



DEPARTMENT OF
HEALTH AND HUMAN SERVICES

Promoting and protecting health, well-being, self-sufficiency, and safety of all in Marin County.



July 18, 2017

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DIRECTOR

Marin County Board of Supervisors
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SUBJECT: Department of Health and Human Services, Division of Administration requests approval of cost neutral personnel and budget adjustments for the Whole Person Care program. (New)

Dear Supervisors:

RECOMMENDATIONS:

1. Authorize your Board to approve the following cost neutral personnel adjustments for the new Division of Whole Person Care effective for the July 16, 2017 pay period:

Action	SAP Cost Center	Munis Org Code	Description	FTE	Job Title	Step	Class	Position #
Add	1000081100	29051501	WPC Administration	1.00	Public Health Division Director – Fixed Term through December 31, 2020	5	1070	10700TBD
Add	1000081100	29051501	WPC Administration	1.00	Department Analyst II - Fixed Term through December 31, 2020	5	0390	03900TBD
Add	1000081100	29051501	WPC Administration	2.00	Senior Program Coordinator - Fixed Term through December 31, 2020	5	1251	12510TBD
Add	1000081100	29051501	WPC Administration	1.00	Accountant II - Fixed Term through December 31, 2020	5	0370	03700TBD
Add	1000062100	28041405	Employment Services	1.00	Employment Development Counselor – Fixed Term through December, 31, 2020	5	1223	12230TBD

2. Approve one-time FY 2017-18 adjustments appropriating \$2,500,000 of new Whole Person Care funding for fixed term positions and program budget:

Action	Fund	Munis Org Code	Organization Code Name	Object Code	Object Code Name	Budget Adjustment FY 2017-18
Increase	2800	28041405	Employment Services	511110	Salaries and Benefits	\$118,458
Increase	2900	29051501	WPC Administration	511110	Salaries and Benefits	\$751,409
Increase	2900	29051501	WPC Administration	521910	Maint-Bldg and Impr	\$6,180
Increase	2900	29051501	WPC Administration	522310	Misc Expense	\$6,000
Increase	2900	29051501	WPC Administration	522410	Office Expense	\$4,500
Increase	2900	29051501	WPC Administration	522510	Prof & Sp Svcs-Prof Svcs	\$60,000
Increase	2900	29051501	WPC Administration	522530	Prof & Sp Svcs-Advt Mktg	\$70,000
Increase	2900	29051501	WPC Administration	522910	Rents and Leases	\$55,890
Increase	2900	29051501	WPC Administration	522930	Minor Equipment	\$25,000
Increase	2900	29051501	WPC Administration	523210	Sp Dept Exp-Edu Training	\$6,000
Increase	2900	29051501	WPC Administration	523410	Trans and Travel	\$9,000
Increase	2900	29051501	WPC Administration	523510	Utilities	\$6,180
Increase	2900	29051502	WPC Delivery	522510	Prof & Sp Svcs-Prof Svcs	\$20,000
Increase	2900	29051502	WPC Delivery	522710	Prof & Sp Svcs-CBO Contracts	\$497,979
Increase	2900	29051503	WPC Services	522710	Prof & Sp Svcs-CBO Contracts	\$893,018
Total Expense						\$2,529,614
Increase	2800	28041405	Employment Services	451210	State-CFET-CA Food Stamps	(\$29,614)
Increase	2900	29051501	WPC Administration	452610	Federal-Other	(\$1,050,167)
Increase	2900	29051503	WPC Delivery	452610	Federal-Other	(\$556,815)
Increase	2900	29051503	WPC Services	452610	Federal-Other	(\$893,018)
Total Revenue						(\$2,529,614)
Net Adjustment						\$0

3. Approved one-time cost applied adjustments to transfer Whole Person Care related required match costs, and general funds revenues from the HHS Operating Fund 2800 to Whole Person Care Fund 2900:

Action	Fund	Munis Org Code	Organization Code Name	Object Code	Object Code Name	Budget Adjustment FY 2017-18
Decrease	2800	28011001	General Administration	TBD	Intrafund Transfer Out	(\$2,066,965)
Decrease	2800	28021114	Other Mental Health Services	TBD	Intrafund Transfer Out	(\$156,000)
Decrease	2800	28031201	Public Health Administration	TBD	Intrafund Transfer Out	(\$40,595)
Decrease	2800	28031251	Communicable Disease	TBD	Intrafund Transfer Out	(\$87,680)
Decrease	2800	28041411	PA Aid Payments	TBD	Intrafund Transfer Out	(\$148,760)
Decrease	2800	28041405	Employment Services	TBD	Intrafund Transfer Out	(\$88,844)
Total Expense						(\$2,588,844)
Decrease	2800	28011001	General Administration	480540	HHSOP Transfer In Discretionary	\$2,066,965
Decrease	2800	28021111	Adult Mental Health	480540	HHSOP Transfer In Discretionary	\$156,000
Decrease	2800	28031231	Public Health Preparedness	480540	HHSOP Transfer In Discretionary	\$128,275
Decrease	2800	28041401	Adult Social Services Admin	480540	HHSOP Transfer In Discretionary	\$148,760
Total Revenue						\$2,500,000
Net Adjustment Fund 2800						(\$88,844)

