

Multi-County Full-Service Partnership Evaluation

INNOVATION PLAN ANNUAL UPDATE

FY 2019-2020.



Department of Behavioral Health



Fresno County Department of Behavioral Health

Innovation Plan Annual Update

Multi-County Full-Service Partnership Evaluation

Intro

This is the Fresno County Department of Behavioral Health's (Fresno County) Annual Update for the Multi-County Full-Service Partnership Innovation Project. Fresno County was the first of the six counties to receive approval for this Mental Health Services Oversight and Accountability Commission (MHSOAC) sponsored project, and as such, Fresno has been able to progress further with some of the project's early work.

Fresno County's Innovation Plan was approved by the MHSOAC June 24, 2019. The plan allocated \$950,000 (of which all funds were subject to reversion) to this statewide project for three years.

Fresno County began to expend project funds September 3, 2019. The expenditures were related to Fresno County's planning efforts, which included travel for in-person meetings with project participants. Fresno County has been working with the California Mental Health Services Authority (CalMHSA), Third Sector, and five other participating counties to develop scopes of work, budgets, and coordination of the multi-county evaluation of Full-Service Partnerships (FSP).

Background

Fresno County is one of four counties participating in the MHSOAC's FSP Classification Study. The FSP Classification Study is a separate project from the Innovation Project that is examining and evaluating FSPs which Fresno County is one of the six participating. However, Fresno County's participation in the initial FSP study—including required data collection, submission and analysis—increased Fresno County's awareness of the need to better understand, measure, and support its FSP programs and services. Thus, when an opportunity to participate in the MHSOAC's sponsored FSP project arose, Fresno County's leadership sought input from stakeholders to participate in the proposed project. Understanding FSPs and being able to identify best practices, models of care, and measurable outcomes would assist Fresno County's FSPs in achieving better engagement and retention of program participants; addressing issues around housing/homelessness, justice involvement, hospitalization reduction; and increasing wellness and recovery. With the support of stakeholders, Fresno County submitted a plan to the MHSOAC for approval last June.

As Fresno County currently has eight (8) FSP programs, participating in a multicounty effort to understand FSPs can assist in our efforts to maximize our current FSPs. In the coming year Fresno is expanding its Adult FSP which from one to three different FSP programs (provided by two different providers).

All eight of Fresno County's FSP programs are operated by contracted providers. Each of the FSP programs focus on specific target populations.

- All of Fresno County's 8 FSP programs are operated by contracted providers.
 - VISTA Adult FSP—Turning Point of Central California
 - note: this program will be renamed "Adult FSP." The three subprograms will be called Vista, Sunrise (operated by Turning Point of Central California) and D.A.R.T. West (operated by Mental Health Systems)
 - AB109 FSP—Turning Point of Central California
 - Enhanced Rural FSP—Turning Point of Central California

Fresno County Department of Behavioral Health

Innovation Plan Annual Update

Multi-County Full-Service Partnership Evaluation

- IMPACT Co-Occurring FSP—Mental Health Systems
- Cultural Specific Services South East Asian FSP—The Fresno Center
- Children’s FSP, 0-10 Years; Bright Beginnings for Families—Comprehensive Youth Services, Exceptional Parents Unlimited, Uplift Family Services
- Children & Youth Juvenile Justice Services ACT—Uplift Family Services
- TAY Services and Supports FSP—Central Star

The Plan

The purpose of this Innovation project is to create data driven FSPs that increase the local capacity and use data to better design, implement, and manage FSP services across the various age groups and populations. The ultimate goal of this work is to enhance our understanding of outcomes important to the individuals we serve, and continuously working to improve them (*CalMHSA PA, pg. 2*).

As identified in the Innovation Project Plan, Fresno County DBH is interested in learning more about which aspects of FSP programs are most beneficial to individual participants; which populations may receive the greatest benefit from the FSP level of care; and how to more accurately collect and analyze data that assists in understanding the effects of FSP programs. The learning goals of this project are to:

- Establish a model for data collection and analysis for all FSP programs that can improve the outcomes for individual participants; and
- Identify model components to design effective FSP programs throughout the state for different target ages, settings (rural or metro), county size, and resources, based on data analysis.

