



Human Services Integration

Reorganization of Human Services in Massachusetts: Improving Services for Massachusetts Citizens

November 14, 2003

NASDDDS Annual Meeting

Purpose

- Why we come to this work
 - Personal story
 - Everyone has their personal story/moment
- Why we stay at this work
 - Value, teach, impact, make a difference, big and small ways
- Intersection of individual and family with caregiver is paramount
 - How we organize at a leadership level makes a difference

Successful Change

- Mission and strategy
 - Goal and action plan
- Leadership
 - “It takes more than 1, it takes a team”
- Negotiation
 - Must be able to compromise
 - Involves human beings, human attitudes
- Constituency Building
 - Internal, external, press
- Financing
 - Savings must be attainable and paramount
- Environmental Factors
 - “Timing is important”; Openness for change; Fiscal Crisis; Key administrative change (100 days)

Lessons Learned To Date

- Brilliant Designs – too complex for legislative time period
- Special Interest Groups – aligned against
- Legislature – aligned against change
- Budget dominated 1973-1990's
- Agencies did not advance merits of reorganizations
- Time –
 - Executive and Legislative clocks are different
 - Differing roles, responsibilities
- Constituency building for advancing ideas

Lessons Learned To Date

- Success achieved around program activities
- Legislature initiated ideas aligned with executive strategy
- Legislative buy-in through Commissioners
- Special interests are different – families, unions, providers, press
- History of past changes, successes/failures
- Doable
- Measure cost benefits for clients and budget

Current EOHHS Reorganization

Governor Romney appoints Secretary Preston:

- Health and human services expert with great federal/state program and finance relationships for New England region
- Knowledge of acute and long term care services
- Medicaid and Medicare finance and program capacity
- Implement Governor's agenda for reform

Current EOHHS Reorganization

Secretary Preston's Top Priorities:

- Create a vision and plan for acute care networks, long term care with a community context, distressed children, homelessness, mental health services for children
- Assemble a new team
- FY04 budget document – \$3 billion shortfall
- EOHHS Reorganization Plan – design, develop, market
- Continue high performance of 15 state agencies
- Uncompensated Care Pool
- Prescription Advantage – pharmacy coverage for seniors
- Governor's Commission on Child Mental Health

Current EOHHS Reorganization

May-June 2003:

- Article 87 filed by Governor
- Legislature votes on Article 87- Senate votes no
- House Budget FY04- included EOHHS reorganization
- Senate Budget FY04- included EOHHS reorganization
- Conference Committee Report
 - June 19, 2003, includes EOHHS reorganization (15 agencies)
- Outside Section 15- EOHHS Reorganization
- Governor's Veto Message- preserves EOHHS reorg.
- Legislative review of Governor's veto message
 - July 7-Dec. 31, 2003

Current EOHHS Reorganization

New Management & Communication Process:

- Extraordinary EOHHS staff and agency team effort for planning, design and development
- FY04 budget: House 1
- Legislative Hearings
 - Budget- House and Senate
 - Human Services (2x)
 - State Administration (2x)
 - Agency Leaders and Key Senior Staff
 - Legislative Leadership with Governor Romney's Inter Governmental Office
 - External Stakeholders
 - Public Meetings and Forums
 - EOHHS Website
 - Consistent message, documents, repetition, adaptive...

EOHHS Reorganization: Why Reorganize?

- To improve access for clients
 - Eliminate confusing “maze” of services
 - Make government understandable from clients’ perspective
- To improve the quality of services
 - Coordinate services delivered by multiple agencies
 - Build system that supports continuous improvements
 - Support community based care over institutionalization
- To establish a single coordinated vision for EOHHS
 - Eliminate the “silo” effect of 15 separate agencies, not coordinating with each other
 - Coordinate our approach to acute and long-term care; services to children, youth and families; and services to the elderly
- To streamline service delivery
 - Improve efficiency; cut bureaucracy for providers
 - Honor services over bureaucratic structures
- To meet our fiscal challenges
 - Allow maximum leveraging of state dollars
 - Create savings now to avoid future cuts
- To achieve administrative savings in order to save money for programs
 - Eliminate duplication; consolidate offices

