn – Hospital of the University of Pennsylvania Cedar Emergency Department	St. Christopher's Hospital for Children Center for the Urban Child
Einstein Obstetrics & Gynecology Clinic (OB/GYN) Clinic – Mayfair Location	Penn Family Care Clinic – Market Street Location	School District of Philadelphia Main District Office & Philadelphia Schools ²
Einstein OB/GYN Clinic – Paley Location	Penn Medicine Pennsylvania Hospital OB-GYN Clinic	Temple Comprehensive Health Center – Episcopal Campus
Einstein OB/GYN Clinic – Rising Sun Location	Penn Pearlman Center for Advanced Medicine Infectious Diseases Clinic	Temple Multi-Visit Patient Clinic
Einstein Community Practice Center	Penn Presbyterian Medical Center Infectious Diseases Clinic	Temple OB/GYN Clinic - Broad Street Main Campus
Esperanza Federally Qualified Health Center (FQHC)	Philadelphia Department of Human Services Main Administrative Office	Temple OB/GYN Clinic – Episcopal Campus

¹ Includes 10 CUA site locations throughout Philadelphia

² CBH's staff can provide support in all Philadelphia public, charter, and private schools as necessary and available.

Our Member Services

Making a Difference in our Communities

CBH's Member Services staff can be easily reached through our dedicated Member Services telephone line (1-888-545-2600), available 24 hours a day, 7 days per week, 365 days a year. As the primary point of contact for many of our valued members, the Member Services Team handled an average of 240 calls daily in 2022.

Through comprehensive training, our Member Services representatives acquire the necessary skills to conduct member intake assessments, a crucial part of the behavioral health care system that helps identify the services that best meet our members' specific needs.

Their responsibilities include scheduling doctor appointments, providing referrals for uninsured individuals and non-members, documenting members' care concerns, facilitating connections to transportation and language translation services, and attending community events to educate the public on CBH's benefits and covered treatment, among other important functions.

87,708

Phone Calls to Member Services in 2022

240

Average Daily Phone Calls

8,870+

290+

Crisis Calls

3,428

Language Interpretation Requests

104

Languages Interpretated

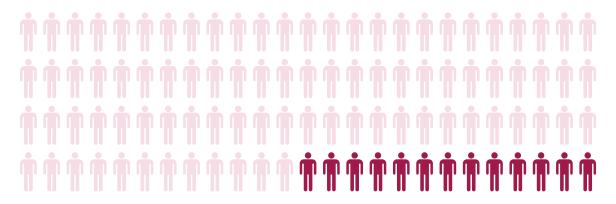




Our Members

Philadelphia's Medicaid Population

CBH has a diverse member population who rely on our programs and supports to access essential care. CBH pays for a broad continuum of behavioral health services that help treat the many behavioral health conditions our members are diagnosed with. Our members are often from among the most economically challenged neighborhoods in Philadelphia, leaving them highly susceptible to poverty, barriers to accessing quality treatment, and limited support.



802,250 Philadelphians are eligible for Medicaid in a given month

100,716 of them utilized these services through CBH in 2022

Of those members who utilized services:

75% identified as Black or Hispanic

of adult members had a serious behavioral health condition 3.4

of adult members had a substance use disorder 4.5

most common primary diagnosis among adult members was an opioid-related disorder⁴

14% were dual-eligible members aged 65+ and/or permanently disabled ⁶

5% had an autism diagnosis ⁵

most common primary diagnosis among child members was attention-deficit hyperactivity disorders 5

^{26%} were under the age of 18 5

³74,799 adults aged 18+ utilized services in 2022.

⁴ Based on 2022 primary diagnosis treatment claims data

⁵ 27,094 child members aged 0-17 utilized services in 2022.

⁶ Dual eligible members include those covered by Medicare and Medicaid under the Commonwealth of Pennsylvania's Community HealthChoices Program.

Member ZIP Codes and Neighborhoods

Below are the top 15 ZIP codes where more than 60% of our eligible and utilizing members resided in 2022.

These ZIP codes where our members resided in 2022 largely overlay with the North Philadelphia-East, North Philadelphia-West, Riverwards, Far North, Lower Northeast, Southwest, and West Philadelphia communities identified in the 2022 Southeastern Pennsylvania Regional Community Health Needs Assessment (rCHNA) done in collaboration with the Philadelphia Department of Public Health and the Health Care Improvement Foundation.

