

DRAFT Introduction to BRTF report for review by BRTF members 2/22

As you know, the Board of Supervisors contracted with W. Brown Creative Partners (WBCP), who made 48 recommendations to strengthen Department of Health and Human Services, many of which build upon work that was already initiated by the organization.

The overall summary of the WBCP 48 recommendations include:

- Build upon the existing infrastructure while continuing to move toward a fully Integrated Health and Human Services System.
- Improve communications with staff and community partners.
- Involve staff and community partners to develop a new strategic plan and an accountability strategy.
- Review the organizational structure to become more streamlined and accountable.
- Review the relationship and processes between DHHS and the other county departments, the CAO and the Board of Supervisors.
- Develop broader fiscal oversight regarding DHHS' budget and assess the risk to programs and to the County, especially with the State and Federal government shifting accountability to the Counties.
- Continue the strategy of looking for opportunities to collaborate with local and regional partners to deliver comprehensive and accessible services to clients in rural areas.
- Continue to gather critical data but use the data in a strategic fashion and include stakeholders internally and externally.
- Continue to protect and improve services to the populations that are most vulnerable.

In January 2017, the Blue Ribbon Task Force (BRTF) had its first meeting of eight meetings over the course of 14 months. In order to address the charge given to us by the Board of Supervisors, the BRTF decided to group the recommendations together by topic in order to focus the discussions.

Recommendations were grouped as follows:

- Culture
- Hiring & Personnel
- Partnering
- Regional Participation
- Fiscal/Budget/CAO
- Mental Health
- Tribal Relationships
- Data
- Other

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The Task Force reviewed and commented on 43 of the 48 recommendations and determined in conjunction with DHHS that 5 were not applicable for example because they were already done, such as create a Blue Ribbon Task Force or required an additional working group with direct expertise or other internal county personnel.

Meeting Schedule

Below is the schedule of when each topic was reviewed:

	Date	Topic	Recommendations reviewed.
1	Jan. 12, 2017	Introduction and overview of WBCP report and the BRTF charge	
2	Feb. 28, 2017	Organizational Culture	(3) Organizational Culture (4) Branch Director Engagement during Organizational Change (7) Staff Empowerment through Collaboration, Communication and Decision-Making Processes (12) Staff Delegation, Engagement and Empowerment (13) Strengthen Communication through Staff and Community Engagement (37) New Initiatives - Develop decision making criteria for new projects and initiatives
3	March 29, 2017	Hiring and Personnel	(27) Reorganization and Staffing Changes (30) Management and Administrative Support Position Assessment (32) Payroll/Time Study (33) Time to Hire (34) Merit System and Selection Process (35) Legislative Analyst/Public Information Staff (38) Succession Planning, Hiring Practices and Training
4	May 18, 2017	Partnering and Regionalization	(22) Schools (23) Multi-service Contracts with Schools (24) Out-reach to faith-based community (42) AB109 (43) Develop Contracts with Community-based Organizations

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			<ul style="list-style-type: none"> (44)Decentralize Services (45)Regional Approach to Addressing Challenges (46)Economy of Scale and Rural Challenges (47)Decentralized Services (48)Regional policy
5	July 27, 2017	Fiscal/Budget/CAO and Mental Health	<ul style="list-style-type: none"> (8) The Board of Supervisors Should Set Budget Priorities for Realignment Funds (9) DHHS Budget Oversight (10) CAO and DHHS Staff Fiscal Management Training (14) Board and CAO relationship to the DHHS Director (31) Consolidation of IT Services (36) Budget Automation and Tracking System Mental Health (11) Mental Health Balanced Budget (21) Mental Health Services Act (MHSA)
6	Sept. 28, 2017	Data and the Misc Other recommendations	<ul style="list-style-type: none"> Data (16) Health Data and Strategic Planning (17) Health Data (19) Quality improvement (20) Monitor and Inform re: Partnership Health Plan (PHC) of California (28) Strategic Plan Development (40) Develop Action Plan to Further Integrate Services (APHSA) Other (1) Foster Care (2) Work Participation Rate (WPR) (39) Continue Integration Efforts (41) Expand Capacity
7	Nov. 30, 2017	Tribal Relationships	<ul style="list-style-type: none"> (25) Tribal Cultural Competence (26) Build tribal relationships
8	Feb. 22, 2018	Wrap up and review report to the Board of Supervisors	

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The scheduled topic was set and dates of meetings were advertised months in advance to allow concerned community members to attend meetings and give input.

Meeting Structure

Our format for the meetings was to start by having DHHS Director Beck provide the Task Force with an overview on the Department's response to each recommendation, changes that she and staff had considered in response and the status of implementing those changes.

Director Beck brought staff experts on the topics to each meeting and also invited DHHS staff that had input and concerns to attend. Director Beck would set the stage for discussion by asking key questions that she had around aspects of implementing recommendations and every member of the task force would have an opportunity to give input.

For the first few meetings, we conducted small group work, but quickly adjusted the meeting to work together to allow every member to hear input from everyone which we believe produced a more fruitful conversation and greater understanding and engagement from the public attending. After members input, we would reopen public comment to allow the public to add additional input or comment on what they heard.

We then themed the input into our agreed upon recommendations and once again sought public input on our overall product.

Additional Availability for BRTF

Beyond scheduled meetings, Director Beck met with members of the committee who had expertise on a specific topic separately to gain more insight into ways to improve services.

Director Beck also had staff respond to a memo of specific questions from a member that had first hand knowledge of programs which provided insight to all of the members of the task forces some of the complexity around implementing meaningful change in some of the most needed service areas in our community.

Report to the Board of Supervisors

Blue Ribbon Task Force was charged with reporting back to the Board of Supervisors the status of the DHHS implementation of the recommendations of the Transition Organizational Assessment Study, including:

- A synopsis of the recommendations
- Baseline data

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- Efforts DHHS is taking to implement or alter the WBCP recommendation
- Evaluation of success (data based on comparison to baseline)
- Ongoing efforts planned

Attached is a spreadsheet that provides that information.

Gratitude of the Committee

The BRFT members would like to express our sincere appreciation of the opportunity to work closely with each other and DHHS staff.

A lot of time, passion and hope for improved recruitment, retention, workplace satisfaction, interagency collaboration, and the improved health and welfare of all the people throughout our community is in this report. We look forward to a better future for all.