



COUNTY OF SANTA CLARA
Health System

**Custody Health Services
Administration**

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DATE: November 2, 2020

TO: Health and Hospital Committee

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DocuSigned by:

Eureka Daye, CHS Director

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SUBJECT: Service Improvements and Staffing Recommendations

The following information provides more detail regarding the Health and Hospital Committee's November 4, 2020 agenda item 8 on Custody Health Services' potential service improvements and staffing recommendations.

REASONS FOR RECOMMENDATION

On August 18, 2020, Supervisor Susan Ellenberg requested Custody Health Services (CHS) provide a report to the Board of Supervisors through the Health and Hospital Committee relating to CHS staffing and service improvement recommendations. This report and the related presentation offer an initial assessment which will be utilized to develop proposals for consideration as part of the County's mid-year budget review in February 2021.

CHILD IMPACT

The recommended action will have no/neutral impact on children and youth.

SENIOR IMPACT

The recommended action will have no/neutral impact on seniors.

SUSTAINABILITY IMPLICATIONS

The recommended action will have no/neutral sustainability implications.

BACKGROUND

This initial assessment has been informed by a series of meetings, observations resulting from analysis of workflows and review of information. The CHS' team members have offered comments and insights, which greatly assist in this analysis and the development of future proposals. I would like to acknowledge and thank the CHS team for their participation and assistance in this effort.

From this assessment, the top priorities for CHS are clear:

- COVID-19 and mitigating the threat and incidence among incarcerated adults and staff in the County jails and ranches,
- Addressing the requirements of the Consent Decrees, and
- Exploring opportunities for efficiencies and improvements within CHS.

Approach:

As referenced above and outlined on slide six (6) of the accompanying presentation, a series of meetings; conversations with staff and providers; observation of processes and workflows; and review of reports, workload studies, best practices, industry standards, and data analysis have been undertaken across CHS. In addition, a pilot was conducted to test centralizing scheduling, which showed promise. Additional workflow studies will be conducted, input sought from staff and providers, and additional data is being collected. Through these efforts, additional opportunities will become apparent and considered as proposals for February's mid-year budget are developed.

There are opportunities for improvement in every organization which also allow for engaging/working with the team in new ways. Some approaches CHS can undertake include:

- Engaging CHS leadership, managers and frontline staff, via town-hall meetings, rounding and observation.
- Integrating Lean Thinking into the workplace learning environment to help optimize systems and process flow, as an example.
- To optimize effectiveness, align strategy, structure, systems, staffing, skills, and shared values.

Opportunities for Improvement:

Based on observations, learnings and discussions with staff and providers, several opportunities have come to the fore. These will be further examined as to whether budget proposals would be needed and if so, developed for the February mid-year or future budget cycles.

Slides three (3) through six (6) in the attached presentation correspond with examples of opportunities noted from observations thus far. These include:

- Enhancing staffing models to optimize patients' access to care, quality of services and to operate effectively and efficiently by considering mixed models of coded positions. This will be achieved by using simulation models to estimate and plan the mixed use of codes and staff sizing to ensure proper

allocation of resources.

- Introducing the Patient Centered Health Home: Whole Person Care approach which recognizes that the best way to improve health outcomes is to consider the full spectrum of a patient's needs – including medical, behavioral, socioeconomic, and beyond. This model improves patient care, reduces the need for hospitalizations and emergency services and enhances staff satisfaction.
- Completing workload studies, including providers, and allowing staff to work to the top of code, are important steps that can be taken. Through such efforts, reductions in overtime or working over a partial code can be reduced, thus addressing cost containment.
- Developing Lean-thinking and conducting process improvement cycles that could optimize resources, improve efficiencies and develop a culture of quality and fiscal improvement.
- Focusing on Quality Improvement to bring more structure and additional improvements in the quality of care.
- Enhancing cohesion across disciplines and increasing the integration across disciplines: Medical, Mental Health and Dental service areas.
- Analyzing the financial and operational impacts of the Valley Emergency Physicians as 24/7 physician coverage.

Through these efforts, CHS can take steps forward in improving efficiency, cost containment, innovation, and quality, as concluded in slide seven (7) of the attached presentation.

CONSEQUENCES OF NEGATIVE ACTION

The Health and Hospital Committee would not receive the information.

ORGANIZATIONAL ASSESSMENT AND STAFFING NEEDS

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DIRECTOR OF CUSTODY HEALTH & BEHAVIORAL HEALTH SERVICES

KEY ASSUMPTIONS



**Improve
workplace
culture**



**Develop strong
leadership**



Prioritization



Standardization



**Efficiency &
Effectiveness**



OPPORTUNITIES FOR ORGANIZATIONAL IMPROVEMENT

**Align
Organizational
Structure**

**Industry
Standards
Best
Practices**

**Behave
Strategically**

**Feasible
Leadership
Roles**

**Balance
Workload
Distribution**

**Reduce
Complexity**

**Cost Savings
&
Containment**



BENEFITS OF ORGANIZATIONAL CHANGE



AREAS OF OPPORTUNITY



ASSESSMENT ACTIVITIES COMPLETED

**Workload
Studies**

**Fiscal
Stewardship**

**L6S -
Systems
Flow**

**Centralized
Scheduling
Pilot**

**Materials &
Asset
Management**

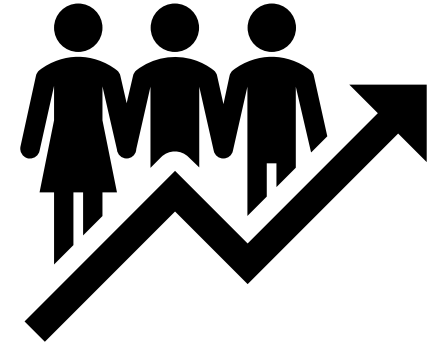
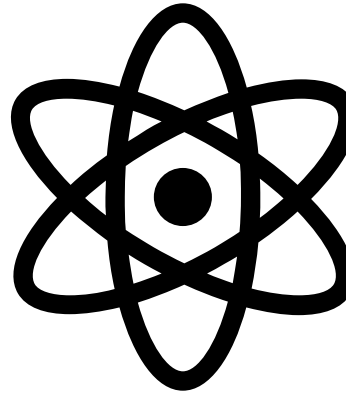
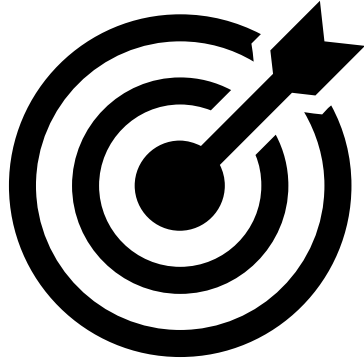
**Consultation
Office
Management**

**Over-Code
Analysis**

**Position
Review**



CONCLUSION



Cost

- Cost Saving Strategies

Optimize

- Optimize resources towards efficiencies and cost containment

Ensure

- Ensure accountability, efficiency, innovation, and best practices are consistent with regulatory and policy compliance

Sustain

- Sustain a culture of continuous quality and fiscal improvement

