

**Franklin County Office on Aging (FCOA)
2017 1.3 Mill Renewal Levy with .45 Mill Increase Proposal**

**HSLRC Meeting Minutes
October 13, 2016**

The Human Services Levy Review Committee (HSLRC) meeting was called to order by Zak Talarek on October 13, 2016 @ 3:04 pm.

ROLL CALL

HSLRC members present: Jesse Hemphill, Jerry Friedman, Jim Bowman, Nathan Wymer, Zak Talarek and Jean Carter Ryan.

HSLRC members absent: Denise Bronson.

Office of Management and Budget (OMB): Heidi Hallas and Garrett Crane.

County Administration: Kenneth Wilson.

Franklin County Office on Aging (FCOA): Toni Carroll, Director.

Direct Effect Solutions, Inc.: Mindy Price, Kelly Davis Orr, and Mike Price.

REVIEW AND APPROVAL OF MEETING MINUTES

Mr. Talarek stated the next agenda item is the review and approval of the September 29th minutes. Mr. Friedman made a motion to approve the minutes. Mr. Wymer seconded the motion. All members voted “Aye” and Mr. Talarek said motion carried.

DIRECT EFFECT SOLUTIONS PRESENTATION

Ms. Price: Thank you all for allowing us to be here today. We are presenting the findings and recommendations from the operational review of Franklin County Senior Options. I am here with my cohorts in this project, Mike Price and Kelly Davis Orr. I took the lead on the organizational structure and workforce component. Mr. Price had the lead on the process oversight. Ms. Davis Orr led the technology aspects of the project. I will be leading the presentation today, but if there are any questions, you can refer to Mr. Price or Ms. Davis Orr in any area they looked at.

What we would like to present to you today, I believe you received it in email, but should also have it in front of you. We will take a high level review and open the floor to any questions you may have to make sure you have clear understanding of what we found. The goals of our review were to identify the practices to retain; the opportunities for improvement and development of a roadmap for action based on what our findings and recommendations were. You will see that the report is categorized into four focus areas. We looked at the organization structure, workforce, business management and technology. You will see that categorization repeated throughout the course of the presentation to try and keep things organized.

Just a high level of what our project schedule was, you will see that we are on schedule and on budget. We were a little delayed in presenting this information to you all and I appreciate your patience. The activities we have conducted and capturing the information we are sharing with you today. We spent over 200 hours in discovery and analysis activities between the three of us. We want to thank Ms. Carroll and her staff for all of the time that they allowed us to interrupt their work. We tried to be unobtrusive, however, they were

fantastic in partnering with us in providing information to us timely and being very thorough. We had a great partnership with Senior Options as we went through this process. They were willing to participate and provided us information all along the way. I wanted to thank Ms. Carroll personally and to her staff as well. We had a ton of activities including visioning, SWOT analysis, interviews with stakeholders and a lot of internal focus analysis that you will see with the outcomes we will present to you.

We want to start with the first area of practices to retain. We are going to talk about practices to retain, opportunities for improvement and the roadmap for action. Before we jump into the details, I want to summarize what we found when we went into Senior Options. Hopefully these will not surprise you, because it did not surprise us. The findings were very typical of an organization that has slow growth over time, with one leader over that duration. I would use the analogy that Ms. Carroll started this small house, and she built on room after room after room. Year after year and year. Now we are looking at the structure of that house and we are saying that there may need to be some strengthening of the foundation and some rewiring by the way the house was put together. Fundamentally, the house is strong, but we need to make some investments in the overall house so that we can continue to grow. What you are going to hear is the result of an organization that has had slow growth over time, under the leadership of one leader during that duration, which is really not in crisis. However, there are a couple of primary areas that could be if we continue to ignore them and do not invest in them. That is the summary of what we are going to present to you today. I do not think that surprises anybody.

Let's talk about the four areas within the practices to retain. You are going to see in each of our categorizations, we are going to talk about the organizational structure, the workforce, business management and technology. In our practices to retain, structure and workforce, the leadership that you have in Senior Options, Ms. Carroll has a significant influence in defining the culture. She has spent her time and talent in really defining what the culture is, which is very mission focused and service oriented. That is a practice you will want to retain. It is clear that everyone believes in the mission and purpose of the agency. You have a high performing workforce, who are very knowledgeable because of the longevity that they have. The case managers are confident, insightful, and mission focused. New case management training is really well developed and thorough. We got to see some of the new case managers that were brought on board and the agency has a good reputation in the community. These are all things that really are practices to retain.

In business management, we really want to look at the way the service is provided and retain that as a good business practice as Ms. Carroll's mission focus delivery is directly reflected in the way people provide that service. Those are some of the things we would like to retain. Good financial competency in Amy Funk, and the processes that are well established within the organization and that they are policy driven. Continuing the business management, we would want to retain the hands on approach of case managers. Really focus on retaining a lot of the case management work, the work spaces that they use and the grants. Also retaining the home repair for seniors. They are a wealth of information because they are actually in the homes of the people they are providing services for. That function within the agency has broad impact for all of the case managers to be able to understand how their services are impacting their clients.

Technology practices to retain. Other than "Q Continuum", which we will talk about in our opportunities of improvement. Internal technology, hardware and software are current and they are supported through the County and internal resources. They have good backup and disaster recovery. They are strong in their operations. They are very knowledgeable and they have internal mobile technology that they should continue to practice.

I am going to pause for a moment to ask if there are any questions so far.

