



# California Department of Mental Health

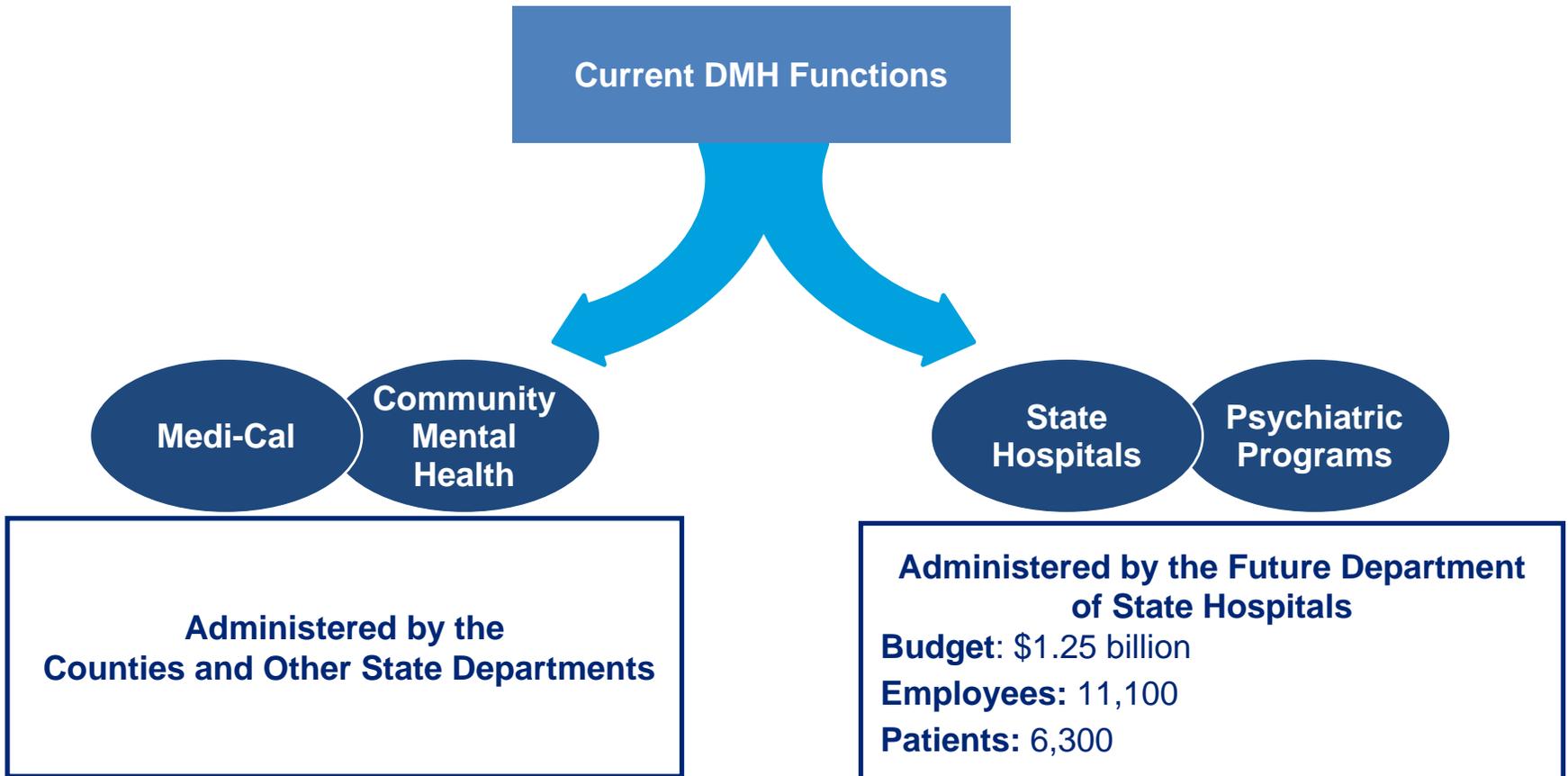
California's Vision for the New Department of  
State Hospitals

December 2011



# Transforming the Department of Mental Health (DMH)

*Currently, DMH oversees a variety of state and local public mental health programs. Funding for local mental health services is being realigned to counties, while state Medi-Cal and community mental health functions are being transferred to other state departments. This allows the new Department of State Hospitals to focus exclusively on improving the operation of state mental health hospitals and psychiatric programs.*





# Priorities for the Future Success of DMH

*In preparation for the transition to the new Department of State Hospitals, DMH brought in a new leadership team and a team of experts to evaluate the operational and programmatic needs of the organization. Following an extensive review, DMH identified the following key priorities to guide the development of the new department.*

## Priorities

- **Improve Mental Health Outcomes** – Provide high-level quality of patient care
- **Increase Worker and Patient Safety** - Reduce number of incidences of violence against workers; improve response time to incidences
- **Ensure Fiscal Transparency and Accountability** – Allocate funds to proper needs; improve tracking and reporting



# The Path Forward

*DMH is already taking action to address the problems in alignment with the department's priorities, and will continue implementing components of the transition plan moving forward.*

