



Contra Costa Health Services 2020 Highlight Report

2020 has been unprecedented. The year opened with CCHS fully engaged in efforts to enhance alignment throughout the county as part of the long-range LIVING CONTRA COSTA strategic planning process. Just as that plan was about to be introduced, the pandemic hit, demanding an immediate and across-the-board response effort.

Fortunately, the outreach, planning and partnership work that was part of the strategic planning process provided a platform for a new and impressive level of integration and alignment. This allowed Health Services to respond rapidly and comprehensively, drawing on a deep reservoir of skills, resources and support from all county government and from the broader community, while strategically redeploying its staff in the areas of most critical need.

And while the pandemic has demanded enormous attention and staff time, it is impressive that this has all been done while maintaining and, in some cases, even enhancing, the essential health services that CCHS has always provided.



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2020 HIGHLIGHT REPORT COVID-19 RESPONSE

COVID-19 CASES IN CONTRA COSTA COUNTY as of 1/25/2021

55,245
total
cases

48,964
recovered
cases

489
total
deaths

230
deaths in
Assisted Care Facilities



RESPONSE

- Supported logistics for the entire county during the pandemic, wildfires & power outages
- 35 health orders issued to protect the community
- 3 alternate care sites established to care for 400 patients
- Increased capacity for COVID-19 patients at CCRMC, with 24 additional Enhanced Air Flow rooms, emergency department surge tent set up & procurement of 39 additional ventilators



TESTING

- Ran 13 community testing sites
- Provided 955,714 tests countywide
- Contacted approximately 80% of cases
- Increased lab processing capacity from 50 samples to 5,000 samples per day
- Mandated staff testing at skilled nursing facilities, assisted living and other congregate living facilities



PATIENT & CLIENT SERVICES

- 522% increase in tele-health services since March 2020
- 13% increase in people served through weekly Meals on Wheels deliveries
- Served over 1,700 people in non-congregate shelter (hotels) program
- 500 clients housed in hotels provided with behavioral health services



COMMUNICATIONS

- Over 4.2 million users reached by the COVID-19 bilingual website
- Over 1,000 communications tools in English & Spanish, including videos, posters, flyers, fact sheets & social media posts
- Over 200 sets of daily talking points
- Responded to over 1,400 media requests & hosted dozens of press conferences & press briefings



FINANCE

- 100% of available CARES Provider Relief Funding utilized
- Restructured all internal financial reporting to reflect the impact of COVID-19
- Balanced the fiscal year 19/20 budget with no adverse impact on the County General Fund





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COVID-19 RESPONSE:

Response to the pandemic demanded an entirely new scale of activity, organization and actions throughout the CCHS system. Following are highlights of those activities:

- Activated emergency response structure on February 29 including setting up Logistic, Operations, Planning, Finance and Management Sections
- Contra Costa Health Services integrated with the Emergency Operations Center (EOC) when it was activated
- CCHS Health Officers issued 35 health orders related to the COVID-19 epidemic
- Mandated staff testing of skilled nursing facilities, assisted living and other congregate living facilities and actively engaged and supported them with PPE and training
- Worked closely with other Bay Area jurisdictions to find regional solutions
- Established 13 testing sites and worked with the state and health system partners to provide 955,714 tests in our county
- Developed case and contact tracing structure including implementation of new software to reach out to 44,877 cases and completed 28,291 interviews
- Housed 622 people in hotels
- Distributed 5,910,341 units of Personal Protective Equipment (PPE) across the county, in a variety of sectors including police departments, schools, health providers, homeless shelters, etc.
- Surveyed, monitored and provided technical assistance focused on COVID safety measures to BHS contracted MH Board and Cares (total of 31), Crisis Residential and Adult Residential programs, and to SUD residential treatment programs, SLEs and detox facilities (total of 35) throughout Contra Costa. Provided PPE (almost 15,000 units of supply) to these facilities serving 500 BH clients Behavioral Health Services has vaccinated over 1000 Behavioral Health providers, including County, Community Based Organizations (CBO) and Residential facility staff.
- Ensured that all area hospitals were prepared for potential surge
- Implemented mass vaccination countywide, including specialized storage and distribution plans
- Used all available CARES COVID-19 Relief Funding



