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**HEALTH COMMISSION
CITY AND COUNTY OF SAN
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November 30, 2020

Honorable Garrett L. Wong
Superior Court of California
400 McAllister Street, Room 8
San Francisco, California 94102

Dear Judge Wong,

The Health Commission is grateful to the Civil Grand Jury for its focus on the San Francisco Department of Public Health's Behavioral Health Services in its report, "Strengthen Our Behavioral Services." The Health Commission's responses are attached.

Please note that the San Francisco City Charter requires that the Health Commission address departmental administrative matters solely through Dr. Colfax, the DPH Director of Health. However, the Health Commission has authority to monitor progress made on implementing actions to address the recommendations. The Health Commission will request quarterly updates on the actions the DPH has proposed in its responses to the report.

Sincerely,

Dan Bernal,
Health Commission President

Cc: Grant Colfax, MD

2019-2020 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

Report Title [Publication Date]	F#	Finding (text may be duplicated due to spanning and multiple respondent effects)	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/Disagree)	Finding Response Text
Strengthen Our Behavioral Health Services [October 1, 2020]					N/A
Strengthen Our Behavioral Health Services [October 1, 2020]					N/A

2019-2020 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

Report Title [Publication Date]	F#	Finding (text may be duplicated due to spanning and multiple respondent effects)	Respondent Assigned by CGJ [Response Due Date]	Finding Response (Agree/Disagree)	Finding Response Text
Strengthen Our Behavioral Health Services [October 1, 2020]	F4	The position of Director of Behavioral Health has been filled with five different individuals in five years.	Health Commission [November 30, 2020]	Agree with the finding	
Strengthen Our Behavioral Health Services [October 1, 2020]	F5	BHS' scale of operation in terms of staff count, budget size, and public impact are not reflected in its deeply nested reporting position in DPH.	Health Commission [November 30, 2020]	Disagree, partially	<p>The Health Commission concurs with the DPH response below and approves of the change in the DPH organizational reporting structure, making the Director of DPH Behavioral Health Services a member of executive leadership "BHS's reporting position in the Ambulatory Care division of DPH has historically supported integration of behavioral health services in all areas of ambulatory care. Additionally, BHS is not larger in scale than other ambulatory care services in terms of civil services employees, number of people served, and the health impact on the population of San Francisco.</p> <p>BHS is moving from being one of five sections within the Ambulatory Care division of the San Francisco Health Network (SFHN) to being a new division of the SFHN. The new Director will report directly to Grant Colfax (Director of Public Health) and Roland Pickens (Director of San Francisco Health Network). This change is because BHS is both a health plan and set of direct client services, and as such has complex and large contracting and budgetary elements, and scope of work, which distinguish it from the rest of Ambulatory Care."</p>

2019-2020 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

Report Title [Publication Date]	R# [for F#]	Recommendation (text may be duplicated due to spanning and multiple respondent effects)	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Strengthen Our Behavioral Health Services [October 1, 2020]	R1 [for F1-F3]	By March 2021, re-evaluate the hiring process for ICM's in light of the success of the expedited strategy for hiring registered nurses executed in March 2020. Leverage it to inform a redesign of existing policy.	Health Commission [November 30, 2020]	Will be implemented	The Health Commission concurs with the DPH response below and will monitor the implementation of this item by requesting quarterly updates on ICM hiring . "DPH-HR and BHS are partnering on a batch hiring of 40 FTE 2930, Behavioral Health Clinicians. The ETA for these hires is January 2021. DPH and HR are also collaborating to reexamine the hiring process for licensed clinicians with a goal of streamlining the process, e.g., criteria, testing."
Strengthen Our Behavioral Health Services [October 1, 2020]	R2 [for F1-F3]	By June 2021, fill 50% of ICM vacancies in 21 days or less.	Health Commission [November 30, 2020]	Will not be implemented because it is not warranted or reasonable	The Health Commission concurs with the DPH response below and will monitor improvements made in the ICM hiring time through requesting quarterly updates to the Health Commission. "BHS is working to hire the 2 vacant civil service clinicians as part of the 2930 batch hiring. The majority of ICM programs are operated by CBOs. Of the 231 FTE direct service ICM staff (clinicians, health workers, psychiatrists) funded by BHS, only 51 FTE are DPH staff. It is currently not possible to hire permanent civil service positions in 21 days. There are several steps in the Civil Service hiring process which include a Form III submission, position approval, reassignment/posting, selection process, request to hire submission, and onboarding process. The fastest hiring time projection from DPH HR is 120 days. The current average for BHS hires is about a year. We are working to improve this time."

2019-2020 CIVIL GRAND JURY FINDINGS, RECOMMENDATIONS, AND RESPONSES TO FINDINGS AND RECOMMENDATIONS

Report Title [Publication Date]	R# [for F#]	Recommendation (text may be duplicated due to spanning and multiple respondent effects)	Respondent Assigned by CGJ [Response Due Date]	Recommendation Response (Implementation)	Recommendation Response Text
Strengthen Our Behavioral Health Services [October 1, 2020]	R3 [for F4, F5]	By March 2021, engage the Budget and Legislative Analyst or other external consultancy to examine the policy and practice of executive placement and compensation for the Director of Behavioral Health.	Health Commission [November 30, 2020]	Will not be implemented because it is not warranted or reasonable	The Health Commission concurs with the DPH response below: "DPH reclassified the Director of Behavioral Health in June 2020 to reflect the complexity of work and reporting structure." Note: this reclassification includes a substantial increase in salary to attract and retain qualified behavioral health leaders.
Strengthen Our Behavioral Health Services [October 1, 2020]					