

Marin County Systems Integration Steering Committee

Meeting Notes

November 1, 2011 • 9:00 – 10:45
20 North San Pedro Road, San Rafael

Attendees: Mimi Griffin, Christine Brandt, Roberta English, Michelle Johnson, Joanne Bender, Larry Lanes, Marsha Grant, Benita Anthony, Chris Cline, Brian Slattery, Diane Linn, Bruce Gurganus, DJ Pierce, Rob Reinhard, Bobbe Rockoff, Julie Van Winkle, Margaret Kisliuk, Amy Rogers

1. Introductions - The group introduced themselves and their organizational affiliation. In the absence of Hutton and Steve, Chris facilitated the meeting.
2. Minutes - The minutes were approved with no changes.
3. HHS Changes – Margaret provided a brief overview of HHS Changes in terms of the re-configuring of PH, MH, and AOD under Health.
 - Margaret said HHS is not currently recruiting for Bruce's position and there is no specific timeline. This is the beginning of the process and it will take a couple of years.
 - Diane mentioned that Margaret will receive a letter from the Continuum to End Homelessness offering support.
 - Chris said that this SC is the key to integration and that this process is a big deal for us because integration is the essence of what this group is trying to do. The SC is at the leading edge of this work. Chris thinks the county has done the ground work over the past year to support this process.
 - Chris asked what the role of the SC will be in this process. She suggested that there will be internal and external stressors on this process.
 - We need to look at this integration from a client-centered point of view.
 - What is the goal of this integration? We need a starting place to begin.
 - Margaret said this is not tied to a budget reduction and the rationale was to improve client experience.
 - Chris shared San Mateo's experience because it is similar to Marin's. By the time San Mateo decided on the organizational merger, they had spent two years doing a functional integration. They had created a steering committee with a change team. They developed common features among their divisions. With a key person in leadership retiring, they were able to create a major structural merger. This was an unclear time for staff and leadership. They ended up in a logical place after some time and work.
 - Chris suggested taking the integration on as a QI process.
 - Similar to Marin, San Mateo has a robust front-line partnership. The Change Agents are rising to this position in Marin.
 - Chris suggested the first step could be creating a vision behind the change. The Steering Committee could contribute to the visioning.
 - San Mateo had already completed a universal welcoming policy.
 - Bruce mentioned that San Mateo has an organized health plan and every consumer in the system has access to healthcare. This is a key to the ultimate vision – having all three legs of the stool in place: AOD, MH, physical health. San Mateo also co-locates their behavioral health staff in the clinics.
 - What about homelessness and health in relation to the integration? Bobbe said that homelessness cuts across all areas of this work and this integration will allow us to improve our homeless services.

- In Contra Costa, they had homeless, MH, and AOD services and now these three are one branch with one administration. They are trying to figure out what their integrated product will look like.
- DJ said we should look at the integrated services that have already been developed over the past few years.
- Chris suggested that universal capability for working with complex clients is the point of our work.
- Amy asked about nicotine dependence and Chris mentioned that Alameda is moving toward universal tobacco free settings.
- Diane suggested that we have a vision, value, and common goal in addition to looking at successful models and current integration efforts. We need to be creative and innovative.
- Roberta English mentioned her anxiety regarding losing time and missing funding opportunities while we are in this process. DJ mentioned the AB109 process and other ongoing funding efforts.
- Chris said the more you represent yourself as organized and collaborative, the more fundable you become. Showing evidence of a system causes you to attract more funding. She said a responsible partnership is part of the vision as opposed to patchwork grants.
- Chris suggested that a huge part of San Mateo's process and an important aspect of our process is to think through the two roles the County has: 1) the County is the central administrative lead for running services, 2) the County is the central administrator for a huge partnership. These are separate and if you combine them, it gets muddy. San Mateo held direct operational services as an entity they would contract with. These services need to be held accountable similar to other services. This degree of separation is crucial.
- Diane asked about the most efficient way to provide services. Chris suggested that as a county administration, we ask how we hold all services to a standard of care. What is the QI framework for all services? County and CBO operated services are on par but county must separate administration from county operated services. This issue of county operated vs. contracted services is important. How do you manage this in a collective partnership?
- Chris said that in San Diego, their direct operated services were too expensive to operate and they put all services out to bid. They ended up re-contracting with themselves in many cases.
- Bruce surveyed four comparable counties (Santa Cruz, San Luis Obispo, Placer, and Merced). Marin's MH services ratio compared to contracted services was 50/50. Other counties had 70-80% county operated services.
- Some contractors will not take complex clients and this complicates contracting services. The county is the provider of last resort.
- Joanne said that it is not necessarily the extreme cases she is concerned about but that the "non-squeaky wheel folks" need support as well. Accountability and standards are needed across the continuum.
- Chris suggested that if the system deals with population outcomes, we can manage this aspect of care.
- Chris said the SC needs to decide how to inform the process.
- Brian asked about the intention behind the integration. Will it be the same folks or different people?
- Chris suggested a good faith partnership vision could be developed and she asked the group what that would look like.
- Brian said in terms of standards of care, we have done a tremendous amount of work over the last 10 years in this area.

