



COUNTY OF SAN DIEGO

AGENDA ITEM

BOARD OF SUPERVISORS

GREG COX
First District

DIANNE JACOB
Second District

KRISTIN GASPAR
Third District

NATHAN FLETCHER
Fourth District

JIM DESMOND
Fifth District

DATE: March 26, 2019

XX

TO: Board of Supervisors

SUBJECT

UPDATE ON ADVANCING THE BEHAVIORAL HEALTH CONTINUUM OF CARE THROUGH REGIONAL COLLABORATION AND INNOVATION (DISTRICTS: ALL)

OVERVIEW

On July 24, 2018 (2), Supervisor Kristin Gaspar initiated a Board Conference to present a comprehensive assessment of the state of inpatient psychiatric care in San Diego County and provide immediate and long-term recommendations for addressing a potentially significant loss of future services for people in psychiatric crisis, resulting from inpatient behavioral health units closing at local hospitals.

In response to Supervisor Gaspar's request, the County of San Diego Health and Human Services Agency (HSA) convened the Board Conference on October 30, 2018 (3) entitled: *Caring for People in Psychiatric Crisis*. After an overview of the current system, panelists across multiple sectors described specific challenges, responses and opportunities to optimize care for people with serious psychiatric needs who interact with multiple systems. The Conference included immediate strategies to address the loss of inpatient psychiatric services and long-term strategies to better serve people when they experience a psychiatric crisis or help them prevent such a crisis. The strategies focused on reviewing and strengthening the full continuum of behavioral health care services through regional collaboration to achieve the best collective results for the people we serve.

On December 11, 2018 (25), the Board of Supervisors (Board) directed the Chief Administrative Officer to procure a consultant to facilitate follow up actions in response to the Board Conference and return to the Board quarterly with updates on the progress of this regional collaboration and possible recommendations for further action of the Board.

Today's item will provide the first quarterly update on Advancing the Behavioral Health Continuum of Care Through Regional Collaboration and Innovation, reporting actions during the time period of December 12, 2018, through March 31, 2019.

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RECOMMENDATION(S)

CHIEF ADMINISTRATIVE OFFICER

Receive the quarterly update on Advancing the Behavioral Health Continuum of Care Through Regional Collaboration and Innovation.

FISCAL IMPACT

There is no fiscal impact associated with this item. There will be no change in net General Fund costs and no additional staff years.

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

At the meeting on March 7, 2019, the Behavioral Health Advisory Board voted to approve this item.

BACKGROUND

I. BOARD CONFERENCE: CALL AND RESPONSE

On July 24, 2018 (2), Supervisor Kristin Gaspar initiated a Board Conference (Conference) to present a comprehensive assessment of the state of inpatient psychiatric care in San Diego County and provide immediate and long-term recommendations for addressing a potentially significant loss of future services for people in psychiatric crisis, resulting from inpatient behavioral health units closing at local hospitals.

In response to Supervisor Gaspar's request, the County of San Diego Health and Human Services Agency (HHS) convened the Conference on October 30, 2018 (3) entitled: *Caring for People in Psychiatric Crisis*. The Conference provided an overview of the current behavioral health system in San Diego County, perspectives from cross-sector partners, and a look at innovative ways to improve care coordination, data sharing, and align services to care for people living with mental illness. At the center of the conference was the voice of the client through shared personal stories and a continued focus on how to support individuals on the path to recovery.

The Evolution of Behavioral Health

The Conference opened with a 60-year historical narrative of state and federal policies that were designed to:

- Eliminate life-long institutionalization that separated behavioral health from physical health services;
- Ensure a safety net for the indigent population; and
- Provide specialty mental health care for our Medi-Cal population.

These actions were successful in meeting some of these goals. However, the policy and funding regulations also unintentionally:

- Created disjointed systems, resulting in siloed services that are difficult to navigate for someone who requires care;
- Failed to address social service needs like housing to care for the whole person; and

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- Diminished the behavioral health workforce, which many new doctors and nurses are reluctant to join.

A Shared Issue

The Conference highlighted the important role of key partners including hospitals, law enforcement, community clinics, jails and public safety partners, housing, and social services, all of whom are likely to interact with someone in a psychiatric crisis. However, people in crisis may not be connected to the appropriate level of care through their first entry to the system or at any time during their journey to recovery. As an example, individuals with complex behavioral health needs are frequently brought to a hospital Emergency Department (ED), even though EDs are not designed to assess and treat these needs. Each partner has a system in place to support those in crisis; however, improved collaboration is needed to ensure the right care is provided at the right time.

To further demonstrate these points, the Conference featured three cross-sector panel discussions from expert community stakeholders including:

- Public Safety;
- Behavioral Health and Healthcare; and
- Housing and Social Services.

Each panelist focused on sector-specific challenges, responses, and innovative opportunities to achieve integrated care and coordinated services by:

- Bolstering cross-sector partnerships and sharing responsibility to address the needs of those with psychiatric illness;
- Strengthening the continuity of care through regional collaboration across sectors;
- Using innovative models to create meaningful and lasting changes; and
- Implementing both county-wide and regional solutions to best meet the needs of San Diego County's diverse communities.

The Conference reinforced the importance of collaboration and the need to develop a shared vision among all partners to achieve the greatest collective impact and the best outcomes for the people we serve.

