



DBHDD

**DBHDD Future State of Operations
March Management Meeting**

March 3rd, 2015

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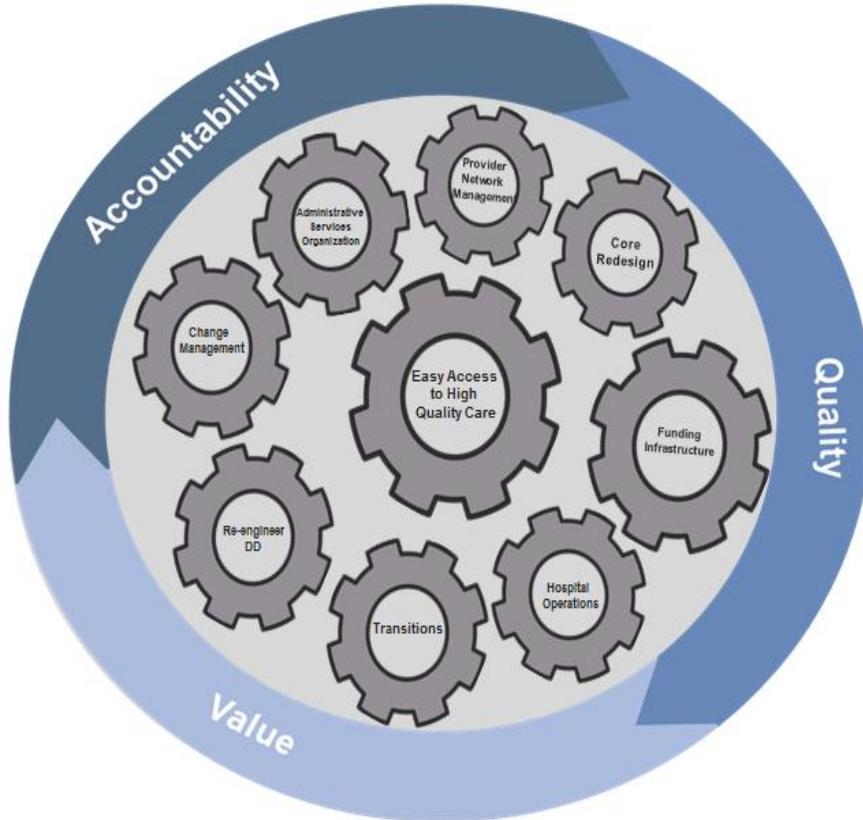
Key dates and upcoming activities

Manager's packet overview

The future is now!

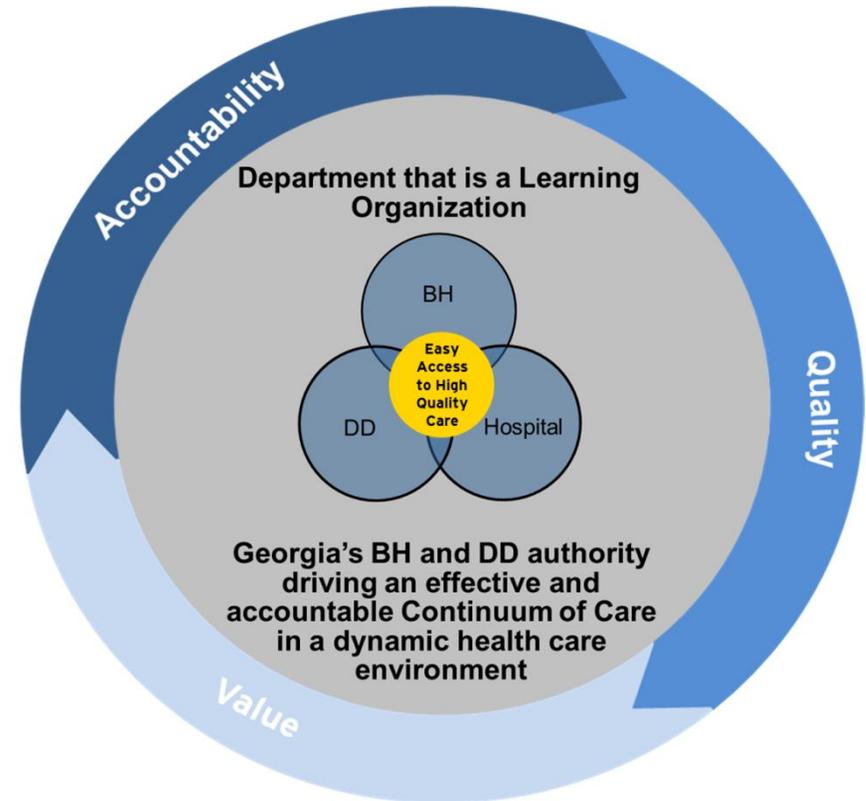


The journey to the future



The Continued Work (AKA: "The Initiatives")

Where we continue to go



The Centrally Managed Model

Key Message

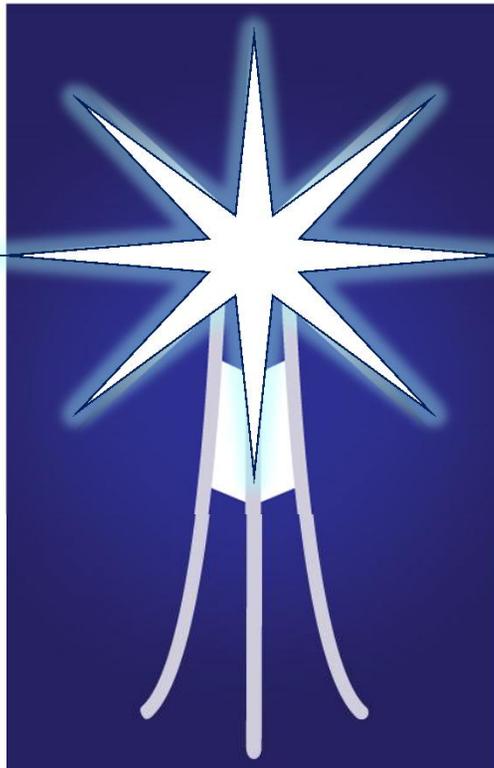
As a learning organization we will work together to achieve our mission and vision, and it is ok to make mistakes along the way, we will learn and support one another

