

MHSF Hiring Update

Jan 20, 2022

Mental Health SF Vision, Components, and Hiring

- MHSF outlines a vision and set of strategies to expand and improve behavioral health services in San Francisco.
- Primary focus is to help people with serious mental illness and/or substance use disorders who are experiencing homelessness
- Key elements:
 - Office of Coordinated Care
 - Street Crisis Response Team
 - New Beds and Facilities
 - Mental Health Service Center
- We need staff to achieve this vision. Staff are needed to provide direct care and to support the considerable and necessary infrastructure.

Summary of Hiring Plan

- Major push to hire at least 200 behavioral health and MHSF positions by March 30, 2022; includes
- Goal: Reduce backlog and implement process changes so hiring capacity matches program demand moving forward
- Includes positions for Mental Health SF (MHSF) and Behavioral Health Services
- Approximately 90 of these positions lack a civil service list and could not be hired without emergency authorization
- Emergency authorization will also help streamline the process for remaining positions
- The plan includes hiring positions needed to implement contracted components of MHSF
 - CBO partners

Hiring Barriers

Multiple factors have contributed to a large hiring backlog

- Resource constraints and hiring barriers predated pandemic
- Growth in new positions under MHSF – 150 new positions
- Backlog in civil service examinations for 7 months beginning of pandemic; increased employee leaves and turnover during pandemic
- Outdated and inefficient rules and processes around hiring in DPH and City
- Transition to new applicant tracking system
- Challenging labor market for certain BH providers across city, region, and state
 - Psychiatrists
 - Clinical Psychologists
 - Clinician positions with linguistic requirements
- Wage analysis – on Controller's Office work plan for 2022

Emergency Declaration Hiring Progress

- January 4 – Full Board of Supervisors hearing on Tenderloin Emergency Declaration, including 1st Supplement regarding hiring
- DHR and DPH implemented process for approvals under emergency authorization
- January 7 – Department of Public Health request to hire 79 positions under Tenderloin Emergency Declaration, which has been approved by the Department of Human Resources (additional position requests likely)
- Remaining positions will be hired using eligible lists when available
- DPH has created a project team including BH, HR (DPH and DHR), IT and facilities
- DPH HR has identified a list of recommended internal process changes to streamline now and going forward – currently being implemented

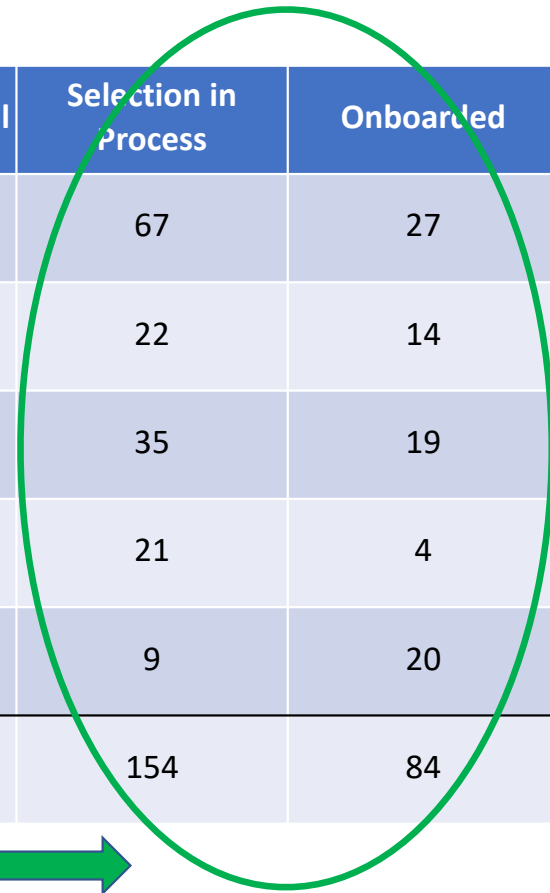
Vacant Positions by Program Area and Hiring Status

| | Position Approval | Selection in Process | Onboarded | Total |
|---|-------------------|----------------------|-----------|-------|
| Clinical Services - Adult and Older Adult | 22 | 67 | 27 | 116 |
| Clinical Services - Youth and Families | 5 | 22 | 14 | 41 |
| Office of Coordinated Care | 2 | 35 | 19 | 56 |
| Program Development, Data, Oversight and Administration | 5 | 21 | 4 | 30 |
| Whole Person Integrated Care | 4 | 9 | 20 | 33 |
| Total | 38 | 154 | 84 | 276 |

