



County of San Diego

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ALFREDO AGUIRRE
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November 30, 2018

TO: Behavioral Health Advisory Board (BHAB)

FROM: Alfredo Aguirre, LCSW, Director *aa*
Behavioral Health Services

BEHAVIORAL HEALTH SERVICES (BHS) YEAR-END DIRECTOR'S REPORT – DECEMBER 2018

ACTION ITEM: APPOINTMENT OF WORKGROUP ON HOUSING AND HOMELESSNESS

On October 6, 2018, the Behavioral Health Advisory Board held a Fall Retreat where BHAB members discussed their priority issues for consideration in 2019. It was determined that in order to advance these priorities, workgroups of members would be formed to align with each priority.

The first task of the workgroup shall be to report, at the January 2019 BHAB meeting: a purpose statement for the workgroup, and a chairperson selected from the appointed members.

It is therefore, the Chairperson's recommendation that a workgroup focusing on **housing and homelessness** be formed, comprised of the following members:

- Che Hernandez
- Ed Weiner
- Janie Luna-Reynoso
- Joel San Juan
- John Sturm

ACTION ITEM: APPOINTMENT OF WORKGROUP ON CARE COORDINATION ACROSS THE CONTINUUM OF CARE

On October 6, 2018, the Behavioral Health Advisory Board held a Fall Retreat where BHAB members discussed their priority issues for consideration in 2019. It was determined that in order to advance these priorities, workgroups of members would be formed to align with each priority.

The first task of the workgroup shall be to report, at the January 2019 BHAB meeting: a purpose statement for the workgroup, and a chairperson selected from the appointed members.

It is therefore, the Chairperson's recommendation that a workgroup focusing on **care coordination across the continuum of care** be formed, comprised of the following members:

- **Bill Stewart**
- **Janice Luna-Reynoso**
- **Judith Yates**
- **Michael Matthews**
- **Richard McGaffigan**

ACTION ITEM: APPOINTMENT OF WORKGROUP ON BUILDING A BETTER BHAB

On October 6, 2018 the Behavioral Health Advisory Board held a Fall Retreat where BHAB members discussed their priority issues for consideration in 2019. It was determined that in order to advance these priorities, workgroups of members would be formed to align with each priority.

The first task of the workgroup shall be to report, at the January 2019 BHAB meeting: a purpose statement for the workgroup, and a chairperson selected from the appointed members.

It is therefore, the Chairperson's recommendation that a workgroup focusing on **building a better BHAB** be formed, comprised of the following members:

- **Jerry Hall**
- **John Sturm**
- **Richard McGaffigan**

LIVE WELL SAN DIEGO UPDATES / SPECIAL EVENTS

Community Events

In 2018, BHS employees participated in over 35 community outreach events. BHS uses these events to provide vital information to individuals in the region about the services available to them.

Throughout the year BHS participated in events such as: the Annual Homeless Point in Time Count, Love Your Heart blood pressure screening, and several fundraising/awareness walks. A larger support role was additionally provided by organizing Recovery Happens, NAMI Walks/ HHSA Wellness Expo, the Behavioral Health Recognition Dinner, Community Engagement Forums, and the Community Alliance for Healthy Minds forum.

Live Well San Diego Advance

On Tuesday, October 2, 2018, the third annual *Live Well San Diego Advance* was held at the Marriott Marquis San Diego Marina on San Diego Bay. Nearly 1,300 Recognized Partners and community leaders attended this conference for a day of inspiring speakers and motivating breakout sessions. Among the many topics discussed were: Connecting the Workforce to Jobs of Tomorrow; Building Resilient Families; Communicating for Collective Impact; Family Independence Initiative; and Alcohol and Drug Abuse Prevention.

You can read about the accomplishments achieved together over the past year in the 2017-2018 *Live Well San Diego* Annual Report at www.livewellsd.org/content/livewell/home/about/annual-report.html

ANNUAL UPDATE FROM BEHAVIORAL HEALTH SERVICES

For the final Director's Report of 2018, I am pleased to share the following highlights of major BHS accomplishments.