Our new vision and mission



DBHDD Vision

Easy access to high-quality care that leads to a life of recovery and independence for the people we serve



DBHDD

DBHDD Mission

Leading an accountable and effective continuum of care to support people with behavioral health challenges, and intellectual and developmental disabilities in a dynamic health care environment

The path we are on



Key Message

We are a significant way along our journey, particularly on several of the strategic initiatives, and are now “zooming in” on our work for the new operating model and ASO Implementation



DD Re-Engineering Blueprint

Future State Operating Model

Provider Network Management Operating Model



Funding Structure

ASO Vendor Selection



ASO RFP



ASO Implementation

Complete strategic initiatives



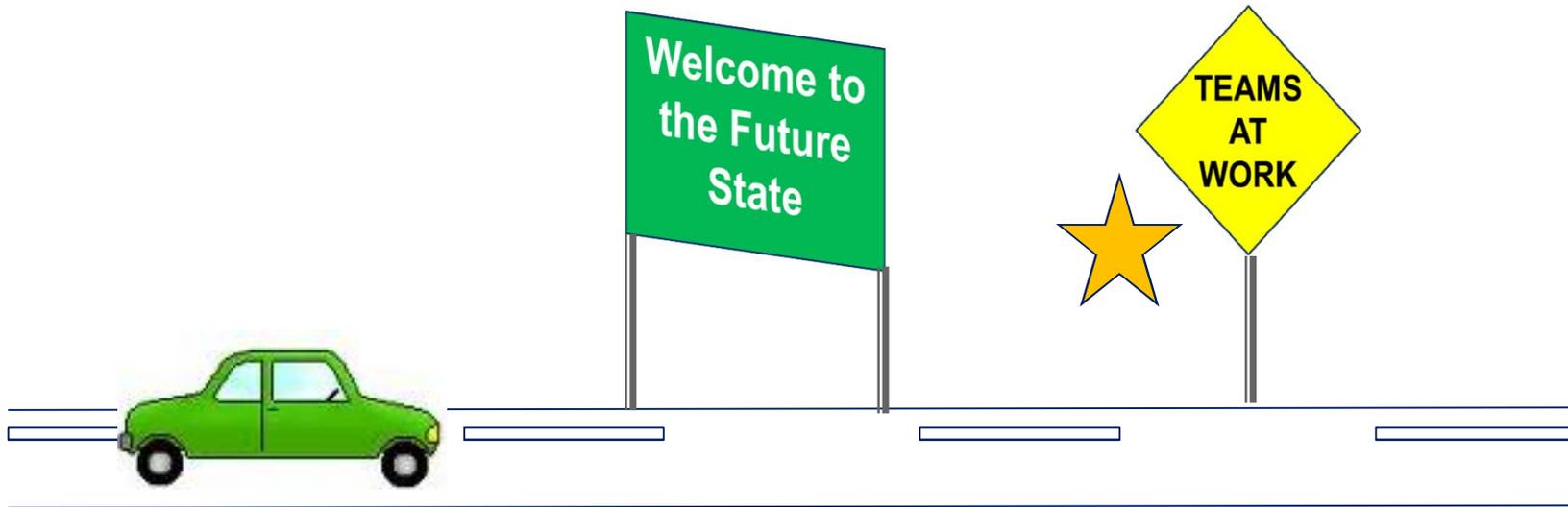
Implement and refine Future State Operating Model



Strategic Initiatives identified



Focusing on our new operating model



The March 1st Go-Live

The **future state** operating model becomes our **new** operating model

Functional alignment is our driver

Additional Message

Since we have arrived at the “future state” we can refer to the ongoing work as the new or “transformed operating model”

Accomplishments this period



Accomplishments:

- ▶ Division Leads further developed their organization charts and divisional responsibilities
- ▶ Division Leads completed an initial round of reviewing leadership roles and moving other staff and teams into their division
- ▶ Leadership reviewed the regional structure and identified key new roles



**February 3rd
Management
Meeting**

Topics Explored

**March 3rd
Management
Meeting**

**Scope of
responsibility
between
divisions**

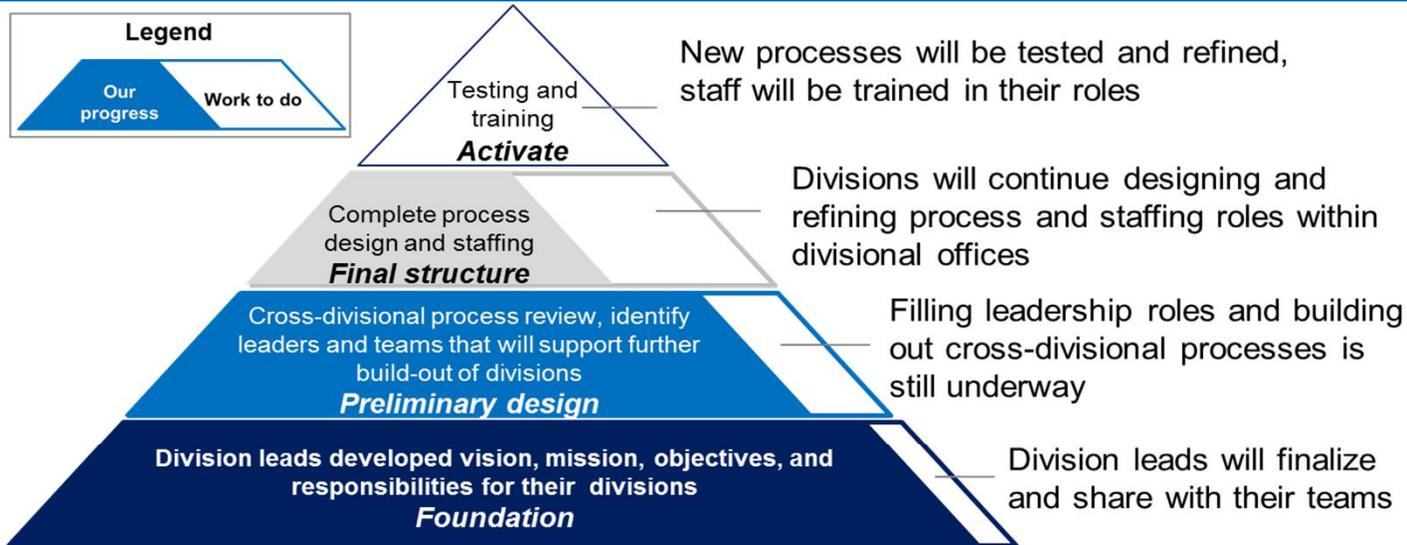
**Critical
processes to
review for
improvement
opportunities**

