



# COUNTY OF SAN DIEGO

## AGENDA ITEM

### BOARD OF SUPERVISORS

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First District

DIANNE JACOB  
Second District

KRISTIN GASPAR  
Third District

NATHAN FLETCHER  
Fourth District

JIM DESMOND  
Fifth District

# DRAFT

**DATE:** March 10, 2020

# XX

**TO:** Board of Supervisors

### SUBJECT

**AGREEMENT BETWEEN THE COUNTY OF SAN DIEGO AND RADY CHILDREN'S HOSPITAL SAN DIEGO DESCRIBING POSSIBLE TERMS FOR THE DEVELOPMENT AND OPERATION OF A BEHAVIORAL HEALTH HUB FOR CHILDREN AND YOUTH AND A PARKING STRUCTURE ADJACENT THERETO (DISTRICTS: ALL)**

### OVERVIEW

In response to community need, the San Diego County Board of Supervisors (Board) has taken several actions to enhance, expand, and innovate the array of behavioral health programs and services in the region – broadly referred to as the Behavioral Health Continuum of Care. These actions have brought together justice partners, hospitals, community health centers, community-based providers, and other stakeholders to create system-wide changes to ensure people have access to behavioral health services to meet their immediate needs and support their long-term recovery.

Today's item provides an update on efforts to establish a behavioral health hub in North Central San Diego County which, when operational, will provide critical services to children and youth through a partnership between the County of San Diego (County) and Rady Children's Hospital - San Diego (Rady). In addition, today's action requests that the Board authorize the Agency Director, Health and Human Services Agency, to execute a Memorandum of Understanding between the County and Rady setting forth general terms for as-yet-to-be negotiated agreements between the two entities to develop the hub on County-owned property, to develop a parking structure for joint use, and to make the necessary environmental findings.

These actions complement the ongoing work across systems to provide optimal behavioral health resources that are regionally distributed and coordinated, thereby supporting the County's *Live Well San Diego* vision for a region where all residents have the opportunity to build better health, live safely, and thrive.

### RECOMMENDATION(S)

**CHIEF ADMINISTRATIVE OFFICER**

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1. Find that the proposed actions are exempt from California Environmental Quality Act (CEQA) review pursuant to sections 15061(b)(3) and 15378(a) of the CEQA Guidelines.
2. Authorize the Agency Director, Health and Human Services Agency to execute the Memorandum of Understanding (MOU) between the County and Rady Children’s Hospital - San Diego.
3. Direct the Chief Administrative Officer to return to the San Diego County Board of Supervisors with a final agreement or agreements between the County of San Diego and Rady Children’s Hospital - San Diego or a related entity or entities, subject to and upon completion of any necessary environmental review, to make necessary environmental findings and take other appropriate actions.

**FISCAL IMPACT**

There is no current year fiscal impact with today’s recommendations. The potential capital project is anticipated to be fully funded by Rady. The anticipated cost for the operations of the North Central Region Children’s Health Hub is subject to negotiations and final agreement. It is anticipated that the operational costs would be funded by program revenue. There will be no change in net General Fund cost and no additional staff years.

**BUSINESS IMPACT STATEMENT**

N/A

**ADVISORY BOARD STATEMENT**

On March 5, 2020, this item will be presented to the Behavioral Health Advisory Board as an informational item.

**BACKGROUND**

In response to community need, the San Diego County Board of Supervisors (Board) has taken several actions to enhance, expand, and innovate the array of behavioral health programs and services in the region – broadly referred to as the Behavioral Health Continuum of Care. These actions have brought together justice partners, hospitals, community health centers, community-based providers, and other stakeholders to create system-wide changes to ensure people have access to the appropriate level of behavioral health services to meet their immediate needs and support their long-term recovery. Updates are provided on an ongoing basis and within the domains of behavioral health hubs, networks, and bridge planning strategies.

The needs of children and youth, who have complex behavioral health needs that often result from genetic, medical, developmental, and environmental factors, remain a high priority across Behavioral Health Continuum of Care redesign efforts. Children are especially vulnerable to trauma, and the impacts of childhood trauma can last a lifetime and have far-ranging health consequences if they are not addressed through dedicated and specially designed resources.

Today’s item provides an update on progress to establish a behavioral health hub serving children and youth. Behavioral health hubs are integrated care environments designed to accelerate

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transition from behavioral health crisis to sustainable continuous and chronic care management. The key components of a behavioral health hub include:

- co-location and affiliation with a general acute care hospital,
- access to inpatient acute psychiatric care,
- outpatient step-down services,
- co-located crisis stabilization, and
- linkage to care coordination that stays with the person for years into the future and through their engagement in other clinical and supportive services, and any justice system involvement.

