

# STRATEGIC PLANNING SERVICES FOR GUILFORD COUNTY HUMAN SERVICES



**CCR**  
CONSULTING

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Executive Summary

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## EXECUTIVE SUMMARY

Guilford County seeks to undertake a cohesive, integrated strategic planning effort within its health and human services spectrum to address health disparities, promote resiliency and sustainability, standardize service delivery, maximize response and recovery opportunities, and align board oversight structures to ensure an effective community voice. The County intends its strategic alignment efforts between medical, case management and behavioral health service lines to improve the human condition through whole-person care.

CCR understands that Guilford County intends to have three end results coming out of an integrated strategic planning process: a strategic direction for both Public Health and DSS as a consolidated agency; an Opioid Settlement work plan developed through an inclusive, community engagement process; and a process to bring together behavioral health stakeholders to create appropriate performance measures.

CCR believes that its proven strategic planning process and subject matter expertise would benefit Guilford County. CCR only employs senior-level consultants, most of whom have advanced degrees and 30+ years of expertise in North Carolina health and human services policy development, innovation, and implementation, preparation of Medicaid clinical coverage policies and service definitions, behavioral health and human services finance expertise, and executive and clinical management in physical and behavioral healthcare delivery. Many of its proposed team members have served in the highest leadership positions within NC-DHHS.

CCR realizes that the successful execution and implementation of a meaningful strategic planning process hinges on extensive participation and ownership by County leadership and departmental managerial and line staff. Active community partnership and stakeholder engagement must drive service priorities, service access, and service availability.

CCR recommends that one of the first steps in the strategic planning process is a community asset mapping exercise to document Guilford County's existing community resources, identify gaps in needed services and develop recommendations for their provision, strengthen relationships within the community of agencies providing social, behavioral, and health services, and engage a constructive community voice to guide service priorities and access to care. Asset mapping will be conducted by identifying services being offered in the community through for-profit and non-profit agencies and will be depicted visually. CCR has used this approach successfully in its previous work with North Carolina public and non-profit agencies.

CCR recognizes that the County's RFP general conditions responses call for overlapping processes in asset mapping and gap analyses, workflow assessments, and the gathering and validating of county and stakeholder perspectives and their recommendations for improvement. It is CCR's intent to combine these activities across the general conditions where appropriate, through an integrated project plan built in consultation with County expertise. CCR also recognizes that certain general conditions may require more concrete conversations and engagement processes that are specific to the task at hand, in order to pinpoint detailed service gaps and workable recommendations for service provision. These too will be incorporated into the comprehensive project plan in consultation with County leadership.

Specific activities within the strategic planning process will include:

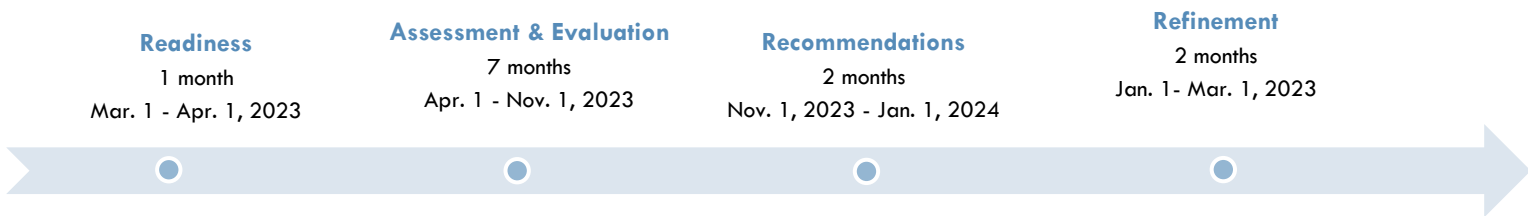
- Assess current state of readiness with leadership to align strategic planning process with preferred goals.
- Review with key County leadership the purpose, functions, and timelines of the three integrated strategic goal initiatives.
- Identify overlapping priorities, processes, staff responsibilities, and citizen engagement within the integrated plan.
- Develop a message from County leadership to define the strategic planning work to be accomplished and to stress its importance to drive client responsiveness and coordinated service delivery.
- Organize strengths/weaknesses/opportunities/threats analyses to engage County leadership and program level staff to document perspectives on essential service gaps, ongoing county concerns, and past efforts to ameliorate service disconnects.
- Conduct an asset mapping analysis to identify the current services being offered within the county programs and assess alignment with whole person care. Analyze results of asset mapping and incorporate the services and gaps as needed into the plan design.
- Initiate walk-through of HHS facilities and locations to identify workflow bottlenecks, facility challenges, and opportunities for quick efficiency improvements.
- Develop engagement plan to involve a wide array of local stakeholders such as providers, individuals served, health systems, and other community agencies to identify and validate service gaps, identify workable opportunities to fill gaps in existing programs, and align community strategies through strengthened partnerships.
- Conduct a high-level review of budget to ascertain spending priorities and opportunities for enhanced intergovernmental reimbursement.
- Conduct high-level review of program data metrics to ascertain service priorities and opportunities for enhanced program performance.
- Conduct literature review of appropriate evidenced-based practices and key performance and outcome indicators for the programs of interest, specifically those that aim toward sustainability for the County programs and improved health outcomes for those served.

