

# KPMG Operational and Performance Review of the Behavioral Wellness Department

## KPMG and Behavioral Wellness



October 11, 2022  
Meeting of the Board of Supervisors

# Today's Presentation

1. Context and Scope
2. Behavioral Wellness Organization Overview
3. KPMG Operational and Performance Review Summary – Behavioral Wellness
4. Behavioral Wellness Response and Implementation Timeframe

# Context

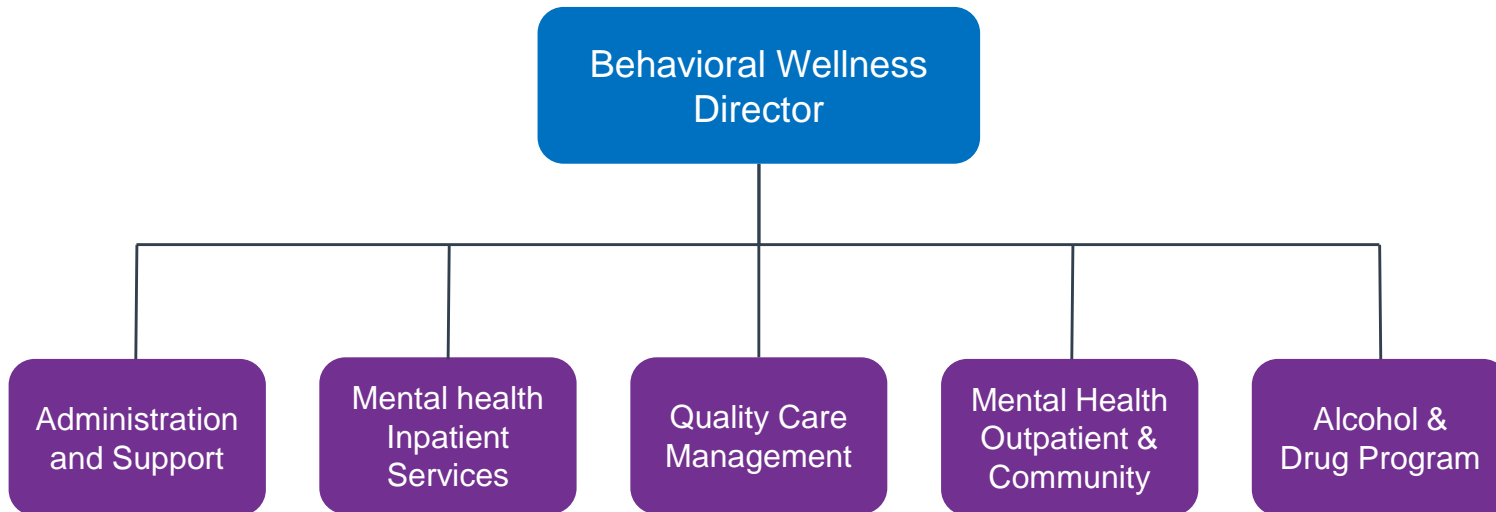
- Renew 22 – improve efficiency, effectiveness and customer service of all County operations.
- KPMG selected in May 2019 after competitive process
- Nine departments in first year
  - CEO, HR, GS – complete
  - Public Health and Planning & Development – complete
  - Sheriff, Public Defender – complete
  - Probation, District Attorney – complete
- Three departments in second year
  - Fire - complete
  - Behavioral Wellness – complete
  - Social Services – complete
- Eight departments in third year
  - Clerk-Recorder-Assessor-Elections – paused
  - Community Services – complete
  - Public Health Re-review – currently in review
  - County Counsel - currently in review
  - Public Works – currently in review
  - Agricultural Commissioner, Auditor-Controller, Treasurer-Tax Collector-Public Administrator – to be completed
- All departments to be reviewed over four-year period