BHS ADMINISTRATION

Board Conference: Caring for People in Psychiatric Crisis

On October 30, 2018, the Board of Supervisors heard an assessment of the current behavioral health system and actions underway to address current and potential future gaps in emergency and inpatient psychiatric resources in the region.

Behavioral health experts, elected and law enforcement officials and other stakeholders gave presentations and spoke to the Board which, at the request of Chairwoman Kristin Gaspar, scheduled the conference after the recent closure of inpatient psychiatric hospital beds in North County and across the state. The concern for the Board is that without reliable sources for inpatient psychiatric care, patients end up in emergency rooms, jails or become homeless.

Conference participants stressed the need to focus their efforts on collaboration and supporting a robust system of care for those experiencing a behavioral health crisis. During the conference, some individuals shared their stories of mental illness and substance use disorder and talked about services that are helping them in their recovery.

Board Conference speakers indicated recent actions that have taken place provide immediate solutions to existing gaps but stressed that a comprehensive, long-term solution is needed. Behavioral Health Services will lead the charge of convening stakeholders to develop a longer-term strategy with regular updates to the Board of Supervisors. *Adapted from County News Center article 11/1/18, Jose Alvarez*

BHS Administration Headquarters Remodel

During 2018, the BHS Administration headquarters in Mission Valley underwent major renovations to accommodate an expansion of staff and to refresh the overall office environment into a Live Well work space. This included new furniture systems in offices and work station areas, carpeting and painting. All of the lighting in the building has also been converted to LED lighting.

All of our teams had some movements throughout the renovation project to accommodate the construction phases and have all been settled into the new team workspaces. By the middle of December 2018, the remaining BHS administrative units will move back into the Mission Valley building. When at full capacity, the building will be able to house 220 staff. The meeting spaces within the building also were refreshed as well. When visiting our building for a meeting, please check with your meeting convener regarding parking instructions.

ADULT AND OLDER (AOA) ADULT SYSTEM OF CARE

Homeless Outreach Workers

Homeless outreach workers are embedded in Substance Use Recovery Centers and in Mental Health Clinics countywide. These 36 full-time employees provide countywide homeless outreach and engagement. A Homeless Outreach Worker spends a minimum of 80% of their work week on regional outreach services, as a team or partnered with other outreach workers. In 2018, the Homeless

Outreach Workers collaborated on many efforts with community partners. This included coordination with other regional Homeless Outreach Teams in connection with local law enforcement and social service agencies. This coordination of services enables a team approach to guide homeless individuals with mental health and/or substance use disorders through the social service systems to meet individual recovery needs, including access to housing resources. Additional collaborative efforts include outreach at the Central Region Single Adult Homeless Tent and engagement with all regional libraries. Through these connections, the Homeless Outreach Worker is able to engage individuals who might otherwise remained disconnected from the Behavioral Health System of Care.

Haircuts for the Homeless

BHS staff and contracted program staff once again participated in the Haircuts for the Homeless event. This event is held in downtown Lakeside outside Reflections Salon and Day Spa, owned by Ginger Rich. This is the 3rd year she has facilitated and provided haircuts to the homeless community in East County.

Homeless men and women are greeted at the event and directed to sign up for haircuts. They then begin reviewing resources from BHS and contracted providers as well as taking advantage of other resources such as donated clothes. They also are provided a hot meal during their visit. This enables connections between both community members and clients, or potential clients, linking them to multiple resources in behavioral health, physical health financial, and homeless/ housing services around the County. Attendees are also provided with a “blessings bag” to take with them, containing hygiene supplies and other small items.

This humbling, inspiring, and motivating event is made possible by the generosity of local community members, and businesses in partnership with HHSA staff. It makes a positive difference in the lives of many individuals, both receiving and serving.