**Regional
structure that
leverages local
experience and
supports new
operating model**

Understanding the March 1st go-live



Understanding the March 1st go-live



Note: Each division lead is at a somewhat different place in the build-out of their divisions

The March 1st go-live *does not* mean our work is complete

- Your day to day work does not change unless you have been explicitly told it has changed
- Alignment of staff with new roles and divisions is not finished
- Process design work is not completed and will continue

Heading towards our next goal date of 7/1

Be prepared to support the work of building out and testing processes and stay open to using your skills and experience in new areas

Key Points

- The pyramid shows the work we have done thus far and the work we still need to do, e.g. leads have laid a foundation by completing their vision, mission, objectives, and responsibilities but there is a lot of work left to design and fill roles, build out processes, finalize organization structure, train staff, and test processes
- Your day to day work *does not change* unless you have explicitly been told it has changed
- 7/1 is our new goal date to complete our transformation

Regional update

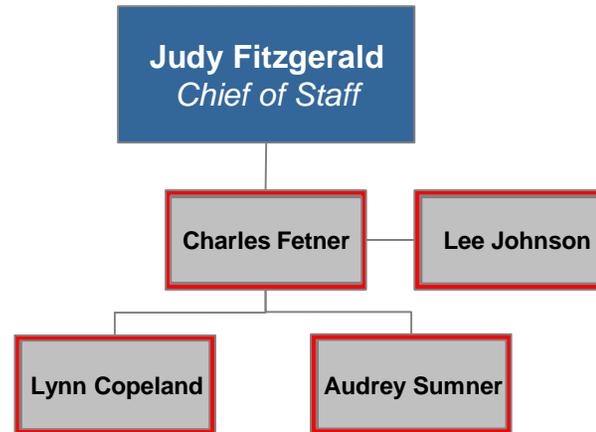


DBHDD regional offices organization updates



Michael Link will leverage his background and experience as he transitions into a new role as the Director of Statewide Community Relations under Lavin Gartland-Briggs

Interim reporting relationship



Regional Coordinators will see their roles evolve, but will continue to support regional offices and community stakeholders in the mean time

- **Charles Fetner** and **Lee Johnson** will provide broad oversight of stakeholder needs and activities in regional offices during the time of transition
- **Audrey Sumner** will support region 2 and expand her work with the pioneer project
- **Lynn Copeland** will continue to oversee and coordinate activities in region 3



The role of **Site Director** is being developed to provide local administrative support and oversight of compliance with DBHDD HR policies and code of conduct

DBHDD regional offices organization updates - continued



Considerations for regional restructure

DBHDD executive leadership acknowledges that regions are complex and we are committed to understanding the roles and processes within regions in order to make the most informed decisions about regional changes and support easy access to high-quality care



Changes may require additional time and will continue to take shape in the coming months as division leads will work with regional staff and leadership throughout the process



