



**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: Behavioral Wellness
and County Executive
Office
Department No.: 043 and 012
For Agenda Of: October 11, 2022
Placement: Departmental
Estimated Time: 45 minutes
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors

FROM: Department Director(s) Mona Miyasato, County Executive Officer
Toni Navarro, Behavioral Wellness Director

Contact Info: Ted Teyber, Fiscal & Policy Analyst

SUBJECT: **KPMG Operational Performance Review – Santa Barbara County Department of Behavioral Wellness**

DocuSigned by:
Mona Miyasato
DocuSigned by:
Toni Navarro
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County Counsel Concurrence

As to form: N/A

Auditor-Controller Concurrence

As to form: N/A

Other Concurrence:

As to form: N/A

Recommended Actions:

It is recommended that the Board of Supervisors:

- a) Receive and file a report on KPMG’s Operational and Performance Review of the Santa Barbara County Department of Behavioral Wellness;
- b) Provide direction as appropriate; and
- c) Find that the proposed actions do not constitute a “Project” within the meaning of the California Environmental Quality Act, pursuant to 14 CCR 15378(b)(2), as it consists of general policy and procedure making

Summary Text:

The Santa Barbara County Department of Behavioral Wellness is the tenth County agency review completed by KPMG. The purpose of this review is to provide a high-level assessment of the Office, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The focus is to improve the overall operational efficiency, effectiveness, and service delivery provided by the Department. KPMG’s report, entitled “Improving Performance to Better Serve our County

Residents: Countywide Operational Performance Review – Santa Barbara Department of Behavioral Wellness” is attached. The Department’s response and implementation timeframe is also attached.

Overview of the Department:

The Department of Behavioral Wellness has 446 Full-Time Equivalent (FTE) positions with the following primary areas of focus: Alcohol and Drug Programs, Mental Health Outpatient and Community, Quality Care Management, Mental Health Inpatient Services, and Administration and Support. The Department’s Adopted Fiscal Year (FY) 2022-23 operating budget is \$163,922,900, which is approximately 12% of the total County adopted operating expenditure budget.

The Department’s mission is to promote the prevention of and recovery from mental illness and addiction among individuals, families, and communities, by providing effective leadership and delivering state-of-the-art, culturally competent services. The Department of Behavioral Wellness promotes the prevention of, and recovery from, addiction and mental illness among individuals, families, and communities, by providing effective leadership and delivering state-of-the-art, culturally competent services.

Overview of KPMG Recommendations:

In brief, the KPMG report identifies 19 recommendations. The recommendations are divided into seven categories: System of care strategy and performance, Financial management, Utilization management, Staffing and service delivery, Succession planning, Contracts processes, and Interagency collaboration. These recommendations are summarized below, and are discussed more fully in the attached response and implementation table.

System of Care Strategy and Performance

- 1.1: Conduct a comprehensive needs assessment and system of care performance assessment of target population to align service delivery to community needs.
- 1.2: Conduct an analysis of high utilizers of County behavioral health services to identify highest needs population and address gaps in existing services.

Financial Management

- 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.
- 2.2: Develop a grant performance dashboard to track the performance and usage of grant funding on a regular basis.
- 2.3: Commence departmental CalAIM readiness assessment to help ensure operational and fiscal alignment in conjunction with countywide efforts to prepare for this transition.

Utilization Management

- 3.1: Develop role-specific utilization targets and implement leading practices to enhance staff utilization across positions.
- 3.2: Update data systems to enhance the reporting accuracy and data quality related to utilization tracking and unaccounted time.
- 3.3: Develop a strategy and timeline related to EHR tools to address legacy systems and increase functionality.

Staffing and Service Delivery

- 4.1: Review client acuity across ACT programs to assess viability of combining ACT Teams and transition to a FACT Model to better tailor service delivery to the needs of the target population.
- 4.2: Implement demand-driven staffing and develop program-specific performance measures for Forensic Services programs to enable effective service delivery, measure program outcomes and cost benefit.
- 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.
- 4.4: Collaboratively engage with Department HR to establish a policy for the managing sick leave and implement methods to reduce instances of sick leave

Succession Planning

- 5.1: Collaborate with County HR to review human resource processes to speed recruitment timelines and develop recruiting pipelines.
- 5.2: Develop a proactive strategy to enhance succession planning and department resiliency.

Contracts Processes

- 6.1: Engage with County Counsel to increase specificity of expectation around turnaround times and scope of review to increase efficiency.
- 6.2: Implement an electronic contract management system to better coordinate workflows and streamline the contract review and approval process.

Interagency Collaboration

- 7.1: Enhance collaboration between homeless outreach efforts within Behavioral Wellness (homeless outreach team and clinic staffing) and between Behavioral Wellness and CSD to streamline and enhance service offerings.
- 7.2: Strengthen and expand partnerships with criminal justice agencies to connect eligible justice involved residents to behavioral health services.
- 7.3: Conduct scenario planning to increase integration between complementary County departments including Public Health.

The Department agrees, or partially agrees, with all of these recommendations. As detailed in the Department Response and Implementation Timeframe attached to this Board Letter as Attachment B, some of the recommended changes have already been implemented, other changes are currently underway or planned to be implemented in conjunction with the upcoming three-year MHSA planning cycle and California Advancing Innovation in Medi-Cal (CalAIM) statewide reform.

Background:

The County contracted with KPMG in May 2019, following a competitive process, to conduct these operational and performance reviews as part of the Renew '22 initiative. The Board of Supervisors funded these reviews in order to provide a high-level assessment of departments, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions. The Board approved the initial contract with KPMG to review nine departments (“year one,” or first phase). The Board approved three subsequent amendments related to the initial contract to expand the scope of work to have KPMG provide a more focused and detailed review of specific County programs and processes at the request of the departments reviewed. In October 2020, the Board approved Amendment No. 4 to the

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contract with KPMG to review the next set of departments, and perform a focused review of the cannabis tax revenue assessment and collection process. The three additional departments included in this amendment are Fire, Social Services and Behavioral Wellness. The proposed cost of the work associated with this amendment was \$806,881.

Performance Measure:

Performance measures will be developed in conjunction with the report recommendations and included in future Budgets to track progress and cost/benefit of the operational performance reviews.

Fiscal and Facilities Impacts:

Many of the recommendations provided by KPMG will not require additional resources or budget and, if implemented, will likely result in efficiencies of cost, time savings or improved outcomes. Other areas of improvement, may require additional resources, those recommendations must be evaluated through the annual budget process.

Attachments:

- A) KPMG report: Improving Performance to Better Serve our County Residents: County-wide Operational Performance Review – Santa Barbara County Department of Behavioral Wellness.
- B) Santa Barbara County Department of Behavioral Wellness Response and Implementation Timeframe.

Authored by: Ted Teyber, Fiscal & Policy Analyst