



**ONSITE  
PROGRAM**

# County Behavioral Health Fiscal Leadership Institute

May 23–24, 2016

Doubletree by Hilton Sacramento  
2001 Point West Way  
Sacramento, California 95815

## PROGRAM AT-A-GLANCE

### MONDAY, MAY 23, 2016

9:15 am	Registration
10:00 am	Welcome and Introductions
10:15 am	Opening Remarks
10:30 am	Public Behavioral Health Policy Panel
11:30 am	Break
11:45 am	Facilitating Informed Decision-Making Part I: Small Group Exercise
12:30 pm	Lunch (included with registration)
1:30 pm	Connecting the Dots to Achieve Integrated Care: The 1115 Waiver, Health Homes, and Certified Community Behavioral Health Clinics (CCBHCS)
2:15 pm	A Story of Recovery: Connecting Financial Managers to the People Whose Lives They Affect
3:00 pm	Break
3:15 pm	Certified Community Behavioral Health Clinics Panel: Statewide and National Perspectives
4:20 pm	Review Day 1 Highlights
4:30 pm	Adjourn

### TUESDAY, MAY 24, 2016

9:00 am	Welcome
9:15 am	Drug Medi-Cal Panel: Update on the Drug Medi-Cal Waiver and Fiscal Implications for Counties
10:15 am	Break
10:30 am	A Regional Approach to Drug Medi-Cal Organized Delivery System Implementation
11:30 am	Facilitating Informed Decision-Making Part II: Small Group Exercise
12:00 pm	Lunch (included with registration)
1:00 pm	Public Behavioral Health Financing Panel
2:15 pm	Break
2:30 pm	Questions & Answers on Public Behavioral Health Financing
3:00 pm	Review Institute Highlights
3:30 pm	Adjourn

May 23, 2016

Dear Fiscal Leadership Institute Attendees,

Welcome to the tenth California Institute for Behavioral Health Solutions (CIBHS) Fiscal Leadership Institute! We look forward to spending the next two days with you.

We will be focusing on major policy developments related to the California Behavioral Health budget and funding systems, from county and state perspectives, as well as on several national initiatives that impact behavioral health in California. We will explore the impact of these policies on the community behavioral health system, and will forecast and explain future behavioral health revenue projections and their impact on county behavioral health agencies primarily from a financial point of view.

With these major initiatives bringing fiscal and administrative changes to counties, this Institute is well-timed to serve as a forum to share your experiences – successes as well as challenges – and hear from leading experts in the field.

The Fiscal Leadership Institute program over the next two days will explore both the current policy and financial landscape as well as take a longer-term view toward building the competencies and skills that will strengthen behavioral health financing in the future.

You will find all of the Institute presentations and materials on the CIBHS website at this link:  
[www.cibhs.org/event/2016-behavioral-health-fiscal-leadership-institute](http://www.cibhs.org/event/2016-behavioral-health-fiscal-leadership-institute)

Again, welcome!



Sandra Naylor Goodwin, PhD, MSW  
CEO and President, CIBHS

*Donna M. Wigand*

Donna M. Wigand, LCSW  
CIBHS Consultant

## MONDAY, MAY 23, 2016

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- 9:15 AM                    **REGISTRATION**
- 10:00 AM                    **WELCOME AND INTRODUCTIONS**  
**Donna Wigand, LCSW**, Consultant, California Institute for Behavioral Health Solutions (CIBHS)
- 10:15 AM                    **OPENING REMARKS**  
**Sandra Naylor Goodwin, PhD, MSW**, CEO and President, CIBHS  
**Kirsten Barlow, MSW**, Executive Director, County Behavioral Health Directors Association of California (CBHDA)
- 10:30 AM                    **PUBLIC BEHAVIORAL HEALTH POLICY PANEL**  
**Kirsten Barlow, MSW**, Executive Director, CBHDA  
**Karen Baylor, PhD, LMFT**, Deputy Director, Mental Health and Substance Use Disorder Services, Department of Health Care Services (DHCS)  
**Don Braeger**, Division Chief, Substance Abuse Disorder Prevention Program, Policy and Fiscal Division, DHCS  
**Don Kingdon, PhD**, Harbage Consulting
- County behavioral health services today are financed within an increasingly complex and rapidly evolving fiscal environment. The ability to understand the financing implications of major policy developments is critical to a department's success. The Panelists will describe major policy developments and discuss the fiscal implications of these policies for County behavioral health.
- 11:30 AM                    **BREAK**
- 11:45 AM                    **FACILITATING INFORMED DECISION-MAKING PART I: SMALL GROUP EXERCISE**  
**Beth Conley, MPA**, The Kiely Group
- The presenter will define what "surfacing assumptions" are, and explain its importance. She will present a decision-making tool that participants will have the opportunity to learn and practice through a facilitated small group exercise. In this session, participants will have an opportunity to generate questions for the Public Behavioral Health Financing Panel in Day Two.
- 12:30 PM                    **LUNCH** (included with registration)

