



# Solano County

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## Minutes - Draft Board of Supervisors

*Erin Hannigan (Dist. 1) Chairwoman*  
(707) 553-5363

*Monica Brown (Dist. 2), Vice-Chair*  
(707) 784-3031

*James P. Spering (Dist. 3)*  
(707) 784-6136

*John M. Vasquez (Dist. 4)*  
(707) 784-6129

*Skip Thomson (Dist. 5)*  
(707) 784-6130

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Tuesday, May 21, 2019

2:30 PM

Board of Supervisors Chambers

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### Workshop

#### CALL TO ORDER

*The Solano County Board of Supervisors met on the 21st day of May, 2019 in special session in the Board of Supervisors' Chambers at the Solano County Government Center, 675 Texas Street, Fairfield, California at 2:34 P.M. Present were Supervisors Brown, Spering, Vasquez, Thomson and Chairwoman Hannigan. Chairwoman Hannigan presided. Also present were County Administrator Birgitta E. Corsello and Assistant County Counsel Azniv Darbinian.*

#### ROLL CALL

*Erin Hannigan, Monica Brown, James P. Spering, John M. Vasquez and Skip Thomson*

#### SALUTE TO THE FLAG AND A MOMENT OF SILENCE

*This meeting of the Solano County Board of Supervisors continued with the Salute to the Flag and a Moment of Silence.*

#### REGULAR CALENDAR

1

[19-397](#)

Conduct a workshop to discuss the proposed reorganization of the Health and Social Services Department

Attachments:

[A - Mission, Values & Leadership Principles](#)

[B - Org Assessment & Design Recommendations](#)

[C - Organizational Assessment Early Findings](#)

[D - Solano Future Trends Research](#)

[E - Presentation](#)

*Director of Health and Social Services Gerald Huber provided an overview of the proposed reorganization of the Health and Social Services Department.*

*Supervisor Sperring requested that staff provide examples of individuals that the reorganization would help as they went through the presentation.*

*In response to a question from Supervisor Vasquez, Mr. Huber provided information on what would be outlined in the presentation in regard to the department's roles.*

*Supervisor Vasquez commented on the need to focus on what could be done and how to do it better.*

*Mr. Huber commented on direction to staff to be cautious about adding programs that there wasn't infrastructure for.*

*Performance Works consultant Lorre Goffigon noted that the proposed reorganization focused on how to organize the department in order to optimize services to residents and then how to prioritize things.*

*Public Health Officer Dr. Bela Matyas advised that there were many programs and services that the department was responsible for and noted that there was a need to better organize the services.*

*Supervisor Thomson commented on the need to look at efficiency between all of the different services in the community, especially for homeless individuals.*

*Ms. Goffigon and Dr. Matyas continued to provide an overview of the proposed reorganization.*

*Supervisor Vasquez asked whether employees were empowered to help direct individuals to where they needed to go.*

*Mr. Huber advised that the proposed reorganization would improve the services to clients and would create opportunities for employees to extend their influence.*

*Dr. Matyas provided examples from the Older and Disabled Adult Services (ODAS) program services regarding the ability for employees to make referrals to other services.*

*Ms. Goffigon provided information on cultural change and organizational dynamics.*

*Chairwoman Hannigan commented on the need for navigators to assist individuals with where to go and what programs they would benefit from. She noted a need for a change in culture and mindset.*

*Chairwoman Hannigan read a statement received in the clerk's inbox regarding services provided to individuals.*

*Chairwoman Hannigan commented on client appointments and asked if there were opportunities to stack appointments in the same day.*

*Dr. Matyas provided information on the department's ability to stack appointments for individuals, noting that there were barriers on stacking medical appointments due to state restrictions. He advised that work was being done to look at proposing changes to restrictions via government legislation.*

*Mr. Huber provided information on integrated systems.*

*Chairwoman Hannigan read questions received in the clerk's inbox regarding ODAS caseload and the proposed organizational chart.*

*Mr. Huber provided information on a new directive from the state regarding SSI eligible individuals receiving CalFresh.*

*In response to a question from Chairwoman Hannigan, Dr. Matyas noted that the vacancy rate of the department was between 5 - 15%.*

*Chairwoman Hannigan noted that vacancy issues were happening over all the departments and in outside agencies.*

*In response to a question from Supervisor Vasquez, Dr. Matyas noted that health clinics fell under the Health branch and provided information on services and programs provided by the clinics. He then provided information on funding for the clinics.*

*Supervisor Vasquez commented on clinics being the face of public health.*

*Chairwoman Hannigan read a statement received in the clerk's inbox regarding navigation of services provided to individuals.*

*Dr. Matyas provided information on the Navigation Team pilot program.*

*Chairwoman Hannigan read statements received in the clerk's inbox regarding the SSI Initiative and staffing changes.*

*Mr. Huber advised that staff would bring back information on the implications of the SSI Initiative.*

*Dr. Matyas provided information on staffing changes.*

*Ms. Goffigon also provided information on staffing.*

*In response to a question from Supervisor Thomson, Dr. Matyas provided information on the proposed combining of Homeless Navigators into Behavioral Health.*

*Chairwoman Hannigan commented on the employees' perspective of being able to treat the whole person and help people get to where they needed to go.*

*Supervisor Thomson commented on the value of employees, the results of a recent exit survey report and the need to identify what employees are concerned about.*