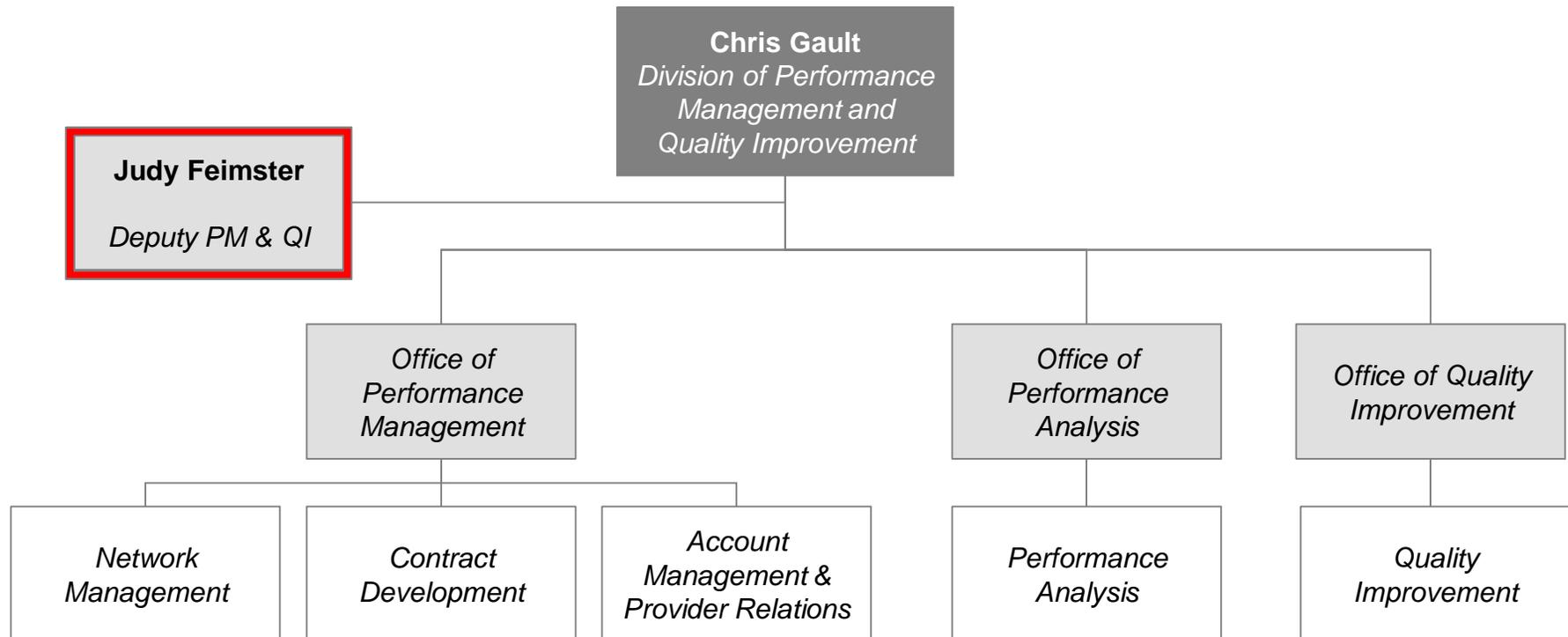
Key next steps

- Division leads will work closely with regions to understand how current roles and process fit within divisions and redesigned processes, e.g. RQR activities that align to Accountability and Compliance or Performance Management and Quality Improvement
- Finalize site director role and begin to fill these positions
- Regional Coordinator roles will evolve and DBHDD leadership will thoughtful during this transition to support the ongoing needs of individuals and other stakeholders

Division lead updates



Division of Performance Management and Quality Improvement organization updates



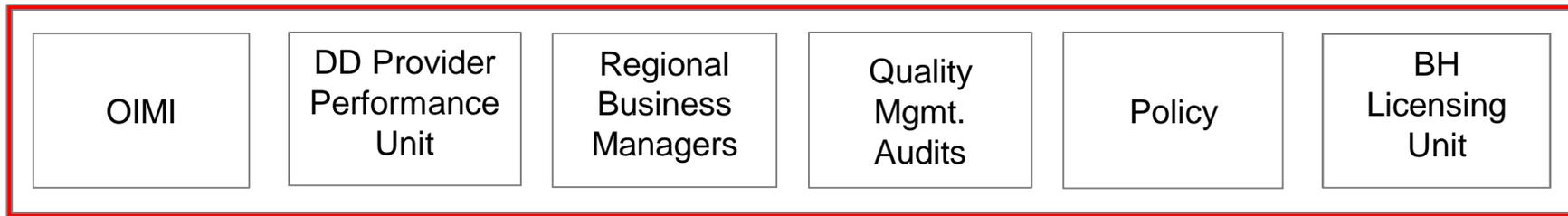
Key next steps

- Recruit for and fill next level of leadership positions
- Identify staff at central and regional offices that have interest and align with different offices
- Continue to work closely with other divisions and regions on cross-divisional processes and initiatives

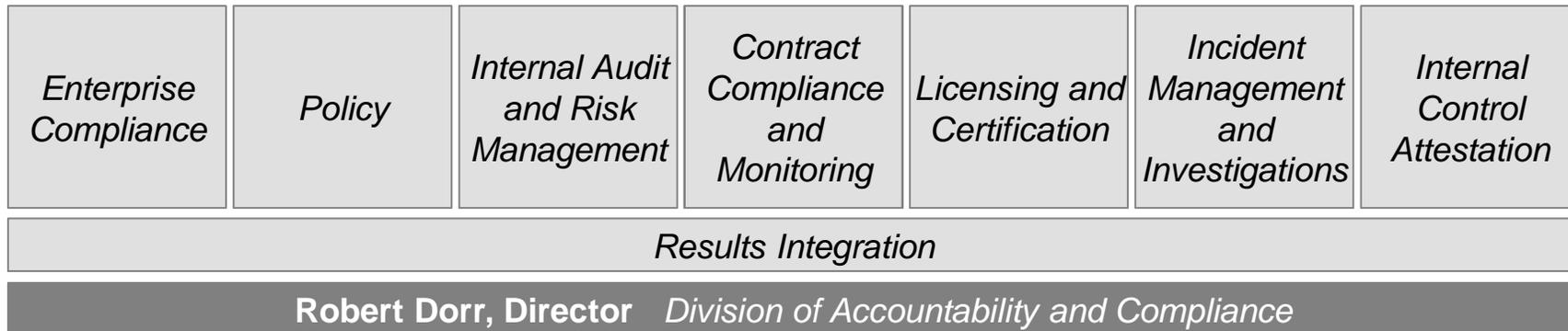
Division of Accountability and Compliance organization updates



Current teams moving into Accountability and Compliance Division as of March 1st



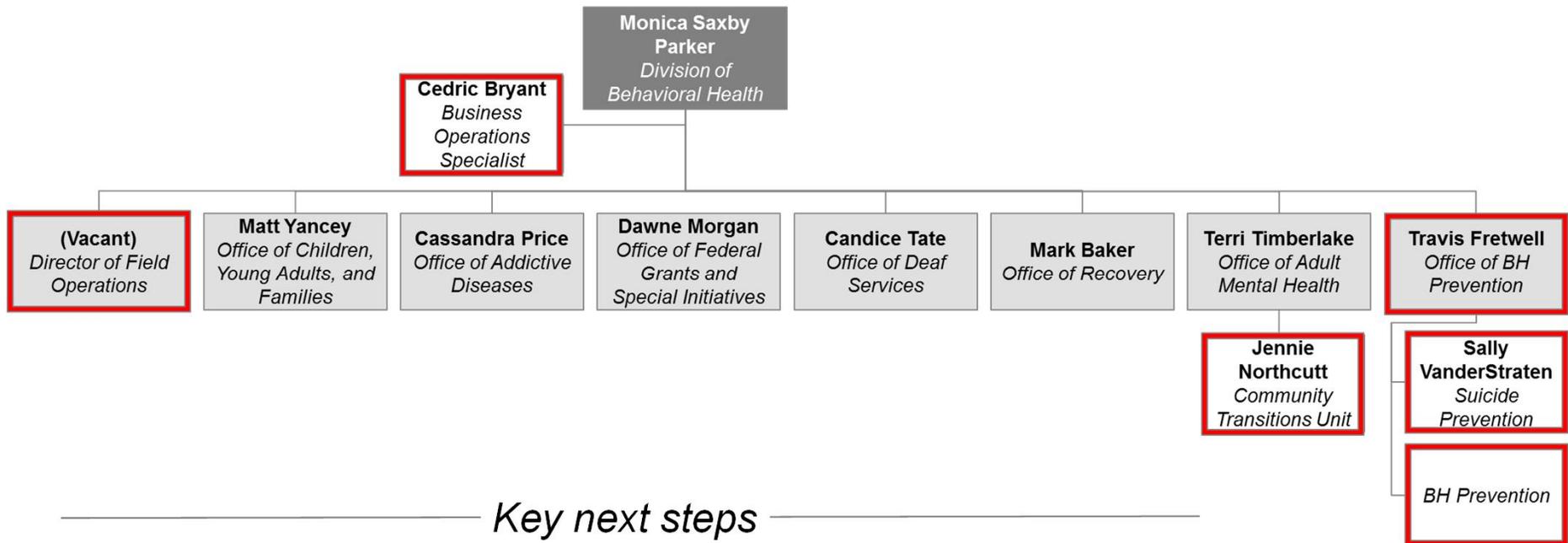
Planned functional areas within the Division



