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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)

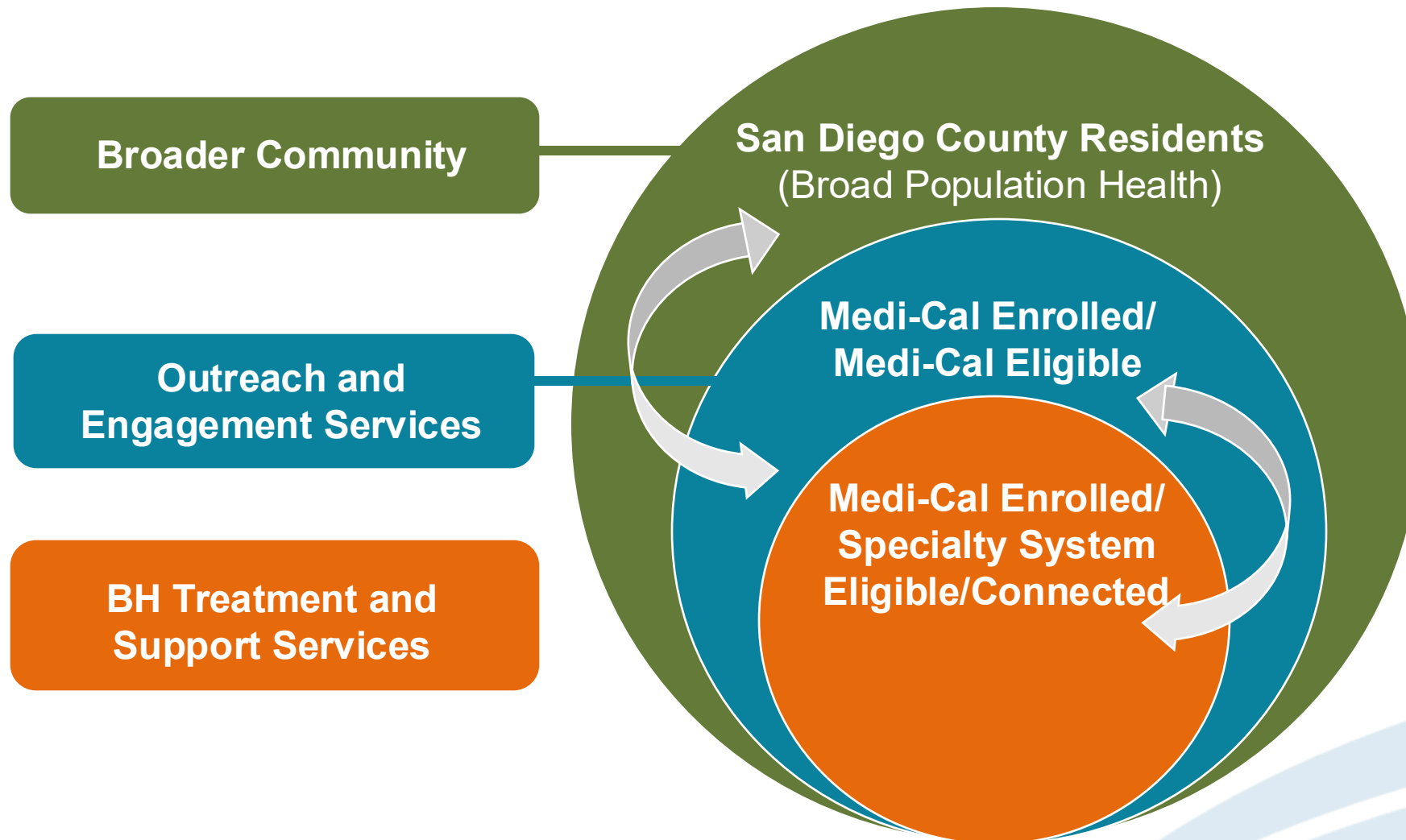
Maggie Ramsberger, Director, Agency Contract Support, Health and Human Services Agency (HHSA)

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

WHO DO WE SERVE?



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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 required 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

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.

