

DIRECTOR'S UPDATE

Scott Gilman, MSA, CBHE

Kresge Grant Advances Public Health



In 2021 San Mateo County (SMC) Public Health Policy and Planning and Behavioral Health and Recovery Services (BHRS) received a \$50,000 grant from the Kresge Foundation focused

on Advancing Public Health in communities. The funds were used to deepen BHRS's equity work, build on successes, and promote more flexibility in addressing solutions on the ground.

Racial equity is core to achieving San Mateo County Health's mission of "longer, better lives" for all. Yet, a staff survey about racial equity revealed that over 50% of County Health staff felt there hasn't been progress in improving racial equity at the division and department level. The survey showed that many didn't feel comfortable with regard to racial equity issues. The following four projects helped the County support its workforce and marginalized communities.

- 1. Race & COVID-19 Townhall Series:** To engage the most impacted community members regarding needs and strategies related to the pandemic and recovery, BHRS, Get Healthy San Mateo County, the Bay Area Community Health Advisory Council, and StarVista came together to host four virtual Race & COVID-19 Community Town Halls. The series ran from May 2020 to April 2021 and provided a forum for county staff to present the status of community-wide recovery efforts and the most pressing needs facing vulnerable families who have been disproportionately impacted by the COVID-19 pandemic, including widespread housing, food, and job insecurity.

(continued on page 3)

Focus on Eating Disorder Treatment



An Eating Disorder Committee was recently formed within BHRS to build support for clinicians who provide mental health treatment to children and youth. In the past few years, the number of clients

who need eating disorder treatment has increased. The committee meets monthly to explore available resources. In addition, a survey is being conducted to gauge the training and support that providers need and to learn more about the providers' experience in working with young clients who have eating disorders, with the goal of guiding the planning and next steps.

Members attend the Bay Area County's Eating Disorder Consultation Meetings to collaborate with community partners in this effort. They also review the Behavioral Health Information Notice from the Department of Health Care Services, which provides Mental Health Plans with clarification and guidance regarding their responsibility to offer medically necessary, covered specialty mental health services to beneficiaries diagnosed with feeding and eating disorders. The committee members are: Marta Perez, Muir Hooper, Jason Kimbrough, Selma Mangrum, Maria Lorente-Foresti, Noelle Bruton, Erica Britton, and Mina Fisher.

Retirement Congratulations



Cynthia Chatterjee MD, Interim Medical Director, has retired after 17 years with San Mateo County. After teaching English as a second language and working as a technical writer at IBM, she pursued her dream of becoming a physician serving those less privileged. She attended the UCSF School of Medicine, completed her residency at Stanford, and

32.0%

Revenue Ratio (R3)

8,619

Total Clients

727

Admitted

738

Discharged

worked briefly at Stanford Clinics and Kaiser Permanente, before starting her private practice. However, she missed working with the safety net population, so in 2005 she joined BHRS as a contractor for Partners for Safe and Healthy Children. This kindled her interest in working for the County, and in 2008 she joined the Primary Care Interface team as a staff psychiatrist. She then advanced her training and became board-certified in Addiction Medicine in 2014.

Dr. Chatterjee's work with the County's Integrated Medication Assisted Treatment (IMAT) program has been one of the most meaningful and rewarding experiences of her career. She also loved teaching BHRS psychiatry program residents, serving on the volunteer clinical faculty at Stanford and then UCSF, and conducting presentations and trainings on addiction and mental health both in and outside the county.

She has been very involved with the California Society of Addiction Medicine, planning conferences, presenting on the County's IMAT program, and chairing their 2020 State of the Art Conference. The pandemic began during the planning of the conference, requiring a quick pivot to a virtual platform. Meanwhile, she prepared for evacuation from the CZU wildfire and was promoted to the position of BHRS Deputy Medical Director. It was quite a year. Most recently, Dr. Chatterjee served as the BHRS Interim Medical Director.

"I am torn about leaving BHRS, where I realized my dream of practicing as a doctor for the underserved. I will miss my patients and County Health colleagues; however, my husband and I are thrilled to be moving to Chicago to be closer to our son, who also followed his dream of becoming a physician," said Cynthia.



Selma Mangrum, Clinical Services Manager II, Access Call Center & Outpatient Utilization Management, retired in February after 37 years with the County. She began her career with San Mateo County in 1983 at the East Palo Alto BHRS Mental Health clinic as a Staff Clerk. Shortly thereafter,

she transferred to the Human Services Agency Child Welfare unit, where she was promoted to the position of Clerical Supervisor. With a degree in Health Education, and inspired by the work of Child Protective Services (CPS) social workers, she took a break from the County to attend graduate school and attain her master's in social work.