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- Balanced the fiscal year 19/20 budget with no adverse impact on the County General Fund

COVID-19 TESTING

- Operated 13 community testing sites, including at the three largest CCHS health care centers:
 - Drive through testing at these sites started March 25
 - Opened a tent 2 days a week at North Richmond Health Center on August 11
 - Screened over 50,000 patients at these locations to date, testing 99% of those patients screened
- Provided over 900,000 tests countywide
- Contacted approximately 80% of cases
- Increased internal lab capacity from 50 samples to 5,000 samples per day, by increasing staffing and equipment in internal labs and establishing contracts with external labs
- Mandated staff testing at skilled nursing facilities, assisted living facilities and other congregate living facilities

PATIENT & CLIENT SERVICES

- CCRMC increased capacity for COVID-19 patients:
 - Added 24 Enhanced Air Flow rooms
 - Set up an Emergency Department Surge Tent for additional beds
 - Procured additional ventilators, going from 10 to 49
 - Established COVID-19 Surge Plan to guide system response, pending patient load and resources available
- CCRMC updated visitor policy to 24/7 visitor entry badging to mitigate COVID-19 spread and the health and safety of staff and patients
 - Screening 100% of staff, patients, and visitors that enter CCRMC
 - Asymptomatic testing for all patients has been rolled out incrementally
- Addressing all COVID-19 related clinical workflow changes in cLink (e.g. Open Scheduling)



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- Providers transitioned to offering both in-person and telehealth appointments to patients, and have completed over 325,000 clinic visits (March 16, 2020 – Jan. 20, 2021)
 - Opened 'Short Notice Respiratory Clinics' at all ambulatory sites to help with cold and flu season on September 14 and began providing flu shots in these clinics October 7
 - Continued offering regular preventive screenings and chronic disease management even with modified operations. Increased these screenings dramatically from May to October compared to April during strict Shelter-in-Place

Visit Type	Face-to-Face	Telehealth Video	Telehealth Audio	Total Visits
Primary Care	90,202	11,125	79,771	181,098
Specialty	59,104	1,469	23,088	83,661
Non-Continuity	14,112	1,811	2,087	19,010
Public Health	8,324	3,211	16,186	27,721
Procedure Clinic	7,851	20	1,892	9,763
Miscellaneous	2,914	1,872	3,746	8,532
Total	183,507	19,508	126,770	329,785

Preventative Screenings	Total # (April)	Total # (Dec)	Monthly average # (May to Oct)	Total # (May to Oct)
Breast Cancer Screening	18	343	354	2,125
Cervical Cancer Screening	111	234	334	2,002
Colorectal Cancer Screening	214	481	420	2,521
Diabetes Lab Follow Up	142	1,088	900	5,400
HTN Control Follow Up	172	2,207	1,298	7,785

- Detention Health:
 - All new bookings are tested for COVID-19 and quarantined for 14 days if negative
 - Set up quarantine capacity within the detention facilities to help isolate symptomatic and/or positive inmates to prevent spread.



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■ Behavioral Health:

- Prevention services delivered 10 virtual sessions for youth and parents to increase resilience and reduce underage drinking during COVID-19, a time in which alcohol sales significantly increased
- The COVID-19 Congregate Care Task Force monitors, supervises and supports congregate care facilities throughout Contra Costa County. Behavioral Health participated in the task force; providing PPE (almost 15,000 units of supply), training, and support to 350 clients housed in 31 BH supported Board and Cares
- Services Pre/During COVID-19
 - Experienced a 33% increase (80,999) in the total number of Behavioral Health visits by phone, telehealth and office services combined during COVID-19 (March 1 – Sept 1, 2020) as compared to 60,870 the six months prior to COVID-19 (Sept 2019 – March 2019)
 - Provided 8,546 Behavioral Health visits by telehealth services during the COVID-19 period (March – Sept 2020) as compared to only 1,372 telehealth services during the six months prior to COVID-19 (Sept 2019 – March 2020), over six times the volume
 - Provided 52,324 Behavioral Health phone services during the COVID-19 period as compared to only 12,890 during the six months prior to COVID-19 (Sept 2019 – March 2020), over four times the volume
 - Behavioral Health coordinated with H3 to provide behavioral health services to 600 plus homeless individuals housed in hotels across the three regions of the county
 - Mobile Crisis Response Team experienced a 24% increase from FY 18-19 (1305) to 19-20 (1614) in the number of calls received regarding individuals in need of crisis response
 - Service Provider Individualized Recovery Intensive Training (SPIRIT) training program for individuals with lived mental health experience (peer providers) graduated 40 individuals

