

Lessons From Across the Country

Improving Human Services Delivery



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Human Services in Connecticut

5 Primary Agencies

- Department of Social Services (DSS)
 - Department of Mental Health and Addiction Services (DMHAS)
 - Department of Children and Families (DCF)
 - Department of Developmental Services (DDS)
 - Department of Public Health (DPH)
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- Total Budget (2007-2008): \$7,717,282,633
 - Total Staff (as of June 30, 2008): 14,405
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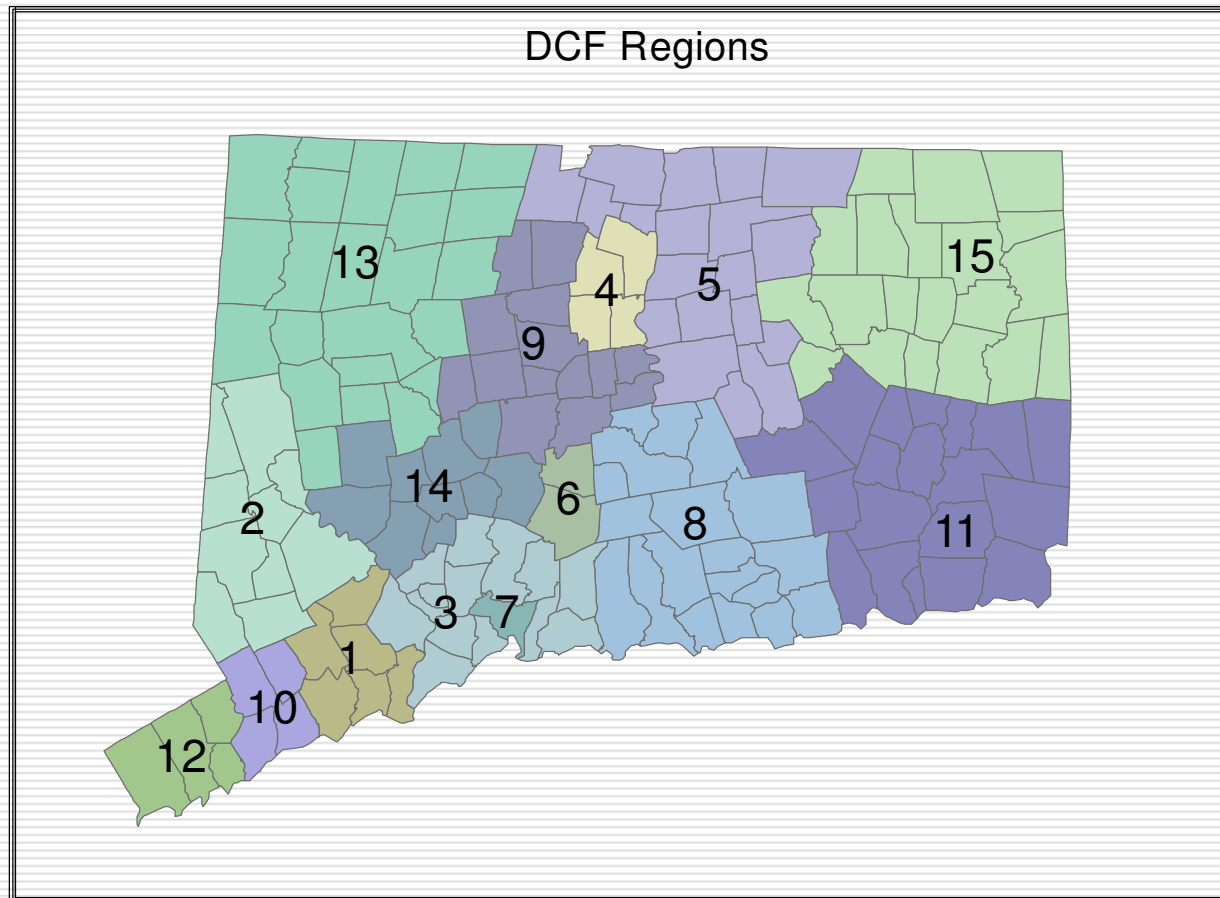
Human Services in Connecticut

- ❑ Children, their families, and their caregivers receive services from all 5 agencies
 - ❑ OCA, consistent with its statutory mandate to evaluate the delivery of services to children, has examined inter- and intra-agency collaboration
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Regions: DCF