Fresno County has established a multi-disciplinary project team to complete core project functions. This central team pulls together staff from several departmental divisions; staff members from other roles, divisions, and providers are invited to participate in team meetings on an as-needed basis.

- Ahmad Bahrami, Public Behavioral Health Division, Division Manager-Ethnic Services Manager
- Erinn Reinbolt, Public Behavioral Health Division, Principal Staff Analyst-MHSA Coordinator
- Michael Muro, Contracts Division, Senior Staff Analyst
- Francisco Escobedo, Quality Assurance Division, Senior Staff Analyst
- Dang Xiong, Finance Division, Staff Analyst
- Jefferson Kuoch-Seng, Information Technology, Business Systems Analyst
- Jonathan Halverstadt, Contracts Division, Utilization Review Specialist
- Eric Rosen, Managed Care Division, Utilization Review Specialist

In this project, Fresno County is evaluating all FSP programs that existed by January 2020. The three new/additional Adult FSPs will be not be included at this time, nor will several new continuums of care that include population-specific FSPs. Identified priorities and interests are included in *Multi-County FSP Innovation Project: Fresno Project Introduction Materials, (slide 9)* which is attached.

Currently efforts are under way to map existing FSP data collection and analysis practices, and identify

Fresno County Department of Behavioral Health

Innovation Plan Annual Update

Multi-County Full-Service Partnership Evaluation

opportunities to improve data consistency, quality, and use in decision-making and continuous improvement.

Fresno County, in collaboration with Third Sector, is identifying and aligning outcomes for key populations, building on Fresno County's prior work of developing its FSP programs to serve specific populations based on age, geography, and cultural/population group.

- Fresno County and Third Sector are strengthening criteria for referrals, enrollment, and "graduation" or step-down processes to ensure consistency across all programs, while continuing to allow for FSP's signature flexibility, "do whatever it takes" approach, and cultural competencies.

At the time of this Annual Update, Fresno County's INN plan has completed the following objectives.

- Fresno County DBH hosted the Third Sector consulting team for a kick-off meeting on February 19, 2020.
- On April 3, 2020, Fresno County DBH and Third Sector established regular teleconference meetings. The meetings have generally occurred every other Monday since April 20, 2020 helping form continuity for the project.
- Meeting topics of focus have included:
 - FSP Data Collection Process
 - FSP Basic Population Characteristics
 - FSP Eligibility Determination
 - FSP Graduation Determination

In June 2020, Third Sector and Fresno County DBH invited representatives from each of the identified FSP programs to join a teleconference meeting led by Third Sector. The calls served two functions. First, it allowed the Third Sector team and FSP providers to become acquainted in a relatively informal setting. Second, the discussion provided key insights into the daily operations of the various FSP programs in Fresno County. While this call was highly productive, it is only the first step in engaging our FSP providers in this project. There are several other provider activities planned for summer 2020, including an All-staff survey and provider focus groups (one cohort targeting adults and the other the TAY and Children). At the time of this writing, the first focus groups were completed on 7/13/2020. The second session will take place before the end of July 2020. The All-Staff Survey will conclude in late July.

In the past year Fresno County has participated in regular project coordination calls between all six participating counties. Those discussions revolved around overall program and project objectives. Fresno county has also worked with the California Mental Health Services Authority (CalMHSA) to help develop a multi-county agreement with Third Sector, identify the project evaluator, and determine evaluation goals for the overall project.

On May 26, 2020 Fresno County's Board of Supervisors approved a Participation Agreement between Fresno County and CalMHSA for services from Third Sector and RAND for the Statewide FSP Evaluation Project. Fresno County's agreement with CalMHSA for \$840,000 included the cost of CalMHSA's contract administration (\$36,016), and Fresno's contribution to the cost of the overall project and evaluation. Fresno County committed \$740,000 to the Third Sector portion of the project and \$41,668 toward the evaluation component.

Fresno County Department of Behavioral Health

Innovation Plan Annual Update

Multi-County Full-Service Partnership Evaluation

COVID 19-

The emergence of the COVID-19 Global Pandemic occurred a few weeks after the Fresno County Kick-off meeting with the Third Sector team. The COVID-19 Pandemic has not affected regular meetings between the Fresno County and Third Sector teams, as these were always intended to be teleconferences; however, travel restrictions and social distancing guidelines have required a reworking of planned engagement activities for providers and individuals receiving services. Originally, the project team intended to host in-person focus groups for both populations (adult and youth). As of June 26, 2020, the provider focus groups have been moved online to the Zoom platform used for team teleconference calls. Third Sector and Fresno County are working with the FSP providers to determine the best method of engagement for individuals receiving services.

