



# COUNTY OF SAN DIEGO

## AGENDA ITEM

# DRAFT

### BOARD OF SUPERVISORS

GREG COX  
First District

DIANNE JACOB  
Second District

KRISTIN GASPAR  
Third District

RON ROBERTS  
Fourth District

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Fifth District

**DATE:** November 13, 2018

**XX**

**TO:** Board of Supervisors

### SUBJECT

**BEHAVIORAL HEALTH SERVICES AUTHORIZATION FOR COMPETITIVE SOLICITATIONS, AMENDMENT OF CONTRACTS, AND A SINGLE SOURCE PROCUREMENT (DISTRICTS: ALL)**

### OVERVIEW

In a series of actions since 1999, the Board of Supervisors (Board) has approved initiatives to redesign and implement an expanded continuum of comprehensive behavioral health care for children, adolescents, transition age youth, adults, older adults, and families. In pursuit of these initiatives, the Board has approved the procurement of contracted services.

Approval of today's recommended actions authorizes competitive solicitations for behavioral health services, the amendment of existing contracts, and a single source procurement, to continue implementing and enhancing the delivery of behavioral health services in the San Diego region.

Today's actions support the countywide *Live Well San Diego* vision by enhancing access to services, promoting health and well-being in children, adults and families, and encouraging self-sufficiency, which promotes a healthy, safe and thriving region.

### RECOMMENDATION(S)

#### CHIEF ADMINISTRATIVE OFFICER

1. In accordance with Section 401, Article XXIII of the County Administrative Code, authorize the Director, Department of Purchasing and Contracting, to issue competitive solicitations for the behavioral health programs and services listed below, and upon successful negotiations and determination of a fair and reasonable price, award contracts for an initial term of up to one year, with up to four option years, and up to an additional six months, if needed, and to amend the contracts to reflect changes in program, funding or service requirements, subject to the availability of funds and the approval of the Agency Director, Health and Human Services Agency.
  - a. Behavioral Health and Primary Care Integration Services
  - b. Behavioral Health Patient Rights Education and Advocacy Services
  - c. Faith Based Academy, Community Education, and Wellness/Health In-Reach Ministry

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- d. Outreach Services for Homeless Women with Substance Use Disorders (SUD)
  - e. Peer-Assisted Transitions
  - f. Shelter Beds for Homeless/Runaway Children and Youth
  - g. Suicide Prevention, SUD Prevention, and Stigma Reduction Media Campaign (It's Up to Us)
  - h. Supported Employment Services for Persons with Severe Mental Illnesses (Ramp Up 2 Work)
2. In accordance with Board Policy A-87, Competitive Procurement, and Administrative Code Section 401, authorize the Director, Department of Purchasing and Contracting to amend the contracts listed below to extend the contract term through June 30, 2024, if needed, subject to the availability of funds; and to amend the contracts as required to reflect changes to services and funding allocations, subject to the approval of the Agency Director, Health and Human Services Agency.
- a. 24-hour Medical, Nursing and Rehabilitative Services (531020 GHC of Lakeside, LLC dba Lakeside Special Care Center)
  - b. Medi-Cal Managed Care Psychiatric Inpatient Hospital Services
    - i. 553276 Aurora Behavioral Health Care
    - ii. 551798 BH-SD OPCO, LLC dba Alvarado Parkway Institute, Inc.
    - iii. 535468 Mercy Hospital of Scripps Health
    - iv. 543125 Palomar Health Hospital
    - v. 518710 Prime Healthcare Paradise Valley, LLC
    - vi. 535466 Regents of the University of California, University of California San Diego (UCSD) Hospital
3. In accordance with Board Policy A-87, Competitive Procurement, approve and authorize the Director, Department of Purchasing and Contracting, to enter into negotiations with GHC of Lakeside, LLC dba Lakeside Special Care Center, provider for Skilled Nursing Facilities with Special Treatment Program services, and subject to successful negotiations and determination of a fair and reasonable price, enter into a single source contract for an initial term of up to one year, with up to four option years, and up to an additional six months, if needed, and to amend the contract to reflect changes in program, funding or service requirements, subject to the availability of funds and the approval of the Agency Director, Health and Human Services Agency.