Selma returned to County service in 1987 as a Social Worker for the Human Services Agency and moved to CPS later that year. In 1990, she became licensed as an LCSW. She transferred back to the Mental Health Department in 1998 as a clinician at Hillcrest Juvenile Hall and Camp Glenwood Boys Ranch. Ten years later, she was promoted to program specialist, and the following year, to the supervising mental health clinician role for the South County Adult Mental Health Clinic. In 2013, Selma moved to her current role as the clinical services manager for the OASIS (Older Adult System Integrated Services) team and the Access Call Center.

In 2015, after a federal audit necessitated the call center's redesign, Selma was reassigned full time to the Access Call Center to work collaboratively with the Health Plan of San Mateo on implementing a managed care and utilization management program.

Selma has led the call center through numerous changes, including expanding operations from a basic call center to a centralized multi-team operation including the call center, utilization management, and a specialty mental health provider relations operation.

"It is with mixed emotions that I pass the baton to the next privileged person and move on to the next phase of my life. Saying goodbye after serving the community in so many different ways for almost 37 heartfelt years, feels like leaving a caring and loving home—very difficult yet at the same time, knowing the time has come to end this chapter. I love and value the work we all do to serve the community with heart and soul and will carry the warm memories and valuable relationships into the next chapter of my life," said Selma.



Advancing Diversity & Equity Work

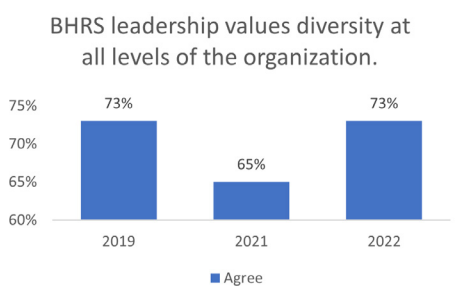
In December, BHRS submitted the 20/21 Cultural Competence Plan (CCP) required by the State of California Department of Health Care Services (DHCS). The plan reports on BHRS's continued development of the most culturally and linguistically competent programs and services to meet the needs of California's diverse racial, ethnic, and cultural communities. The plan reflects not only how BHRS continues to deepen these efforts in San Mateo County, but also how the organization

has grown and adapted to support communities throughout the pandemic. The plan also provides an overview of BHRS's strategies and advancements to develop a culturally responsive and inclusive system of care, including 1) developing a workforce that prioritizes equity, cultural humility, and inclusion, 2) empowering individuals with lived experience, families, and community members, 3) fostering strategic and meaningful partnerships, and 4) influencing organizational level policies and system change (see the 20/21 cultural competence plan [here](#)).

Multicultural Organizational Development

BHRS continues to make progress in the workforce development area with its Multicultural Organizational Development (MCO) action plan. This framework aims to advance equity, diversity, and principles of cultural humility and inclusion in the workplace. For 2022, [14 new subcommittees](#) were formed to support each activity in the plan. Each subcommittee is assigned an executive sponsor to oversee its progress and implementation.

Before beginning this work, BHRS conducted a survey to measure the current culture among its leadership staff. Since 2019, the leadership team has been surveyed annually to gain a better understanding of the organizational climate around MCO. Below are the preliminary 2022 results for a couple of the questions, compared to previous years. The goal is to use this data to support the subcommittee work and begin engaging all BHRS staff in these efforts.



Over 550 participants were engaged, providing avenues for community members to connect, share resources, serve the community, hear narratives of shared struggle and resolve, and support each other in building a "new normal" shaped in this journey toward resilience.

2. Trauma-Informed Training for County Staff and Community Partners:

The first anniversary of the pandemic created an opportunity to reflect on the trauma that the crisis had triggered for everyone, both personally and professionally. The County's workforce/partners needed restorative opportunities to build on their wellness and resiliency. BHRS, the County Office of Education, Human Services Agency, First Five, the County Manager's Office, and San Mateo County Human Resources collaborated to develop "Workforce Wellness Month" in April 2021—a month-long series of speakers and activities focused on trauma and culturally-informed practices.

