

**Research to Advance Models of Care for Medicaid-Eligible Populations  
Budget Narrative**

**Identifying Information**

**Project Title:** Impact of a New Street Crisis Response Team on Service Use Among San Francisco’s Homeless Population with Mental and Substance Use Disorders

**Proposal I.D.:** 98662

**Applicant Name:** Matthew L. Goldman, MD, MS

**Legal Name of Applicant Organization:** San Francisco Department of Public Health

Category	Narrative
<b>Personnel</b>	
Project Director	<p><b>Matthew L. Goldman, MD, MS (Project Director; 0.20 FTE in kind)</b>, is the Associate Medical Director for Comprehensive Crisis Services for Behavioral Health Services (BHS) in the San Francisco Department of Public Health (SFDPH). In this role, he is employed by the City and County of San Francisco as a salaried civil service employee. Overseeing and conducting research and evaluation of mental health and substance use crisis services within BHS and SFDPH is one of the primary responsibilities in Dr. Goldman’s job description. As Project Director, Dr. Goldman will be responsible for developing and adhering to a timeline, overseeing Heluna Health’s hiring process for the Research Coordinator and Research Associate (RC/RA), overseeing the IRB protocol and review process, partnering with the SCRT planning and implementation team on roll out and coordinate cross-system evaluations (biweekly meetings), working with SFDPH personnel to develop metrics and extract appropriate data from Avatar EHR and CCMS staff (bi-weekly meetings), coordinating the analysis with UCSF CTSI consulting statisticians Dr. Lazar and Dr. Bostrom (bi-weekly meetings), receiving scientific advice from Dr. Handley (monthly meetings), analyzing quantitative and qualitative data, managing day-to-day operations including supervision of the research team (2 weekly hour-long meetings, plus additional meetings and correspondence as needed), maintaining regular contact with collaborators, and preparing results for publication and dissemination.</p> <p><b>Phillip Coffin, MD, MIA, (Project Co-Director; 0.025 FTE in kind)</b> is the Director of the Center on Substance Use and Health at SFDPH. He has a set percentage of his FTE that is dedicated to consulting to SFDPH’s Behavioral Health Services on research projects such as the SCRT evaluation described in this proposal. Dr. Coffin will advise on all aspects of the proposed study, including design, data collection, analysis, and dissemination of findings. He will participate in bi-monthly team meetings plus additional correspondence as needed.</p>
Project Staff	None direct through SFDPH; see contractor section for Heluna Health.
Administrative Staff	SFDPH has existing staff funded by San Francisco General Funds in the Budget Office (responsible for grant management and financial stewardship), the Office of Research & Evaluation (responsible for assisting with Avatar EHR data extraction), and the Whole Person Care team (responsible for assisting with CCMS data extraction).
Other Staff	Lauren Brunner, MPH, is the Program Coordinator for Mental Health Reform in the SFDPH Office of Policy and Planning; she is employed full-time by the SFDPH and is responsible for coordinating the operational roll out of the SCRT and will partner closely with the research team.
Fringe Benefits	None direct through SFDPH; see contractor section for Heluna Health.

<b>Other Direct Costs</b>		
Office Operations	Office supplies to support the RC/RA with regular office functions (printing, copying, mail, etc.) over the 18-month grant period are estimated at \$1000.	
Polls and Surveys	Semi-structured interviews will be administered using Qualtrics, which is available without charge to Drs. Goldman and Coffin through their affiliations with UCSF. Incentive payments (\$60 Target card) will be provided to participants; we estimate 40 participants in each round of the two recruitment periods (pilot and citywide rollout), plus there is a surcharge of purchasing gift card through the SFDPH vendor; \$60 x 80 participants + 20% vendor surcharge is estimated to total \$5760.	
Communications/Marketing	None (SFDPH internal communications and marketing will be used for promotion of the roll out of the SCRT.)	
Travel	None direct through SFDPH; see contractor section for Heluna Health.	
Meeting Expenses	None (Staff have access to Zoom meeting accounts through UCSF and/or SFDPH)	
Equipment	The RC/RA will each be provided with a SFDPH-encrypted touchscreen laptop computer to be used for all work related to this project, including to collect client responses to the interviews (touchscreen needed to ensure that participants with low technology literacy are able to participate). The computer model in SFDPH's inventory is the HP X360 1030 13" G3 i7 16GB memory 512SSD, each of which costs \$2100 for a total of \$4200.	
Project Space	None (Drs. Goldman and Coffin already have office space through their employment; the RC/RA will be provided office space in an SFDPH building as determined by the SFDPH BHS Facilities manager upon hire.)	
Other	None direct through SFDPH; see contractor section for Heluna Health.	
<b>Consultants/Contractors</b>		
Consultants	None	
Contracts *	Contractor Name	Heluna Health
	Scope of Work	Heluna Health will receive a sub-contract to perform essential functions as a fiscal intermediary that cannot be feasibly completed directly by SFDPH. This includes the responsibility to recruit, hire, and provide human resources and payroll for the RC/RA, including directly paying their salaries and fringe benefits; sub-contracting to UCSF CTSI for statistical consultation; and covering expenses such as travel for the RC/RA while administering the interviews, covering the costs of statistical software for use by the PD and RC, and paying for Open Access fees.
	Deliverables	Specific deliverables required by Heluna Health and its employees and subcontractors include successful hiring of the RC/RA, acquisition and statistical analysis of the quantitative data (via UCSF sub-contract), collection and analysis of interview data, and assistance with producing a final report and 2-3 academic manuscripts.
	Total Cost	\$289,040
	Cost Calculation	See full contractor budget narrative below
<b>Indirect Costs</b>		
Indirect Costs	SFDPH is a government entity and will not receive any indirect costs for	

