

SE MINNESOTA VOLUNTARY MULTI-COUNTY REDESIGN



THIS PLANNING GROUP INCLUDES THE FOLLOWING
COUNTIES:

Dodge

Fillmore

Freeborn

Goodhue

Houston

Mower

Olmsted

Rice

Steele

Wabasha

Waseca

Winona



Why did we choose to do this?

- ...Most important, is to improve overall services to residents of our counties**
-Awareness of current systems complexities with increased audits/risk financial penalties.**
- ...Overall Federal/State/County budget shortfalls.**
- ...One size does not fit all, we wanted to build upon the existing strengths of region.**



VISION

***Flexible partnerships providing
quality services with great
results!***



MISSION

Counties will work together to transform the delivery of social service in southeastern Minnesota by assessing and redesigning each service system to determine how counties can partner to provide optimal client service, maximize use of resources, and increase the efficiency and effectiveness of service delivery.



SYSTEM REDESIGN GOALS:

Systems will be redesigned to:

- ... Build stronger individuals, families and communities
- ... Maximize resources
- ... Simplify administrative functions
- ... Provide appropriate services that meet our clients' needs
- ... Retain local control and identity

Our redesigned systems should:

- ... Be mission/results directed
- ... Focus on what is best for clients and citizens
- ... De-centralize and empower at the client services level
- ... Be team and network driven
- ... Have accountability for results not rules.
- ... Be more flexible



S.E. MN COUNTY SOCIAL SERVICES DIRECTORS BELIEVE

- ... There will be many benefits from multi-county service collaboration and redesign
- ... Our clients and the citizens of our counties will have access to better services:
 - Financial benefits to counties
 - Opportunities
 - Improved service consistency
 - Better use of staff time
 - The potential to prove some services should be a state responsibility



CREATE OPPORTUNITIES

- ... AMC and MACCSA have developed reform and redesign proposals
- ... Minnesota has a window to create and rebuild new pathways to success for social services
- ... We have the ability
- ... We have the experience
- ... Many existing assets in region
- ... Agreements reached by twelve social services directors in southeast Minnesota



STANDARD FOR GOVERNMENT & SERVICES DELIVERY SYSTEMS

The Association of Minnesota Counties identified three fundamental standards for governments and their service delivery systems. These standards are an appropriate point of reference for a human services system redesign.

... GOVERNANCE

... TRANSPARENCY

... FLEXIBILITY



CHALLENGES & CRISIS

- ... The state-local government partnership for service delivery
- ... Pressure increases to merge social services delivery with managed health care services
- ... Increased racial and ethnic diversity
- ... Expectations for more flexible and community based service delivery



SYSTEMS REDESIGN GUIDING PRINCIPLES

- ... Consumer-centered services are at the CORE of all redesign
- ... Services will be geographically accessible (each county has service center) to all clients and will allow client choice if there is more than one service site or delivery method
- ... Whenever possible, be founded in evidenced-based or research-based best practices w/defined outcomes.
- ... Service system redesign should align activities to deliver results that benefit taxpayers, communities and clients
- ... Continue to encourage, seek, and use consumer and citizen involvement and input
- ... Meet the needs of different cultures



REDESIGN (Administrative) GUIDING PRINCIPLES

Administratively, redesigned services should:

- ... Make services as simple as possible from a client and administrative perspective
- ... Assure that services are available, accessible and affordable
- ... Seek opportunities for efficiencies
- ... Develop measurable outcomes/benchmarks
- ... Include recommendation for necessary changes in rules and laws
- ... Resolve issues related to county of financial responsibility



PLANNING ASSUMPTIONS

- ... The redesigned system can and must save money in a fair, equitable way
- ... Partnerships and collaborations are voluntary
- ... Benefits from sharing specialized staff resources
- ... Centralization of some administrative functions
- ... No one county will have the charge for providing centralized functions or leading the system redesign.
- ... Clients should be able to get services where it is most convenient for them
- ... The fiscal impact of the service system redesign is a key factor.