■ Emergency Medical Services

- Established countywide protocol for COVID-19 screening of 911 calls in dispatch centers



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- Established Personal Protective Equipment (PPE) guidelines for all responders (Fire, EMS, Law) countywide
- Created COVID-19 safe treatment guidelines for procedures/interventions that have a higher likelihood to spread infection
- Worked with fire agencies and State Emergency Medical Services Authority to respond to COVID-19 and keep the 911 medical response system operating efficiently and reliably

NON-CONGREGATE SHELTER (HOTELS) PROGRAM

- Procured 5 hotels (633 rooms) to provide non-congregate shelter options to persons experiencing homelessness at highest risk of COVID-19
- Moved more than 600 adults and children into hotels under Project Roomkey for the high-risk and COVID+/PUI who are experiencing homelessness
- 1702 have been served in the hotels to date. 54% have had a positive exit to other housing or substance use disorder treatment programs
- Currently, 64% of persons in hotels were unsheltered at time of placement
- Awarded \$21.5M dollars in State funding to purchase 174-room hotel in Pittsburg, increasing emergency year-round bed capacity in the system of care by 27% and bringing a much need resource to East County
- Secured >\$10M in rental subsidies and services to transition Roomkey residents to longer term housing.
- Partnered with Housing Authority to receive 100 housing vouchers for Project Roomkey resident to move to permanent homes of their own.

HEALTH AND HYGIENE

- Procured handwashing stations and porta-potties (more than 40 units delivered to date) to better support persons living outside in the cities of Martinez, Antioch, Concord, Walnut Creek, San Pablo, Pittsburg and Richmond
- Distributed PPE and other supplies to homeless service providers/essential workers



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- Basic needs and supports for unsheltered persons. CORE has remained operational and has provided to date:
 - >13,580 food packs
 - >9,600 cloth and non-surgical masks
 - >83,000 hand sanitizers
 - 100 solar battery chargers distributed to persons to charge cell phones during SIP

COVID-19 VACCINES

- Initiated vaccines for healthcare workers December 15, 2020 at CCRMC
- Opened 4 vaccine sites (2 on Martinez campus, PHC, and WCHC) as of January 14
- Given over 10,000 doses as of January 21 to tier eligible population

COVID-19 COMMUNICATIONS RESPONSE

Helped the public understand the depth of the pandemic, allaying fears and providing consistent and science-based recommendations has helped build respect for the CCHS

- Issued more than 85 press releases and media advisories
- Launched a robust COVID-19 bilingual website that has been visited by 4.2 million users (<https://www.coronavirus.cchealth.org/>)
- Created over 100 communications tools in English and Spanish, including posters, flyers, and fact sheets
- Created over 840 social media posts reaching English- and Spanish-speaking audiences on Facebook, Twitter and Instagram
- Created and maintained comprehensive Frequently Asked Questions (FAQs) to assist the public in understanding health orders
- Generated over 200 sets of daily talking points for department leadership and elected officials
- Produced over 50 videos on various COVID-19 subjects in English and Spanish
- Responded to more than 1,400 media requests
- Hosted dozens of press conferences and press briefings



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- Five audience-specific workgroups were created to ensure appropriate and responsive messaging and outreach, including African-American, Asian-Pacific Islander, Latino/Latinx, Older Adults, and Youth and Young Adults
- Developed a resource guide for undocumented residents and translated into 10 languages

