

How Counties Are Transforming Human Services Delivery Systems

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Today's Speakers



VIVIAN DEMIAN

Executive Director, Healthcare, Government and Infrastructure Solutions, Management Consulting at KPMG



BARBIE ROBINSON, MPP, JD, CHC

Executive Director for Harris County Public Health (HCPH), Harris County, Texas

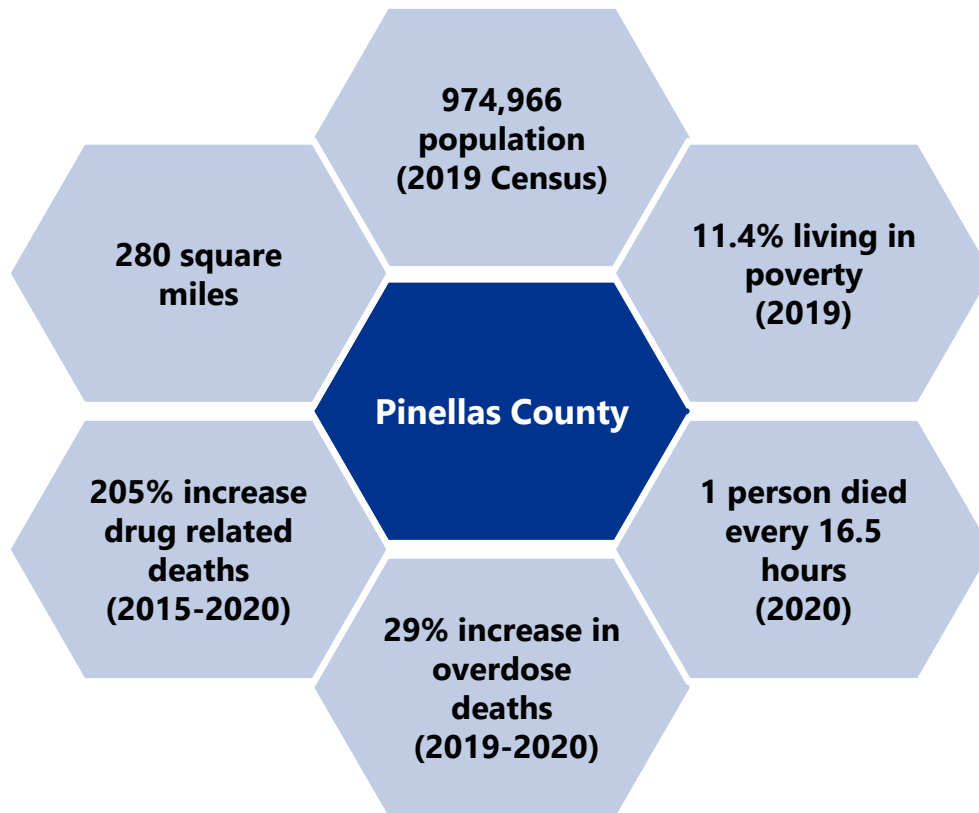


KAREN BLACK YATCHUM

Human Services Director, Pinellas County Human Services, Pinellas County, Fla



The Challenge



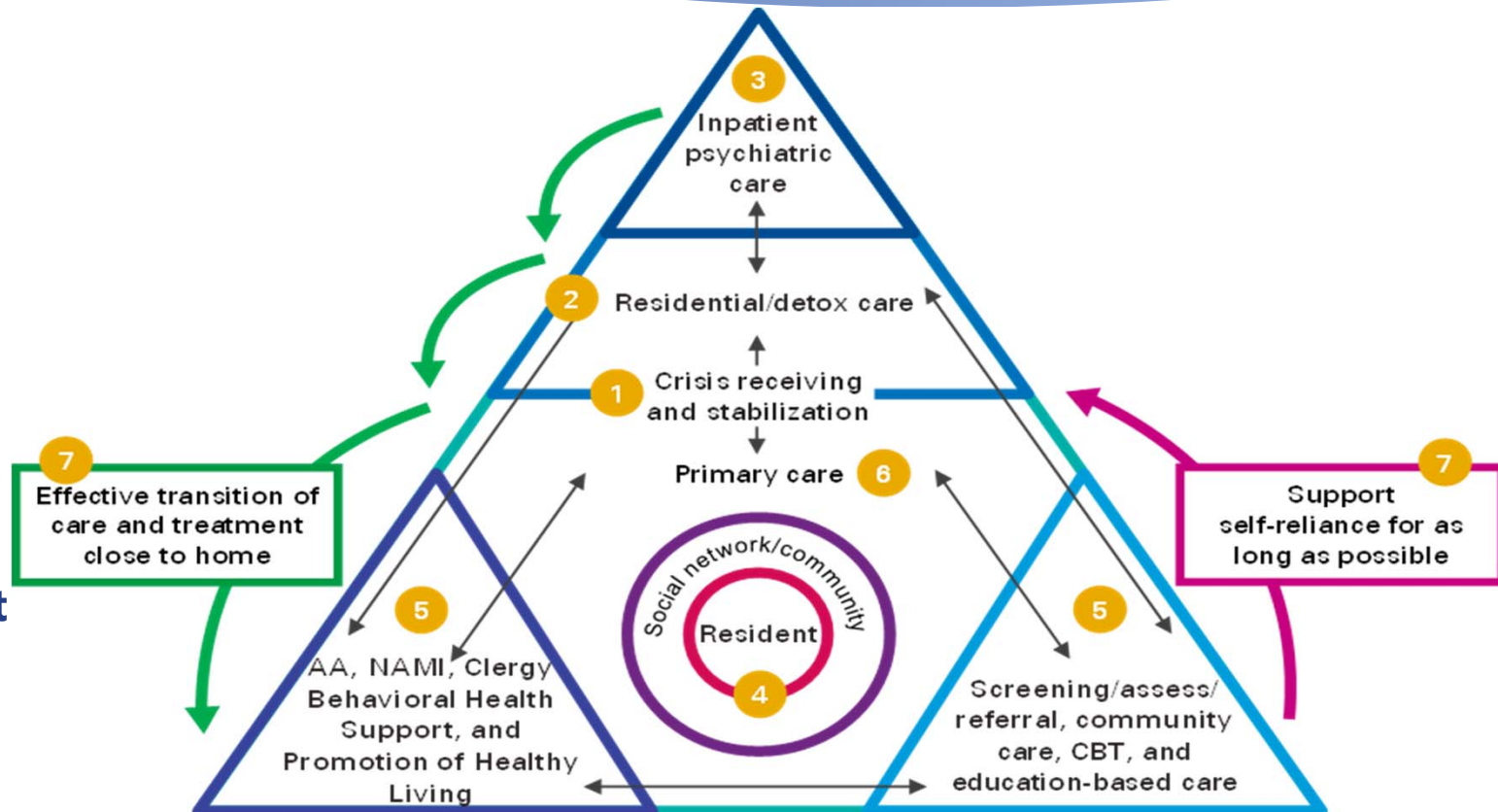
A key question that drove our initial transformation journey was should we build a Secure Marchman facility?

The Marchman Act established a variety of methods under which substance abuse assessment, stabilization and treatment could be obtained on an involuntary basis.

Population Management



The County already invested significant resources in services for high-utilizers however should we also focus on prevention, early intervention, and community treatment models for other populations tiers.



Source: KPMG Global Center of Excellence

Elevate Behavioral Health



An outside consultant was hired to develop a strategic plan for how to elevate our behavioral health system. The review focused on data, access, capacity and quality and engaged stakeholders & system consumers of services.

