County of San Diego
Procurement Process Overview

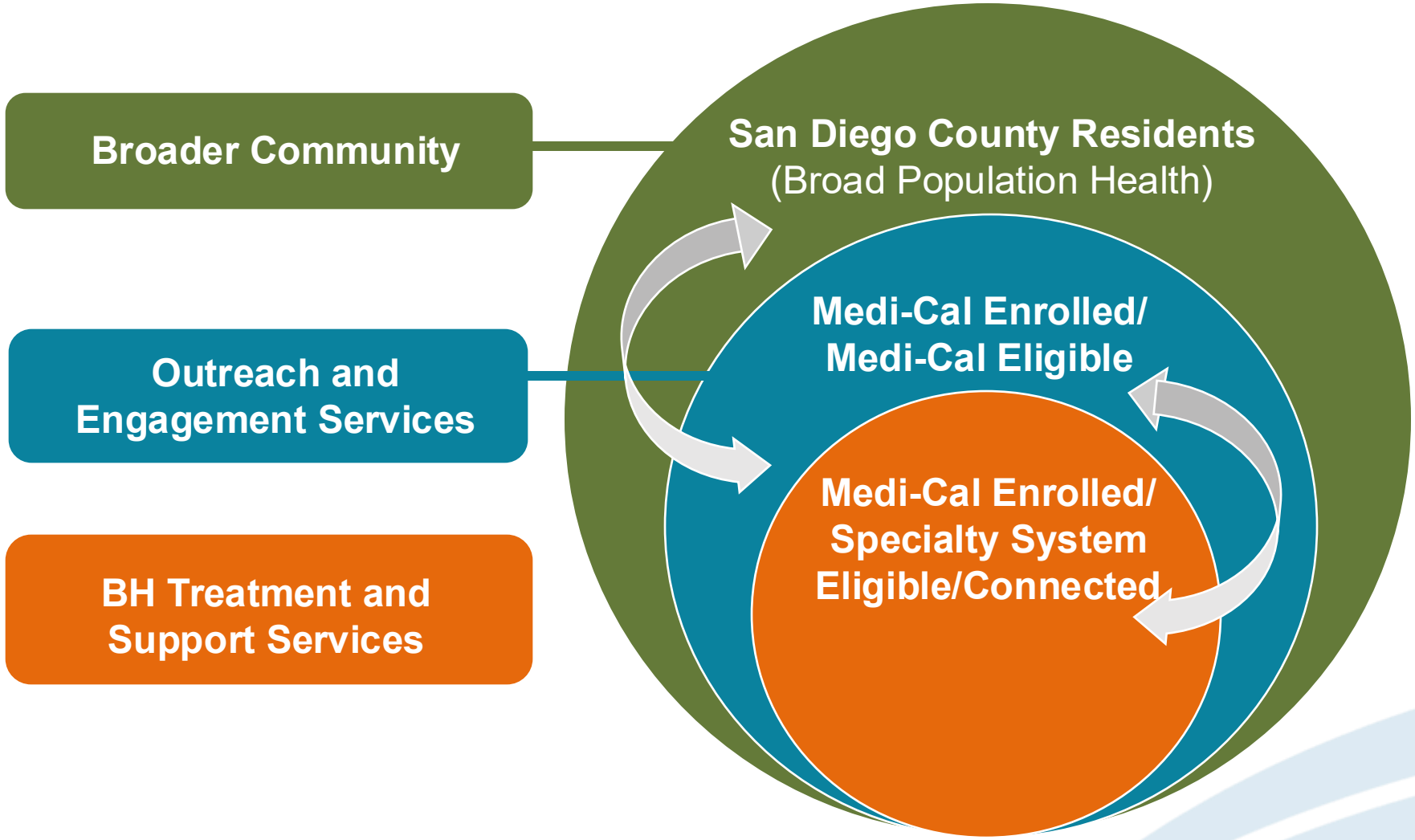
Behavioral Health Advisory Board (BHAB) Meeting
Thursday, June 5, 2025

Nicole Esposito, MD, Chief Population Health Officer, Population Health Unit, Behavioral Health Services (BHS)

Maggie Ramsberger, Director, Agency Contract Support, Health and Human Services Agency (HHSA)

Sheena Figueroa, Chief, Procurement Services, Department of Purchasing and Contracting

WHO DO WE SERVE?



WHAT IS BHS' ROLE?

County Behavioral Health departments provide specialty mental health and substance use services to people who are eligible and enrolled in Medi-Cal.

