

# ADMHS *Director's Report*

Prepared for the Mental Health Commission, September 16, 2015

## STAFF MEMBERS STEP UP TO HANDLE TRANSITIONS

*Summary:* With recent transitions of leadership roles for clinical operations, a number of staff persons have accepted interim responsibilities until new recruitments occur. Many of the clinical and policy roles covered by the Deputy for Clinical Operations and the Regional Manager for South County have now been reassigned to existing staff. Since ADMHS already had robust attendance at a wide range of policy and partner meetings, in many cases, staff who have been attending these meetings are now designated as the ADMHS representative.

In terms of specific duties, Ana Vicuña, the recently-hired Clinical Operations Division Chief, has assumed direct responsibility for supervision of clinical services, including the Regional Managers, Forensic Manager and monthly training of Clinical Supervisors. Ana also plays a lead role in implementing system transformation.

Ana, Stacy McCrory, Forensic Manager, and Crystal Ramirez, Interim Regional Manager, South County, represent ADMHS at many policy and partnership meetings previously assigned to Michael Craft and Andrew Vesper. Crystal Ramirez has agreed to provide oversight of clinical services for South County.

Reflecting the ADMHS team philosophy, other senior staff will be providing support to Crystal in the areas of clinical operations (Ana Vicuña), housing/homelessness/crisis (Laura Zeitz), crisis services (Deana Huddleston/Marcella Corona/Jonathan Eymann) and forensic services (Stacy McCrory). Recruitment of the Deputy for Clinical Operations has been posted, and the recruitment of Regional Manager for South County will begin soon.

In other transitions, as a result of successful recruitment processes in the summer, five new supervisors are being hired or beginning their roles in a variety of clinical capacities. Existing staff are assisting the department in critical roles for these and other transitions:

- Lisa Conn, MFT, has accepted the position of implementing and supervising the MHSA-funded Innovation GRRRL project focusing on youth who have been sexually exploited.
- Jason Tarman, MFT, has been promoted to replace Lisa Conn as the Team Supervisor for Juvenile Justice Mental Health Services (JJMHS) and will provide oversight and leadership at both Los Prietos Camp and at the Juvenile Hall.
- Ken Opdyke, MFT, has been promoted to the position of Team Supervisor at the Calle Real Outpatient Clinic to strengthen support of the clinic operations in

collaboration with Jonathan Eymann.

- A new Team Supervisor, Sarah Bazan, has been hired for the children’s system of care in Santa Barbara and begins mid-September. Sarah is a bilingual MFT who has worked for Child Abuse Listening Mediation (CALM). In the meantime, Sandy Fahey, Regional Manager for Central County, and Ana Vicuña, Division Chief for Clinical Operations, have assumed lead roles in management support for children’s system of care needs in Santa Barbara. Kattya Manning has stepped forward to provide site leadership while awaiting the new team supervisor.
- A new team supervisor is being hired for the Santa Barbara Assertive Community Treatment (SB ACT) program and will begin mid-October. Jenna Camacho with Santa Barbara ACT is stepping in as Interim Supervisor until the Team Supervisor is on board.
- Lisa Villa, a senior member of the Santa Maria Mobile Crisis Team, is serving as the Interim Team Supervisor for Mobile Crisis and Crisis Triage in Santa Maria.

## ADMHS IT/MIS TO BE RE-DESIGNED

*Summary:* On August 28<sup>th</sup>, the entire ADMHS Information Technology/Management Information Systems (IT/MIS) staff met with key members of IT Operations from County General Services to begin a supportive review and planning process for the IT/MIS unit. The discussion was led by ADMHS Director Alice Gleghorn, with the expert support of Jennifer Slayman, Assistant Director for Santa Barbara County Information and Communications Technology (ICT), Whitney McCarthy, Senior System Analyst (ICT), Alex Mondol, Network Technician (ICT) and Scott Smoot of Big Sky Consulting.

The meeting included a participatory staff review of individual roles, major data systems and functions and areas for system growth and improvement. Dr. Gleghorn noted, “Our goal is to leverage county expertise and support in designing what the ADMHS IT/MIS unit should focus on over the next two-to-ten years, considering major changes needed in response to federal and state requirements, including potential major changes to our existing Electronic Health Records.”

