

Appendix: Sutter-Yuba County

County Contact and Specific Dates

The primary contact for Sutter-Yuba County is:

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Sutter-Yuba Behavioral Health (SYBH) local review dates are listed in the table below. More detail on Sutter-Yuba’s stakeholder engagement process can be found in the “Local Community Planning Process” section.

Local Review Process	Date
Date Proposal posted for 30-day Public Review	September 12, 2023
Local Mental Health Board Hearing approval	October 12, 2023
Board of Supervisors (BOS), calendared date to appear before BOS	December 2023

Description of Local Need

Sutter-Yuba Behavioral Health (SYBH) operates four Full Service Partnership (FSP) programs. Two are internal FSP programs run by SYBH staff, the Transitional Age Youth (TAY), and the Adult. The remaining two FSP programs are external contracts, our Children’s run by Youth 4 Change and an Adult program run by Telecare. Our FSPs combine to serve approximately 225 individuals annually. Program eligibility is determined by diagnosis and risk factors pursuant to the Mental Health Service Act (MHSA) regulations for FSP criteria. Each Partner is assigned a case manager that works in the appropriate program as determined by the Partner’s age, receiving treatment services such as case management and linkages, rehabilitation, therapy, and ongoing assessment and plan development. FSPs may also receive psychiatric services and/or housing support services upon referral by the primary service provider. Many Partners also receive services through the Wellness and Recovery program and peer support services.

Due to the specificity and flexibility of the FSP program, the county has encountered difficulty developing consistent FSP service guidelines, evaluating outcomes, and disseminating best practices. Sutter-Yuba County utilizes the Data Collection Reporting (DCR) database developed by the State to track outcomes, however, due to a variety of systematic and technical challenges the DCR has limited utility for informing treatment decisions or promoting quality improvements. SYBH has experienced significant staff turnover throughout the years and some staff have left abruptly without reassigning partners to other staff or closing partners who are no longer receiving services. As a result of this situation, there are outliers in the DCR that skew the outcome results and don’t present an accurate picture of the true outcomes of the FSP programs. Efforts to resolve these outliers with DCR Technical Assistance have been unsuccessful and so these outliers continue to skew outcomes and invalidate outcome reports.

SYBH management and community stakeholders have consistently identified the need for clear, consistent, and reliable data and outcomes to assist programs in identifying goals, measuring success, and pinpointing areas that may need improvement. Though outcome measures are desired and have

been a source of continued focus, SYBH has rarely received program feedback based on quantitative outcome data. We have relied on qualitative data and reports obtained from the Electronic Health Record (EHR). FSP staff are committed to providing high-quality care for their FSP partners and focus on completing progress notes for our Electronic Health Record. The Children's and TAY programs have been able to pull data from the EHR and thus have been able to analyze quantitative data and provide some outcomes. Unfortunately, staff are not as consistent entering data into the DCR and neglect to complete Key Event Tracking or 3M Quarterly Forms because it is a separate data entry process, and their priorities are focused on documentation of the services they provide to ensure they are maintaining good clinical records. Conversations with Sutter-Yuba County FSP staff and clinicians have revealed that outcome goals and metrics are not regularly reassessed or informed by community input, nor are they well-connected to actual services received and provided by FSP programs.

SYBH is seeking to establish, identify, and define clear guidelines (“milestones”) for each step in a client’s journey through FSP to support decision making and provide clients with a clear vision for their experience in the program, while retaining the flexible “whatever it takes” FSP philosophy. Historically, vagueness around these steps has resulted in confusion and challenges for providers and clients and made it difficult to manage the program with a data-driven approach. For example, without a clear definition for standards of engagement, SYBH has struggled to set targets for regular contact with clients that are tailored to the client’s needs and stage of recovery. If these standards were in place and informed by relevant outcomes data on an ongoing basis, SYBH would be able to more effectively allocate provider time to meet clients “where they are” while focusing resources where they are needed most. Similarly, clear standards for “graduation” or “step down” from FSP would give clients a long-term goal to work towards, while facilitating more consistent, tailored services as clients progress in their recovery.