BHS administers an integrated Behavioral Health Plan (BHP), which includes:

- Mental Health Plan (MHP)
- Drug Medi-Cal Organized Delivery System (DMC-ODS) Plan



Network adequacy is <u>required</u> to ensure people have timely access to care.

MEMBER BENEFITS

Mental Health Services under the County MHP:

Mental Health Services	Medication Support	Crisis Intervention	Mobile Crisis Services	Crisis Stabilization	Adult Residential Treatment
Crisis Residential Treatment	Psychiatric Health Facility Services	Psychiatric Inpatient Hospital Services	Targeted Case Management	Certified Peer Support Services	Day Treatment Intensive Services
Day Rehabilitation	Intensive Care Coordination (< age 21)	Intensive Home-Based Services (< age 21)	Therapeutic Behavioral Services (< age 21)	Therapeutic Foster Care (< age 21)	

MEMBER BENEFITS

Substance Use Services under DMC-ODS Plan:

Screening, Brief Intervention, Referral to Treatment and Early Intervention (< age 21)	Withdrawal Management (residential and ambulatory)	Intensive Outpatient Treatment	Outpatient Treatment
Narcotic Treatment Programs	Recovery	Care Coordination (delivered within treatment programs)	Clinician Consultation
Medications for Addiction Treatment (MAT)	Residential Treatment	Certified Peer Support Services	

ROLE OF THE MANAGED CARE PLANS

Medi-Cal members receive **physical care services, Enhanced Care Management (ECM),** and **Community Supports (CS),** through the Managed Care Plans (MCPs).

MCPs also are responsible for covering non-specialty mental health services *(mild to moderate)*

4 MCPs in San Diego County:

- Blue Shield of California Promise Health Plan
- Community Health Group Partnership Plan
- Kaiser Permanente
- Molina Healthcare of California

BHS NETWORK OF CARE

Mental Health and Substance Use Services

- Provided through a network of County-operated and contracted providers
- Includes small, medium, and large community-based organizations that are diverse and geographically dispersed across our region.



Currently, there are 145 providers



Over 365 contracts



~ 200 contracts that are Medi-Cal reimbursable

Services are awarded through a formal procurement process based on the **County's Administrative Code 401**.

WHAT IS PROCUREMENT?

Procurement is the process of acquiring goods, services or work from an external source.

