Behavioral Health Services

Review of BOS Performance Audit

San Francisco Health Commission
July 17, 2018

Kavoos Ghane Bassiri, LMFT, LPCC, CGP
Director, Behavioral Health Services
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 the 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?