Findings

**Primary entry
through crisis
care settings**

**Program silos
prevent
system
coordination**

**Lack of data-
driven
transparency
on
performance**

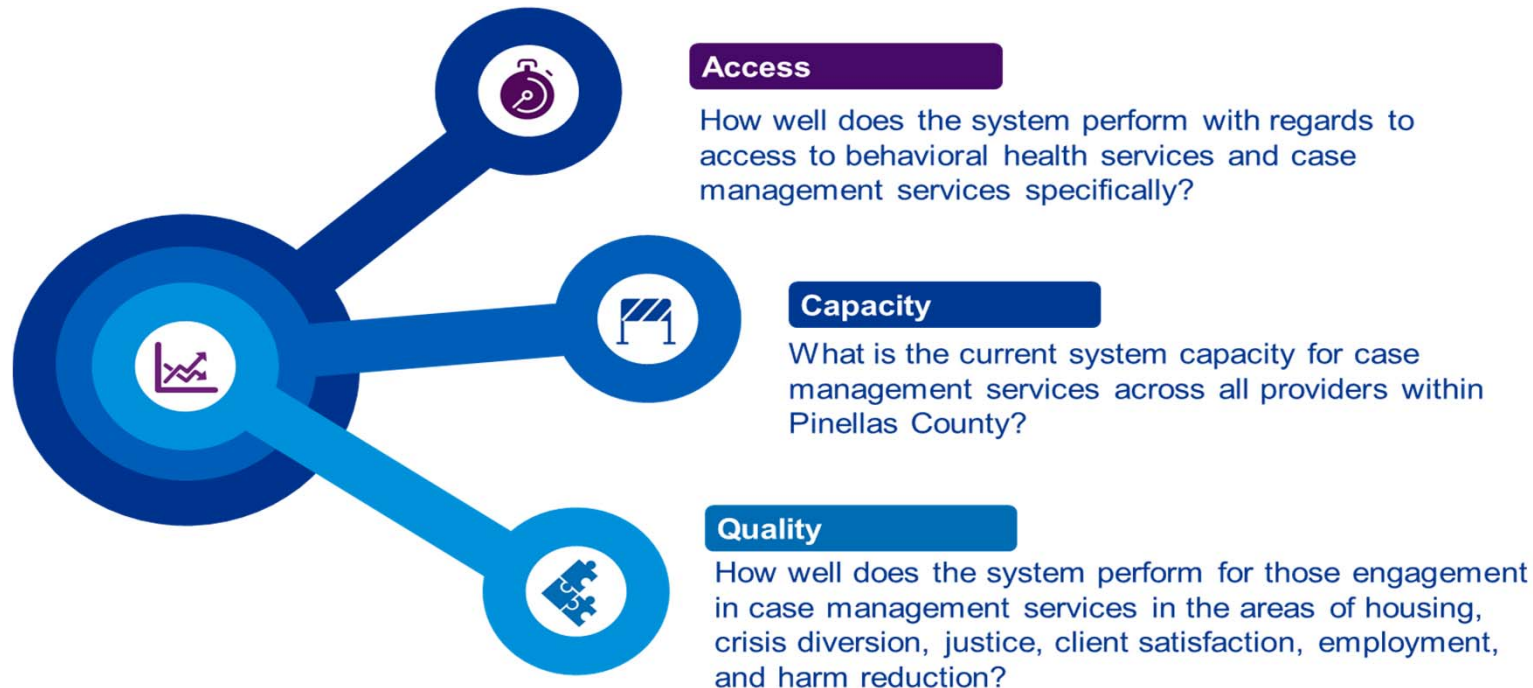
**Siloed
funding
structures &
reporting
requirements**

**One central
facility cannot
meet needs of
the
population**

Optimal Data Set (ODS)



