



# County of San Diego

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TO: Behavioral Health Advisory Board (BHAB)

FROM: Luke Bergmann, Ph.D., Director, Behavioral Health Services (BHS)

## **BEHAVIORAL HEALTH SERVICES (BHS) DIRECTOR'S REPORT – JULY 2022**

### **SUPPORT FOR WORKFORCE EDUCATION AND TRAINING**

#### **Behavioral Health Workforce Challenges and Needs Assessment**

On February 18, 2021, County Board of Supervisors Chair Nathan Fletcher delivered his State of the County Address and highlighted the growing number rate of mental health and substance use cases in San Diego County. Chair Fletcher reaffirmed his commitment to strengthen and enhance the behavioral health workforce to support the needs of the community as the County of San Diego (County) continues its transformation from a model of care driven by crisis to a system of continuous care.

During this fiscal year, BHS supported the engagement of the San Diego Workforce Partnership (SDWP) to gather regional workforce data, evaluate current and future need, and provide recommendations to address the public behavioral health workforce shortages across the region. As part of ongoing engagement, Chair Fletcher and the SDWP also facilitated a Behavioral Health Workforce Steering Committee that began in late November 2021. The committee, comprised of members and representatives across various sectors, including from service providers, universities, and hospitals, identified challenges within their domains and across the public behavioral health system, and focused on recruitment and retention of staff. Additionally, the Steering Committee continues to work on a workforce needs assessment report, which was presented to the Steering Committee on June 30, 2022. In late August 2022, the SDWP will host a Behavioral Health Workforce Symposium for leaders from behavioral health services, healthcare agencies, community-based organizations, universities and colleges, philanthropic leaders, and other community leaders to have an open dialogue about the needs assessment report, and discuss proposed regional strategies, goals, commitments and opportunities to support and enhance the behavioral health workforce.

#### **Efforts to Expand Interest and Recruit New Individuals into Public Behavioral Health**

BHS continues to promote and support opportunities to expand the pool of new individuals who are interested in working in the behavioral health field through events, stipends, and training.

- ***Careers in Public Service Presentation***

On March 11, 2022, BHS delivered a virtual presentation on careers in behavioral health at the San Diego Office of Education's 6<sup>th</sup> Annual *Careers in Public Service Student Event: From 911 Emergency to Service*. This presentation provided an overview of career pathways and levels

of training required to work in behavioral health, as well as real life experience as a clinician for a contracted provider and for the County of San Diego. The event catered to students in middle school, high school, and community college to learn what occurs when someone calls 911, the dispatcher's role, agencies involved, and how to use 911 appropriately.

- ***Behavioral Health Graduate Stipends***

In October 2021, the Southern Counties Regional Partnership (SCRIP) in partnership with the County provided a graduate student stipend opportunity to students completing their school year internships/practicums in a County or County-contracted behavioral health program. This opportunity closed in November 2021, with 22 graduate students awarded \$6,000 each. This opportunity will re-open in the next school year cycle and will run through 2024.

- ***Psychiatry Training Programs to Advance Community Psychiatry***

The University of California San Diego (UCSD) Community Psychiatry Program (CPP) trains psychiatry residents/fellows and psychiatric mental health nurse practitioner trainees to advance the concepts of Community Psychiatry and promote work in community-based settings. The program also places psychiatric mental health nurse practitioner (PMHNP) trainees side-by-side with psychiatry residents throughout the entire program. Approximately 2-3 psychiatry residents graduate from CPP each school year. Since 2017, nine of 13 psychiatry residents who have graduated from CPP have continued to work in public behavioral health settings. Currently there are nine psychiatry residents and seven PMHNP students participating in the program.

- ***Community College Career Pathways***

The San Diego Community College District (SDCCD) provides a Public Mental Health Academy (PMHA) to facilitate workforce development and career pathways in public behavioral health by offering coursework leading to a PMHA Certificate. There are currently 482 students enrolled in the program, with seventy-five percent (75%) reporting they have mental health lived experience. In FY 2021-2022, 31 students graduated from the program with most graduates continuing their education to earn their Associates of Arts (AA) degree and subsequently transferring to a university to continue working within public behavioral health.

