



BOARD OF SUPERVISORS  
AGENDA LETTER

Agenda Number:

Clerk of the Board of Supervisors  
105 E. Anapamu Street, Suite 407  
Santa Barbara, CA 93101  
(805) 568-2240

Department Name: ADMHS  
Department No.: 043  
For Agenda Of: 5-6-14  
Placement: Administrative  
Estimated Tme: N/A  
Continued Item: No  
If Yes, date from:  
Vote Required: Majority

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**TO:** Board of Supervisors

**FROM:** Department Takashi Wada, MD, Interim Director  
Director(s) Alcohol, Drug and Mental Health Services, 805-681-5220  
Contact Info: Ole Behrendtsen, MD, Medical Director, 681-5220

**SUBJECT:** Agreement with Traditions Behavioral Health

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**County Counsel Concurrence**

As to form: Yes

**Auditor-Controller Concurrence**

As to form: Yes

**Other Concurrence: Risk Management**

As to form: Yes

**Recommended Actions:**

That the Board of Supervisors:

- 1) Approve and authorize the Chair to execute an agreement with Traditions Behavioral Health (not a local vendor) to provide psychiatry services at Alcohol, Drug, and Mental Health Services facilities through June 30, 2017, for a maximum contract amount not to exceed \$5,793,922 . This maximum contract amount includes \$433,560 for FY 13-14, \$1,734,240 for FY 14-15, \$1,786,267 for FY 15-16, and \$1,839,855 for FY 16-17.
- 2) Determine that the approval of the contract is exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines Section 15061(b)(3), finding that the activities are covered by the general rule that CEQA applies only to projects which have the potential for causing a significant effect on the environment, and where it can be seen with certainty that there is no possibility that the activities in question may have a significant effect on the environment, the activities are not subject to CEQA.

**Summary Text:**

Traditions Behavioral Health (TBH), a psychiatrist staffing service, provides a long-term solution to help address Alcohol, Drug, and Mental Health Services' (ADMHS) ongoing psychiatrist staffing shortages. Approval of the recommended actions will allow ADMHS to access up to 5.0 FTE psychiatric personnel to fill existing vacancies throughout the Department.

**Update Since the February 18, 2014 Board Hearing**

Since the February 18, 2014 Board of Supervisors Hearing, ADMHS has clarified the Agreement with TBH; met with UAPD on three additional occasions; and compiled data regarding the Department's historical recruitment efforts, the fully loaded costs of Psychiatrist FTE's, and identified possible staffing allocations for the TBH Psychiatrists, as described below:

**TBH Agreement Clarification.** In consideration of feedback received from the Board, the following clarifications were made to the contract terms: a provision on Cultural Competence was added to Exhibit A, Section I.C; Exhibit B, Section 4.A-D. ii was clarified to specify that administrative costs are charged based on Psychiatrist FTE, not as a lump sum fee.

**Discussions with UAPD.** Prior to initiating contract negotiations with TBH, ADMHS consulted with County Employee Relations to determine whether there was an obligation to meet and confer with UAPD prior to entering into a contract with TBH. Employee Relations advised that the TBH contract did not modify the wages, hours and terms and conditions of employment for Psychiatrists and therefore did not trigger meet and confer obligations, but recommended we provide the completed contract and Board Letter to the union as soon as possible. Although UAPD was aware the TBH contract was being developed, Employee Relations formally notified the union of the contract on February 4, 2014. On February 10, 2014, the day the Board Letter was filed with the County Clerk of the Board, Employee Relations provided the documents to UAPD.

On February 18, 2014, UAPD provided a letter demanding to meet and confer regarding the TBH contract. Employee Relations met with the union that same day and on two additional occasions. After exploring and discussing each section of the UAPD Memorandum of Understanding, and considering fully the union's comments and concerns, Employee Relations is confident that the TBH contract does not impact the wages, hours and terms and conditions of employment of staff Psychiatrists and the contract is not within the scope of bargaining.

**Recruitment Efforts.** Since 2006, ADMHS has used a combination of Psychiatry staff and outside recruiters to fill Civil Service Psychiatry positions. In 2007 County HR modified the Psychiatrist Class Specifications to broaden the field of candidates from those who were Board Certified in Psychiatry to those who are Board Eligible in Psychiatry, with the caveat that Board Certification was required within five years of hire. Since 2007, there have been four extended recruitments for Psychiatrists, with the first of these opening on March 19, 2007 and running continuously; the second opening on August 20, 2008 and closing on February 15, 2013; the third opening soon thereafter on March 25, 2013 and running until December 31, 2013; and the last opening January 26, 2014 and running continuously. These recruitment efforts resulted in the hiring of 19 Psychiatrists over the 8 year period.