Housing Update

This year saw BHS clients begin to move in to two hotel/motel rehabilitation supportive housing projects located in the Bankers Hill neighborhood of the City of San Diego: Quality Inn and West Park Inn. Quality Inn is an MHSA-funded development with 92 total units, 25 of which will serve adult and Transition Age Youth clients who are connected to treatment services through BHS-contracted Full Service Partnership Assertive Community Treatment providers. West Park Inn, which contains 47 total units, is a services-only development that will serve 23 adult clients who are receiving treatment through a BHS-operated Strengths-Based Case Management program. Once these two developments are fully leased, they will bring the total number of operational MHSA-funded and services-only permanent supportive housing units to 305.

Quality Inn is the third development to be funded, in part, by the Local Government Special Needs Housing Program (SNHP), which provides funding to affordable housing developers to create permanent supportive housing units for MHSA-eligible clients. In June 2018, the Board of Supervisors voted to add \$10 million in additional, one-time MHSA funds to SNHP, bringing the County's total SNHP investment to \$20 million. To date, this program has funded 63 supportive housing units (41 operational and 22 under construction) and is expected to fund an additional 75 units once all funds are allocated.

CHILDREN YOUTH AND FAMILIES (CYF) SYSTEM OF CARE

New CYF Programs

In 2018, CYF procured Child and Family Team Facilitation services, a program created in collaboration with Child Welfare Services (CWS) and the Probation Department to support youth with behavioral health needs involved with the child welfare system. The program was awarded to Fred Finch Youth Center, effective April 2018.

Additionally, CYF procured Bridgeways, a program that provides mental health treatment and supportive services to youth up to the age of 21 who are involved or at risk of being justice involved. The program was redesigned and awarded to San Diego Youth Services effective July 2018.

New CYF MHSA Innovation program

The Center for Child and Youth Psychiatry (CCYP) provides psychotropic medication services through office-based clinics and tele-psychiatry. This program also benefits those children with co-occurring complex physical health conditions. The CCYP program was awarded to New Alternatives, Inc. effective July 1, 2018.

CYF MHSA Innovation programs under procurement

The Telemental Health program will provide aftercare to psychiatry services for individuals who are not connected to outpatient mental health treatment services. This program will be available to youth and adults who are interested in receiving aftercare services through Telemental Health. This program is expected to open in 2019.

The Accessible Depression and Anxiety Peripartum Treatment (ADAPT) program will support parents who have perinatal mood and anxiety disorders and provide treatment services and linkages to appropriate resources and care. This program is expected to be available in 2019.

New CYF Services

This year, CYF released the following Requests for Information in order to inform new programs:

- Countywide outpatient behavioral health services and shelter beds to homeless/runaway children and youth.
- Residential Substance Use Treatment for Adolescents in an effort to increase Drug Medi-Cal Organized Delivery System (DMC-ODS) network capacity.
- Perinatal Residential Substance Use Treatment in an effort to increase DMC-ODS network capacity.

SchoolLink

This year, CYF launched SchoolLink, a rebranding of the behavioral health services provided at schools. SchoolLink shares successful strategies for linking students to behavioral health services. It also provides resources for staff and providers on available services, referral processes, roles and responsibilities, and best practices for outreach and communication. SchoolLink was presented at the September 9, 2018, CYF Council meeting and at the Annual Summit on Student Engagement and Attendance in October 2018.

Continuum of Care Reform (CCR)

CCR draws together a series of existing and new reforms to the CWS program designed out of an understanding that children who must live apart from their biological parents do best when they are

cared for by a committed nurturing family home. In ongoing collaboration with CWS and Probation, the Behavioral Health Services system is refined to best serve foster youth. Key components such as Presumptive Transfers for Out of County youth, Child Family Teams, Short-Term Residential Therapeutic Programs, and outcome data sharing is being developed and refined.

CYF Conferences

CYF held the following conferences this year:

- Critical Issues in Child and Adolescent Mental Health 3rd Annual Conference: *Hidden in Plain Sight: Adolescent Brain and Identity Development*, on March 23-24, 2018.
- Children System of Care Conference, *Unpacking Hope: Understanding the Unique Needs of Children, Youth and Families Experiencing Homelessness*, on April 12, 2018.
- The 9th Annual-We Can't Wait! Conference: *Embracing Our Diversity: Intervening Early in Every Community* on September 13-15, 2018.

