

# Next Steps in ODADAS & ODMH Partnership

May 3, 2012

# Agenda

- Big picture collaboration
- OHT perspective – Director Moody
- Short term detail
- Next steps
- Questions, discussion

# Common Sense Government

- Make it easier for people to access services
- Support better client outcomes
- Make things easier for Ohio businesses being regulated
- How to best manage finite resources?
  - Policy focus
  - Resource investment
  - Administrative operations

# Common Sense Opportunities

- ODADAS & DMH share many boards, providers, federal agency
- Many individuals receiving services are dually diagnosed
- In the past year we've examined how we can learn & benefit from partnership
  - Fiscal team co-location
  - ODADAS grant application functionality
  - Medicaid cost containment analyses

# Focusing Our Team: Goals

- Speak with one voice that recognizes and supports services related to both addiction and mental illness
- Leverage our collective administrative resources, creativity and advocacy to improve upon our previously parallel efforts
- Establish a collective, specific work plan for action that will guide our progress forward
- Time to take the next step in our partnership – today is the kick-off

# Big Picture: Health Transformation

- Modernize Medicaid
  - Improve care coordination
  - Integrate behavioral health and physical health care
  - Rebalance long-term care
- **Streamline Health and Human Services**
  - **Share services to increase efficiency**
  - **Right-size state and local service capacity**
  - **Streamline governance**
- Improve Overall Health System Performance
  - Get the right information in the right place at the right time
  - Make price and quality information transparent
  - Pay for value not volume

# Current Priority: Streamline HHS

- 2011: Streamline HHS Programs (HB 153)
  - Reorganize funding and control of Medicaid programs
- **2012: Streamline HHS Operations**
  - **Restructure and consolidate HHS operations**
  - **Consolidate a number of ODADAS and DMH back office functions in July 2012, reporting within DMH**
- 2013: Streamline HHS Governance
  - Recommend a permanent HHS organizational structure
  - Seek authority for ODADAS and ODMH to become a single statutory entity effective July 2013 (SFY 2014)

# Future Role of Directors

- Both Tracy & Orman were hired with the understanding that their roles would likely change during Governor Kasich's time in office
- There will continue to be two Cabinet Directors; however, the model will evolve to one similar to the Governor's other major policy initiatives:
  - Jobs Ohio – Mark Kvamme
  - Shale Development – David Mustine
  - Opiate Action Team – Orman Hall

# Next Steps

- This is a consolidation of two agencies, not folding one agency into a division of a larger agency.
- Primary goal is better prioritization of both populations; NOT the achievement of cost savings or employee layoffs
- The people served by the agencies must remain at the center of our focus

# Next Steps

- Develop a project charter
- Meet directly with all staff on a regular basis to discuss status, review draft plans, field questions
- We will meet with bargaining unions to review details, discuss questions/concerns
- Align operational procedures to the extent that differences exist between the two departments' approaches
- Communicate with both internal & external stakeholders about the changes underway
- Determine short- and long-term space issues

# Plan Forward to July 2012

- Fiscal
- Communications
- Legislation
- Information Technology
- Legal
- Medicaid

# For All Affected Areas...

- Meet directly with all staff on a regular basis to discuss status, review draft plans, field questions
- We will meet with bargaining unions to review details, discuss questions/concerns
- Align operational procedures to the extent that differences exist between the two departments' approaches
- Communicate with both internal & external customers about the changes underway

# Fiscal

- Co-location occurred October 31, 2011
- Senior managers from both fiscal teams are working to develop an integrated table of organization
- FY 13 anticipated benefits:
  - Consolidated field reviews
  - Streamlined central office processes/points of contact
  - Single team for OBM transactions
- Update for both ODADAS & DMH staff in May

# Communications & Legislation

- Will combine as **Public Affairs**
- Missy Craddock – Deputy Director
- Will backfill ODADAS legislative liaison vacancy and cross train on both ODADAS & DMH issues
- Communications team: Stacey Frohnapfel Hasson, Eric Wandersleben, Trudy Sharp, Ashley Gonzalez
- ODADAS training officers and program administrator related to work force will report within ODADAS treatment & recovery services during FY 13 transition period