**FISCAL IMPACT**

Funds for this request are included in the Fiscal Year 2018-20 Adopted Operational Plan in the Health and Human Services Agency. If approved, this request will result in estimated costs and revenues of up to \$2,433,333 in Fiscal Year 2018-19 and \$50,299,918 in Fiscal Year 2019-20. The funding sources are Mental Health Services Act (MHSA), Realignment, Drug Medi-Cal, and Substance Abuse and Mental Health Services Administration. There will be no change in net County General Fund cost and no additional staff years.

**BUSINESS IMPACT STATEMENT**

N/A

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### **ADVISORY BOARD STATEMENT**

At their meeting on November 1, 2018, the Behavioral Health Advisory Board voted to

### **BACKGROUND**

The County of San Diego provides a comprehensive array of behavioral health programs and services to children, adolescents, transition age youth, adults, older adults, and families through effective partnerships with local public and private agencies. Today's action will authorize the Director, Department of Purchasing and Contracting, to issue competitive procurements for behavioral health programs and services, amend existing contracts, and issue a single-source procurement. All contracts are contingent upon the availability of funding and determination of a fair and reasonable price.

### **Recommendation #1: Authorization to Issue Competitive Solicitations**

#### **a. Behavioral Health and Primary Care Integration Services**

On December 13, 2005 (1), the Board of Supervisors (Board) authorized the procurement of the Behavioral Health and Primary Care Integration Services program; subsequently, on September 25, 2012 (6), the Board authorized the extension of the contract term for up to six additional option years. This program provides behavioral health screening, intervention, and referrals to individuals experiencing behavioral health challenges in the primary care setting regardless of insurance coverage status. These services are provided in local federally qualified health centers. The program also provides outreach to adults and older adults by linking them to appropriate mental health services at health centers or community-based social services centers. Services include, but are not limited to, training and technical assistance for behavioral health providers and federally-qualified health centers, medication management, community outreach, and short-term treatment to integrate physical and behavioral health services. In Fiscal Year (FY) 2017-18, the program served 668 clients. Services are provided countywide. The annual cost of this program typically ranges from \$1.0-\$2.0 million. Today's action would authorize a competitive solicitation for the re-procurement of a Behavioral Health and Primary Care Integration Services program for an initial term of up to one year, with up to four option years, and up to an additional six months, if needed.

#### **b. Behavioral Health Patient Rights Education and Advocacy Services**

On July 30, 2013 (7), the Board authorized the competitive procurement of Patient Rights Education and Advocacy services. The program provides education and advocacy services for county residents who need help accessing health care coverage and, once secured, help accessing needed medical and mental health services. Services include assuring consumer access to appropriate and timely Mental Health (MH) and SUD services; assistance in outpatient behavioral health beneficiary grievance and appeals resolution; and serving as a patient's rights advocate for County MH and SUD program recipients. In FY 2017-18, the program served 3,729 clients. Services are provided

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countywide. The annual cost for this program typically ranges from \$0.9-\$1.3 million. Today's action would authorize a competitive solicitation for the re-procurement of Behavioral Health Patient Rights Education and Advocacy Services for an initial term of up to one year, with up to four option years, and up to an additional six months, if needed.

**c. Faith Based Academy, Community Education, and Wellness/Health In-Reach Ministry**

On October 28, 2014 (9), the Board authorized the implementation of the MHSA Three-Year Plan which included Innovations component 13, Faith Based Initiative. The initiative primarily aims to develop long-standing collaborations and partnerships with Faith Based leaders/clergy and behavioral health providers to address underserved populations with serious mental illnesses (SMI). The services include a Faith Based Academy, which developed curricula to engage and inform faith leaders and behavioral health providers about untreated SMI in the community, and a Faith Based Community Education program that used the Faith Based Academy curricula to extend behavioral health related education into congregations and communities that may not otherwise have access to this information. It also includes a Wellness/Health In-Reach Ministry developed to assist inmates with SMI to successfully transition back into the community and reduce future recidivism by facilitating linkages to needed behavioral health and non-behavioral health services. In FY 2017-18, the Faith Based Academy served 193 participants, the Faith Based Community Education program served 1,117 clients, and the Faith Based Wellness/Health In-Reach Ministry served a total of 285 inmates. Services are provided in the North and Central regions. The annual cost for these programs typically ranges from \$1.3-\$1.6 million. Today's action would authorize competitive solicitations for the re-procurement of Faith Based Academy, Community Education, and Wellness/Health In-reach Ministry services for an initial term of up to one year, with up to four option years, and up to an additional six months, if needed.