Now let's move to current state. We just discussed the practices to retain, and now we are going to talk about our findings from the organization. Again we are going to look at the four areas of our state findings. In our findings of the organization structure, the current structure, the Director's span of control and level

of involvement varies within the direct reports. We are going to discuss this more with the visual on the next page of the presentation (see page 14). This goes back to the analogy of adding on rooms and not making the rooms level and equal in size. We are seeing the results of that means Ms. Carroll will have to operate at a level of providing direction to a supervisor, then to a senior manager, and then to manager. Which is all different levels of her level of authority, which is difficult to repeat or provide for the next business succession planning or business continuity. She is constantly adjusting, which is normal for her. If we look at business continuity and someone else coming from the outside, it would be hard to repeat. The structure also does not support workforce planning or career path development because of that. We are lacking in business continuity the positions listed (see page 13). There isn't anyone, today, that can step in and be Ms. Carroll if she were to play the lottery and win tonight. If there were to be a crisis in anyone of these positions, no one could just step in and do that role without an interruption of services or delivery or the responsibility of the organization. This is one of those health check-ups that we need to do before it becomes a crisis. This is a graphic (pg. 14) to help you understand that functional structure that is reporting to Ms. Carroll as the Director to see how she has to vary her leadership based on how far she has to go to her direct report, given their levels of authority.

The workforce findings, this is typical of an organization with significant years of longevity, which is a practice you would want to retain. We ought to want to retain people. At the same time, we have an aging workforce. I do not know if you found these statistics staggering, because Ms. Carroll and I were a little bit surprised once we did the math. I certainly knew because this is a trend across all workforces. Many of you may see something similar in your own environments. These are things we need to start planning for so we do not have a crisis down the road because you have a lot of institutional knowledge that is set to leave within the next 10 years. So if you look at the 10 year horizon, you could lose about 50% of the workforce. That is a significant amount of institutional knowledge. We need to be able to capture that. We need some consistency in management practices and performance expectations. Some of the practices that Senior Options prides themselves on and should be the opportunity to grow within the organization. Most of, if not all of, the supervisors have been internal promotions. This is a practice to retain, but it also becomes an opportunity for improvement because they need to be developed to become those good managers that are now their responsibility.

Business management, we have case managers that have disparate duties. Case managers wear three different hats at any given time. We have the wait list used to queue clients. Also, resource productivity metrics that could be used to drive higher productivity goals and the resources of the organization. We have the high level dependency on levy funding, which I know you all are concerned about.

In technology, we found another critical risk. The Q Continuum system does not support all of the business requirements. Some are outside of their scope, and continue to be supported by the County, and the Q Continuum is not being supported by the vendor anymore. That put it at risk to be discontinued or unsupported. This means it will not have the latest "patches" or retain a level of security for the information it has. This is an item we need to be focused on before it becomes a crisis.

Again, I will pause for questions before we dive into opportunities for improvement.

Opportunities for improvement, we flop from our findings to how to transition to the opportunities. We want to look at restructuring the organization. You will see the graphic (see page 21) to see the two clear lines of business. We separate the operations, which I say is the actual service providing. This would be your case managers, home repair folks, who are actually providing the operations of the organization. Versus the administration, which is the shared services that provide support all of the folks within Senior Options. We should elevate and reduce the number of positions reporting to the Director so the Director can act with consistency. Also, consider restructuring case management down the road. Important on the organizational structure are the addition of two key positions, which would be a workforce development person who could be focused on the continuous business continuity of the positions, the career path, hiring, retaining of people and lastly the development of the staff to ensure that everyone is performing at a

consistent level. Also a business analyst, which would focus on the business measures and metrics and automating those activities and tasks so the organization could be operating efficiently. The recommended structure becomes more of a matrix organization, rather than an organization that is all different levels for the Director to operate. This becomes the two levers that the Director can use as ways to manage and monitor the performance and productivity of an organization. I like to use the analogy of driving a car when I talk about a leader and their responsibility. The responsibility of the Director to seat in the driver's seat of the car and make sure the car is moving in the direction for the strategy of the organization. Then she uses the gas pedal and the brake pedal to make sure the agency is moving at a speed that is appropriate for what the productivity and performance of the agency. All of the members of the team become the other parts of the car that are contributing to that car staying on course. That puts the Director in the driver seat to make sure they are moving in the right direction and course directing. It puts the Assistant Director or key people in Administration and Operations to be the gas and brake that the agency is moving in the direction and the speed the Director is seeking.

In the workforce, we need to focus on performing change management and culture transformation. Bring that workforce development person in to be able to do some training and development with staff. They are doing a great job with the new case manager training and development, but beyond that, there are very little that is available for the organization for continuous development internally. They go out for training on a case by case basis, but there is little that brings them all together that gives them continuing education and development and a career path. We also need to focus on capturing the institutional knowledge because of the aging workforce.

Business Management, we need to look at ways to reduce wait times, improve measures and metrics for resource productivity and utilization, so we can ensure that we are able to demonstrate that we are being good stewards of the levy money that is so important to us. We need to look at sharing best practices across the board internally in our forms to update the handbook and explore additional revenue sources that are out there.

In technology, probably the biggest investment that we need to focus on is to replace Q Continuum. That is going to be a large investment, but certainly will demonstrate that return on that investment if done well. This is why you need the business analyst person to help identify what the internal requirements are and make that good selection. We also need to consider redesigning some of the website's functionality and increasing our mobile responsiveness. Mr. Price shared with me that the iPhone is ten years old. Mobile technology is in the hands of the people we are serving and we need to make sure that Senior Options is staying current with the needs of their clients. Not only their clients, but also their caregivers. The caregivers are mobile technology users and we need to be in front of that and making sure we are investing in the technology internal and the availability externally.