- ❑ 15 area offices
 - ❑ Plus central office and a satellite office for special investigations, audit unit, revenue enhancement and unified school district II
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Regions: DCF



Map Courtesy of CT Voices For Children

Regions: DSS

- 3 Regions
 - Northern
 - Southern
 - Western
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Regions: DDS

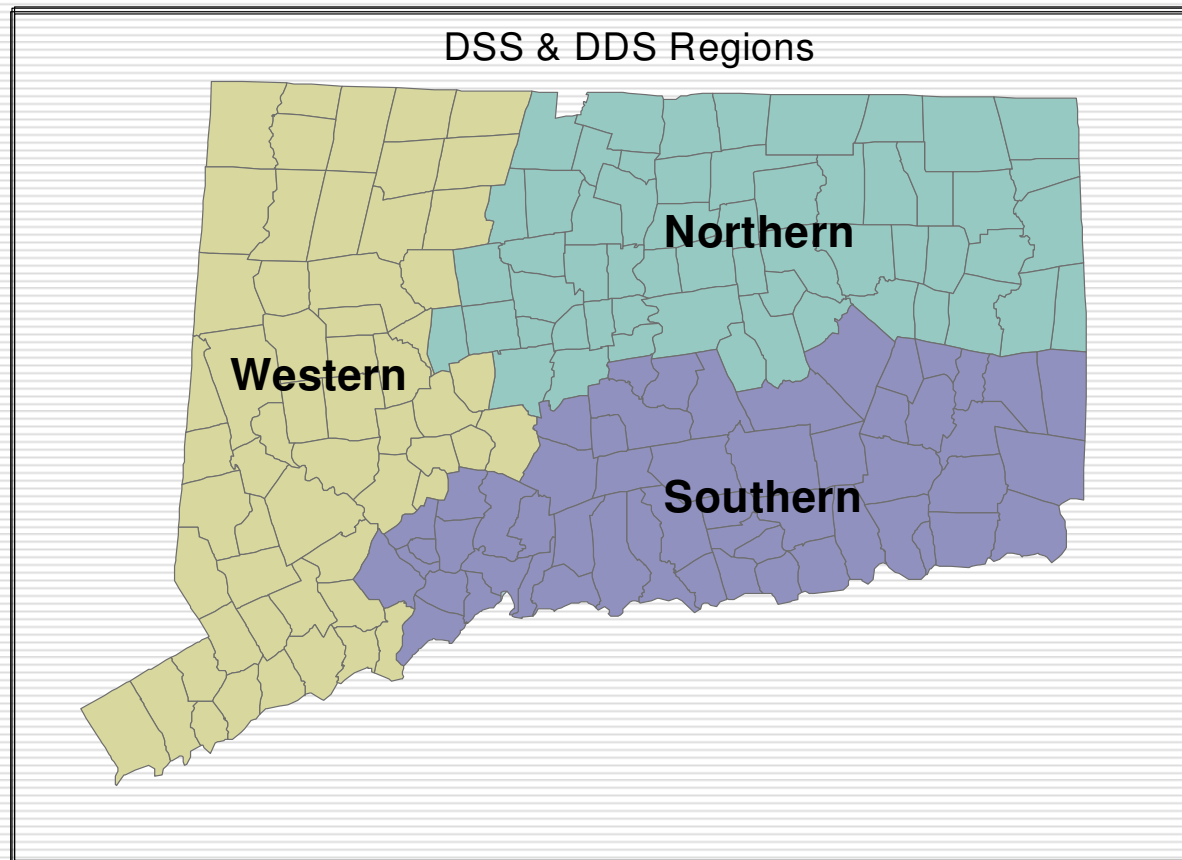
- 3 Regions

- North

- South

- West

Regions: DSS & DDS

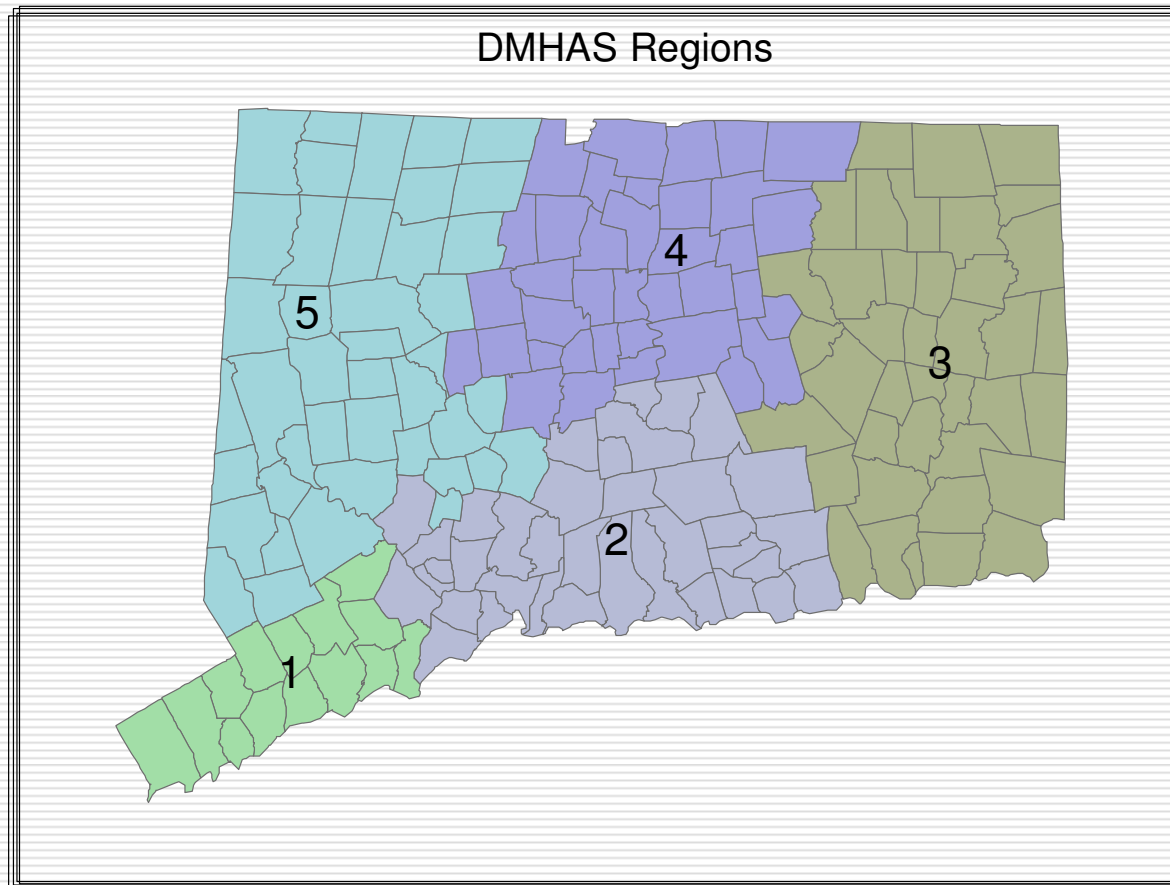


Map Courtesy of CT Voices For Children

Regions: DMHAS

- 5 regions
 - Region One
 - Region Two
 - Region Three
 - Region Four
 - Region Five
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Regions: DMHAS

