

**Health Care Oversight Committee**  
**Thursday, September 18, 2014**  
**Integrated Family Services**

**“Siloes are for Farms, not Families”**

**Staff and capacity status**

- Moved into new offices in April, 2014, co-locating about 40 staff from across the Agency and at AOE, including: Director, Children’s Mental Health Unit, Children’s Integrated Services staff, Race to the Top Director, AOE staff, and program staff from all Departments – DMH, DAIL, DCF, DOC and VDH –are regularly stationed at IFS to attend meetings and/or to do their work
- Former Director Melissa Bailey left Director position in late May – Interim Director appointed, and other Agency staff helped over the summer
- This week filled Director of Systems Integration (Carol Maloney) and will re-post Director position notice immediately
- IFS –dedicated staffing include: 1) SIM funded business analyst, 2) Carol’s position and 3) new director – with these three positions AHS is building the staffing capacity needed to support the two communities and assure the specific and complex components of the integration work receive attention, such as:
  - Budget
  - accountability/data development
  - IT changes
  - health and Human Services Integration – IE and MMIS efforts
  - linkages to health care reform and ACO
  - communication
  - best practice models
  - professional development and staff support
  - health promotion and prevention focus

**Status of integration efforts in Franklin/Grand Isle and Addison districts**

- Internal shifts necessary to integrate funding, services and staffing are daunting and take a lot of people’s time
- First site – Addison – just closed out its first two years of operation
- Second implementation site – Franklin/Grand Isle – now operating for about 6 months
- Site visits this week to both implementation sites revealed great progress and many challenges
- Common experience in both implementation sites that substance abuse is having a huge impact on service demands
- Bundling children’s mental health, children’s developmental services, early childhood funding and several other program funds requires use of new management strategies in the agencies – budgeting has risks (if targets are not met); staff may see their work evolve as community needs change; while IFS seeks to support prevention work, there is no new funding to the grantees and only through creative and flexible use of the flexible funding are communities able

to work upstream – there is an incentive to create efficiencies (without compromising outcomes) because the bundled funding allows communities to target “saved” resources upstream

### **Innovative leadership and approaches in both districts**

- Both appreciate the flexibility bundled funding allow – Franklin has gone from asking, “*What is the family/child eligible for*”, to “*What does the family/child need?*”
- Using data and community input to redirect/repurpose existing staff and hire new staff to meet emerging needs previously unmet because of the fee for service model
  - NCSS used flexible funding to meet need for substance abuse specialist at BFA high school; developing new services for children with highly sexualized behaviors;
  - Addison supported the delivery of lunches in several remote mobile home parks for 80 children this past summer; they hired 2 MH specialist to offer care/case management services and limited clinical interventions in two pediatric offices in response to requests from Doctors; and are hosting 2 days of interagency training to help promote a culture of collaboration and teaming

### **On the horizon – priorities**

- Data development – collaborative RBA-inspired process with communities and department staff to identify performance measures and population level indicators that will be used in the FY16 grants – AHS secretary’s office is assisting in the development of these accountability
- Building internal structures to support the work – teams at multiple administrative levels exist but were not connected and
- Build stronger linkages with health care reform efforts
- Build independent IFS grants – decouple from DA master grants
- Develop unique and comprehensible name and brand for conversational and promotional purposes