If you look at all of these recommendations, what it will actually present is the agency's future outcomes. This is continuous. This is not saying they are not doing these things now, but to keep the agency focused on the future and remaining the focus on maintaining a balance of delivering the mission and being a good steward of levy monies; a structure that creates career path and development opportunities; productivity and measurable metrics to show the performance accountabilities and best practices to show a return on investment; an agency that continues to focus on improvements and efficiencies; and update technology and increase technology savvy to really try and provide the best service possible internally and externally.

The last thing we wanted to present to you was the roadmap for action. We have broken that roadmap into four categories. We pulled together all the practices retained and all the opportunities for improvements and put them into a roadmap for implementation for the agency. We wrote the roadmap into two timeframes. The focus now through 2017, when the levy would be voted upon and the money will become available after 2017. Under organization structure, workforce, business management and technology identified those key things that you could do between now and 2017 (see page 27), which are to restructure into two clear lines of administration and operations and hire key resources; begin change management; establish new

measures and metrics for productivity; document current business process flows and business functionality to get some of that institutional knowledge out of the brains of those individuals with longevity and onto paper in those processes.

The second phase of the roadmap is from 2018-2022. This would be the timeframe of the levy money. This is when under organization structure, workforce, business management and technology that you do the next iteration of restructuring. You will focus more internally on the case managers and reclassify some of the positions; create career paths and development plans and move people into those new roles; developing a scorecard to be able to report out the returns on investments; and implement the new case management system. All of the phase one will lead to phase two.

Mr. Wilson, do you have anything you would like to add? After which I will open up for some questions.

Mr. Wilson: I think that when you started this process, and we selected you and your associates to do the study, I think that what you laid out here meets the scope of what was requested. In talking to you, you know I hoped that there were things that we could make happen before we were going to be able to. For instance the Q system. When you talk about averting crisis and interruption of service that is one big concern looking at this report. Finding those efficiencies that will help offset the cost that is going to go into the Q system. I think that given the amount of time that has passed, I did not find any surprises. Some things I have to look at and digest and as to what went into which box as far as operation versus administration and things in regard to the grants. Overall I think we have a roadmap pending successful passage of the levy to do these things.

Mr. Hemphill: I apologize for my late arrival, but as Chair of the Committee, I think you have done a tremendous job in meeting our requests in a study of this nature. I am impressed by the findings and the presentation. This committee is charged with overseeing this request and we have the ammunition to perform this task.

Ms. Price: I will repeat what I said earlier that we could not have presented to you the quality that we have without full cooperation of Ms. Carroll and her staff. As someone who does this in a lot of organizations, I do not always get the level of cooperation that I did and the willingness to participate in it is good news. Ms. Carroll has been involved in the entire process and agrees with all of the ideas as well. That is 95% of the battle. The other is find the money and take the time to do so. Ms. Carroll has been a great partner in this process.

QUESTIONS & ANSWERS

Mr. Wymer: That was my question. Have you seen this before today? I am assuming you have.

Ms. Carroll: Since Charles H. Mack was brought out by Assure Care we have had some concerns about the case management software. It is the only thing we have ever used. It has been highly customized for us. There is nothing else like it anywhere. It was very stressful for us when we realized the new company, from our standpoint, is not as responsive to us to do upgrades as the original Charles H. Mack company. We have known for a while that we needed a new product. There are other counties using this product. My hope is that all of the counties that are using the same product and having similar issue will get together to see if there is a plan. The product does everything. We have looked for years to see if there is anything off the shelf, but there isn't. Our next step is going to be a big investment. Particularly if we are going to want it to do everything that it is doing for us now.

Mr. Bowman: How big is that?

Ms. Carroll: I really do not know the answer to that question.

Ms. Price: Honestly, it is very hard to answer that question.

Ms. Davis Orr: There are several different options. There is the option to go the route that you are on now, where you work with the vendor to get the software and self-support.

Mr. Bowman: We do not have any rights to the software now? Or Licenses?

Ms. Davis Orr: Not the source code. One option would be to get the source code and either self-manage it or give it to a third party and ask if they can be the software system and update it because it has not been kept up to date. There is a lot you can do with it. Another option is to see what is out in the marketplace now. There is a trend in technology that the software is more configurable and more of a web based application and is more mobile. If you change some of the business's processes, it will be painful, but is it what you need to do. Sometimes people say no and sometimes they say yes.

Ms. Price: There is a cost associated with that as well. There is a cost in the investment as well as the cost for the change in processes and procedures.

Mr. Bowman: Is there a product out there?

Ms. Price: We did not do that research. You really need to do your internal requirements first. I know there is this sense of urgency however, this is a great opportunity to document. You are at a different place now than when you implemented Q Continuum. It is a good time to take a timeout and ask what are our best practices of operations and how do we go search for a system that might be available for you.

Ms. Davis Orr: There are case management systems out there. It is just not specific just for this.

Ms. Carroll: The company has another product. I keep assuming they will want us to move to that product. We haven't looked at that to see. What we do is so different because we go from the first phone call to Q Continuum generating the final bill. It does everything. The billing gets posted on it. I understand that we need to think about it. I'm hoping it is not as urgent. It is something that my IT department identified as a threat.

Ms. Davis Orr: From a support point of view it is a threat. Also as the platforms you use to access Q updates, you could get an issue that social security numbers exposed and then you will have to do a reporting on that. That is the scary part. It is not imminent today.