CLINICAL DIRECTOR'S OFFICE (CDO)

Drug Medi-Cal Organized Delivery System (DMC-ODS)

BHS passed the federal Centers for Medicare and Medicaid Services (CMS) readiness review conducted on March 20 and 21, 2018, by Department of Health Care Services (DHCS) analysts. The readiness review was one of the last steps in preparation for BHS to enter into the agreement with the State for implementation of DMC-ODS. After Board of Supervisor's action on March 27, 2018, contract actions for the Substance Use Disorder (SUD) provider network, including the network expansion and new service delivery, were executed on July 1, 2018.

BHS and the SUD treatment providers have partnered to work through the challenges and to seize the opportunities presented by DMC-ODS implementation. Challenges for the provider network have included staffing shortages, data entry barriers, and culture shifts. Opportunities have included client success stories pairing recovery residencies with outpatient treatment and increased Residential and Outpatient treatment collaborations. Although the Opioid Treatment Providers have folded into the County's system of care without disruption, access and integration of Medication Assisted Treatment services are still at the beginning stages of adoption.

The change to consistent use of evidence-based practices through the SUD treatment system have been supported by robust training offerings coordinated by the Behavioral Health and Education Training Academy. One of the highlights of this year includes the graduation of the first cohort of the Justice-Involved Systems Training Academy. Another highlight is the American Society of Addiction Medicine Criteria training event hosted by Dr. David Mee-Lee from The Change Companies, in which over 200 individuals participated.

Lastly, in September, BHS staff presented to an update on early DMC-ODS implementation efforts and the BHS Performance Improvement Team updated the BHAB DMC-ODS Dashboard Indicators to provide a mechanism for continuous data review in hopes to engage BHAB in ongoing dialogue aimed at continuous system improvement.

Hospital Contracts/Long Term Care

As part of the enhancement to our hospital contracts, BHS increased the acute daily rate to \$925 (13% increase since last year's rates), increased the admin daily rate to \$665.58 (17% increase), and

increased the children's acute daily rate to \$965 (12% increase). All three of these increases will be retroactive to July, 1, 2018. The net impact is expected to be approximately \$3 million.

As part of a long term care expansion, in November 2018 BHS successfully added 67 Institute for Mental Disease beds to the Crestwood Mental Health Rehabilitation Center in San Diego. An additional 16 transitional residential beds will become available at Crestwood's 24-hour facility, Hummingbird Healing House, with client admissions anticipated through December 2018.

Workforce, Education, and Training

The Justice Involved Services Training Academy (JISTA) was developed in partnership with the Public Safety Group to provide trainings to SUD and mental health treatment providers to address the criminogenic needs and treatment for the BHS justice involved population. The 6 full-day series began in September 2018, with 32 participants engaged in the Academy. Participants included mental health and substance use disorder community treatment providers as well as some providers from within the justice system (Sheriff, Public Defender). The trainings included: description of the intersection of systems in justice involved service delivery, including DMC-ODS; definition of the Risk-Needs-Responsivity model of rehabilitation and how evaluation of criminogenic risk factors should inform programming and treatment planning; and the application of Evidenced-Based Practices in justice involved service delivery to effectively address criminogenic needs. The first JISTA cohort graduated on November 15, 2018. Another series is scheduled to begin in February of 2019.

BHS provided full-day training: Unlocking Suicidal Secrets: New Thoughts on Old Problems in Suicide Prevention, on September 12, 2018. This training was provided by Shawn Christopher Shea, MD from the Training Institute for Suicide Assessment and Clinical Interviewing. Dr. Shea demonstrated clinical techniques used for uncovering sensitive topics that may lead to suicidal ideation. Approximately 500 participants were in attendance. In addition to this larger training, experiential training pods were held on September 13 and 14 for 55 participants. These trainings facilitated by Dr. Shea provided an intensive small-group training experience for participants.