Recently, ADMHS successfully recruited a Civil Service Psychiatrist who will start work in June 2014. In addition, an ADMHS Psychiatrist visited UC Irvine and UCLA to recruit Psychiatry Residency students for internships with ADMHS. Several of these students have already expressed interest in working with the County over the summer. ADMHS continues to consider all viable options for achieving full-staffing of Psychiatry services.

**Cost Comparisons for Civil Service vs. TBH Psychiatrists.** Based on the average annual FY 14-15 Psychiatrist position in the salary model, the base cost per FTE is \$329,411. An additional \$7,081 is added to the base for Malpractice, General Liability, and Workers Compensation Insurance, bringing the total annual cost per Psychiatrist FTE to \$336,492. Pursuant to the terms of the TBH Agreement, the cost of a TBH Psychiatrist per annum is \$346,848. TBH and the individual Psychiatrists are responsible for covering their own Malpractice, General Liability, and Workers Compensation Insurance, so these costs are not part of the TBH per annum cost to the County.

Placement of TBH Psychiatrists in Clinic Settings. Based on the current configuration of ADMHS Clinics, the TBH Psychiatrists may be placed in positions that are currently vacant or occupied by Locum Tenens/Contract positions (see Attachment 2). However, depending on grant awards and proposed budget approval for FY 2014-2015, the clinic configuration may change, resulting in the placement of the TBH Psychiatrists in somewhat different clinic positions.

**Background:**

TBH provides an alternative to temporary psychiatry services provided by *Locum Tenens*, offering long term placement of highly-qualified psychiatrists. Despite historical continuous open recruitment for psychiatrists, ADMHS has experienced perpetual challenges attracting and retaining qualified psychiatrists to work at ADMHS facilities. High housing and cost of living expenses, the perception of Santa Barbara County as a rural County, and staffing competition by nearby correctional and government psychiatry facilities that offer higher salaries have made it difficult to attract and retain qualified psychiatrists, resulting in long-standing vacancies. Currently, ADMHS has 5.0 FTE outpatient psychiatrist vacancies that the department has been unable to fill permanently, despite recruitment efforts. This shortage of psychiatric staff reduces capacity to provide mandated services, in addition to other adverse impacts on client care.

Based on some ADMHS staff recommendations as another option to address the chronic psychiatric staff shortages, ADMHS reached out to TBH to initiate discussions about providing Psychiatrists for Santa Barbara County. TBH has a good reputation in the State, and in addition to providing psychiatric staff to various private sector mental health providers, such as Telecare Corporation, Mental Health Systems and Crestwood Behavioral Health, Inc., TBH also provides staffing to the Counties of Los Angeles, San Francisco, Contra Costa, Humboldt, Ventura, and San Benito, and is in negotiations with Fresno and Modesto Counties. Conversations with these entities have produced overall positive feedback regarding TBH's staff and quality of services.

TBH's psychiatrists provide mandated psychiatric services such as diagnostic evaluations; medication evaluations; prescriptions for psychiatric medications; review, revision and approval of client assessments; and participation in the development, review, revision and approval of client treatment plans. TBH physicians follow a philosophy of recovery- rather than illness-focus, and embrace the concepts of diversity and cultural competence. The agreement with TBH for psychiatrists includes the expectations set forth below, with a focus on positive client outcomes and maximum productivity. Each physician will be expected to:

- See 10-12 clients per day in clinics, and 6-9 clients per day for services in the field.
- Fill clinic gaps resulting from no-shows and cancellations with walk-in clients.
- Chart in the electronic health record a minimum of four paragraphs per client encounter.
- Evaluate every client a minimum of once every three months, but more often as needed.
- Facilitate the transition of clients to appropriate levels of care within the ADMHS system.

TBH also will promptly respond to any ADMHS performance concerns about TBH psychiatrists, and facilitate communication between County and psychiatrists.

Approval of the recommended actions will authorize TBH to hire up to 5.0 FTE psychiatrists to work at ADMHS facilities beginning in FY 13-14, through June 30, 2017.

**Key Contract Risks:**

With any contractor providing staffing services, there is a risk that subcontracted personnel will make errors, engage in misconduct, or be negligent in performance of assigned duties. To mitigate these risks,

the contract with TBH allows ADMHS to request substitution of individual psychiatry staff for cause, and requires that the agency provide Professional Liability insurance. In addition, the contract contains a 90-day cancellation clause that either party can initiate.

