

2024-2027

Strategic Plan



Psychiatric Security Review Board

Due Process - Research - Recovery - Partnership

Mission

The Psychiatric Security Review Board (PSRB) protects the public by working with partnering agencies to ensure persons under its jurisdiction receive the necessary services and support to reduce the risk of future dangerous behavior using recognized principles of risk assessment, victims' interest, and person-centered care.

Values

The PSRB's values are rooted in our legislative mandate to protect the public. We achieve maximum levels of public safety through:

Due Process

Observing individuals' legal rights and adhering to principles of procedural fairness.

Research

Decision making and organizational practices driven and influenced by the best available data.

Recovery

Clients understand and receive treatment for the psychiatric and comorbid conditions that contributed to their past criminal offenses and have opportunities to achieve health, home, purpose, and community.¹

Partnership

Promoting active communication and collaboration within and between the systems serving PSRB clients and the community at large.

¹ PSRB endorses the Substance Abuse and Mental Health Administration's (SAMHSA) definition of recovery.

Diversity, Equity, and Inclusion Statement

The Psychiatric Security Review Board (PSRB) embraces the profound responsibility to serve all Oregonians by dismantling systemic inequities and upholding human rights. We are dedicated to fostering an environment where individuals' life outcomes are not predetermined by race, ethnicity, class, gender, sexual orientation, ability, veteran's status, or other identities within our programs. Recognizing the importance of humility, we acknowledge our mistakes and actively strive to correct them, prioritizing the inclusion of voices from the communities we serve.

Our commitment extends to integrating diversity, equity, and inclusion (DEI) principles into every facet of our operations. We actively collaborate with the Oregon Office of Cultural Change to align with the State of Oregon's DEI Action Plan, ensuring that DEI remains at the forefront of our endeavors. The PSRB is resolute in its dedication to enhancing decision-making through diverse perspectives, refining public service delivery to meet varied and complex needs, and cultivating trust, innovation, and social equity within our programs.

Accountability is paramount, as we commit to remaining well-informed about the integral role DEI principles play in our mission, vision, and daily operations. Actively seeking opportunities for collaboration, professional growth, and organizational development, we aim to identify and rectify agency and system-wide policies and practices that unintentionally contribute to inequities, health disparities, or the silencing of voices.

The PSRB is unwavering in its pursuit of a just, inclusive, and responsive framework, guided by principles that actively promote fairness, justice, and equity for all individuals under our jurisdiction. This commitment extends not only to our staff but also to the individuals under our jurisdiction and all Oregonians we serve. We aspire to foster an environment where diversity, equity, and inclusion are embedded in our culture, policies, and practices, creating a positive and transformative impact on the broader community.

Four-year Vision

Over the next three years, the PSRB commits to being a trusted, judicial pillar, dedicated to safely advancing the recovery for justice-involved individuals with severe and persistent mental illness under its jurisdiction. Guided by our mission and core values of recovery, procedural fairness, collaborative partnerships, and research-based programming, we cultivate a culture where clients thrive, victims find solace, and the public is safeguarded. Our mission comes to life through foundational operations, including conducting equitable, contested hearings and actively monitoring individuals within the community.

Our vision thrives through proactive partnerships with key stakeholders, guided by a strategic roadmap that thoroughly accounts for complex systemic issues. This map is instrumental in dismantling barriers, implementing innovative solutions, and maintaining continuous momentum. A primary systemic focus involves directing investments toward essential resources, training, and workforce development. This ensures that mental health professionals are well-equipped to develop evidence-based programming and provide optimal

care and oversight for our specialized, forensic population.

Technological modernization is pivotal in the PSRB's vision, relieving administrative burdens and leveraging data-driven outcomes to demonstrate program effectiveness and economical use of State resources. These advancements catalyze enterprise-level collaboration, enhance program evaluation capabilities, and foster transparency and accountability for continuous refinement and excellence. Moreover, this data can be leveraged to advance our diversity, equity, and inclusion efforts to identify and eliminate practices contributing to inequities, health disparities, or silencing voices. By harnessing the power of data, we aim to not only optimize our operations and demonstrate program effectiveness, but also ensure that our strategies actively promote fairness and justice, addressing disparities and creating a more inclusive and equitable mental health landscape for all individuals under our jurisdiction.