LOGISTICS

- Received and processed over 9,379 requests from hospitals, healthcare providers, county departments, law, fire, and the greater community delivering over 5,910,341 critically requested items
- Managed the deployment of critical medications allocated to the county from the state for our hospital systems
- Fielded over 28,448 calls and 5,968 emails from community members throughout FAQ Call Center
- Activated, supported, and demobilized 1,203 Disaster Service Workers (DSWs) serving within our response to COVID-19
- Partnered with county library and local community members to produce hundreds of 3D printed masks, thousands of 'mask clips' and 'ear savers', and reusable Face Shields
- Worked with our Health officer and Board of Supervisors to modify and repurpose over 700,000 masks and 34,500 large hand sanitizer units for the general community that would have otherwise been deemed 'defective' and unable to be used
- Coordinated the build out of 10 testing and 5 vaccination sites in all areas of the county to date
- Supported additional DOC/EOC activations including Fire Responses, Evacuations
- Created over 350 positions and have hired over 220 project employees and temporary emergency workers (TEWs) to date in our response to COVID-19
- Partnered with county Human Resources to develop and implement a streamlined '1-Stop' hiring process to better meet personnel needs in a timely manner. Worked closely with our operations section, Board of Supervisors, community engagement and outreach team, and community partners to design and realize a large-scale community 'day of service' in West County that centered around whole person support - offering



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testing, services, and food, and flu shots - serving over 684 members of the community in a single day

- Provided ongoing solutions-oriented support to all other sections and activated units responding to COVID-19 ranging from weatherization of sites, to emergency repairs to damaged equipment
- Completed 113 COVID-19 facility assessments to ensure COVID-19 safety setup. Of those, 39 final reports have been received and 74 reports are pending
- Disease investigation unit (including tracers) underwent a seven-fold increase to 219
- Issued over 10 different COVID-19 Guidelines to support safety in our substance use (SU) residential (congregate) programs and held two Town Hall meetings with County Health Officers.

HIGHLIGHTS AND SUCCESSES IN ADDITION TO COVID-19 RESPONSE

COMMUNITY PARTNERSHIP BUILDING

- Launched *LIVING CONTRA COSTA*, a long-range strategic plan aimed at aligning organizations, communities and people around a broad-scale effort to holistically address health
- Community Crisis Initiative
 - Worked with Public Managers Association and city public information officers to develop public talking points
 - Developed a communications plan to support the process
- Received the Bridge Builder award from the East Bay Leadership Council for efforts to distributed over \$1.4 million in grants to local non-profits and support more than 187,000 people impacted by the COVID-19 pandemic
- Homeless Awareness Month toolkit was developed and released in October 2020

EQUITY



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- Call to Action from MEC President Kristin Moeller, MD denouncing Racism; advocating for diversity, equity and inclusion in our community July 7
- Sent out first Diversity, Equity, Inclusion and Antiracism (DEIA) survey to 440 active providers in August. Liaison with Family Medicine Residency to ensure coordination across the organization.
- DEIA Survey Conclusion: The experience of Black providers in our system is significantly different than the experience of providers of other races – Black providers were much more likely to report personal experiences with discrimination, and were less optimistic about the current DEIA efforts taking place at CCRMC
- Top priorities for future work include diversifying our medical staff via hiring and recruitment, providing more antiracism trainings, supporting URM providers and working to bring more URM providers into leadership positions, and developing formal mechanisms to report and address incidences of discrimination in the workplace
- Hired a Chief Equity Officer to join CCHS leadership team
- Implemented Bilingual MyChart and Telehealth Patient-Facing HelpDesk, started September 8
- Created a Digital Disparity Group focused on equitable access to telehealth services

PATIENT & CLIENT SERVICES

- CCRMC was designated as a World Health Organization/UNICEF 'Baby Friendly Hospital' in February, the highest accreditation for birth centers. It is one of only two hospitals in the county to earn this distinction
- Re-Opened 4D, an Acute Inpatient Psychiatric unit with to be ligature resistant and in compliance with regulatory standards, ready for patients.
- Opened the *Richmond Health and Wellness*, a new Detoxification, Low/High Intensity SU treatment in Richmond with a virtual ribbon ceremony featuring Supervisor Gioia
- Grand opening of West County Behavioral Health Center
- Applied for and received a Proposition 64 grant to expand Substance Use Adolescent Treatment in Southeast Antioch at Deer Valley High and Black Diamond Middle Schools