Mr. Wilson: We have to do it right because I have seen too many of these projects go south. We have to be thoughtful about this. I am not in love about adding new positions, but the case has been made that we need a business analyst to work with us so we do not just go in and buy the first thing we see. We need to construct a Request for Proposal that meets our requirements and have the flexibility to do not only what Q has done, but be more integrated with our business practices and how to use telephones. That is another part of this project that I have looked at extensively. How do we use the telephone and take advantage of it.

Ms. Carroll: There are parts of Q that we have not implemented that integrate with the telephone. I have been reluctant on moving forward on doing so. I am not sure if other counties are utilizing that, but I will check.

Mr. Price: When you look at those, you have the opportunity to exploring how the process would benefit your organization. I know the committee members have other jobs than meeting here, do any of you come from a technology background?

Members: No.

Mr. Price: If you talk to the IT people in the organization, what you will find is that they find the most successful projects are the ones you take the time to define the business requirements first, prioritizing what is important and then you let the software vendor in the door to pitch their product. If they come in first, they will tell you they have the perfect solution to your problem without hearing your problem. Take the time to leverage that knowledge, build those processes, document it, so you will have a shopping list when you go out to look for vendors. There may be a cool tool, but if it does not measure up to what you want, you have to keep looking for another fit.

Ms. Davis Orr: It would be good to bring in a new a brand new resource because they are looking at all of the business practices with a fresh pair of eyes. It is good timing to bring in a new person because they are looking at the organization with a fresh set of eyes in order to do that business analysis.

Ms. Carroll: I do recognize that we have not been intentional about training people around succession planning. Each individual has a training budget, but as Ms. Price said, they go out and get training. It is clinically orientated. We haven't really done like an Office on Aging University deal. Everyone gets the core training that the County offers. Individuals who are licensed do what is required to keep their licenses, but we haven't put together a curriculum saying if you want to move from here to here. Even if you do not think you want to move from here to here, maybe by having some training, you will be intrigued by what it means.

Ms. Price: You can expand and promote. You can do one or the other in the organization. The word I use most frequently to describe their organization is intuitive. There is a lot of intuitive institutional knowledge, but that is hard to repeat because it comes naturally. They have done a great job of hiring people who are naturally good at providing service or being mission driven and natural leaders. That is hard to repeat and to make sure that it is consistent within the organization. That is the missing piece. You have to pull it all out of them and write it down so everyone is using the same thing.

Ms. Carroll: It was a very eye-opening process and I did encourage the staff to be candid and I think they were. I think the staff felt good about the process. At our next office all staff meeting, they are going to come out and present to them and close the loop.

Mr. Friedman: I appreciate your work product. It is really helpful in terms of our understanding of what needs to happen going forward. As you look at splitting the administrative from the service, does it make sense to look at perhaps to separate systems? An administrative system and a case management system? From the users' perspective, it could be a single entry, and get sorted behind the screen. Having a system that does everything, has to compromise on something. In the context of not only of what we want to build going forward, but how does that blend in terms of the strategic goals that have been articulated? For instance the merger with medical activity. Do you need to look at what the e-medical records environment is going to demand? I feel that this will not give you the freedom to design something as customized as you like.

Ms. Price: That is a great observation. What the recommended approach would be, there are county systems that are used for personnel and finance. Those would be out of scope for what you would be replacing. Those are on the administrative side, and we will not be looking for a product that would replace those. Anything the County provides, we will use. Then we will determine what the external feeders are. That is what a business analyst could help lead you through.

Ms. Davis Orr: Depending on the strategy, and depending on what the group wants to do, you might be able to get a case management system off the shelf. For the interface, you can build it yourself. Theoretically you can do that without building the whole thing. You can build something small.

Ms. Price: Figuring out your requirements are critical because you can look at your options. It gives you a lot more leverage when you do go out and look for systems.

Ms. Carroll: You see the business analyst position being linked to IT?

Ms. Davis Orr: I have seen it in both places. I have seen a business analyst in IT. I also have seen a business analyst in business and speak IT. A business analyst has a foot in the door of IT and business. The industry trend is to put them in business these days.

Ms. Price: It can be all merged into that position collectively.

Mr. Bowman: Why did home repair and case management have its own box? (see page 21)

Ms. Price: It was a separate line of business from case management. It is not the same case manager doing home repairs.

Ms. Carroll: The eligibility requirements are quite different. The folks that need home repair are not necessarily enrolled in Senior Options. They are not receiving any of the services tied to community based care. If you go back to your levy book, it is its own program.

Mr. Price: It also goes over to support stuff like Veterans Services. They seem containerized enough that it should be tracked separately and not lose them in the noise of the rest of case management.

Ms. Carroll: It is really quite different than the home care side.

Mr. Friedman: There are two competing activities going on between the case management and other areas. In some respects you are looking at breaking things out, such as I&R, from case management directly. Yet there are references to cross training and wanting someone to pick up the baton if someone drops it.

Ms. Carroll: We have talked about this and I am not in favor of breaking it out.

Mr. Friedman: I want to know what the consultant saw during this project. I was at the BMV and the person working the desk is taking calls, and doing other things that make it hard to maintain customer service. I am curious of your observations that lead you to that conclusion.