Action	Fund	Munis Org Code	Organization Code Name	Object Code	Object Code Name	Budget Adjustment FY 2017-18
Increase	2900	29051501	WPC Administration	TBD	Intrafund Transfer In	\$427,398
Increase	2900	29051502	WPC Delivery	TBD	Intrafund Transfer In	\$1,046,078
Increase	2900	29051503	WPC Services	TBD	Intrafund Transfer In	\$1,115,368
Total Expense						\$2,588,844
Increase	2900	29051501	WPC Administration	480540	HHSOP Transfer In Discretionary	(\$427,398)
Increase	2900	29051502	WPC Delivery	480540	HHSOP Transfer In Discretionary	(\$957,234)
Increase	2900	29051503	WPC Services	480540	HHSOP Transfer In Discretionary	(\$1,115,368)
Total Revenue						(\$2,500,000)
Net Adjustment Fund 2900						\$88,844

4. Approve one-time FY 2017-18 budget adjustments for required match to California Department of Health Care Services:

Action	Fund	Organization Code	Organization Code Name	Object Code	Object Code Name	FY 2017-18 Budget Adjustment
Increase	2900	29051501	WPC Administration	531010	Support and Care	\$1,250,000
Total Expense						\$1,250,000
Increase	2900	29051501	WPC Administration	452610	Federal - Other	(\$1,250,000)
Total Revenue						(\$1,250,000)
Net Adjustment						\$0

SUMMARY: On June 12, 2017, the California Department of Health Care Services (DHCS) Whole Person Care Program approved the Department’s Whole Person Care (WPC) application enabling the Department to draw down new federal revenue. The Department is returning to your Board for approval to appropriate \$2,500,000 of these new federal funds for FY 2017-18 to establish new fixed term positions and operating budget that will be reimbursed by new WPC revenue. Additionally, the Department requests approval of budget adjustments related to the Department’s 50% required match.

The Department’s WPC proposal shifts the business model to reimbursing providers for improved health outcomes and will provide \$5 million dollars per calendar year for four years, a total of \$10 million dollars in new federal revenue and \$10 million dollars required County match which is already part of the existing baseline budget. WPC is a cross-sectoral, interdepartmental, multi-disciplinary “Housing First” collective impact strategy to address the social determinants of health; focus on high utilizers of the healthcare system, reduce homelessness, increase initiation of alcohol and/or other drug treatment, and decrease emergency room visits and hospitalizations. While the Department is serving as the WPC lead agency, representatives from many community agencies will have a role in the implementation of the WPC pilot.

The WPC pilot will build upon existing programs and services by implementing a unified, coordinated entry and care management system; by standardizing screening, assessments, and care planning; and, by promoting bi-directional information sharing and care coordination among providers. WPC’s goal is for this systems-level change to result in new, coordinated and sustainable approaches to meeting the needs of high-risk, high-cost Medi-Cal beneficiaries. An essential element of WPC is effectively building upon and braiding programs, services, and interventions that are working well and ensuring these efforts are integrated and leveraged. For example, the WPC pilot will build on Behavioral Health and Recovery Services’ (BHRS) Full-Service Partnerships, community-based coalitions of homeless service providers, and, Probation’s post-release interventions.

WPC aims to address the needs of two target Medi-Cal adult populations, individuals (approximately 1,068) who experience homelessness or are precariously housed

and individuals (approximately 2,968) who experience complex medical conditions, behavioral health issues, and/or lack social supports that interfere with standards of care and result in high utilization and costs. The WPC pilot presents a unique opportunity to develop and test new approaches to improve health outcomes, especially among populations whose health and well-being is significantly affected by the social determinants of health (e.g. housing, employment, social support, etc.).

Participating contract community based agencies will provide screenings, assessments, and referrals to match individuals in these target populations to the right resources at the right time through engagement, standardized screenings and assessments, comprehensive care plans with person-centered, evidence-based interventions, and, effective and appropriate referrals across the full continuum of care. Additionally, individuals in both target populations will also have an opportunity to receive person-centered care planning and comprehensive case management services. Homeless and precariously housed individuals will also access housing-based case management if needed.