Our dynamic workplace embraces the Performance, Accountability, and Feedback Model, nurturing a vibrant staff culture characterized by robust communication, continuous professional growth, genuine recognition, and a shared commitment to agency goals. Our positive workplace culture is reflected in consistently high rates of job satisfaction among PSRB staff and positive feedback from key stakeholders.



Our commitment to sustainable operational efficiency acknowledges the challenges of institutional turnover. We adhere to a succession plan that requires the maintenance of clear policies, procedures, and comprehensive desk manuals to streamline current work processes, optimize workflow, and ensure operational continuity. Technological advances further promote the PSRB's long-term success.

The PSRB's commitment to longevity requires the rigorous recruitment and thorough onboarding for new Board members. Ongoing training for Board members aligns with agency values, and dynamic work-sessions empower Board members to translate training into impactful practice. Regular reviews of rules and policies ensure consistency and continuous enhancement in hearings and decision-making. A maintained practice guide reinforces the correct application of the law and upholds principles of procedural fairness.

As resources allow, the PSRB actively seeks partnerships with academic and other institutions, aiming to leverage their expertise for valuable research and data analysis. This collaboration results in the publication of professional papers that critically evaluate and inform our approach, positioning the PSRB as a trailblazer in advancing mental health and justice integration through external collaboration and academic rigor.

The PSRB's continuous improvement is realized through proactive initiatives aimed at educating key stakeholders and the public. We employ a diverse array of methods to actively solicit and thoughtfully incorporate invaluable feedback, cultivating a dynamic culture of collaboration and responsiveness.



Four-Year Initiatives and Goals

Initiative 1:

Maximize Collaborative Partnerships to Resolve Complex Systems Issues

Building upon the foundation of our exceptional collaborative partnerships, this initiative is designed to bolster the overall effectiveness of the PSRB by proactively addressing previously identified complex systems issues.

Recognizing that we have thoroughly identified these challenges, our primary focus now shifts to fostering a collective effort among stakeholders to collaboratively devise and implement solutions. Through strengthened alliances, we aim to harness the wealth of expertise within our network, ensuring a unified approach to tackling and resolving these complex system issues, thus driving positive and sustainable outcomes.



Goal 1.1: Health Systems Division, OHA Strategic Roadmap Evolution

- In collaboration with the Health Systems Division, prioritize and update the 2023 joint Health Systems Division strategic roadmap by February 2024, ensuring comprehensive overview of complex systems issues.
- Conduct quarterly reviews with OHA partners to gauge progress and reassess challenges.
- Annually, evaluate if any roadmap initiatives should be incorporated into PSRB's strategic plan.
- Generate an annual report, showcasing achievements and providing recommendations for continuous improvement in the following year.
- Leverage insights from annual reviews to dynamically adapt and evolve the strategic roadmap, ensuring ongoing relevance.



Goal 1.2: Strengthening Defense Representation Collaboration

- Engage with Oregon Public Defense Services (OPDS) and current and prospective public defense contractors to broaden the indigent defense contract, emphasizing diversity, succession planning, and enhanced customer satisfaction in PSRB defense representation.
- Conduct quarterly meetings with OPDS representatives until a minimum of two additional public defense contracts are established.
- Provide PSRB 101 training to new public defense contractors as required.
- Review the OPDS Client Insight Report results to pinpoint challenges and opportunities in defense representation, utilizing the survey for tracking improvements and refining strategies.



