

San Francisco Department of Public Health Behavioral Health Services

Non-Profit Wages & Recruitment

Budget & Appropriations Committee
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San Francisco Department of Public Health



San Francisco Health Network
Behavioral Health Services

Outline

- BHS background
- How we contract & workforce issues
- Priorities
- Work to address CBO challenges
- Controller's Office: Mental Health SF Staffing & Wage Analysis – Heather Littleton



Behavioral Health Services

San Francisco Department of Public Health

- Total BHS budget: ~\$600M
- Contract with more than 80 community-based organizations
- Approximately 21,000 people treated in specialty behavioral health services



San Francisco Health Network
Behavioral Health Services

Behavioral Health: Contracting & Workforce

- CBO providers deliver essential care and services for the City's behavioral care health system
- Contracts are primarily "Fee For Service," which provides a rate for a unit of service provided
 - Rates updated annually through CODB adjustments and contract negotiations with providers to align and adjust rates to meet CBO proposed costs
 - Does not set individual rates of pay for staff
- Systematic workforce constraints across the behavioral field
 - Labor shortage of skilled workers across the Bay Area and state for civil service and nonprofit providers
 - The work can be very challenging and result in burnout



Behavioral Health: Priorities

- CBOs are vital to the delivery of high-quality, equitable, and culturally congruent behavioral health services
 - A vibrant CBO work force is paramount to achieve this goal
- CBOs face workforce challenges in: recruitment, retention, training, adequate compensation, and appropriate case loads
- Need a systemic and equitable approach to support CBO providers
- Supporting a citywide analytical approach to meeting CBO needs



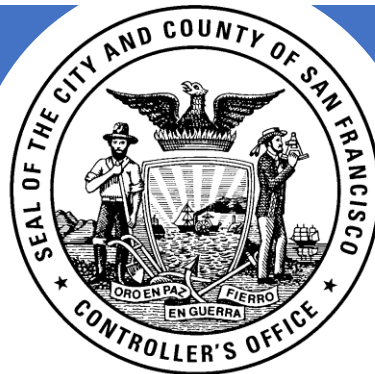
Behavioral Health: Approach & Next Steps

- Medi-Cal reform under CalAIM will establish reimbursement rates to counties to standardize and better align with the cost of services for behavioral health services
 - Will inform a comprehensive analysis and strategy
 - Expected to start FY 23-24
- Collaborating with the Controller's Office on its nonprofit wage analysis
 - Collecting data is critical to better understand this complex problem
 - Developing consistent strategies across the city, as some CBOs hold contracts with multiple departments
 - Bolstering with other strategies to support nonprofit sustainability
- Working with the Controller's Office to conduct a dedicated staffing and wage analysis for behavioral health services through MHSF
 - Expect the results of this analysis to inform future decision making and strategy



Mental Health SF Staffing & Wage Analysis

BOS Budget Committee: Non-Profit Wages



CITY & COUNTY OF SAN FRANCISCO

Office of the Controller
City Performance Unit

Heather Littleton | Glynis Startz

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The Implementation Working Group shall work with the Controller and the Department of Human Resources to **conduct a staffing analysis** of both **City and nonprofit** mental health services providers to determine whether there are **staffing shortages** that impact the providers' ability to provide **effective and timely mental health services**. If the staffing analysis concludes that there are staffing shortages that impact timely and effective service delivery, the staffing analysis shall also include **recommendations regarding appropriate salary ranges** that should be established, and other **working conditions** that should be changed, to attract and retain qualified staff for the positions where there are staffing shortages.

Targeted staffing gap analysis based on current MHSF implementation and service demand

- ✓ Identify worst service bottlenecks in current MHSF and BHS system based on existing analysis or data, assess the drivers of gaps, and recommend short to medium run solutions.
- ✓ Provide deeper analysis on root causes of a known staffing and retention challenges.
- ✓ In addition to longer-term recommendations, target short recommendations to bridge the worst gaps affecting immediate implementation and service delivery.

Areas of Analysis

10



Identify MHSF Staffing Gaps

- Which CC and CBO positions are hard to fill and retain? (*vacancy rates, turnover rates, time to hire*)
- Which of those have equity considerations?
- Which positions are tied to lagging KPIs (*units of service, client outcomes, long wait times, high case loads*)
- What's an appropriate position redundancy for this job market?
- Which and how many positions are involved in MHSF (Civil Service, CBOs)? Which involve equity?
- What are the Bay Area benchmarks?



Analyze Staffing Gap Root Causes

Hiring

- Where in the process do we lose staff and why?
- Why did candidates fall out of the 2022 hiring push?
- Where do our new hires come from?

Retention

- Where are they going? Why do they leave? How often?
- How similar are wages for like positions and conditions (across CBOs and Civil Svc)?

Working Conditions

- Skills mismatch, other resources needed
- What are the Bay Area benchmarks?



Develop Wage & Conditions Recommendations

Hiring

- Appropriate pay increases? Hardship pay?
- Other incentives? (hiring step increases)
- Process improvements? Improve recruitment pipelines?
- What's an appropriate position redundancy for this job market?

Working Conditions

- Other ways to not burnout staff? Appropriate case loads? Training?
- Appropriate stepdown services (do they have a place to go next?)

Thank you.

Any questions?

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