**d. Outreach Services for Homeless Women with SUD**

This program provides outreach and engagement services to homeless adult women with alcohol and other drug-related problems. The program provides participants personalized assistance to connect and link with community-based resources to address mental health, physical health, and SUD issues. Services include access to showers, mail and phone services, case management, educational groups, and supportive services. These services link program participants to recovery opportunities in a safe and trauma informed environment. In FY 2017-18, the program served approximately 400 individuals. The annual cost for this program typically ranges from \$0.8-\$1.0 million. Services are provided in the Central region. Today's action would authorize a competitive solicitation for the re-procurement of Outreach for Homeless Women with SUD program services for an initial term of up to one year, with up to four option years, and up to an additional six months, if needed.

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**e. Peer-Assisted Transitions**

On October 28, 2014 (9), the Board authorized the implementation of the MHSA Three-Year Plan which included Innovations component 15, Peer Assisted Transitions (PAT). The PAT program provides peer specialist coaching, incorporating shared decision-making and active social supports, to increase the depth and breadth of services to persons diagnosed with SMI who are not effectively connected to community resources. PAT focuses on reducing their use of emergency, inpatient, and crisis services by connecting and linking them to ongoing behavioral health services. In FY 2017-18, the program served 276 participants. Services are provided in the Central Region. The annual cost for this program typically ranges from \$0.8-\$1.1million. Today's action would authorize a competitive solicitation for the re-procurement of a PAT program for an initial term of up to one year, with up to four option years, and up to an additional six months, if needed.

**f. Shelter Beds for Homeless/Runaway Children and Youth**

The Shelter Beds for Homeless/Runaway Children and Youth is a proposed new program that, if approved, will provide short term overnight shelter services including meals, case management, and programming for unsheltered children and youths. Based on the 2018 We All Count Annual Report from the San Diego Regional Task Force on the homeless, there were 659 unsheltered children and youths in San Diego; many of whom sleep in cars, abandoned buildings, tents, parks, beaches, or under bridges. Shelter beds would benefit these unsheltered children and youths countywide. The program(s) will serve approximately 96 to 192 clients per fiscal year. The annual estimated cost for this program(s) ranges from \$1.1 - \$1.3 million. Today's action would authorize competitive solicitations for Shelter Beds for Homeless/Runaway Children and Youth services, in combination with other behavioral health services programs or as a stand-alone program, for an initial term of up to one year, with up to four option years, and up to an additional six months, if needed.

**g. Suicide Prevention, SUD Prevention, and Stigma Reduction Media Campaign (It's Up to Us)**

On October 28, 2014 (9), the Board authorized a competitive procurement for Public Education Campaign to Reduce Suicide Risk and Stigma. The campaign seeks to increase the public's awareness on suicide prevention and stigma reduction by using a variety of media tools including, but not limited to, television, radio and billboards, enduring written materials, websites, social media sites, and other social marketing tools. Services include providing a public education campaign, suicide prevention resources, and referrals for those seeking information. The It's Up to Us campaign was designed to empower San Diego County residents to talk openly about mental illness, recognize symptoms, utilize local resources, and seek help. In response to the national substance use crisis, a focus on SUD prevention messaging will be added to the campaign. On May 2017, Strata Research conducted a survey to measure the effectiveness of the campaign. Out of 605 respondents, 93% of the survey participants believed that the campaign



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reinforced the importance of getting help and not delaying, and 91% believed that it encouraged a discussion with a friend or family member. Services are provided countywide. The annual cost for this program typically ranges from \$1.5-\$2.8 million. Today's action would authorize a competitive solicitation for the procurement of Suicide Prevention, SUD Prevention, and Stigma Reduction Media Campaign services, for an initial term of up to one year, with up to four option years, and up to an additional six months, if needed.