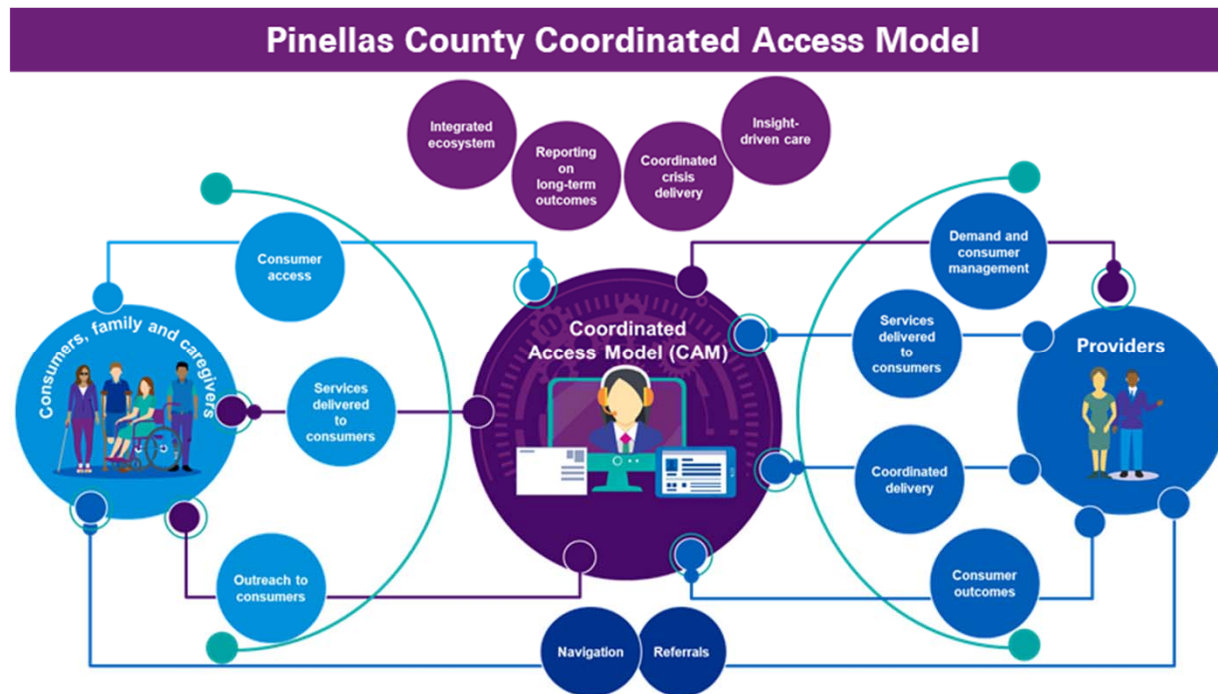
A systemic performance management approach in terms of access, quality, capacity, productivity, and outcomes—grounded in an Optimal Data Set (ODS), also known as a Minimum Data Set, across all providers, allowing for comparison and trend analysis.



Coordinated Access Model (CAM)



A Coordinated Access Model (CAM) will allow for standardization and transparency in how consumers, families, caregivers, and professionals can access the right services within the system.



Pinellas Integrated Care Alliance (PICA)



Established PICA to improve coordination and collaboration among Pinellas County behavioral health funders in order to increase access to behavioral health services, address system gaps and inequities, improve follow-up care and long-term outcomes, and decrease utilization of auxiliary services for mental health needs such as jails and crisis stabilization units (CSUs).