Goal 1.3: Enhance End of Jurisdiction Planning Process

- Establish and standardize the PSRB's role in end of jurisdiction planning process.
- By June 2024, collect baseline data to clarify anecdotal issues with the End of Jurisdiction, addressing concerns such as the perception of individuals ending their jurisdiction without services or effective discharge planning. This may include collaborations with key stakeholders and diverse voices to identify perceived challenges associated with the end of jurisdiction planning process.
- Develop a public-facing fact sheet, outlining inherent risks linked to the end of jurisdiction and suggesting mitigation strategies, to be published on the agency website by January 1, 2025.
- Utilize Board administrative meetings in 2024 to engage Board members in a discussion regarding their role in risk mitigation related to client end of jurisdictions and consider rule-making processes or policy changes based on identified solutions

Initiative 2: Advance Competence in PSRB Conditional Release Programs

This initiative is aimed at enhancing the forensic competencies and skill sets required of professionals serving as expert witnesses to the PSRB and as treatment providers to individuals under the PSRB’s jurisdiction. Through the establishment of specialized guidelines, the update of essential resources, the implementation of a structured onboarding program, the creation of targeted training initiatives, and the promotion of continuous opportunities for consultation and collaboration, our objective is to fortify forensic skill sets and enhance capacity for developing evidence-based conditional release programs.



Goal 2.1: PSRB Conditional Release Program Training and Enhancement

- Develop a project plan to update the PSRB Conditional Release Handbook by March 1, 2024, with a planned distribution of the updated Handbook by September 1, 2024.
- Develop a project plan to update the PSRB Conditional Release Placement Guide by April 1, 2024, with a planned distribution of the updated Guide by October 1, 2024.
- By July 1, 2024, formally adopt an onboarding program establishing minimum training expectations for all professionals in the role of a PSRB “case monitor” to be completed within three months of starting that position.
- By July 1, 2024, formally adopt an onboarding program establishing minimum training expectations for all professionals in the role of PSRB “medical practitioner” to be accessed as requested.
- By January 1, 2025, publish a “training catalog” that outlines the various training sessions offered by the PSRB leadership team that includes objectives and target audiences.



Goal 2.2: Establish Key Components for Effective Conditional Release Program

- January – June 2024: Conduct a thorough analysis of Oregon’s Specialty Court Standards, alongside other relevant criminal justice and behavioral health models. Research extensively to identify best practices and innovative approaches in the monitoring, supervision, and treatment of forensic populations.
- July – December 2024: Engage external expertise for an enriched perspective on forensic mental health, conditional release programs, and relevant legal frameworks. Explore the possibility of hiring a consultant with specialized knowledge in these areas and exploring potential collaboration through establishing an interagency agreement with the Criminal Justice Commission.
- January – June 2025: Establish a collaborative workgroup that comprises key stakeholders, subject matter experts, and external consultants. Facilitate this workgroup with the support of an expert in the field to foster interdisciplinary discussions, ensuring diverse perspectives are considered. Organize regular meetings and discussions to facilitate collaborative decision-making. Encourage open dialogue and the exchange of insights to collectively formulate comprehensive recommendations for the improvement of the PSRB's conditional release program. This integrated approach ensures a holistic engagement with external expertise, collaborative workgroup dynamics, and open discussions, contributing to a well-rounded and effective enhancement process.
- July – December 2025: Schedule presentations or discussions to share the formulated recommendations with a broader audience, including the PSRB leadership team, staff, and other relevant stakeholders. Seek feedback and input from all stakeholders to refine and finalize the key components for an effective conditional release program.
- January 2026: Publish and distribute the first iteration of the Key Components guidelines.

Initiative 3: Operational Excellence and Customer Satisfaction

This initiative embodies a dedication to operational excellence, employee engagement and customer satisfaction. It serves as a robust commitment to cultivate a workplace marked by efficiency, prioritizing employee well-being and striving to deliver outstanding customer service irrespective of the complex nature of the Board's decision making. The goals embedded in this initiative aim to create a resilient and efficient organization responsive to the needs of both internal and external stakeholders.



Goal 3.1: Succession Planning

- Create a stand-alone Succession Plan by January 1, 2024.
- Review and update the Succession Plan on an annual basis, recording progress into this overarching strategic plan.