Key next steps

- Continue to use employee inventory and Management Workgroup to identify staff with functions and skillsets that align with division's objectives
- Work with division and regional leaders on cross-divisional processes
- Finalize offices and reporting structure and build out new divisional processes

Division of Behavioral Health organization updates



Key next steps

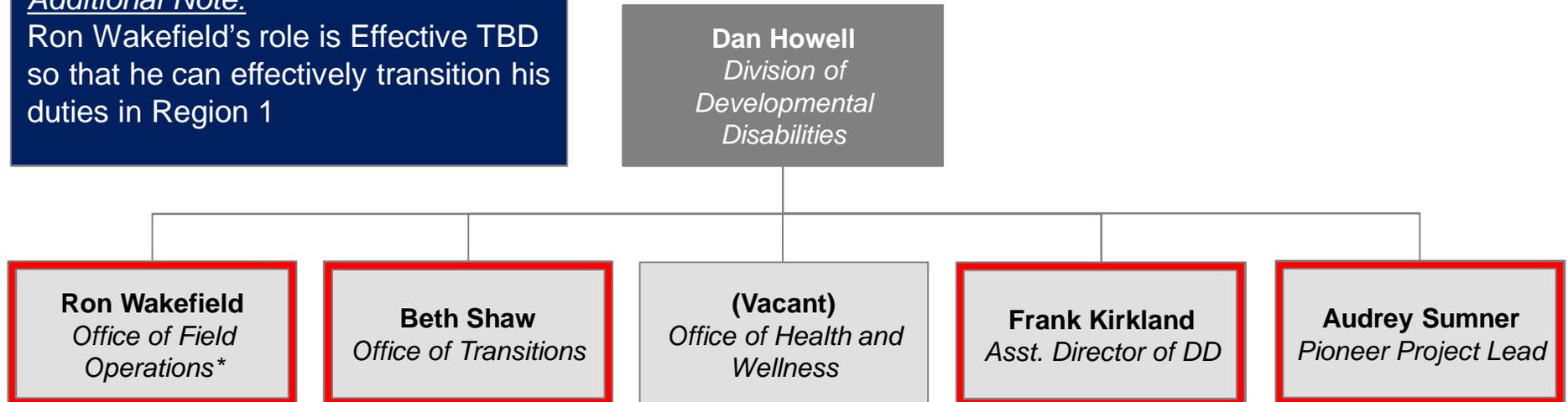
- Finalize regional reporting relationship for Behavioral Health RSAs and other regional programmatic presence
- Newly appointed BH positions will work on building out responsibilities and processes for offices and teams
- Co-develop a role and process for managing community crisis system with regional and programmatic division leaders

Division of Developmental Disabilities organization updates



Additional Note:

Ron Wakefield's role is Effective TBD so that he can effectively transition his duties in Region 1

