

CONTRA COSTA BEHAVIORAL HEALTH TRANSFORMATION
 OUTLINE OF INTEGRATION WORK
 2011-2014

| I. Strategy: Develop vision, structures, and partnerships that will guide and support the systems transformation process | | | | | |
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| Tasks | Who's responsible: | Timeline | Guiding consultant | Benchmarks/Milestones | Status |
| Identify Shareholders/partners | | Yrs. 1-3 | Zia | | Complete |
| Assemble shareholders into functional teams <ul style="list-style-type: none"> • Steering Committee • Change agents • BH Executive team • BH Managers • BH Design Teams (managers/line staff) • Core integration team or integration lead • Quality circles (CQI teams) | | Yrs. 1-3 | Zia and HB | | In progress: HB to assemble SPID Teams |
| Develop a shared mission/vision statement | ET, BH mgrs, SC and its constituencies | Yr. 1 | Zia and HB | 1) Draft a mission statement 2) Agreement on Mission 3) Final mission statement | 1) Complete 2) Complete 3) Complete |
| Draft a Charter document | SC and its constituencies | Yrs. 1-2 | Zia | 1) Draft charter document 2) Distribute to SC/PM for review, input, discussion, revision | 1) Complete 2) In progress |
| Develop communication mechanism for transformation process | ET, project mgrs | Yr. 1 | Zia | | Status update needed |
| Develop SPID Teams | ET, project mgrs | Yrs. 1-2 | HB | Team rosters | Complete |
| Aggregate community input at Kickoff Summit | ET, project mgrs | Yrs. 2-3 | HB | 1) Collection of Services & Programs Integration feedback 2) SPID Team Action Plans | To be completed following Kickoff Summit |

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| II. Strategy: QI Process begins - Assessment/Analysis/Identify opportunities for change within current systems (both internal and external) | | | | | |
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| Tasks | Who's responsible: | Timeline | Guiding consultant | Benchmarks/Milestones | Status |
| Engage partnership in defining and assessing current system complexity capability (COMPASS) | Each agency/ Program, SC supports progress | Yr. 2 | Zia | 1) Provider orientation 2) Video trainings | 1) Initiated and on-going 2) In progress |
| Engage partnership in defining and assessing current staff complexity competency (CODECAT) | Same as above, with input from Change Agents | Yr. 2 | Zia | 1) Change Agent training on CODECAT | Status update needed |
| Share knowledge of programs/ EBP and Identify opportunities for collaboration/coordination/integration within BH programs <ul style="list-style-type: none"> • Service Mapping Project • Change Agents partnerships • Regional Collaborations • Interagency partnerships | ET, SC, Change Agents | Yrs. 1-2 | Zia and HB | 1) Service Maps 2) Consolidated Planning Tools | 1) Complete 2) In progress |
| BH organizational systems examinations <ul style="list-style-type: none"> • Tasks (nature of work, how it gets done) • Technology (Data, tracking, IT, QI) • Design (lines of communication, control, authority) • Strategy (how resources are acquired/appropriated, policies and procedures) • Culture (understanding current values, norms, beliefs) | ET and BH managers , SC, each agency for its own processes, change agents and consumers inform from the front line, Admin Design Teams, SPID Teams | Yrs. 1-2 | Zia and HB | 1) Job descriptions 2) Org. chart 3) List of design recommendations | 1) Status update needed 2) In process 3) To be finalized at Design Day |

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| III. Strategy: Redesign/realign/re-engineer system of care and BH organization in support of the transformation/integration vision | | | | | |
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| Tasks | Who's responsible: | Timeline | Guiding consultant | Benchmarks/Milestones | Status |
| Develop new organizational structure that is consumer and family driven and designed around persons with the most complex needs and functions as an integrated system. | ET (in partnership with shareholders), SPID Teams | Yrs. 2-3 | HB | 1) An integrated ET 2) SPID Teams | 1) Completed 2) In progress |
| Align organization functions to support the vision and work <ul style="list-style-type: none"> • Finance ,including reimbursement and billing/contracts • Policies/procedures • Information systems • Performance monitoring/ Quality Improvement • Services and service delivery | ET, BH mgrs, SC, Change Agents, Admin Design Teams, SPID Teams | Yrs. 2-3 | Zia and HB | 1) SPID and Admin Design Team report outs 2) List of design recommendations | 1) Ongoing 2) To be finalized at Design Day |
| Develop welcoming and integrated screening/intake tools, data collection instruments and standardized processes/procedures | See above | Yrs. 2-3 | Zia and HB | 1) Screening/intake tools 2) Data collection instruments 3) Processes and procedures | To be finalized at Design Day |
| Develop new complexity capable service delivery model/practices | See above | Yrs. 2-3 | Zia and HB | 1) Service delivery model and practices | To be finalized at Design Day |
| Adopt performance measures, data standards that track program and client progress in relation to integrated service delivery. | QIC within CCC, in partnership with all of the above. | Yrs. 2-3 | Zia and HB | 1) Performance measures 2) Data standards | To be finalized at Design Day |

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| IV. Strategy: Building Complexity Capability/Competency in the CQI process at every level of the system: every program, every person | | | | | |
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| Tasks | Who's responsible: | Timeline | Guiding consultant | Benchmarks/Milestones | Status |
| Engage agencies in 12-steps to become complexity capable and partner to create better continuum of care. | Agency managers with support of ET, SC, design teams | Yrs. 2-3 | Zia and HB | 1) Create a learning community process 2)Track the 12 steps of progress for each agency | Status update needed |
| Engage staff in 12-steps to become complexity competent | Each agency for its own workforce; Change Agents | Yrs. 2-3 | Zia | | Status update needed |
| Determine, coordinate, and deliver capability/competency development (supervision, on the job practice, orientation, and training) for agencies, programs and staff around new terminology, philosophy, service models, system navigation, etc. | See above | Yrs. 2-3 | | | |

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| V. Strategy: Reward, anchor, and continue QI and progress toward sustainable long-term systems change | | | | | |
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| Tasks | Who's responsible: | Timeline | Guiding consultant | Benchmarks/Milestones | Status |
| Adapt/evolve and integrate features of QI through Quality Circles (CQI teams) <ul style="list-style-type: none"> • Track progress in specific improvements relevant to customer oriented, recovery oriented, complexity capability • Consumer experience/feedback • Implementation of practices based on the CCISC principles • Using data to improve quality (PDCA) • Establish policies and regulatory framework to anchor progress in place within the partnership. • Performance monitoring • Regulatory compliance | Each agency/program does its own CQI; SC coordinates and informs, ET, consumers, change agent | Yrs. 2-3 | Zia | | Status update needed |