

## **ATTACHMENT: SUGGESTED BUSINESS PLAN OUTLINE**

January 8, 2014

**To:** Human Services Model Feasibility Study Task Force

**From:** Gail Nordheim and Gerry Born, study facilitators

**Subject:** Suggested Contents and Timeline for the Business Planning Process

At its January 20 meeting, the Task Force will decide whether to ask county boards to authorize development of a Business Plan for a multi-county Human Services Department (HSD). To help inform this decision, we have prepared this memo describing Business Plan contents and timing.

The purpose of the Business Plan would be to provide county boards with the information they will need to make a decision on whether to proceed with a multi-county HSD.

The Business Plan should meet state requirements for an implementation plan as outlined in the state document "*Development of Community Human Service Departments*"

This memo has three parts:

- Part 1 provides an outline of a Business Plan that would also meet state standards as described in "*Development of Community Human Service Departments*".
- Part 2 suggests specific topics that should be included in the business planning process
- Part 3 suggests a potential timeline for establishing a fully functional HSD, assuming the Implementation Planning process is approved by county boards by March 2014.

If the County Boards approve proceeding with Business Planning, there are several steps that would need to be taken before planning can begin:

- Establishing a Business Plan Committee that would provide guidance and oversight to the Business Plan development process.
- Appointing a Business Plan development coordinator and team.
- Identifying technical assistance needs from state agencies, and communicating with state personnel about these needs.
- Developing a detailed Business Planning process and timeline.

## PART 1: SUGGESTED BUSINESS PLAN OUTLINE

The following outline suggests content and organization for the Business Plan. This Business Plan content and organization would be consistent with state recommendations in *“Development of Community Human Service Departments.”*

1. Introduction
  - a. Mission statement for the Human Services Department
  - b. Description of process to date for considering development of a multi-county HSD
  - c. Objectives for the HSD (using objectives identified through the Feasibility Study)
2. Statements of assurances
  - a. The HSD will provide the full range of services currently provided by the three social services departments and NCHC. The new department will continue to comply with and perform its operations meeting standards set forth in statutes, administrative codes, rules and other program requirements. We will continue to look for opportunities to improve the quality of all programming
  - b. Rights of staff will be protected.
  - c. The HSD will hire a Human Services Director
  - d. Agency staff and the general public have been provided the opportunity to offer input into creation of the HSD (appendices provide details of opportunities provided)
  - e. A governing board will be created to oversee the operations of the HSD.
  - f. Fiscal implications of the HSD have been thoroughly examined.
  - g. Potential advantages and problems of the HSD have been thoroughly considered
    - i. List potential advantages (from Feasibility Study)
    - ii. Potential problems (from Feasibility Study)
3. Reorganization proposal—For each topic, this section would outline what decisions have been made through the Implementation Planning process, and which decisions remain to be made once the HSD is established.
  - a. Governance and leadership
    - i. Size and composition of Board
    - ii. Board policies—what topics they would include
    - iii. Advisory structure (committees and other mechanisms through which the Board will seek community input)
    - iv. Process for hiring HSD director
  - b. Organization of the multi-county HSD
    - i. Identify and describe organization units to be consolidated (NCHC and 3 county social services departments)
      1. Detailed organization charts
        - a. Current organization charts for NCHC and the three DSS’s.
        - b. Proposed organization chart for the multi-county HSD.

- ii. Describe the management and management support requirements of the consolidated agency.
- iii. Describe approach to key management areas, and indicate further work in each area that will be needed after establishment of the HSD; including:
  - 1. Intake
  - 2. Case management/service integration
  - 3. Contract monitoring
  - 4. Workload monitoring
  - 5. Management specialization
    - a. Financial management
    - b. Information management
  - 6. Human resources
  - 7. Quality management
- c. Physical structure considerations
  - i. Location and staff capacity of central and regional offices
  - ii. How local access will be assured.
- d. Fiscal system
  - i. Cost structure—Direct and shared costs
  - ii. Potential first year budget
  - iii. Approach for addressing disparity in levy contribution to social services among the three counties
  - iv. Need for consolidated aids authority
- e. Personnel requirements for the new agency
  - i. New positions that will be required
    - 1. Job descriptions for new staff positions, particularly key management staff.
  - ii. Positions and functions that will be consolidated
  - iii. Staff responsibilities that will be expanded
  - iv. Potential staff issues that may be encountered during the reorganization and approach to change management for staff
  - v. Salary and benefit schedules
  - vi. Recruitment approach
  - vii. Staff training needs
  - viii. Personnel delegation