ISSUES TO BE ADDRESSED

During the redesign process how do we:

- ... Reassure staff and involve them in the redesign process
- ... As counties share power, authority and responsibilities
- ... Partner and retain each county's identity and authority
- ... Access and make best use of the expertise that we need
- ... Develop shared indicators of success
- ... Maintain accountability to each County Board and each county's constituencies
- ... Issue joint reporting of finances, outcomes, and program evaluations



OUR STRENGTH = BUILDING ON OUR EXPERIENCE

- ... Southeastern Minnesota counties have experience and success
- ... Focus on “back office” functions
- ... The “hub and spoke” structure for service delivery works for us
- ... Clarify the roles and seek consistency
- ... It was important to develop a plan for regular, frequent communications with all participating counties, staff, providers.
- ... It took time to develop regional relationships and agreements
- ... To be successful and obtain optimal results, counties had to take some risks and allow for some “failures”.
- ... Southeastern Minnesota County Boards and county social service agencies, at the both the administrative and staff levels, know we can make create viable collaborative efforts.
- ... We have developed improved service delivery and efficiencies through inter-county strategies.
 - This provides a solid base for taking it to the next level of innovation in inter-county initiatives for service system redesign.



Tools/Aids, etc

... So, how do we go about operationalizing all of this?



SERVICE DELIVERY REDESIGN FRAMEWORK

DIRECT CONTACT

- ... Some client services require a high level of interaction between the client and the county staff.
- ... Some are one-time or short-term services.
- ... Others may require service provision or coordination for many years.

Vs

ADMINISTRATIVE SERVICES

- ... A number of services, require only limited direct contact with clients and once services are established, are administrative in nature.

CRITERIA TO DETERMINE DELIVERY

FUNCTIONS FOR LOCAL SERVICE DELIVERY	FUNCTIONS FOR CENTRAL DELIVERY
Requires face-to-face contact with financial or social worker (high touch)	Can be administered from one (or a few) central locations (e.g. tracking, monitoring)
Requires organizing community resources “on the ground”	Requires a high degree of specialization
Requires extensive work in the client’s home environment	So infrequent it is inefficient to have expertise in every county.
Are funded primarily with local taxes	Requires high level of consistency across the state
	Serves clients across multiple counties or states
	Has limited flexibility in delivery: highly prescribed by state or federal law.

SERVICE DELIVERY OPTIONS

Who Provides:	Service Delivery Area:		
	County Delivery	Regional Delivery	Statewide Delivery
County Operates/ Provides Directly:	Financial services intake		Participation in state purchasing contracts for goods and services
County Contracts for function:		Recent Example: Regional contract manager	
Multi-County/ Region Provides:		Recent Example: CREST adult mental health services	
Multi-County Contracts with a private entity:		Potential Example: Region wide joint purchasing of goods and services	Potential Example: Region wide participation in state contracts
State operates or provides:			Potential example; Day Care licensing
State contracts with private entity:	Potential example: Adoption Services		Potential example: Adoption Services



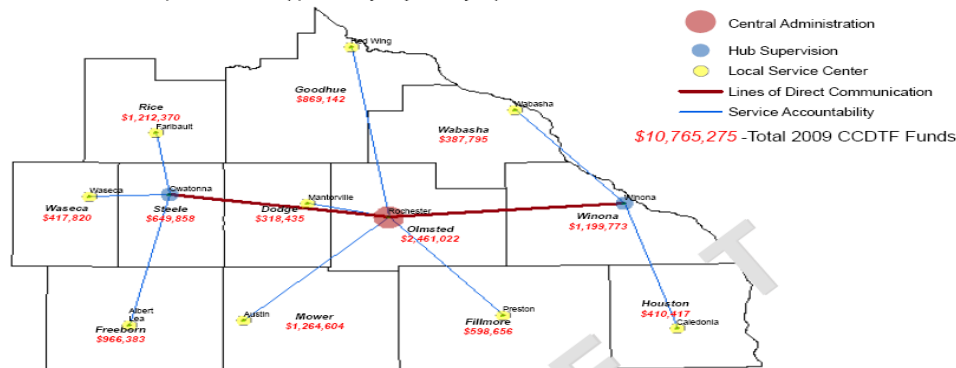
PLANNING TEAMS

- ... Regular reports and updates are expected of each team at the monthly director's meeting.
- ... Five service systems have been identified as the first redesign projects:
 1. Chemical Dependency Services
 2. Child Support Services
 3. Day Care Licensing Services
 4. Long-term Care Applications/Estate Recovery Services
 5. Mental Health Center

Hub & Spoke Example

South East Minnesota Chemical Health / Dual Recovery Results Accountability Initiative. "County Charter"

* This model has not been processed or approved by any county represented.