# Scope

- Compare to best practices to highlight where improvements needed
- Not a financial audit or budget cutting exercise
- Recommendations should result in savings, efficiencies or better performance and outcomes
- Areas of focus - selected with department and CEO's office
- Relies on department cooperation, data availability and interviews
- Scope did not include implementation plans; will be up to departments

# Organization Overview: Behavioral Wellness

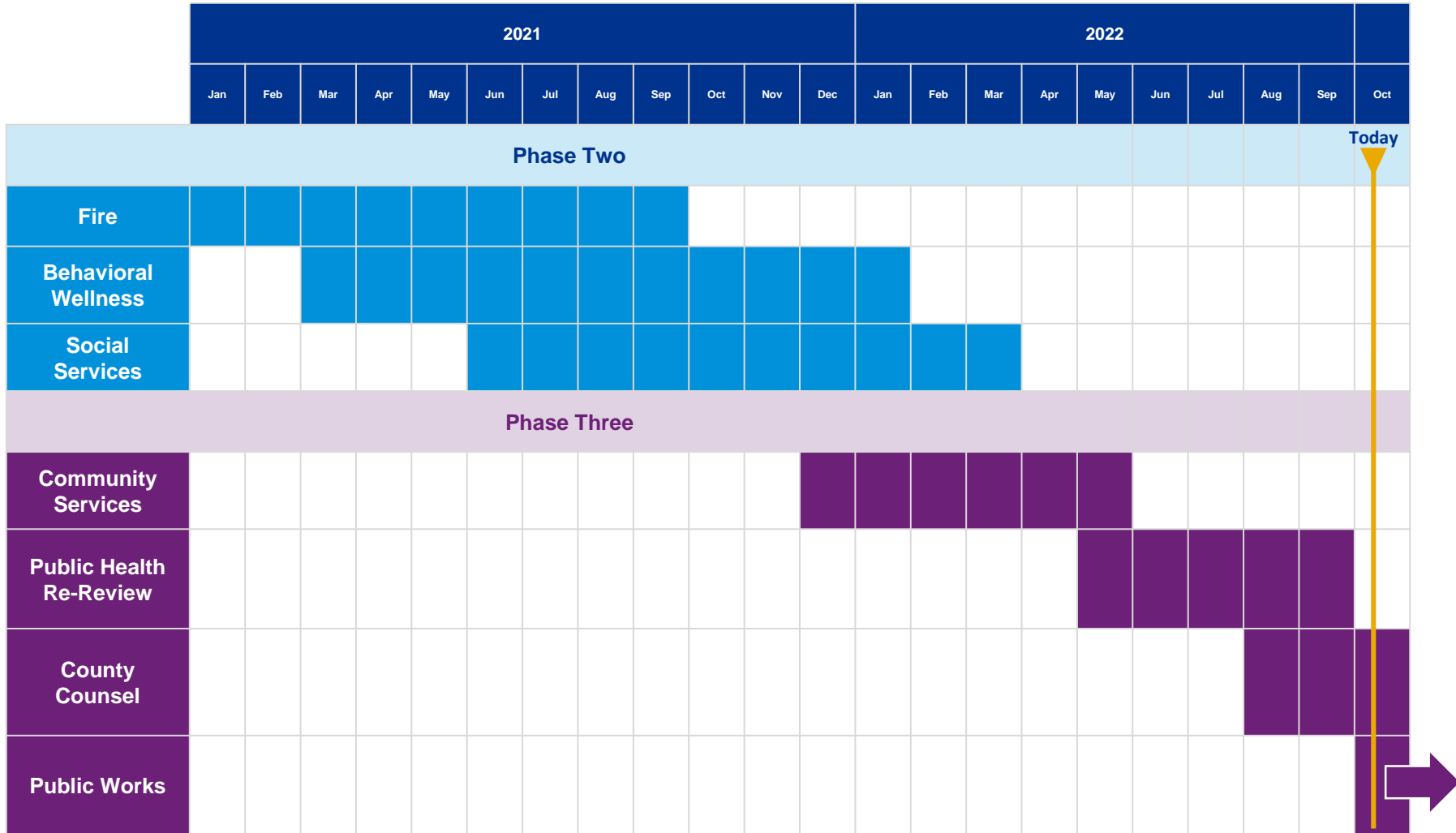
Staff: 404 FTE  
Budget: \$146.4 Million