Priorities	Problems and Challenges	Actions Completed/In Progress	Future Opportunities
<b>Improve Mental Health Outcomes</b>	<ul style="list-style-type: none"> <li>Increased patient aggression</li> <li>Court orders and Enhancement Plan</li> <li>Inadequate training</li> <li>Inadequate tracking and reporting systems</li> </ul>	<ul style="list-style-type: none"> <li>Modify statewide treatment program requirements to allow flexible, hospital-based treatment</li> <li>Return staff to direct patient care and maximize scope of practice</li> </ul>	<ul style="list-style-type: none"> <li>Develop patient placement plan based on acuity and aggression</li> <li>Improve staff training</li> <li>Develop new electronic systems including data, reporting, and health records</li> <li>Reassess treatment models as necessary to meet patient needs</li> </ul>
<b>Increase Worker and Patient Safety</b>	<ul style="list-style-type: none"> <li>Increased patient aggression</li> <li>Increased forensic population</li> <li>Inadequate training</li> <li>Aging infrastructure</li> <li>Inadequate training</li> <li>Inadequate tracking and reporting systems</li> <li>Court orders and Enhancement Plan</li> </ul>	<ul style="list-style-type: none"> <li>Implement new alarm system at Napa</li> <li>Establish pilot Enhanced Treatment Unit (ETU) at Atascadero and unit reduction pilot at Coalinga</li> <li>Create flexible patient and staff ratios based on acuity and aggression</li> <li>Propose new alarm systems at Patton and Metro</li> <li>Develop and implement new emergency response and safety policies with CalOSHA</li> <li>Assess facility and infrastructure needs</li> </ul>	<ul style="list-style-type: none"> <li>Implement new staffing models to reduce aggression</li> <li>Implement new alarms at Atascadero</li> <li>Make additional facilities changes</li> </ul>
<b>Ensure Fiscal Transparency and Accountability</b>	<ul style="list-style-type: none"> <li>Management and communication weaknesses</li> <li>Inadequate tracking and reporting systems</li> <li>Budget deficit</li> <li>Court orders and Enhancement Plan</li> <li>Increased operational costs</li> <li>Increased forensic population</li> <li>Inadequate training</li> </ul>	<ul style="list-style-type: none"> <li>Streamline redundant documentation and staff work</li> <li>Identify cost/deficit drivers</li> <li>Establish new organization structure</li> <li>Implement consistent, effective fiscal processes and procedures</li> <li>Recruit new leadership</li> <li>Implement cost savings</li> <li>Implement purchasing and contracting best practices system-wide</li> </ul>	<ul style="list-style-type: none"> <li>Continue fiscal monitoring and evaluation</li> <li>Sustain culture of collaboration and transparency</li> </ul>



**California Department of Mental Health**  
Roadmap: Creating the New Department of State Hospitals

Identified Priorities	Timeframe			Problems Addressed
	Short-Term	Medium-Term	Long-Term	
<p><b>Ensure Fiscal Transparency and Accountability</b></p> <p><i>Ensure funds are allocated to proper needs; improve tracking and reporting</i></p>	<p>Implement consistent, effective fiscal processes and procedures</p>	<p>Recruit new leadership</p> <p>Identify cost/deficit drivers</p> <p>Implement cost savings</p> <p>Establish new organization structure</p> <p>Streamline redundant documentation and staff work</p> <p>Implement purchasing and contracting best practices system-wide</p>	<p>Continue fiscal monitoring and evaluation</p> <p>Sustain culture of collaboration and transparency</p>	<ul style="list-style-type: none"> <li>Management and communication weaknesses</li> <li>Inadequate tracking and reporting systems</li> <li>Budget deficit</li> <li>Court orders and Enhancement Plan</li> <li>Increased operational costs</li> <li>Increased forensic population</li> <li>Inadequate training</li> </ul>
<p><b>Increased Worker and Patient Safety</b></p> <p><i>Reduce number of incidences of violence against workers; improve response time to incidences</i></p>	<p>Assess facility and infrastructure needs</p> <p>Implement new alarm system at Napa</p> <p>Establish pilot Enhanced Treatment Unit (ETU) at Atascadero and unit reduction pilot at Coalinga</p> <p>Create flexible patient and staff ratios based on acuity and aggression</p> <p>Develop new emergency response and safety policies with CalOSHA</p>	<p>Propose new alarm systems at Patton and Metro</p> <p>Implement new staffing models to reduce aggression</p>	<p>Make additional facilities changes</p> <p>Implement new alarms at Atascadero</p>	<ul style="list-style-type: none"> <li>Increased patient aggression</li> <li>Increased forensic population</li> <li>Inadequate training</li> <li>Aging infrastructure</li> <li>Inadequate tracking and reporting systems</li> <li>Court orders and Enhancement Plan</li> </ul>
<p><b>Improved Mental Health Outcomes</b></p> <p><i>Maintain high-level quality of patient care</i></p>	<p>Return staff to direct patient care and maximize scope of practice</p> <p>Develop patient placement plan based on acuity and aggression</p> <p>Modify statewide treatment program requirements to allow flexible hospital-based treatment</p>	<p>Improve staff training</p> <p>Reassess treatment models as necessary to meet patient needs</p>	<p>Develop new electronic systems including data, reporting, and health records</p>	<ul style="list-style-type: none"> <li>Increased patient aggression</li> <li>Court orders and Enhancement Plan</li> <li>Inadequate training</li> <li>Inadequate tracking and reporting systems</li> </ul>

**K** In Progress  
**e** Completed  
**y** To Be Completed

**Timeline**

**Short-Term** - Those items within department control where action can be taken quickly  
**Medium-Term** - Those items which may be within department control but may require control agency or legislative actions, or cross fiscal years  
**Long-Term** - Those items that require ongoing efforts or a longer range planning process