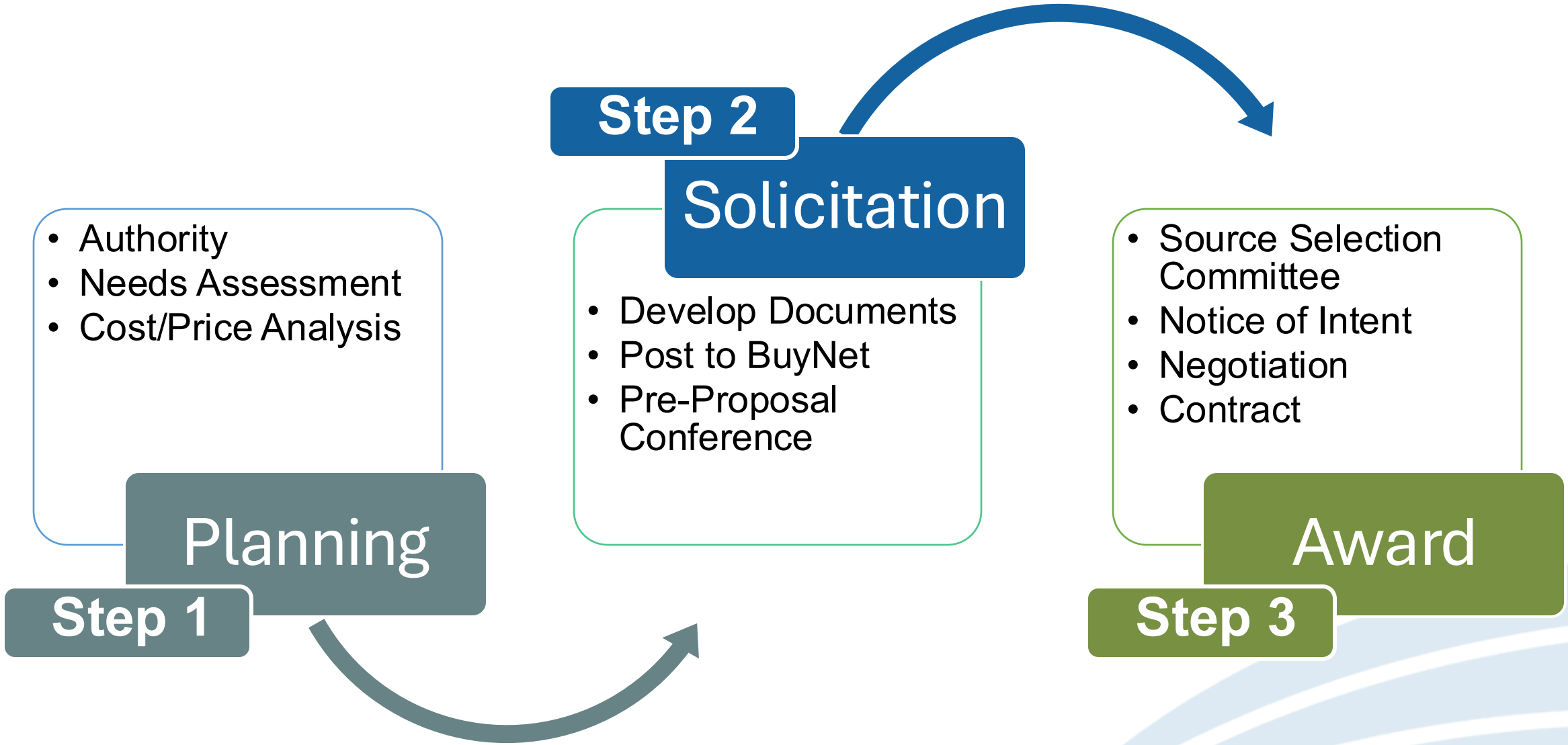


Important goals for County procurements include:

1. Fair and open competition
2. Best **value*** to the organization
3. Minimize risk

**Value is not limited to cost. It can include quality, quantity, time and other factors.*

OVERVIEW OF PROCUREMENT



STEP 1: PLANNING

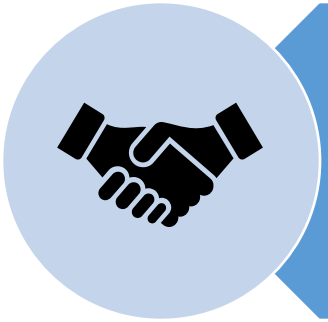
ACTIVITIES DONE PRIOR TO POSTING A SOLICITATION

Authority	• Do we have legal authority to procure for goods or services?
Needs Assessment	• What does the data show? • What feedback have we gotten from stakeholders? • What is an appropriate term?
Cost/Price Analysis	• What might the services cost in the region? • Do we have enough funding to cover the cost?

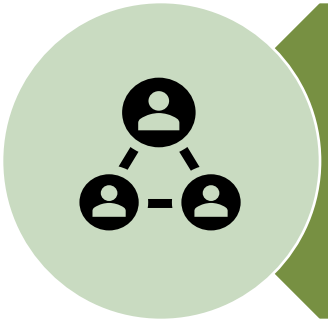
CLOSER LOOK – AUTHORITY

COUNTY ADMIN CODE SECTION 401 – PROCUREMENT

Sets parameters in which the Director of Dept. of Purchasing and Contracting can enter into contracts without obtaining the Board of Supervisors approval, including:



Example: *BHS issued a competitive solicitation for Substance Use Disorder Media Advocacy training, which had an annual total value of $146,000 and did not require prior Board Authority to procure.*



Example: *BHS contracted with the California Mental Health Services Authority (CalMHSA) to access their agreement with Streamline Healthcare Solutions for access to the Semi-Statewide Electronic Health Record (SmartCare).*

CLOSER LOOK – AUTHORITY

COUNTY ADMIN CODE SECTION 401 – PROCUREMENT (CONT.)

COMPETITIVE

Example: *BHS intends to procure Adult Drug Court and Re-entry Court outpatient treatment services, which will total over $1M annually and must have Board Authority prior to issuing the procurement.*

SINGLE SOURCE

Example: *BHS wants to enter into a Single Source contract with ELLKAY Information System to provide data storage services. Because they contract will total over $100K annually, the Board must authorize this contract.*

EXTENSIONS AND AMENDMENTS

Example: *BHS needs to extend its contract for Mobile Crisis Response Team in the North Region by an additional year from original authorized term, to align with the procurement of all MCRT regions.*

CLOSER LOOK – CONTRACT TERMS

1+4 option years

- The standard County term, which balances the benefit of continuity of services with the ability to test the market for providers that can offer more value to the County