In addition to the all-IT/MIS meeting, General Services IT/MIS is interviewing clinical and administration leadership to assess data and IT needs and concerns. Individual meetings with each IT/MIS staff will be conducted to review primary work responsibilities, career interests and aspirations.

According to Dr. Gleghorn, “ADMHS Leadership views the change in IT management as an opportunity to re-evaluate the key functions of this unit and to leverage county expertise and resources in designing necessary upgrades to our system.”

Initial interactions with County IT/MIS staff yielded a positive response from both ADMHS IT/MIS and leadership staff, who were eager to share their ideas and opinions. Commenting that the process demonstrates that ADMHS “cares about what staff thinks” and truly wants staff input.

*Next Steps:* Following the staff interviews, ADMHS will provide additional opportunities for contractors and other partners to provide input. The IT/MIS Manager position is under

review and will be posted when the full scope of responsibilities is defined. A number of ADMHS staff persons are providing interim leadership and assistance to the IT/MIS unit, including Jelena Pavlov, Curtis Goble, Pat Kinoshita, Chris Ribeiro, April Howard and Yen Tran.

## **NEW POLICIES ON CRISIS ASSESSMENT, 5150/5585 INITIATED**

*Summary:* Two new ADMHS policies have been approved and are now in effect: CS-1.002 – Crisis Assessment Procedures, and CS-1.003 – 5150/5585 Application and Placement. Both are available on the ADMHS website under “Crisis Systems.” Please see <http://cosb.countyofsb.org/admhs/admhs.aspx?id=48388>

The policies standardize several processes related to ADMHS crisis services, including screening and assessment procedures, communication triage for individuals awaiting hospitalization and placement procedures. The policies are a product of the ongoing systems change effort aimed at improving the continuum of crisis response services in Santa Barbara County.

On August 24<sup>th</sup> staff members received course assignment notifications from eLearning. There is no official “course”; a PDF copy of each policy has been uploaded to eLearning. The purpose of this is to collect electronic receipts of acknowledgement from staff that they have received, reviewed and agree to abide by the policy.

## **STUDY FINDS PSYCHOSIS AND VIOLENCE NOT STRONGLY LINKED**

*Summary:* The Association for Psychological Science (APS) recently reported that UC Berkeley researcher Jennifer Skeem and colleagues have found that the relationship between mental illness and violence is not as strong as commonly believed. The APS noted that the researchers found that “Effective treatment of psychosis will have negligible direct effects on violence for most patients and important but partial effects for the remainder.” The authors recommend that “programming for individuals with repeated violence may need to encompass factors associated with social deviance, whether patients engage in acts of violence related to psychosis or not.” More details are available at <http://www.psychologicalscience.org/index.php/publications/observer/obsonline/psychosis-and-violence-arent-strongly-linked.html>

## **ALCOHOL, DRUG AND MENTAL HEALTH INTEGRATION PLANNING UNDERWAY**

*Summary:* Planning for an Organized Delivery System (ODS) is underway to ensure improved integration of alcohol, drug and mental health services. The Drug Medi-Cal Organized Delivery System (DMC-ODS) is a pilot program to test how organized substance use disorder care increases the success of DMC beneficiaries while decreasing other system health care costs.

Critical elements of the DMC-ODS Pilot include providing a continuum of care modeled after the American Society of Addiction Medicine (ASAM) criteria for substance use disorder treatment services, increased local control and accountability, greater administrative oversight, utilization controls to improve care and efficient use of resources, evidence-based practices in substance abuse treatment and increased

coordination with other systems of care. This approach is expected to provide the beneficiary with access to the care and system interaction needed to achieve sustainable recovery.

Santa Barbara County has opted into the ODS Waiver and intends to organize an integrated system of care in the following manner:

1. Requiring all contracted providers to be at least co-occurring disorder-capable or able to assess and address clients with co-occurring disorders.
2. Building mental and physical health capacity and services into contracted substance use disorder (SUD) services;
3. Building SUD capacity and services into current ADMHS services;
4. Requiring providers to accommodate and/or offer medication-assisted treatment (MAT) services to clients, thus providing an important SUD treatment strategy to clients;
5. Creating tangible, substantive linkages and “warm handoffs” between SUD/co-occurring disorders service providers and primary care.