**PART 2: TOPICS TO BE ADDRESSED IN THE BUSINESS PLAN**

The Business Plan does not need to describe the complete approach to be used for each of these issues. However, it must provide enough detail to assure county boards and state agencies that issues have been clearly identified and the general approach for addressing them is known. It should specify what additional decisions will need to be made once the HSD has been established.

<b>Governance</b>
Board composition: <ul style="list-style-type: none"> <li>• Total number of board members</li> <li>• Number from each county</li> <li>• Mix between public and elected officials</li> </ul>
Description of how the Board will provide oversight of HSD operations (Board policies, quality dashboards, etc.)
Revised Tri-County Agreement to include social services programs along with 51 Board programs.
Mechanisms that the Board will use to get community input (such as advisory committees, surveys, etc.)

<b>Organization</b>
Detailed organization chart for multi-county HSD.
Current organization charts for the three county social services departments and NCHC.
Job descriptions for key management positions.
Process for selecting/affiliating with an Income Maintenance consortium.
Use of outside contractors.
Description of how key administrative and managerial functions that will be consolidated in the new agency (IT, Human Resources, Finance, Quality).

<b>Management principles/approach</b>
Describe general approach to each of the following (including what is known now and what decisions would be made after establishment of the HSD): <ul style="list-style-type: none"> <li>• Access—single point of access or multiple points? How access to the consolidated agency would work.</li> <li>• Continuity of service. How continuity of services will be assured during the transition period (for example, provisions for staff and contracted services during the transition period).</li> <li>• Service integration—How will it be determined if inter-disciplinary teams are needed for a particular client or family? How specifically will structure and process support service integration?</li> <li>• Service specialization-How will service specialization needs be identified? How will the cost effectiveness of specialized services be monitored?</li> <li>• Priority setting procedures—for example, investing in preventive services vs. ongoing services; investing in specialized services vs. routine services.</li> </ul>
Approach for developing a common philosophy for service delivery, given the different approaches currently used by the counties and NCHC.
Description of how the quality assurance and improvement system would be designed and

<b>Management principles/approach</b>
administered.
Address the management of any programs that will not become part of the HSD, to the extent that these programs are currently managed by a single County social services or human services department.

<b>Staffing</b>
Description of the process used for planning program organization and operations, drawing on the knowledge and expertise of key staff in the four involved agencies.
<i>Note: The consultants recommend creation of staff subcommittees to work on program design as follows:</i>
<ul style="list-style-type: none"> <li>• <i>Community Programs (North Central Health Care)</i></li> <li>• <i>Child Welfare and Juvenile Justice</i></li> <li>• <i>Income Maintenance</i></li> <li>• <i>Child Support</i></li> <li>• <i>Other social services programs</i></li> </ul>
Identify staffing needs and organization chart for all positions of the Multi-County HSD, including community programs provided by NCHC and social service programs currently provided by each of the Counties.
Salary levels by position
Benefit levels
Process for transitioning social services employees
Communications plan for employees—keeping employees informed throughout the process
Definitively identifying consolidated staffing areas (fiscal, HR, administrative and management) and implications of consolidation for personnel needs.

<b>Budget/financial</b>
Projected first year budget, showing any transfer of resources from admin to direct services.
Shared and direct cost allocation.
Projected financial impact by county.
Addressing current differences in per capita county levy contributions to social services programs.
Address other non-tax levy sources of funding such as contracts and grants that are received by various agencies within each County that would become part of a single HSD.

<b>Community education and outreach</b>
Plan for keeping interested parties informed of the business planning process.
Plan for public hearings in each county.
Plan for inclusion of stakeholders in the planning process.
Continued sharing of NCHC quality improvement activities and results with the community.
Plan for ongoing community input and involvement after establishment of the HSD.

