

# Health & Social Services Proposed Redesign



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- Integrating Services from the Customer's Perspective
  - Building Capacity within the Department to be Future Ready
  - Continuing the Journey toward a "People First" Culture

Presented to Board of Supervisors  
on March 12, 2019

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# Purpose of the Review

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- **Update the Board on continued Mission, Vision, Values work since June 2018**
  - Department Leadership Principles
  - “People First” initiative
- **Present: Future State of Health and Human Service Needs**
  - Summary of identified Best Practices: Federal, State and Local
  - Overview of stakeholder feedback and input
- **Propose Organizational Redesign for efficacy and effectiveness**
  - Review proposed changes to organizational structure
  - Pilot population-based programming



# Recent Drivers of Re-Look

## ■ **Federal, State and Local Foci**

- Federal Initiatives: Whole Family Care, Person Centered Care
- State Initiatives: Whole Person Care, Whole Child Model
- Local Initiatives: Five year fiscal forecasts, service integration assessment work with Performance Works and APHSA

## ■ **New Programs/Services Impacting Department**

- AAOA, Proposition 47, Oral Health, Whole Person Care, No Place Like Home, CCR (AB403), etc.
- Justice Involved programs-increased funding associated with Behavioral Health and Justice/Public Safety

## ■ **Staffing Patterns**

- Added approximately 18 staff last year to support increased initiatives
- Since FY 13/14, added Direct service (216.65 FTE) vs management positions (22.25 FTE) to department



# Timeline of Activities

June 2018

Presented to Board  
Mission, Vision, Values  
IHSS Grand Jury Report  
with recommendations  
for Compliance

July 2018-December  
2018

Focus Groups, Staff  
Survey, Interviews with  
Counties, Customer  
Surveys  
Consultant review and  
report for Compliance

January-February 2019

Recommendations of  
organizational structure  
Recommendations of  
future readiness  
Compliance Charter and  
MOU



# Continued Work on Mission, Vision and Values

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- **Focus Groups**
  - Conducted over 10 focus groups with staff
  - Conducted 4 focus groups with customers
- **Leadership Principles**
  - Based on employee feedback, developed H&SS Leadership Principles in compliment with County leadership
  - Managers will train and engage staff in implementation of Leadership Principles
- **"People First" Initiative**
  - Includes Customer Centric focus
  - Slogan came from staff in focus groups



# Future State of Health & Human Services

## ■ **Staff and Stakeholder Engagement**

- Approximately 30% of staff participated in online staff survey
- 568 Program Participants completed a survey of needs and feedback to the department

## ■ **Environmental Scan of Trends and Indicators**

- 34% of survey respondents identified housing as their greatest need to move to self-sufficiency
- 60% of respondents stated they would like to be simultaneously screened for multiple programs for which they are eligible

## ■ **Industry Best Practices**

- Organize by population specific services
- Develop communication protocols and work processes for implementation
- Leveraging "lessons learned" from other integrated agencies



# Assumptions in Proposed Redesign

- **Redesign will be proposed within current funding streams**
  - Intergovernmental Fund Transfer, 1991 and 2011 Realignment, and various federal & State funds will be utilized
- **H&SS redesign is positioned to:**
  - Create capacity for services and integration for people served
  - Leverage braided and blended funding as allowable per AB 2821 (Board resolution November 2018)
- **Redesign will be implemented in phases with support of Human Resources in job specification/class specifications**



# Compliance Unit Update

## ■ **June 2018**

- IHSS Grand Jury report recommended Compliance Unit be moved to Auditor Controller's Office

## ■ **September –December 2018**

- CAO/HR engaged consultant for study and review
- Recommendation is for Compliance to remain in H&SS, reassign two staff (two analysts) to administration, implement a multi-disciplinary H&SS Executive Compliance Committee and create an MOU between departments