## EEAC WORKS HARD FOR ADMHS STAFF

*Summary:* The ADMHS Employee Engagement and Appreciation Committee (EEAC) has accomplished much in its two years of operation. For example, it organized a Staff Appreciation Day on May 21st. The event included distribution of “Each Mind Matters” materials, a team-building relay race for all regions, and various self-care strategies including a yoga session for all staff. Also featured were a service pin ceremony, the reading of letters of appreciation and remarks from the new Director, Alice Gleghorn, Ph.D. The EEAC was able to incorporate many of the items highlighted in the staff engagement survey results, including recognition, appreciation, health and mental wellness in the workplace, development of trust and collaboration in one wonderful event.

A survey of staff members indicated considerable concern over ensuring that clinic waiting rooms are welcoming. With the help of the facilities team, the committee was able to install ambient music in waiting rooms. To address concerns about the physical appearance of clinics, the facilities team painted some of the offices, an ongoing project.

*Next Steps:* Ideas under consideration include:

- More frequent and possibly regional staff appreciation events.
- Employee of the Quarter recognition open to all staff.
- Collaborations with Public Health to feature programs promoting health and mental wellness in the workplace.
- Regional Zumba and/or Yoga classes.
- Researching gym membership discounts for staff in each region.
- Look for a healthy food vending machine vendor.
- Empowering staff with an increased role in decision-making.

- Promoting the solicitation and incorporation of staff expertise.
- Better tracking and follow-up of staff requests.
- Improving mentoring and succession planning.
- Offering ongoing training for staff development and cross-fertilization.
- Formalizing internship programs and shadowing of therapists.

If you are an ADMHS staff person and would like to become involved with the Employee Engagement and Appreciation Committee, please telephone or email Kattya Manning, [kmanning@co.santa-barbara.ca.us](mailto:kmanning@co.santa-barbara.ca.us); 884-1629.

## MHSOAC TO HOLD OCTOBER MEETING IN SANTA BARBARA

*Summary:* The California Mental Health Services Oversight and Accountability Commission (MHSOAC) will hold its October 22<sup>nd</sup> meeting in Santa Barbara at the Fess Parker Hotel. Two MHSOAC Commission members who work for Santa Barbara County, Tina Wooton, ADMHS, and Sheriff Bill Brown, were central to inviting the Commission to be hosted in-county.

The visit will begin on the 21<sup>st</sup> with a number of Commissioners participating in a tour of some of South County's new crisis services and a discussion of child crisis services. Dr. Gleghorn has invited the Santa Barbara County Mental Health Commission to co-host the child crisis services discussion during the regular monthly meeting, providing the opportunity for local mental health leaders to connect with state mental health leaders.

Local participation will continue on the 22<sup>nd</sup>, when Board of Supervisors President Janet Wolf will appear on a panel discussing county and regional views of child crisis and acute care services, accompanied by Dr. Gleghorn, ADMHS staff Suzanne Grimmesey, Chief, Office of Quality and Strategy Management, and invited child crisis community-based organization staff. MHSOAC meetings are open to the public. The full agenda will be posted here:

[http://www.mhsoac.ca.gov/Announcements/Meeting\\_and\\_Events\\_Calendar.aspx](http://www.mhsoac.ca.gov/Announcements/Meeting_and_Events_Calendar.aspx)

## DIANE ESPARZA JOINS STAFF OF CONSUMER/FAMILY PEER TRAINING PROJECT

*Summary:* Diane Esparza has joined the department as an extra help, grant-funded Administrative Office Professional. Diane will help implement the Office of Statewide Health Planning and Development (OSHPD) grant providing training for people with lived experience working in the public mental health system. Diane will work in the Office of Quality Strategy Management (OQSM) Training Division.

Diane comes to ADMHS with a wealth of experience, including serving as a Youth Offender Program Manager and DUI Counselor with Zona Seca. She graduated from Santa Barbara City College with an Alcohol and other Drug certificate. Diane is also a California Association for Alcohol/Drug Counselors (CAADE)-certified counselor.