Ms. Price: These are just recommendations. There were a couple of things we saw internally. The recommendation comes from a place of allowing a career path within the case management structure. It is the idea that to be a case manager you primarily hire certified social workers. That is over hiring for the I&R capability. So by separating them, you can hire differently for a case management role v. I&R role. It also becomes a point of entry for a person to move through the organization and have a career path. At the same time, I&R gives you exposure to everything. It is a great baptism by fire to really understand the workings of the organization and keep your finger on the pulse of the organization to know what is going on. There are benefits and deficits of either. So there is not really a wrong answer, but it is about how you want to manage your resources and what you want to hire to and move through.

Mr. Price: In assessing the work of individuals, the feedback we had was that those individuals that were the strong social work type, they enjoyed the case management work. They enjoyed working with the clients and solving issues. Those are the same people that dreaded being on the I&R piece. They might want to follow up with someone with their case, but the phones are ringing and I have to pick up within a certain timeframe. This entails a very broad range of skills. Depending on the individual, some those skills are enjoyed more than others. What we are proposing is there any way you can re-craft in such a way to leverage the strengths and employee satisfaction so those who are good at case managing can do so and those who

are good at getting information and referring can do that. You need to see if that fits the culture and the spirit you will want to convey to your clients.

Mr. Bowman: The I&R people now are all licensed social workers?

Ms. Carroll: Let's back up. The way it operates now is that each case manager has four different jobs: I&R, advocacy, ongoing case management and care planning. We have one phone number. The call comes in to x6200. The person who is on the phone for the morning or afternoon, is not doing anything but answering the phones. They are not being distracted by anything else. The call that comes in could be a client that they need to assess, which means they will have to kick into social work gear. It could be a crisis case where one would have to assess the need and get the service plan. What some people are dissatisfied with is the unpredictability and do not know what is on the other side of the phone. We do not have an I&R line per se. We have talked internally about should we have just an I&R team. We have never had enough people who are interested in I&R all the time. As I say to the staff that is the service we provide to the largest number of people. As you are aware, we are the only AIR certified I&R agency in Ohio. What we are doing, we are doing very well. I think as things mature technologically, I can see us getting to a point where when people call our phone number and it is not answered by a human being. Right now, we are getting incredible satisfaction from our customers by being able to talk to a person. If we went to a place where one will press "1" for I&R, etc., that is obviously a reality that is out there.

Mr. Bowman: Is there any system out there, where a person answers the phone and triage the call?

Ms. Price: They are doing that when they are answering the phones.

Ms. Carroll: What if you call into the x6200 about your mom's case? We are going to triage you and get you to the person you need to talk to.

Mr. Price: The observations I had was, depending on the day and the person, they could be the triage person. In the afternoon, I could be the backup person if all the triage people get busy and the calls roll over to me. I am trying to work on my case management.

Ms. Carroll: The coverage team hate that.

Ms. Price: There are people that plan their days off around their I&R days.

Mr. Wilson: I am sitting here watching the organization chart (see page 15) that 50% of our workforce will retire in 10 years. That would answer the question, guess what, we are going to have an I&R team. Who is going to sign up? Most of your employees come into their position and they feel like their skill set is such that if they got their choice, they would want to use the skills and knowledge that they have built up over time and not have to take those type of calls. They are important, but they are just passing the call onto someone else.

Ms. Davis Orr: You might have to slowly build that team with attrition. As oppose to trying to make people.

Ms. Carroll: We have a lot of licensed social workers. Not everyone is a social worker.

Mr. Price: To your example about triage, one other piece on some other vendors I have worked with, is that there are some other software tools that when you dial the phone number, it recognizes you as an existing customer. You do not get the triage line, but get a case manager or a group of people that could help you.

Ms. Carroll: That is what I was talking about earlier. Q Continuum has that capability, but we haven't implemented it.

Ms. Price: Honestly, the whole case management restructure is Phase II because there are a lot of things you can do in Phase I, that will determine whether you even need to do it. You may implement things from a technical perspective, structural perspective or a policy and procedural perspective that takes away all the reasons we recommended for a restructure. You have to do things very methodically, and then come back to see if it makes sense to do. Is the problem still there? Have we resolved it by other means? We can brainstorm here about all the different ways to approach that, but be dissatisfied with the function.

Ms. Carroll: You are right. Our current method of how people are assigned to a caseworker was based on a smaller staff. This is the time to blow that up and do it differently. Barbara and I are very committed to the notion to tell the staff that Ms. Price told us to do this.

Mr. Friedman: Talk to me a little about the Public Information function. What do you conceive that becoming? Is that a place for I&R?

Mr. Price: At a high level, the Public Information function serves as crafting that external advocacy message out. What we can offer you. What resources are available to you. It is more on the mass basis, like festivals, events or where they want to have a presence.

Ms. Price: Branding, marketing, public relations.

Mr. Price: We have actually walked through the numbers and found out that too much marketing at the wrong time can strip the capacity of Senior Options. Either by the call volume. There is tremendous opportunity there to be in the front of trying to bring the business in. As more people are moving towards a more mobile responsive environment, those clients are going to be more application based in the next 10-15 years. How do we utilize that marketing function to not only enable who we are, but here is where you can find information yourself? We will try to make sure it is current, accurate and relevant to what you are looking for.

Ms. Price: It will reduce the impact on I&R.

Mr. Friedman: When you are talking about refurbishing the website, will that be a public information function with a support from IT?

Ms. Price: It will be a blend.

Ms. Carroll: Typically they have worked together. Now the website is determined by the Data Center and what the Commissioners want to see because it needs to be consistent with all the other departments. As we have talked, even with those constraints, there are many more things we can do. Our most popular document that we produce is our Senior Citizens Information Handbook. We need to figure out ways to make it electronic, available and searchable on our website.