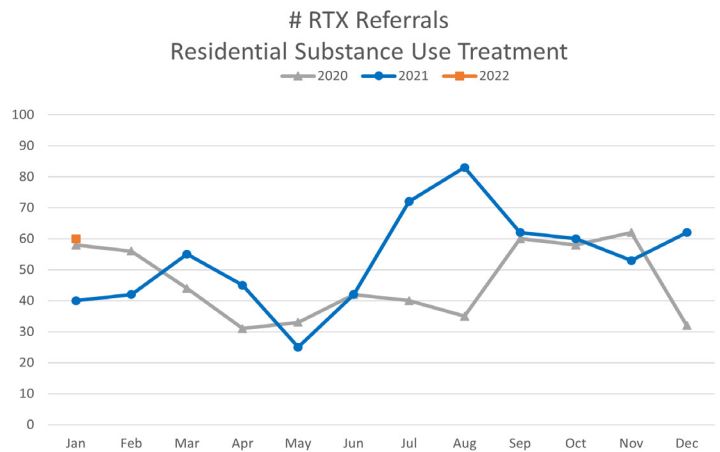
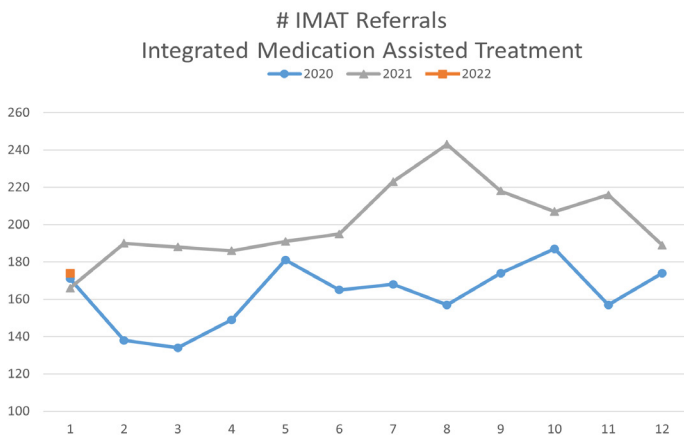
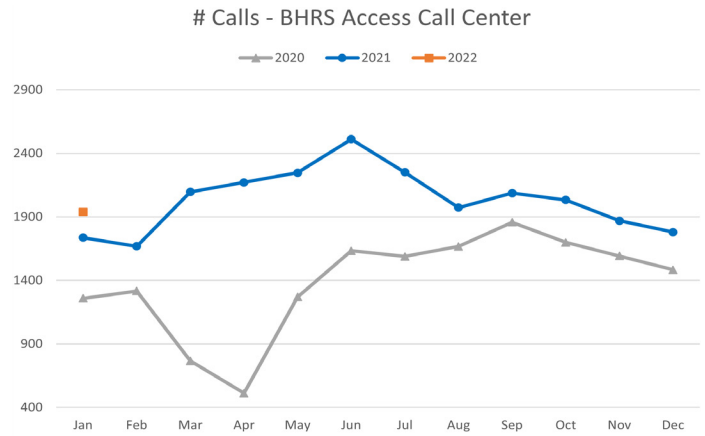
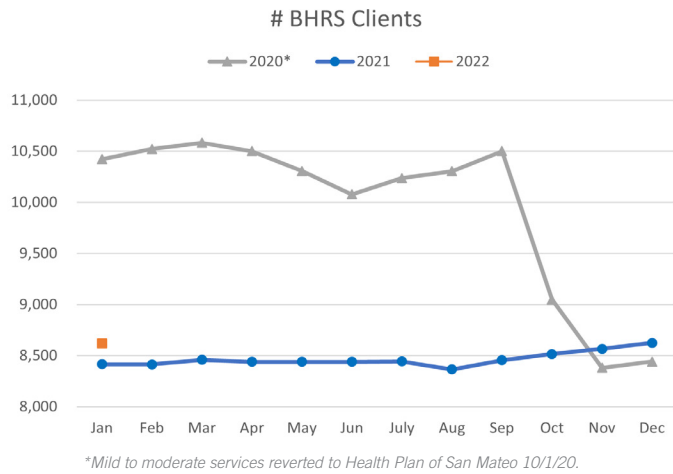
There were over 255 participants, including community service providers, frontline workers, supervisors/managers, and executive leadership and "Wellness Kits" were also distributed to BHRS staff.

3. Race Equity and Health Training for County Health Staff:

Since 2016, County Health has been a member of the Government Alliance for Race and Equity (GARE), a national network of local and state governments working to achieve racial equity and advance opportunities for all. As part of its work to operationalize racial health equity, the multi-divisional Health GARE workgroup created a training to help normalize conversations about race and racism within the department. Eight sessions were conducted reaching over 600 County Health personnel.

4. Equity Through Arts Library Series: A webinar series was designed to hear voices and stories from communities of color through a partnership between the County Library, the SMC Chief Equity Officer, and the BHRS Office of Diversity and Equity. Four webinars were conducted with 350 participants and 220+ views on YouTube.

SNAPSHOT: BHRS Clients - as of January 31, 2022



Service Category	Total Clients	Admitted - January	Discharged - January
Mental Health Services County SMI	5,539	552	552
Mental Health Services Contracted SMI	1,894	78	73
AOD Services County	537	47	53
AOD Services Contracted	649	50	60
Total BHRS Clients	8,619	727	738

Total clients are unduplicated within each service category, however, if a client received services in more than one category during the same period, the client is counted in multiple categories.

R3% - 32.0% (revenue ratio of billed services as of 1/31/22)