## UNITED WAY CAMPAIGN ENDS OCTOBER 1ST

**Summary:** The 2015 Santa Barbara County United Way Campaign began September 1<sup>st</sup> and ends October 1<sup>st</sup>. Each program site has a United Way site representative, and pledge forms have been distributed. Staff members are encouraged to submit pledge forms promptly to improve the chances of winning a weekly raffle. Raffle items include rounds of golf, gift cards to restaurants and a whale watching trip.

Tina Wooton is leading the ADMHS United Way campaign, which includes the creation of an ADMHS gift basket. The theme of “Coffee and Tea” inspired many employees to contribute mugs, a French press, special teas, Mexican Chocolate, biscotti and coffee beans for the basket, which was finally valued at \$140. The basket will be taken to United Way. County employees will be able to bid department baskets via silent auctions.

All donations to United Way support local nonprofits. For example, a donation of \$2.00 provides a book for a local child; \$7.00 enables a family to attend a parenting workshop. You may make either a general donation to contribute to a specific charity.

On Saturday, September 19<sup>th</sup>, a United Way “Day of Caring” will occur, the largest one-day Volunteer event in the Tri-Counties. Volunteers will complete projects of painting, gardening, sorting goods and building throughout the county. For more information, visit <http://www.unitedwaysb.org/Doc2015> or call Cori Gacad, Day of Caring Manager at 965-8591.

## COMPLIANCE SUBCOMMITTEE ADDRESSES SAFETY CONCERNS

**Summary:** The Compliance Safety & Risk Subcommittee has been working diligently to address safety issues in the clinics, including recommending facility upgrades, working to revise policies and procedures to enhance staff safety and progressing with the adoption of Universal Response Codes for all clinics. In addition, more than 20 administrative staff from all regions will participate in the October Fred Pryor training *Safety and Security Begins at the Front Desk* in Santa Barbara. Earlier this year nine staff attended this training and returned with glowing reports. The Safety & Risk Subcommittee continues to investigate different approaches to training staff and ensuring that staff members are prepared to address the myriad of issues that arise in the clinic setting. Special thanks to Subcommittee Co-Chairs Tina Wooton, Mark Lawler, and Ernest Thomas, as well as Yaneris Muniz and Maria Xique for their work in this important area.

## CLOSING OF INACTIVE CASES RE-ENGAGES CLIENTS, IMPROVES QUALITY OF DATA

**Summary:** Congratulations to clinic staff on their hard work and significant success in closing out cases that have remained open in the medical record system dating back to 2008. Since January 2015, Chief of Compliance Celeste Andersen has been monitoring the closing of inactive cases throughout the system of care. At the last Compliance Committee meeting, Celeste was pleased to report that between January and August 2015, more than 1,240 cases have been closed out of the system; between June and August alone, 200 inactive cases have been closed. Maintaining cases as open when there is no client contact for years not only skews the reportable number of active cases, but prevents

the department from obtaining accurate caseload demographics per region, per clinic and per clinician.

Even more important, efforts to contact clients and confirm their intention to separate from ADMHS services have resulted in some clients re-engaging with clinical teams. A fundamental department goal is to ensure that clients in active treatment with ADMHS are served appropriately based on their level of need, and that clients who have progressed in their recovery are supported as they transition to lower levels of care. The Compliance Committee will continue to monitor the closing of cases as part of its 2015-2016 Audit Plan.