Our services are critical in meeting the behavioral health needs of these communities, which experience many health, social, and economic disparities because of the inequalities they face. These communities have the lowest life expectancy and highest rates of poverty, homicide, infant mortality, drug overdose mortality, emergency department use, Supplemental Assistance Nutrition Program (SNAP) use, opioid-related hospitalization, and reported poor mental health in Philadelphia. ⁷

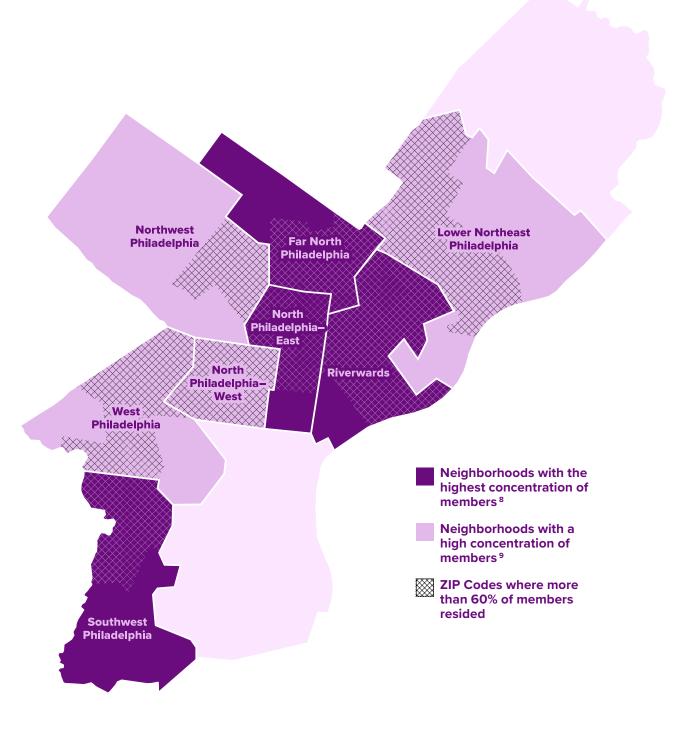
At CBH, we are committed to advancing health equity and ensuring access to behavioral health services for our members living in these communities and across all of Philadelphia.

ZIP Code	Unique Eligible Members	rCHNA Neighborhoods	ZIP Code	Unique Utilizing Members	rCHNA Neighborhoods
19124	56,214	Riverwards	19134	9,099	Riverwards
19134	50,957	Riverwards	19124	7,674	Riverwards
19140	48,427	North Philadelphia-East	19140	7,295	North Philadelphia-East
19120	47,242	Far North Philadelphia	19120	5,098	Far North Philadelphia
19143	45,066	Southwest Philadelphia	19143	5,023	Southwest Philadelphia
19149	37,706	Lower Northeast Philadelphia	19132	4,539	North Philadelphia–West
19139	34,955	West Philadelphia	19139	4,447	West Philadelphia
19132	34,011	North Philadelphia–West	19133	4,042	North Philadelphia–East
19111	31,654	Lower Northeast Philadelphia	19144	3,973	Northwest Philadelphia
19144	29,062	Northwest Philadelphia	19121	3,597	North Philadelphia–West
19121	26,715	North Philadelphia–West	19149	3,150	Lower Northeast Philadelphia
19131	25,385	West Philadelphia	19131	2,945	West Philadelphia
19142	24,288	Southwest Philadelphia	19135	2,861	Lower Northeast Philadelphia
19133	24,012	North Philadelphia–East	19111	2,803	Lower Northeast Philadelphia
19135	23,682	Lower Northeast Philadelphia	19141	2,696	Far North Philadelphia

⁷ 2022 rCHNA public health data for North Philadelphia-East, North Philadelphia-West, Riverwards, Far North, Lower Northeast, Southwest, and West Philadelphia communities as compared to data for all 12 Philadelphia neighborhoods included in the 2022 rCHNA – Appendix: Quantitative Data.