**h. Supported Employment Services for Persons with Severe Mental Illnesses (Ramp Up 2 Work)**

On October 28, 2014 (9), the Board authorized the implementation of the MHSA Three-Year Plan which included Innovations component 14, the Ramp Up 2 Work program. This is an employment and job training program that includes job development, coaching, and support services mainly focused on individuals with SMI. The services include three levels of employment support: Individualized Placement and Support, Apprenticeships, and Consumer Owned Businesses. This program aims to engage homeless individuals with SMI, as well as clients in contracted mental health programs to reconnect with employment. In FY 2017-18, the program served 150 clients. Services are provided countywide. The annual cost for this program typically ranges from \$0.9-\$1.2 million. Today's action would authorize a competitive solicitation for the re-procurement of a Supported Employment Services program for persons with SMI for an initial term of up to one year, with up to four option years, and up to an additional six months, if needed.

**Recommendation #2: Authorization to Amend Existing Contracts**

**a. 24-hour Medical, Nursing and Rehabilitative Services (531020 GHC of Lakeside, LLC dba Lakeside Special Care Center)**

On December 12, 2006 (7), the Board authorized the single source procurement of a 24-hour Medical, Nursing and Rehabilitative Services program; the County of San Diego utilized this authority to establish a contract with Lakeside Special Care Center. The program provides specialized mental health services to mentally disabled adults 18 years and older. In April 2018, the County recommended the use of Skilled Nursing Facility (SNF) placements for long term care (LTC) clients who are waiting for placement in an Institutions for Mental Disease (IMD), which is a higher level of care. This diversion was done in response to the large number of clients (53 clients) waiting in acute care psychiatric hospitals for IMD placement. Lakeside Special Care Center was the only SNF in the San Diego County who agreed to provide both specialized medical and psychosocial services for the clients waiting for IMD placement. In addition to their SNF level of care, Lakeside Special Care Center offers additional psychosocial support which is much needed for severely mentally ill adults who require this level of care: two psychosocial groups a day through Lakeside Special Care Center and recovery group meetings and support through Recovery International Program with Veteran's Initiative services. In addition, Lakeside Special Care Center services are provided countywide and serves an average of 20 patients per fiscal year. The annual cost for this program

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typically ranges from \$0.3-\$0.6 million. Today's action would authorize the extension of the contract term up to June 30, 2024, if needed.

**b. Medi-Cal Managed Care Psychiatric Inpatient Program**

On December 12, 2006 (7), the Board authorized the single source procurement of Medi-Cal Managed Care Psychiatric Inpatient program services; the County of San Diego utilized this authority to award the contracts listed below. The Medi-Cal Managed Care Psychiatric Inpatient Program provides psychiatric inpatient hospital services to patients with acute symptoms of mental illness in need of 24-hour observation and intensive treatment. The services include diagnosis, care, and treatment of acute episodes. The inpatient psychiatric setting offers a secure environment where adults can regain their functioning, and establish an aftercare plan before transferring into a facility providing a lower level of care. The program serves an average of 175 patients per fiscal year. Services are provided countywide. The annual cost for this program typically ranges from \$30.0 - \$38.0 million. Acute care is a critical component of the overall system of care and continuum of services. This authority would ensure that psychiatric inpatient hospital services are available on an ongoing basis and that adequate acute care resources are available to meet the needs of the community, eliminating any gap in services. Today's action would authorize the extension of the contract term for the contracts listed below through June 30, 2024, if needed.

- i. 553276 Aurora Behavioral Health Care
- ii. 551798 BH-SD OPCO, LLC dba Alvarado Parkway Institute, Inc.
- iii. 535468 Mercy Hospital of Scripps Health
- iv. 543125 Palomar Health Hospital
- v. 518710 Prime Healthcare Paradise Valley, LLC
- vi. 535466 Regents of the University of California, UCSD Hospital

**Recommendation #3: Authorization to Execute Single Source Contract for Skilled Nursing Facility with Special Treatment Program Services**