EOHHS Reorganization Approach

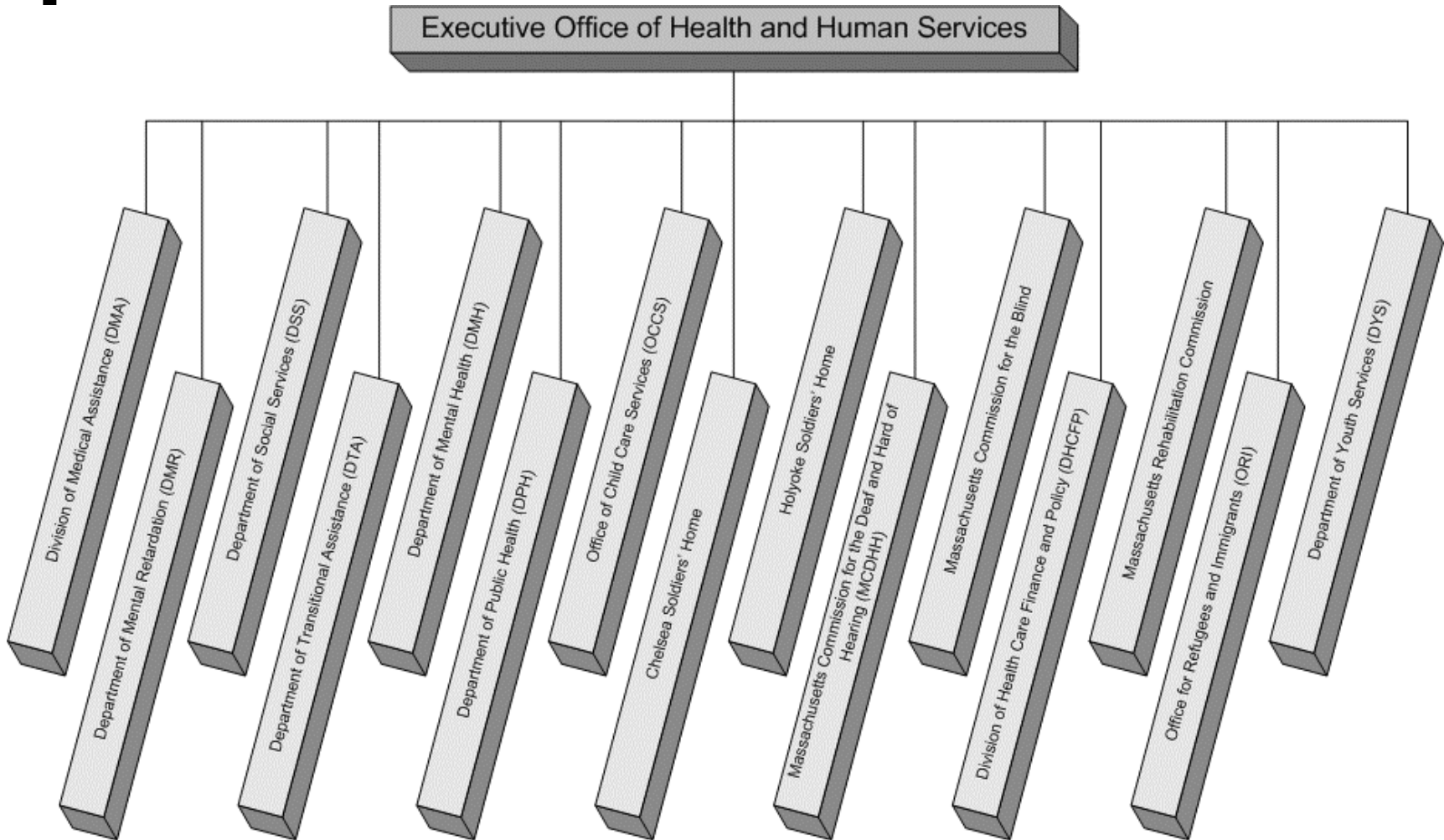
- Organize existing agencies into 4 “clusters” based on commonalities to foster collaboration, service improvements and efficiencies
- Simplify core administrative functions and achieve more businesslike, efficient, less costly implementation
- Preserve mission focus of agencies so clients are well represented and respected
- Use technology to connect existing systems, to build more accessible system for clients, and leverage information technology to provide virtual accessibility to services
- Consolidate offices, facilities and restructure campus management practices and services
- Build on strengths of existing programs