Response to Local Need

Through this Innovation proposal, Sutter-Yuba Behavioral Health seeks to participate in the statewide initiative to increase counties’ collective capacity to gather and use data to better design, implement, and manage FSP services. The key priorities outlined in the Innovation Plan will allow Sutter-Yuba Behavioral Health to address current challenges and center FSP programs and services around meaningful outcomes for participants. More specifically, participating in this project and aligning with the identified priorities will enable the department to:

1. Develop a clear strategy for how outcome goals and performance metrics can best be tracked using existing state and/or county-required tools to support meaningful comparison, learning, and evaluation.
2. Explore how appropriate goals and metrics may vary based on population.
3. Develop training materials for staff and supervisors to support increased accuracy in the completion of DCR Outcome reports and forms.
4. Develop FSP Outcome and Audit reports that accurately reflect the impact FSP services are having on FSP partners
5. Update and disseminate clear FSP service guidelines using a common FSP framework that reflects clinical best practices.
6. Create or strengthen mechanisms for sharing best practices and fostering cross-provider learning.
7. Improve existing FSP performance management practices (i.e., when, and how often program

data and progress towards goals is discussed, what data is included and in what format, how next steps and program modifications are identified).

In addition, this project will provide Sutter-Yuba Behavioral Health the opportunity to share and exchange knowledge with other counties participating in this project and through the statewide learning community.

Local Community Planning Process

The community planning process helps Sutter-Yuba County determine where to focus resources and effectively utilize MHSA funds to meet the needs of county residents. The community planning process includes participation from the Board of Supervisors, Behavioral Health Advisory Board, the MHSA Steering Committee, providers, community-based organizations, consumers, community members and partners. Since the community planning process is ongoing, stakeholders will continue to receive updates and provide input in future meetings.

The project was shared and discussed at the Behavioral Health Advisory Board meeting June 15, 2023 and at the monthly MHSA Steering Committee meeting on June 20, 2023. After the presentation, and a review of this proposed use of innovation funds, stakeholders acknowledged the project as an appropriate use of funding. The project is included in the MHSA Fiscal Year 23/24 Annual Update.

A draft plan was publicly posted for a 30-day comment period beginning on September 12, 2023. In addition, the plan will be presented at the Sutter-Yuba County Behavioral Health Advisory Board Hearing on October 12, 2023. The plan is scheduled to go before the Sutter-Yuba County Board of Supervisors for review and final approval in December 2023 (following the MHSOAC’s review process).

County Budget Narrative

Sutter-Yuba County will contribute up to \$1,226,250 over the ~5-year project period to support this statewide project. This amount will support project management and technical assistance provided by Third Sector, fiscal intermediary costs, and evaluation provided by RAND.

Total Budget Request by Fiscal Year

The table below depicts Sutter-Yuba County’s year-over-year contribution to the Innovation Project.

Table 1

	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	Total
Individual County Contribution to the Collaborative*	\$381,500	\$572,250	\$190,750	\$54,500	\$27,250	\$1,226,250

