



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: Public Health
Department No.: 041
For Agenda Of: March 5, 2024
Placement: Administrative
Estimated Time:
Continued Item: No
If Yes, date from:
Vote Required: 4/5

TO: Board of Supervisors
FROM: Department Mouhanad Hammami, Director
Director(s) Public Health Department
Contact Info: Paola Hurtado, Assistant Deputy Director (805) 681-5171
Primary Care and Family Health
SUBJECT: **CenCal Health CalAIM Enhanced Care Management (ECM) Implementation and Acceptance of CenCal Health Incentive Payment Program (IPP) Funding**

County Counsel Concurrence

As to form: Yes

Other Concurrence: Risk Management, CEO Budget

As to form: Yes

Auditor-Controller Concurrence

As to form: Yes

Recommended Actions:

That the Board of Supervisors:

- a) Approve, ratify, and authorize the Chair to execute the Agreement with the Santa Barbara San Luis Obispo Regional Health Authority DBA CenCal Health to implement delivery of California Advancing and Innovating Medi-Cal (CalAIM) Enhanced Care Management (ECM) services with a term of three years beginning upon execution and approval by the Department of Health Care Services.
- b) Approve and authorize the Director of Public Health to enter into an agreement with CenCal Health to accept Incentive Payment Program (IPP) funding of \$950,499 to support the development and expansion of sustainable ECM services for CenCal Health members. Funds must be expended within twenty-four months of receipt.
- c) Approve the attached Salary Resolution (Attachment C), which allocates to the Public Health Department one (1) 1.0 FTE Staff Nurse, Supervisor legal position, and three (3) 1.0 FTE Health Service Aide legal positions.
- d) Approve and authorize Budget Revision BJE 0009551 to establish appropriations for \$950,400 of unanticipated revenue from CenCal Health to increase Salaries & benefits, Services and Supplies, and Other Costs for FY 2023-24 in the County's financial system (Attachment D).

- e) Determine that the recommended actions are not a “Project” within the meaning of the California Environmental Quality Act (“CEQA”) and the actions are exempt per CEQA Guideline section 15378(b)(5), since the recommended actions are an organizational or administrative activity of the government that will not result in direct or indirect physical change in the environment

Summary Text:

This item is on the Agenda to authorize the Public Health Director to form an agreement with CenCal Health to provide Enhanced Care Management Services (Attachment A) and receive funding of \$950,499 to design and implement the delivery of ECM to CenCal Health members utilizing the Incentive Payment Program agreement (Attachment B). Enhanced Care Management (ECM) is a new Medi-Cal benefit for care coordination available to eligible members with complex needs. Funding for implementation of these services was awarded to the Public Health Department (PHD) for staffing costs, including recruitment and retention; capital investments; system and infrastructure development; ongoing operations to support start-up and sustainability; and staff training and development.

Background:

The State of California has undertaken a multi-year transformation of Medi-Cal to help people maximize health and life trajectory by making the program more equitable, coordinated, and person-centered. The transformative endeavor, California Advancing and Innovating Medi-Cal (CalAIM), puts people’s needs at the center of care through coordinating clinical and support services to meet each Medi-Cal enrollee’s physical, developmental, behavioral, service, dental, and social support needs. Moving to a population health approach, CalAIM also addresses Social Determinants of Health (SDOH), which include a wide variety of situational factors that affect risks, health, functioning, and quality-of-life outcomes. CalAIM better aligns funding, infrastructure, and service delivery to meet overarching goals and to incentivize local service providers accordingly. CalAIM includes specific initiatives to provide equal access to health and well-being for individuals who have historically faced substantial barriers to access and consequently suffered poor outcomes. One such initiative is Enhanced Care Management (ECM), a new Medi-Cal benefit available to eligible members with complex needs.

Statewide, more than 50 percent of Medi-Cal spending is attributed to the five percent of members with the highest-cost needs. These Medi-Cal members typically experience several complex health conditions involving interacting physical health, behavioral health, and social needs. Members with complex needs must often engage multiple delivery systems to access care, including primary and specialty care, dental, mental health, substance use disorder treatment, housing assistance, and long-term services and supports. ECM is designed to meet the uniquely intense needs of these members by providing a care manager to connect individuals to these supports.

