



YOLO COUNTY HEALTH & HUMAN SERVICES  
CONSOLIDATION ANALYSIS  
PRELIMINARY RECOMMENDATIONS  
REPORT TO STAKEHOLDERS

October 28, 2013

Resource Development Associates

# Agenda

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1. Process Overview
2. Findings & Recommendations
3. Q & A

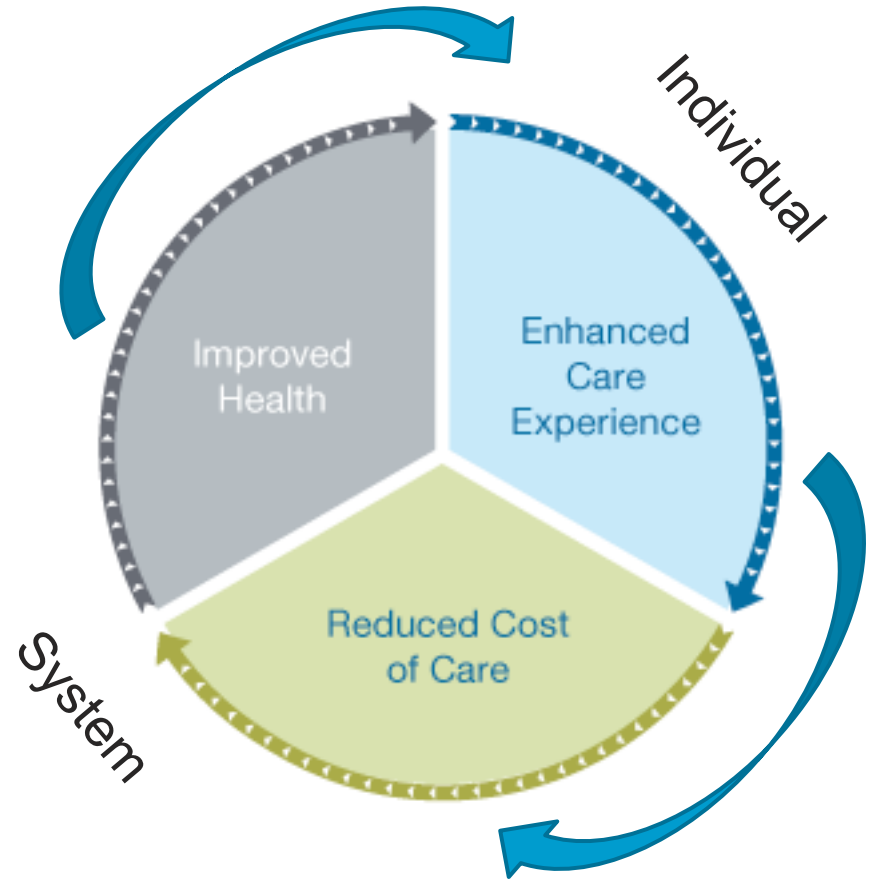
# 1. PROJECT OVERVIEW

Resource Development Associates

# Guiding Framework: Triple Aim

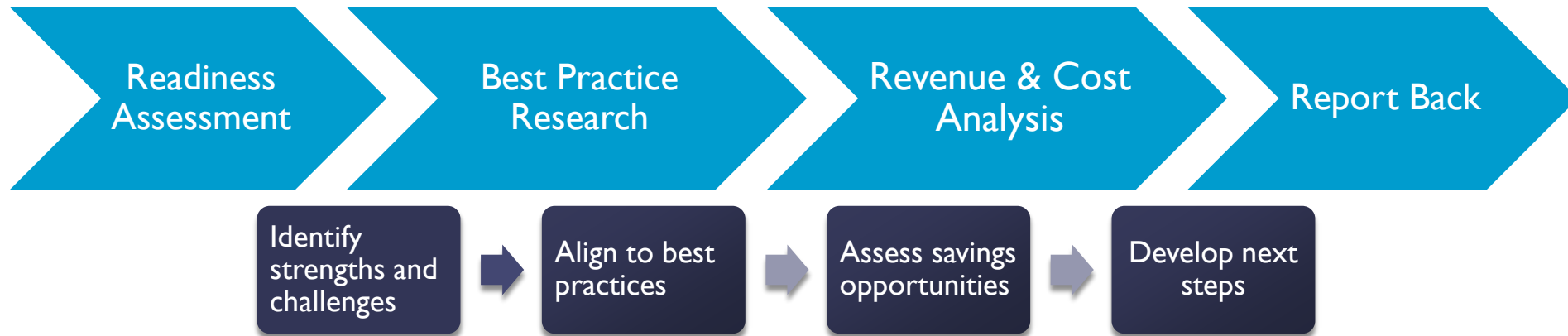
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- Any changes to the system should result in improvements on three key levels:
  - ✓ Consumer experience
  - ✓ Overall population health
  - ✓ Cost of care