# Improving Performance to Better Serve Our County Residents

# Project Timeline



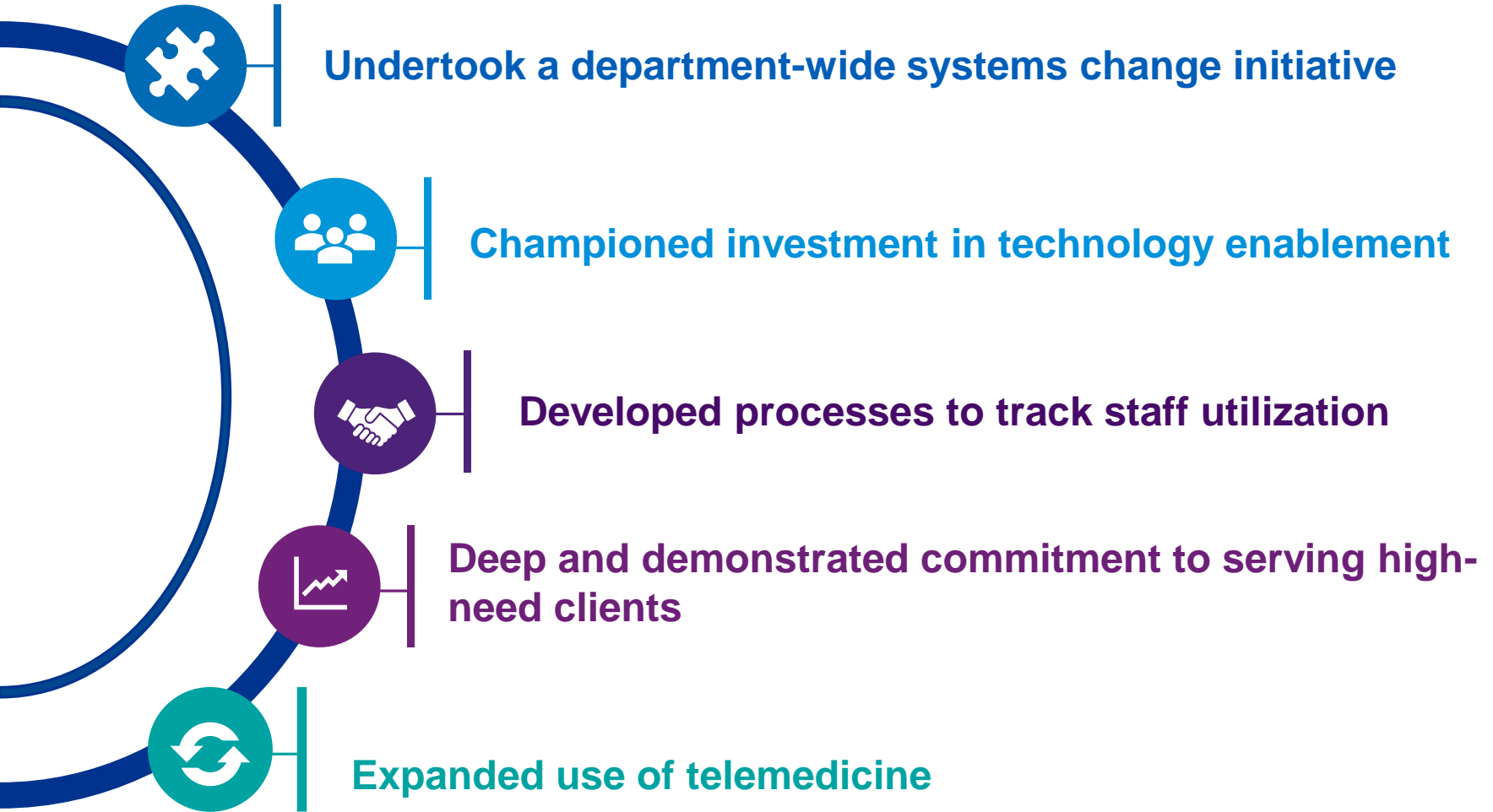
# Methodology

**KPMG commenced the review of the Behavioral Wellness Department in April 2021. The purpose was to identify strengths and opportunities to improve the overall operational efficiency, effectiveness, and service delivery provided by the County.**





# Commendations



# Current and Recommended Operating Model

<p><b>Service Delivery Model</b></p>	<p>Lack of formalized utilization targets and cadenced staff communication</p>	<p>1</p>	<p>Utilization targets are not formalized or consistently monitored and communicated to staff to help ensure commitment to achieving targets</p>	<p>3</p>	<p>4</p>	<p>Utilization formalized across the County and tracked on a weekly basis</p>	<p>Optimized staff utilization</p>
