



DESERT HEALTHCARE
DISTRICT & FOUNDATION

Date: December 12, 2019
To: Program Committee
Subject: DHCD/F Behavioral Health Initiative: Improving Access to Behavioral Health in the Coachella Valley: A Collective Impact Framework by CEO Conrado E. Bárzaga, MD

Recommendation:
Information Only

Background:

- In March 2019 the DHCD/F Board of Directors approved a proposal from EVALCORP Research and Consulting to conduct a comprehensive community behavioral/mental health needs assessment.
- The Mental & Behavioral Health Needs Assessment was completed in September 2019 and presented to the Board of Directors.
- In October, the findings and recommendations of the Mental & Behavioral Health Needs Assessment were presented at a learning summit of the Riverside County 4th District Supervisor's Green Ribbon Committee.
 - Additional action items, recommendations and commitments (immediate, mid- and long-term) were added by the Summit attendees.
- At the October 22, 2019 Board of Directors meeting, the directors unanimously agreed that the District should take a strong leadership role in facilitating the implementation of the Needs Assessment. The District should be proactive with bold steps, such as identifying funding to allow key decision-making on accomplishments and ensure there are resources and accountability of the District for reaching goals.
 - The CEO was directed to bring forward a proposal and budget with a behavioral health coordinator from the District.

Updates:

- As per direction from the Board a proposal for a *Behavioral Health Collective Impact Framework*, developed by the CEO, is attached for Program Committee members' review.

Fiscal Impact:

- Allocation from the board-approved \$2 million Behavioral Health Collective Fund

Improving Access to Behavioral Health in Coachella Valley

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Background

The Desert Healthcare District's mission is to achieve optimal health at all stages of life for all District residents. Optimal health cannot be achieved without appropriate access to behavioral healthcare services. During 2019, the Desert Healthcare District & Foundation (DHCD) conducted a needs assessment (NA) to inform strategies to enhance the mental and behavioral health service provision across the Coachella Valley. The primary goals were to identify the needs of District residents, understand gaps in available service provision, and to develop recommendations to ensure that future efforts are targeted to best meet community needs. The following document is produced at the request of the Board of Directors of the Desert Healthcare District & Foundation to inform future activities and resource allocations necessary to improve access to behavioral healthcare services in Coachella Valley.

Keywords: Behavioral Health, Collective Impact, Backbone Organization

Improving Access to Behavioral Health in Coachella Valley

The Desert Healthcare District & Foundation (DHCD) conducted a needs assessment (NA) to inform strategies to enhance the mental and behavioral health service provision across the Coachella Valley. The primary goals were to identify the needs of District residents, understand gaps in available service provisions, and to develop recommendations to ensure that future efforts are targeted to best meet community needs. DHCD partnered with EVALCORP Research & Consulting to engage with key stakeholders and community members, collect and analyze qualitative and quantitative data, and develop recommendations resulting from the assessment.

Key Findings

The Behavioral Health Needs Assessment revealed that there are gaps in the provision of mental and behavioral health services in the Coachella Valley which can create barriers to accessing existing services including:

- Limited availability of services
- Shortage of behavioral healthcare providers
- Services are often unaffordable or not covered by insurance
- Unequal geographic distribution of services
- Limited transportation options for those who rely on public transportation

Barriers to Accessing Mental and Behavioral Health Care

Many of the barriers to care for residents are also considerable gaps in the provision of those same services. These include accessibility such as location, transportation, hours of operation; high costs and low insurance coverage; low awareness of available services and how to utilize

them (n=9); and provider shortages. Barriers identified by interview and focus group participants are closely aligned with the top four barriers identified by respondents to the provider survey as being either ‘somewhat of a barrier’ or a ‘major barrier’ were client knowledge of available services (90%), service availability (89%), insurance coverage/cost (83%), and transportation (81%). Additional barriers identified through interviews and focus groups are listed below:

- Stigma, attitudes, and beliefs about minority populations and seeking care
- Eligibility requirements
- Language barriers (Spanish, Indigenous, ASL)

Recommendations

The report raised recommendations for a Coachella Valley-wide collaborative effort across multiple agencies. It highlighted that some strategies may already be implemented by one or more individuals/ organizations, but that additional resources are required to adequately address the issue. It also stressed that existing services do not adequately meet the high demand, and that many necessary services are not available locally. Additionally, services that are available are often difficult to access due to cost, hours of operation, and location.

Recommendation # 1: Improving Access to Mental & Behavioral Health Resources.

