

HEALTH SERVICES AGENCY  
ADMINISTRATION

# COUNTY OF SANTA CRUZ

## HEALTH SERVICES AGENCY

P.O. BOX 962, 1080 EMELINE AVENUE  
SANTA CRUZ, CA 95061  
(408) 454-4066 FAX: (408) 454-4770  
TDD: (408) 454-4123

Date: October 29, 2000

AGENDA: November 14, 2000

### BOARD OF SUPERVISORS

County of Santa Cruz  
701 Ocean St., Fifth Floor  
Santa Cruz, CA. 95060

SUBJECT: Appointment of Mental Health Director and Related Actions

Dear Members of the Board:

#### Background:

The County has had a prolonged recruitment for the Mental Health Director position since the position became vacant in December of 1999. Interviews were held in July, August, and September and as specified in the Welfare and Institutions Code 5607 included the Mental Health Advisory Board and other community members. After careful deliberation, it is recommended that Dr. Neal Adams be appointed by your Board as the Mental Health Director. Dr. Adams has served as the Medical Director for the Mental Health Program since 1998. He has a degree in Medicine and Psychiatry from Stanford University, a Masters in Public Health from Harvard University, and medical credentials in addiction medicine as a sub-specialty. In addition, he has served as Medical Director for the State of Nevada Department of Mental Health and the State of New Mexico Department of Mental Health. He has earned national recognition for his work in quality improvement systems in the mental health and substance abuse fields and has provided excellent clinical leadership during his tenure with Santa Cruz County.

We are proposing that Dr. Adams retain the role of Medical Director for Community Mental Health Services, as well as assume the responsibilities of the Mental Health Director. This combined position will insure strong clinical leadership and continuity of care in all areas of mental health services. The Personnel Department has made the necessary changes to allow these additional duties to be performed by Dr. Adams' current position. In addition, the attached resolution would retitle the position as Psychiatric Medical Director and transfer the position to the Executive Management unit, which is where the Mental Health Director is currently assigned. The Middle Management unit is

24

2

in agreement with this change. The salary is unchanged, and will be reviewed in conjunction with upcoming negotiations with the Executive Management unit.

County Personnel is also studying the need for additional capacity for medical supervision due to the expansiveness of the roles and responsibilities of the Mental Health Director and Medical Director. They expect to report back to the Board on December 12<sup>th</sup> on any recommended changes.

Welfare and Institutions Code 5607 requires that the local governing body appoint the Mental Health Director who shall carry out the powers and duties outlined in the Mental Health Act under Welfare and Institutions code 5606.

Recommendations:

It is, therefore, RECOMMENDED that your Board:

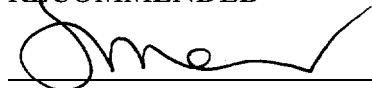
1. Approve the appointment of Dr. Neal Adams as Mental Health Director and Medical Director for Santa Cruz County; and
2. Direct County Personnel to study the Mental Health Division for any changes needed in personnel and staffing in the area of medical leadership and report back on December 14<sup>th</sup>, 2000; and
3. Adopt the resolution retitling the position of Program Chief, Mental Health to Psychiatric Medical Director, and assigning the position to Executive Management.

Sincerely,



Rama K. Khalsa, Ph.D.  
Health Services Agency Administrator

RECOMMENDED



Susan Mauriello  
County Administrative Officer

cc: HSA Administration                      Mid-Management Unit  
County Personnel  
County Mental Health Services  
County Counsel  
County Administrative Office  
State Department of Mental Health  
Attachment: Resume Dr. Neal Adams

24

3

BEFORE THE BOARD OF SUPERVISORS  
OF THE COUNTY OF SANT CRUZ, STATE OF CALIFORNIA

RESOLUTION NO. \_\_\_\_\_

On the motion of Supervisor  
duly seconded by Supervisor  
the following resolution is adopted:

RESOLUTION AMENDING SALARY RESOLUTION NO. 279-75  
BY ADDING OR DELETING CLASSIFICATIONS  
(Amendment No. \_\_\_\_\_)

---

WHEREAS, this Board of Supervisors on June 25, 1975, adopted Resolution No. 279-75 establishing the compensation of County officers, deputies, assistants and employees; and

WHEREAS, the Personnel Director has recommended the class of Program Chief Mental Health be retitled; and

WHEREAS, it is now desirable and necessary to amend said resolution to effect said changes.