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- Implemented adolescent treatment in partnership with the Office of Education at Golden Gate Community schools for youth attending alternative schools
- Transition Team provided an average of 20 hours of case management per client to a total of 128 clients in need of detox services to achieve stabilization and transition to treatment. 90% of the clients entered treatment, the services occurred while direct admissions were disrupted to detox services
- Access Line counselors took nearly 15,000 incoming calls and made over 1,500 referrals to treatment from January through September. The average wait time for a call to be answered is below 12 seconds
- Provided access to 175 grants into Recovery Residences to allow successful continuation into Outpatient Treatment
- From February to September, the counselor at Psychiatric Emergency Services (PES) effectively placed 85 patients into detox and SU treatment by facilitating an intake appointment and transportation
- 2,319 calls from in custody to access line resulted in 125 referrals to treatment directly from the jail. Counselor in the jail screened 172 clients, pre-release and successfully placed 69 clients in treatment. 107 of those had Opioid Disorders
- Following implementation of telehealth and Recovery Residences, Intensive Outpatient and Basic Outpatient services have increased by 12%
- Total of 22,987 Behavioral Health services have been rendered to 1,409 unique beneficiaries during the first quarter of the current fiscal year
- Prevention services and Alcohol and Other Drugs Board reviewed three marijuana retail applications and seven applications for distribution and cultivation, this included environmental scans in the various communities. One alcohol license in unincorporated Martinez was reviewed
- Child and Adolescent Strengths & Needs (CANS)
 - The number of completed CANS assessments for clients increased by over 50% from the first year of implementation to the second year of implementation
 - There was a 36% increase in the total number of completed CANS with clients (6,545) CANS between Oct. 2019 and Sept 30, 2020 as compared to the prior year (4,215, Oct. 2018 – Sept 2019)



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- Outside of Clinic Services, all Public Health in-person services are virtual. Exceptions are limited in-person services with HIV program and California Children's Services
- Senior Nutrition/Meals on Wheels: In April, the congregate (senior center) meal program converted to home delivered and/or meal pick up. From April to June of 2020 the combined home delivered, and congregate meal programs increased service by approximately 13% with number of persons being served increasing from 2,556 per week to 2,769
- EMS built Flash reporting from Units to Branches and From Branches to Planning for the DOC. To date we've run 1,088 Reports from Units to Branches and 526 Branches to Planning
- EMS built an After-Action Report tracking log for the EOC and DOC
 - 49 entries to date
 - Facilitated ability for EMTs and Paramedics to perform swab testing, administer vaccines, and work in fixed sites (Hospital, Skilled Nursing Facility)
 - Supported our region and the state with medical mutual aid deployments and patient movement
 - Published numerous administrative bulletins to support field providers and field provider agencies
 - Facilitate and produce multiple daily EMS data reporting to all stakeholders
- Administrative Bulletins published: 20
- Local Optional Scope of Practice (LOSOP) obtained from state EMSA: 5
- Reporting numbers to date (EMS Report Summary since 3/11/2020):
 - 316 EMS Branch Reports as of November 1, 2020 have been sent
 - 171 Reports to Congregate Living from the California Department of Public Health Skilled Nursing Facility Poll (includes both report of urgent needs and notification of no data to report)

OPERATIONS

- Filled key CCHS leadership positions
 - CCRMC CEO
 - EMS Medical Director
 - EMS Director