In addition to requesting Board authority to extend the existing contract with Lakeside, LLC dba Lakeside Special Care Center for 24-hour Medical, Nursing and Rehabilitative Services (per recommendation 2a above), the County of San Diego is seeking Board approval to execute a single source contract with Lakeside, LLC dba Lakeside Special Care Center for Skilled Nursing Facility (SNF) with Special Treatment Program Services. In order for a SNF to be certified as a , it must meet the licensing and certification requirements of the Department of Public Health. Also, it is necessary that the facility be licensed as a Medi-Cal certified SNF by the California Department of Health Care Services. Skilled Nursing Facility with Special Treatment Program Services are delivered in secured (locked) 24-hour facilities that provide structured programs for clients with SMI and those with serious psychiatric and moderate adaptive functioning impairment. Special Treatment Program services are therapeutic services provided to mentally ill persons having special needs in one or more of the following areas: self-help skills, behavioral adjustment, and interpersonal relationships. Services include physical health screening, consultation, and follow-up with primary care professionals, pre-vocational

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preparation, and pre-release planning. Clients participate in group and individual activities working toward restoring and/or achieving increased levels of function and independence to promote rapid return to the community. These facilities serve as an alternative to traditional Mental Health Rehabilitation Centers/Institutes for Mental Disease settings and higher levels of care, such as State Hospitals. Services also address the backlog of persons in acute care needing a lower level of care. This program is critical for severely mentally ill adults with special needs who require this level of care. Lakeside, LLC dba Lakeside Special Care Center is the only provider in San Diego County expressing willingness to contract with the County of San Diego for Skilled Nursing Facility with Special Treatment Program Services and has recently submitted their licensure application. Lakeside, LLC dba Lakeside Special Care Center qualifies for a single source contract to provide these services based on the following section of Board Policy A-87, Competitive Procurement:

- Section 1D-6: Continuity: The procurement is for goods and/or services where continuity of providers will provide efficiency or critical knowledge, and other providers of the goods and/or services cannot provide similar efficiencies or critical knowledge.

If approved, the services will be provided countywide. The annual estimated cost to assist 40 clients ranges from \$5.5-\$6 million. Today's action would authorize a single source contract with GHC of Lakeside, LLC dba Lakeside Special Care Center for Skilled Nursing Facility with Special Treatment Program Services, for a term of up to one year, with up to four option years, and up to an additional six months, if needed.

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

Today's proposed actions support the Building Better Health and Living Safely Initiatives in the County of San Diego's 2018-2023 Strategic Plan as well as the County's *Live Well San Diego* vision, by ensuring that vulnerable populations of individuals with mental illness and substance use disorders continue to have access to a comprehensive continuum of behavioral health services administered through accessible behavioral health programs.

Respectfully submitted,

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SIGNATURE

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:**

October 28, 2014 (9), the Board authorized a competitive procurement for Public Education Campaign to Reduce Suicide Risk and Stigma and the implementation of the Mental Health Service Act (MHSA) Three- Year Plan which included Innovations component 13 (Faith Based Initiative), Innovations component 14 (Ramp Up 2 Work program), and Innovations component 15 (Peer Assisted Transitions, PAT); July 30, 2013 (7), the Board authorized the competitive procurement of Patient Rights Education and Advocacy services; September 25, 2012 (6), the Board authorized the extension of the Behavioral Health and Primary Care Integration Services contract term for up to six additional option years; December 12, 2006 (7), the Board authorized the single source procurement of a 24-hour Medical, Nursing and Rehabilitative Services program, and the implementation of the Medi-Cal Managed Care Psychiatric Inpatient program; December 13, 2005 (1), the Board authorized the procurement of Behavioral Health and Primary Care Integration Services program.

**BOARD POLICIES APPLICABLE:**

A-87 – Competitive Procurement

**BOARD POLICY STATEMENTS:**

Board Policy A-87, Competitive Procurement: Exception to the Competitive Procurement requirement of Board Policy A-87 is requested for GHC of Lakeside, LLC dba Lakeside Special Care Center to ensure access to a Skilled Nursing Facility with Special Treatment Program providing secured (locked) 24-hour structured program services for patients with SMI.

**MANDATORY COMPLIANCE:**

N/A

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

518710, 531020, 535466, 535468, 543125, 551798, 553276

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

**OTHER CONCURRENCE(S):** Department of Purchasing and Contracting

**CONTACT PERSON(S):**

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