--------------------------------------	--	----------	--	----------	----------	---	------------------------------------

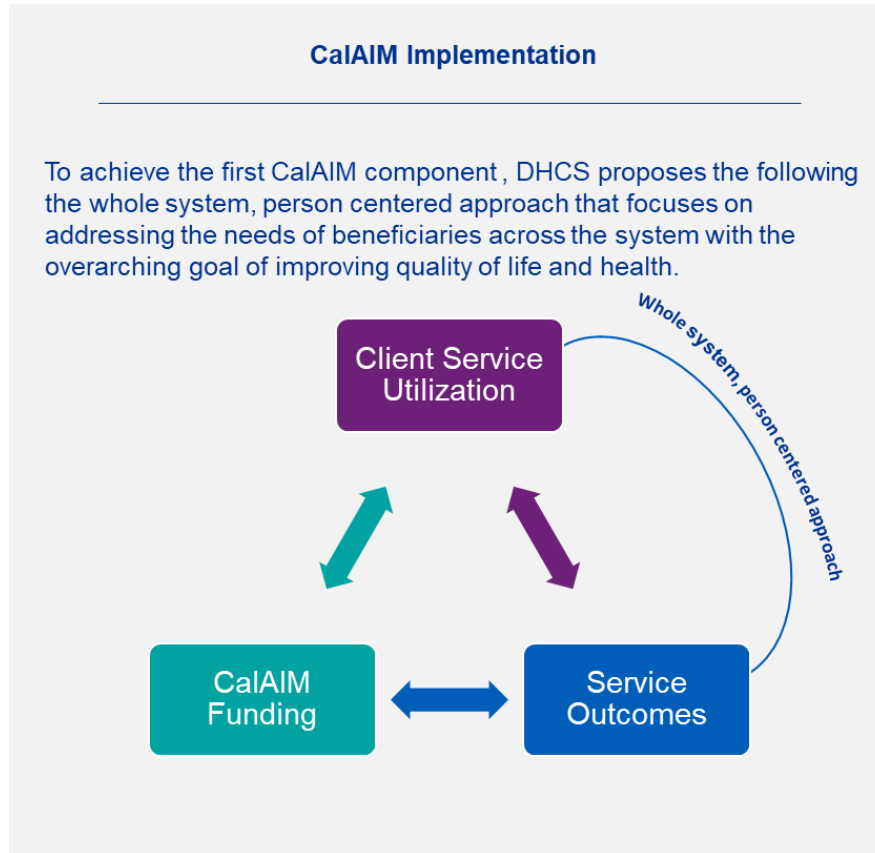
<p><b>Data and Reporting</b></p>	<p>Inconsistent or decentralized data models and reporting structures</p>	<p>1</p>	<p>2</p>	<p>Data is recorded, reviewed, and updated, but communicated to staff on an irregular basis</p>	<p>4</p>	<p>Data is recorded, reviewed, and updated on a regular basis. Reporting is accurate, consistent, and regularly shared across the Department</p>	<p>Established processes for sharing and analysis</p>
----------------------------------	---	----------	----------	---	----------	--	---

