

# HEALTH SYSTEMS DEVELOPMENT GRANT PROGRAM

## Summary Outcomes Report

*Prepared for the CMSP Governing Board, December 2023*

### PROGRAM BACKGROUND

During its May 2018, meeting the Governing Board approved the establishment of the Health Systems Development grant program (HSG). This new program was intended to expand upon successes and lessons learned from the Governing Board's prior CMSP Mini Grants Pilot program.

With this new program, the Governing Board sought to support local health care systems in CMSP counties in developing and implementing strategies that reduce barriers between health care providers and systems and promote collaboration and system linkages that facilitate effective delivery of health care services.

Grants supported CMSP county-specific or multi-county efforts to:

- Expand access to primary care, specialty care and/or behavioral health services.
- Coordinate and/or integrate health and behavioral health care service systems.
- Strengthen the overall health care delivery system in the county across a range of health and behavioral health providers.

Approved project activities included:

- Strategic planning activities, fund development, and communications/outreach.
- Staff development/training.
- Strategic relationships/collaboration activities including technical assistance; consultant support; restructuring; development of interagency agreements; or business planning.
- Improving internal operations related to financial management; development of evaluation systems and training; or facility planning.
- Improving health care delivery capacity through upgrades to medical and/or dental equipment.
- Improving IT capacity through upgrades to hardware and software; networking; updating websites; and staff training to optimize use of technology.
- Pilot testing and evaluation of new health care delivery models or programs.

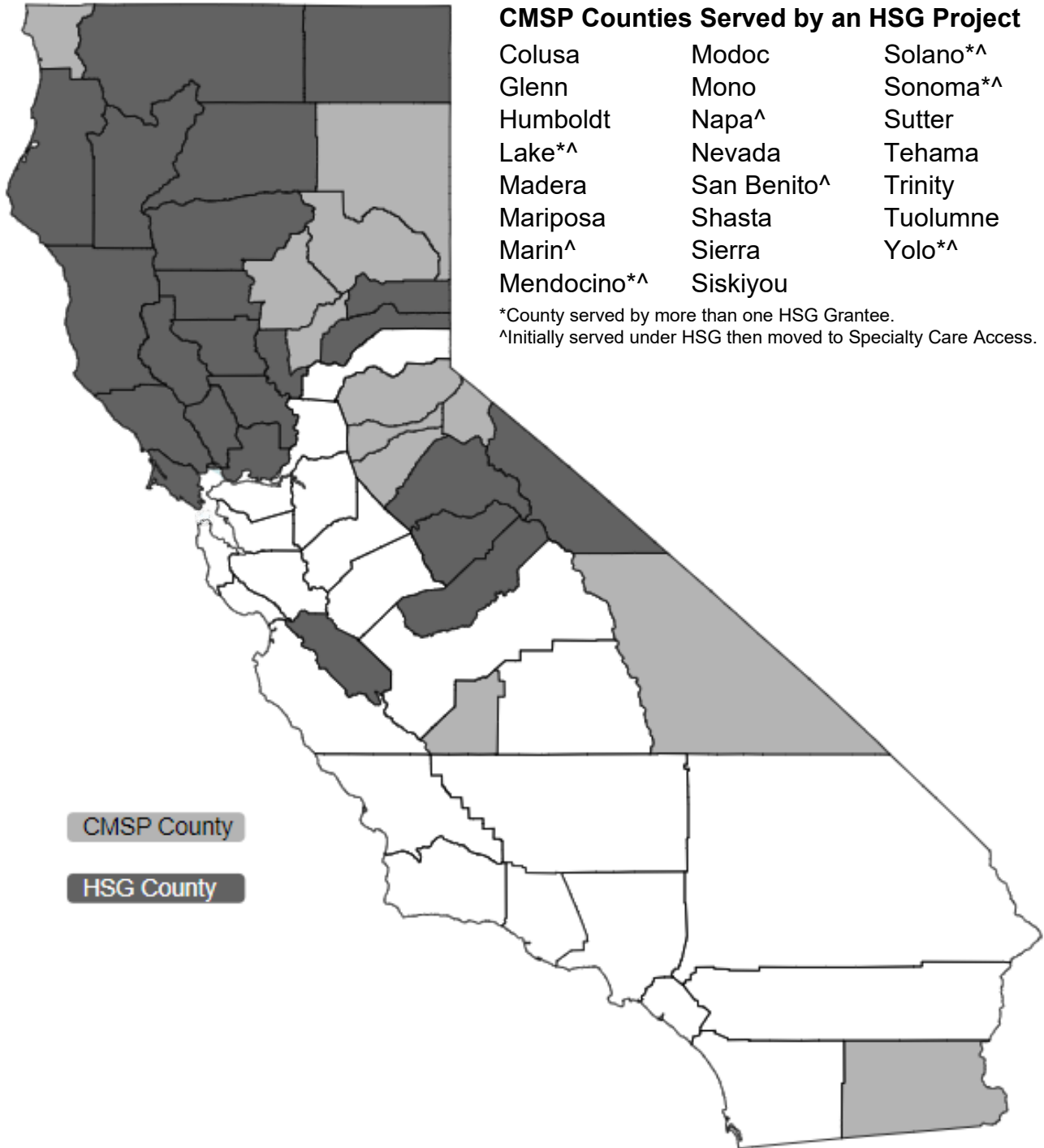
The Health Systems Development Grant Request for Proposals (RFP) was released January 2, 2019. Applicants applied for one-time funding of up to \$300,000 and were required to provide an in-kind match of a minimum of 20% of the grant award.

