



YEAR OF
TRANSFORMATION

CENTER FOR LEADERSHIP & TRANSFORMATION

One of the central principles of the Center for Leadership and Transformation (CLT) is unleashing the talents and expertise of the County's most valuable resource, its employees, to transform the way the County operates and provides services. Middle managers and front-line employees are at the core of the County's service delivery, and are best positioned to develop creative solutions to organizational challenges.

Employee Teams – Most Valuable Resource



The Center for Leadership and Transformation launched 20 innovative, cross-boundary, action-learning teams to tackle some of the County's toughest and most immediate issues. Teams researched and developed proposals that could produce substantial cost savings, generate revenue, improve efficiencies, and yield productivity gains.

During the same period, executive managers took part in training at Stanford University to gain an in-depth understanding of Rapid Transformation concepts, processes and goals. It was the first time that many in the group had spent four days together participating in instruction, role playing, visioning,

and other tools and processes aimed at unifying the organization behind a specific common mission and shared core values. The executive managers also heard presentations from cross-boundary teams and gained more insight on how to support their work. Many teams have executive management sponsors or champions whose jobs are to help turn the recommendations into reality.

Several teams have identified solutions that can be implemented quickly. For example, the VMC Financial Clearance and Compliance Team estimates the revenue potential of administrative enforcement of patient co-pay collection could result in \$1.8 million within the first year, pending technology improvements. The Billing Initiative Team is working on billing for services the County already provides but that are not currently being billed. County administration is working closely with these departments to rapidly implement the recommended solutions.

The opportunity to address "pain points" in the organization, those practices that inhibit productivity, or effectiveness and are often a source of frustration for employees, was met with enthusiasm and dedication. The cross-boundary CLT teams carried out their work while continuing to fulfill their respective responsibilities.

The committed work of the teams demonstrates that there are real opportunities to transform the County into a high-performance organization. The opportunities are within departments and across agencies. A few of the teams are highlighted here. They are tackling the root causes of seemingly intractable problems.

The Center for Leadership and Transformation is elevating core competencies of County employees and inspiring visionary leadership for many who will become future leaders in County government. It is inspiring a sense of personal ownership and empowerment to facilitate change.

In addition to classes, CLT participants receive coaching, training, advising, and facilitation. Teams develop a vision and strategy. They prepare project debriefs, progress reports, quick win actions to sustain momentum. The teams are able to gain visibility for their efforts by presenting Rapid Transformation projects to senior management, organizational partners and other CLT participants.

Transforming Information Technology

A great example is the SCC2 team, which validated the concern that departments are often making IT-related decisions in isolation, which leads to fragmentation, redundancies, and unnecessary costs. The SCC2 team began its work by surveying all County departments to analyze non-core software. Because agencies individually acquired software and implemented systems over time, the result is an information technology system that resembles a patchwork

quilt. The cost each pays for software licenses varies significantly, depending on the number of users and rates in effect when purchased. The team learned of considerable differences paid for similar antivirus licensing software ranging from \$8 per user to \$21.



"My experience in the Center for Leadership and Transformation training truly inspired and energized me. I believe the County has many excellent, dedicated, and resourceful middle managers; the idea of bringing them together in cross-functional teams and teaching them techniques to lead organizational change is truly powerful."

*Darlene Gardner,
Information Services
Department,
Information Technology
Program Manager
Project Team: SCC Squared*

By consolidating and leveraging the \$13 million annual countywide software and maintenance costs, the IT team projects savings of at least \$1 million, with just a 10 percent improvement.

These findings led to the creation of a countywide IT Governance Committee to create standards that capitalize on economies of scale, and to consolidate where appropriate, to keep costs down and support efforts to a minimum. The expanded team was tasked with researching options for a countywide common directory and common e-mail system. Using the 90-Day Rapid Transformation Model™ model, a three-phase, 90-day process, the Committee is creating an implementation plan. The IT Transformation plan will be implemented over the next nine to twelve months.

A comprehensive assessment of Santa Clara Valley Medical Center (SCVMC) is underway to ensure readiness to implement Health Care Reform and to maximize revenues wherever possible. In addition to the Health Care Financial Clearance and





Billing Initiative Teams, four other teams are working on various issues. The ELMR team conducted an assessment of the Electronic Medical Record (ELMR) system now in place. The Population Health Management System Team worked on improving available patient data. Both of these projects focus on systems improvement and integration which will benefit patient care by streamlining the clinic visit experience and facilitating coordination and information sharing across the current 31 disparate information systems.