NOW, THEREFORE, BE IT RESOLVED AND ORDERED that Resolution No. 279-75 be amended effective November 25, 2000 at 12:01 a.m., by deleting the classification of Program Chief Mental Health at range GF to Psychiatric Medical Director and establishing a new classification of Psychiatric Medical Director at range GF and placing the new classification of Psychiatric Medical Director in Executive Management.


PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Cruz, State of California, this \_\_\_\_\_ day of \_\_\_\_\_, 2000, by the following vote:

AYES:       SUPERVISORS  
NOES:       SUPERVISORS  
ABSENT:     SUPERVISORS

\_\_\_\_\_  
Mardi Wormhoudt, Chairperson of the Board

ATTEST:       \_\_\_\_\_  
Clerk of the Board

Approved as to form:

 11/8/00  
Assistant County Counsel

cc: Auditor/Controller; Auditor-Payroll; HSA; Personnel (2)

24

4

# VITAE

**Neal Adams MD MPH**  
**4129 Cherryvale Avenue Soquel CA 95073**  
 831.479.0266 v  
 831.479.3875 f  
 nadamsmd@trail.com

## EDUCATION

MD	Northwestern University	1974-78
MPH	Harvard University	1997-78
BA with Honors	University of California, Santa Cruz	1970-72
	University of California, Berkeley	1967-69

## CLINICAL TRAINING

Robert Wood Johnson/Veteran's Administration Clinical Scholar	Stanford University Medical Center/Palo Alto VA	1981-83
Psychiatry Resident (PGY III-IV)	Stanford University Medical Center	1980-82
Psychiatry Resident (PGY II)	Massachusetts Mental Health Center	1979-80
Psychiatry Intern (PGY I)	San Francisco General Hospital	1978-79

## ACADEMIC HONORS

Robert Wood Johnson Clinical Scholar  
 Ginzburg Fellowship, Group for the Advancement of Psychiatry  
 U.S. Public Health Service Scholarship  
 University of California Presidents Scholarship Award  
 University of California Presidents Award for Undergraduate Research

## LICENSURE AND CERTIFICATION

American Board of Psychiatry and Neurology, Certificate # 32680  
 • sub-specialty certification in Addiction Psychiatry #1070  
 National Board of Medical Examiners, Certificate # 194757  
 California License # G43003  
 New Mexico License # 92-169 (inactive)

24

PAST ADMINISTRATIVE EMPLOYMENT

**Accreditation Surveyor part-time**

CARF...The Rehabilitation Commission  
Tucson, Arizona  
1996-present

National on-site review and evaluation of behavioral health programs for conformance to established CARF clinical/program quality standards. Also participate in other activities including annual review and revision of standards and training for surveyors.

**Senior Physician Advisor part-time**

Magellan Behavioral Health  
After Hours Solutions Group  
Columbia, Maryland  
1995-present

Provide psychiatric consultation in mental health and substance abuse for utilization review/treatment authorization. Responsible for training and supervision of other physician advisors. Magellan Behavioral Health is a national managed behavioral health care organization covering approximately 60 million lives.

**Medical Director**

Division of Health Improvement/Department of Health  
State of New Mexico  
Santa Fe, New Mexico  
1997-1998

Physician member of Senior Management team for department-wide quality assurance/improvement division responsible for assessment, protection and promotion of population health in New Mexico. The Division of Health Improvement was created in the Spring of 1997 in an effort to consolidate quality and health improvement activities into one functional unit. The division includes 4 bureaus: Licensure and Certification, Quality Assurance, Community Health Improvement and Survey and Analysis. The Medical Director provided ongoing consultation and clinical/medical support to the activities of the 4 bureaus and assumed lead responsibility for special studies/projects. Responsibilities also included interagency liaison and program coordination as well as training and technical assistance.