Goals

**Identify
funding gaps**

**Align
contracting &
business
processes**

**Review
system
design,
barriers &
outcomes**

**Address social
inequalities**

**Utilize shared
data to
inform
change**



Harris County
Public Health
Building a Healthy Community

ACCESS Harris County

Addressing the Social Determinants of Health

Barbie Robinson, MPP, JD, CHC
Executive Director



HCPHTX.ORG



Harris County Demographics

Total population 4.7 million

Sex

Female -- 50.36%

Male -- 49.64%



Race

Hispanic -- 43.73%

White -- 28.54%

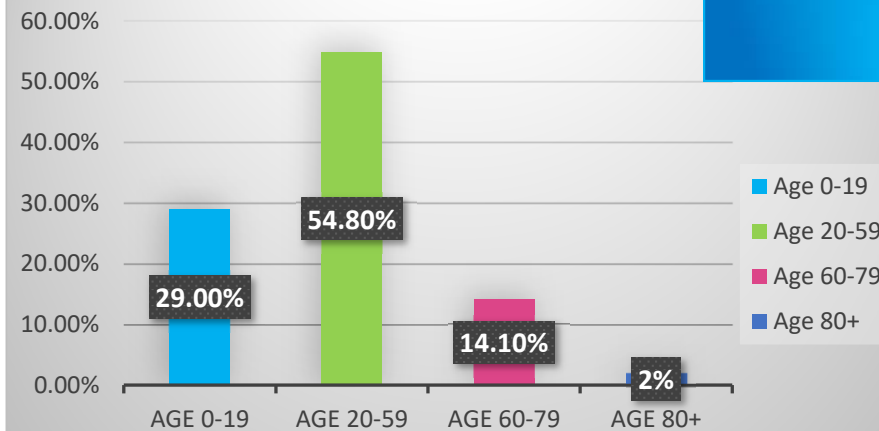
Black -- 18.54%

Asian/Pacific Islander -- 7.03%

Other -- 0.28%

American Indian/Alaskan Native -- 0.19%

Age Distribution





Harris County Demographics

Health Insurance

- 22% uninsured
- High rate of underinsured (29%)

Cost is cited as a reason for nearly half of those without insurance

Income

- 15% live below poverty line
- 5.1% Unemployment Rate

Food Insecurity

15% of the population lacks adequate access to food.

The Challenge -- Poor outcomes from single Agency service delivery model

Siloed Programs + Siloed Systems + Siloed Funding = Poor Outcomes



- Services and programs are not integrated
- Staff across programs do not systematically collaborate to support clients
- Inefficient service delivery