Goal 3.2: Enhance Customer Service

- Starting January 1, 2024, incorporate customer service training into weekly staff meetings on an at least monthly basis.
- By July 1, 2024, examine the agency's customer service metrics and associated Key Performance Measure to determine its effectiveness at gauging customer service quality.
- By December 31, 2024, develop a new and improved survey or possibly multiple surveys that are stakeholder specific and aligned with identified customer satisfaction benchmarks.
- Roll out the new Customer Service Survey on January 1, 2025.



Goal 3.3: Enhance Employee Satisfaction and Engagement

- Design and execute a comprehensive annual employee satisfaction survey, meticulously crafted to unveil nuanced insights into the work environment, job satisfaction, and the overarching organizational culture. Explore the possibility of leveraging state-sponsored surveys as part of our commitment to continuous improvement. If so, collaborate with other small agencies, boards, and commissions to pool resources and promote collective opportunities for enhancement.
- Establish a comprehensive procedure for survey administration, ensuring clarity on how data will be collected, analyzed, and utilized.
- Ensure the survey is inclusive, addressing diverse perspectives and concerns within the organization.
- Implement an efficient data collection process, utilizing modern technology and user-friendly interfaces to encourage employee participation.
- Maintain anonymity and confidentiality to foster open and honest responses.
- Present survey results transparently, ensuring clear communication of findings to all employees.
- Identify positive aspects and areas for improvement, promoting accountability and organizational learning.



Goal 3.4: Streamline and Optimize Administrative Rules and Policies and Procedures

- By August 2024, establish a systematic schedule for the regular review and updating of the agency's administrative rules and a strategic approach to engaging the Board in the rulemaking process.
- By January 2025, establish a systematic schedule for the regular review and updating of internal policies and procedures, ensuring alignment with administrative rules.
- By January 2025, develop a comprehensive crosswalk between administrative rules and policies and procedures to ensure alignment.

Initiative 4:

Advance Technological Modernization for Program Excellence

This initiative represents a strategic commitment to the continuous technological modernization of the PSRB. Our vision is to harness the momentum generated by recent technological advancements, such as robust electronic file sharing and storage, secure email protocols, fully remote hearings, and the adoption of a hybrid remote work model. However, this initiative goes beyond the mere continuation of progress; it is a deliberate and focused endeavor to enhance operational efficiencies, alleviate internal and external administrative burdens, facilitate improved information sharing, optimize data collection, support meaningful program evaluation, and provide for the continuous improvement of the PSRB. At its core, this initiative addresses a paramount goal—the replacement of our legacy case management system.



Goal 4.1: Agency Case Management System Replacement

- Collaborate with the EIS Senior Portfolio Manager to initiate preliminary discussions with potential vendors. The aim is to clearly articulate the precise requirements of the agency's CMS and associated data needs, ensuring a comprehensive understanding at the outset.
- Actively liaise with the EIS Project Portfolio Performance team, engaging in the IT Governance Framework process. This participation ensures that the CMS replacement aligns seamlessly with overarching strategic objectives, fostering a unified approach to IT governance.
- Submit a formal request to DAS Procurement Services, formally commencing the Request for Quotation (RFQ) process. This step involves meticulous documentation of specifications and expectations, providing potential vendors with a clear understanding of project requirements.
- Conduct a thorough review of all submitted proposals. Employ a discerning evaluation process to select the most suitable vendor based on defined criteria, ensuring alignment with project goals, technical capabilities, and overall suitability.
- Utilize the Agency IT Strategic Planning Template and Guide process to enhance integration of the CMS replacement initiative with broader organizational strategies and consistency with enterprise guidelines.