## PAST ADMINISTRATIVE EMPLOYMENT

Continued

6

**Medical Director**

Division of Mental Health/Department of Health  
State of New Mexico  
Santa Fe, New Mexico  
1993-I 997

Chief medical officer for statewide mental health system with primary oversight of community programs and additional responsibility for state operated in-patient facilities including long-term care. Clinical advisor to state mental health program director. Primary duties included participation in Division policy development and lead responsibility for clinical quality assessment/assurance and utilization review/management. Activities included day to day supervision of quality management team, development and monitoring of utilization guidelines, development of outcome measurement systems and program implementation. Other assignments included program development and oversight of implementation for the state's Medicaid Psychiatric Rehabilitation Program, ACT (Assertive Community Treatment) initiatives, general fund managed care initiatives and the MHSIP Consumer Report Card pilot project. Other activities included formulation of clinical and administrative standards, advancement of standardized assessment, development of service/treatment guidelines, promoting rehabilitation modalities/strategies and outcome evaluation. Actively involved in training staff development and technical assistance to both the Division and a network of comprehensive community based provider agencies. Provided liaison to numerous related organizations including state hospital, consumer/family organizations, protection and advocacy, other state agencies and the University's public/rural psychiatry program.

**Medical Director part-time**

Ranch Valmora Residential Treatment Center  
Valmora, New Mexico  
1995-1998

Provided program consultation, diagnostic evaluation and pharmacotherapy for a population of treatment refractory adolescents with mental health, substance abuse and social adjustment problems.

**Clinical Director Interim**

Las Vegas Medical Center  
Las Vegas New Mexico  
1994-I 995

Assigned by governing body/Secretary of Health to provide oversight and coordination of all clinical disciplines/services for New Mexico's only state hospital in response to a series of concerns about the quality of clinical care. Hospital provided adult, forensic, adolescent, and long-term care (nursing home) services with a 400 bed capacity and annual budget of \$35 million. Responsibilities included leadership of medical staff, supervision of service chiefs and department heads, and coordination of clinical quality improvement program with hospital CEO and governing board. Tasks included development of enhanced linkage and facilitation with community mental health providers throughout the state in order to better satisfy the hospital's obligations to the State's mental health system.

24

PAST **ADMINISTRATIVE** EMPLOYMENT  
continued

7

**Utilization Review Consultant**

Blue Cross/Blue Shield of New Mexico  
Albuquerque, New Mexico  
1994-I 995

Consultant to psychiatric/substance abuse managed care review unit regarding medical necessity, appropriateness, efficacy and quality for indemnity insurance program.

**Acting Medical Director/Clinical Consultant**

Pinon Hills Residential Treatment Center  
Velarde, New Mexico  
1993-I 994

Responsible for medical/clinical leadership during start-up of 34 bed adolescent long-term residential treatment facility. Duties included direct patient care as well as development of clinical policies and procedures.

**Director of Clinical Services**

Taos/Colfax Community Services, Inc.  
Taos, New Mexico  
1992-I 993

Responsible for coordination and oversight of multi-site community service organization providing outpatient mental health and substance abuse services as well as child/adolescent residential treatment and adult alcohol detox. Primarily responsible for development and implementation of clinical/administrative policies and procedures in support of JCAHO accreditation with an emphasis on quality assurance/improvement and utilization review. Additional duties included grant/program development, supervision of clinical managers and reorganization of patient accounting/record keeping.

**Medical Director**

Southern Nevada Adult Mental Health Services  
Las Vegas, Nevada  
1991-1992

Responsible for all clinical operations of state funded community mental health agency servicing nearly one million people in urban/rural Southern Nevada. Oversight/management of complex multi-site system including inpatient, outpatient, emergency, and case management services. Responsibilities included clinical supervision, recruitment and management of 150 clinical staff. Actively and directly involved in utilization review, quality assurance, treatment planning, clinical program development/innovation, planning and management of an approximately \$10 million annual budget.