Through ECM, these most-vulnerable, highest-need members will receive comprehensive care management from a single lead care manager who coordinates all their health-related care and facilitates access to community supports. ECM makes it easier for members to get the right care at the right time in the right setting, and to receive integrated, coordinated, comprehensive care that extends beyond the doctor’s office or hospital. Lead care managers meet members where they are—on the street, in a shelter, in their doctor’s office, or at home—to provide interdisciplinary, high touch, person-centered services through face-to-face interactions with members where they live, seek care and prefer to access services.

CenCal Health has awarded the Santa Barbara County Public Health Department (PHD) \$950,499 to support the design, development, and implementation of ECM services to CenCal Health members. Among the populations eligible for ECM, PHD will use this initial funding to serve persons experiencing homelessness and persons at risk for avoidable hospital or emergency department care. Awarded funds

will be used to create four new positions, procure necessary equipment, provide training, and cover operating costs associated with the startup of ECM.

Approval of the recommended actions will allow the Department to add the following positions for the delivery of ECM services:

1. One (1) 1.0 FTE Staff Nurse, Supervisor
2. Three (3) Health Service Aides

Performance Measure:

The IPP funding is specifically intended to promote the design and implementation of sustainable ECM services for CenCal Health members, including the following activities:

1. Staffing Costs, Including Recruitment and Retention
2. Capital Investments
3. System and Infrastructure Development
4. Ongoing Operations to Support Start-Up and Sustainability
5. Staff Training and Development

Performance measures to address implementation milestones include that:

- Within two months of funding, formal ECM data sharing between the PHD and CenCal Health will be fully operational.
- ECM workflows will be online within one month of funding.
- All requested ECM Team positions will be filled and staff will receive ECM training by the second quarter after receipt of funding.
- By the end of the third quarter, staff will receive additional training in best practices, such as motivational interviewing, trauma informed care, health equity, and social determinants of health.
- Within one year, in collaboration with CenCal and other local ECM providers, PHD will collectively develop system-wide outcome metrics.
- Within one year, the ECM team will have engaged at least 150 CenCal members.

Contract Renewals and Performance Outcomes:

N/A

Fiscal and Facilities Impacts:

Budgeted: No, Budget Journal Entry 0009551 requested to be authorized.

Fiscal Analysis:

The County will receive one-time IPP funding of \$950,499 to support the implementation of ECM services and attached budget revision (BJE 0009551) to establish Fiscal Year 2023-24 budget. These funds will be used to hire one (1) 1.0 FTE Staff Nurse, Supervisor and three (3) 1.0 FTE Health Services Aides. These positions will be added to the department with acceptance by the Board of the attached salary resolution and budget revision. Additional costs include services and supplies and other operational expenditures needed to support the positions.

IPP funds are not expected to be fully expended in Fiscal Year 2023-24, and the remaining unused portions of the grant award will be designated through a Final Budget Amendment and included as part of PHD's budget for Fiscal Year 2024-25.

Per proforma analysis the Public Health Department estimates ongoing ECM services will generate program income of up to \$800,000 in excess of costs which will be reinvested into the Healthcare Centers program as mandated by Federal Uniform Guidance.

Key Contract Risks:

Because ECM is being locally designed and implemented as part of the statewide, multiyear Medi-Cal redesign, the State's and CenCal's intention is to support permanent changes in infrastructure and service delivery. Service fees are likely to evolve as ECM providers come online and provide feedback regarding costs, member participation, and effectiveness of initial model designs.

Staffing Impacts:

Legal Positions:

4

FTEs:

4.0

The salary resolution requests the addition of 4 FTE. Funding for these positions are anticipated to be covered by ongoing ECM billing with CenCal Health.

Special Instructions:

Please email one (1) copy of the minute order and one (1) copy of the fully executed Salary Resolution to Tracy Rogers, Workforce Planning Analyst, Human Resources Department at trogers@countyofsb.org and to the PHD Contracts Unit at phdcu@sbcphd.org

Attachments:

- A. CenCal Health Provider Services Agreement Enhanced Care Management
- B. CenCal Health Incentive Payment Program Funding Agreement
- C. Salary Resolution
- D. Budget Journal Entry Number: BJE-0009551

Authored by:

Paola Hurtado, Assistant Deputy Director, Primary Care and Family Health