The Transitional Care Neurosurgery Unit (TCNU) Team recommended that processes be put in place to improve efficiency in transfers and discharges from the unit, improve patient flow, increase revenue, increase patient and staff satisfaction, and improve patient safety.

The SCVMC Customer Service Team is proposing an organizational structure that supports service for the customer, service standards and a proactive model of service improvement.

Central Client Services

The Social Services Agency has begun one of the most rapid transformations in its history to address increased public needs for services, to employ innovative communication and technology processes, and to improve access to benefits. The initiative is known as "Central Client Services."

The explosion in client demand for services due to the recession, and the anticipated demand for Medi-Cal benefits in 2014 due to the new Health Care Reform Act, threaten to exceed the County's capacity to deliver. This is exacerbated by the fact that there has not been any growth in administrative services since 2001; and in 2010 alone, nearly 14 percent of county residents, or 253,630 individuals, received CalWORKs, General Assistance, Food Stamps, Medi-Cal or other public assistance benefits. Because of the economic recession, the Food Stamp Program experienced the greatest increase with 22 percent growth over the previous year.

The next wave of increased demand is anticipated in 2014. Health Care Reform will increase the number of people eligible for Medi-Cal. An estimated 50,000 individuals in Santa Clara County will become eligible and many of the children aged 6-18 now on Healthy Families also will have to move over to the Medi-Cal program. This will need to be done while maximizing productivity and efficiencies, as the federal government will only be reimbursing half of the cost for administering the program.





The Central Client Services Team has determined that the number of people eligible for benefits and receiving them is fairly low in California, especially food stamps and Medi-Cal.

The Central Client Services project has two components being addressed by the CLT Teams. The Rapid Assistance Program will improve access to food and healthcare benefits by providing access electronically, by modifying work processes to focus on quick benefit processing, and by offering benefits application services at community-based organizations. SSA will capitalize on partnerships with community-based organizations to expand its capacity. The Bridge to Benefits component engages community-based organizations in assisting clients to fill out online applications. Key staff of the Social Services Agency attended the Center for Leadership and Transformation Training.

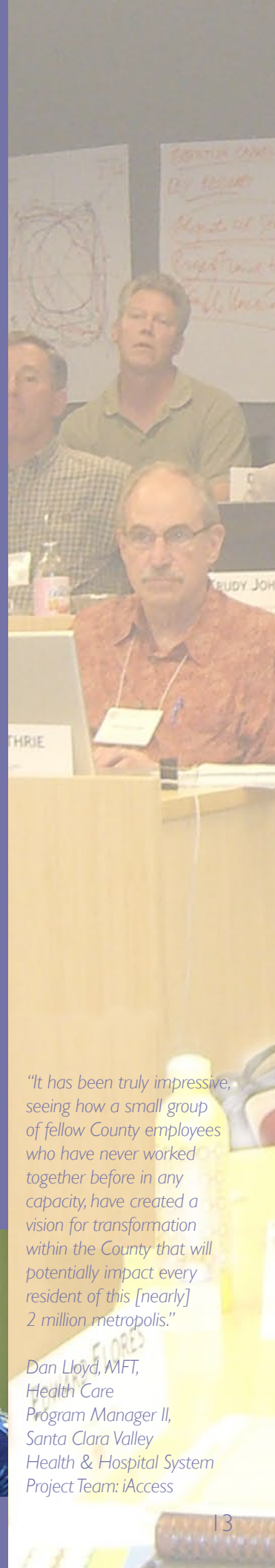
Benefits of Rapid Transformation

There are many advantages to addressing organizational challenges using the Rapid Transformation process. The tangible ones are clear in the highlighted projects – i.e., cost savings, additional revenue, and process improvements which lead to better customer service. Some of the intangible benefits are: Engaged employees who have a sense of shared vision and ownership in the outcome; breaking down of silos that inhibit information sharing; and new ways of understanding the interrelationship of functions. All of these lead to changes in the organizational culture to one that not only encourages initiative and visionary leadership, but has in place systems and practices to develop or recognize that leadership.



"It has been truly impressive, seeing how a small group of fellow County employees who have never worked together before in any capacity, have created a vision for transformation within the County that will potentially impact every resident of this [nearly] 2 million metropolis."

Dan Lloyd, MFT,
Health Care
Program Manager II,
Santa Clara Valley
Health & Hospital System
Project Team: iAccess



THE TEAMS AND PROJECT GOALS

SCC 2 – Santa Clara County Squared – Standardize, consolidate, centralize and leverage information technology throughout the county.

iAccess Team – Improve client access to County services on the Internet.