<b>Process</b>
Phase-in plan for the period between when county board and state approvals are obtained and the start of HSD operations. (Time will be required for hiring, service contract transition, and other preparations prior to starting HSD operations).
Plan for community involvement.
Process for oversight and decision-making prior to establishment of the HSD Board.
Coordination and staff support for the business planning process.

**PART 3: POTENTIAL IMPLEMENTATION PLANNING TIMETABLE**

MONTH	KEY EVENTS
January 2014	Task Force approves sending Feasibility Study and resolution authorizing Business Plan development to County Boards.
February-March 2014	County Boards review Feasibility Study and vote on resolution. (Remaining timeline items contingent on approval of the resolution in all three counties.)
April 2014	<ul style="list-style-type: none"> <li>• Counties launch Business Planning process.</li> <li>• Business Plan Advisory Committee convened. (Resolution calls for this to have the same members as the Feasibility Task Force.)</li> <li>• Business Plan Project coordinator appointed.</li> </ul>
May 2014	<ul style="list-style-type: none"> <li>• Subcommittees of the Business Plan Advisory Committee appointed. Subcommittees may include persons who do not serve on the core Business Plan Advisory Committee, along with Business Plan Advisory Committee members.               <ul style="list-style-type: none"> <li>○ Staff committee to advise on organization, program and personnel issues. (Includes managers from NCHC and the three counties) Subcommittees may be formed as needed to help work out operational details for Child Welfare/Juvenile Justice, Income Maintenance, Child Support and other programs.</li> <li>○ Community committee to provide input into the Business Planning process (Includes representatives of community stakeholder groups including service provider agencies, legal and law enforcement, and consumers/advocates)</li> <li>○ County/state relations committee to work on legal and financial issues involving counties and/or state agencies. (Includes one elected official and one senior manager from each county along with NCHC CEO and CFO).</li> </ul> </li> </ul>
May 2014	<p>Project coordinator presents detailed project workplan for Advisory Committee review. Workplan includes detailed tasks, due dates and assignments for the following components:</p> <ul style="list-style-type: none"> <li>• Governance</li> <li>• Organization</li> <li>• Management principles/approach</li> <li>• Staffing</li> <li>• Budget/financial</li> </ul>

MONTH	KEY EVENTS
	<ul style="list-style-type: none"> <li>• Community outreach and education</li> </ul>
May-December 2014	<ul style="list-style-type: none"> <li>• Development of the detailed Business Plan.</li> <li>• Regular meetings of Business Plan Advisory Committee and subcommittees to review progress and provide input.</li> <li>• Revise tri-county agreement to include social services programs along with 51 Board programs.</li> <li>• Community outreach and education</li> </ul>
January 2015	<ul style="list-style-type: none"> <li>• Business Plan complete</li> <li>• Business Plan Advisory Committee votes on whether to forward Business Plan to County Boards, seeking authorization for establishing a multi-county DHS. (Remaining timeline items contingent on affirmative vote)</li> </ul>
February-March 2015	<p>County boards review Business Plan and vote on:</p> <ul style="list-style-type: none"> <li>• Establishing multi-county DHS</li> <li>• Dissolving 51 Board</li> <li>• Dissolving DSS and Social Service Committees</li> <li>• Requesting consolidated aids authority from state</li> <li>• Requesting personnel delegation from state</li> </ul> <p>(Remaining timeline items contingent on affirmative vote in all three counties)</p> <p>Note: There will be a need to provide limited authority to the multi-county DHS prior to dissolving the current 51 Board and Social Services structure, to give the DHS an opportunity to “gear up” with board formation, hiring and other activities prior to becoming fully operational. Working out the method and timing for doing this would be part of the Business Plan.</p>
April 2015	<p>Business Plan submitted to DHS, DCF and DOC as Implementation Plan. Implementation plan approved by the three state agencies. (It is assumed that this process will go quickly because the state agencies will be closely involved during the Business Planning process.)</p>
May-October 2015	<p>Transition period, during which the multi-county DHS prepares to assume operations.</p>
November 2015 - Jan. 2016	<p>Multi-County DHS begins full operations.</p>