- Expand low cost service provision, provide financial assistance, or reduce eligibility requirements for free/reduced cost services.
- Offer services in nontraditional setting and during nontraditional service hours.
- Increase availability of same day/walk-in services
- Increase services providers across the continuum of care including prevention, inpatient, and crisis care for all ages and income levels.
- Improve access to services through vouchers for ride sharing, offering van services, or working with local transportation agencies to expand public transit.
- Support interagency collaboration and integration between service providers to pool resources and increase organizational capacity.

Recommendation # 2: Education and Stigma Reduction.

- Launch a social media campaign to increase community member knowledge of mental and behavioral health, available resources, and to reduce stigma.
- Provide education through local schools to increase knowledge, awareness, and reduce stigma among youth and parents.

- Utilize community sites such as libraries and churches to distribute information about mental and behavioral health in communities with little to no internet access.

Recommendation # 3: Professional Development.

- Ensure educators and other school staff are equipped with the necessary knowledge, tools, and interventions to refer students to appropriate services.
- Provide training for cultural competency and trauma informed care to all service providers.
- Partner with local law enforcement agencies to provide Crisis Intervention Training (CIT) to all first responders.
- Work with primary care providers to increase their confidence to discuss mental and behavioral health with their patients, in addition to informing them about available services and how to refer to them.
- Increase access to intervention training such as Mental Health First Aid (MHFA) for community members.

Recommendation # 4: Workforce Expansion.

- Expand mental and behavioral health pathways and academies in high schools, and work with local universities to create educational pipelines for these students.
- Incentivize practitioners to move to or stay in the Coachella Valley (e.g., paid internships, loan repayment)
- Hire practitioners that are linguistically competent (e.g., Spanish, indigenous).
- Maximize Health Professional Shortage Area (HPSA) designation for underserved areas.

Green Ribbon Committee

The Desert Healthcare District has been at the forefront of addressing the behavioral health crisis in the Coachella Valley for many years. In collaboration with Riverside County 4th District Supervisor's Office, a Blue Ribbon (now Green Ribbon) Committee was created and tasked with raising further actionable recommendations to address behavioral health needs in Coachella Valley. The Green Ribbon committee convened at a Summit on October 3, 2019. The recommendations elevated by the EvalCorp Report were reinforced by Summit attendees. Additional, immediate, and recommended actions were added by Summit attendees. These recommended actions stem from four critical questions added to deepen into the community's will and readiness to tackle behavioral health challenges.

Green Ribbon Committee Recommended Actions

The October 3rd meeting of the Green Ribbon Committee meeting had attendees divided in different groups. The following questions guided their discussions. All attendees discussed all four questions.

- 1-** What solutions or best practices could improve mental and behavioral health needs and service provision in the Coachella Valley?
- 2-** What resources, outside of money, are needed to address mental and behavioral health?
- 3-** How can interagency collaboration be improved?
- 4-** In what ways can the Valley attract, create opportunities for, and retain a mental and behavioral health workforce?

The questions elicited a rich discussion. It was clear that one of the conditions to ensure success in addressing such complex systemic challenge is organizing and coordinating efforts

while securing additional resources, financial and otherwise, and facilitating a multi-sector collaboration. Below are some of the key actions recommended:

Backbone Organization. Determine ‘who holds the work’, identify *backbone agency* to coordinate – have a structure, “drive the train”, someone to hold people accountable.

Nominate DHCD to take the lead, continuing Green Ribbon Committee. *Collective impact model*. Identify and implement clear strategies that are action oriented.

Evaluation and Development of Existing services. Utilize gaps analysis and performance metrics. Measure outcomes ensure accountability. Evolve services from within. More support for existing resources (consistent funding).

Increasing Services/Service Providers. Increase number of providers. Workforce Development. Expand number of FQHC’s and services. Increase 24-hour triages and urgent cares support programs. Integration of behavioral health and primary care. Expanding case management services. Integrated wraparound services. Need for emergent mental health services, especially for children (5150s). Supportive housing for those with severe mental illness.

Reduce Barriers & Increase Access. Better coverage. Transportation. Better training to providers. Cultural and linguistic competency. Fear of being reported to ICE prevents undocumented from accessing services

Community Health Workers, Promotores, and Junior Promotores. Community health workers and promotores bring strengths to the table. They are a bridge between the community and service providers. Need to address sustainability of model. Promotores have easier access to community. Expanding model beyond Latino communities to African American communities. Broaden the education across the CV on the role of promotores. Junior Promotores may have easier access to a younger audience; create incentives and paid opportunities.