Eligible applicants included either a CMSP county or a not-for-profit organization within the county or region that had support from at least two CMSP county agencies or departments, one local hospital and at least one primary care provider, as demonstrated by Letters of Commitment/Support. Proposed projects were required to target persons eligible or potentially eligible for CMSP, and additionally were allowed to serve populations from other publicly funded health care programs.

The RFP specified a minimum proposal score of 75% for funding consideration.

## AWARDS

The Governing Board received 32 grant proposals. Of those, 24 were awarded a collective sum of \$7,079,261. The following shows CMSP counties that were served by Health Systems Development grant project.



\*Operation Access received the Specialty Care Access grant and subsequently completed its Health Systems Development grant activities under the Specialty Care Access grant.

## TIMELINE

All Health Systems Development grant projects began on either 05/01/19 or 06/01/19. Projects were expected to span 3 years and conclude on 04/30/22. One grantee received another award 1 year into their project and opted to conclude planned HSG activities under the new award. Due to common challenges, including the COVID-19 pandemic, the 23 remaining awardees were offered a 1 year no-cost extension. After considering their options, 7 awardees chose to end as planned on 04/30/22 and the remaining 16 concluded project activities on 04/30/23.

## BARRIERS & CHALLENGES

The three most common challenges that affected Health Systems Development grant projects were the COVID-19 pandemic, related staffing issues, and wildfires.

The COVID-19 public health emergency was declared 6 months after HSG projects began. Multiple grantees had just hired staff, acquired resources, planned workflows, and were beginning project implementation. Maintaining adequate project staff quickly became a struggle. Non-essential project activities had to be halted or conducted remotely. Additionally, multiple wildfires occurred across California in 2019, 2020 and 2021 which led to target population movement and loss of infrastructure.

<b>Barriers Reported</b>	<b>Pandemic</b>	<b>Staffing</b>	<b>Wildfire</b>
Aliados Health	X		X
County of Tuolumne, Human Services Agency	X	X	X
Foothill House of Hospitality	X		
Glenn County Community Action Department	X	X	X
Glenn Health & Human Services Agency	X	X	X
Humboldt County DHHS - Public Health	X	X	
La Clinica de La Raza, Inc.	X		
Madera County Dept of Public Health	X	X	
Mariposa County Health & Human Services	X	X	
Mendocino Community Health Clinic Inc.	X	X	X
Mendocino Community Health Clinic Inc.	X	X	X
Modoc County Public Health Branch	X	X	
Mono County Health Department	X	X	
Santa Rosa Community Health	X	X	X
Shasta Community Health Center	X		X
County of Siskiyou HHSA Public Health	X	X	X
Solano County Office of Education	X	X	X
Sonoma County Dept. of Health Services	X		
Sutter County Health & Human Services - PH	X	X	X
Tehama County Health Services Agency	X	X	X
Trinity County Health and Human Services	X	X	
Western Sierra Medical Clinic	X	X	
Yolo County Health & Human Services Agency	X	X	

## BEST PRACTICES

Every Health Systems Development grantee faced serious barriers during project implementation. **Grantees that adjusted their original planned activities in response to their environment often met all or nearly all their original project goals.** Here are some examples of projects that adjusted their original plans and met all or nearly all of their original goals.