The Department is returning to your Board for approval of a WPC budget and new, fully cost-covered, fixed term WPC positions to begin implementing this new model:

- ✓ Add a 1.00 full time equivalent (FTE) Public Health Division Director fixed term position thru December 31, 2020 in WPC Administration. The position will determine and implement programmatic and operational decisions for the Whole Person Care division; serve as a liaison with DHCS, promote and ensure integration of the WPC program and its activities with other programs and departments, community partners, and service providers; assure compliance with WPC grant requirements and provide direct and/or indirect management of staff.
- ✓ Add a 1.00 FTE Department Analyst II fixed term position thru December 31, 2020 in WPC Administration to provide data analytics to support service delivery, performance monitoring, and to comply with WPC grant requirements. Duties include collecting data from participating agencies, conducting analytical studies to develop, implement, evaluate and improve the WPC pilot; completing quarterly quality improvement reports and mid-year and annual DHCS required reports; and making program recommendations based on existing research, implementation experience, and data from new and existing system components.
- ✓ Add 2.00 FTE Senior Program Coordinator fixed term positions thru December 31, 2020 in WPC Administration. The positions will assure effective coordination of services between the Divisions of WPC, Behavioral Health and Recovery Services, and Aging and Adult Services and with participating community agencies. Other duties include facilitating communication and coordination between WPC providers and participants; helping provider staff from participating agencies navigate the system of care; coordinating weekly care conferences of participating agencies; providing technical assistance to help agencies maximize service efficiency and input data into electronic systems; and prepare and manage agency contracts.

- ✓ Add a 1.00 FTE Accountant II fixed term position thru December 31, 2020 in WPC Administration to provide a full range of accounting and fiscal support for the WPC division. Duties include budget planning and development; general accounting functions; cost applied calculations, analysis, and reporting; fiscal monitoring of contracts; financial reconciliations and reports; accounts payable and accounts receivable functions; journal vouchers; and maintaining accurate fiscal documentation for the WPC grant.
- ✓ Add a 1.00 FTE Employment Development Counselor fixed term position thru December 31, 2020 in Employment Services to assist homeless and precariously housed individuals. Duties include providing case management services; developing and implementing individual training and employment plans and monitoring clients' progress; assessing clients' potential barriers; providing appropriate advice, information, referrals, resource materials, and other assistance to assist with resolving such barriers in order to obtain and retain jobs; and assisting clients in the acquisition of skills related to job searches, problem solving, and interpersonal communications.

The proposed cost neutral personnel adjustments will result in a net 6.00 FTE increase in fixed term positions and no increase in ongoing staffing for the department. The proposed vacant positions will be filled through a competitive recruitment process. The proposed actions also establish a FY 2017-18 operating budget for the new Whole Person Care Division's three subprograms: WPC Administration, WPC Delivery, and WPC Services.

COMMUNITY BENEFITS: The proposed actions allow the Department to begin implementing its WPC pilot program to provide comprehensive coordinated health, behavioral health, and social services for individuals resulting in better health outcomes.

FISCAL IMPACT: The proposed actions do not increase net County cost. Through the proposed budget adjustments, \$2,500,000 of new cost is being appropriated in FY 2017-18 in the new WPC fund which will be reimbursed by \$2,500,000 in new federal WPC revenue. Additionally, \$2,500,000 in existing Department cost, representing the Department's 50% required match, is being transferred from the Department's operating fund to the WPC fund.

The proposed 1.00 FTE Employment Development Counselor fixed term position is fully cost covered by a combination of WPC and Employment Services State Food Stamp revenue. The position was added in the Employment Services Org Code 28041405 so that 25% of the personnel expense could be claimed and reimbursed with State Food Stamp revenue; 75% of the personnel expense will be transferred to the WPC Delivery Org Code 29051502 and reimbursed by new WPC revenue. The remaining proposed 5.00 FTE fixed term positions are fully cost covered by new WPC revenue.

The final proposed budget adjustment of \$1,250,000 is for the transfer of required County match to DHCS. The Department will work with the CAO to make necessary budget adjustments for subsequent fiscal years as part of either the baseline or monthly budget adjustment process.

The WPC grant provides \$5 million dollars per calendar year for four years, thru December, 2020, a total of \$10 million dollars in new federal revenue and \$10 million dollars required County match which is already part of the existing baseline budget.

REVIEWED BY:	County Administrator	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
	Department of Finance	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
	Human Resources	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
	County Counsel	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>

Respectfully submitted,

Grant Nash Colfax, MD
Director

Munis Budget Adjustment Document Numbers: Pending