

# MHSF Implementation Working Group Meeting Minutes **Draft**

July 23, 2024 | 9:00 AM – 1:00 PM

Note: The agenda, meeting materials, and video recording will be posted at:

<https://www.sf.gov/departments/mental-health-san-francisco-implementation-working-group>

## 1. Call to Order, Roll Call, and Land Acknowledgement (0:0:0)

The meeting was delayed approximately one hour due to technical difficulties. The meeting was then called to order by IWG Chair Andrea Salinas.

Co-facilitator Valerie Kirby completed roll call. Member Ana Gonzalez submitted a notice prior to her absence.

*Committee Members Present:* Steve Fields, Amy Wong, Steve Lipton, James McGuigan, Jameel Patterson, Andrea Salinas, Sara Shortt

*Committee Members Excused Absent:*  
Ana Gonzalez

*Committee Members Unexcused Absent:*  
None

Chair Salinas read the Land Acknowledgement statement.

## 2. Welcome and Review of Agenda/Meeting Goals (0:2:36)

Chair Salinas reviewed the goals for the July 2024 meeting.

## 3. Discussion Item #2: Staffing & Wage Analysis (Wendy Lee, City Controller's Office) (0:3:22)

- Given the late start, the IWG moved first to Discussion item #2.
- Wendy Lee from the City Controller's Office provided an update on the MHSF Staffing & Wage Analysis. She reviewed:
  - Background on this project
  - Key takeaways
  - Potential options and strategies for the IWG to discuss
  - Next steps
- ❖ Discussion: Members expressed agreement with findings pertaining to CBOs.
- ❖ Discussion: Chair Salinas noted that the agency Westside was not surveyed and had closed their intensive case management program, which she observed as highlighting the difficulty and urgency of staffing concerns. Later, she noted the competition against other Bay Area counties for hiring. Noted that CBO internship programs have been more robust than the City's, but that CBO interns are later hired by the City. She cited a prior study, the Nonprofit Wage and Equity Survey (see <https://www.sf.gov/sites/default/files/2023-04/Nonprofit%20Wage%20and%20Equity%20Survey%20Report%204.25.23.pdf>). She noted that the impacts of low staffing at housing programs as well compounds the impacts of understaffing in behavioral health services. She inquired about the strategy of adding positions under Mental Health SF when behavioral health programs had existing vacancies.
- ❖ Discussion: Member Lipton inquired about whether these data represented point-in-time vacancies or reflected a longer period of time. He also inquired whether these vacancies were actively listed. Chair Salinas noted that for her agency, vacancies are listed as funding allows for positions within a contact cycle. He wondered whether the City and CBOs could consolidate recruitment efforts in some way to help identify barriers jointly.
- ❖ Discussion: Member Wong notes difficulty in her experience releasing a position for hire. Noted the need for training programs to help elevate staff placement.

- ❖ Discussion: Member Shortt asked for more information on the challenges behind creating an internship program. Members noted that there is not sufficient bandwidth for existing providers to supervise interns. Member Shortt also asked what practices were elsewhere for Board of Behavioral Health Services (BBS) number requirements. Member Shortt also asked where the study compared San Francisco to.
- ❖ Discussion: Member Fields noted that retention of long-term staff is an issue, as is the high cost of living in the area. He noted that the City's decrease in cost-of-doing-business (CODB) increase this budget cycle will have an impact. He emphasized that the salary differential is the primary issue he identified from the presentation. He noted that perhaps the IWG should make staffing improvements a focus of their advisory activities.
- ❖ Discussion: Member McGuigan highlighted increasing access to tuition reimbursement and described the hiring process challenges, including communication and coordination, as fixable. SFDPH representative Valerie Kirby agreed to have Dr. Kunins present at a subsequent IWG meeting on SFDPH and Behavioral Health Services (BHS) hiring initiatives.
- ❖ Discussion: Member Patterson highlighted the importance of more communication between CBOs and the City to share information. He emphasized the importance of training lower-classification staff to build their experience. He inquired into the relationship between hiring and local colleges.

