

Integrated Service Delivery Update

Board of County Commissioners Work Session

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Purpose

1. Update on Integrated Service Delivery Progress.
2. Early awareness of a near-term opportunity to assess an Enabling Technology for Integrated Service Delivery (case management platform for Aging & Adult Services).

Progress Update

- August 9, 2022 – Integrated Services Community Design Workshop with over forty (40) internal and community stakeholders.
- August 18, 2022 – Initial presentation and review of local and national initiatives at Board Work Session.
- **October 6, 2022 – Board action to allocate \$10 million.**
- January 2023 – Preliminary draft of Integrated Service Delivery Plan including current and desired service delivery landscape.

- **February 2023** – Board action to reallocate two (2) temporary ARPA funded positions to permanent positions utilizing \$10 million allocation.
- April 2023 – Engaged [Actionable Intelligence for Social Policy \(AISP\)](#) consultative partner for planning & recruitment assistance.
- May 2023 – Director of Integrated Services job classification created, recruitment plan finalized, and first-year goals drafted.
- **June 2023** – Two (2) temporary ARPA funded positions reallocated, and one (1) new position adopted with FY24 Budget utilizing \$10 million allocation (Data Integration Coordinators).

- Director of Integrated Services recruitment still active and ongoing.
- Three (3) Data Integration Coordinator positions filled pending final start dates.
- Central data warehouse pilot, testing, and dashboard integration in process.
- Five (5) internal performance dashboards in production and seven (7) others in development/testing (EMS, Animal Services, Law Enforcement, Tax, Budget/Finance, Human Resources, ARPA, and Social Services).

Enabling Technology Assessment Opportunity

Integrated Service Delivery Defined

Integrated Service Delivery involves cross-departmental and cross-organizational partnerships focused on the following objectives:

- **Improving the health, well-being, resiliency, and self-sufficiency** of the County's **most vulnerable residents**.
- Developing and implementing a plan to **coordinate services and reduce duplication of services**.
- **Improving our system of referrals**, access, and sustained engagement with clients.
- **Analyzing the County's highest service utilizers** and developing **strategies and policies for improved efficiency, higher quality utilization, and better outcomes**.
- Developing the necessary **technology infrastructure to share data across departments and organizations** to support care coordination more effectively between departments and organizations.

Integrated Multi-Disciplinary Team (IMDT) Cohorts

IMDTs should consist of case managers, treatment providers, and support staff who provide case management and related services to cohorts of priority populations. The IMDT should include both a core group of subject matter specialists who meet regularly to support overall goals and care coordination teams that provide case management to specific cohorts.

Enabling Technology

Enabling technology are systems and tools that assist the IMDTs to effectively coordinate care for shared populations. Enabling technology needs include the need to share client data across agencies and break down organizational silos, provide a one-stop, no-wrong-door access to services for clients, and provide “safe harbor” interaction for clients with “mentors” or “peers” to support and guide them through the complex and intimidating maze of services and requirements.

- Immediate need to replace end-of-life case management software for Social Services within the Aging & Adult Services division.
- Aging & Adult Services covers Adult Protective Services, Adult Guardianship, Special Assistance In-Home Care, Special Assistance In-Home Aide, Social Security Representative Payee, Adult Care Home Placements, Adult Foster Care Placements, Adult Day Care Services, and Indigent Burial.

Request for Proposals (RFP) collaboratively designed and released to address all the immediate needs for Aging & Adult Services AND long-term Integrated Services goals for the County including:

- Cross-department and cross-organizational wholistic case management.
- Cross-department and cross-organizational data sharing.
- More seamless referrals for services across departments and organizations.
- Simplified universal intake and resident self-service.
- Enhanced data security and privacy.

- Twelve (12) RFP responses with varying levels of responsiveness to both our immediate and long-term needs.
- Three (3) responses determined to be fully responsive across twenty-seven (27) different program and IT requirements.
- Nearing completion of review, recommendation to award, and Board contract presentation for consideration.

- Integrations with State mandated systems and required software systems for evidenced-based programs (i.e. Family Connects).
- County Department Integrations & Extensions: EMS, Family Justice, Behavioral Health
- Universal Intake and more seamless services referrals.
- Resident Self-Service.
- System agnostic integrations with community service providers: Senior Resources, Adult Day Care Providers, Substance Abuse Treatment Providers, Mental & Behavioral Health Providers, and Housing Providers.

Broader Context

Integrated Service Delivery involves cross-departmental and cross-organizational partnerships focused on the following objectives:

- **Improving the health, well-being, resiliency, and self-sufficiency** of the County's most vulnerable residents.
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- Vulnerable populations are individuals who are at **greater risk of poor physical and social health status**. They are considered vulnerable because of **disparities in physical, economic, and social health status** when compared with other populations in the community.*
- Vulnerable populations may be **less able to anticipate, cope with, resist, or recover from the impacts of a hazard**.*
- Terminology Shift: **Priority Population**

*Citation: Rukmana, D. (2014). *Vulnerable Populations*. In: Michalos, A.C. (eds) *Encyclopedia of Quality of Life and Well-Being Research*. Springer, Dordrecht. https://doi.org/10.1007/978-94-007-0753-5_3184



IMDT Cohorts Include Priority Populations like:

- Person who was formerly incarcerated
- Person on parole or probation
- Person with a disability
- Person with substance use disorder
- Older Adults
- Person who is medically underserved*
- Person experiencing homelessness
- Person experiencing poverty
- Person with a mental illness

Aging & Adult Services includes people in all these Priority Population categories.

**Underserved relates to limited access to services that are accessible, acceptable, and affordable*

Impact & Costs

- Provides a mechanism to address immediate case management need for Aging & Adult Services.
- Allows for a lower risk mechanism to evaluate Enabling Technology for broader Integrated Service Delivery future adoption.
- Significant alignment with Priority Population categories for future IMDT Cohort consideration.

Projected Costs

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Description	FY24	FY25	FY26	FY27	FY28	Total
Two (2) Integrated Services Positions	\$53,671	\$337,432	\$353,637	\$370,685	\$388,555	\$1,503,980
Three (3) Data Integration Coordinator Positions	\$70,579	\$443,479	\$464,526	\$486,667	\$510,128	\$1,975,379
AISP Consultative Partner	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$150,000
Aging & Adult Services Case Management	\$400,000	\$230,000	\$230,000	\$230,000	\$230,000	\$1,320,000
Possible State Reimbursement	(\$140,000)	(\$80,500)	(\$80,500)	(\$80,500)	(\$80,500)	(\$462,000)
Estimated County Core Data Infrastructure Investments	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$1,500,000
Total	\$714,250	\$1,260,411	\$1,297,663	\$1,336,852	\$1,378,183	\$5,987,359

Original Allocation	\$10,000,000
Allocation Remaining	\$4,012,641



Next Steps



Most Immediate (1-2 Months)

- Finalize Aging & Adult Services case management system contract for Board consideration.

Intermediate (2-12 Months)

- Implement case management system for Aging & Adult Services and evaluate alignment as broader Enabling Technology.
- Hire and onboard Integrated Service Delivery positions.
- Begin more formal use case and IMDT cohort identification along with Enabling Technology assessment.

Long-Term (12-36 Months)

- Prioritize IMDT Cohorts potentially leveraging Enabling Technology.
- Consider expansion of Enabling Technology for other areas of need.

Questions & Conversation