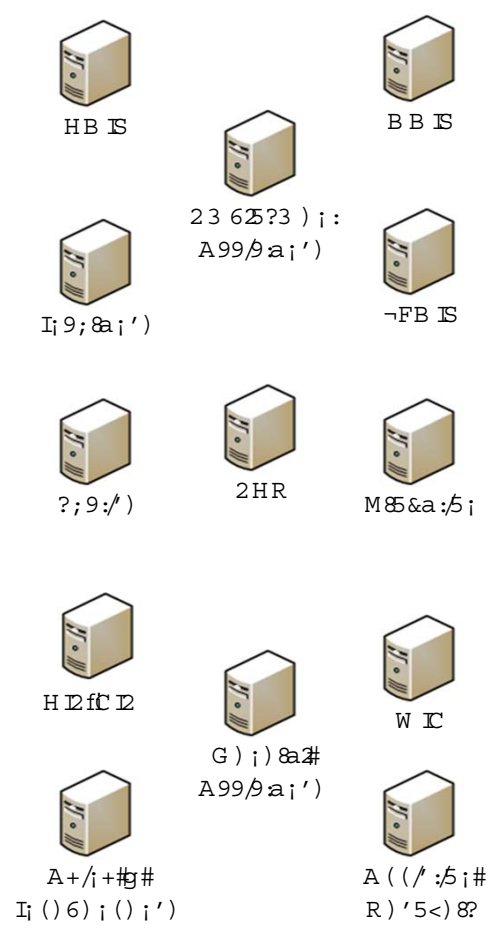
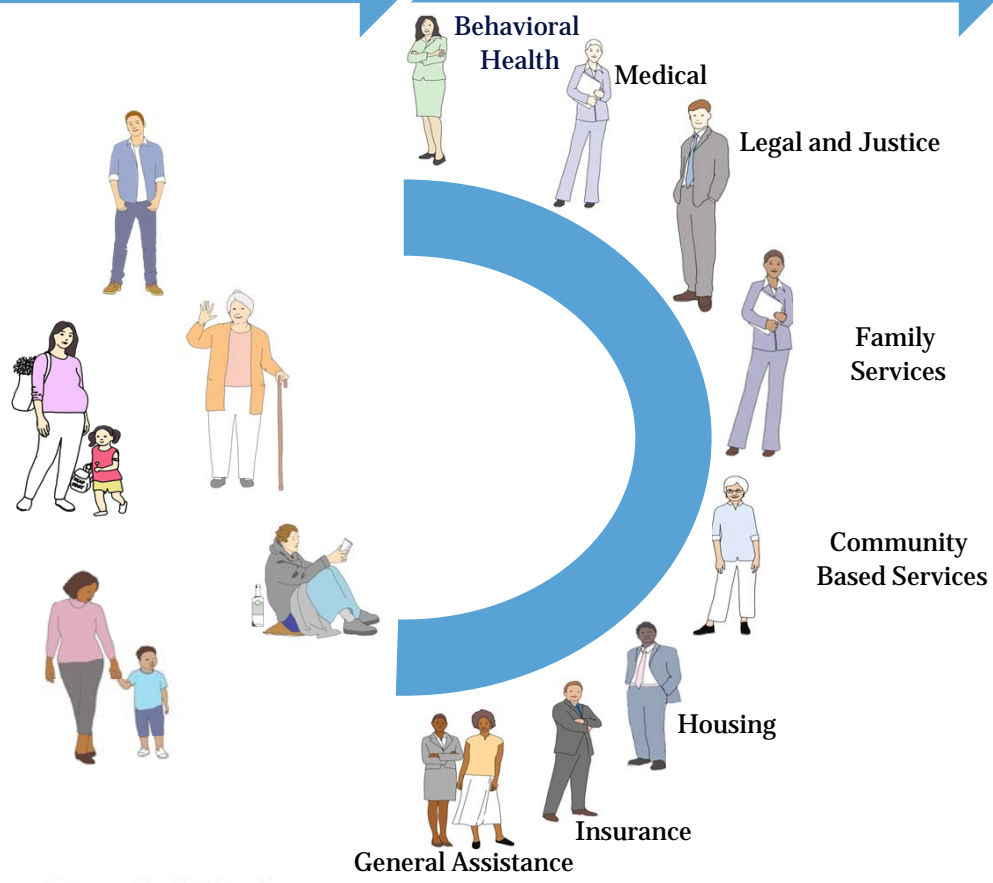
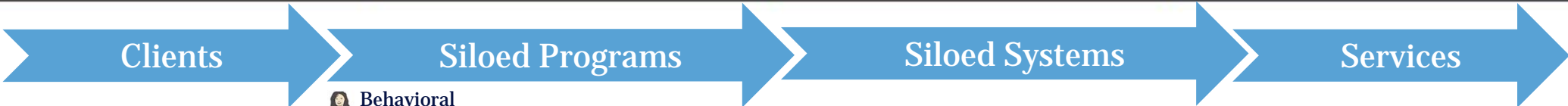
- Unable to share key information across programs that would enable more effective service delivery



- Categorical funding limit ability to pool funding across programs to build collaborative programs



- Lack of integration is barrier to support vulnerable clients
- Poor outcomes for improved well-being and self sufficiency
- Costly and administratively burdensome



- Day Care
- Food
- Housing
- Employment
- Insurance
- Medical
- Education
- Counseling
- Clothing
- Support
- Transportation
- Legal/Justice

The Solution: An Integrated Safety Net System

Integrated Care Management



- Safety net Front-line staff
- Coordinated problem-solving & goal-setting

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Enabling Technology



- Sharing data across siloes
- information to inform care management and service needs.
- Integrated care plan

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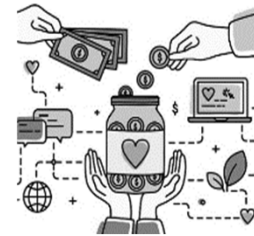
Service Portfolio



- Medical
- Mental health
- Substance Use
- Housing
- Justice
- Employment
- And more...