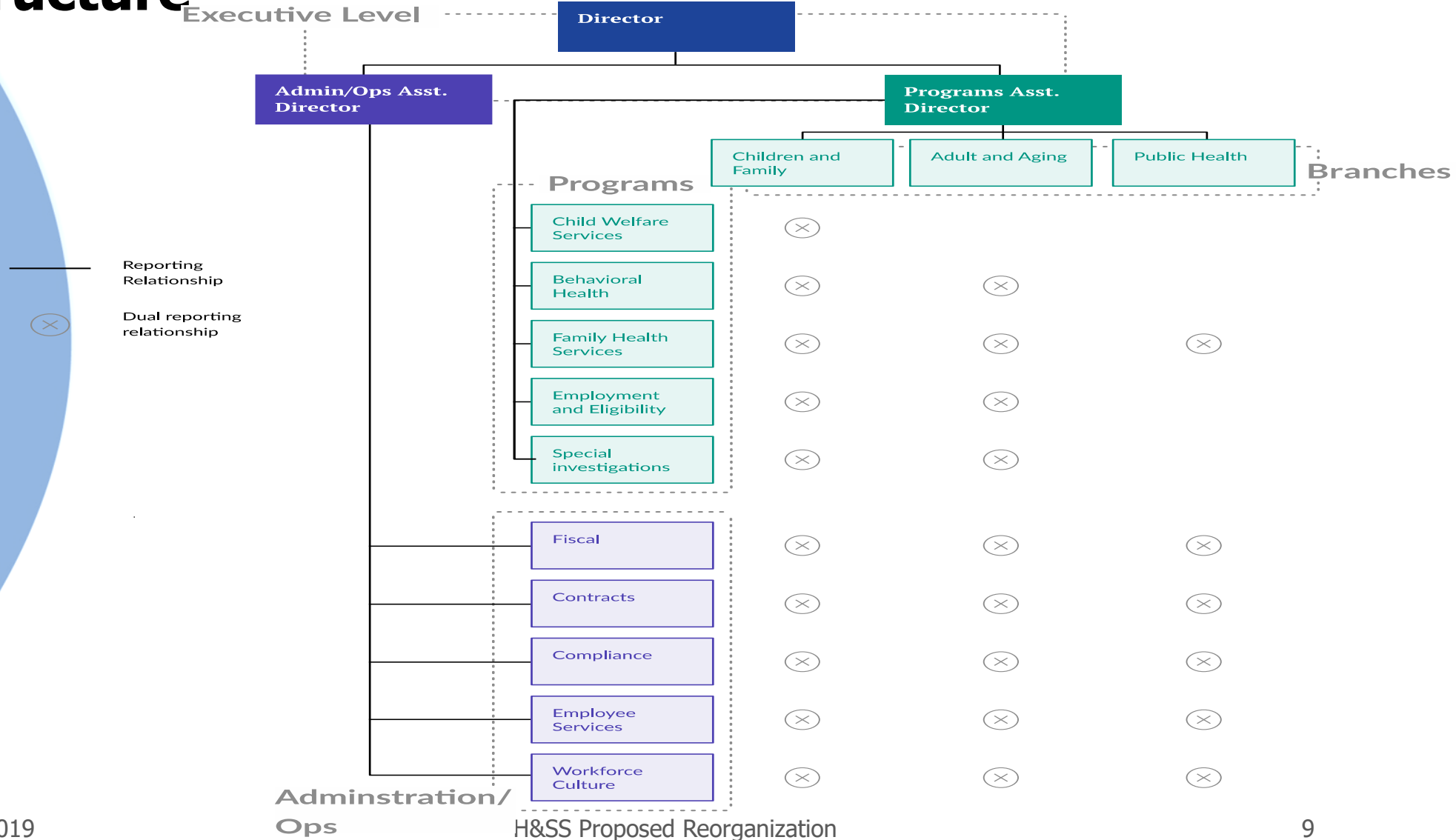
## ■ **January - March 2019**

- Developed draft Compliance Committee Charter and MOU
- Seeking Board concurrence of the changes and charter