**Presentations & Handouts and can be found at:**

[www.cibhs.org/event/2016-behavioral-health-fiscal-leadership-institute](http://www.cibhs.org/event/2016-behavioral-health-fiscal-leadership-institute)

## MONDAY, MAY 23, 2016, continued

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1:30 PM

### **CONNECTING THE DOTS TO ACHIEVE INTEGRATED CARE: THE 1115 WAIVER, HEALTH HOMES, AND CERTIFIED COMMUNITY BEHAVIORAL HEALTH CLINICS (CCBHCS)**

**Dale Jarvis, CPA**, Dale Jarvis and Associates, LLC

The State of California is making a multi-billion dollar investment in a multi-pronged effort to fundamentally change the safety net delivery system in the state. Counties have been tasked with key parts of this transformation, including Whole Person Care, Section 2703 Health Homes, PRIME and CCBHCS. Is this a finely orchestrated plan or a “throw in everything but the kitchen sink and see what sticks” effort? Are there common elements across the initiatives or are we designing a new set of “silos of excellence”? This session will answer these questions and more, explaining the relevance to California’s county behavioral health systems.

2:15 PM

### **A STORY OF RECOVERY: CONNECTING FISCAL MANAGERS TO THE PEOPLE WHOSE LIVES THEY AFFECT**

**Jairo Wilches**, San Mateo County Behavioral Health and Recovery Services

Oftentimes, the day-to-day work of fiscal managers in the county behavioral health setting does not bring them in contact with the people whose lives their work affects – people who are receiving public mental health services, their families and caregivers. Mr. Wilches will share his personal journey to recovery and highlight his experiences with the public mental health system. His presentation will provide fiscal managers with an understanding of how the work they do supports the recovery of many individuals.

3:00 PM

### **BREAK**

3:15 PM

### **CERTIFIED COMMUNITY BEHAVIORAL HEALTH CLINICS PANEL: STATEWIDE AND NATIONAL PERSPECTIVES**

**Dale Jarvis, CPA**, Dale Jarvis and Associates, LLC

**Don Kingdon, PhD**, Harbage Consulting

**Mike Geiss**, Geiss Consulting

**Thad Dickson, PMP, CPHIM**, President and CEO, Xpio Health

**Karin Kalk, MHA**, Associate Director, CIBHS

Although California has gotten a late start in designing its Certified Community Behavioral Health Clinic (CCBHC) Demonstration, the design and preparation wheels are beginning to turn and County Behavioral Health providers are at the center of the effort. This panel discussion will offer guidance, drawn from members of the state’s design team and experience from other states, on what it will take to become a CCBHC and how to get there.

4:20 PM

### **REVIEW DAY 1 HIGHLIGHTS**

**Donna Wigand, LCSW**, Consultant, CIBHS

**Beth Conley, MPA**, The Kiely Group

4:30 PM

### **ADJOURN**

## TUESDAY, MAY 24, 2016

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9:00 AM

### WELCOME

**Donna Wigand, LCSW**, Consultant, CIBHS

9:15 AM

### DRUG MEDI-CAL PANEL: UPDATE ON THE DRUG MEDI-CAL WAIVER AND FISCAL IMPLICATIONS FOR COUNTIES

**Tom Renfree**, Deputy Director, Substance Use Disorder Services, CBHDA

**Victor Kogler**, Vice President, CIBHS

**Marlies Perez**, Division Chief, Substance Use Disorder Services, Compliance Division, DHCS

**Don Kingdon, PhD**, Harbage Consulting

**Mike Geiss**, Geiss Consulting

The Drug Medi-Cal Organized Delivery System (DMC-ODS) is a pilot program to test a new paradigm for the organized delivery of health care services for Medicaid eligible individuals with substance use disorder. The Panelists will describe training and technical assistance activities underway for counties opting-in to the DMC-ODS pilot implementation, and provide updates on roll out with an emphasis on fiscal implications for counties. Topics that will be discussed include rate setting, cost reporting, and other issues around delivery system design and financing to achieve a stable fiscal structure.