**Acting Vice Chairman/Associate Professor of Clinical Medicine**

Department of Psychiatry and Behavioral Sciences  
University of Nevada School of Medicine  
Las Vegas, Nevada  
1991-1992

Responsible for professional recruitment, staff development and program development in the creation of a new branch of the Department of Psychiatry. Duties included curriculum planning and providing medical student and non-psychiatric residency training in addition to support of other department/university functions

24

PAST ADMINISTRATIVE EMPLOYMENT  
continued

**Medical Director--Adult Services**

Solano Park Hospital  
Fairfield, California  
1990-1991

Program development/implementation during start-up of freestanding psychiatric hospital. Responsibilities included quality assurance functions, treatment planning/utilization review staff management, program oversight and marketing.

**CEO/Medical Director**

Ceregraphic Brain Imaging  
Oakland, California  
1989-1991

Chief Executive Officer/Medical Director for innovative, start-up neuropsychiatric imaging service. Responsible for daily management, clinical supervision, quality assurance and marketing.

**Medical Director**

Pain Management Center  
Los Medanos Hospital  
Pittsburg, California  
1983-1985

Administrative/medical officer responsible for direct services and quality assurance in a multi-disciplinary pain management program. Development of inpatient program from pre-existing, but limited outpatient services.

**Co-Director**

Psychiatric Specialists in Industry  
San Francisco, California  
1983-1984

One of two co-principals in a mental health services planning/evaluation/management consulting firm with a focus on psychiatric/substance abuse problems in the workplace.

**Regional Mental Health Consultant**

Job Corps Health Program  
US Department of Labor  
San Francisco, California  
1981-1983

Provided on site survey/evaluations as well as technical assistance and clinical consultation to Job Corps mental health programs in Federal Region IX.



## CLINICAL EMPLOYMENT/PRACTICE

<b>Psychiatric Consultant</b>	New Mexico Boy's School	Springer, NM	<b>1993</b>
<b>Private Practice</b>		Berkeley, CA	<b>1982-1 991</b>
<b>Psychiatric Consultant</b>	Parnassus Heights Disability Consultants	San Francisco, CA	<b>1986-1 989</b>
<b>Staff Psychiatrist</b>	Contra Costa County Mental Health Services	Martinez, CA	<b>1983</b>
<b>Staff Psychiatrist</b>	Psychiatric Emergency Highland General Hospital	Oakland, CA	<b>1982-84 1987-89</b>
<b>Psychiatric Consultant</b>	Rehabilitation Mental Health Services	San Jose, CA	<b>1981-83</b>
<b>Staff Psychiatrist</b>	Santa Clara Valley Medical Center	San Jose, CA	<b>1981-83</b>
<b>Staff Psychiatrist</b>	Dorchester Mental Health Center	Boston, MA	<b>1980</b>
<b>Staff Psychiatrist</b>	Charles River Hospital	Wellesley, MA	<b>1979-80</b>
<b>Staff Psychiatrist</b>	St. Elizabeth's Hospital	Boston, MA	<b>1979-80</b>
<b>Clinic Physician</b>	Boston Methadone Treatment Program	Boston, MA	<b>1979-80</b>

## ACADEMIC EMPLOYMENT/APPOINTMENTS/TRAINING

<b>Trainer</b>	CARF regional and National Trainings in Treatment Planning for Better Outcomes	<b>1997-present</b>
<b>Instructor</b>	Drake University Extramural Programs Albuquerque, New Mexico	<b>1995</b>
<b>Assistant Clinical Professor of Psychiatry</b>	Department of Psychiatry University of New Mexico	<b>1992-1 997</b>
<b>Instructor</b>	Area Health Education Council Las Vegas, New Mexico	<b>1993-97</b>
<b>Associate Professor of Clinical Medicine</b>	Department of Psychiatry and Behavioral Sciences University of Nevada School of Medicine	<b>1991-1992</b>
<b>Educational Consultant</b>	Burroughs-Wellcome Pharmaceuticals	<b>1990-91</b>
<b>Teaching Fellow/Clinical Fellow</b>	Massachusetts Mental Health Center Harvard University	<b>1978</b>