- Foothill House of Hospitality Case Managers (Nevada County) had initially planned to meet directly with individuals at the Hospitality House shelter to provide care connection and case management services. Due to the pandemic, the shelter was forced to reduce its bed capacity from 69 beds to 55 and to implement an 11-day quarantine period. Members of the project's target population who were recently incarcerated expressed that the inability to move freely too closely resembled being incarcerated and opted to leave the shelter altogether. Other shelter residents chose to go back to camping in unidentified areas to avoid living in a congregate setting. To ameliorate these issues, staff **revised their case management enrollment process** to be conducted mostly via phone. Additionally, they contracted to provide COVID-19 rapid testing which diminished required quarantine time.
- Western Sierra Medical Clinics (Nevada and Sierra Counties) had originally intended to purchase, equip, and staff a new Women's Health Center with their HSG award. Due to pandemic restrictions and provider shortages, they instead **restructured their current clinic space** to provide onsite integrated primary care and behavioral health services, including SUD treatment. Clinic alterations included outfitting the space with new IT and medical equipment, providing maternity patients with their own clinic entrance, and installing a dividing wall between the waiting rooms to give patients the security of being separated from potentially sick patients, and to ensure confidentiality of services.
- Santa Rosa Community Health Centers (Sonoma County) had initially planned to co-locate dental services for its homeless population with primary care services at its Brookwood Clinic, the clinic most utilized for primary care by homeless patients. Following the onset of the pandemic, staff learned that the Brookwood Clinic did not have sufficient space to allow for both social distancing and co-location of dental services. Staff temporarily paused project activities to review project plans and address barriers. Ultimately, the project **pivoted from creating a mobile dental suite at its Brookwood Clinic to providing same day patient transport to its traditional dental clinic.** New referral processes were designed, a dedicated space for the project was created at the traditional dental clinic, and staff were relocated, trained, and scheduled accordingly.
- To expand access to and utilization of healthcare, Aliados Health (Solano County) had originally intended to conduct in-person outreach via multiple community events. As shelter in place orders were enacted, staff quickly realized portions of their original project plan were unworkable. They researched other avenues of contact and **moved to electronic communication via a text message campaign.** A total of 1,600 individuals without health insurance received messages. Of those texted, 307 replied and project staff aided them accordingly.

**Projects that focused on increasing capacity through upgrades to equipment, buildings, or IT met all or nearly all of their infrastructure goals but struggled to meet their patient service goals.** Two factors which helped keep infrastructure goal progress on track were that their activities did not involve direct patient contact and that construction was considered an essential service.

Unfortunately, shelter in place and social distance requirements still existed when some grantees completed construction, so these grantees achieved their increased healthcare delivery capacity goals but did not meet their patient service goals.

- Sonoma County Department of Health and Human Services (Sonoma County) utilized their HSG award to **improve county IT infrastructure** by developing an Integrated Data Hub known as Watson Care Manager. This Hub brings together mental health, substance use, social services, housing, criminal justice, and other databases to give providers a complete picture of client needs and resources. HSG funds were used to enhance program functionality, expand client referrals, and integrate additional data sources.
- Mendocino Community Health Clinics (Mendocino and Lake Counties) utilized their HSG award to promote collaboration and system linkages and to facilitate effective delivery of health care to patients, by **implementing a new cloud-based Electronic Health Record (EHR)** for all clinics in both Lake and Mendocino counties. Additionally, they utilized HSG funds to replace outdated IT hardware. By project end, data for 29,133 patients was active in the new EHR. This project has resulted in improved ability to measure quality of care and outcomes, more efficient billing, higher rates of reimbursement and enhanced continuity of care.
- Solano County Office of Education (Solano County) utilized their HSG award to aid in the **launch of 5 Wellness Centers** on local adult education campuses. These centers serve as a local care connection and mental health resource point for individuals in an adult education setting. By project end, 447 individuals had been served directly in these centers.
- La Clinica De La Raza (Solano County) utilized their HSG award funds to **equip the dental operatory** at their new clinic located in Vallejo. They opened the doors to their new full-service clinic in July of 2021 and had served 4,572 patients by project end.