10:15 AM

### BREAK

10:30 AM

### A REGIONAL APPROACH TO DRUG MEDI-CAL ORGANIZED DELIVERY SYSTEM IMPLEMENTATION

**Jim Featherstone, LCSW**, Health and Human Services Consultant

**Sarah Brichler, MEd**, Program Manager, California Mental Health Services Authority (CalMHSA)

The Panelists will describe two different regional approaches to Drug Medi-Cal Organized Delivery System (DMC-ODS) implementation. Mr. Featherstone has been working with the Partnership Health Plan (PHP) of California for over a year to bring together a Regional DMC-ODS Implementation Plan for PHP's counties in Northern California. He will explain their strategy in approaching this innovative endeavor, outline the proposed Regional Model for Integrated Health Care, discuss the role of social model programs in primary care and mental health, and describe their plans to implement Medication Assisted Treatment services in two Federally Qualified Health Centers for Complex Care Patients. Ms. Brichler is involved in two efforts that are currently underway among Central and Superior region counties. She will describe the development of those two regional models for DMC-ODS implementation. She will discuss the regional planning efforts to determine the feasibility of a regional approach.

11:30 AM

### FACILITATING INFORMED DECISION-MAKING PART II: SMALL GROUP EXERCISE

**Beth Conley, MPA**, The Kiely Group

In this session, participants will revisit the idea of surfacing assumptions, and examine what assumptions are surfacing from the Day 2 morning panel discussions. Participants will gain further practice using a decision-making tool through a facilitated small group exercise.

## **TUESDAY, MAY 24, 2016, continued**

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12:00 PM

**LUNCH** (included with registration)

1:00 PM

### **PUBLIC BEHAVIORAL HEALTH FINANCING PANEL**

**Kirsten Barlow, MSW**, Executive Director, CBHDA

**Mike Geiss**, Geiss Consulting

County behavioral health fiscal leaders need as much information as possible to effectively manage resources and budget in the face of significant changes in health care delivery and behavioral health financing. The Panelists will describe the major behavioral health funding streams, provide updates on important developments, and discuss implications for counties from a fiscal perspective.

2:15 PM

**BREAK**

2:30 PM

### **QUESTIONS & ANSWERS ON PUBLIC BEHAVIORAL HEALTH FINANCING**

**Kirsten Barlow, MSW**, Executive Director, CBHDA

**Mike Geiss**, Geiss Consulting

3:00 PM

### **REVIEW INSTITUTE HIGHLIGHTS**

**Donna Wigand, LCSW**, Consultant, CIBHS

3:30 PM

**ADJOURN**

## SPEAKERS' BIOGRAPHIES FOR 2016 FISCAL LEADERSHIP INSTITUTE

**KIRSTEN BARLOW, MSW** began serving as Executive Director of the County Behavioral Health Directors Association (CBHDA) of California in October 2015. The prior year Ms. Barlow worked as Executive Officer of the Council on Mentally Ill Offenders, a position to which she was appointed by Governor Edmund G. Brown, Jr. The Council on Mentally Ill Offenders develops strategies for keeping youth and adults with mental illness out of the criminal justice system. Between 2009 and 2014, Ms. Barlow was Associate Director at CBHDA, where she directed the Association's legislative and budget advocacy efforts. Prior positions included serving as public information officer at the California Department of Mental Health, legislative advocate and information officer for the Los Angeles County Department of Mental Health, and Principal Consultant to the California State Assembly Committee on Human Services under the leadership of former Assemblywoman Dion Aroner (D-Berkeley). She earned her Masters of Social Welfare degree in management and planning from the University of California - Berkeley and her Bachelors degree in psychology from the University of Michigan - Ann Arbor.

**KAREN BAYLOR, PHD, LMFT** was appointed as the Deputy Director of Mental Health and Substance Use Disorders for the Department of Health Care Services on June 12, 2013. She previously was the Behavioral Health Administrator for the County of San Luis Obispo for eight years. During her time in San Luis Obispo County, she served as President of the California Mental Health Directors Association during 2012. She also served as a Board Officer for the California Mental Health Services Authority from 2010 to 2013. Her previous work experience was with a variety of private, non-profit organizations providing children's mental health services. She has a Ph.D. in Clinical Psychology and is a Licensed Marriage and Family Therapist.