Outcomes:

- Increased sobriety.
- Decreased detox bed days for each county.
- Decrease in overall costs for inpatient treatment services.
- Full integration of chemical and mental health services across the region.
- Programming that is unique and yet specific to adults and youth.
- Safer communities.
- Greater return on tax dollar invested.
- Increased employment
- Increased funding flexibility for community-based services.

Opportunities:

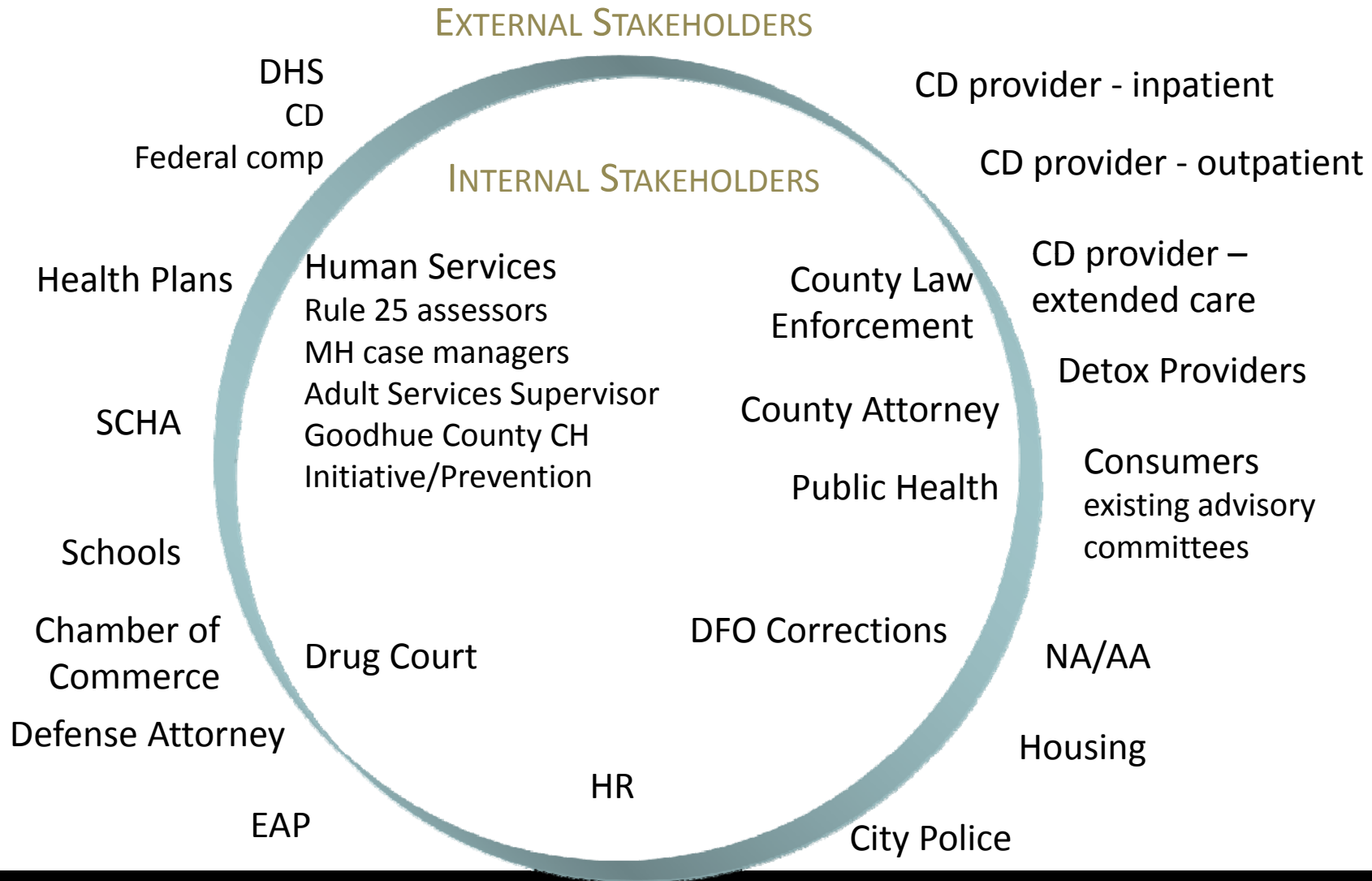
- Aligns with Governor Pawlenty's philosophy around 15 Human Service Delivery Centers Statewide.
- Aligns with AMC's County Redesign Project.
- Aligns with MACSSA's Voluntary Human Services Multi-County Collaboration.
- Aligns with MACSSA's legislative position of The State-County Results Accountability Initiative.
- Helps address the State's inability or unwillingness to rebase a 23 year old antiquated Chemical Health Maintenance Of Effort funding methodology.
- Builds upon an already successful infrastructure and integrated service delivery model within the CREST AMHI in SE Minnesota.
- Operates on evidence-based "best practices".
- Leveraging regional chemical and mental health professional resources.
- Video conference/telemedicine.
- Regional negotiation for rates/contracts with providers.
- Establish measurable and meaningful outcomes.
- Better integrate existing local chemical health centers and service across the region.
- Creates a capacity to leverage other local and regional resources through the integration of services.