Non-standard option years

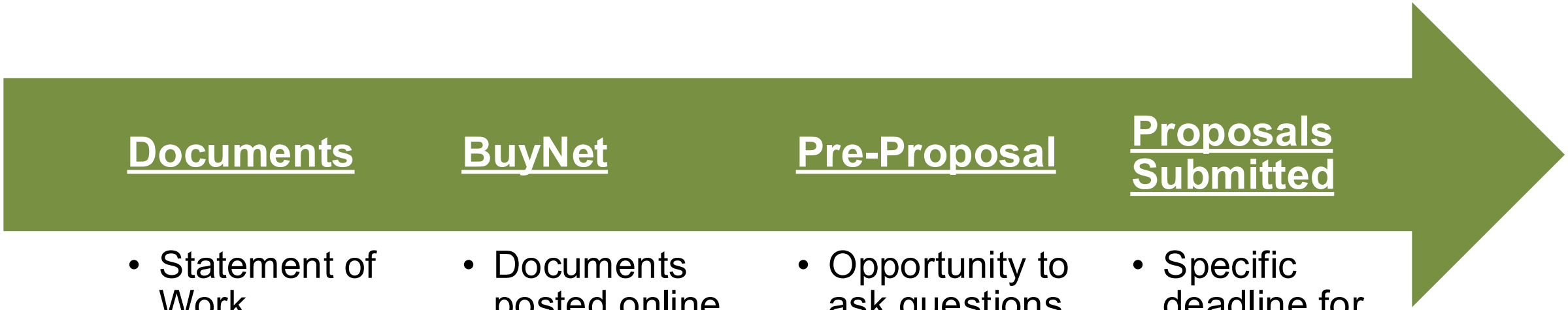
- Short-term funding that will only support a contract for a specified number of years
- Capital projects that might necessitate a longer contract timeline, to account for zoning, licensing, construction, etc. before services can start

Contract extensions

- Could be necessary in different scenarios, like changes in funding, regulations or other outside factors not known at the time of procurement

STEP 2: SOLICITATION

DEVELOPING AND POSTING THE PROCUREMENT PACKAGE



- Statement of Work
- Submittal Requirements
- Evaluation Criteria

- Documents posted online
- Notices sent to interested parties

- Opportunity to ask questions

- Specific deadline for offerors

STEP 3: AWARD

EVALUATING AND AWARDING CONTRACT

Source Selection Committee

- Screened for conflicts of interest, expertise and diversity
- Confidential to avoid outside influence
- Reviews proposals against established evaluation criteria

Notice of Intent to Award

- Posted to BuyNet following recommendation of SSC and approval of the Source Selection Authority
- Protest period of 5 days follows

Negotiations

- Finalizing terms of the contract between County and the offeror

Contract Executed

CONTRACT & SERVICE MONITORING

Contracting Officer Representative (COR) Responsibilities

- Perform an annual risk assessment to determine the risk level of the contract
- Develop an annual monitoring plan in alignment to the assigned risk level
- Ensure all costs invoiced to the County are reasonable, allowable and appropriately categorized
- Ensure all contract requirements, including service levels, are met
- Address any concerns with the contractor timely

CONTRACT & SERVICE MONITORING

OUTCOMES
SHIFTING FOCUS: FROM PROGRAMS TO PEOPLE

What We Are Moving Away From

- Contract-specific metrics
- Overly prescriptive monitoring
- Fragmented network evaluation approach

What We Are Moving Towards

- Network performance as a whole
  - ➢ Quality benchmarks (e.g., HEDIS)
  - ➢ BHSA statewide behavioral health goals
  - ➢ Network adequacy

Network Metrics Achieved

CONTRACT & SERVICE MONITORING

OUTCOMES
BEHAVIORAL HEALTH SERVICES ACT MEASURES

Phase 1: Population Behavioral Health Measures

*Indicates ***priority*** statewide BH Goal

Goals for Improvement	Goals for Reduction
Care experience	Suicides
Access to care*	Overdoses
Prevention and treatment of co-occurring physical health conditions	Untreated behavioral health conditions*
Quality of life	Institutionalization*
Social connection	Homelessness*
Engagement in school	Justice-Involvement*
Engagement in work	Removal of children from home*

Health equity will be incorporated in each of the BH Goals

Phase 2: Plan Performance Measures

Metrics forthcoming, will focus on plan performance

COUNTY PROCUREMENT PRIORITIES

Proposed changes to the County procurement policies

- Increase participation from small businesses and non-profits in County contracts
- Support the County's goals of Equity and Sustainability through contracting and purchasing
- Increase efficiency in County procurement processes

Questions?