E-PEA Team – Improve the employee portal to create efficiencies and enhance communication.



VMC Financial Clearance and Compliance Team - Ensure that elective patients are financially cleared prior to receiving an appointment for services. The team has identified a potential missed opportunity of \$11 million in revenues under the current system.



“The experience has now really broadened the base of my own network of colleagues and my own personal fund of knowledge in how to take a little idea and bring it to the table for discussion and change.

I came away hoping transformation might take place even though it may be a slow and possibly uphill struggle ahead. As they say, we should be the change we hope for and I certainly will endeavor to take what I have learnt and apply it in my daily practice.”

Dr. Gulshan Bhatia, Chief,
Division of Mycobacterial Diseases and
International Health VHC@ Lenzen
Project Team: The Extra Help Employee

Service Agreements and Board Contracts - Streamlining service agreement and Board delegated contracts process with a focus on SCVHHS.



Streamline Direct Pay Process for Small Dollar Purchases - Improve the process for small dollar purchases to make it more efficient, transparent and user friendly.



Billing Initiative Team - Explore methods and processes that will allow for previously unbilled medical services of Advanced Practice Providers to be billed appropriately.



Rapid Assistance Program Improve Access to Food and Healthcare Benefits - Provide access electronically, by modifying work processes to focus on quick benefit processing, and by offering benefits application services at community-based organizations.



Bridge to Benefits - Engage community based organizations in assisting clients to fill out online applications.



VMC Customer Service - Improve the customer's experience at Valley Medical Center.



Transitional Care Neurosurgery Unit Overcrowding Team - Create sustainable bed availability in the Transitional Care Neurosurgery Unit for Valley Medical Center's sickest patients.



Employee Recognition "I Am VINCE" - Develop a culture where employees are made to feel Valued, Inspired, Needed, Creative and Encouraged.



Local Alternative Placement for Probation Youths - Increase options for juvenile wards to be placed within the county, rather than outside of the county, to improve connection to families and increase efficiencies for Probation workers.



21st Century Learning – Provide effective, efficient training, reduce costs, promote professional growth, provide efficient training opportunity to community partners, and utilize web communication tools.



Maximizing Our Resources Effectively (MORE) - Examine use of space throughout the County to use all space as effectively as possible.



Wellness Warriors - Promote wellness throughout the County for the benefit of employees, while achieving cost savings and a greater sense of control over how to improve the health of employees, clients, and the county as a whole.

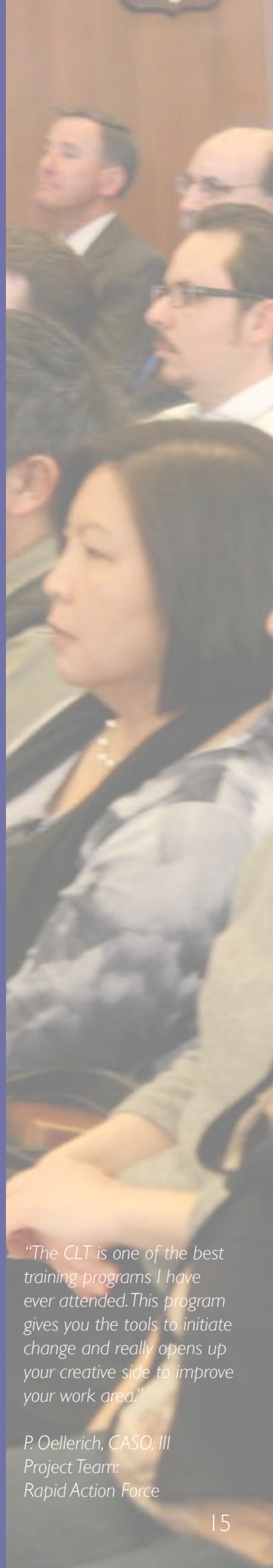


Population Health Management System - Unite previously nonintegrated aspects of the outpatient clinic and hospital systems, combining direct patient care staff and information technology staff to work together on a large scale data warehouse and patient data improvement project.

SAVE Project - Streamline Process for Hiring Temporary Employees - Save money by creating a process by which temporary employees who have been trained may become permanent.

Rapid Action Force - Create a process to engage employees who are interested in participating in a specific change effort to promote efficiencies, savings, and provide better client services.

ELMR - Improve implementation of electronic medical records system (ELMR).



"The CLT is one of the best training programs I have ever attended. This program gives you the tools to initiate change and really opens up your creative side to improve your work area."

*P. Oellerich, CASO, III
Project Team:
Rapid Action Force*