



Agenda Date: 12/4/2007  
Agenda Placement: 9A

## NAPA COUNTY BOARD OF SUPERVISORS Board Agenda Letter

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**TO:** Board of Supervisors  
**FROM:** Shelli Brobst for Randolph F. Snowden - Director  
Health & Human Services  
**REPORT BY:** Shelli Brobst, Contracts Analyst, 253-4720  
**SUBJECT:** Reorganization of HHSA's Substance Abuse Division

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### **RECOMMENDATION**

Director of Health and Human Services Agency to provide a presentation on the reorganization of the Substance Abuse Services Division of the Health and Human Services Agency.

### **EXECUTIVE SUMMARY**

For the past two years, the Health and Human Services Agency (HHSA) has been pursuing an Agency-wide initiative to strengthen its administrative infrastructure to ensure accountability and regulatory compliance, the utilization of evidence-based service models, maximized revenue through accurate billing, competent leadership, and necessary support for service delivery staff. To enable the attainment of these objectives, HHSA hired a new Administrator of Alcohol and Drug Programs, Connie Moreno-Peraza, on April 3, 2007, and charged her with reorganizing the Substance Abuse Services Division. Ms. Moreno-Peraza will provide a presentation to the Board on this reorganization.

### **Procedural Requirement**

(No action required)

### **FISCAL IMPACT**

Is there a Fiscal Impact?                      No

### **ENVIRONMENTAL IMPACT**

ENVIRONMENTAL DETERMINATION: The proposed action is not a project as defined by 14 California Code of

Regulations 15378 (State CEQA Guidelines) and therefore CEQA is not applicable.

## **BACKGROUND AND DISCUSSION**

**INTRODUCTION:** Commencing in March 2005, Napa County Health and Human Services Agency (HHS) undertook an Agency-wide initiative to assess and, where appropriate, modify its administrative infrastructure and service delivery programs to: ensure accountability and regulatory compliance; adopt current, evidence-based service models; maximize program revenue through proactive but accurate billing; encourage efficiency in the delivery of services; provide competent leadership with sufficient time to provide training and oversight to properly support service delivery staff; and exploit opportunities to enhance services.

The initiative has made regular use of consultants with special expertise in the various administrative and programmatic fields in which HHS is regularly engaged. Several of HHS's divisions, including the Mental Health and Child Welfare Services Divisions, have already updated the Board of Supervisors regarding the implementation of this initiative in their programs.

In Fiscal Year 2005-2006, HHS retained a consultant who conducted a detailed review of HHS substance abuse services and submitted detailed recommendations on administrative and programmatic improvements. In April 2007, HHS recruited Connie Moreno-Peraza, LCSW, as its new Administrator of Alcohol and Drug Programs. Ms. Moreno-Peraza was selected in part because of her experience reorganizing substance abuse programs in Stanislaus and San Diego Counties. Upon her arrival in Napa, Ms. Moreno-Peraza was provided with the consultant's report and charged with developing an action plan for the restructuring of the Substance Abuse Services Division in line with HHS's overall initiative. The resulting plan for restructure includes many measures recommended by the outside consultant, as well as additional strategies developed by Ms. Moreno-Peraza. The plan for the restructure of the Division will result in no increase in costs and no net change in FTEs.

The key elements of the restructure are:

1. Restructuring and reorganizing existing alcohol and drug services to form a rational "continuum of care;"
2. Establishment of a centralized Access, Treatment Authorization, and Quality Services Unit;
3. Consolidation of two existing outpatient treatment programs into an efficient, multi-track program under one supervisor;
4. Creation of administrative and programmatic infrastructure by establishing a new Program and Contracts Support Unit staffed with a Staff Services Analyst; and
5. Consolidation of all court treatment programs under one supervisor.

**CONTINUUM OF CARE:** The Substance Abuse Services Division is developing a comprehensive continuum of care to ensure that clients and families are able to utilize alcohol and drug services in a seamless and coordinated way. The continuum of care consists of a system that provides timely access to services and the availability of varied and progressive services that will match the varied needs of individual clients: early engagement, education, prevention and early intervention, treatment and recovery, case management, ancillary services, aftercare, and linkage to community supports. Recovery is a developmental process; therefore, the service system must be designed to meet the different needs of clients, families, and communities.

**ACCESS, TREATMENT AUTHORIZATION, AND QUALITY SERVICES UNIT:** The creation of a new, centralized Access, Treatment Authorization, and Quality Services Unit will allow for the general public to call one centralized access phone line and arrange for an assessment for services to be conducted by qualified and trained alcohol and drug staff. Staff will utilize evidence-based, standardized assessment tools to ensure that clients are assessed comprehensively and placed in the appropriate level of care. Length of stay in treatment will be

evaluated and monitored by this unit, and quality care will be ensured through the creation and implementation of multi-disciplinary team meetings, case conferencing, and the peer review process.

**OUTPATIENT TREATMENT PROGRAM CONSOLIDATION:** The consolidation of two adult outpatient treatment programs under one supervisor will allow staff to manage treatment capacity and the waiting list more efficiently and consistently. Having one supervisor also will reduce administrative costs. This unit will utilize evidence-based treatment models to ensure quality of care and to ensure that appropriate client outcomes are achieved. The unit will develop services for special client populations and will begin the development and implementation of client and family satisfaction surveys to improve the delivery of alcohol and drug services.

**PROGRAM AND CONTRACTS SUPPORT UNIT:** The Substance Abuse Services Division provides some services directly and others through contracts with community-based organizations. The establishment of a new Program and Contracts Support Unit will permit the consolidation of all contract oversight and monitoring, the further development of system controls to ensure regulatory compliance, and the development of a data unit responsible for compiling and reporting all required data to multiple state and federal funding sources. This unit will help build infrastructure in the division to comply effectively with all program and contract requirements.

**COURT TREATMENT PROGRAMS:** The Substance Abuse Services Division is directly or indirectly involved in several different court treatment programs, including "Proposition 36" (the court-mandated treatment program created under the Substance Abuse and Crime Prevention Act of 2000) and the Adult Drug Court. The consolidation of all of HHSA's activities relating to these court treatment programs into a single unit under one supervisor is designed to improve the consistency of supervision, the efficiency of operations, and positive client outcomes. Providing a single point of contact for criminal justice partners will facilitate better communication, planning, and the creation of a continuum of care for clients in this system. It also will provide a single point of contact for State agencies with regard to plan submissions, reporting requirements, site visits and audits. This unit will also begin the development and implementation of client and family satisfaction surveys to improve the delivery of alcohol and drug services.

## **SUPPORTING DOCUMENTS**

None

CEO Recommendation: Approve

Reviewed By: Lorenzo Zialcita