- ***Behavioral Health Workforce Collaborative***

The Behavioral Health Workforce Collaborative (BHCW) comprised of individuals from community-based organizations, such as the Center, Union of Pan Asian Communities (UPAC), SDSU, and other stakeholders, strives to ensure that the following five elements are incorporated in workforce development: 1) community oriented; 2) culturally responsive; 3) person and family centered; 4) wellness driven; 5) recovery, resilience and whole-person focused. The collaborative has hosted several seminars since 2019 and includes members from several community-based organizations who have the shared goal for informing the behavioral health community about topics that impact behavioral health. Participants of the seminars expand beyond BHS staff and BHS contracted providers to include community, education, health care, and public safety stakeholders who share an interest in public behavioral health. During this recent fiscal year, the seminar topics presented by community leaders were *Staff Resilience Post-Pandemic* and *CalAIM & Peer Certification*.

### **Efforts to Retain Staff Currently Working in Public Behavioral Health**

BHS continues to seek opportunities to support staff currently working in the public behavioral health system through efforts such as the loan repayment program, providing clinical supervision, and ensuring that training opportunities exist that provide continuing education units.

- ***Loan Repayment Program***

Efforts have also been made to retain staff in public behavioral health. In March 2022, in partnership with the Southern Counties Regional Partnership (SCRIP), a loan repayment program opportunity was offered for staff that work in “hard to fill” positions in both County and County contracted behavioral health programs. This program is managed by the California Mental Health Services Authority (CalMHSA) and will award 81 staff \$7,500 after 12-months of consecutive employment in their current County and County contracted BH programs.

- ***Clinical Supervision Program***

In partnership with Human Resources, BHS, Child Welfare Services (CWS) and Aging and Independent Services (AIS) developed a clinical supervision program that will provide both individual supervision and group supervision to County staff to support their goal in obtaining their clinical license. This program is scheduled to begin in late June 2022.

- ***Training Opportunities***

Responsive Integrated Health Solutions (RIHS) provides training to County BHS Staff and County contracted behavioral health service providers. For FY 2021-2022, RIHS provided training to 1,486 participants. Most trainings were offered virtually; however, in June 2022 a few trainings were offered in-person. RIHS offered a range of training topics that included: Motivational Interviewing; Relapse Prevention; Care Coordination; Incorporating Trauma Informed Parenting into your Clinical Practice; Assessing and Addressing High Risk and Crisis Behaviors; and Enhanced Case Management. In addition, 14,155 individuals accessed e-Learnings that are offered by RIHS, with a large number of individuals participating in training that focused on cultural competency and skills development.

- ***Supporting Cultural Competency of Behavioral Health Leaders and Providers***

The Cultural Competency Academy (CCA) is a program under the Academy of Professional Excellence with San Diego State University (SDSU) Research Foundation. The CCA executive leadership series for BHS contracted providers was implemented in March 2021, with a focus on creating antiracist organizations. The CCA executive leadership series is designed for executives of behavioral health provider organizations and consisted of three 90-minute virtual training sessions, coaching, networking, and an executive project. Themes that were discussed during this series include privilege and classism in behavioral health, executive allyship, and the tools to lead change within their organizations. Two executive series were offered in FY 2020-2021 and one executive series in FY 2021-2022. In 2021, 14 executives completed the series and seven completed the series in 2022. CCA will continue to offer one foundational series to providers and one executive series in FY 2022-2023.

## **BHS EFFORTS TO OPTIMIZE COMMUNITY & STAKEHOLDER ENGAGEMENT**

### **Re-Envisioning the MHSA Community Program Planning (CPP) Process**

BHS continues to evaluate resources and tactical approaches to address community and departmental priorities and operational needs as the department evolves organizationally. A key area of focus that remains at the forefront is the enhancement of community engagement efforts, including a more strategic and impactful approach to the Community Program Planning (CPP) Process to align with broader enterprise-wide and HHS efforts.

Pursuant to Welfare and Institutions Code (WIC) Section 5848(a), the Mental Health Services Act (MHSA) requires an inclusive and ongoing CPP Process to gather input regarding experiences with MHSA programs and the current mental health system, to record recommendations for improvement of programs and processes, and to acknowledge feedback regarding future and/or unmet needs. In recent

years, BHS has contracted with organizations to facilitate CPP Process activities and support community engagement. To ensure a more strategic approach is taken to facilitate robust and meaningful community and stakeholder engagement, the department is expanding the scope of the community engagement contractor to include the development of a multi-year community engagement plan, formal MHSA stakeholder trainings, and facilitation of the Community Experience Committee -- a trained stakeholder committee to support additional community outreach and deliverables for the Community Experience Partnership (CEP). Additionally, the enhanced scope will include formal year-round input gathering and community engagement, including collaboration with BHAB, to identify opportunities to improve community awareness, engagement and participation in CPP Process activities.