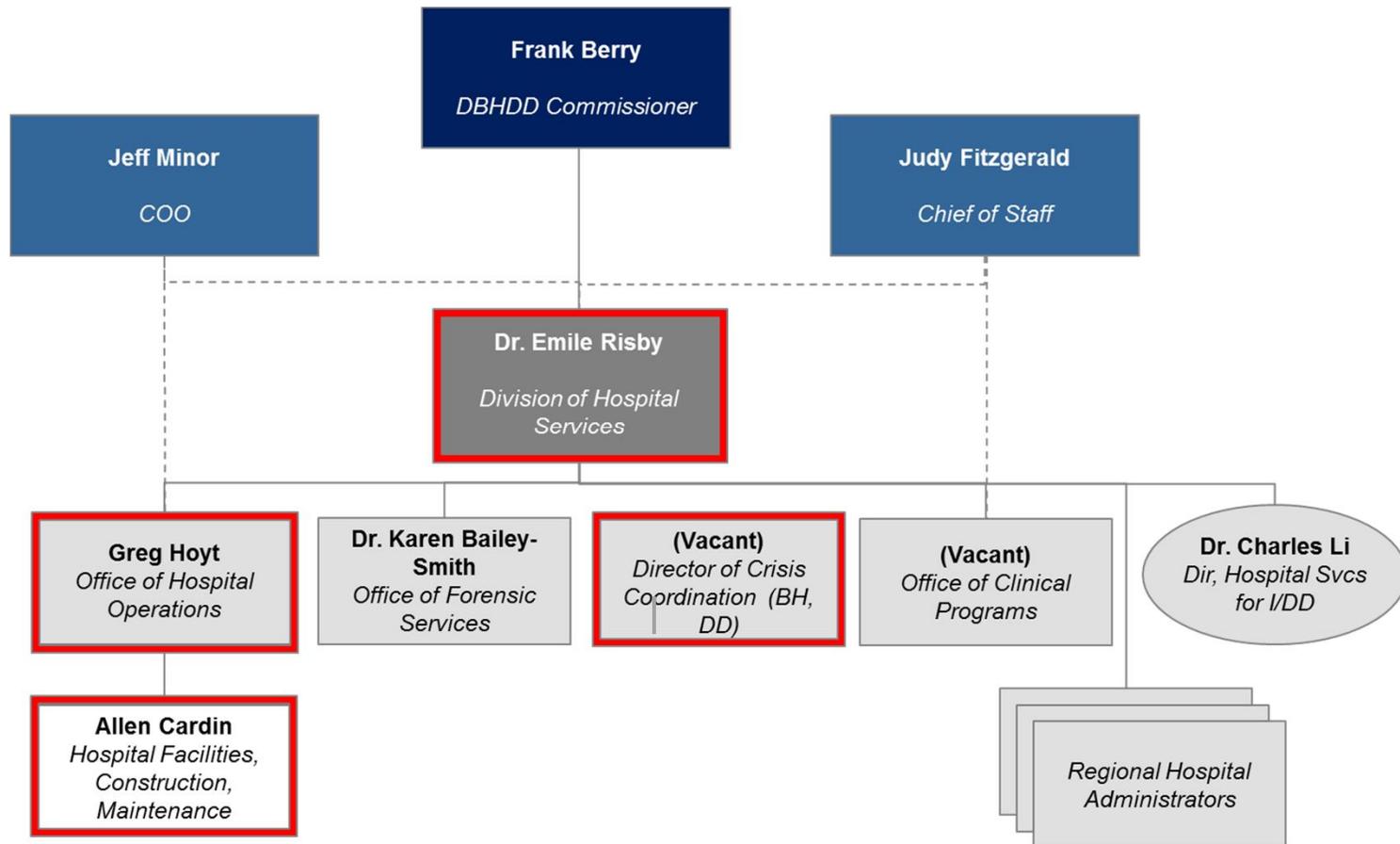


*Effective TBD

Key next steps

- Complete process of filling vacant positions with qualified people
- Co-develop a role and process for managing community crisis system with regional and programmatic division leaders
- Work closely with regional and Hospital and BH leaders on building a bridge between hospitals and the community
- Continue strategic initiative work and redesign of critical processes starting with planning list administration

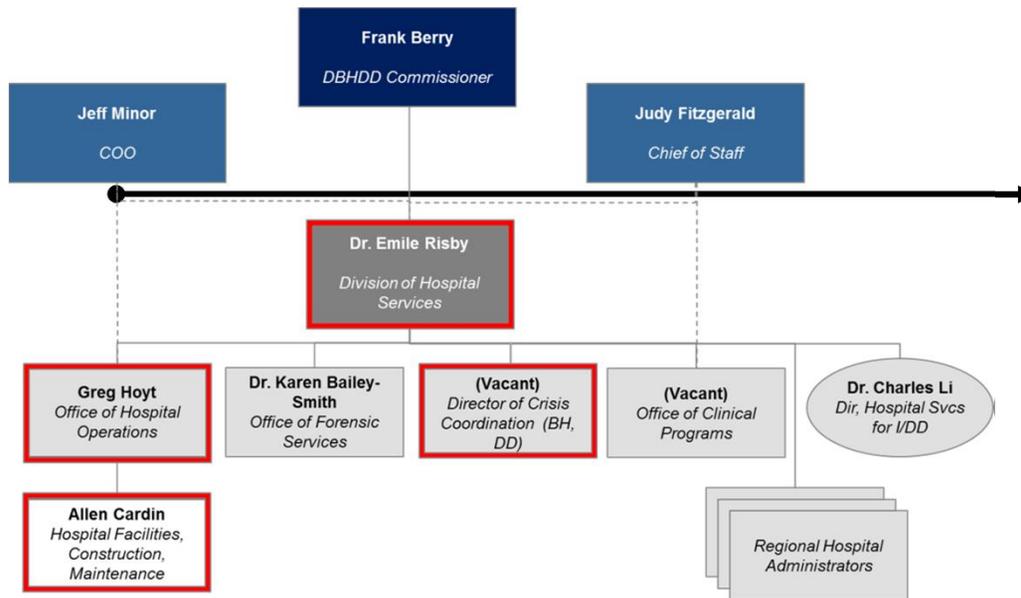
Division of Hospital Services organization updates



Additional Note:

The need for a “Director of Crisis Coordination (BH, DD)” role has been identified between DD, BH, and Hospital division leads. This role is still under development by these leads, but it will fall under Dr. Risby in the Hospital division.