**COMMUNITY/ORGANIZATION SERVICE**

<b>SAMHSA/Center for Mental Health Services</b>	Planning Committee for a National Summit on Common Performance Indicators for Behavioral Health	1999-present
<b>California Mental Health Director's Association</b>	Representative to California DMH State Quality Improvement Committee	2000-present
<b>Mental Health Statistics Improvement Program (MHSIP)</b>	National Advisory Group	1999-present
<b>American College of Mental Health Administration</b>	<ul style="list-style-type: none"> <li>• Chair, Accreditation Organization Workgroup on Quality and Measurement</li> <li>• Board member-at-large</li> <li>• Vice President/President Elect</li> </ul>	1998-present 1997 1998-present
<b>Human Services Research Institute (HSRI)</b>	MHSIP Consumer Report Card Toolkit Workgroup	1998
<b>National Association of State Mental Health Program Directors (NASMHPD)</b>	Presidents Task Force Technical Advisory Workgroup	1997-98
<b>CARF...The Rehabilitation Commission</b>	National Advisory Committees on <ul style="list-style-type: none"> <li>• Behavioral Health Standards</li> <li>• Performance Measurement</li> </ul>	1997- present
<b>Center for Mental Health Services/SAMHSA</b>	Public Sector Outcome Measurement Policy Steering Committee	1996-97
<b>Nevada Mental Health Commission</b>	Patients Rights Task Force	1992
<b>Family Services Agency of the North Bay</b>	Board of Directors	1990-91
<b>Volunteers in Service to America: VISTA</b>	Rural Indiana Health Project	1973

## PRESENTATIONS AND PAPERS

California Mental Health Planning Council SOC Partnership	<ul style="list-style-type: none"> <li>• Panelist on Psychiatry and Recovery</li> <li>• Panelist on Quality Management</li> </ul>	2000 1999
American College of Mental Health Administration	<ul style="list-style-type: none"> <li>• National Telecast for Consumers Input on the Selection of Performance Indicators</li> <li>• Chair, National Summit on Developing a Core Set of Performance Indicators</li> </ul>	2000 1999
HCFA National Quality Management Staff	Briefing on Consensus Set of Performance Indicators	1999
CARF Annual National Behavioral Health Meeting	Treatment Planning for Better Clinical Outcomes	1998, 1999, 2000
JCAHO International Congress on Performance Measurement	Core Set of Performance and Outcome Measure for Mental Health	1997
MHSIP Statistics Conference	Mental Health Consumers as Peer Surveyors	1997
Institute for Behavioral Healthcare Summit on Quality and Accountability	Initial Steps in the Development of Core Indicators and Measures	1997
Tenth World Psychiatric Congress	Treatment Planning for Better Clinical Outcomes	1996
<u>Hospital and Community Psychiatry</u>	Deinstitutionalization Demythologized	1983
Robert Wood Johnson Foundation Annual Meeting	Diagnostic Interview Schedule	1983
American Orthopsychiatric Association	Social Networks and the Chronically Mentally Ill	1982
American Public Health Association Annual Meeting	<ul style="list-style-type: none"> <li>• Medical Complaints in a Psychiatric Needs Assessment</li> <li>• Psychiatric Epidemiology in Mexico</li> </ul>	1981 1978
<u>American Journal of Veterinary Medicine</u>	Passive Immunity in the Northern Elephant Seal	1973
<u>Biochimica Biophysica Acta</u>	Inhibition of DNase 1 by Hydroxybiphenyls	1971

PROFESSIONAL AFFILIATIONS

American Association of Community Psychiatrists  
American Association of Psychiatric Administrators  
American Psychiatric Association  
California Psychiatric Association  
Northern California Psychiatric Society  
American College of Mental Health Administration

FOREIGN LANGUAGE CAPACITY

Moderately fluent in Spanish