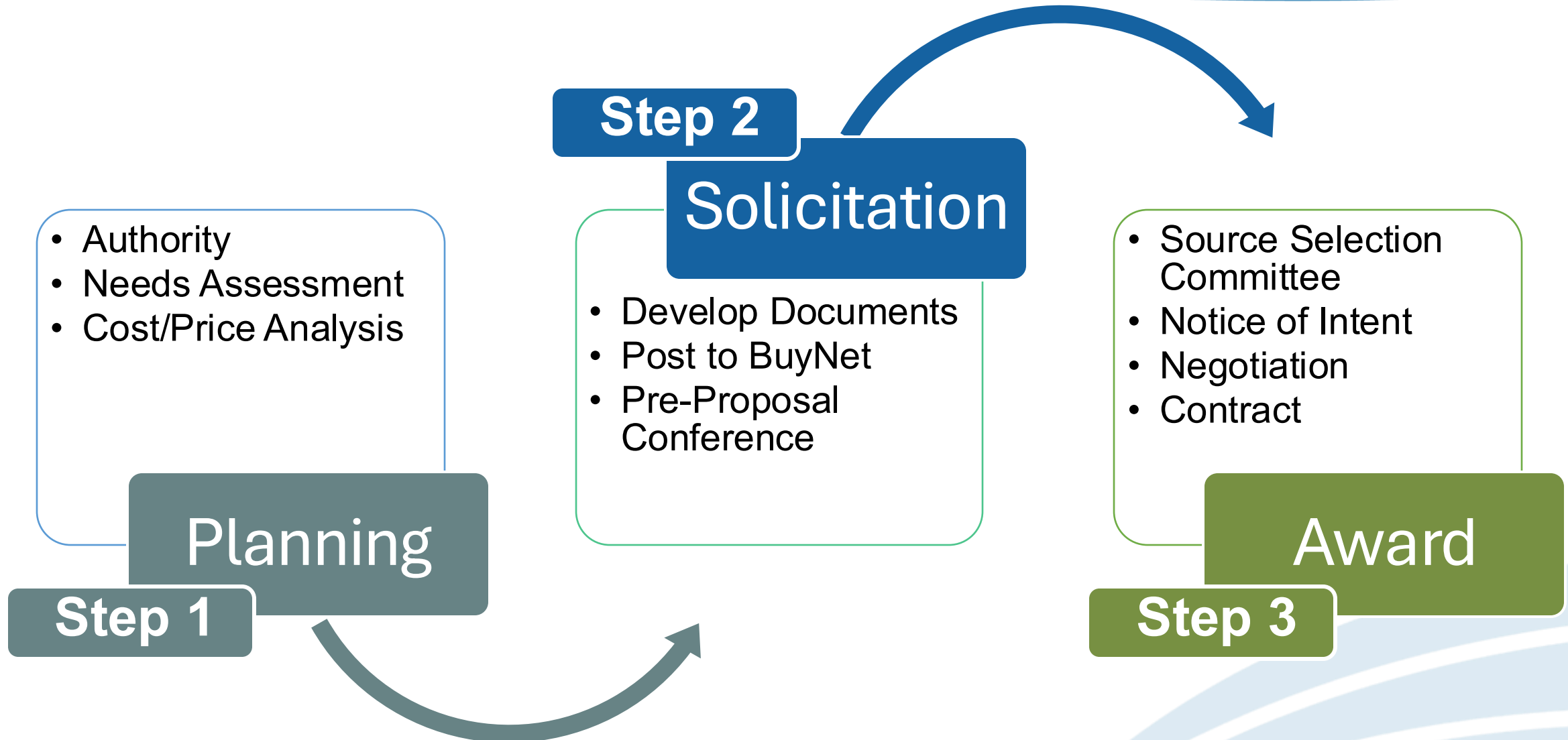


Important goals for County procurements include:

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

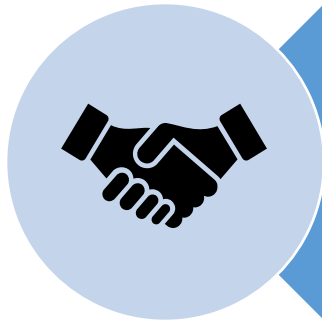
- What might the services cost in the region?
- Do we have enough funding to cover the cost?