CBH Members at a Glance:

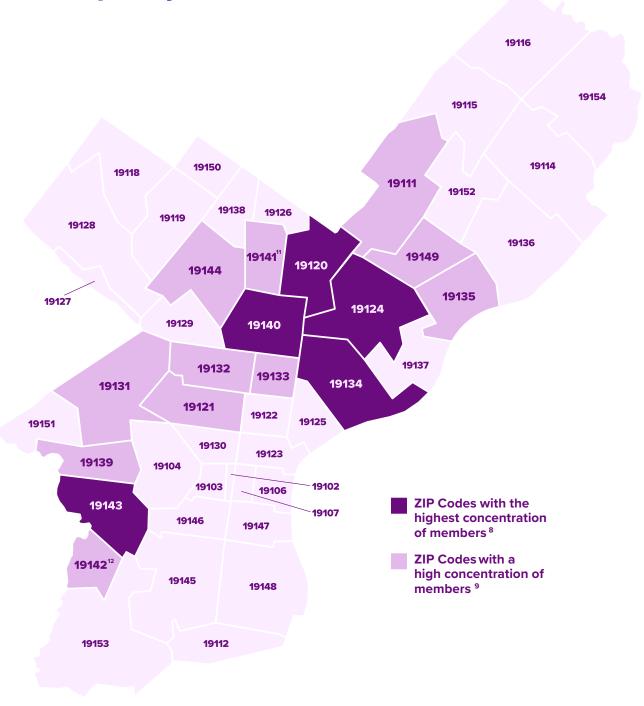
Concentration of Eligible and Utilizing Members in Philadelphia by Neighborhood



⁸ "highest concentration of members" represents where greater than 30% of all eligible and utilizing members resided in 2022.

⁹ "a high concentration of members" represents where less than 30% of all eligible and utilizing members resided in 2022.

Concentration of Eligible and Utilizing Members in Philadelphia by ZIP Code ¹⁰



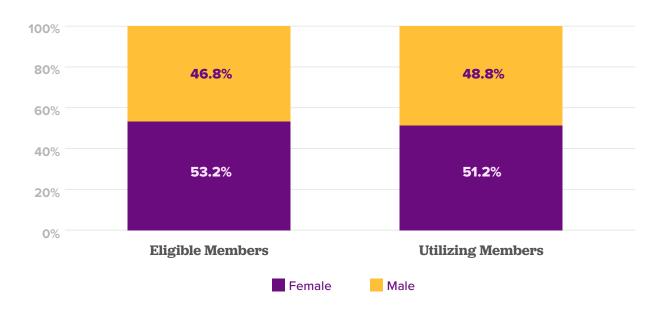
 $^{^{10}}$ Eligible and utilizing members share 14 out of 15 of the top 15 ZIP codes where over 60% of these members resided in 2022.

 $^{^{11}}$ 19141 was in the top 15 for eligible members with less than a 0.5% difference compared to utilizing members' percentage for this ZIP code.

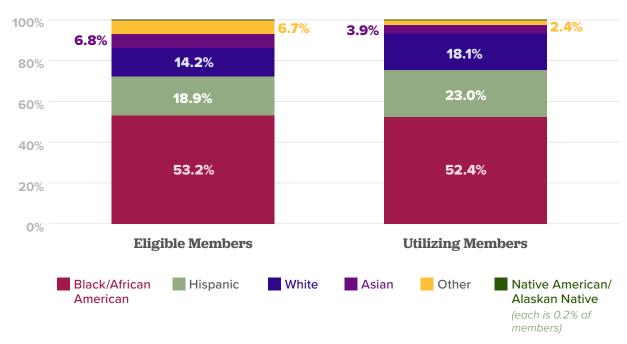
 $^{^{12}}$ 19142 was in the top 15 for utilizing members with less than a 1.5% difference compared to eligible members' percentage for this ZIP code.

CBH Members at a Glance:

Gender of CBH Members



Race/Ethnicity of CBH Members



¹³ Community Support includes Crisis Intervention, Family-Based Services, and Targeted Mental Health Case Management.

¹⁴ Other includes Assertive Community Treatment (ACT), Certified Community Behavioral Health Clinics (CCBHCs) (includes IOP and other CCBHC Services, Community Integrated Recovery Center (CIRC), SUD ICM, Intensive Outpatient (IOP), Long Term Structured Residence/Adult Outpatient Programs, Mental Health Services (not otherwise specified), Mobile Psychiatric Rehabilitation, Other, Peer Support, and Adult Residential Treatment Facility (RTF-A).

¹⁵ Non-Hospital SUD includes all detoxification, rehabilitation, and residential services excluding inpatient SUD.