**DON BRAEGER** is the Division Chief of the Substance Use Disorder (SUD) Program, Policy, and Fiscal Division with the California Department of Health Care Services and has over 10 years of experience working with healthcare policy and programs at the State. During his tenure, he has worked in a variety of positions under the California Health and Human Services agency and has been responsible for the formulation and implementation of a broad spectrum of statewide health policy, program, and fiscal initiatives.

Mr. Braeger brings his experience in the SUD field and has responsibility for the statewide administration of program policy and development in the prevention, treatment, and recovery system. He currently oversees the Drug Medi-Cal program, Substance Abuse Prevention Treatment Block Grant, and discretionary grants. Mr. Braeger received his B.A. in Public Administration from the University of San Francisco.

**SARAH BRICHLER, MED** has over 10 years of experience in public Behavioral Health administration. She earned a bachelor's degree in Finance at Santa Clara University and a master's degree in Research Methods and Health Policy at the University of Virginia. From 2005-2008, she worked for the County of San Diego, Behavioral Health Division as a contract and program analyst and as the Mental Health Services Act coordinator. During this time, she assisted the Contracting Officer in monitoring an \$11 million administrative services organization contract. From 2008-2011, she evaluated prevention programs and provided training and technical assistance to substance abuse prevention coalitions for the largest county behavioral health system in Arizona. Currently, she works as a Program Manager for the California Mental Health Services Authority (CalMHSA), where she works on special projects such as Medicaid fiscal and information technology quality improvement efforts. In her role as Program Manager, she has monitored statewide contracts totaling over \$17 million.

**BETH CONLEY, MPA** is the Vice President, Government and Nonprofit Relations for the Kiely Group (KGI). She brings the ability to assess issues from the balcony, to create opportunities by networking resources, and to bring stakeholders together in collaborative efforts. Beth has worked for the KGI for four years. Her work includes projects with California Network of Mental Health Clients, Cal-Neva Community Action Partnership, San Diego County, CalMHSA, Maravilla Foundation, HumPAL (Partnership between RCAA and Humboldt County Public Health), and University of Southern California School of Policy, Planning, and Development. She was faculty on the Sierra Health Foundation Health Leadership Program. Ms. Conley specializes in mapping and analyzing organizational and personal networks for KGI's Rel8™ program. Additionally, she coordinates the technical use of KGI's proprietary narrative analysis software and oversees most of the day-to-day functions of the organization.

Ms. Conley received her MPA from the University of Southern California (USC). While at USC (both as a graduate student and as a consultant after graduating), she coordinated leadership programs for health care executives and mental health directors. She did her undergraduate work at Butler University in Indianapolis. Her other work experience includes project management on a software development project, and technology support for small businesses.

**THAD DICKSON, PMP, CPHIM** is President and CEO of Xpio Health, a boutique healthcare technology company founded in 2010 around a simple objective; to provide transformational technology services and solutions to behavioral healthcare organizations. Mr. Dickson is a nationally respected speaker on the subject of Meaningful Use and its role in behavioral health, and works with a variety of EHR systems and applications related to HIE, patient portals, service delivery, billing and financial, and data analytics. Mr. Dickson did his undergraduate work in psychology and literature, holds several Microsoft

Technology certifications, and is a Project Management Professional, a member of HIMSS and a Certified Health Information Management Specialist, as well as a member of ISACA, NAMI, and the National Council for Behavioral Health.

Under his leadership, Xpio Health has helped behavioral health organizations and hospitals bring in nearly \$20 Million dollars of federal incentives related to Meaningful Use. Xpio Health does business in over 12 States, and has an excellent track record of delivering EHR implementations that work, and analytics solutions that transform data into information. Xpio Health also has a growing portfolio of software solutions and meaningful use products focused on creating exceptional value for mental health organizations and the clients they serve, and a growing team of consultants that bring unique talent, EHR specific expertise, Jedi-like crystal report writing skills, and a broad and deep range of software and technology know-how under one roof.

And as the healthcare landscape shifts around us, Xpio Health continues to explore and develop new and better technologies, disrupt and innovate along with their clients, and strives to contribute to the mission and vision of improving the health and healthcare, well-being, and integrity of our communities.