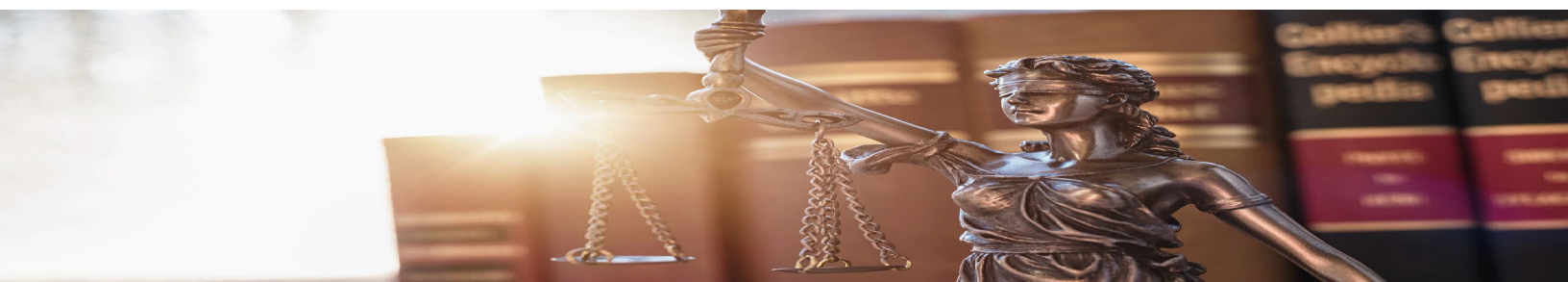
Goal 4.2: Agency Website Revitalization

January – March 2024: Content Identification and Planning

- Agency leadership spearheads the identification of outdated content and prioritizes areas requiring urgent updates.
- Conduct a thorough content audit to pinpoint outdated or inaccurate information.
- Develop a meticulous plan outlining the sequence and urgency of content updates.
- To the extent its applicable, engage relevant stakeholders to ensure comprehensive identification of critical content areas.
- Agency leadership develop a content strategy.

January – April 2024: Comprehensive Website Update Plan

- Agency leadership collaborates with ISS-4 to create a detailed plan for updating and maintaining the agency website, while concurrently enhancing technical proficiency through SharePoint training.
- Partner with ISS-4 to assess the current state of the website and identify technical requirements for updates.
- Develop a comprehensive plan, outlining roles, responsibilities, and timelines for website updates.





Diversity, Equity, Inclusion (DEI) Plan

As reflected in our Diversity, Equity, and Inclusion (DEI) Statement, the PSRB is committed to fostering a more inclusive and equitable agency through its DEI Plan, which acts as the guiding framework for the maximal integration of DEI principles into the core operations of the Board. Our primary objectives are rooted in acknowledging our responsibility to serve all Oregonians without perpetuating systemic disparities. This plan stands as a testament to our dedication to fostering a more inclusive and equitable society, beginning within our own agency. It offers a panoramic view of the PSRB's strategy in addressing DEI-related issues, with the understanding that more specific objectives and measures will be developed in the forthcoming iteration of the Board's Affirmative Action Plan.

Initiative 1: Cultivating Inclusive Workforce Practices:

This initiative focuses on fostering an inclusive work environment by actively promoting diverse recruitment, retention, and promotion practices. It aims to create an atmosphere where open communication about differences is encouraged, and collaboration is valued at all agency levels.

Objective 1.1

Efficiently communicate employment opportunities through diverse channels to ensure broad reach and encourage a varied applicant pool. Recruit, promote, and retain qualified members of protected groups across all levels, including Board member positions, fostering diversity at every organizational tier.

Objective 1.2

Collaborate with the Oregon Office of Cultural Change to maintain an alliance with the State of Oregon's DEI Action Plan, ensuring synchronization with broader state initiatives.

Initiative 2: Alignment with State DEI Action Plan

This initiative emphasizes the PSRB's commitment to aligning with the State of Oregon's DEI Action Plan. It involves collaboration with Oregon's Director of Cultural Change, ensuring that the agency stays well-informed about DEI principles, seeks opportunities for growth, and develops skills to identify policies contributing to inequities and develop policies that are DEI-informed.

Objective 2.1

Create an environment that encourages open communication about differences and empowers individuals at all levels to contribute their best work. Value and sustain a culture of collaboration within the agency, ensuring staff alignment and cohesive efforts towards the agency mission with its values in mind.

Objective 2.2

Leverage the OCC TEAMS Channel for streamlined access to opportunities for training, shared information, and collaborative consultations. Actively seek opportunities for collaboration across the enterprise.