Utilization Trends

Level of Care	Unique Members Served
Outpatient Psychiatric	74,202
Outpatient Substance Use Disorder	16,051
Ancillary Support	13,138
Community Support 13	12,504
Other ¹⁴	10,708
Inpatient Psychiatric	10,443
Behavioral Health Rehab for Children	9,777
Non-Hospital Substance Use Disorder 15	7,985
Inpatient Substance Use Disorder	534
Residential Treatment Facility Accredited	129
Residential Treatment Facility Non-Accredited	33
Total Unique Count ¹⁶	100,716

Members with Complex Needs

Our members have complex needs due to their serious behavioral and other health conditions, multiple systems involvement, and high medical and social services use.

Complex Needs	Ages 0-17	Ages 18-64	Ages 65+
Under Care of Department of Human Services (DHS)	3,342	548	0
Autism Diagnosis (ASD)	4,418	910	8
Serious and Persistent Mental Illness (SPMI) 17	0	40,040	709
Substance Use Disorder Diagnosis 18	175	21,241	866
High Utilizer of Services 19	8	1,310	47

 $^{^{16}}$ The total unique count is not the sum of the listed data due to members utilizing more than one service within a year.

¹⁷ Defined as a primary or secondary diagnosis of schizophrenia, schizoaffective disorder, bipolar depression, major depression, psychotic disorder, or borderline personality disorder

¹⁸ Defined as a primary diagnosis of alcohol, opioid, cannabis, sedative, hypnotic (or anxiolytic), cocaine (or other stimulant), hallucinogen, nicotine, inhalant or other psychoactive substance-related disorder

¹⁹ Refers to members who have at least six inpatient admissions within a rolling six-month period and did not have case management services

CBH Members at a Glance:

Top 5 Primary Diagnoses of Utilizing Members by Age

Diagnosis	All Age Groups	% Utilizing Members
Reaction to Severe Stress/Adjustment Disorder	22,121	22.0%
Major Depressive Disorder, Recurrent	17,276	17.2%
Depressive Episode	12,120	12.0%
Opioid-Related Disorders	11,928	11.8%
Anxiety Disorders, Other	11,820	11.7%
Diagnosis	Ages 0-17	% Utilizing Members
Attention-Deficit Hyperactivity Disorders	8,678	32.0%
Reaction to Severe Stress/Adjustment Disorder	8,621	31.8%
Pervasive Developmental Disorders	4,556	16.8%
Conduct Disorders	3,310	12.2%
Depressive Episode	2,371	8.8%
Diagnosis	Ages 18-64	% Utilizing Members
Major Depressive Disorder, Recurrent	15,041	21.2%
Reaction to Severe Stress/Adjustment Disorder	13,326	18.7%
Opioid-Related Disorders	11,509	16.2%
Anxiety Disorders, Other	10,100	14.2%
Depressive Episode	9,504	13.4%
Diagnosis	Ages 65+	% Utilizing Members
Major Depressive Disorder, Recurrent	831	22.6%
Schizophrenia	628	17.1%
Opioid-Related Disorders	470	12.8%
Depressive Episode	355	9.6%
Reaction to Severe Stress/Adjustment Disorder	344	9.3%

Our Programs

Driving Innovation in Behavioral Health

At CBH, our innovative care management programs and partnerships are transforming the health care landscape, enabling us to increase access to essential integrated care, help address social needs, and reduce inequities.

Intensive Behavioral Health Services (IBHS)

Supporting Schools and Families When and Where They Need It

CBH envisions a brighter future where every child receives the services and support needed to thrive. We believe school-based programs are imperative to effectively detect, treat, and manage complex behavioral health challenges among children and adolescents.

To lessen critical gaps in behavioral health care for Philadelphia's underserved children and their families, CBH developed a pioneering strategy that brings access to comprehensive IBHS in their own homes, schools, and community settings. IBHS is primarily utilized by children and adolescents who need increased support around developing positive behaviors, appropriate emotional regulation, life skills, and coping strategies.

CBH's IBHS network consists of 27 regionalized providers with multiple staff that deliver IBHS to Medicaid-eligible members in 346 public schools throughout the City. IBHS includes a support system of services to mediate, reduce, and manage therapeutic needs identified in an individual treatment plan (ITP), which is developed and implemented by an IBHS provider working with school district personnel. ITPs can include level-of-care assessments and planning, in-classroom behavioral observation, teacher consultations, life skill development, and individual, group, and family therapy.