# Assessment Activities

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- Stakeholder Outreach
  - Three interactive project objective meetings
  - Three focus groups with employees and providers
  - Twenty-two interviews with a cross-section of stakeholders
  - Documentary data review: budgets, org. charts, provider contracts, MOUs, data systems and existing reports, plans and dashboards
- Best practice research
  - Review existing research on integration models and progress
  - Interviews with peer counties: Placer, Shasta and Sonoma

# Consolidation and Integration

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- Consolidation is the clustering of services under a single administrative unit
  - Typically informed by best practices in service integration
- Integration refers to the connections across services, including preventive, curative and social support
  - Occurs on a continuum; there are multiple effective models
  - Refers to strategies for delivering care as well as ways of working between organizations that cross administrative boundaries
  - Enables service management and delivery according to the client's needs over time and across different levels of the system

# Integration Models and Options

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- Integration occurs on a continuum
  - ▣ Low end: Formal collaboration across administratively separate departments
  - ▣ High end: Shared leadership, administrative services and service planning
- Appropriate model is highly dependent on individual factors
  - ▣ Organizational readiness
  - ▣ Capacity to manage and sustain change
  - ▣ Resources to devote to reorganization and related training

# Benefits of Successful Integration

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- ❑ Improves client outcomes by reducing barriers to access and enabling more comprehensive services
- ❑ Reduces administrative and indirect costs
- ❑ Facilitates the identification and elimination of duplication in staffing and services
- ❑ Enhances collaboration



# Challenges to Consolidation

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- Generating buy-in from staff, legislators, and public
  - Can create controversy, distrust and fear of job loss
  - Requires inclusive planning process, documented decisions and sustained communication
- Potential for reduced revenue and high costs at start
  - Investments in new systems and staff training
  - Initial productivity loss as employees adjust to changes in work and expectations
- Diffuse expertise among leadership
  - Necessitates formal protocols to trigger critical considerations
- Overly ambitious or too incremental
  - Small adjustments may do little to achieve goals, while a full reorganization can take several years to implement effectively
- Funding and political support can diminish quickly
  - Objectives, activities and progress must be clearly and widely communicated

# Key Features of Successful Integration

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Systemic	Organizational	Service Delivery
<ul style="list-style-type: none"><li>• Supportive leadership</li><li>• Resources to support efforts</li><li>• Regionalization</li><li>• Top-down and Bottom-up Planning</li><li>• Integrated IT systems</li></ul>	<ul style="list-style-type: none"><li>• Outcome based management and budgeting</li><li>• Matrix management</li><li>• Multi-disciplinary staff</li><li>• A common vocabulary</li><li>• Staff development/culture change</li></ul>	<ul style="list-style-type: none"><li>• Common intake process</li><li>• Cross-trained staff</li><li>• Multi-disciplinary case review</li><li>• Family focused services</li><li>• Colocation of staff and services</li></ul>

- While consolidation is generally based on the same Triple Aim framework, how a county consolidates is unique to local capacity and needs

# 4. CONCLUSIONS AND RECOMMENDATIONS

# Key Readiness Strengths

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- Co-location/proximity of services in Woodland and West Sacramento
- Partnerships to expand reach to rural areas
- Joint executive level planning through HHS Workgroup
- Recognition of the value of joint case planning
  - Multi-Disciplinary Review Team (MDRT)
- Informal linkages and coordination at service level
- Established processes for data sharing