Initiative 3: Advancing Data-Informed Evaluation

This initiative centers on the strategic optimization of data collection processes within the domain of diversity demographics, specifically geared towards identifying potential patterns of inequitable or exclusionary practices within PSRB programming and decision-making. This initiative is connected to concurrent efforts focusing on technological modernization but distinctively emphasizes building the capacity to collect and disseminate data critical for unveiling issues related to diversity, equity, and inclusion within the Board's operations. By enhancing data-informed decision-making, the PSRB aspires to be better informed and proactive in its pursuit of continual improvement.

Objective 3.1

Conduct a comprehensive stakeholder assessment to identify and evaluate data instrumental in measuring potential disparities within PSRB programming. Key focus areas may include access to the insanity defense, hearing outcomes, length of stay in specific care levels, and the frequency of revocations. The objective is to establish a robust foundation for measuring and addressing disparities effectively.

Objective 3.2

Ensure that the development of the agency's new case management system incorporates robust functionalities and features specifically designed to compile, track, and analyze data related to DEI identified metrics.

Objective 3.3

Following the identification of crucial data sets indicating disparities within PSRB programming, develop and implement a comprehensive plan to publish these identified data assets on the State's Open Data Portal. This initiative aims to foster transparency and encourage research analysis by professionals with expertise in diversity, equity, and inclusion.

Initiative 4: Transparency and Cultural Responsiveness

This initiative centers on promoting operational transparency and cultural responsiveness. It involves incorporating DEI questions into employee satisfaction surveys, reviewing and updating external communications to be trauma-informed, providing training and support to staff, and integrating DEI into staff development initiatives and goals. The goal is to ensure that organizational practices align with DEI principles and are responsive to the diverse needs of stakeholders.

Objective 4.1

Develop inclusive Employee Satisfaction Surveys by integrating DEI questions that measure satisfaction with respect to inclusivity, feeling of belonging, and having voices heard, actively contributing.

Objective 4.2

Enhance Employee Inclusivity Perception by integrating DEI-related questions into employee satisfaction surveys and measure responses to assess for perceptions of inclusivity, belonging, opportunities for input and growth, diversity recognition, fair treatment, and workplace culture.

Objective 4.3

Conduct a comprehensive review and revision of the agency's external communications. The goal is to ensure that agency messaging aligns with DEI values, demonstrating a commitment to inclusivity, cultural responsiveness, and trauma-informed care. Provide training to staff to foster awareness and understanding of the impact that external communications can have on promoting diversity, equity, and inclusion.



Initiative 5: Staff Training and Support:

This initiative centers on promoting operational transparency and cultural responsiveness. It involves incorporating DEI questions into employee satisfaction surveys, reviewing and updating external communications to be trauma-informed, providing training and support to staff, and integrating DEI into staff development initiatives and goals. The goal is to ensure that organizational practices align with DEI principles and are responsive to the diverse needs of stakeholders.

Objective 5.1

Implement a specialized training program for Board members and staff, focusing on critical topics such as unconscious bias, microaggressions, cultural humility, and trauma-informed care. The program aims to enhance staff and Board awareness, competence, and sensitivity in handling diverse and complex situations and in the Board's conducting of hearings.