Furthermore, the contractor may experience difficulty recruiting to fill these positions, resulting in prolonged psychiatrist vacancies during the first few months of the contract. Similarly, if a physician is replaced during the contract, this may result in a temporary decrease in psychiatrist coverage.

If the contract with TBH is not approved, the County will be in competition with TBH for qualified psychiatry candidates interested in working in the Central Coast region, and ADMHS will continue to experience difficulty in recruiting qualified psychiatrists to fill County positions.

**Fiscal and Facilities Impacts:**

Budgeted: Yes

**Fiscal Analysis:**

<b>Funding Sources</b>	<b>Current FY Cost:</b>	<b>FY 14-15 Cost:</b>	<b>FY 15-16 Cost:</b>	<b>FY 16-17 Cost:</b>
General Fund				
State	\$ 216,780.00	\$ 1,057,886.40	\$ 1,089,622.87	\$ 1,122,311.55
Federal	\$ 216,780.00	\$ 676,353.60	\$ 696,644.13	\$ 717,543.45
Fees				
Other:				
Total	\$ 433,560.00	\$ 1,734,240.00	\$ 1,786,267.00	\$ 1,839,855.00

TBH's services will be used to backfill vacant positions that are approved and budgeted in the FY 13-14 Salary Model. The budget for these services is in salary savings associated with the vacant positions, resulting in no additional costs to the department. Execution of this contract will not increase the use of general fund dollars by ADMHS.

**Special Instructions:**

Please return one (1) Minute Order and one (1) copy of the fully executed Amendment to:

Alcohol, Drug and Mental Health Services  
ATTN: Contracts  
300 North San Antonio Road, Bldg. 3  
Santa Barbara, CA 93110

**Attachments:**

Attachment 1 – February 4, 2014 Memorandum to UAPD President  
Attachment 2 - Psychiatrists By Region  
Attachment 3 - Psychiatrist Staffing By Region  
Agreement with Traditions Behavioral Health  
Agreement with Traditions Behavioral Health in Tracked Changes

**ATTACHMENT 1****MEMORANDUM**

**Date:** February 4, 2014

**To:** Dr. Mark Kofler  
UAPD President

**From:** Robert MacLeod  
Chief of Employee Relations

**Subject:** Traditions Contract



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Last year the Board of Supervisors received a contracted report from staff and the TriWest consulting team regarding the Alcohol, Drug & Mental Health Services (ADMHS) Outpatient & Inpatient System of Care Assessment – Findings and Recommendations. As a stakeholder, Dr. Kofler served as a member of the CEO Advisory Committee on Behavioral Health which provided input into that report.

ADMHS currently provides psychiatric services through Regular Employees, Extra-help Employees, Contract Employees and Locum Tenens. All of those sources of treatment will continue to be utilized in a continuing effort to provide highly effective psychiatric services while using our limited financial resources in the most efficient manner.

As an ongoing step in that effort, the County will be asking the Board to approve a contract with Traditions Psychology Group/Traditions Behavioral Health (Traditions) to provide a limited proportion of overall psychiatric treatment. Under the proposed contract Traditions will provide up to five FTE psychiatrists who will be contractually obligated to, among other requirements: spend 70% of each day in face-to-face visits with patients and in appropriate documentation of those visits, see twelve patients a day in office or nine patients when working in the field, and to reduce no-shows/cancellations and fill clinic gaps with walk-in clients.

This contract will not impact the terms and conditions of employment of UAPD members and no layoff of UAPD members is planned or contemplated at this time. Please contact Employee Relations if you have questions regarding this matter.

## ATTACHMENT 2

### Psychiatrists by Region

	<b>Budgeted</b>				
<b>Region</b>	<b>Adults</b>	<b>TAY</b>	<b>Children</b>	<b>Inpatient</b>	<b>Total</b>
Central	2.00	0.13	0.62	-	<b>2.75</b>
North	5.27	0.57	1.00	-	<b>6.84</b>
South	4.75	0.33	0.60	2.24	<b>7.92</b>
<b>Total</b>	<b>12.03</b>	<b>1.03</b>	<b>2.22</b>	<b>2.24</b>	<b>17.51</b>

<b>Actual</b>			
<b>Civil Service</b>	<b>COP</b>	<b>Vacant/Locum</b>	<b>Total</b>
1.55	0.20	1.00	<b>2.75</b>
3.87	1.40	1.57	<b>6.84</b>
4.90	0.69	2.33	<b>7.92</b>
<b>10.33</b>	<b>2.29</b>	<b>4.90</b>	<b>17.51</b>

**TAY – Transition Age Youth**

**COP – Contractor on Payroll**

## ATTACHMENT 3

### Psychiatrist Staffing by Region March 18, 2014