## SUICIDE PREVENTION MONTH MARKED BY EVENTS, RESOURCE-SHARING

*Summary:* September is National Suicide Prevention Month. HopeNet of Carpinteria sponsored a Candlelight Vigil on September 10<sup>th</sup> in recognition of World Suicide Prevention Day. Annmarie Cameron, Chief Executive Officer of the Santa Barbara Mental Wellness Center, ADMHS Director Alice Gleghorn and Eric Friedman, District Representative for Supervisor Salud Carbajal, attended the event and shared their thoughts on the impact of suicide and resources for prevention. An Out of the Darkness Walk was held at Leadbetter Beach in Santa Barbara on September 13<sup>th</sup>. Links to suicide prevention resources include:

- Each Mind Matters, [www.eachmindmatters.org/mental-health/suicide-prevention/](http://www.eachmindmatters.org/mental-health/suicide-prevention/)
- Glendon Association, <http://www.glendon.org/post-topic/suicide-prevention/>
- National Institute of Mental Health, <https://www.nimh.nih.gov/health/topics/suicide-prevention/index.shtml>

## SYSTEMS CHANGE PROJECTS UNDERWAY IN SANTA MARIA

*Summary:* The following projects have been implemented in Santa Maria:

- Walk-ins at Foster Road
- Participation in Community Treatment Services meetings now includes Community Health Centers of the Central Coast and Coast Valley Substance Abuse Treatment Center
- Orientation groups for new clients
- Lobby redesign in process
- Treatment, in addition to intakes, at CARES North
- Dialectical Behavioral Therapy groups (DBT) for clients and parents at the Children's Clinic
- Monthly Regional Partnership meetings every month. Many groups and activities are conducted at Foster Road and Carmen Lane: art group, meditation, movement, graduation, dual diagnosis, anger management, bingo, bowling, walking, orientation

Specific systems change/continuous quality improvement projects include:

- Reminder calls to clients for doctor appointments

- Reduce client wait time to schedule with doctor
- Reduce client wait time from arrival to seeing clinician/doctor
- Lobby redesign