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Target positions for 200+ hires



Case Management Services Update

| MHSF Levels of Case Management | Description | Status |
|--|---|---|
| Critical Care Case Management Services | High level of support to connect/engage in care | <ul style="list-style-type: none"> • First team implemented April 2021 – 7 staff hired <ul style="list-style-type: none"> • Dedicated to Street Crisis Team (SCRT) clients follow up; has connected with 38% since inception; rates consistently increased to 63% in December • Next OCC teams - 20 staff including supervisors, behavioral health clinicians, health workers, and peer support staff will be hired before 4/1/22; 1st supervisor started 12/13/21 and 7 health workers starting by 2/1/22 |
| Intensive Case Management Services | Field-based intensive treatment services with embedded case management support | <p>Phase 1 – reduce waitlist for existing programs by addressing CBO vacancies - multiple strategies including addressing salary disparities between CBOs (in process now)</p> <p>Phase 2 – add contract funding for 10 new FTEs to eliminate waitlists and move toward reducing caseloads to levels aligned with best practices (February 2022)</p> <p>Phase 3 – RFP/Q for new ICM services focused on racial equity and culturally congruent services as well as innovative approaches to serving people experiencing homelessness (Spring 2022)</p> |
| Case Management Services | BH outpatient clinic-based case management to increase successful transfer from higher levels of care, treatment retention and health outcomes. | <ul style="list-style-type: none"> • Establishing new case management teams at mental health outpatient clinics – 7 FTE civil service staff plus 5 FTE peer counselors (Spring 2022) • Add 7 FTE (contracted) case management staff to substance use disorder outpatient clinics (July 2022) |

Vacant Positions by Job Class and Hiring Status

| Class | Class Title | Position Approval | Selection in Process | Onboarded | Total |
|-------|------------------------------------|-------------------|----------------------|-----------|-------|
| 2930 | Behavioral Health Clinician | 3 | 43 | 22 | 68 |
| 2587 | Health Worker III | 2 | 12 | 33 | 47 |
| 2932 | Senior Behavioral Health Clinician | 7 | 10 | 4 | 21 |
| 2593 | Health Program Coordinator III | 3 | 9 | 2 | 14 |
| 2320 | Registered Nurse | | 5 | 8 | 13 |
| 2588 | Health Worker IV | 5 | 5 | 1 | 11 |
| 2242 | Sr Psychiatric Physician Spec | | 10 | 1 | 11 |
| 2586 | Health Worker II | 5 | 5 | | 10 |
| 1406 | Senior Clerk | | 6 | 2 | 8 |
| 2589 | Health Program Coordinator I | 1 | 4 | 1 | 6 |
| 2574 | Clinical Psychologist | | 4 | 2 | 6 |
| 2119 | Health Care Analyst | | 5 | | 5 |
| 923 | Manager II | 1 | 3 | 1 | 5 |
| 2328 | Nurse Practitioner | | 1 | 4 | 5 |
| 2409 | Pharmacy Technician | 1 | 4 | | 5 |
| 922 | Manager I | 3 | 2 | | 5 |
| 2908 | Senior Hospital Eligibility Worker | | 4 | | 4 |
| 2450 | Pharmacist | | 3 | 1 | 4 |
| | Other (fewer than 4) | 7 | 19 | 2 | 28 |
| | | 38 | 154 | 84 | 276 |

Thank you. Any Questions?