# Behavioral Wellness Recommendations



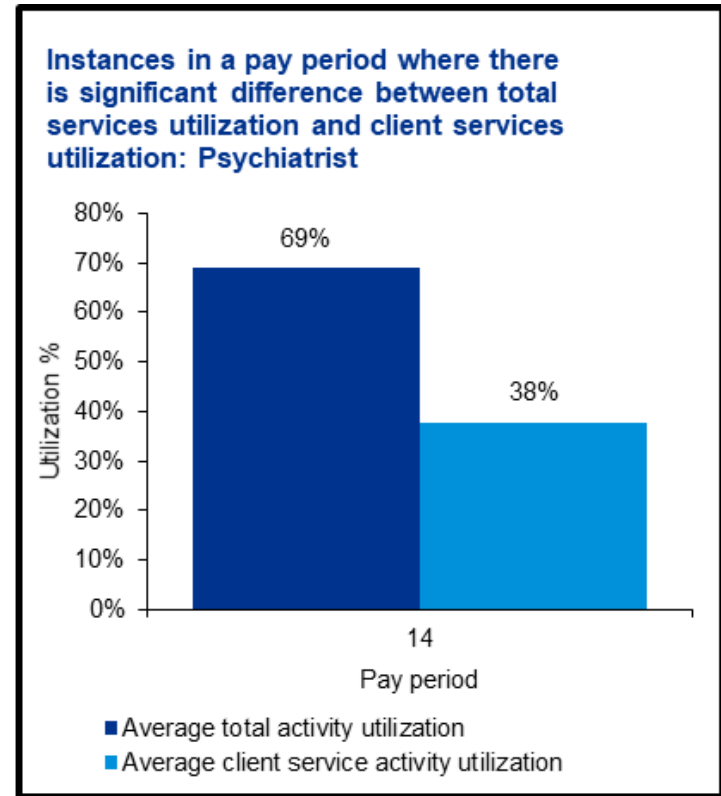
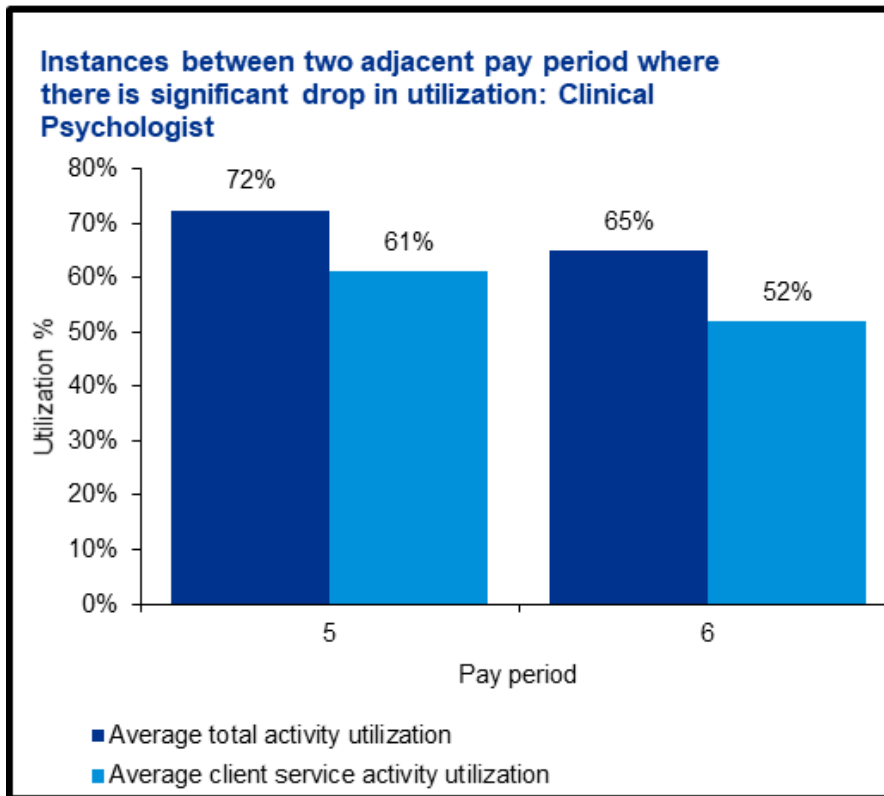
# CaAIM Readiness Assessment