## CALENDAR OF SYSTEMS CHANGE MEETINGS

- September 16 **Action Team Co-Chair Meeting:** 10:00-11:30 a.m. Location: BOS Conference Room
- September 22 **Access & Transitions Workgroup:** 1:00-3:00 p.m. Locations: ADMHS Conference Room 261, Santa Maria Annex, Lompoc ACT Conference Room. Contacts: April Howard, (805)681-4098, [ahoward@co.santa-barbara.ca.us](mailto:ahoward@co.santa-barbara.ca.us); Ana Vicuna, (805) 698-0385, [avicuna@co.santa-barbara.ca.us](mailto:avicuna@co.santa-barbara.ca.us); Crystal Ramirez, (805) 681-6887, [cramirez@co.santa-barbara.ca.us](mailto:cramirez@co.santa-barbara.ca.us)
- September 23 **Change Agent Meeting:** 9:00 a.m. – 1:00 p.m. Location: Marriott Hotel, Buellton.
- September 23 **Crisis Action Team:** 3:00 p.m. - 4:30 p.m. (4<sup>th</sup> Wednesday of Every Month). Location: SB Large Conference Room (Childrens), Lompoc, SM Adult Main. Contacts: Ole Behrendtsen, M.D., (805) 681-5299, [obehrendtsen@co.santa-barbara.ca.us](mailto:obehrendtsen@co.santa-barbara.ca.us); Deana Huddleston, (805) 934-6546, [dhuddleston@co.santa-barbara.ca.us](mailto:dhuddleston@co.santa-barbara.ca.us)
- September 24 **Children’s System of Care Action Team:** 10:30 a.m. – 12:30 p.m. (4<sup>th</sup> Thursday of Every Month). Location: SBCSELPA Buellton Conference Room, 240 E. HWY 246, Buellton, CA 93127. Contacts: Ana Vicuna, (805) 681-5442, [avicuna@co.santa-barbara.ca.us](mailto:avicuna@co.santa-barbara.ca.us); Tom Sodergren, (805) 570-5240 [Tsodergren@co.casapacific.org](mailto:Tsodergren@co.casapacific.org).
- September 24 **Cultural Competency Action Team:** 10:30 a.m. - 12:00 p.m. (4<sup>th</sup> Thursday of Every Month) Locations: ADMHS Conference Room 119 (Childrens, Large), Lompoc- conference call, SM – conference call. Contacts: Cuco Rodriguez, (805) 681-4505, [crodriguez@co.santa-barbara.ca.us](mailto:crodriguez@co.santa-barbara.ca.us); Dr. Manny Casas, (805) 682-3874, [casas@education.ucsb.edu](mailto:casas@education.ucsb.edu)
- TBA **Action Team Co-Chair Meeting:** October (TBA), 10:00-11:30 a.m. Location: BOS Conference Room.
- October 5 **Peer Action Team:** 10:00 a.m. - 11:30 a.m. (1<sup>st</sup> Monday of Every Month). Location: MHSA Conference Room. Contacts: Tina Wooton, (805) 681-5323, [twooton@co.santa-barbara.ca.us](mailto:twooton@co.santa-barbara.ca.us); Kit McMillion, (805) 259-9609, [naftili@icloud.com](mailto:naftili@icloud.com)
- October 14 **Housing and Recovery Action Team (HEART):** 1:00 p.m. - 2:30 p.m. (2<sup>nd</sup> Wednesday of Every Month). Locations: ADMHS Conference Rm. 261, SM Annex, Lompoc Cypress. Contacts: Laura Zeitz, (805) 722-0136, [lazeitz@co.santa-barbara.ca.us](mailto:lazeitz@co.santa-barbara.ca.us). Frank Thompson, (805) 957-1301, [thompsonhc@aol.com](mailto:thompsonhc@aol.com); Deborah McCoy, (805)455-9334, [Deborah.d.mccoy2@gmail.com](mailto:Deborah.d.mccoy2@gmail.com)
- October 15 **Children’s System of Care Action Team:** 10:30 a.m. – 12:30 p.m. (4<sup>th</sup> Thursday of Every Month) Location: SBCSELPA Buellton Conference Room, 240 E. HWY 246, Buellton, CA 93127. Contacts: Ana Vicuna, (805) 681-5442, [avicuna@co.santa-barbara.ca.us](mailto:avicuna@co.santa-barbara.ca.us); Tom Sodergren, (805)570-5240, [Tsodergren@co.casapacific.org](mailto:Tsodergren@co.casapacific.org)
- October 19 **Regional Partnership, Santa Maria:** Childrens 1:00 – 2:00; Adults 2:00- 3:30. Location: Foster Road Clinic. Contact: Deana Huddleston, (805) 934-6546, [dhuddleston@co.santa-barbara.ca.us](mailto:dhuddleston@co.santa-barbara.ca.us)
- October 20 **Access & Transitions Workgroup:** October 20, 1:00-3:00 p.m. Locations: ADMHS Conference Room 261, Santa Maria Annex, Lompoc ACT Conference Room. Contacts: April Howard, (805)681-4098, [ahoward@co.santa-barbara.ca.us](mailto:ahoward@co.santa-barbara.ca.us); Ana Vicuna, (805)698-0385, [avicuna@co.santa-barbara.ca.us](mailto:avicuna@co.santa-barbara.ca.us); Crystal Ramirez, (805) 681-6887, [cramirez@co.santa-barbara.ca.us](mailto:cramirez@co.santa-barbara.ca.us)
- October 21 **Change Agent Meeting:** October 21, 9:00 a.m. – 1:00 p.m. Location: Marriott Hotel, Buellton.
- October 22 **Steering Committee:** 1:30-4:00 p.m. Location: BOS Conference Room.
- October 22 **Cultural Competency Action Team:** 10:30 a.m. - 12:00 p.m. (4<sup>th</sup> Thursday of Every Month) Locations: ADMHS Conference Room 119 (Childrens, Large), Lompoc- conference call, SM – conference call. Contacts: Cuco Rodriguez, (805)681-4505, [cucorodriguez@co.santa-barbara.ca.us](mailto:cucorodriguez@co.santa-barbara.ca.us)

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October 28

**Crisis Action Team:** 3:00 p.m. - 4:30 p.m. (4<sup>th</sup> Wednesday of Every Month). Location: SB Large Conference Room (Childrens), Lompoc, SM Adult Main, Contacts: Ole Behrendtsen, M.D., (805) 681-5299, [obehrendtsen@co.santa-barbara.ca.us](mailto:obehrendtsen@co.santa-barbara.ca.us); Deana Huddleston, (805) 934-6546, [dhuddleston@co.santa-barbara.ca.us](mailto:dhuddleston@co.santa-barbara.ca.us)



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