To further support individuals with lived experience, RI International has provided 4 peer specialist training series through September 2018, with 61 participants graduating from the training series. Of these participants, 14 were already employed in the public behavioral health system at the start of the series. The next training series is scheduled to be completed in December 2018.

PREVENTION AND PLANNING UNIT (PPU)

San Diego County Suicide Prevention Action Plan Update 2018

The San Diego County Suicide Prevention Council released the Suicide Prevention Action Plan Update 2018 to advance the community conversation on the specific steps everyone can take to reduce suicide. The Suicide Prevention Action Plan was developed under the staff support of the San Diego Community Health Improvement Partners with involvement of the County of San Diego and its many stakeholders and partners in the field of suicide prevention. The Action Plan Strategic Framework is designed to bring together multi-systems of advocates, service providers, community members and schools to advocate for those struggling with mental health challenges. The Action Plan includes a community engagement overview, highlights of the Suicide Prevention Council accomplishments, and an evaluation plan. A copy of the of the Action Plan can be downloaded at <https://www.sdchip.org/initiatives/suicide-prevention-council/reports-resources/>

Prescription Drug Abuse Task Force

The annual Prescription Drug Abuse Task Force Report Card was released on Friday, October 26 during a press conference with Supervisor Kristin Gaspar. Unfortunately, in 2017, the nationally declared opioid epidemic resulted in 273 unintentional deaths in San Diego County from prescription medicines and other opioids, including 87 from illicit fentanyl. Part of the strategy to reduce access to illicit medications is through year-round collection boxes and bi-annual prescription drug take back days. The October Take Back Day resulted in 8,398 pounds of unused medicines collected at 44 locations throughout the County.

Annual Public Health Association meeting

The 2018 American Public Health Association's Annual Meeting, which drew more than 12,000 people to San Diego, provided BHS the opportunity to highlight some of our outstanding programs to an international audience. An opening day panel, which I had the honor to moderate, included a performance by a member of Urban Beats. A project for transition age youth, Urban Beats allows participants to transform their lives through engagement in expressive arts. The panelists highlighted the Stop Firearm Suicide San Diego, our newest suicide prevention program in San Diego County. In this campaign, we are collaborating with gun shop owners and firing range operators to help raise awareness about suicide prevention and save lives. The project works to create "speedbumps" between someone's thoughts of suicide and the means (methods) used; they are then far less likely to make a fatal suicide attempt. Panelists also stressed the importance of a population-based approach to mental health, and focus on the social determinants of health. The Annual Meeting ran from Sunday, November 11, through Wednesday, November 14 at multiple venues.

Stop Firearm Suicide San Diego

Behavioral Health Services unveiled a new suicide prevention campaign called Stop Firearm Suicide SD. This focuses on means reduction and will start with education to reduce access to guns for persons with suicidal ideation. Fliers will be posted in gun shops and ranges, and informational brochures will be disseminated to gun owners. BHS will also distribute gun safety locks with suicide prevention messaging throughout the county. The project aligns with one of the nine strategies (means reduction) identified in the San Diego County Suicide Prevention Action Plan's 2018 update.

QUALITY IMPROVEMENT (QI) UNIT

Network Adequacy

The CA Department of Health Care Services (DHCS) issued a Mental Health and Substance Use Disorder Services Information Notice to establish federal network adequacy requirements for county Mental Health Plans (MHP) and DMC-ODS pilot counties. The network adequacy standards include time, distance, and timely access standards. To determine compliance with the new standards, DHCS requires a quarterly data submission to evaluate and certify the MHP on an annual basis. Required documentation to be submitted includes the Network Adequacy Certification Tool (NACT), geographic access maps, actual grievances and appeals, provider agreement boilerplates, provider directory, beneficiary satisfaction survey results, and specific policies and procedures, such as timely access, network adequacy monitoring, and telehealth.