*Solano County Office of Education  
Adult Wellness Center*

*La Clinica De La Raza  
Dental Operatory*



## SUMMARY

In total, 83,341 people were served by a Health Systems Development grant program. Tangible service provision included:

- Public education regarding syphilis, administration of rapid syphilis tests and care connection for those receiving positive results. Public education regarding Hepatitis C (HCV), administration of HCV tests and care connection for those receiving positive results.
- Enhanced dental care and transportation to dental care.
- Improved women's health support and reduction in opioid use.
- Improved overall healthcare delivery via completion of Community Needs Assessments, creation of Health Systems Collaboratives and completion of Public Health Accreditation requirements.
- Provision of diabetes education and disease management.
- Improved social and emotional learning competence amongst target population members.
- Provision of healthcare provider training on various topics.

Of the 24 Health Systems Development grant projects, 8 met all their intended or revised project goals, 9 met most of their intended or revised project goals, 5 met at least half of their intended or revised project goals and 1 met less than half of their intended or revised project goals. Finally, Operation Access, ended their original project at the 1 year mark in favor of accepting a different CMSP grant and completing HSG activities under their new grant.

Please see the following pages for a summary table displaying the outcomes of each Health Systems Development grant project by grantee.

**HEALTH SYSTEMS DEVELOPMENT GRANT PROJECT OUTCOMES BY GRANTEE  
DECEMBER 2023**

<p><b>Aliados Health</b> (Formerly Community Clinic Consortium) Awarded – \$300,000 Expended – \$300,000 County Served – Solano</p>	<ul style="list-style-type: none"> <li>▪ 5,823 people served.</li> <li>▪ All original or revised project goals were met.</li> <li>▪ Increase access to care.</li> <li>▪ Pivoted to text communication to continue project amidst the pandemic.</li> <li>▪ Hosted outreach and enrollment presentations attended by 130 county and community business organization staff.</li> </ul>
<p><b>Tuolumne County Human Svcs. Agency</b> Awarded – \$300,000 Expended – \$209,846 County Served – Tuolumne</p>	<ul style="list-style-type: none"> <li>▪ 213 people served.</li> <li>▪ Half of the original or revised goals were met.</li> <li>▪ Increased mental health awareness by hosting 19 training sessions across multiple county departments, provider locations and amongst community partners on various mental health topics.</li> <li>▪ Onboarded 2 new CMSP providers in Tuolumne County.</li> </ul>
<p><b>Foothill House of Hospitality</b> Awarded – \$300,000 Expended – \$300,000 County Served – Nevada</p>	<ul style="list-style-type: none"> <li>▪ 362 people served.</li> <li>▪ All original or revised goals were met.</li> <li>▪ Expanded access to primary and specialty care, for unsheltered homeless individuals, formerly incarcerated individuals, and those who receive employment support services at Hospitality House.</li> </ul>
<p><b>Glenn County Community Action Dept.</b> Awarded – \$300,000 Expended – \$300,000 County Served – Colusa</p>	<ul style="list-style-type: none"> <li>▪ Nearly all original or revised goals were met.</li> <li>▪ Improved overall healthcare delivery in Colusa County by establishing a multi-sector healthcare collaborative focused on serving Colusa County.</li> <li>▪ Completed a Community Needs Assessment and launched multiple workgroups that are addressing identified needs in Colusa County.</li> </ul>
<p><b>Glenn Health &amp; Human Services Agency</b> Awarded – \$300,000 Expended – \$300,000 County Served – Glenn</p>	<ul style="list-style-type: none"> <li>▪ Nearly all original or revised goals were met.</li> <li>▪ Improved overall healthcare delivery in Glenn County by establishing a multi-sector healthcare collaborative focused on serving Glenn County.</li> <li>▪ Completed a Community Needs Assessment and launched multiple workgroups that are addressing identified needs in Glenn County.</li> </ul>