CLOSER LOOK – AUTHORITY

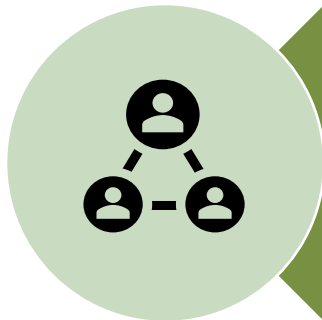


COUNTY ADMIN CODE SECTION 401 – PROCUREMENT

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

Documents

- Statement of Work
- Submittal Requirements
- Evaluation Criteria

BuyNet

- Documents posted online
- Notices sent to interested parties

Pre-Proposal

- Opportunity to ask questions

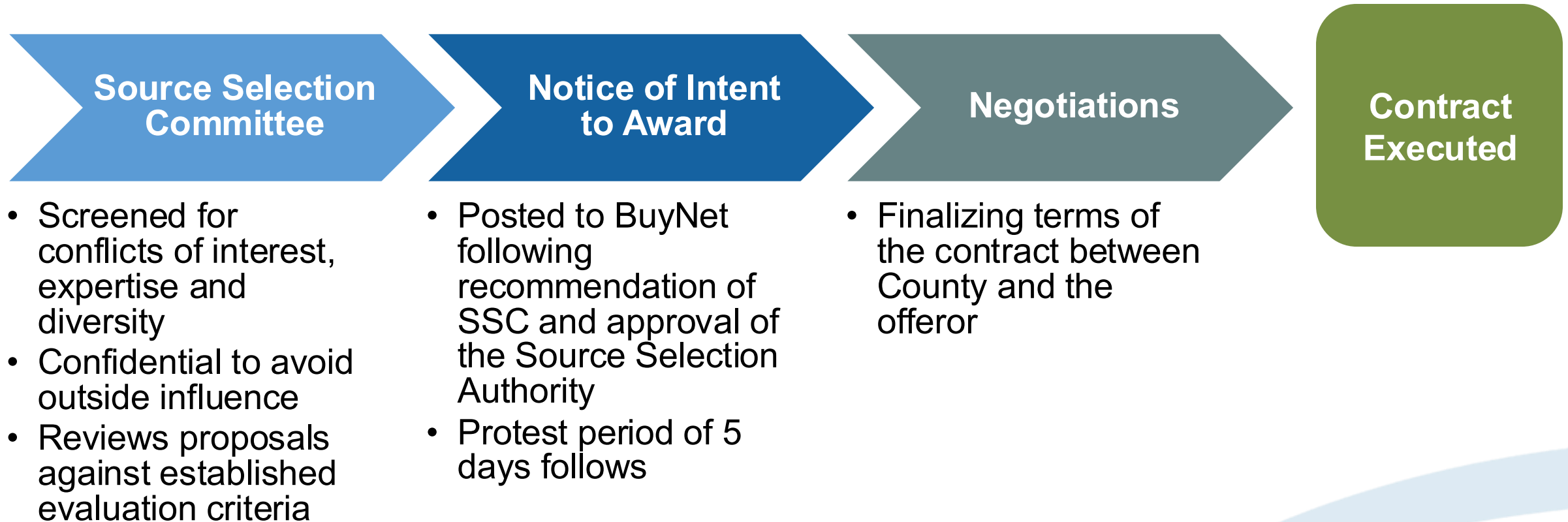
Proposals Submitted

- Specific deadline for offerors

STEP 3: AWARD



EVALUATING AND AWARDING CONTRACT



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

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



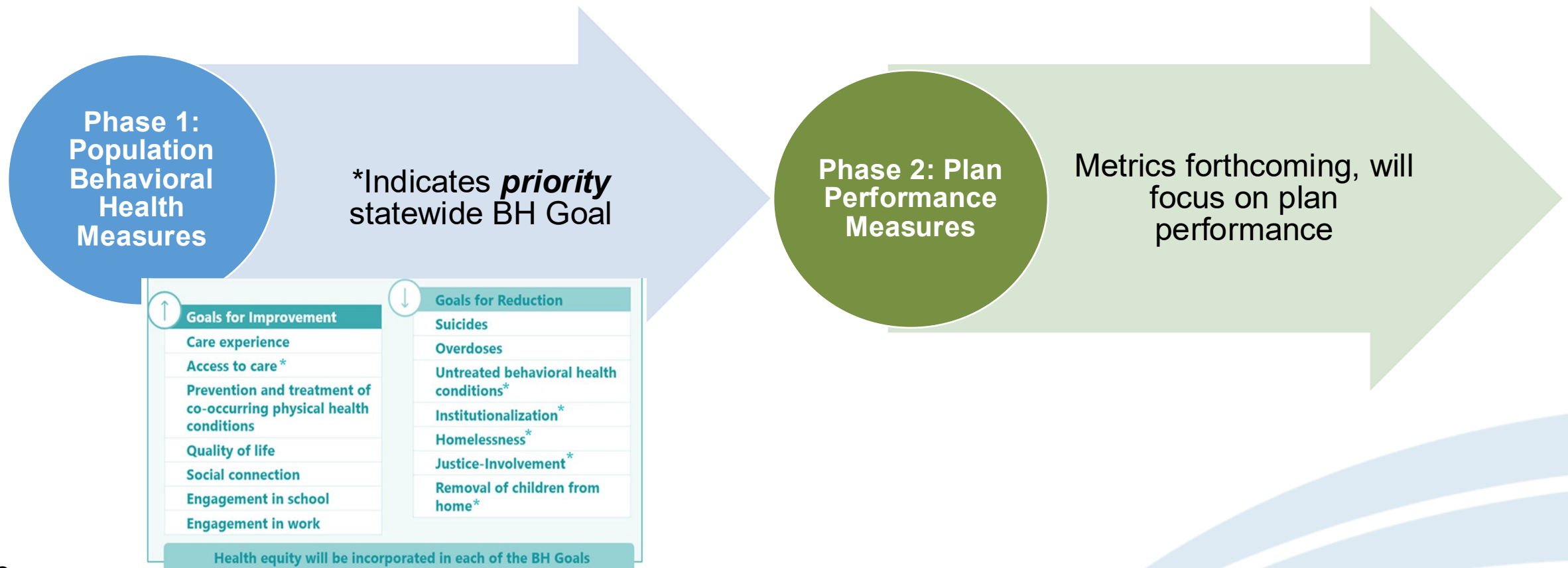
Network Metrics Achieved

CONTRACT & SERVICE MONITORING



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OUTCOMES BEHAVIORAL HEALTH SERVICES ACT MEASURES



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



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Questions?