# Phase 1: Structured Collaboration

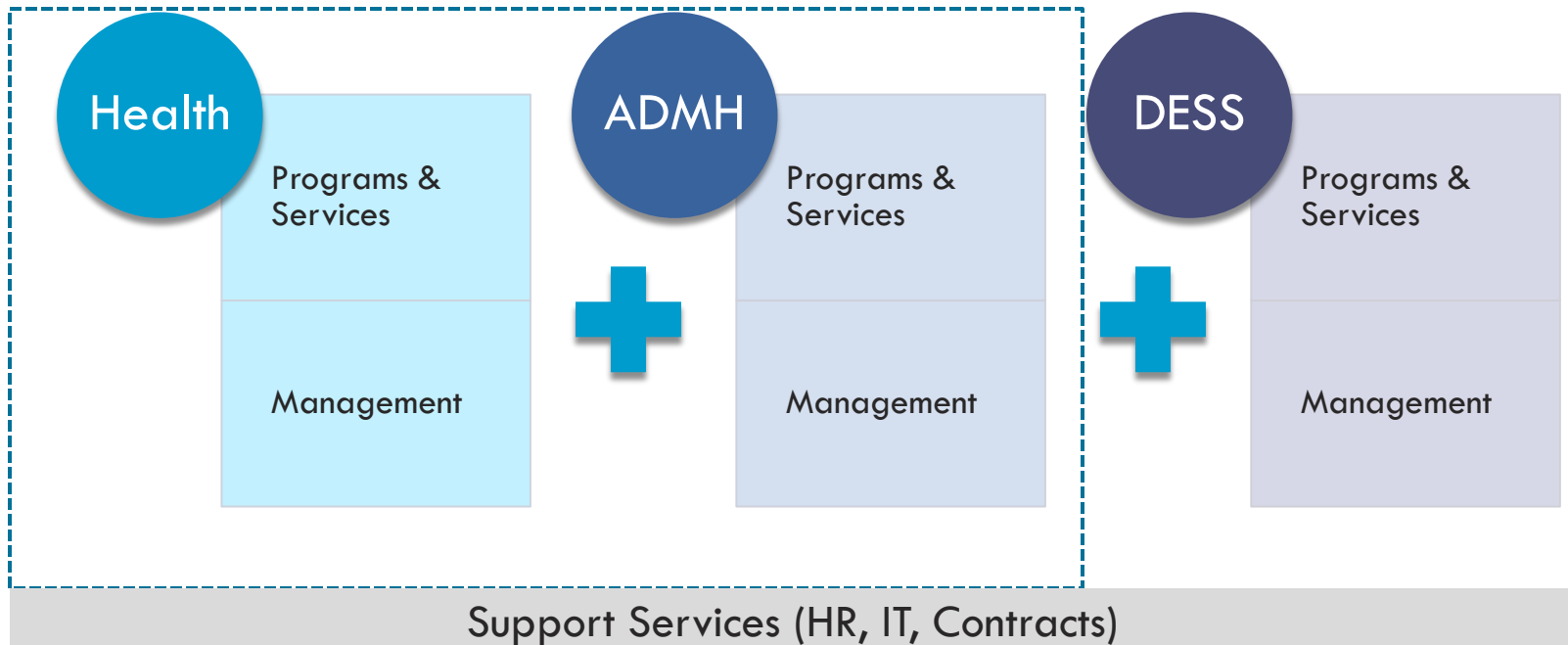
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- Integrate Health and ADMH leadership, programs and services; create more formal linkages with DESS services
  - Institute joint planning across public health, primary care, behavioral health and social services
  - Develop cross-training program to expand shared knowledge
- Build on existing co-location/service proximity to create multi-service centers organized by population served
  - Enhance collaboration by population and major service type
  - Leverage provider network to expand points of service delivery
- Merge and centralize contracting activities into one County unit
- Develop formal Fiscal, IT, and HR linkages across consolidated Health Services Department and existing DESS
- Maintain HHS Workgroup to prepare for further consolidation
  - Initiate Data Workgroup to expand data sharing while safeguarding privacy and regulatory compliance
  - Engage program management in collaboration and planning

# Phase 1 Organization

## Collaborative Health & Human Services Delivery

- Health & ADMH consolidation
- Co-location of programs and services
- Collaboration between service providers across departments/units



# Phase 2: Continue HHS Integration

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- Prioritize integration efforts to improve services according to the Triple Aim
  - ▣ Consider increasingly formalized integration between Health/ADMH and DESS
- Continue to expand multi-service centers through co-location of human services based on population
  - ▣ Emphasize early intervention across populations and services
  - ▣ Modify community-based service provider relationships to encourage service-level collaboration
  - ▣ Formalize linkages with Criminal Justice-related services based on common populations served
- Implement data integration based on recommendations from HHS Data Workgroup



Thank you

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