	this grant. 12.8% indirect costs will be paid by SFDPH to Heluna Health for the share of the costs that are included under that subcontract.
<b>In-kind Support</b>	
	Dr. Goldman (0.20 FTE), Dr. Coffin (0.025 FTE), and additional SFDPH staff will receive in-kind support for participation in this research project given their direct responsibilities for conducting research and evaluation as part of their job descriptions.
<b>Budget Allocation by Project Elements**</b>	Note the project element below and its percentage of the total project budget.
Project Activity #1	15%: Grant management, IRB application
Project Activity #2	25%: Quantitative data metric development, extraction, and cleaning
Project Activity #3	25%: Interrupted Time Series Analysis
Project Activity #4	25%: Semi-structured interview recruitment, collection, analysis
Project Activity #5	10%: Publications and Dissemination

**Budget Narrative for Contractor: Heluna Health (including Sub-Contract to UCSF)**

Category	Narrative							
<b>Personnel</b>								
Project Director	<b>N/A</b>							
Project Staff	PERSONNEL		TYPE APPT. (months)	% EFFORT ON PROJ.	INST. BASE SALARY	DOLLAR AMOUNT REQUESTED		
	NAME	ROLE ON PROJECT				SALARY REQUESTED	FRINGE BENEFITS (35.64%)	TOTALS
	TBD	Research Coordinator	18	1.00	\$73,000	\$109,500	\$39,026	\$148,526
	TBD	Research Assistant	18	0.50	\$50,000	\$37,500	\$13,365	\$50,865
	<p><b>Research Coordinator (To-Be-Hired):</b> This person will be primarily responsible for grant administration, preparing and submitting the IRB application to UCSF's IRB (through standing contract with SFDPH), facilitating quantitative data acquisition from Avatar EHR and CCSM and transfer to CTSI statistician for analysis, semi-structured interview guide design, oversight of interview recruitment, conducting interviews, developing reports to disseminate findings, ensuring compliance with Open Access requirements for academic publications, and complying with RWJF/Avalere grant reporting requirements. The Research Coordinator will be expected to have completed Research Ethics and Compliance Training and will receive additional training from the Project Directors as needed. The Research Coordinator will devote 12.0 calendar months (1.0 FTE) to this project in all 18 months of the grant period; at an annual base salary of \$73,000 plus fringe rate of 35.64%, the total cost for the Research Coordinator position will be \$148,526.</p> <p><b>Research Associate (To-Be-Hired):</b> Under the joint supervision of Dr. Goldman and Dr. Coffin, and in close collaboration with the Research Coordinator, the primary responsibilities of the Research Associate include assistance with grant administration and IRB application, managing research team meetings, scheduling and conducting outreach for interviews, obtaining informed consent, assisting with conducting semi-structured interviews, performing literature review and formatting results and data displays for reports and publications. The Research Associates will be trained in all</p>							

	aspects of the interview process and meet with the project directors to ensure adherence to the study protocol, as well as to address logistical issues that may arise. The Research Associate will devote 6.0 calendar months (0.50 FTE) to this project in all 18 months of the grant period; at an annual base salary of \$50,000 plus fringe rate of 35.64%, the total cost for the Research Coordinator position will be \$50,865. This person will receive additional funding through cost-sharing with another of Dr. Goldman's grants and will be hired as a full-time employee through Heluna Health.	
Administrative Staff	Heluna Health has an administrative support team to assist with hiring, human resources, grant administration, sub-contracting to UCSF for CTSI consultant. and fiscal support; these functions are funded by 12.8% indirect funds in the sub-contract to Heluna Health.	
Other Staff	None	
Fringe Benefits	Staff hired through Heluna Health (Research Coordinator, Research Associate) will receive full benefits (including health and dental) at a cumulative fringe rate of 35.64%.	
<b>Other Direct Costs</b>		
Office Operations	Two licenses for statistical software (SAS v9.4) will be purchased through the UCSF Library at a cost of \$264 per workstation for the Project Director and Research Coordinator to be able to assist with data preparation prior to transfer to CTSI consultants, for a total of \$528.	
Polls and Surveys	None	
Communications/ Marketing	None	
Travel	In order to recruit and locate participants in the interviews, the RC/RA will need to travel to and from the office; these expenses are estimated at \$500. (Given the unpredictability of COVID, we are not budgeting for travel to conferences of other large gatherings.)	
Meeting Expenses	None	
Equipment	None	
Project Space	None	
Other	As required by the RWJF Open Access policy, \$6000 have been budgeted to cover the cost of 2-3 academic publications in leading research journals, which typically require payment of an open access fee to ensure that there is no embargo and that the publication is immediately accessible to the public.	
<b>Consultants/Contractors</b>		
Consultants	None	
Contracts *	Contractor Name	University of California, San Francisco
	Scope of Work	Heluna Health will sub-contract to UCSF Clinical and Translational Science Institute (CTSI), which provides statistical consultation and analysis by senior consultants and UCSF Faculty in the Department of Epidemiology and Biostatistics. Dr. Ann Lazar, faculty biostatistics consultant at CTSI, will direct Dr. Alan Bostrom, a specialist, on the statistical aspects of the project. This work will include development of the Statistical Analysis Plan (SAP). While Dr. Lazar will lead the development of the SAP, Dr. Bostrom will provide input on all analyses that will be performed. The SAP will