Mr. Price: It is available on the website today as a PDF file. I can click on it, but it is only as current as the most recent publication of the PDF. You can find the piece of information you need in a google search, rather than a 200 page document you have to scroll through. Need to break that up, but maintain the County standards. It also makes it easier to keep the information current.

Mr. Wilson: You have to hit the link and the information must be easily updated. All the pages of the Handbook must become fluid.

Ms. Carroll: I am not an IT person, but I understand what Mr. Price is saying. We have it online, but it is a static document. The same thing with our housing directory. All of our directories need to be updated.

Ms. Davis Orr: Need to get them out of PDF and into a database searchable solution. Also, we were talking about responsive design. All that means is that it is optimized for mobile access. It is hard to find in a PDF. Google will not prioritize that search. It will prioritize the search by data closer to the top and not within the document.

Mr. Bowman: In this exciting new world of technology, if I need a ride to the doctor, I can go online and order me a ride without going through the case worker.

Ms. Carroll: That is what they do now. They call the company themselves. Q Continuum authorizes a certain number of miles a month. A provider knows the number of miles that you have. That is another thing that I am fearful with the changes in Q is the amount of staff work that it has replaced for us. They do not have to call into a case manager to get anything authorized. It is already in the system.

Mr. Hemphill: Ms. Carroll, you are going to be the driver in this implementation, do you feel that you and the agency have the staff and resources to implement the recommendations that are laid out in the report?

Ms. Carroll: I think we definitely need some additional staffing. My vision of a reorganization is slightly different from what Direct Effect Solutions has suggested. Sadly, my vision have a few more additional staff people. For instance, our manager of our Senior Options program has seven supervisors under her. She needs to have an in between. To answer your question as of today, we do not have the staff.

Ms. Price: Let me be clear, that is not an organizational chart. That is simply the flow on how we thought the organization to be. Your vision aligns to what the vision is, but taking it in different phases.

Mr. Price: To amplify one piece, there may be skills necessary to help with transition, but do not equate to full time head count. You may need to bring on specialized skills, IT specialist, business analyst, project management, or software. You can get a six month contract with one of these, and when they are done they leave. This may help augment some of those skills to help you through the transformation.

Ms. Davis Orr: From a strategy point of view, I think the IT organization is pretty strong operationally. It is strong from a network, infrastructure and security as it relates to the firewalls. I call this bits and bytes. On the application side of IT, not quite as strong. No business analyst, no strategist who looks at application and thinks about how it could be. There are some people within the County, who may be able to be borrowed.

Ms. Carroll: It is woefully understaffed.

Ms. Price: There is an opportunity for Ms. Carroll to use Mr. Adam Luckhaupt as part of her advisory team. This does not cost you anything but time because they are already Franklin County resources. You just need to bring in some of those trusted advisors to partner with you.

Mr. Hemphill: Is there any mechanism in place to measure patient satisfaction? Do you take the ideas of the patients and include them into the process?

Ms. Carroll: We do customer satisfaction in regards to the service component, as well as to the case management component. We take that information in. Sometimes the complaints are those that are hard to wrap your head around. When you have someone who complains and are thoughtful, I will invite them into the office and tell them they had a bad experience and ask them what we could have done differently. We use their feedback to try and do it differently going forward. When we get the complaint that our homemaker service is unwilling to wash my walls, there is nothing I can do with that but say we don't wash walls. If someone says they are a caregiver, and something created a problem for me, we would like for that person to come in and tell us what the problem was.

Ms. Davis Orr: We also looked at adding another one. We discussed bringing in customers to help with the website to be more geared to what the customer needs to see and less about what the organization is inside.

Mr. Hemphill: Do any of the committee members have any more questions?

Mr. Friedman: I was curious about the case manager pooling as opposed to assigned. Can you talk about that a little bit?

Mr. Price: It is one approach to look at because as of today, the structure as an individual enters the Senior Options program through a mechanism they are assigned a case manager. Then the resources are balanced between the case managers, so you have a specific case manager. If you call in and your case manager is on vacation, you get a backup. For instance, look at the bank teller example. Which teller serves our customer response time faster. Do you have one line to serve the six tellers or six lines? The answer is the one line because you can serve more people based on the different demands that you have. Moving to a pool approach, which is made up of individuals that are similarly trained, and we all have the same enabling technology that we all are seeing the same information, you could possibly serve more clients in the community.

Ms. Carroll: We haven't really looked at pooling, but something similar that Q Continuum is capable, but we have not enabled. I think Barbara and I are going to look at this issue of how to weigh cases. The case managers will tell you that if a patient has a simple care plan that does not mean that person is easy. It is more than a simple care plan. Is there a way to weigh the cases?

Mr. Price: You have an option with that is to have a "VIP" service. The more difficult clients can get handed off to the "VIP" group and handled there. They can get screened beforehand and go to the "VIP" group, so the case managers can go back and handle the other calls.

Ms. Carroll: What we do now is actually kick them up to a real supervisor.

Ms. Price: The wildest part of that idea is that you can charge different level of service as well. You are a Bronze level and you want more service, it will cost you a little more. Now you will have to opportunity to increase your revenue. You can also start thinking about how do we charge on scale of service we are providing?

Mr. Friedman: There is that relationship with COAAA, right? The more intensive cases are managed by Area Aging.