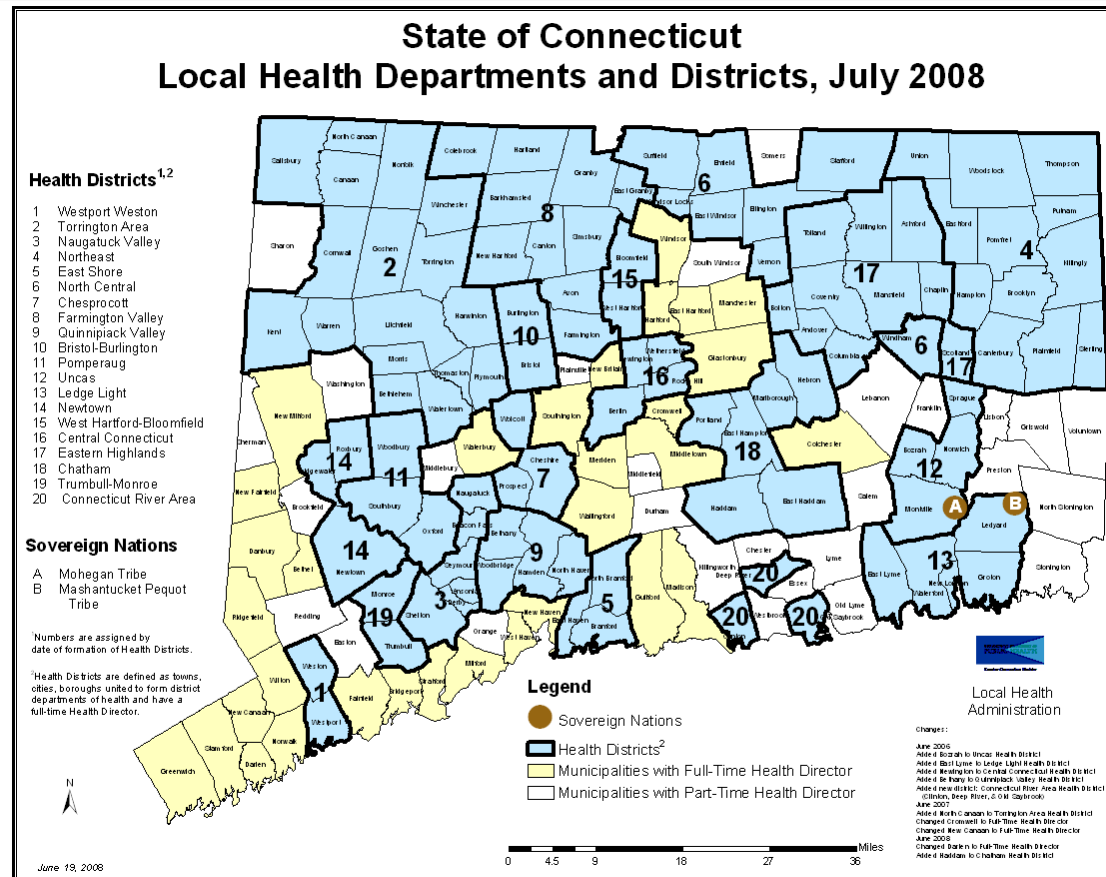


Map Courtesy of CT Voices For Children

Regions: DPH

- DPH includes the central office and the local health administration branch (LHAB)
 - 80 LHAB (including 32 municipalities and 20 health districts)
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Regions: DPH



See Department of Public Health at https://www.han.ct.gov/local_health/images/LocalHealthMap.gif

Similar Internal Support Functions

- Administrative Hearings
 - Communications
 - Fiscal Analysis
 - Human Resources
 - Information Technology
 - Legal Affairs
 - Licensing
 - Ombudsman
 - Public Relations/Communications/Government Affairs
 - Quality Management
 - Rate Setting and Rate Enhancement
 - Research
 - Strategic Planning
 - Training
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Similar Services Delivered

- Addiction Services
 - Early Childhood
 - Entitlements
 - Housing
 - Prevention
 - Mental Health
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Administrative Costs

- ❑ Activities Defined as Administrative Costs Vary Across Federal and State Programs and Funding Streams
 - ❑ Administrative Costs Subject to Various Funding Rules
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What Does it Mean for Consumers?

- Numerous Doors for Eligibility Determination
 - Different Regions for Different Agencies
 - Different Offices Within Regions
 - Potential for Duplicative and Conflicting Compliance for Services
 - Multiple Caseworkers
 - Multiple Chains of Command
 - Multiple Problem Resolution Processes
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What Does it Mean for Taxpayers?

- ❑ Inadequate Accountability and Transparency for State Dollars Spent
 - ❑ Inefficient Use of State Funds
 - ❑ Most Vulnerable Citizens May Experience Difficulty Accessing Needed Services
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Lessons From Across the Country

What Can Connecticut Learn From Other Efforts to Improve Human Services Delivery?

Lessons From Across The Country

- Success Requires:
 - Strong and Visible Executive Leadership
 - Money to Invest
 - Data Collection and Analysis
 - Technology Integration
 - Retraining and Cross-training
 - Measurable Outcomes Tied to Budgeting
 - Time (3-5 years minimum)

See David Osborne, *The Reinventor's Fieldbook: Tools for Transforming Your Government* (2000); David Osborne, *Banishing Bureaucracy: The Five Strategies For Reinventing Government* (1997); Stewards of Change, Inc., *Building an Interoperable Human Services System* (2008)

Case Study: Allegheny County Department of Human Services

- Transformation of a widely criticized system of siloed services into a single Department of Human Services based on innovative business concepts and integrated technology
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Case Study: Allegheny County Department of Human Services

- Over a Decade of Transformation 1996-Present
 - Catalyst for Change:
 - Child fatality and chronic systemic failure of the Department of Children and Youth Services (CYS)
 - Acknowledged lack of coordination among human services agencies
 - A vision to streamline county government
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Case Study: Allegheny County Department of Human Services