School-based Services. Peer support programs. LGBT services. Peer-to-peer in school settings – to direct people to services. Make sure schools have funding (lower the barrier)

Collective Impact Approach

The report highlighted the complex nature of addressing behavioral health in our region. It called for a cross-sector collaboration, which may be only achieved through a *collective impact* approach. This approach was also recommended by the Green Ribbon Committee. Collective Impact is a framework for collaborating across sectors to advance work that no one agency can do alone. Five conditions are necessary to create a foundation for successful collaborative work: a common agenda; commitment to shared measurement; support for mutually reinforcing activities; continuous communication; the existence of a dedicated *backbone organization*.

DHCD as Backbone Organization.

All collective impact work requires a backbone agency – someone who can coordinate, facilitate, and drive the work. DHCD would fill this role for the Coachella Valley Behavioral Health Initiative. As a backbone agency, the DHCD's role will be to lead the collaboration of community stakeholders to create and continuously improve an exceptional behavioral health system of care for Coachella Valley.

The core functions of Coachella Valley Behavioral Health Initiative will include:

- Guiding vision and strategy by building a common understanding of the problem
- Supporting aligned activities by facilitating communication and collaboration
- Building public will to create a sense of urgency and articulate the call to action
- Establishing shared measurement practices

- Advancing and advocate for an aligned policy agenda
- Mobilizing funding to support collective goals

DHCD will also ensure the five pillars of Collective Impact are firmly in place for the Coachella Valley Behavioral Health Initiative. The Green Ribbon Committee recommended DHCD to serve as the Backbone Organization for a Collective Impact on Behavioral Health in Coachella Valley.

Current Resources. DHCD's Board of Directors allocated *\$2million* to the Desert Healthcare Foundation to support a Behavioral Health Initiative. Additionally, there are several nonprofit and county agencies working to address behavioral health in CV. DHCD funds may be used to attract and leverage additional financial resources to provide further support to local actors and better coordinate their efforts and implement the multiple recommendations of the Green Ribbon Committee.

Additional Resources. It is critical that in order to increase efficiency of resources, drive alignment, and, most importantly, amplify the collective impact, additional resources must be gathered. State and private foundations funds may be leveraged and matched by DHCD.

The District must also hire at minimum two new staff: A Senior Program Officer, Behavioral Health and a Development Coordinator. Together with the District and Foundation's CEO, these new personnel will create a clear value proposition for collective impact, cultivate donors, and harness the collective efforts to better coordinate services and create a robust coalition.

Additional Staff

Below are the job summaries of the recommended staff. Complete job descriptions, including salary range, are included as Addendum 1.

Senior Program Officer, Behavioral Health

The Senior Program Officer, Behavioral Health works in collaboration with the Chief Executive Officer, program staff and grantees to identify collaboration opportunities and implement a collective impact approach to the Coachella Valley Behavioral Health Coalition. He/She will further advance the District/Foundation's charitable purpose and advance the realization of the Board-approved policies. The Senior Program Officer, Behavioral Health is a key District and Foundation external ambassador in the community. He/she must be able to perform a variety of public health planning, trainings, assessment, evaluation and capacity-building activities impacting mental/behavioral health.

Senior Development Officer

The Senior Development Officer will report to the Chief Executive Officer and work collaboratively with DHCD&F program leads to secure funding and resources on an ambitious scale to advance a Collective Impact approach and achieve landmark behavioral health policy and system change. The ideal candidate will be able to manage a foundation portfolio with ease, know how and where to prospect for grants and other resources, and excels at keeping communication with funders. He/she will be an excellent grant writer.

Addendum 1 (Job Descriptions)

Senior Program Officer, Behavioral Health

Description

The Senior Program Officer, Behavioral Health works in collaboration with the Chief Executive Officer, program staff and grantees to identify collaboration opportunities and implement a collective impact approach to the Coachella Valley Behavioral Health Coalition. He/She will further advance the District/Foundation's charitable purpose and advance the realization of the Board-approved policies. The Senior Program Officer, Behavioral Health is a key District and Foundation external ambassador in the community. He/she must be able to perform a variety of public health planning, trainings, assessment, evaluation and capacity-building activities impacting mental/behavioral health.

Community Health Improvement Planning:

- Coordinates planning activities that involve broad stakeholder participation, assessments, priority setting, action plan development, work plan oversight, sustainability planning, and evaluation to improve community health and create more equitable health conditions.
- Serves as a liaison and facilitator for other community planning activities internal and external to DHCD&F to identify and advance priority public health issues at a systems and policy level.
- Engages the public directly in planning, problem-solving, and decision making for community health improvement initiatives.
- Coordinates and assists with strategic planning, monitoring and evaluating behavioral/mental health programmatic activities.
- Identifies and promotes equitable, best practice strategies to inform and address public health practice internal and external to DHCD&F.
- Responsible for reporting progress to supervisor and for public information/utilization as well as provide advice regarding regulations and funding.
- Utilizes various communication and outreach tools to support stakeholder engagement activities.
- Possess oversight and implementation of special projects to mental/behavioral health internal and external to DHCD&F.