*Dr. Matyas noted that the proposed reorganization was partly based on what employees were asking for.*

*Chairwoman Hannigan commented on the importance of change, cultural and climate changes and improving moral.*

*Ms. Goffigon provided information on steps to making changes and the commitment of leadership to make those changes.*

*Dr. Matyas noted that leadership recognized the importance of being able to promote from within the department and advised that the proposed reorganization supported this.*

*Mr. Huber commented on exit interviews and noted that the department was now focusing on stay interviews.*

*Supervisor Spering commented on the current organization structure and asked if there were qualified people that could fill the top three vacancies shown. He then commented on the need to look at recruitment from within the organization and not from outside. He asked how much information from employee focus groups went into the proposed reorganization and noted that having an expert come in from out of town was an issue for morale. He then advised that the message to employees and clients should be that their quality of life and health was important. He noted concerns that this didn't seem to be woven into the proposed reorganization.*

*Mr. Huber provided information on job markets and the need to look at changing classifications and at upward mobility in career paths.*

*Supervisor Spering commented on focus group comments about employees feeling undervalued and that there appeared to be ineffective information sharing within the department. He advised that he didn't see how silos were being broken down and noted that the health of the organization was important.*

*Dr. Matyas provided examples of how the department was improving information and decision sharing.*

*Supervisor Sperring advised that the reasons why the changes were being proposed needed to be shown and that it didn't appear that there was total agreement between leadership and employees. He noted that being able to see the answer to the why things were being changed and why it was beneficial or not would have helped. He then advised that the mental and physical health of the employees needed to be addressed as well. He noted that more detail in these areas was needed and that it was concerning that the top three vacancies weren't being filled from within if there were qualified individuals. He advised that it would be helpful to have an employee present for the presentation to give their opinion or experience on the reorganization process.*

*Supervisor Vasquez commented on the need to get buy-in from employees on business plans. He then noted the need to look at what was best for the client, to knock silos down and to integrate services to improve services to clients. He then commented on the ability of leadership to empower employees.*

*Mr. Huber provided information on the need to improve culture in the department.*

*Chairwoman Hannigan commented on her experience with culture and service changes in her previous employment. She then advised that how employees wanted to be treated didn't really change and that there was a need to look at how to provide training to promote employees into management positions. She advised that the current organization structure had not provided this.*

*Supervisor Brown left the dais at 4:15 P.M.*

*Mr. Huber provided information on the current activities being done to look at filling the top three management vacancies.*

*Chairwoman Hannigan suggested taking the money that would pay an outside recruiter and investing it in methods that would allow employees to potentially promote into the positions. She advised that it was important to show the pathway of the employee and to hear stories on what the customer was experiencing from their perspective. She requested that the Board hear back from a customer's experience when the item was brought back to the Board.*

*Mr. Huber advised that staff would provide a customer's experience to the Board in the future.*

*Dr. Matyas provided information on challenges of succession planning and noted the need to look at job classifications to improve planning.*

*Mr. Huber advised that the department would return to the Board on June 4, 2019 for this item.*

*Chairwoman Hannigan read a statement received in the clerk's inbox regarding streamlining of the hiring process.*

*Mr. Huber provided information on making processes leaner and determining if there were roadblocks in the hiring process.*

*Chairwoman Hannigan commented on recruitment on social media.*

*Dr. Matyas noted that more could be done for recruitment and then commented on challenges of creating an equitable and diverse workforce.*

*Ms. Goffigon commented on organization change in general, stresses in the organization and opportunities for change. She advised that the first step was to improve quality of life and noted that the department was now working on putting the plan in place as to how to do that.*

*Supervisor Spering commented on the proposed organizational structure.*

*Mr. Huber advised that costs still needed to be determined regarding the proposed structure.*

*Supervisor Spering commented on the need to hear if there was a modest investment needed in order to make the proposed changes. He noted that a modest investment would be worth it. He then asked if current employees would have an opportunity to compete for the new full time positions.*

*Mr. Huber advised that there was already opportunities for employees to compete for the positions. He then noted that many agencies were recruiting for similar positions in management.*

*Supervisor Spering noted a need to help employees get the training or degrees they needed to promote and thanked staff for the presentation.*

*Dr. Matyas advised approximately 12 individuals in the department had achieved high level degrees recently.*

*In response to a question from Supervisor Vasquez, Ms. Goffigon commented in appreciation of the level of support from leadership and the Board.*

*Supervisor Thomson commented on succession planning and on the need to provide tools and training to employees so that they could promote.*

*Dr. Matyas noted that a high percentage of recruitments were internal only.*

*Chairwoman Hannigan read a statement received in the clerk's inbox regarding educational requirements of positions.*

*Chairwoman Hannigan commented in support of promoting from within and the need to prioritize finding ways to help employees be successful in their new roles.*

**ADJOURN:**

*This workshop of the Solano County Board of Supervisors adjourned at 4:32 P.M. Next meeting of the Solano County Board of Supervisors will be June 4, 2019 at 8:30 A.M., Board Chambers, 675 Texas Street, Fairfield, California.*

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ERIN HANNIGAN, Chairwoman  
Solano County Board of Supervisors

BIRGITTA E. CORSELLO, Clerk  
Solano County Board of Supervisors

By \_\_\_\_\_  
Jeanette Neiger, Chief Deputy Clerk