5,618 members utilized IBHS services in 2022
27 regionalized IBHS providers in CBH's network²⁰
346 public schools served by these IBHS providers

schools supported by the CBH IBHS Cross-System Team

In 2022, the CBH IBHS School-Based Cross-Systems Team participated in or conducted

concern meetings to address IBHS service delivery issues

527 transition meetings to support students' needs transitioning back into schools

consultations with school counselors and personnel to support student needs

training sessions with 429 IBHS provider staff participating

IBHS providers also work with a youth member and their family, teachers, and other caregivers in real time to help the member learn how to use new life skills independently. Additionally, IBHS providers support schools, students, and families during crisis response following tragedies such as suicides, shootings, or community violence, by delivering therapy and other grief services.

To ensure our members receive IBHS services appropriately, CBH's IBHS School-Based Cross-System Team, comprised of behavioral health professionals employed by CBH, serves as an intermediary between IBHS providers in CBH's network and school administration. The team oversees the delivery and quality of IBHS services and holds professional development training for IBHS providers in our network.

²⁰ Includes IBHS providers in CBH's network that are assigned and contracted to deliver services within specific schools based on the region of the city where the schools are located

Our Programs

Integrated Care for Kids (InCK) Program

Ensuring Whole-Person Care for Children and Youth

As part of our commitment to ensuring all children in Philadelphia can receive quality behavioral health care, CBH partnered with St. Christopher's Hospital for Children to launch a new Integrated Care for Kids (InCK) program. The InCK program model aims to increase access to care by embedding behavioral health services and supports into St. Christopher's Hospital's existing pediatric clinics, making it easier for children and their families to receive the help they need.

Through the program, staff made more than 695 referrals to behavioral health professionals, coordinated more than 1,301 rides to medical and behavioral health care visits, and conducted more than 532 screenings to identify social needs that affect one's health.



innovation in integrated, whole-person care for thriving communities.



new members enrolled in the InCK program

rides to health care visits coordinated by InCK staff

patients referred to behavioral health services

screenings conducted to identify the social needs of patients and families

When a family gets connected and shares, they now have a therapist, support group, or food...this speaks volumes about our InCK team's core work and is exactly what we endeavor to do.

- PSYCHE YOUNG

CLINICAL CARE MANAGER. INCK PROGRAM

Community HealthChoices (CHC) Team

Improving the Quality of Life for Philadelphia's Aging Community

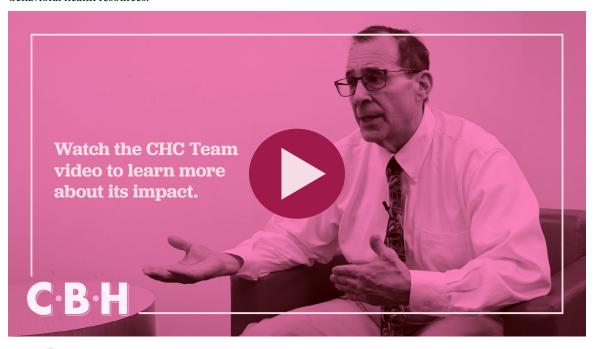
Caring for our senior citizens and populations with physical limitations is a priority at CBH—especially for those restricted to their homes due to physical limitations.

CBH's CHC Team was created to improve the coordination of behavioral health care for seniors (65+) and other members with permanent physical disabilities who are dual-eligibles—covered by Medicare and Medicaid—under Pennsylvania's CHC program.

The CHC Team works with CBH in-network providers, nursing homes, home health agencies, and senior living agencies to bring behavioral health services to CHC members directly in their homes and other residential settings who are physically unable to access standard outpatient services and perform activities such as bathing, dressing, preparing meals, and administering medications.

Our CHC Team is improving the quality of CHC members' lives by ensuring access to behavioral health services, giving them opportunities to be involved in their communities and families. It provides professional development and conducts community outreach to nursing facilities, home healthcare, the Philadelphia Corporation for Aging, and senior living agencies to support behavioral health resources.