Assessment:

- Coordinates and implements strategies to assess targeted public health issues and root causes (e.g. social determinants of health) across various populations.
- Identifies and gathers qualitative and quantitative data, and other information (e.g. health-related literature, policy briefs, legislative and regulatory documents, etc.).
- Works collaboratively with internal and external stakeholders (i.e. traditional and non-traditional partners) to analyze population and community health indicators in a coordinated fashion, achieve standardization where appropriate and to ultimately guide community health improvement planning and policy efforts related to mental/behavioral health.

Additional Requirements:

- Intermediate proficiency skills in Microsoft Office Suite.
- Must have thorough understanding of the principles of public health practice and mental health systems.
- Must have knowledge of the principles, tools and strategies used in stakeholder engagement, assessment, planning and evaluation.

Reporting Relationship

Reports to the Chief Executive Officer.

Qualifications and Requirements

- Advanced degree in Social Science, Social Work or Public Health and at least five (5) years of relevant work experience (A combination of education and experience may be substituted for the education requirements.)
- Licensed Clinical Social Worker (LCSW) preferred
- Five (5) years of experience with community engagement, including, but not limited to coalition building and participation, relevant/related field experience in public health areas such as research, evaluation and project management, and experience giving public presentations.
- Commitment to the District/Foundation's vision, mission and values
- Proven ability to work well with diverse groups with flexibility, efficiency, enthusiasm, and diplomacy both individually and as member of a team
- Ability to listen critically, learn from others, and build consensus
- Demonstrated ability to lead and build relationships by gaining the respect and trust of others
- Well-developed set of organizational skills; experience handling multiple priorities effectively and meeting deadlines
- Excellent analytical, written and verbal communication skills, including oral presentation skills
- Ability to travel, including site visits and representation at outside meetings

Working Conditions

- General office environment
- Physical demands include lifting and moving equipment and supplies up to 25 pounds
- Occasional weekend, late afternoon, and evening hours required
- Punctuality and satisfactory attendance are essential functions of the job

Compensation

Salary range: \$90,000 - \$120,000

Exempt position commensurate with experience. The District/Foundation offers a competitive benefits package.

Senior Development Officer

Description

The Senior Development Officer will report to the Chief Executive Officer and work collaboratively with DHCD&F program leads to secure funding and resources on an ambitious scale to advance a Collective Impact approach and achieve landmark behavioral health policy and system change. The ideal candidate will be able to manage a foundation portfolio with ease, know how and where to prospect for grants and other resources, and excels at keeping communication with funders. He/she will be an excellent grant writer.

Key Responsibilities:

- Supports and coordinates with the CEO and program staff to, apply for, land, and report on large foundation grants;
- Writes and submits concept papers, proposals, and grant applications to funders in a timely manner;
- Works with our Senior Program Officer, Behavioral Health to pitch funders on the importance of Collective Impact to advance the Coachella Valley Behavioral Health Coalition;
- Prospects small and family foundations, as well as major donors;
- Coordinates and assists with strategic planning, monitoring and evaluating behavioral/mental health programmatic activities;
- Works collaboratively with internal and external stakeholders to writes grant applications to support behavioral/mental health and other activities.

Additional Requirements:

- Proficiency skills in Microsoft Office Suite.
- Must have knowledge of the principles, tools and strategies used in stakeholder engagement, assessment, planning and evaluation.

Reporting Relationship

Reports to the Chief Executive Officer.

Qualifications and Requirements

- Minimum of five (5) years of fundraising experience.
- Ability to passionately and effectively communicate with funders and the public about our work and issues.
- Demonstrated results in securing funding from Federal, State, individuals, corporations and/or foundations.
- Demonstrated ability to develop, foster and sustain relationships with institutional program officers and with individual donors.
- Excellent verbal and written communication skills.

- Strong detail orientation and very organized.
- Commitment to the District/Foundation's vision, mission and values.
- Ability to work collaboratively as part of a small staff team.
- Ability to work effectively with diverse groups and people.
- Ability to produce quality work in a flexible and fast-paced environment.
- Availability for travel.

Compensation

Salary range: \$70,000 - \$100,000

Exempt position commensurate with experience.

The District/Foundation offers a competitive benefits package.