Objective 5.2

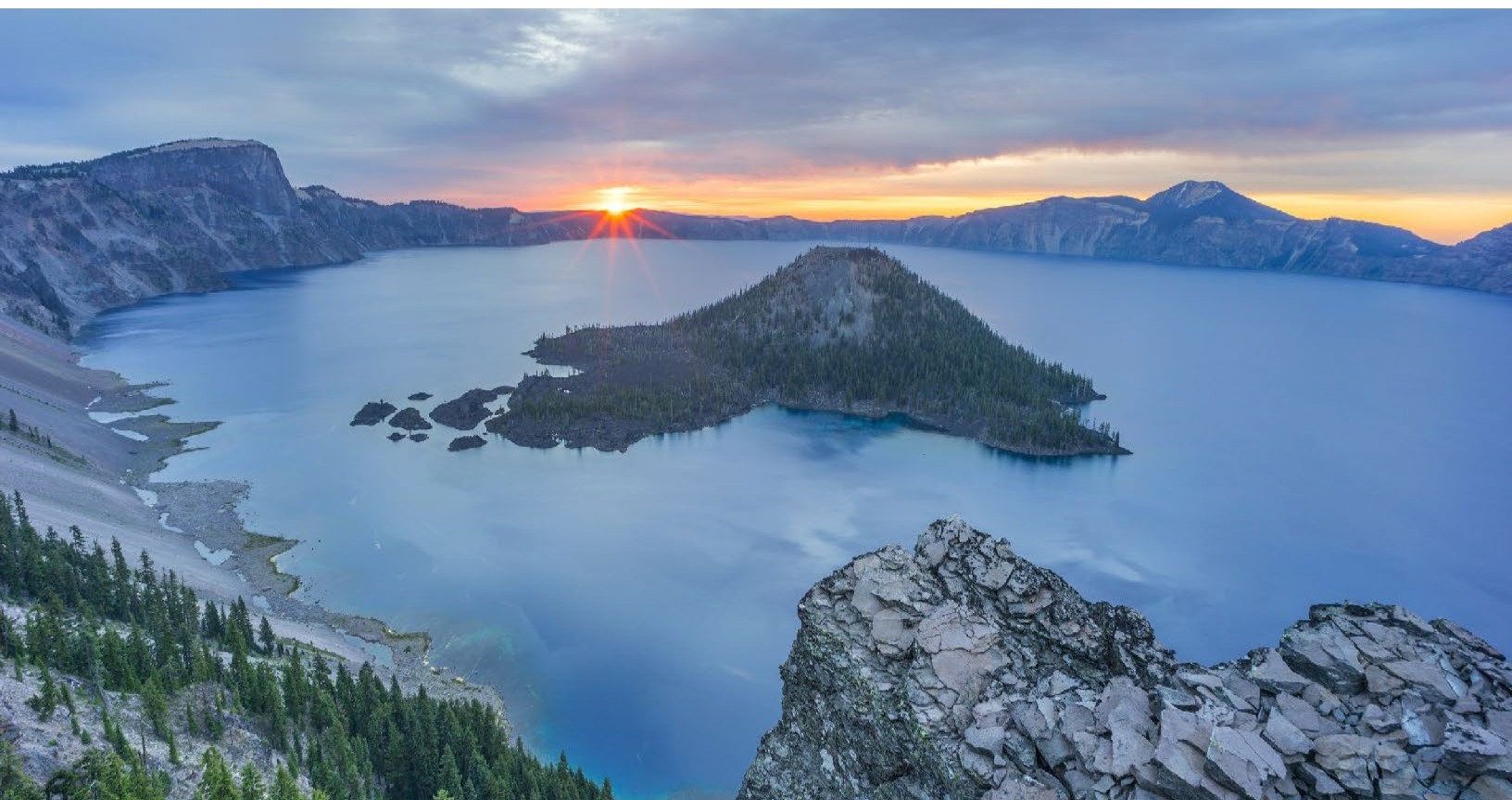
Foster a workplace culture that values continuous education and awareness. Develop mechanisms for ongoing training opportunities, encouraging staff to actively engage in educational initiatives that contribute to their professional growth and understanding of diversity, equity, and inclusion principles.

Objective 5.3

Conduct a thorough review and update of Board staff position descriptions to explicitly incorporate the state's equity vision, values, and goals. Ensure that each position aligns seamlessly with broader equity objectives, reflecting the commitment to diversity and inclusion in every role.

Objective 5.4

Integrate Diversity, Equity, and Inclusion (DEI) training seamlessly into staff development initiatives and goals. Establish a structured approach to weave DEI principles into ongoing professional development, ensuring that staff are equipped with the knowledge and skills necessary to actively contribute to the organization's equity objectives.





Psychiatric Security Review Board

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