Ms. Carroll: It is not necessary the more intensive cases, but the cases that need more face to face. We can manage on our side very intense cases. What you will find that the cases we assign to the Area Agency on Aging is because they do not have a support system and need to be seen face to face more often. It doesn't necessarily mean they are more intense or have larger care plans. It is because they are more isolated.

Mr. Friedman: How does your recommendations for roadmap line up with the agency's strategic plan?

Ms. Carroll: The strategic plan in part of the County's strategic planning process. I think it aligns well. It maintains the programs that we have. The recommendations make more changes in the administration than the programmatic side. Administration is not part of the County's strategic plan per se.

Mr. Wilson: The recommendations are focused on the outcomes. The way we look at our home repair projects and looking at the cost per unit in providing that service and bringing that way of thinking to our programs was one of your suggestions.

Mr. Wymer: Mr. Wilson, what are the next steps after this draft?

Mr. Wilson: Ms. Price and her team will finalize a report. It will provide more narrative and how we should implement this over the two phases. We intend to take this and implement the lion share of it. I see it as a big part of our levy message. This is some that County Administration and Commissioners asked for and we intend to use this over the next levy cycle if it is approved.

Mr. Wymer: Is there ever a circle back? How often do you recommend that an organizational review is done?

Ms. Price: It depends on the speed of which the organization is going to move. There is not cookie cutter approach. With this agency, you do have some milestones set because the levy is on a specific cycle. It would make sense to sync up into that cycle. I think the timing of this was really good because it syncs up to what your message is going to be as you bring this to the ballot. You could do checkpoints along the way. I would say that since the agency has had slow growth over a long duration of time with one leader, you would want to approach this as an evolution and not a revolution, so you won't leave anyone behind. We do not want anyone to quit or leave because of the vast amount of institutional knowledge. The roadmap is very conservative, so one checkpoint could be at the end of Phase I. You can come back and have an assessment on how you are doing and help redefine what Phase II would look like based on what you were able to accomplish. That would help you understand the speed in which people are willing to change. There are some varied responses to that.

Mr. Wilson: Ms. Price has stressed to me, with the additions to the agency over these two Phases, we need change agents. We need people with fresh eyes that will motivate people to create that good tension and stress that allows you to progress forward. I think we have a benefit here, by having this operational review done than we haven't had in prior levies brought forth because we had not had a third party review. We haven't had an external view, as opposed, of an internal review.

Mr. Hemphill: Mr. Wilson, I think the consultants understand that the role of the committee is to review the requested increase in this levy for the ballot. My question as a committee member, for those things that has a cost associated with it, like the IT, programming, etc. if those require additional dollars, are those dollars to be built into the budget request or outside of the budget?

Mr. Wilson: Administration, if fortunate enough to get this approved by the voters, we are going to be committed to implementing this with the resources that will be provided by the taxpayers.

Ms. Carroll: If you recall, at the end of this levy cycle, there is some excess in the ending cash balance. Maybe we will have some resources to put towards these things.

Ms. Hallas: That is a conversation we had with Amy Funk. That with the .45 increase there was still going to be some extra funds. The conversation was that we know that the Q Continuum system is coming. We know the review of your internal operations is coming. So, keep your requests at that .45 increase knowing that you are going to need it to fully implement everything else and continue providing service. It is in there, but we do not know the exact dollar amount that is going to be in there. There are some moving pieces. There could be \$3,000,000 or so that could be utilized.

Mr. Wilson: We haven't focused on it a whole lot, but there was a point made here today that we may need to look at for potential additional revenue sources. We are not going to be able to get there over night. We are very levy centric, but I think that is something we need to look at, particularly when we have to take a certain amount of levy dollars and live with that timeframe on receiving those funds and carry out those things we need to carry out between now and 2022.

Mr. Price: I think an important message along those lines is that you have a lot of large employers here in Central Ohio, whose employees are aging and leaving work and are being deposited into your program.

These large organizations have charitable arms who may be in a position who may be able to give you a little extra movement there to have funds to help support the organization.

Ms. Carroll: We need a 501(c)(3) to be able to accept those charitable funds. The Area Agency did develop a 501(c)(3) for the purpose to be able to receive grants. The grants go to the nonprofit arm. We need to think about that too.

Mr. Hemphill: Is there currently an organization that could accept donations, or is that something that needs to be developed?

Ms. Carroll: Not for us. For instance, there are certain grants that we cannot apply for because they are restricted to 501(c)(3)s like Osteopathic Heritage.

Mr. Hemphill: Does Children Services have a nonprofit arm?

Mr. Wilson: They have an outside account where they take donations for their holiday wish program.

Ms. Hallas: Citizens Advisory Council is the one who manages those funds or the Citizens Action Committee. They have another body that is actually written into the Code that reports to their Board and is in charge of that pot of money.

Mr. Hemphill: Could we consider a similar arrangement?

Mr. Wilson: Potentially. I would want a fund that was a nexus with the County Treasury for accounting and auditing purposes.

Mr. Friedman: Is there someone inside the office that does development work that goes out and look for people who were happy and leaves bequeaths?

Ms. Carroll: We haven't done that part of giving yet. We do get some bequeaths, but not a lot of them. We have not done anything like that, but it is not a bad idea. Our grants person do look for grants that are available.

Ms. Price: There are a lot of options.

Mr. Friedman: I think the one major thing that the committee has talked about quite a bit is that this has an audience that it is going to overwhelm the agency with demand. Some of these strategies are designed to handle a larger intake and hopefully not keep them on as long. There are some limitations. We are in some respects scratching the surface in terms of the folks we are reaching out to. I do not think it is sustainable as the only levy activity. How do we get some of the health care providers engaged because they are being pushed to keep people away from the institution and in the community?