**JIM FEATHERSTONE, LCSW** is the retired Assistant Director of the Napa County Health and Human Services Agency where he held this title since 1995. In that role he was responsible for the administration and management of the integrated services of Health, Substance Abuse, Mental Health and Social Services. His 35 years in the field of human services includes street outreach in San Francisco's Tenderloin, school social work, forensics, mental health, protective services, emergency medical services, disaster response and substance abuse. He has also provided program development in a variety of areas and disciplines. Mr. Featherstone has been a lecturer at the University of California at Berkeley School of Social Work, an instructor with the Executive Development Training Program of BASSC, is a trainer in crisis intervention and management of assaultive behavior. He served two terms as the President of the California Mental Health Directors Association. Currently, as a consultant for Napa County, he spearheads the effort to create a health care integrated clinic on the site of Napa County's Health and Human Services campus. He has worked with both Marin and Plumas County to assist with the integration of mental health and substance abuse. He provides consultation to the Partnership Health Plan regarding a regional plan for Drug Medi-Cal Expansion. Mr. Featherstone earned his Master of Science from Columbia University in 1974 and is a licensed clinical social worker.

**MICHAEL R. GEISS** is the founder of Geiss Consulting, a Sacramento-based management consulting firm. He has over twenty-five years' experience providing services to public sector agencies. Prior to establishing Geiss Consulting, he had over nine years management consulting experience with NewPoint Group and seven years with Ernst & Young. He specializes in financial and economic analyses, business process improvement

and operations analyses. Mr. Geiss has managed and participated in over one-hundred separate engagements for various State of California and other government entities over the last twenty-five years, including more than twenty projects for the California Department of Mental Health, numerous projects for more than 25 county mental health agencies in California, and various projects for the California Mental Health Directors' Association and the California Institute for Mental Health.

**SANDRA NAYLOR GOODWIN, PHD, MSW** is the founding President and CEO of the California Institute for Behavioral Health Solution (CIBHS), and has 30 years of professional experience in the behavioral health field. This experience includes administration, treatment, service methodologies, planning and policy development at the county and state levels. Dr. Goodwin is currently developing strategies for implementation of health care reform as it applies to behavioral health. This body of work includes focus on the bi-directional integration of mental health, substance use and primary healthcare. Over the last several years CIBHS has been responsible for policy development, training and technical assistance to support the Mental Health Services Act (Proposition 63), which California voters passed in November 2004. The MHSA focuses on transformation of mental health services, by concentrating on recovery, resiliency, cultural competency, and reduction of disparities. As principal consultant to the Assembly Health Committee of the California Legislature, Dr. Goodwin was influential in development of several pieces of fiscal and program reform legislation, including mental health realignment, Medi-Cal consolidation, the California Mental Health Master Plan, and California compliance with the ADA. Dr. Goodwin previously was a practicing clinician and director of mental health and alcohol and drug abuse for Placer County. She holds a B.A. degree from California State University, Long Beach; an MSW degree from West Virginia University; and a PhD degree in clinical psychology from the Professional School of Psychology.

**DALE JARVIS, CPA** is the founder of Dale Jarvis and Associates LLC, a Seattle-based consulting firm. Mr. Jarvis has extensive experience helping health plans and healthcare providers redesign their organizations to achieve better health for the populations they serve, better care for individuals, and reduced costs. He has contributed articles to publications and is a co-author of two books on healthcare system redesign. Mr. Jarvis has been a certified public accountant in the State of Washington and a member of the American Institute of Certified Public Accountants since 1982.

Currently Mr. Jarvis is focusing on healthcare reform to help ensure the needs of persons with mental health and substance use disorders are addressed as reform unfolds. This includes working with states, health plans, regional authorities, and at a national level to develop strategies that align the mental health and substance use safety net systems with general healthcare reform efforts.

**KARIN KALK, MHA** is Associate Director for Health Care Reform with the California Institute for Behavioral Health Solutions. Since 2001, Ms. Kalk has been providing consulting services throughout California in both private and public managed care and service delivery organizations; these services have included project management, quality/process improvement, and service system design.

Prior to this work in the mental health field, Ms. Kalk was Vice President and General Manager for ForHealth, Inc., a venture-capital funded company offering a specialized medical program for long term care residents through full and partial risk arrangements with senior health plans. Before joining ForHealth, she served as Vice President of Operations for AHI Healthcare Systems, a publicly traded managed care company serving over 200,000 members throughout the country. Ms. Kalk received her Masters degree in Health Administration from Duke University, her Bachelor of Arts degree in Animal Physiology from University of California, San Diego and has additional formal training in project management and IHI's Breakthrough Series improvement methodology.