□ Leadership at All Levels

- Independent Blue Ribbon Commission created by county Board of Commissioners with leaders from academia, business, philanthropy, and the judiciary
 - National search launched immediately after resignation of CYS Director in early 1995 to “overhaul the agency”
 - Blue Ribbon Commission created roadmap to guide reform at CYS and a roadmap to create a new integrated Department of Human Services (DHS)
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Case Study: Allegheny County Department of Human Services

- Transformed from six County Departments into five DHS program offices
 - Area Agency on Aging
 - Office of Behavioral Health
 - Office of Children, Youth and Families
 - Office of Community Services
 - Office of Mental Retardation/Developmental Disabilities
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Case Study: Allegheny County Department of Human Services

- Consolidated Internal Support (“Back Office”) Functions
 - Office of Administration
 - Office of Community Relations
 - Office of Policy, Information, Planning, Evaluation and Research
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Case Study: Allegheny County Department of Human Services

□ New Leadership at CY5 and DHS

- Convened stakeholders including consumers, foundations, universities, business leaders, and providers
 - Elicited funding and in-kind supports from local philanthropic, business, and academic communities
 - CY5 shifted focus to family preservation and unification, allowing reallocation of resources to prevention
 - DHS enhanced revenue by pursuing uncapped federal entitlements
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Case Study: Allegheny County Department of Human Services

- New Leadership at CYS and DHS
 - Integrated data through the creation of Data Warehouse
 - Central repository of human services data to support clinical and policy decision-making
 - Information sharing
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Concepts from Stewards of Change, Inc.

- National consulting group that studies the integration of human services delivery and assists states with integration initiatives to improve the outcomes of the children and families they serve

Stewards of Change, Inc. www.stewardsofchange.org

Stewards of Change

□ Core principles:

- Interoptimability: The Vision
- Interoperability: The Technology to Facilitate and Support the Vision

Stewards of Change, Inc. www.stewardsofchange.org

InterOptimability

- ❑ Creating a Consumer-Centric Focus
- ❑ Bridging and Integrating Service Silos
- ❑ Managing Confidentiality
- ❑ Restructuring Workforce and Training
- ❑ Interoperable Technology Framework

Stewards of Change, Inc. www.stewardsofchange.org

Interoperability

- ❑ Using information technology (IT) across human services systems to share and use information to improve efficiency of multiple systems and outcomes for children and families
- ❑ Breaking down social service system silos
- ❑ Eliminating duplication of services and staff
- ❑ Increasing coordination among human services agencies to increase access to services and maximize taxpayer dollars

Stewards of Change, Inc. www.stewardsofchange.org

Next Steps for Connecticut

- Identify cost neutral or cost saving actions that can set the groundwork for transforming human services delivery
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Next Steps

- Develop Partnerships to Set a Vision and Support Transformation
 - Academia
 - Business Community
 - Judicial
 - Key Constituencies
 - Consumers
 - Providers
 - Advocates
 - Law Enforcement
 - Philanthropic Community
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Next Steps

- Develop population-based outcome measures for which the human services agencies are jointly responsible
 - <http://benchmarks.oregon.gov/default.aspx>
 - http://www.resultsiowa.org/departments_performance.html
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Next Steps

- ❑ Consolidate Internal Support (“Back Office”) Functions
 - Administrative Hearings
 - Communications
 - Fiscal
 - Human Resources
 - Information Technology
 - Legal Affairs
 - Licensing
 - Ombudsman
 - Public Relations/Communications/Government Affairs
 - Quality Management
 - Training
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Next Steps

- Create a single point of entry or no wrong door system for eligibility determination and information about available services
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Next Steps

- ❑ Maximize federal revenues
 - ❑ Encourage agencies to save money by allowing them to reinvest all or a percentage of the savings to sustain or expand programs/direct services
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Next Steps

□ De-layer Management

- Identify layers that can be reduced or eliminated without impacting services
 - Increase supervisor to staff ratios where possible while ensuring best practice for service delivery
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CONCLUSION

- Accessing Resources for Connecticut
 - Connecticut Consumers, Providers, Advocates, and Leaders in Business, Academia, and Philanthropy
 - Stewards of Change, Inc.
 - Marc Cherna, Allegheny County
 - Casey Family Programs
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