

Marin County Systems Integration Steering Committee

Meeting Notes

August 15 2012 • 9:00 – 10:30AM

20 N San Pedro Road, San Rafael – Conference Rooms A&B

Attendees: Amy Rogers, Brian Slattery, Catherine Condon, Chris Cline, Chris Kughn, Hutton Taylor, Jim Featherstone, Joanne Bender, Ken Minkoff, Marc Hering, Margaret Kisliuk, Maritza Saucedo, Martha Nelken, Michelle Johnson, John Challis, Patty Campbell, Roberta English, Lisa Sepahi, Leah Fagundes, Sandy Kameron, Kathy Chestnut

1. Introductions – Hutton welcomed everyone and each person introduced themselves and their organizational affiliation.
2. Spreadsheet Tracking & Announcements
 - The Tracking Spreadsheet was passed around the table so that attendees could update their program/agency information.
3. Issues from Last Meeting
 - Discussion about list of meetings generated by this committee – Meetings that involve System Integration around the county have been put into a table and distributed at the meeting. Please send your updates to Kathy (if you haven't already) and we will bring this issue back to discuss at another meeting.
 - Amy expressed concern about diluting the CCISC message if too many of these meetings are combined.
 - Change Agent expressed concern about issues with the Charter Document that has been brought to this committee several times now. **All agencies have not yet really committed to the change process and action items 1-3 in the Charter.**
 - Comment that the issue is internal to each agency. Others felt that the issue needs to be prioritized within each organization and it is the Steering Committee responsibility to “nudge” agencies that could be more committed/involved in the process.
 - Marc commented that CBO contracts contain provisions about integration that they must carry out.
 - Comment – level of commitment is inconsistent within each agency.
 - The Adult Case Management team has Change Agents come to their staff meetings to assist the team with the process.
 - Margaret commented that different agencies operate on different time frames. The county doesn't want to dictate to agencies that they implement this process. There are other ways to go about getting organizations to participate. **The thing to remember is that the world is changing so quickly it is hard to keep up and we cannot control what others do. This process is not a “flavor of the month” and it will not go away.**
 - Hutton mentioned that we need a quality improvement feedback mechanism (like they use in the mental health QI department). He feels the **Continuous Quality Improvement (CQI) process needs to be owned by each agency.**
 - Comment that Change Agents may feel that progress is slow, but please realize that it is happening, but it may not be through the CQI lens.
 - Comment that process and outcomes that come through this process will look and feel different with how they are implemented in each agency, and different still from the county. How do we make them work well together and preserve agency culture?
 - Comment – maybe expectations need to be articulated clearly than they have in the past.

- Ken commented that the conversation we are having is great! And a tremendous change has taken place over the past 2 years. Not simply working on integration but we are integrating as we speak. How do we all share responsibility? We may need to re-state our values and commitment and re-frame in the present what we are all committed to do. How does this fit in contracts and agency agreements between the county and their partners?
- Comment – sometimes people in key roles aren't suited for this new reality and the new values that we are moving toward. And sometimes changes in personnel need to be considered. **Internal collaborations need to be as strong as the external collaborations.**
- Comment – CARF, The Commission on Accreditation of Rehabilitation Facilities, an international, independent, nonprofit accreditor of health and human services which focuses on quality, outcomes and results, is requiring its membership (substance use and mental health disorder treatment programs; methadone clinics; etc.) to implement these same principles.
- Chris brought the conversation back to the Change Agent request. She stated that **we need to recognize what a bold and brave thing the Change Agents have done by bringing up this subject in the Steering Committee Meeting again.** She stated that quite a few organizations get stuck in this same place. The antidote to getting unstuck is to keep honoring our values in every conversation we have. In this way it becomes real and more focused to drive the changes in practice that need to happen. These **Change Agents are members of the Steering Committee and they are front line staff – it is VERY important to really listen to what they are telling us they need. This is an opportune moment to honor their requests.** Front line staff struggle to get their message across and this is an opportunity for the Steering Committee to respond
- Change Agents would like a more defined response to the integration process – an actual document that includes exactly what we want/ hope it can look like in the future to serve clients where they are. Need concrete steps/actions that we honor and value.
- When Change Agents meet, they are trying to get to know one another. Maybe if clinical directors know what the goals & values of this process are, things can work. Some Change Agents enjoy more support than others, depending upon their agency.
- Might want to identify in each agency, the flow of information, reconnecting to values, a formal process to get the information in and out – so we can all see what's happening (feedback to each other).
- Ken commented that this conversation is actually a demonstration of integration. This is a new structure. The Steering Committee can re-state the values and commitment of this process. Saying things “clearly” is an important step in solidifying all of this. Will make it easier to bring on “new” partners like physical health and children's mental health.
- Marc restated that the **Change Agents and the Steering Committee are both asking for clear outcomes so we will know when we get to where we want to be.**
- Comment – **actual changes will occur in relationships line staff have with clients and not in having lots of meetings.**
- Roberta asked the question: Have we asked clients and family members if they feel more welcome? How do we ask the question? How do we assist clients in getting rid of the stigma they feel?
- Ken commented that as a Steering Committee we need to ask ourselves, what meetings do we want, that will benefit the process? **Start creating workgroups that support what we want to see. Each workgroup would have a time-frame and measureable goals and meetings that don't further the process should not be.**
- Chris mentioned that **a clearly written letter to all partners, asking how they feel their group is connected to the process, the intention of their group and how they see their contribution as linked to the integration process** – This exercise would assist in creating partnerships and maybe even in groups self-selecting out, what is not really needed, to facilitate the goals of the integration process. **Can also commit to not starting any new meetings/workgroups until an old one is disbanded.**

- Ken suggested that a small workgroup can get the charter simplified and framed in the new environment for this group to review. This process will assist the Service Delivery and Workforce Development Workgroups in their mission so it is aligned with our process overall.
- Change Agent commented that paperwork needs to be re-worked so that we are all operating from the same place with the same values.
- Comment – We need to **figure out what our outcomes are and how do we interweave with client stories to use to inform our process.** This work can be farmed out to sub-groups who then bring back the information to the Steering Committee.
- Jim commented that the “art of becoming” is never ending – so it is imperative that we create a structure to assist us in the process that keeps us on track with benchmarks (that we celebrate along the way).

4. Celebrating Success/ Partnering

- Kathy talked about the Adult Case Management and Center Point collaboration. She told us that staff is really excited about the pilot program. They have already identified several clients and brought them on board. Lots of cross training/learning about the two cultures (mental health & AOD). The challenge will be to keep these two staff members (John Davis & Mandy Miller) integrated into the adult case management team and not make them a team that operates independently. Although we have coexisted for years (AOD and mental health) it is amazing how much we don't know about each other's culture and language.
- Chris mentioned meeting with Patty Lyons and her team regarding the street outreach team and PES collaboration. Seem to be working well together to figure out how to do the work together. The relationship between these teams is very interesting and will be something to keep an eye on in the future.

5. Homework

- **A sub-group will look at redefining goals, mission and Charter document** and what we have already accomplished, and bring back the work at the next Steering Committee meeting. The subgroup will consist of: Hutton, Margaret, Catherine, Marc, Ken, one Change Agent (to be named later). **The meeting has been scheduled for Friday August 31, 2012 from 3-4PM.**

6. Adjourn

NEXT MEETING: Please note MEETING DAY AND TIME

WEDNESDAY September 26, 2012

10:00-11:30AM

20 N. San Pedro Road, upstairs in conference rooms A&B.