### **Bolstering the BHS Workforce to Enhance and Expand Community Engagement**

BHS continues to make efforts to bolster its workforce in support of expanding and enhancing community engagement efforts, including the CPP process. New County staff have been hired to oversee the development and implementation of comprehensive communication and engagement plans, public messaging campaigns, including the Mobile Crisis Response Team (MCRT), Fentanyl Awareness for Youth, and Naloxone Distribution, along with new educational resources and enhanced engagement through existing social media and digital platforms, as well as the development of strategies to support increased youth engagement. BHS continues to identify new opportunities to collaborate with other HHSA and County departments as the County looks to collectively optimize community engagement across the enterprise.

BHS is enhancing coordination with HHSA's new Department of Homeless Solutions and Equitable Communities (HSEC), the Office of Strategy and Innovation, and the *Live Well San Diego* (LWSD) Support Team to cross-thread behavioral health information and support dissemination of information in new and already established convenings across the region. BHS staff will work with newly established positions within HSEC, including Community Health & Engagement Specialists, Community Health Worker Liaisons (CHWL), and Community Health Workers (CHW) to expand regional outreach and education efforts to improved reach to unserved and/or underserved populations. BHS will also collaborate with staff to promote opportunities for stakeholder participation in community engagement activities and ensure participating stakeholders reflect the diversity of the county. Dedicated CHWLs and CHWs will focus on key race/ethnic populations and community groups, including but not limited to, Black and African American, Hispanic, Asian and Pacific Islander, refugee and immigrant populations, and the LGBTQ+ community.

The increase in staff dedicated to support and collaboration across HHSA will foster connections to community groups to inform access to care. Working with the LWSD Support Team, BHS will also increase visibility to behavioral health issues, programs, and concerns, as well as increase engagement specifically with youth through the recently created LWSD Youth Sector and Youth Leadership Team. These collaborations will also enhance Prevention and Early Intervention (PEI) activities.

### **Update on the Community Experience Partnership**

The Community Experience Partnership (CEP) is a joint initiative between BHS and the University of California, San Diego's (UCSD) Child & Adolescent Services Research Center (CASRC), and Health Services Research Center (HSRC). The mission of the CEP is to integrate data and community engagement to promote behavioral health equity in San Diego County. The vision of the CEP is to promote a continuous feedback process by which issues can be identified and the community can subsequently be engaged to help inform actionable solutions.

Primary components of the CEP include interactive data dashboards, behavioral health service planning tool (i.e., Behavioral Health Equity Index, or BHEI), and community profiles and action reports. The CEP allows the public to explore, monitor, and visualize behavioral health equity data through a series of

dashboards. Preliminary versions of these dashboards have now launched and are available to the public. Data sources include surveys, vital records, hospitalization and emergency data, and service and outcome data for individuals served by the BHS system. Community members can access the dashboards and explore equity indicators over specific periods of time, as well as compare data across neighborhoods and numerous subpopulations. Users can also search data based on race/ethnicity, gender, sexual orientation, age, justice involvement and more. These interactive dashboards will assist BHS in identifying disparities among underserved and underrepresented populations and help to inform program and service needs in the community.

Additionally, progress has been made on the BHEI. The BHEI helps to illustrate how risk and protective factors may influence mental health, substance use, and access to treatment at the neighborhood level. BHS can better address root causes of behavioral health inequities in communities with increased understanding of how these factors are impacting San Diegans. BHS's CEC workgroup has been working with UCSD to develop a BHEI model for the County of San Diego. Key BHEI indicators were identified and sorted into domains in alignment with social determinants of health established by the U.S. Department of Health and Human Services. As domains may impact behavioral health equity differently, BHS is now working to weight the importance of each domain. The BHEI Weighting Survey closed on Friday, June 24<sup>th</sup>, and responses are now being assessed to finalize domain weights and calculate the BHEI.

## **BHS SPECIAL EVENTS AND ANNOUNCEMENTS**


### **Mental Health Services Act (MHSA) Stakeholder Trainings**

The newly engaged MHSA Community Engagement contractor, UCSD, facilitated two virtual MHSA stakeholder trainings on June 22<sup>nd</sup> and 24<sup>th</sup>. These stakeholder training sessions included an overview of MHSA and its five components, how BHS has implemented MHSA funding, and how stakeholders can provide input on behavioral health needs and services. As required by the MHSA, each county is required to provide stakeholder training as a part of the community program planning (CPP) process.

### **Medication Assisted Treatment (MAT) Training**

On June 28, 2022, an overview of MAT was provided to over 100 participants by Shannon Robinson, MD from Health Management Associates. Dr. Robinson's training provided the basics of MAT and MAT options, including the importance of doing MAT in hospitals and emergency departments.

Respectfully submitted,



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