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Braided Funding



- Fund gaps in collaborative care system
- Shared staffing resources

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Successful Outcomes



- Housing and sheltering
- Behavioral health and medical services
- Economic assistance
- Food assistance
- Improved well-being and stability



ACCESS Harris Objectives

- To improve the health, well-being, sustained recovery, and self-sufficiency of the County's most vulnerable residents
- To develop and implement a plan to coordinate agency services and reduce duplication of services
- To improve integrated service delivery through no-wrong door access to the safety net system and sustained engagement of clients
- To develop strategies and policies for improved efficiencies, better utilization, and better outcomes
- To develop an integrated data sharing system to support care coordination across agencies

Governance and Leadership

Safety Net Collaborative



“Collaboration without integration is just another form of fragmentation.”

Harris County Public Health Executive Director Barbie L. Robinson



Safety Net Collaborative Agencies

- Community Supervision & Corrections Department
- Department of Economic, Equity, and Opportunity
- Harris County Community Services Department
- Harris County Department of Education
- Harris County Housing Authority
- Harris County Juvenile Probation Department
- Harris County District Attorney's Office
- Harris County Libraries
- Harris County Public Health
- Harris County Resources for Children and Adults
- Harris County Sheriff's Office
- Harris Health System
- The Harris Center for Mental Health & IDD
- Texas Department of Criminal Justice Parole Division Region III/Area Agency on Parole
- City of Houston Health Department



ACCESS Harris Cohorts

- Homeless Individuals with Physical/Behavioral Health Conditions
- Violence Prevention
- Re-entry
- Transitional Age Youth
- Undocumented, Single Parent, Pregnant
- Single Parent, Underemployed
- Aging Veteran



CLIENT PERSONA

Meet Sam

Sam is a 16-year-old boy with disciplinary issues, including fighting at school and a history with the juvenile justice system since the age of 12.

Sam Needs

- Violence prevention services
- Mental health services
- Foster care services

Sam may be eligible for other services

- Education services
- Housing assistance
- Food assistance
- Utility assistance

Sam User Journey (Now, Without Coordinated Care)



Needs

Search for Services

Mental Health
Foster Care
Violence Prevention

Undiscovered

Education services
Housing assistance
Food assistance
Utility assistance

Sam's grandmother fills out a form online or calls 211 for him.

Search for Services

Search for Services

Search for Services

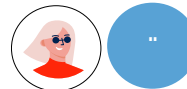
Meet with Sam to perform an intake and conduct an assessment