- Chris did not suggest putting county operated services out to bid but suggested we act as if we were as a challenge.
- Chris said at this point, it is how we hold this process that matters most. It will take work, there will be fear, but it is a huge opportunity. The SC has legitimacy and is in a good position to shape this process.
- Bobbe said that the next step is for HHS to sort out the next steps.

4. Unconvention – Chris asked people who attended to share their experiences.

- Amy said it was one of the best experiences of her life. She appreciated being with so many people who are on the same page. The energy and creativity was inspirational. Experts facilitated discussions on different topics and the groups were able to share and learn together. Clients spoke about their experiences and this was moving. Amy wants to keep the energy going.
- Diane said it was an extraordinary mix of people, all working toward the same goal. She appreciated “Faces and Voices” from South Dakota as well as the SAMHSA representatives’ perspective. She enjoyed learning about the role of FQHCs in this process.
- Roberta said it was the highlight of her 20 year career in MH. She said that Chris and Ken were magical weavers of people and the break-out groups provided rich experiences. People from all over the country and internationally gathered and she felt a sense of accomplishment. She relayed the thank you from the consumers who spoke to the SC.
- Michelle said that she enjoyed connecting with other counties and learning about their work.
- Benita said connecting with her coworkers and gaining inspiration to do the work were important to her.
- Amy also wants to organize a site visit day to learn about other organizations for cross-pollination. Chris suggested finding out about San Mateo’s “Day of Partnering” as this is a great model for that work.
- Chris said she is proud of Marin’s efforts to get so many people to the Unconvention. Two hundred and fifty people attended and Marin County sent twelve in addition to other Marin CBO staff who attended.
- Chris asked how we bring this energy and enthusiasm back to our work. She said they are trying to get people connected through social networking for Change Agents. She wants more people to participate from Marin. She said the session notes are included online as well as video of the Unconvention. People also contributed to a “share bucket” and this is on the site. The Change Agent Connection link is <http://connection.ziapartners.com>
- Diane suggested bringing this energy to the SC as it becomes somewhat “flat-lined” at times.
- Mimi suggested that we should feel safe here, similar to the way participants felt at the Unconvention. Chris said she is here to create safety. It’s important for people to be able to talk about how they feel in their systems. It needs to begin to feel safe. That’s what you want staff and clients to feel. This culture is possible. It is possible to enjoy yourself.

5. Change Agents - Chris talked about today’s meeting where supervisors are invited to participate.

- Supervisors need to have a better understanding of what is happening. They may feel left out and disconnected. Today we will get their perspective. Supervisors have fear because they may not have these skills and may not know how to supervise staff who have these skills. Marsha asked if the integration process will be discussed at today’s CA meeting. Chris said she will open the conversation. We need better communication to the community. Chris said a good first step is that we need partnership style

- communication, some factual information about the decisions already made, and how we invite groups to shape the process.
- Some of the feelings expressed are 1) things have been done to you, 2) there is not good communication about the process, 3) there are half-hearted partnerships. We need to be deliberate about change for these issues.
 - Joanne asked what is top down vs. bottom up. How are decisions made?
 - Brian said there have been no invitations to provide input yet. What input can we have?
 - Chris suggested we ask what we can do now to deliberately change how we work together.
 - DJ said that the process is early and not well developed. Nothing is carved in stone at this point.
 - Bobbe said that at this point, there is an intention to integrate and make our system work in an integrated, welcoming way. We need and want input in this process.
 - Roberta said this group needs to be informed and in the loop prior to meetings so that everyone is not surprised and uninformed. People should have had some understanding of this decision.
 - Chris said she would like the group to be a nexus of design for this process.
 - She reiterated that it is a program of attraction and people will come to the table when they are ready.
 - Amy said the CA group is energetic but the numbers are dwindling.
 - Chris suggested that the CA need to feel someone has their backs.