# Public Affairs

- Expected consolidation: June 4, 2012
- Space available in both locations, but by July 2012 the team will be headquartered at the SOT
- Specific space being identified on 8<sup>th</sup> floor
- Team will work on messaging, product development, etc. in concert with Office of Health Transformation & Governor's Office
- Will examine opportunities related to use/management of intranet and internet
- Work together to educate the public on issues related to addiction and mental illness

# Information Technology

- Expected consolidation: June 4, 2012
- Functional table of organization being developed
- With few (if any) exceptions, folks will remain in currently assigned space until ODADAS moves to SOT – hopefully early CY 2013
- Work plan being developed with 3/6/12 month deliverables

# Information Technology, 2

- Goal is to apply most advanced practices from each department's IT shop to the other department
- Planning will occur in consultation with OIT
- Will be iterative over time
- Will enable us to more logically disposition work, establish joint priorities and time lines, etc.
- Expected to avoid costs over time

# Legal

- For July 2012, we will focus consolidation efforts specifically on the LEGAL function, rather than other areas supervised by the two chief counsels
  - ODADAS has one lawyer (who is also ODADAS deputy director), DMH has four lawyers
  - Other functions are addressed specifically in this presentation or will be planned for 2013 phase
- By mid-May we'll have a project plan

# Medicaid

- Teamwork has been ongoing for years
- Medicaid appropriations & claims payment will be moved to ODJFS in July 2012, but policy leads will continue from our departments
- ODADAS has two Medicaid policy staff; DMH has ten (many of whom also focus on other aspects of integrated health care)
- Will develop a functional table of organization and project plan for July 2012 effective date
- ODADAS team will move to SOT

# Other Notes

- Space will be established for Orman & Tracy at the other's respective offices
- Christine Morrison, Opiate Project Manager, will also be provided space at SOT due to proximity to Statehouse and Governor's Office
- Effective immediately, ALL vacancies within both departments will be reviewed in light of upcoming changes prior to backfill
- We will be establishing predictable communication mechanisms for updates

# You May Be Wondering...

- What about the work areas not mentioned?
  - The two departments have different approaches to tables of organization, policies and operational procedures
  - Work areas not outlined in this presentation will be included as part of the second phase of consolidation, expected to occur in July 2013
  - Both staff and external stakeholders will be involved in planning processes, which may vary by topical area
  - No draft overall table of organization exists today – must be developed with input & careful planning

# You May Be Wondering...

- Communication plan
  - First meeting – our co-workers, 5/3/12
  - Briefing for key/core stakeholders scheduled 5/4
  - Governor's Office communication
  - Legislators with specific interest
  - Others
    - Behavioral Health Leadership Group – 5/16
    - Advisory Council on ODADAS
  - Next 24 hours

# You May Be Wondering...2

- What about my job?
  - No layoffs required or expected
  - Some job duties may change within current classification parameters
  - Reporting lines/supervisors may change
  - Your physical location may change
  - Any changes will occur within approved union & DAS procedures
  - We may not fill all vacant positions over time; may evolve to create different positions, etc.

# You May Be Wondering...3

- What about my work environment?
  - We are seeking space within the SOT to accommodate a consolidated team
  - No final time line yet; hope for early CY 13
- How/when can I participate in the process?
  - Effective immediately, we want to share same messages with all co-workers at the same time
  - We want co-workers to provide suggestions
  - We want to avoid rumors and unaddressed concerns
  - [consolidationquestions@mh.ohio.gov](mailto:consolidationquestions@mh.ohio.gov)

# Preparing for Permanence

- Work will commence immediately
- Many facets to consider & decide, including:
  - Vision
  - Culture
  - Organization & operations
  - Staff impact
  - Clinical outcomes and quality improvement
  - Financial benefits
- Stakeholder involvement will be key

# Preparing for Permanence, 2

- Project charter and work plan will be shared with all ODADAS & DMH staff (as well as external partners)
- Opportunities for general & specific participation will be communicated
- We want this to be a positive, constructive experience for our own team and for the field
- Communication is critical

# Questions/Discussion