To accomplish this task in the 6-week deadline, there was extensive communication and collaboration with multiple stakeholders. Optum Healthcare (Optum), BHS staff and over 100 contracted providers worked together to meet this deadline. The completion of the NACT itself required detailed information from all BHS providers. With the impressive efforts from Optum, BHS staff, and providers coordinating to complete over 150 NACT questions, BHS was able to meet the State's

deadline. Another accomplishment was Optum's first time achievement of developing geographic access maps. Based upon its review and analysis of the NACT and supporting documentation, DHCS determined the San Diego County MHP passed the network certification for FY 2018-19. BHS will continue to develop best practices with each quarterly submission to ensure compliance, and Optum is working on developing a database to assist in the NACT data collection process. BHS expresses great appreciation for the hard work of Optum and all the providers to complete such a complex project.

SanWITS enhancements and numbers trained to support DMC-ODS

The Quality Improvement Management Information Systems (MIS) team implemented enhancements to the Substance Use Disorder (SUD) system (SanWITS) in support of DMC-ODS after it began in San Diego on July 1, 2018.

The MIS team worked closely with the system vendor in addition to collaborating with other BHS units to develop necessary changes to the system. Extensive testing was conducted over several months prior to implementing the changes. To support DMC-ODS providers, the MIS team acquired complete staff administration of SanWITS. Prior to this, providers were responsible for maintaining access to the system for their staff. Training classes, materials, and recorded webinars were developed to educate providers on the new changes to the system. MIS trained over 380 provider staff with 42 classroom and onsite trainings.

SanWITS will continue to be developed to meet new requirements for the DMC-ODS that allow for data collection necessary to satisfy the External Quality Review Organization. In addition, system enhancements will include those necessary to build a fully functioning electronic health record that will include treatment plans, progress notes, and required upgrades for billing. The system functionality will be developed and additional trainings will be provided to providers with data integrity in mind to produce effective quality outcomes for clients as the County expands these services to our community.

SUD Billing Readiness to Support DMC-ODS

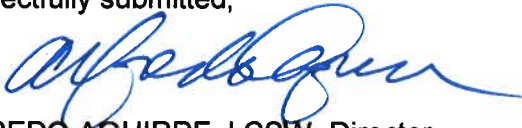
Since the implementation of DMC-ODS, services provided but previously not reimbursed (such as residential treatment without population or facility size restrictions) became reimbursable by the state. Prior to implementation Opioid Treatment Programs (OTPs) contracted directly with the State. Now, they are contracted with the County. The SUD Quality Management (QM) team was developed as part of the QI unit of BHS to provide technical assistance, monitoring and review of programs in the new system.

Since County contracted residential SUD providers had never billed DMC previously, the SUD QM team has made a concerted effort to provide onsite technical assistance and chart review in addition to ongoing documentation training. Each residential SUD program has an assigned QM Specialist who works with the programs to review charts, troubleshoot solutions for areas of need identified in treatment best practices, and provide education on documentation errors that would lead to DMC disallowance. These efforts not only increase confidence in the accuracy of the services under DMC-ODS, but also increase quality of care in the services provided.

EDGEMOOR DISTINCT PART SKILLED NURSING FACILITY

Edgemoor submitted an application for the Baldrige Award and was one of only 12 entities nationwide to earn a prestigious Site Visit. The results of the Site Visits were announced on November 13, 2018, by the United States Secretary of Commerce Wilbur Ross. While Edgemoor did not receive the award this year, earning a place in the competition already demonstrates their excellence. In the 30 year history of this award, less than 4 per year have been awarded. Edgemoor was also listed for the sixth consecutive year in *US News & World Report's* Best Nursing Homes. These results, coupled with twelve straight quarters of a perfect CMS 5-star rating score, demonstrate Edgemoor's ongoing commitment to quality services. Edgemoor's continuous improvement results align with the *Live Well San Diego* vision of a region that is Healthy, Living Safely and Thriving.

Respectfully submitted,



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AA/bp

cc: Nick Macchione, MS, MPH, FACHE, HHSA Director
Holly Salazar, MPH, BHS Assistant Director of Departmental Operations