Developing a CaAIM readiness assessment will assist the Department in identifying strategies to efficiently and effectively implement CaAIM initiatives, maximize reimbursement, and ensure the Department’s financial position is not adversely impacted as a result of the CaAIM reforms.



# Utilization Targets

Developing role-specific targets will help ensure that staff are being given goals based on their role and responsibility and allow for a more tailored approach to utilization management. It will also allow supervisors to identify instances where a dip in utilization is observed and work with staff to course correct.



# Review ACT Teams and Transition Service Delivery Model

The Department may consider reviewing the acuity of the ACT client population to assess the feasibility of transitioning the current model of care to a different service delivery model, such as FACT, to expand number of clients served and better meet needs of the population.

## Average Number of Clients Served

Program	County Target	Average clients 2018	Average clients 2019	Average clients 2020	Average clients Jan 2021– May 2021	Average Number of clients at May 2021
Santa Barbara ACT	100	93	97	98	87	82
Lompoc ACT	80	78	80	80	77	75
Santa Maria ACT	100	93	95	92	90	88

## Average Client Interaction Percentage

Program	Number of interactions per Month	Average % of clients 2018	Average % of clients 2019	Average % of clients 2020	Average % of clients Jan 2021–May 2021
Santa Barbara ACT	<8 interactions	59%	35%	33%	49%
Lompoc ACT	<8 interactions	58%	48%	35%	46%
Santa Maria ACT	<8 interactions	40%	36%	58%	54%

# BWell KPMG Response and Implementation Plan

Board of  
Supervisors  
Presentation

October 11, 2022



SANTA BARBARA COUNTY  
DEPARTMENT OF  
**Behavioral Wellness**  
A System of Care and Recovery

# FOCUS AREAS WITHIN SCOPE OF KPMG REVIEW

- I. Mental Health Outpatient & Community & Psychiatric Health Facility (PHF)
- II. Program Review
- III. Homeless Services Delivery & Systems Integration
- IV. Contracting Processes
- V. Recruiting and Retention





# AREAS OF RECOMMENDATION

1. System of Care Strategy and Performance
2. Financial Management
3. Utilization Management
4. Staffing and Service Delivery
5. Succession Planning
6. Contracts Processes
7. Interagency Collaboration



# SYSTEM OF CARE STRATEGY AND PERFORMANCE

Recommendation	BWell Response	Timeframe
<p><b>1.1 - Conduct a comprehensive needs assessment and system of care performance assessment of target population to align service delivery to community needs</b></p>	<p>Agree</p>	<p>Fall 2022-April 2023</p>
<p><b>1.2 - Conduct an analysis of high utilizers of County behavioral health services to identify highest-needs population and address gaps in existing services</b></p>	<p>Agree</p>	<p>Fiscal Year 2022-23</p>