Budget by Fiscal Year and Specific Budget Category

Table 2

BUDGET BY FUNDING SOURCE AND FISCAL YEAR							
EXPENDITURES							
Personnel Costs (salaries, wages, benefits)		FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	Total
1.	Salaries	\$0	\$0	\$0	\$0	\$0	\$0
2.	Direct Costs	\$0	\$0	\$0	\$0	\$0	\$0
3.	Indirect Costs	\$0	\$0	\$0	\$0	\$0	\$0
4.	Total Personnel Costs	\$0	\$0	\$0	\$0	\$0	\$0
Operating Costs (travel, hotel)		FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	Total
5.	Direct Costs	\$0	\$0	\$0	\$0	\$0	\$0
6.	Indirect Costs	\$0	\$0	\$0	\$0	\$0	\$0
7.	Total Operating Costs	\$0	\$0	\$0	\$0	\$0	\$0
Non-Recurring Costs (technology, equipment)		FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	Total
8.	Direct Costs	\$0	\$0	\$0	\$0	\$0	\$0
9.	Indirect Costs	\$0	\$0	\$0	\$0	\$0	\$0
10.	Total Non-Recurring Costs	\$0	\$0	\$0	\$0	\$0	\$0
Consultant Costs/Contracts (training, facilitation, evaluation)		FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	Total
11a.	Direct Costs (Third Sector)	\$350,000	\$500,000	\$150,000	\$0	\$0	\$1,000,000
11b.	Direct Costs (CalMHSA)	\$31,500	\$47,250	\$15,750	\$4,500	\$2,250	\$101,250
11c.	Direct Costs (Evaluator)	\$0	\$25,000	\$25,000	\$50,000	\$25,000	\$125,000
12.	Indirect Costs	\$0	\$0	\$0	\$0	\$0	\$0
13.	Total Consultant Costs	\$381,500	\$572,250	\$190,750	\$54,500	\$27,250	\$1,226,250
Other Expenditures (explain in budget narrative)		FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	Total
14.	Program/Project Cost	\$0	\$0	\$0	\$0	\$0	\$0
15.		\$0	\$0	\$0	\$0	\$0	\$0
16.	Total Other Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
BUDGET TOTALS							
Personnel		\$0	\$0	\$0	\$0	\$0	\$0
Direct Costs		\$381,500	\$572,250	\$190,750	\$54,500	\$27,250	\$1,226,250
Indirect Costs		\$0	\$0	\$0	\$0	\$0	\$0
Total Individual County Innovation Budget		\$381,500	\$572,250	\$190,750	\$54,500	\$27,250	\$1,226,250

Innovation Plan Appendix D: Cohort 2 Expansion (cont.)

Appendix Overview

The following appendix contains specific details on the local context, local community planning process, and budget details for Sutter-Yuba County participating in the Multi-County FSP Innovation Project as an expansion to Cohort 2.

The appendix describes the county-specific need for this Multi-County FSP Innovation Project. Though there can be slight differences among participating counties' needs in terms of either the prioritization or the specifics, the response to this local need will be similar among counties through the execution of the Innovation Plan. The appendix also outlines a county-specific budget narrative and budget request by fiscal year, with detail on specific budget categories.