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<p><b>Humboldt County DHHS – Public Health</b> Awarded – \$300,000 Expended – \$298,413 County Served – Humboldt</p>	<ul style="list-style-type: none"> <li>▪ 1,667 people served.</li> <li>▪ All original or revised goals were met.</li> <li>▪ Improved Hepatitis C (HCV) disease surveillance and management.</li> <li>▪ Developed an HCV care navigation Guide.</li> <li>▪ Conducted public education and HCV testing and wrap around services.</li> <li>▪ Strengthened the LiveWell Humboldt initiative and created Community Health Improvement Plan priority area strategy maps.</li> </ul>
<p><b>La Clinica de La Raza, Inc.</b> Awarded – \$300,000 Expended – \$300,000 County Served – Solano</p>	<ul style="list-style-type: none"> <li>▪ 4,754 people served.</li> <li>▪ Nearly all original or revised goals were met.</li> <li>▪ Constructed a clinic with co-located medical, dental and Behavioral Health Services.</li> <li>▪ HSG funds supported the dental expansion portion of this project.</li> </ul>
<p><b>Madera County Dept of Public Health</b> Awarded – \$293,616 Expended – \$293,616 County Served – Madera</p>	<ul style="list-style-type: none"> <li>▪ 27,675 people served.</li> <li>▪ Nearly all original or revised goals were met.</li> <li>▪ Improved healthcare delivery capacity by upgrading public health lab IT and medical equipment, developing quality improvement systems, and completed staff development and training.</li> </ul>
<p><b>Mariposa County Health &amp; Human Svcs.</b> Awarded – \$300,000 Expended – \$300,000 County Served – Mariposa</p>	<ul style="list-style-type: none"> <li>▪ 0 people served.</li> <li>▪ Less than half of the original or revised project goals were met.</li> <li>▪ Developed policies and procedures for implementation of an Adult System of Care in Mariposa County.</li> </ul>
<p><b>Mendocino Community Health Clinics - Lake County Project</b> Awarded – \$300,000 Expended – \$300,000 County Served – Lake</p>	<ul style="list-style-type: none"> <li>▪ 29,133 people served across Lake &amp; Mendocino Counties.</li> <li>▪ All original or revised project goals were met.</li> <li>▪ Facilitated improved delivery of health care to patients, by implementing a new cloud-based Electronic Health Records system for Lake County clinics and upgrading some system hardware.</li> <li>▪ The new system allows staff to track important patient population data points.</li> </ul>



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<p><b>Mendocino Community Health Clinics - Mendocino County Project</b>  Awarded – \$300,000  Expended – \$300,000  County Served – Mendocino</p>	<ul style="list-style-type: none"> <li>▪ 29,133 people served across Lake &amp; Mendocino Counties.</li> <li>▪ All original or revised project goals were met.</li> <li>▪ Facilitated improved delivery of health care to patients, by implementing a new cloud-based Electronic Health Records system for Mendocino County clinics and upgrading some system hardware.</li> <li>▪ Clinic reimbursement capture was higher 1 year following implementation of the new system.</li> </ul>
<p><b>Modoc County Public Health Branch</b>  Awarded – \$200,000  Expended – \$190,705  County Served – Modoc</p>	<ul style="list-style-type: none"> <li>▪ 600 people served.</li> <li>▪ Half of the original or revised project goals were met.</li> <li>▪ Improved mental health by addressing stigma amongst county residents.</li> <li>▪ Expanded the Promotoras workgroup and provided various services, support, and trainings.</li> </ul>
<p><b>Mono County Health Department</b>  Awarded – \$300,000  Expended – \$181,630  County Served – Mono</p>	<ul style="list-style-type: none"> <li>▪ 1,500 people served.</li> <li>▪ Nearly all original or revised project goals were met.</li> <li>▪ Strengthened addiction treatment services in Mono county.</li> <li>▪ Developed and ran Eastern Sierra Substance Use project.</li> <li>▪ In conjunction with EMS, created a Narcan training video and educated 830 individuals on Narcan administration.</li> </ul>
<p><b>Operation Access</b>  Awarded – \$300,000  Expended – \$78,000  County Served – Multiple</p>	<ul style="list-style-type: none"> <li>▪ 828 people served amongst Lake, Marin, Mendocino, Napa, San Benito, Solano, Sonoma, and Yolo counties.</li> <li>▪ All first-year goals were met. This grantee concluded HSG activities early in order to expand service provision via the Specialty Care Access grant.</li> <li>▪ Provided donated surgical procedures and diagnostic services.</li> <li>▪ Increased provider and volunteer partnerships.</li> </ul>