# FINANCIAL MANAGEMENT

Recommendation	BWell Response	Timeframe
<p>2.1 - Develop a utilization plan for existing grants and a prioritization and utilization plan for grant pursuits to align the pursuit and utilization of funding to the Department's strategy to meet the needs of its target population</p>	<p>Agree</p>	<p>June 2023</p>
<p>2.2 - Develop a grant performance dashboard to track the performance and usage of grant funding on a regular basis</p>	<p>Agree</p>	<p>January 2023</p>
<p>2.3 - Commence departmental CalAIM readiness assessment to help ensure operational and fiscal alignment in conjunction with countywide efforts to prepare for this transition</p>	<p>Agree</p>	<p>September 2023</p>



# UTILIZATION MANAGEMENT

Recommendation	BWell Response	Timeframe
<p><b>3.1 - Develop role-specific utilization targets, and implement leading practices to enhance staff utilization across positions</b></p>	<p>Agree</p>	<p>Fall 2022-May 2023</p>
<p><b>3.2 - Update data systems to enhance reporting accuracy and data quality related to utilization and unaccounted time</b></p>	<p>Partially Agree</p>	<p>Fiscal Year 2022-23</p>
<p><b>3.3 - Develop a strategy and timeline related to EHR tools to address legacy systems and increase functionality</b></p>	<p>Agree</p>	<p>July 2022-July 2025</p>



# STAFFING AND SERVICE DELIVERY

Recommendation	BWell Response	Timeframe
<p><b>4.1 - Review client acuity across ACT programs to assess viability of combining ACT Teams and transition to Flexible Assertive and transition to a FACT model to better tailor service delivery to the needs of the target population</b></p>	<p>Agree</p>	<p><b>FY 2022-23</b>  <i>Comprehensive needs assessment during MHTA Three-Year Community Planning Process</i></p>
<p><b>4.2 - Implement demand-driven staffing and develop specific performance measures for the Justice-Involved Services programs to enable effective services delivery, measure program outcomes and cost benefit</b></p>	<p>Agree</p>	<p>June 2022-June 2023</p>



# STAFFING AND SERVICE DELIVERY(cont'd)

Recommendation	BWell Response	Timeframe
<p>4.3 - Collaborate with County HR to review pay differentials for PHF nursing staff and adopt a team-based model of care to reduce recruitment and retention challenges</p>	<p>Agree</p>	<p>Completed:  <i>Salary issues-Aug '22;                      Team-based care began July '22; full expansion by July '23</i></p>
<p>4.4 - Collaboratively engage with BWell HR to establish a policy for managing of sick leave and implement methods to reduce instances of sick leave</p>	<p>Partially Agree</p>	<p>Completed:  <i>January 2023</i></p>



# SUCCESSION PLANNING

Recommendation	BWell Response	Timeframe
5.1 - Collaborate with County HR to review human resources processes to speed recruitment timelines and develop recruiting pipelines	Agree	Completed: May 2022
5.2 - Develop a proactive strategy to enhance succession planning and department resiliency	Agree	September 2022-July 2023



# CONTRACTS PROCESSES

Recommendation	BWell Response	Timeframe
6.1 - Engage with County Counsel to increase specificity of expectation around turnaround times and scope of review for efficiency	Agree	Completed: <i>Spring 2022</i>
6.2 - Implement an electronic contract management system to better coordinate workflows and streamline the contract review and approval process	Agree	Completed: <i>July 2023</i>