Intake & Assessment



Intake & Assessment



Intake & Assessment

Meetings and information required to determine eligibility



Determine Eligibility



Determine Eligibility



Determine Eligibility

Requests for information, meetings and time pass



Information Request Loop



Information Request Loop



Information Request Loop

Sam receives services



Mental Health Services

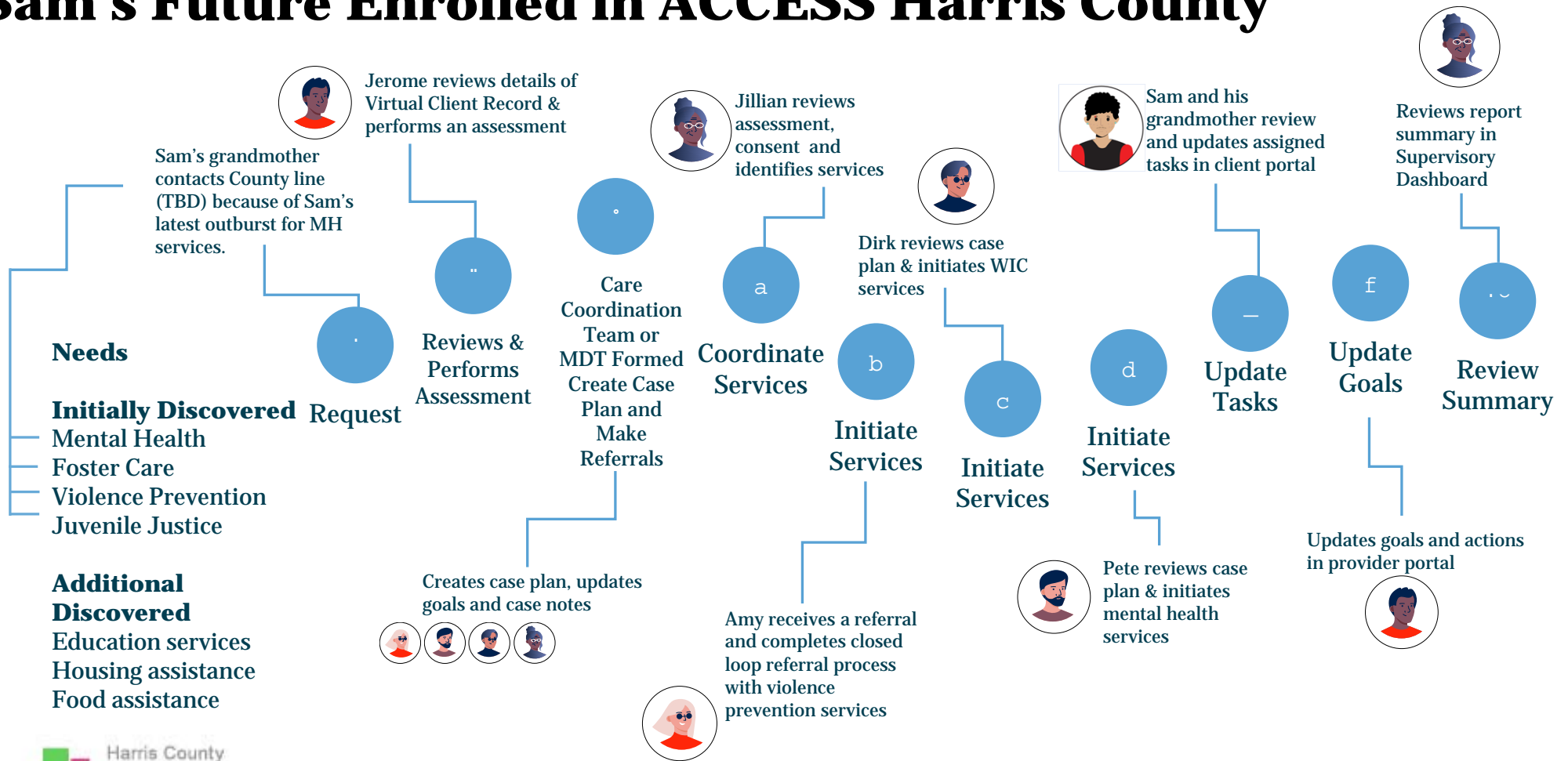


Foster Care Services



Violence Prevention Services

Sam's Future Enrolled in ACCESS Harris County





Funding

There are several opportunities for funding ACCESS-style coordinated care models through:

- Grants
- Braided-funds (multi-agency resources)
- Jurisdiction allocating funds specific to coordinated care model
- American Rescue Plan Act (ARPA) opportunities, some examples include:
 - Behavioral Health
 - Re-entry population
 - Homelessness
 - Nutrition
 - Maternal, Child and Adolescent
 - Violence Prevention
 - Staffing
 - Technology



When spider webs unite they
can tie up a lion.

African Proverb



Harris County
Public Health
Building a Healthy Community



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Thank you for participating!



TRANSFORMING
COUNTY HUMAN
SERVICES
NETWORK

Join the Network!

<https://www.naco.org/transforming-county-human-services-network>