Next Steps

In the coming Fiscal Year (FY 2020-2021), which will coincide with year two of this Innovation Plan, Fresno County plans the following:

- The Landscape Assessment Phase will continue through September 2020.
The Landscape Assessment is being conducted from January through end of September 2020.
In this phase, Third Sector and Fresno County DBH will:
 - Develop priority outcomes and metrics and compare those to existing data sources and collection strategies
 - Assess the FSP service mix, populations/graduation criteria, and outcomes performance
 - Map existing business processes and explore continuous improvement processes
 - Build an understanding of community context through stakeholder engagement and development of post-implementation evaluation plan will complete this phase
- Phase 2 Implementation will span from October 2020 through August 2021.
In this phase the work group will develop new population, service, and graduation criteria for the FSPs. Fresno County will pilot new data collection/reporting strategies, as well as pilot continuous improvement approaches and plan evaluation approach in concert with selected evaluator (Rand).
- Evaluation planning
 - Fresno County has been collaborating with CalMHSA, RAND, Third Sector, and the five other project counties determine project evaluation priorities. Once these priorities are determined, more robust evaluation planning will take place.
- Collaborative learnings
 - Fresno County's Division Manager Ahmad Bahrami attended a project meeting in Los Angeles on December 10, 2019 which included portion of the day for multicounty collaborative learning.
 - Since the project kick-off in February, Fresno County has participated in two multi-county collaborative meetings.
 - 2/26/2020, in-person: The participating counties discussed the desired degree of collaboration throughout the project.
 - 5/18/2020, virtual: The Third Sector team provided a summary of what has been learned during the individual county meetings. The project counties discussed differences in operations which may affect the implementation phase of this project. Some counties would prefer the multi-county calls to be more task-

Fresno County Department of Behavioral Health

Innovation Plan Annual Update

Multi-County Full-Service Partnership Evaluation

oriented, while other counties appreciate discussion that can be relayed back to the leadership team and acted upon.

- Thus far into the project, there are no anticipated changes to program activities.

Budget

Total Budget for the project was \$950,000. Fresno County has expended funds on staff time and travel for this project. The remaining funds have been invoiced by CalMHSA for the Participation Agreement (PA). The PA cost includes CalMHSA's cost, the Third Sector contract, and Fresno County's contribution to the RAND evaluation contract.

Fresno County has \$91,586.85 remaining of the budget for the work not included in the service agreements with Third Sector, RAND, and CalMHSA. The Fresno County's remaining budget will be used for staff time related to the project, and possible travel, should that become viable and necessary in the future.

| INN-STATEWIDE FSP EVALUATION PROGRAM EXPENSES | | | |
|--|--|--|------------|
| FISCAL YEAR 19/20 | | | |
| Through June 30, 2020 | | | |
| | | | |
| Salaries & Benefits | | | 14,711.35 |
| Contracted Out (to CalMHSA) | | | 840,000.00 |
| Mileage | | | 186.76 |
| Travel | | | 3515.04 |
| | | | |
| Total Expenses | | | 858,413.15 |
| | | | |
| Remaining \$ | | | 91,586.85 |

Fresno County Department of Behavioral Health

Innovation Plan Annual Update

Multi-County Full-Service Partnership Evaluation

Appendix

This project aims to leverage Fresno’s existing FSP assets and accelerate efforts to drive continuous improvement and improved participant outcomes

Fresno’s FSP Priorities & Interests—What We’ve Heard



- 1** Map existing FSP data collection and analysis practices and **identify opportunities to improve data consistency, quality, and use in decision-making** and continuous improvement
- 2** **Identify and align outcomes for key populations**, building on Fresno’s prior work of developing its FSP programs to serve specific populations based on age, geography, and cultural group
- 3** **Strengthen criteria for referral, enrollment, and graduation processes** to ensure consistency across programs, while continuing to allow for FSP’s signature flexibility, “do whatever it takes” approach, and cultural competencies