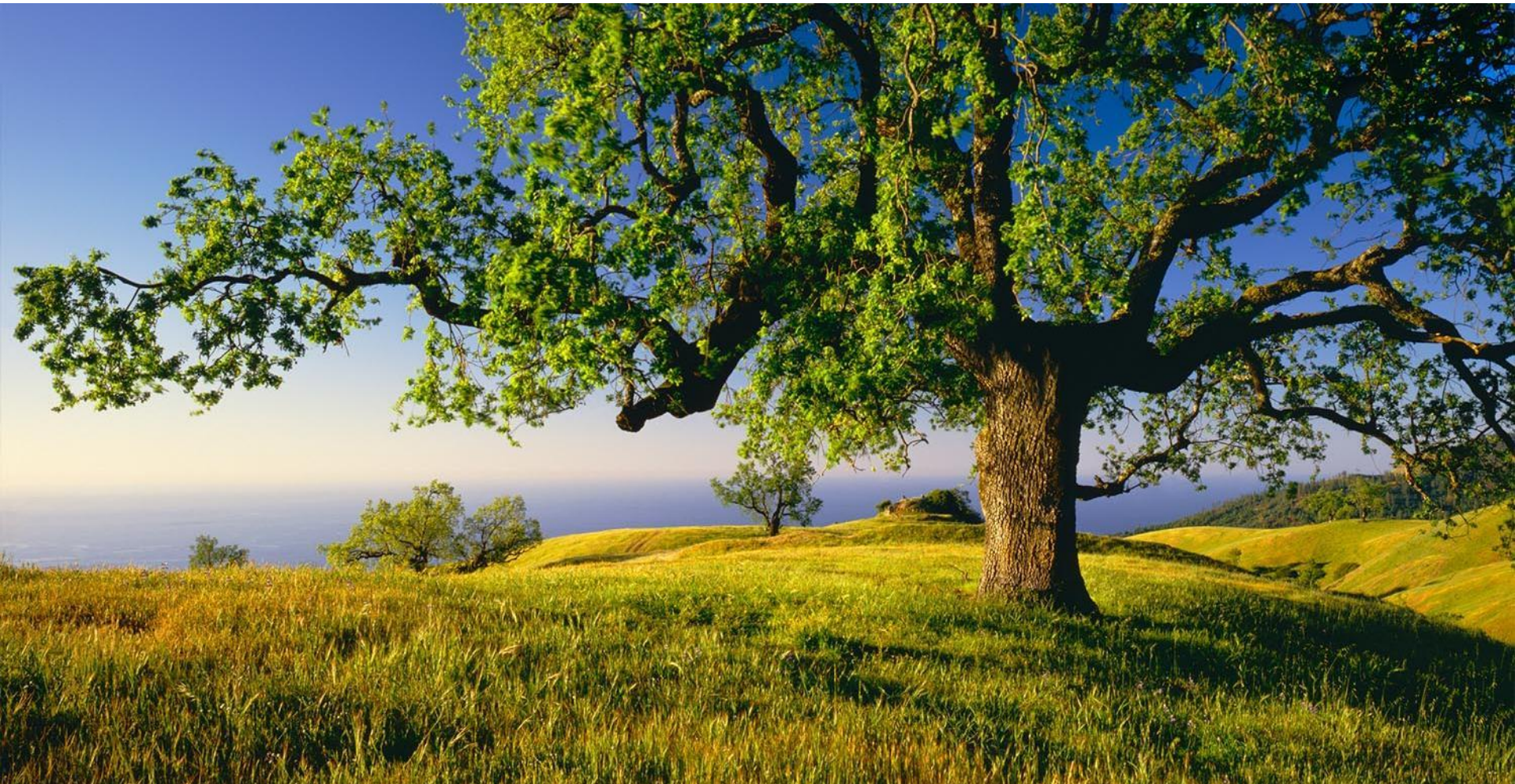




# INTERAGENCY COLLABORATION

Recommendation	BWell Response	Timeframe
7.1 - Enhance collaboration between homeless outreach efforts within BWell (homeless outreach team and clinic staff) and between BWell and Community Services Department (CSD) to streamline and enhance service offerings	Agree	October 2022
7.2 - Strengthen and expand partnerships with criminal justice agencies to connect eligible justice-involved residents to behavioral health services	Agree	January 2025 <i>Implementation began Spring 2022 and is ongoing</i>
7.3 - Conduct CalAIM reform planning to increase integration between Regional Health Authority (CenCal) and complementary County Departments including Public Health	Agree	September 2023

# QUESTIONS



SANTA BARBARA COUNTY  
DEPARTMENT OF  
**Behavioral Wellness**  
A System of Care and Recovery



# Questions