Division of Hospital Services organization updates - continued



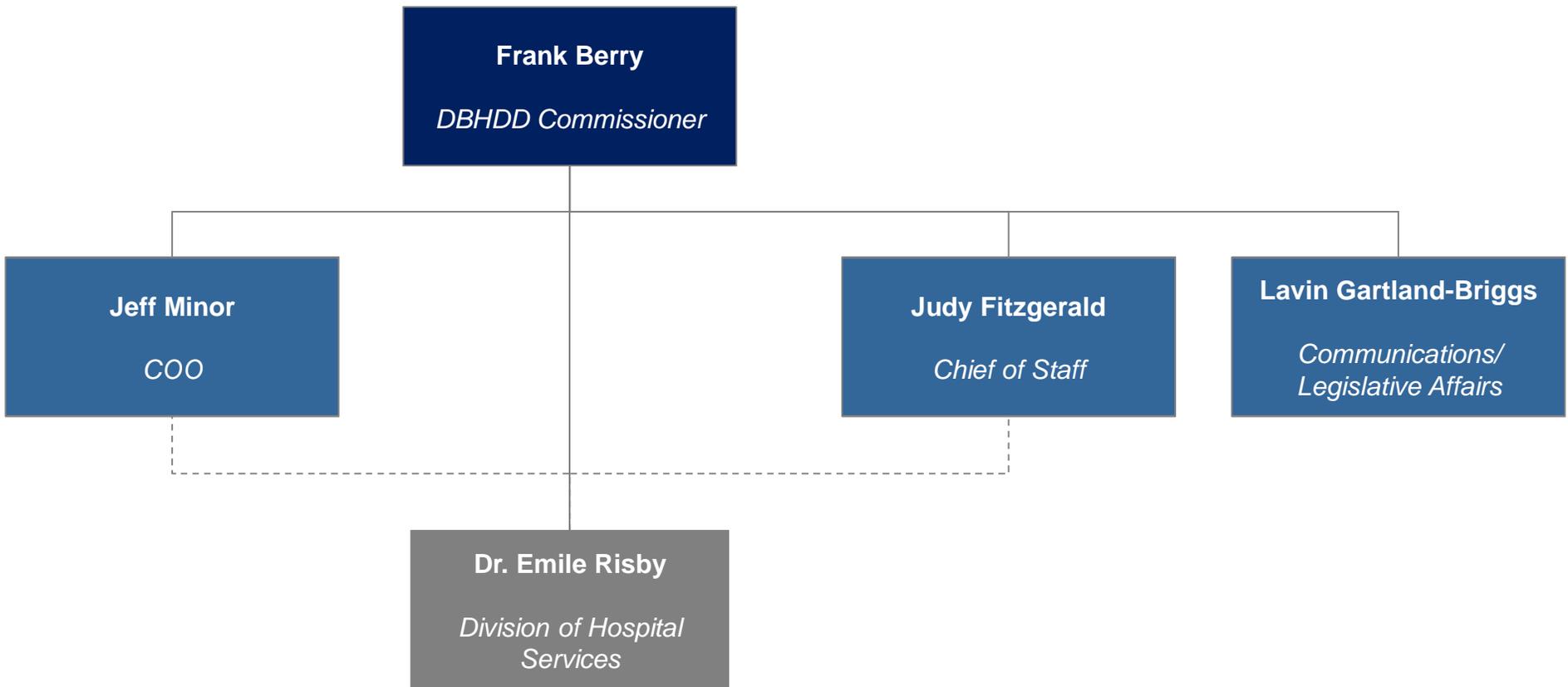
Additional Updates

Deanna Crider will be supporting staff that previously reported to the Deputy COO and are moving into different roles

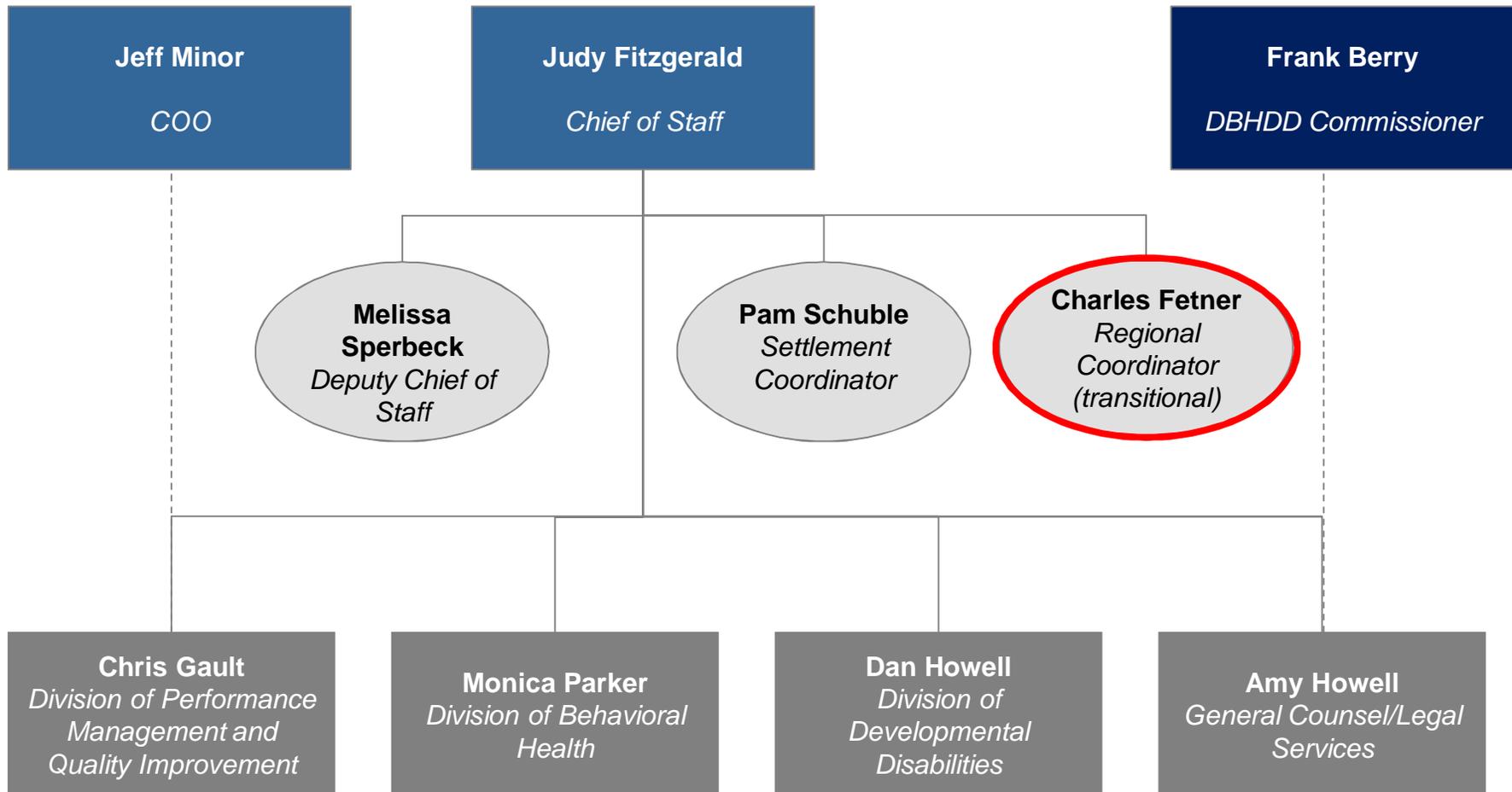
Key next steps

- Newly appointed Hospital Services positions will help to finalize critical roles, responsibilities and process within the division
- Complete process of filling vacant positions with qualified people
- Co-develop a role and process for managing community crisis system with regional and programmatic division leaders
- Work closely with regional and programmatic division leaders on building a bridge between hospitals and the community