CCR has established a practiced methodology to guide project management and has adopted a formal project management tracking tool to ensure project progress and success. CCR will provide leadership and technical expertise for this contract to study, complete project plans, perform data analysis, and complete all deliverables.

- A detailed work plan will be developed to describe each task and labor resources needed to complete the work and will delineate each task with beginning and ending dates and responsible persons.
- Results of any environmental scans that currently exist and are relevant to the current work (health assessments, audits, performance agreements, Program Monitoring, and other reviews) will be analyzed and incorporated as needed into the plan design.
- A listing, with definitions and data sources, of any environmental or operating factors that have potential to influence performance across different programs will be developed and presented as part of the study. Examples include any identified considerations due to multiple locations and/or external processes impacting program needs. While these observations are out of scope, they will be documented for leadership consideration.

- All data sources used will be identified and validated as best available and most appropriate. CCR will follow strict guidelines for confidentiality and protection of personally identifiable information.
- Throughout the project, federal, state, and community opportunities to pilot, demonstrate or initiate new services, programs or work efforts will be evaluated and shared for relevance relative to this strategic work and implementation consideration.
- A communications strategy will be proposed to provide project updates as determined appropriate and beneficial.
- Interim reports, providing both analysis and recommendations, will be prepared and delivered to the Assistant County Manager and designated County staff for their review and consideration in accordance with the goals of this project.
- A final report which summarizes the findings, recommendations, and implementation strategies within each study component will be prepared and delivered to the Assistant County Manager and designated County staff for their review and consideration.

CCR recommends that the project officially commence on March 1, 2023, to enable sufficient program evaluation progress and recommendations for improvement to inform the 2024 county budget cycle.



Any expenses incurred for reasonable and necessary travel, meeting expenses, or other out-of-pocket costs incurred will be billed each month in addition to the established fees for the project. Any mileage expense will be charged at the mileage rate established by the Internal Revenue Service. Copies of all receipts, invoices or other documentation will be submitted monthly, as part of the invoice for expenses.

**In Closing**

CCR is excited to be considered a partner with Guilford County to effectuate a successful health and human services strategic planning process centered on whole person care and coordinated service delivery. We deem it important work and, moreover, enjoyable and personally rewarding. We are hopeful that the proposed scope of work presented herein reflects Guilford County’s strong commitment to driving excellent customer service. We welcome any county recommendations to modify the scope, activities, or timelines outlined in this proposal to better align with current county priorities and programmatic needs. At CCR, we pride ourselves on flexibility in project design and execution, and believe an integrated approach tied closely with agency leadership and project sponsorship helps ensure successful adoption and implementation of service and organizational improvements delivering agency benefits for years to come.