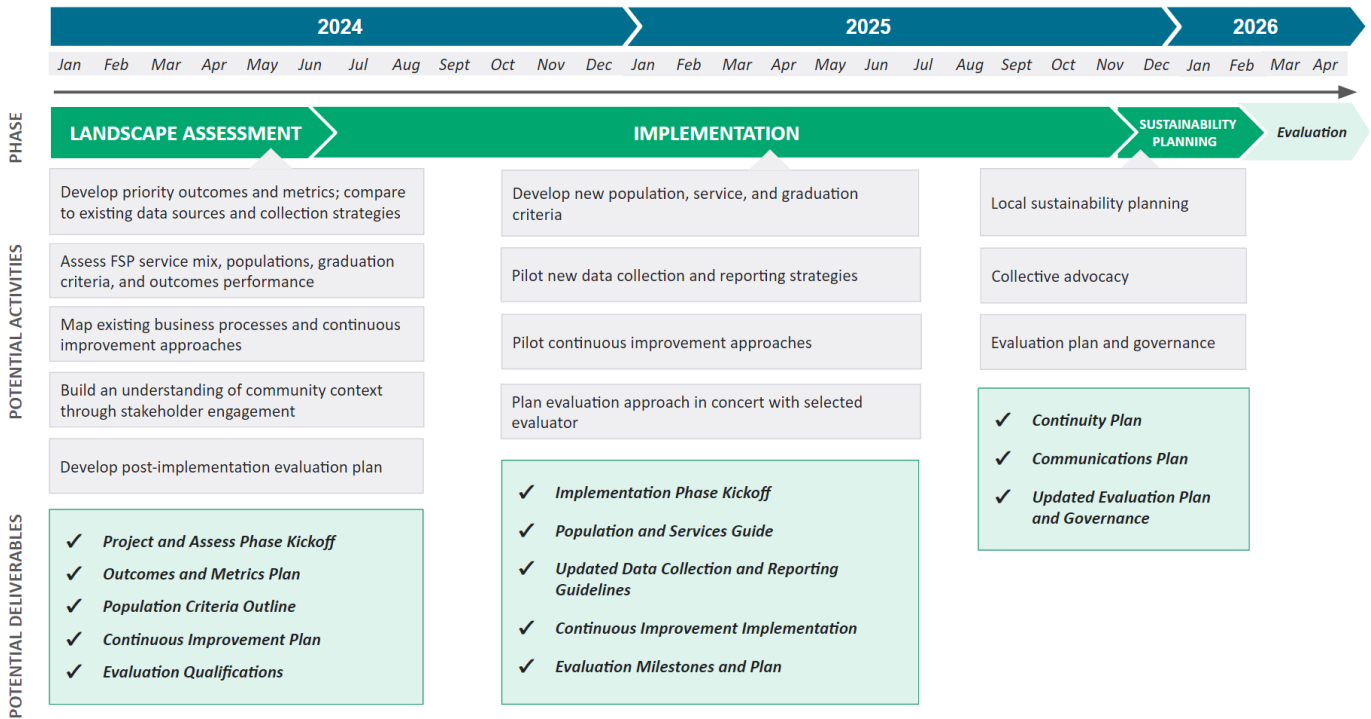
Work Plan and Timeline

Sutter-Yuba County will join the Multi-County FSP Innovation Project in January 2024 and follow a similar work plan and timeline as the other participating counties. See **Figure 4** below for an illustrative Implementation TA work plan and timeline by phase.

While some adjustments in process and structure may occur to fit the unique needs of joining the project at this time, the goals of the project will remain consistent:

- Develop a clear strategy for how outcome goals and performance metrics can best be tracked using existing state and/or county-required tools to support meaningful comparison, learning, and evaluation
- Explore how appropriate goals and metrics may vary based on population (e.g., age, acuity, etc.)
- Update and disseminate clear FSP service guidelines using a common FSP framework that reflects clinical best practices
- Create or strengthen mechanisms for sharing best practices and fostering cross-provider learning
- Improve existing FSP performance management practices (i.e., when, and how often program data and progress towards goals is discussed, what data is included and in what format, and how next steps and program modifications are identified)

Figure 4: Sutter-Yuba County Illustrative Implementation TA Work Plan



Benefits of Project Expansion

The addition of Sutter-Yuba County to the Multi-County FSP Innovation Project as an expansion of Cohort 2 will continue to grow the impact of the project across the state. The current counties are developing a more consistent, data-driven approach to FSP that includes standardizing population definitions, process measures, and outcomes. Sutter-Yuba County will not only be able to adopt the work done to date but will also be able to build upon the work in a way that works for their local need. Examples may include:

- Adding child population definitions, process measures, and outcomes to the existing list of adult definitions and measures developed by Cohort 1
- Creating additional resources that can be replicated or adopted by other small, rural counties that often have different populations, needs, and resources
- Furthering the efforts to update the DCR by continuing to work with counties across the state and DHCS on potential improvements

The expansion of Cohort 2 will benefit the state by building on current initiatives and by increasing the resources available to other counties statewide by adding more ‘tools to the toolkit.’

Another benefit of growing the Innovation Project is the expansion of knowledge sharing across counties. In addition to joining the cohort-wide work done to date, Cohort 2 counties will also focus on several county-specific implementation initiatives to create lasting improvements within their individual FSP programs. By joining the existing project, new counties can leverage best practices and lessons learned from the counties that have already begun local implementation. For example, if Sutter-Yuba County determines they need to standardize their local graduation criteria across programs, they will benefit from the seven other counties that have already gone through this process. In turn, Cohort 1

counties will also be able to apply any new learnings from Cohort 2 counties through their continuous improvement structures.

Finally, Sutter-Yuba County will be added to the existing project evaluation, creating a broader understanding of the impact of direct technical assistance, highlighting additional learnings and benefits of a multi-county collaborative, and driving consistent data collection and analyses across all participating counties.

Ultimately, the addition of another Cohort 2 county will bring California one step closer to having consistent data to compare FSP programs and outcomes in a meaningful and equitable way and share best practices statewide through regular collaborative forums.

Budget Narrative

The total proposed budget supporting Sutter-Yuba County is \$1,226,250 over approximately 5 years. This includes project expenditures for three different primary purposes: Third Sector implementation TA (\$1,000,000), fiscal and contract management through CalMHSA (\$101,250), and third-party evaluation (\$125,00). All costs will be funded using county MHSA Innovation funds.