



Behavioral Health Services

Review of BOS Performance Audit

San Francisco Health Commission
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San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH

BHS Audits are Opportunities for Improvement

- Audits drive continuous quality improvement
- Long standing experience with audits and assessments
- Both required and voluntary evaluations
- Provide valuable insights, measurement and direction for improvement

BHS Audits and Assessments/Evaluations

Required State/DHCS Audits

- Annual California External Quality Review Organization (CalEQRO)
- Triennial State Department of Health Care Services (DHCS)
- Annual State Department of Health Care Services (DHCS)

Voluntary Audits and Assessments – from 2014-present

- ZSFG Psychiatry
- Jail Health and ZSFG Forensic Unit Behavioral Health Services
- Laguna Honda Hospital Psychiatric Services
- Acute Adult Psychiatric System
- New Strategic Plan for Utilization Management by the County Mental Health Plan
- Compliance audit of documentation and claims (Ongoing)

Other Reviews

- Civil Grand Jury Report on Crisis Intervention: Bridging Police and Public Health

BHS Recent Accomplishments

- 95% compliance rating for San Francisco County Mental Health Plan from State (2017), including Access and Quality standards
- More than 90% of clients reporting satisfaction with BHS services, from Consumer Perception/Satisfaction Survey (DHCS)
- Two Mayor's Office Data and Innovation Awards for use of data to support improved client care and care coordination (2018)
- Nationally recognized leader in trauma-informed systems and gender-specific behavioral health services

BOS Performance Audit of BHS

- ❖ Conducted Aug 2017 - April 2018
- ❖ Covered fiscal years 2010-2011 to 2016-2017
- ❖ 15 recommendations
- ❖ SFDPH agrees with the recommendations in concept and for continuing improvement
- ❖ SFDPH does not agree with all of the conclusions in the report
- ❖ SFDPH has several quality improvement activities underway that address and precede the BOS audit findings

BOS Audit Top 5 Recommendations

- 1. CBO performance:** Monitor and support to improve productivity, assess service demand and supply across system
- 2. Civil service performance:** Documentation training, performance monitoring and corrective action
- 3. Transition intensive case management (ICM) clients** to lower level of care; Monitor waitlist
- 4. ICM waitlist and utilization management:** Assess unmet needs and increase staff
- 5. PES discharges:** Referrals to outpatient care, access to care and advance notice of discharge

Performance Audit Findings & Recommendations

Behavioral Health Service Providers' Performance

Recommendation #1

CBO performance: Monitor and support to improve productivity, assess service demand and supply across system

SFDPH-BHS Response – Ongoing Improvement Work

Monitoring

- ✓ Annual program reviews and random audits

Documentation

- ✓ Improved documentation through Documentation Specialist, new Documentation Manual & Reference Guides, Training (300+) and Technical Assistance
- ✓ New Evaluation of Quality Assurance plans for all CBOs, focused on chart reviews

Supply/Demand

- ✓ Real-time performance analysis, using Tableau (Business Intelligence Software)

Performance Audit Findings & Recommendations

Behavioral Health Service Providers' Performance

Recommendation #2

Civil service performance: Documentation training, performance monitoring and corrective action

SFDPH-BHS Response – Ongoing Improvement Work

Monitoring

- ✓ Annual program reviews and random audits
- ✓ Real-time performance analysis, using Tableau (Business Intelligence Software)

Documentation

- ✓ Improved documentation through Documentation Specialist, new Documentation Manual & Reference Guides, Training (300+) and Technical Assistance
- ✓ New audit tools and documentation monitoring program for all Civil Service Clinics

Performance Audit Findings & Recommendations

Flow: Intensive Case Management

Recommendation #3

- Transition intensive case management (ICM) clients to lower level of care
- Monitor waitlist

SFDPH-BHS Response – Ongoing Improvement Work

- ✓ New BHS Performance Improvement Project with State DHCS focused on flow of clients from ICM to outpatient and capacity of step-down services
- ✓ Secured MHSa Innovation Project funding to support ICM to outpatient transition with peer navigators

Performance Audit Findings & Recommendations

Flow: Intensive Case Management

Recommendation #4

- ICM waitlist and utilization management
- Assess unmet needs and increase staff

SFDPH-BHS Response – Ongoing Improvement Work

- ✓ Full review of all 1,400 ICM cases, including definition, admission & discharge criteria, and all current cases for level of care assessment
- ✓ Launching a new Transition Age Youth (TAY) System of Care Full Service Partnership/ICM this year for up to 40 clients
- ✓ Opening more than 200 ICM slots this year, centralizing utilization through Transitions

Performance Audit Findings & Recommendations

Flow: PES Discharges

Recommendation #5

PES discharges:

referrals to outpatient care, access to care and advance notice of discharge

SFDPH-BHS Response – Ongoing Improvement Work

- ✓ Bringing linkages directly to PES
 - PES staff supported with Linkage Social Worker and Dore Urgent Care Center evaluator on site
 - Warm handoffs from PES to Hummingbird Place
- ✓ Protocols for notification from PES and Inpatient Unit to community providers for transition of BHS clients
- ✓ Improving the medical record to make clearer the discharge destination and support communication to receiving providers. Epic will allow more medical record improvements.

Civil Grand Jury Report

Crisis Intervention: Bridging Police and Public Health DPH Recommendations

1. Complete hiring of Crisis Intervention Specialists (5)
2. Review and update MOU with SFPD
3. DPH/BHS leadership & Crisis Intervention Team Work Group meet regularly
4. Hire 5 additional Crisis Intervention Specialists

QUESTIONS?