Lessons Learned From Other Reorgs. Are Foundation For Our Success

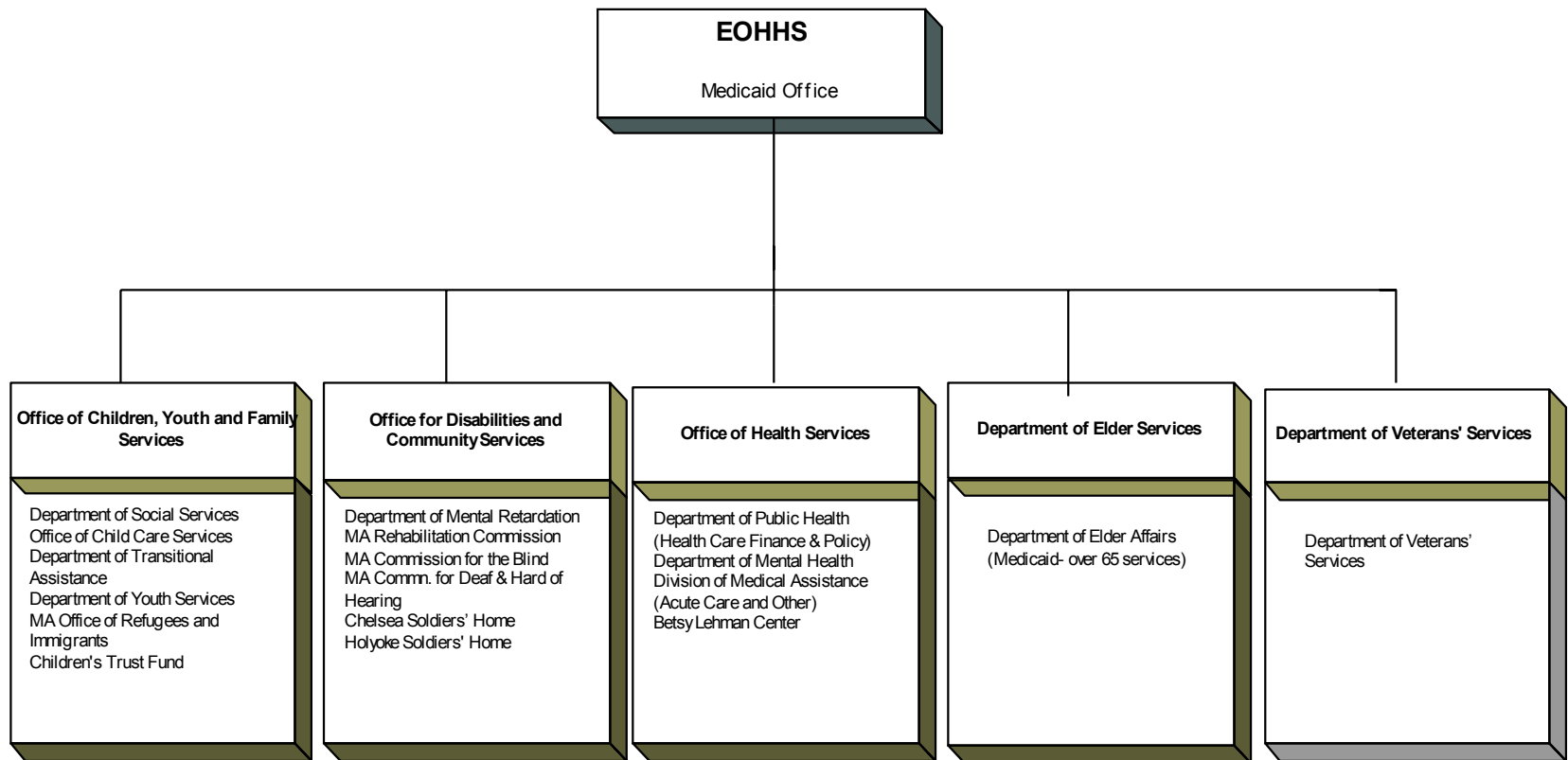
Our proposal:

- Is understandable to clients
- Focuses on improving client outcomes
- Strengthens continuity between programs and field
- Keeps focused on budget and saves money
- Seeks input from stakeholders
- Will consolidate and standardize office administration
- Fosters a single vision so that people can work together toward common goals
- Is doable from an administrative/management perspective

Change Existing Structure of EOHHS Silos From This:



[To This:]



Reorganization Savings

- Reorganization saves \$50m
- Will also improve quality of services
- Savings achieved by:
 - Streamlining core administrative functions
 - Consolidating field offices
 - Consolidating facilities and sale of select parcels

Lessons Learned

- Extraordinary, impressive achievement for EOHHS team with Governor's support, House and Senate support
- First time in Massachusetts history Legislature has given broad authority without "interference" to Executive branch for reform of this size and policy magnitude
- Alignment by all internal and external stakeholders: "something had to happen to stop the invasive nature of budget cuts"
- Policy level
 - Clear vision for each Office/Cluster
 - Takes a fresh look Secretariat-wide
 - Intra-Secretariat wide initiatives (with elders, vets., human services)

Early Outcomes & New Opportunities

- Creates the opportunity to have one complete conversation and one set of management decisions about services and dollars
- Creates new opportunities and challenges for all EOHHS staff, providers, recipients and caregivers
 - Financing of care and support will always be of concern
 - Planning implementation of reorganization will require exquisite team work, time, and patience with a feedback mechanism

Early Outcomes & New Opportunities

- Providers
 - Less providers, better streamlined oversight
- Family and Individual choice
- Regulation changes will take time
- Legislature has provided a major opportunity
 - We are responsible for thoughtful, public action in everything we do