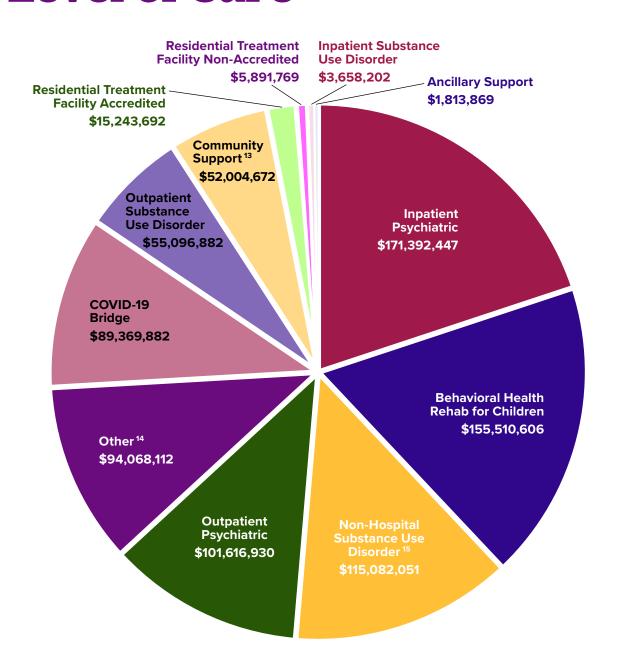
At CBH, we care about our older adult members...we bring together mobile mental health providers to ensure seniors receive needed care in their homes, communities, and nursing facilities.

BEHAVIORAL HEALTH COORDINATOR. CHC TEAM

- JOSEPH DIMEO

14,300+ CHC members utilized services in 2022
10+ mobile in-network providers serving CHC and other members
5+ CBH staff on the CHC Team

Medical Expenses by Level of Care



¹³ Community Support includes Crisis Intervention, Family-Based Services, and Targeted Mental Health Case Management.

¹⁴ Other includes Assertive Community Treatment (ACT), Certified Community Behavioral Health Clinics (CCBHCs) (includes IOP and other CCBHC Services, Community Integrated Recovery Center (CIRC), SUD ICM, Intensive Outpatient (IOP), Long Term Structured Residence/Adult Outpatient Programs, Mental Health Services (not otherwise specified), Mobile Psychiatric Rehabilitation, Other, Peer Support, and Adult Residential Treatment Facility (RTF-A).

 $^{^{15}}$ Non-Hospital SUD includes all detoxification, rehabilitation, and residential services excluding inpatient SUD.

Closing Thoughts from the Commissioner

As the well-deserved celebration of Community Behavioral Health's first 25 years winds down, I am reminded again of the vital, life-affirming, and life-saving work the City of Philadelphia Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) and CBH – including its staff members, provider network, and affiliates – accomplish every day to make Philadelphia a better place.

Celebrating CBH's past successes and accomplishments allows us all to look at the next quarter-century and beyond with justifiable hope and energy.

Despite the continuing hardships of the COVID pandemic, ongoing gun violence, the substance use crisis, systemic racism, economic disparities, workforce challenges, and other adversities, DBHIDS and CBH have continued to deliver ever-evolving care and evidence-based behavioral health treatment to those eligible for Medicaid in Philadelphia, nearly half the city's population.

With so much change surrounding everything we do, it is especially important that CBH and DBHIDS have made sustainability one of the driving forces behind decision-making. It is not enough to develop one-and-done plans that might help; we prioritize building meaningful ongoing initiatives designed to evolve and improve for years to come as we build toward a Philadelphia where every individual can achieve health, well-being, and self-determination.

It's a difference that sets CBH apart and makes it a true model for providing access to high-quality, accountable care that supports improved behavioral health and wellness for all its members.

Looking ahead, DBHIDS is continuing to use TEC to bring focus to our efforts in 2024 and beyond. TEC reminds all DBHIDS divisions—including CBH—to ensure their efforts address Trauma, achieve Equity, and engage Community.

More specifically, our infrastructural reimagining of Philadelphia's behavioral health and intellectual disability care system will continue in 2024. DBHIDS has secured funding to maintain and expand our ongoing behavioral health transformation, including plans to add adult behavioral health urgent care, expand Community Mobile Crisis Response Teams, and develop *START Philadelphia*, the comprehensive BHID initiative, among other exciting and important initiatives.

Seeing everything we all have accomplished—CBH, our provider network, partners, and DBHIDS as a whole—fills me with optimism about the next 25 years!



Jill Bowen, PhD

President, CBH Board of Directors Commissioner, DBHIDS