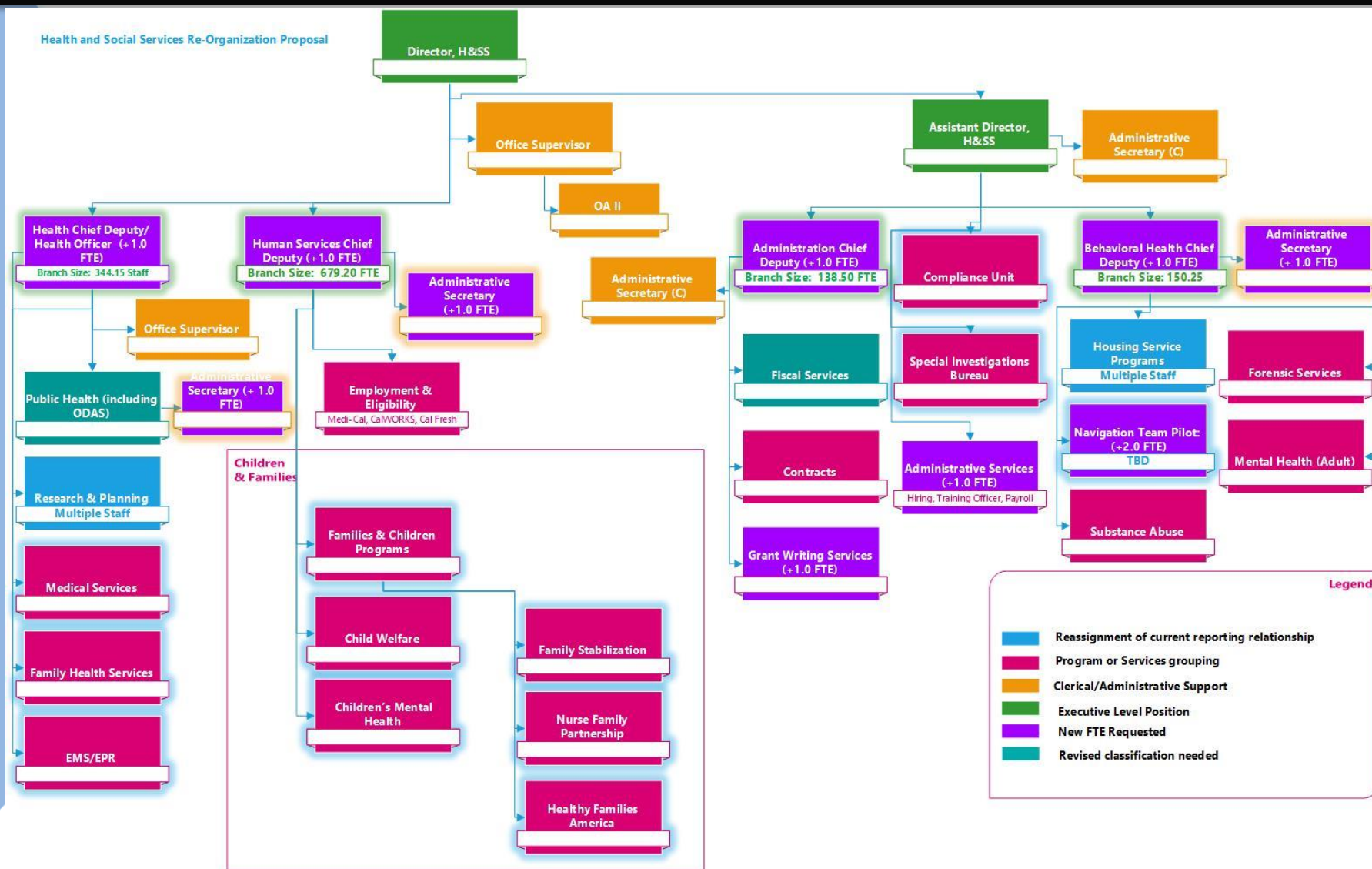


# Fully Implemented Future Ready Organizational Structure





# Proposed Organizational Structure





# Health and Social Services Requested Board Action

## ■ **Approve Proposed organizational structure**

Approve a resolution amending the List of Numbers and Classifications of Positions by adding:

- Add 4.0 FTE Chief Deputy positions (Health/Health Officer, Human Services, Administration, Behavioral Health) (TBD)
- Add 3.0 FTE Administrative Secretary
- Add 2.0 FTE Navigation Team (TBD)
- Add 1.0 FTE Administrative Services Deputy Director (TBD)
- Add 1.0 FTE Grant Writer (TBD)
- Create classification of Maternal, Child and Adolescent Health Medical Officer (TBD)
- Revise classification of Public Health Deputy Director (non-MD required) (TBD)
- Reclass 1.0 Compliance and QA Analyst to Credentialing Specialist (TBD)
- Reclass 1.0 Compliance and QA Analyst to H&SS Training Officer (TBD)
- Delete 4.0 FTE Vacant Positions (TBD by Requested Budget FY2019/20)

## ■ **Approve H&SS Compliance Recommendations**

- Approve reassignment of 2.0 FTE position
- Approve establishment of H&SS Executive Compliance Committee and charter



# Questions?