#### **4. Public Comment for Discussion Item #2 (1:34:40)**

No public comment.

#### **5. Discussion Item #3: Community Engagement Findings (Valerie Kirby) (1:44:58)**

- The IWG took a short break prior to this discussion item.
- Valerie Kirby from SFDPH BHS reviewed findings from the community engagement activities conducted by the consulting firm InterEthnica on behalf of the IWG, which included a provider listening session and individual client interviews. She reviewed:
  - Project background and goals
  - Methods and participants
  - Provider themes
  - Client themes
  - Discussion and recommendations
- ❖ Discussion: Member Patterson agreed with the finding that providers must all hold responsibility for shared clients, with dialogue and shared notes. He highlighted the importance of a clear vision for a referral system.
- ❖ Discussion: Chair Salinas emphasized the finding that said to focus on basic needs first and said that this speaks to the lapse in time it takes to house clients. She noted that individual programs may be working but the system is inefficient.
- ❖ Discussion: Member Shortt noted that it can be challenging to prioritize clients' stated needs when policy may require other actions. She emphasized the need to observe what clients in these interviews said would work for them.
- ❖ Discussion: Member McGuigan expressed that there are too many redundancies in the system and that a centralized intake system is needed, with records of clients' histories. He asked for more information on how the Homeward Bound program performed and suggested a future agenda item: a presentation from Friendship House, which he has found to be successful. Member Lipton seconded featuring a provider visit or success story.
- ❖ Discussion: Member Wong asked why we create new programs when existing programs have

ongoing needs.

**6. Public Comment for Discussion Item #3 (2:22:41)**

No public comment.

**7. Vote to Excuse Absent Member(s) (2:23:28)**

Co-facilitator Kirby reviewed the process for excusing absent members. Member Lipton motioned to excuse member Gonzalez's absence; Member McGuigan seconded the motion. The IWG voted on Member Gonzalez's absence and her absence was excused.

- Steve Fields – Yes
- Ana Gonzalez - Absent
- Steve Lipton - Yes
- James McGuigan – Yes
- Jameel Patterson –Yes
- Andrea Salinas - Yes
- Sara Shortt - Yes
- Amy Wong – Yes

**8. Discussion Item #1: Approve Meeting Minutes (2:24:51)**

Chair Salinas introduced draft meeting minutes from the April 2024 meeting (the last meeting for which the IWG had quorum to meet) for approval. No members proposed changes to these minutes. Member Shortt motioned to approve the April 2024 meeting minutes; Member McGuigan seconded the motion. The IWG voted and approved the April 2024 meeting minutes.

- Steve Fields – Yes
- Ana Gonzalez - Absent
- Steve Lipton - Yes
- James McGuigan – Yes
- Jameel Patterson –Yes
- Andrea Salinas - Yes
- Sara Shortt - Yes
- Amy Wong – Yes

**9. Discussion Item #4: IWG Meeting Planning (2:26:09)**

Chair Salinas introduced the discussion item. SFDPH representative Valerie Kirby reviewed status of potential agenda items, including whether they were confirmed and for which month. Members supported having the Department of Homelessness and Supportive Housing and an update from the MHSF Director, Hillary Kunins, at the August meeting.

- ❖ Discussion: Member Lipton requested updates on the crisis stabilization unit, transition-age youth unit, and Mental Health Service Center. Suggested taking time to focus on planning direction for the IWG at the next meeting. SFDPH representative Kirby suggested postponing doing so until the IWG has been given further guidance from the Board of Supervisors on their scope and role under revised legislation, which Sup. Ronen's office has requested that the City Attorney's Office draft.
- ❖ Discussion: Member Fields requested an update on the Prop 1 bond and the proposals San Francisco will submit.

**10. Public Comment for Discussion Item #4 (2:38:42)**

No public comment.

**11. Additional Public Comment for items not on the agenda (2:39:41)**

No public comment.

**12. Meeting Adjournment (2:41:13)**

Chair Salinas asked for a motion to adjourn. Member Lipton motioned to adjourn and Chair Salinas seconded. The meeting was adjourned.