Issues yet to be resolved:

- Currently do not have chemical health/dual recovery services established regionally.
- Is there adequate funding to do this, i.e. no additional state \$.
- Many unknowns around the role managed care companies will play.
- Agreed upon outcomes.
- Chemical health/dual recovery services are unique and may not follow the Crest AMHI HUB model easily.
- Variation of practice difference across region.
- Can we get adequate waivers through CCDF (state/feds) to be successful?
- We will need legislation?
- How do we best integrate comprehensively with the existing mental health delivery system (i.e. fully integrate mental health and chemical health case management duties, etc.)?



STAKEHOLDER IDENTIFICATION – CD SERVICES





CHILD CARE LICENSURE REGIONALIZATION

... Overall considerations

- Technology
- Geographic locations
- Cultural issues per county

... Identify tasks/responsibilities

- Intake calls/general information on licensure.
- Send out initial and renewal packets

... Trainings

... Specialized areas

... Background studies



CHILD CARE LICENSURE REGIONALIZATION (cont.)

- ... Re licensure:
 - Parent evaluation of provider
- ... Technology that can aid in regionalization:
 - All counties tied into a main website
 - VPC (Virtual Presence Conferencing) for orientation training
 - Standardize the orientation, SIDS/SBS and other training
 - SSIS- how to use for regionalization. Currently, some counties have all providers on SSIS and others don't. What would the overall benefit be of doing so?
 - Implement EXCEL program to maintain current attendance lists for providers
- ... Other suggestions:
 - Can the entire licensure position be regionalized?
 - Having "hubs" across the counties



ISSUES TO BE ADDRESSED

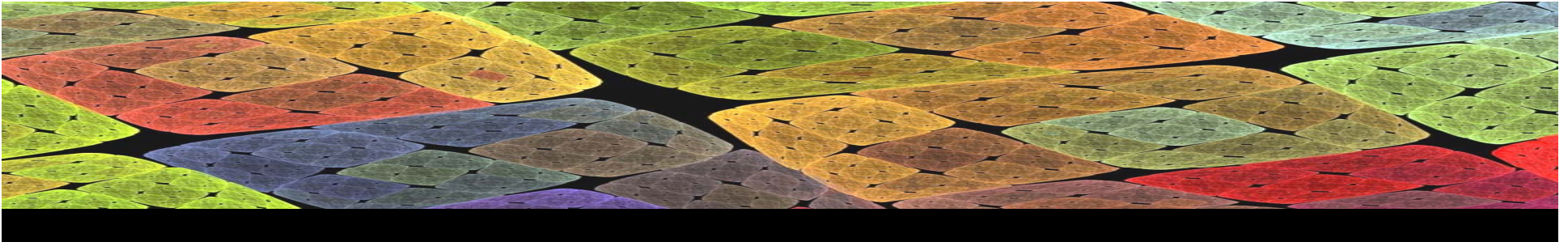
What processes will we use for decision-making regarding:

- ... Allocation of funding/historic funding methodologies with DHS
- ... Staffing, human resources, labor negotiations
- ... Administrative and support functions
- ... Resolving problems and conflicts
- ... Technology (current & future)



CONCLUSIONS

- ... S.E. Minnesota counties feel that now is an opportune time to fully embrace systems redesign opportunities for those we serve.
- ... Now that legislation is in place with sound and supporting structural language for “consumer-centered” redesign, our initiative should continue to be improved as we move forward.
- ... We look forward to working with DHS and other state departments to fully maximize this time of opportunity.
- ... We know a county-drive service delivery system is more in tuned to the local needs of consumers.
- ... None of this would have been possible without the foresight & leadership of the participating county directors.



Questions?