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- Communications Officer/PIO
 - CCHP Medical Director
 - Hazardous Material Director
 - Chief Equity Officer
-
- Contra Costa Regional Medical Center and Health Centers was awarded the highest achievement award by the Department of Health Care Services (DHCS) as the Designated Public Hospital system (DPH) to earn the highest percentage of allocated funds for a PRIME entity
 - Maintained billing for all third-party services e.g. Medicare, Medi-Cal etc.
 - Maximized the return from all supplemental payment revenue streams e.g. Global Payment Program, Rate Range etc.
 - Meet all statutory reporting requirements such as OSHPD, External audit response's, PIP advance payment, CAFR, Single Audit etc.
 - Designed and launched a new Sharepoint Resource website for CCRMC staff, housing new and modified workflows for all staff to access
 - Completed the eSignature for contracting using DocuSign
 - Improved contracting process through process improvement work done by several County departments involved in the process
 - Upgraded backup system to be immutable (data cannot be overwritten) thus protecting our systems more from a cyber attack
 - Completed the Data Center build-out
 - CCHP achieved a 100% Accepted Encounters rate across all transaction types
 - iGel deployment replaced 2,000 desktops into a centrally managed virtual desktop solution
 - Transitioned county website over to Amazon Web Services providing a scalable solution
 - Building interfaces for additional reference lab



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- Developed automated workflows for e-signing DHCS Claims Attestation forms for Behavioral Health Services

CONTRA COSTA HEALTH PLAN

- Received a “commendable rating” from the National Council for Quality Assurance (NCQA) for 2019, which measures quality in the health plan’s operations
- CCHP’s Health Care Effectiveness Data and Information Set (HEDIS) scores continue to dominate the healthcare landscape. There were 18 measures and we improved in 13 of those quality measures.
- Advice Nurse Unit was accredited with the Utilization Review Accreditation Council. CCHP is the only Local Initiative throughout California that has this designation and operates 24X7 operations locally. Other health plans outsource these services and are not local
- CCHP serves 87% of the county’s 200,000 Medi-Cal members eligible for Medi-Cal Managed Care. The plan has provided support services on how to navigate the health delivery system for preventive care, with Member Services assisted over 110,000 members and the Advice Nurses Unit triaged over 195,000 calls
- CCHP contracts with Eliza (Interactive Voice Recognition Program) to do outreach calls for Health Risk Assessments and collect Health Information on new members. These calls assess health and the social determinants of health and are in both English and Spanish. All 15,261 seniors and persons with disabilities were called, which was a Department of Health Care Services annual requirement
 - Eliza called and reached over 88,528 members. Over 44,100 completed the calls and the Health Assessment or Health Information form
 - Calls provided valuable information on the social determinants of health and client’s view of their health status
 - Resources were sent to members needing food and shelter through the 211 Resource Guide

COMMUNITY SAFETY

- Completed 1,930 routine hazardous materials/waste inspections through October 31, 2020



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- Completed 772 follow-up or other hazardous materials/waste inspections through October 31, 2020
- Conducted twelve (12) accidental release prevention audits at refineries and/or major chemical plants through October 31, 2020
- Reviewed and issued construction permits to 98 underground storage tank facilities through October 31, 2020
- Responded to 20 hazardous materials incidents throughout the county through October 31, 2020
- Certified 7 new green businesses, and recertified an additional 27 existing green businesses through October 31, 2020
- Conducted four (4) childhood lead investigations with Public Health to determine the source of lead poisoning through October 31, 2020
- The Integrated Pest Management (IPM) Program completed decision documentation regarding vegetation management at the West County and Marsh Creek Detention Facilities to facilitate proactive vegetation management strategies at these locations.
- Conducted 4,404 retail food inspections and 547 recreational health inspections through October 31, 2020
- Investigated 692 retail food complaints and 8 recreational health complaints through October 31, 2020
- Inspected 10 body art sites, 33 medical waste sites, 93 solid waste sites and 466 waste tire sites through October 31, 2020
- Investigated complaints at 8 body art sites, 5 medical waste sites, 178 solid waste sites, 44 storm water sites and 18 waste tire sites through October 31, 2020
- Permitted 163 mobile food vendors, 120 monitoring well, 85 septic systems, 35 water wells, 522 soil borings and 339 well destructions through October 31, 2020
- Investigated complaints at 8 mobile food sites, 56 septic systems and 3 water wells through October 31, 2020
- Reviewed 92 land use plans, 131 retail food plans and 74 recreational health plans through October 31, 2020