		contain any modifications to the analysis plan described in the grant application. The SAP will provide details about the variables collected (aka codebook) in addition to the definitions of the key variables for analyses purposes. This SAP will facilitate standardization of the data collected across the study locations. The CTSI consultants will receive the extracted data files from Avatar EHR and CCMS, and they will be responsible for performing data cleaning as necessary to prepare the files for analysis, assist with the design and modeling of the Interrupted Time Series analysis as well as the related sub-analyses to control for secular trends and stratify by race and ethnicity, and assistance with creating output tables and methods descriptions for publication.
	Deliverables	Specific deliverables required by UCSF CTSI include the SAP and codebook, acquisition and statistical analysis of the quantitative data, and assistance with producing a final report and 2-3 academic manuscripts.
	Total Cost	\$49,822
	Cost Calculation	<p>\$17,625 (\$235 per hour x 75 hours):  <b>Ann A. Lazar, PhD, (Senior Biostatistician)</b> is an Associate Professor in the UCSF Division of Oral Epidemiology and Division of Biostatistics, and she is a member of CTSI, Helen Diller Family Comprehensive Cancer Institute (Biostatistics Core), Center to Address Oral Health Disparities, and Bakar Computational Health Sciences Institute. Dr. Lazar will serve as the primary biostatistician on this project and has extensive experience in protocol development/implementation and analysis of intervention studies, heterogeneity of treatment effect analysis, ITS designs, and health disparities research. She will participate in study design, development and overseeing of protocol development, data analysis, and interpretation of results. She will work directly with Drs. Goldman and Coffin, will be responsible for supervision and oversight of Dr. Alan Bostrom, and will collaborate with Scientific Advisor Dr. Margaret Handely.</p> <p>\$25,500 (\$170 per hour x 150 hours)  <b>Alan Bostrom, PhD, (Biostatistician)</b>. Dr. Bostrom will be tasked with checking the quality and consistency of the data, including cleaning the data across study locations. Dr. Bostrom will perform preliminary analyses to examine frequency distributions and descriptive statistics of demographic and clinical data as well as basic associations with outcomes and among factors within and across groups. Continuous variables also will be grouped for analyses based on quantiles of the distribution. Differences between values at different time points also will be computed for analyses to assess changes over time using segmented regression via random effects models. Non-normal variables will be transformed for use in analyses where necessary. This</p>

		<p>will all be performed by Dr. Bostrom. Dr. Bostrom will be responsible for carrying out the analysis plans for the primary and secondary analyses described in Aim 1 and Aim 2. This includes multivariable regression analyses and longitudinal analyses, as well as multiple imputation. He will also generate publication quality tables and figures.</p> <p>\$6,697 (\$235 per hour x 28.5 hours)</p> <p><b>Margaret Handley, PhD, MPH, (Scientific Advisor)</b> is a Professor of Epidemiology and Biostatistics and Medicine at UCSF and core faculty in the Center for Vulnerable Populations. She co-directs the UCSF Training Program in Implementation Science, she is the implementation science lead for the UCSF Benioff Housing and Homelessness Initiative, and she directs the new UCSF PRISE Center (Program in Research for Implementation Science for Equity), which focuses on achieving health equity through applied implementation science research. The PRISE Center is intended to strengthen partnerships with SFDPH programs to help tailor interventions and evaluate their impact on health and programmatic outcomes. Dr. Handley will serve as a scientific advisor to the proposed research and will be responsible for assisting with sampling for the mixed methods component, semi-structured interview guide development, input on data collection best practices, and interpretation of findings.</p>
<b>Indirect Costs</b>		
Indirect Costs	12.8% indirect costs will be paid to Heluna Health for the share of the costs that are included under that subcontract (\$32,799, included in the total balance of \$289,040)	
<b>In-kind Support</b>		
	N/A	