Over the last several months, the County of San Diego (County) has engaged in collaborative discussion with Rady Children’s Hospital - San Diego (Rady) to establish a hub for children and youth and a parking structure on County-owned land currently used as a parking lot for the juvenile court, and that is adjacent to the Rady main campus. Under the proposed terms, the County will lease property to Rady on which Rady will build and operate the hub, and Rady will fund an adjacent parking structure that the County and Rady will share. Services offered at the hub would be designed to address the unique needs of children and youth.

Services for this new behavioral health hub will include:

- *Inpatient acute care services*, reflecting traditional, long-term, and special population needs and allowing for cohorting within the care setting, and programming tailored to the needs of changing patient populations.
- *Crisis stabilization services*, which are intensive, short-term interventions of up to 24 hours to address psychiatric crisis and may divert inpatient admissions.
- *Partial hospitalization*, which is full-day (approximately 8 hours per day, 5 days per week) intensive programming for youth who require considerable support to regain higher levels of functioning and safety. This model allows for an alternative to inpatient care, a step-down from hospitalization, and an opportunity to regain functioning in a safe environment while maintaining living arrangements in the community.
- *Care coordination services* to support the child or youth and their family to successfully transition between levels of care; this care coordination will follow the person over a long-term period.

Additional options which may be considered include:

- *Crisis residential services*, which are designed for youth who present with elevated levels of psychiatric care needs but who are not actively a danger to self or others; these services generally have an average stay of approximately 10 days.
- *Behavioral health urgent care* designed to provide walk-in psychiatric crisis care and support for children and youth with elevated psychiatric safety risks.
- Additionally, discussions have included the intent to have space dedicated to offer other County programs and services, such as those offered by the County’s Stabilization, Treatment, Assessment and Transition (STAT) team.

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Today’s action requests that the Board authorize the Agency Director, Health and Human Services Agency, to execute a Memorandum of Understanding (MOU) between the County and Rady setting forth general terms for as-yet-to-be negotiated agreements between the two entities to develop the hub on County-owned property, to develop a parking structure for joint use, and to make the necessary environmental findings.

**ENVIRONMENTAL STATEMENT**

Today’s recommended actions are exempt from the California Environmental Quality Act (CEQA). The actions do not constitute a project for purposes Section 15378(a) of the CEQA Guidelines, which defines a project, in part, as an action that “has a potential for resulting in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment.” Section 15378(b)(4) defines project to exclude the creation of government funding mechanisms or other fiscal activities that do not involve commitment to any specific project that may result in a potentially significant physical impact on the environment. The approval of a non-binding MOU to negotiate a possible future lease and associated operating agreement(s) for a possible parking structure and health care facilities, could not potentially result in a direct or indirect physical change in the environment. Further, section 15061(b)(3) of the CEQA Guidelines provides that CEQA only applies to projects, which have the potential for causing a significant effect on the environment. Where it can be seen with certainty that there is no possibility that the activity in question may have a significant effect on the environment, the activity is exempt from CEQA. Today’s actions would only authorize staff to negotiate a possible future lease and associated operating agreement(s) for a possible parking structure and health care facilities. It can, therefore, be seen with certainty that these actions will have no significant effect on the environment.

**LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN**

Today’s actions support the County’s 2020-2025 strategic initiative of Building Better Health by supporting the achievement of 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.

Respectfully submitted,

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HELEN N. ROBBINS-MEYER  
Chief Administrative Officer

**ATTACHMENT(S)**

N/A

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DRAFT

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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:**

January 28, 2020 (3) Update on Advancing the Behavioral Health Continuum of Care Through Regional Collaboration and Innovation; October 29, 2019 (5) Update on Advancing the Behavioral Health Continuum of Care Through Regional Collaboration and Innovation; June 25, 2019 (4) Update on Advancing The Behavioral Health Continuum of Care Through Regional Collaboration and Innovation; March 26, 2019 (5), Update on Advancing the Behavioral Health Continuum of Care Through Regional Collaboration and Innovation; March 26, 2019 (2), Advancing the Behavioral Health Continuum of Care Through Regional Collaboration and Innovation.

**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):**

N/A

**ORIGINATING DEPARTMENT:** Health and Human Services Agency

**OTHER CONCURRENCE(S):**    Department of General Services

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