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<p><b>Santa Rosa Community Health</b>  Awarded – \$300,000  Expended – \$280,000  County Served – Sonoma</p>	<ul style="list-style-type: none"> <li>▪ 77 people served.</li> <li>▪ Half of the original or revised project goals were met.</li> <li>▪ Expanded access to dental care via provision of comprehensive dental services to unhoused individuals in Sonoma County.</li> <li>▪ 100% of those served received an exam, X-ray, and cleaning. 35% received fillings, 32% received extractions and 13% received referrals to specialty care.</li> </ul>
<p><b>Shasta Community Health Center</b>  Awarded – \$300,000  Expended – \$300,000  County Served – Shasta</p>	<ul style="list-style-type: none"> <li>▪ 400 people served.</li> <li>▪ Nearly all original or revised project goals were met.</li> <li>▪ Expanded access to care via creation and provision of medical respite for individuals recently discharged from the hospital or Emergency Room.</li> <li>▪ Care provision included 4-8 weeks of shelter, respite support, connection to services and Mental Health and Substance Use disorder treatment.</li> </ul>
<p><b>County of Siskiyou HHS Public Health</b>  Awarded – \$285,645  Expended – \$285,645  County Served – Siskiyou</p>	<ul style="list-style-type: none"> <li>▪ 1,870 people served.</li> <li>▪ All original or revised project goals were met.</li> <li>▪ Improved the overall healthcare delivery system by working towards Public Health Accreditation.</li> <li>▪ Completed a Community Health Assessment, Community Health Improvement Plan and enacted several department wide Quality Improvement programs.</li> </ul>
<p><b>Solano County Office of Education</b>  Awarded – \$300,000  Expended – \$269,662  County Served – Solano</p>	<ul style="list-style-type: none"> <li>▪ 447 people served.</li> <li>▪ All original or revised project goals were met.</li> <li>▪ Provided public education and mental health services. Connected individuals to appropriate mental health treatment.</li> <li>▪ By project end, County Behavioral Health noted a 41% increase in Latino/a residents accessing Behavioral Health services.</li> </ul>

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<p><b>Sonoma County Dept. of Health Services</b>          Awarded – \$300,000          Expended – \$300,000          County Served – Sonoma</p>	<ul style="list-style-type: none"> <li>▪ 99 people served.</li> <li>▪ All original or revised project goals were met.</li> <li>▪ Coordinated and integrated healthcare systems via creation of an integrated data hub.</li> <li>▪ HSG funding was used to expand partner access to the Hub, to enhance functionality and to integrate additional data sources.</li> </ul>
<p><b>Sutter County HHS – Public Health</b>          Awarded – \$300,000          Expended – \$300,000          County Served – Sutter</p>	<ul style="list-style-type: none"> <li>▪ 294 people served.</li> <li>▪ Nearly all original or revised project goals were met.</li> <li>▪ Improved the overall health of Sutter County residents.</li> <li>▪ Assisted individuals with Mental Healthcare navigation and education.</li> <li>▪ Two Health Program Specialists became certified Lead Trainers for the Diabetes Empowerment Education Program (DEEP) and held 5 DEEP workshops with a total of 82 participants.</li> </ul>
<p><b>Tehama County Health Services Agency</b>          Awarded – \$300,000          Expended – \$163,986          County Served – Tehama</p>	<ul style="list-style-type: none"> <li>▪ 97 people served.</li> <li>▪ Half of the original or revised project goals were met.</li> <li>▪ Strengthened the overall health care delivery system by providing care coordination and connection.</li> </ul>
<p><b>Trinity County Health and Human Svcs.</b>          Awarded – \$300,000          Expended – \$105,958          County Served – Trinity</p>	<ul style="list-style-type: none"> <li>▪ 4,156 people served.</li> <li>▪ Half of the original or revised project goals were met.</li> <li>▪ Worked towards creating a healthcare collaborative. Forged new partnerships. Completed an equity assessment and educated providers on each other’s needs and resources.</li> </ul>

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<p><b>Western Sierra Medical Clinic</b> Awarded – \$300,000 Expended – \$300,000 County Served – Nevada &amp; Sierra</p>	<ul style="list-style-type: none"><li>▪ 3,024 people served.</li><li>▪ Nearly all the original or revised project goals were met.</li><li>▪ Improved access to specialty care and co-located women’s health, Behavioral Health, and SUD services.</li><li>▪ Successfully weaned 9 individuals off opioid use.</li><li>▪ Decreased the incidence of low birth weight.</li><li>▪ Drastically reduced the number of opioid prescriptions for pelvic pain.</li></ul>
<p><b>Yolo County HHSA</b> Awarded – \$300,000 Expended – \$294,869 County Served – Yolo</p>	<ul style="list-style-type: none"><li>▪ 322 people served.</li><li>▪ Nearly all the original or revised project goals were met.</li><li>▪ Improved the health of Yolo County residents by addressing the prevalence of syphilis amongst target population members.</li><li>▪ Developed a rapid syphilis response plan and established partnerships with local agencies and healthcare providers.</li><li>▪ Provided testing and follow-up treatment for syphilis cases.</li></ul>