**DON KINGDON, PHD** is the Mental Health Policy Director for Harbage Consulting. Dr. Kingdon is a clinical psychologist and has worked in the private and public sectors providing mental health treatment and policy development for more than 20 years. He most recently worked for the County Behavioral Health Directors Association of California before moving to Harbage Consulting. He has extensive experience with mental health policy development at the county, state and federal levels.

**VICTOR KOGLER** is Vice President of the California Institute for Behavioral Health Solutions (CIBHS). Mr. Kogler has worked in the substance use disorder field in California since 1971. He served as Alcohol and Drug Program Administrator of Santa Barbara County for twenty years and is a past president of CADPAAC.

**MARLIES L. PEREZ** is the Division Chief over the Substance Use Disorder Compliance Division within the Department of Health Care Services. Ms. Perez oversees the licensing and certification functions, monitoring, and complaints for Driving Under the Influence Programs, Narcotic Treatment Programs, and outpatient and residential providers. The Division also ensures compliance with the statewide criminal justice treatment programs and counselor certification. Ms. Perez has worked in the substance abuse treatment field for thirteen years; since the inception of Proposition 36. Her other experience includes serving as a VISTA Volunteer, developing at-risk youth, president of a non-profit service organization, authoring fiction novels and service learning. Ms. Perez has a Bachelor's degree in International Relations and a Master's degree in Organizational Management.

**THOMAS RENFREE** is the Deputy Director, Substance Use Disorder Services for the County Behavioral Health Directors Association of California. Previously he worked for and represented the County Alcohol and Drug Program

Administrators Association of California (CADPAAC) for the twelve years. He began his work in the field as a legislative advocate for CADPAAC, and in 2006 he was asked to serve as Executive Director of the Association. In this role Mr. Renfree was active in statewide efforts to increase local government funding and support for both adult and adolescent alcohol and other drug prevention and treatment services. Mr. Renfree has a Bachelors Degree in history and political science from the University of California. Among his leadership goals are a commitment to work toward better public understanding of substance use disorder issues, and a commitment to help advance public support for substance use disorder programs, their clients, and the workforce that directly provide prevention and treatment services.

**DONNA M. WIGAND, LCSW** is a consultant to the California Institute for Behavioral Health Solutions (CIBHS). Prior to joining CIBHS as a consultant last year, Ms. Wigand served for 33 years in mental health services. She was employed for more than six years as a licensed clinical social worker in both San Diego private and public sectors prior to accepting the position of Deputy Director of Behavioral Health in Imperial County in 1986. In 1988, she became the Director of Mental Health and Substance Abuse for Fresno County. With a staff of more than 400 employees, she successfully steered the County's Mental Health Department through its implementation of managed care for inpatient mental health services for Medi-Cal recipients. She was also responsible for the department's conversion to the "Rehabilitation Option" and she planned, helped design, and implemented a new Crisis Intervention Unit. In 1996, she accepted the position of Mental Health Director for Contra Costa County. She managed the implementation of outpatient managed care, enabling the County's mental health system to become the Medi-Cal administrator for all mental health services in the County, including the private sector. She also led the implementation of the Mental Health Services Act, which was passed by the voters as Proposition 63 in 2004.

During her tenure in public mental health, Ms. Wigand was elected Secretary-Treasurer of the County Behavioral Health Directors Association of California in 1995 and Vice-President in 1996. She chaired several of the CBHDA committees including its Forensic Task Force, Legislative Committee, and the Financial Services Committee. She was also a member of the CBHDA Governing board.

**JAIRO WILCHES** was born in South America and since an early age was impacted by personal and family behavioral health challenges. His recovery greatly improved with the help of county mental health services in California. He currently works with San Mateo County's Office of Consumer & Family Affairs as Consumer Liaison and Employee Wellness Champion. He has Bachelor's degrees in journalism and fine arts, practices meditation, conscious dancing, bodywork and photography.

## CIBHS FISCAL LEADERSHIP INSTITUTE ADVISORY COMMITTEE

The CIBHS Fiscal Leadership Institute is put into action with the support of our Planning Team and Advisory Committee.

We thank the following individuals for their time and contributions as Advisory Committee members:

**Cheryl Miller**  
Management Analyst II  
Monterey County

**Kristin Neal**  
Policy and Financial Analyst  
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**Leda Frediani**  
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## CIBHS FISCAL LEADERSHIP INSTITUTE PLANNING COMMITTEE

We thank the following individuals for their time and contributions as Planning Team members:

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