Immediate Actions

The Conference concluded with highlights of immediate actions already taken by HHSA, Behavioral Health Services (BHS) to enhance the continuum of care including:

- Maintaining services available to North County residents;
- Augmenting investments to ensure appropriate inpatient psychiatric bed capacity;
- Increasing the availability of long-term and step-down care, building on the expansion over the last four years; and
- Defining next steps to plan and facilitate project management of a behavioral health continuum redesign, with participation from all stakeholders including consumers and their families.

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On December 11, 2018 (25), the Board of Supervisors (Board) directed the Chief Administrative Officer to procure a consultant to facilitate follow up actions in response to the Board Conference to include convening multi-disciplinary and cross-sector stakeholders to conduct a thorough needs assessment and recommend appropriate legislative and policy actions. Additionally, a request was made to return to the Board with quarterly updates on the progress of this regional collaboration and offer possible recommendations for further action of the Board.

Today's item is the first of these quarterly updates and offers a look into upcoming actions. These actions will complement and accelerate ongoing work across systems to provide optimal resources for recovery and support the County of San Diego's *Live Well San Diego* vision for a region where all residents have the opportunity to build better health, live safely and thrive.

II. UPDATES DURING THIS REPORTING PERIOD (12/12/18-3/31/19)

1. On December 24, 2018, the County of San Diego posted a Request for Proposals to seek offerors interested in consultant services specifically, to develop, implement and evaluate cross-sector convening and governance structure to facilitate follow-up actions from the Conference. The consultant will also work with HHSA, BHS staff, elected officials, and leaders in the health, public safety, housing and social services sectors to advise the County of San Diego's Chief Administrative Officer about service intervention recommendations.

On March 13, 2019, Public Consulting Group, Inc. (PCG) was awarded the contract for the consultant services. PCG proposed an approach that was aligned with the *Live Well San Diego* vision by reporting prior experience in intercept mapping between behavioral health and public safety, providing a detailed process for collecting and managing data, highlighting the importance of population health metrics and demonstrating a depth of experience presenting and testifying to legislative bodies and policy makers.

2. Within this reporting period, the County of San Diego took action to address the need for available step-down and long-term care beds which continues to be a vital need. These resources offer transitional support for people experiencing an acute behavioral health need when they are discharged from an inpatient psychiatric hospital. Actions include and resulted in:
 - a. The addition of 67 Institutions for Mental Diseases (IMD) beds which has reduced the total number of clients waiting for IMD placement from 55 to 17 (as of 2/21/19).
 - b. The number of clients in acute psychiatric hospitals awaiting sub-acute or post-acute placement has dropped from 40 to 17 (as of 2/21/19).

Additional anticipated activities addressing the need for available step-down and long-term care beds locally, include:

- a. A new contract for 40 Skilled Nursing Facility Special Treatment Program beds is pending facility licensing and is anticipated for spring 2019. This secured (locked) 24-hour facility provides structured programs for clients with serious psychiatric and moderate adaptive functioning impairment.
- b. A proposed transitional residential board and care facility with up to 16 beds is anticipated to be available, pending facility licensing and Medi-Cal Certification.

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III. UPCOMING ACTIVITIES FOR FUTURE REPORTING PERIODS

2. PCG is prepared to provide a systematic way for participants to collaborate and identify common themes in improving the behavioral health system. PCG will engage County leadership, healthcare system partners, behavioral health partners, public safety, housing and homeless services providers, consumers, family members, and advocates by facilitating convenings to provide data and additional context for a needs assessment.
3. PCG will report quarterly status updates to the Board of Supervisors that includes the development and assistance of service interventions across behavioral health priority areas. Their updates will also include the priority areas that have seen momentum during this reporting period. The priority areas are as follows:
 - a. *Prevention and early intervention strategy.*
 - b. *Care coordination* among and between sectors.
 - c. *“Front end” services* to include non-emergency department crisis stabilization, urgent care, and withdrawal management.
 - d. *“Back end” services*, to include long-term care, step-down beds, and board and care services. PCG will report on the development of the 40 Skilled Nursing Facility Special Treatment Program beds and transitional residential board and care facility noted previously.

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

Today's actions support the County's 2019-2024 Strategic Plan and the Building Better Health initiative to achieve our County's goal of a fully optimized health and social service delivery system to make it an industry leader in efficiency, integration and innovation. Additionally, today's item supports the Operational Excellence initiative goal that our County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration.

Respectfully submitted,



HELEN N. ROBBINS-MEYER
Chief Administrative Officer

ATTACHMENT(S)

N/A

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AGENDA ITEM INFORMATION SHEET

REQUIRES FOUR VOTES: Yes No

WRITTEN DISCLOSURE PER COUNTY CHARTER SECTION 1000.1 REQUIRED

 Yes No

PREVIOUS RELEVANT BOARD ACTIONS:

December 11, 2018 (25), Advancing the Behavioral Health Continuum of Care Through Regional Collaboration and Innovation; October 30, 2018 (3), Board Conference: Caring for People in Psychiatric Crisis in San Diego County; July 24, 2018 (2), Assessing the State of Inpatient Psychiatric Care in San Diego County.

BOARD POLICIES APPLICABLE:

N/A

BOARD POLICY STATEMENTS:

N/A

MANDATORY COMPLIANCE:

N/A

ORACLE AWARD NUMBER(S) AND CONTRACT AND/OR REQUISITION NUMBER(S):

559918

ORIGINATING DEPARTMENT: Health and Human Services Agency

OTHER CONCURRENCE(S): Public Safety Group

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