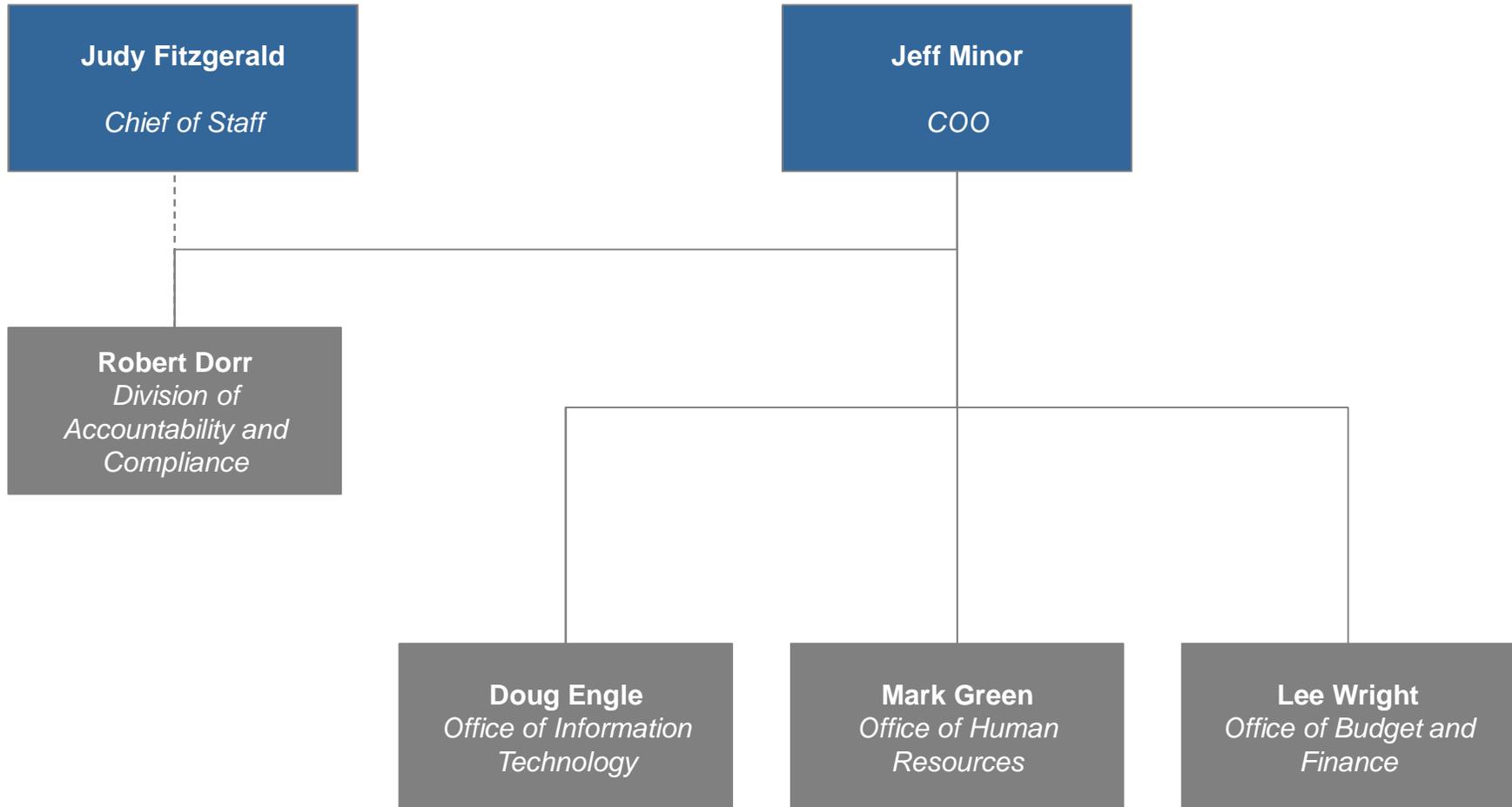
Executive organization updates - Commissioner



Executive organization updates – Chief of Staff



Executive organization updates – Chief Operating Officer



Additional Note:

Executives continue to listen to the organization to understand where things fit and what makes sense, e.g. Policy moved from Mark Green to under Robert Dorr's new division based on feedback, and other changes are possible in the future based on further conversations and understanding

Strategic initiative update



Funding evolution update



Key Activities

- Develop and approve conceptual framework
- Conceptual framework communication and feedback sessions with providers
- Develop draft funding toolkit for tier 1 providers (exposure draft) for feedback
- Complete FY 2014 tier 1 financial risk analysis
- **Finalize FY 2016 provider funding toolkit**
- **Conduct tier 1 provider financial technical assistance visits**
- **Develop and complete FY 2016 provider contracts, LOA's and PA's**
- Develop and distribute tier 2, 2 plus, and tier 3 funding templates
- Conduct tier 2, 2 plus, and tier 3 funding technical assistance
- Implementation and follow-up

Additional Note:

The bullets at the top (above the bold bulleted section) represent what has already been completed, the bold bullets represent the current work, and the bullets following represent the work to come

Upcoming activities



What to expect next



**March 3rd
Management
Meeting**

**April 7th
Management
Meeting**



Work to be done:

- ▶ Division Leads and Office leads will initiate a focused review of processes within their division to identify opportunities for improvement and refinement
- ▶ Division Leads and Office leads will continue to work on complex, cross-divisional responsibilities and processes and understanding the regional structure
- ▶ Division Leads and executive team will continue to identify next level of divisional leadership
- ▶ ASO Implementation will continue to progress
- ▶ Advisory Committee will continue to collectively review progress and make recommendations
- ▶ You will continue to provide your feedback and may participate in work groups to support implementation