Ms. Carroll: They do not see it yet.

Mr. Friedman: They see it, but tell you they do not see it because that could cost them money.

Mr. Price: If you could draw the equation that your employers in the community that you can lower their costs, by using services like this. Then ask if they could help you out on the front end because these are all of your employees we are taking care of.

Ms. Price: I want to be clear about what the message from us is. The possibilities are endless of ways that you can bring in new revenue sources and provide additional service because the people who are going to be eligible is growing and we need to know that. However, you are not set up right now to respond to that.

Before you start looking at a 501(c)(3) or alternative ways to generate revenue sources, you have to fix your house. Your house is not scalable right now to respond to that. If you move in that direction, you will have a crisis in your house. You need to focus on the workforce and technologies to get your house structurally sound. Then the possibilities are endless and the people you will serve will grow.

Mr. Friedman: I think you need to know how large the family is going to be when you are redesigning your house.

Ms. Price: Right now, your foundation is broken.

Mr. Friedman: I think a number of these suggestions you made have different ways it could go depending on what your future vision of the services you provide.

Ms. Price: That is the question. How big do you want to be? While you discuss that question, you still need to do some house cleaning.

Mr. Hemphill: Are there any more questions or comments from the committee? Ms. Hallas, did we take care of the minutes?

Ms. Hallas: Yes we did. If the committee would like, we can release the presenters and the committee can continue to deliberate until 5:00pm or you can call it now. That is up to the committee.

(Committee Thanks presenters)

Ms. Hallas: There is in your packet some answers to your questions from last time. I printed those out. I did not receive any other questions. The charge now is to take all of this information, decide what your recommendation would be, what would be your recommendations as to the levy amount itself, and what are some future recommendations you want them to do before coming back in five years. The information gathering and review process is now pretty much complete. I will be putting together a scenario with a straight renewal. Aging did not want to do that because a straight renewal will cause them to kick people off the program, and they were not comfortable. I can at least show you, if it was a flat renewal and what would that mean. I will be sending that to you, since our next meeting is a month out. There was a question about what are the other counties doing? I have been able to pull some material myself from Scripps. One report is from 2012, but it at least talks about levies in Ohio. It is really informational. Very consistent is what we do here, but not to the full breadth that we do them. Because the report is older, I am going to try to get some updated numbers to look at per capita spending on aging. They have a table in there, but it is based on adults 65 years old and older, but that data was 2010 or 2011 and a lot of levies have changed since then. I was going to try and pull out that data. I am going to try and do at least some comparable counties and give that to you as well, so you can put it into perspective. If there is anything else that you would like for me to do, let me know. We are at the point of deliberating on their request and determine how to go forward.

Mr. Hemphill: The next meeting is on November 10th?

Ms. Hallas: Correct. Did you have any comments on what you saw today?

Mr. Wymer: I would say thank you. I think it was a great exercise. Do the other organizations do this?

Mr. Wilson: You mean other levies?

Mr. Wymer: Yes.

Mr. Wilson: Not to my knowledge. That is what is unique about this opportunity that we have here. This will be the first time going to the ballot that an operational review is being done by an outside party.

Ms. Hallas: What is also unique is that Senior Options report directly to us.

Mr. Wymer: That is what I was thinking.

Ms. Carter Ryan: We could make that part of our recommendations. I give kudos to the County for stepping up and doing this. I know we had some concerns from the last go around that we wanted to see and they put together a nice analysis and recommendations for us.

Mr. Wymer: At the end of the day, it is great accountability to the taxpayers. It is money well spent. Regardless of whether Ms. Carroll stays or there is a change in the future, you have a roadmap.

Mr. Wilson: Ms. Price has said to me multiple times about change agents. When you talk about the restructuring and the two structures of operations and administration you need change agents. You need people with fresh eyes. You need people to look at things that has not been looked at before. Going through the draft, it was helpful to see things validated that you think you saw from a distance. The insight that was gathered by them by spending 200 hours inside with the staff and finding out things about how they feel about career advancement and professional development opportunities.

Mr. Wymer: The other thing is that Ms. Price made a point a couple of times saying that Ms. Carroll was forthcoming. Most importantly, you expect the Director to be forthcoming, but it is the staff at the end of the day where you are getting the information and kudos to hear that. That was reassuring.

Mr. Wilson: The staff was sharing about the case worker experience. My knowledge level is high, my education credentials are high and I have been here for this many years. I love my job, but if you ask what gives me heartburn is that I never know what type of call I will be receiving. That is challenging when you think about how you get to someplace else. If you are talking about having a team designated to take calls only, it is going to take time to do that.

Mr. Wymer: You can't fix your problem unless you know about it.

Mr. Friedman: They referenced some resource that the County government does some education or orientation.

Mr. Wilson: Within our Human Resources Department there is Employee Development staff.

Ms. Hallas: We all have core classes and they have a manager series that employees can take.

Mr. Wilson: We also have the Ohio State MAPS Program.

Ms. Carter Ryan: In terms of the work that we have to do, we have to come up with a recommendation. We have to decide whether to see if we are supportive of the renewal plus the .45 increase or other recommendations, like the organizational review. I think we have a lot of information. Typically we push back really hard on increases, but I will say that everything we keep reading about our aging population, I am supportive this time with the increase. Hopefully it is the right amount. I am not sure what all you need us to do as for next steps.

Mr. Wymer: The only thing I would add to that it is, I agree with Ms. Carter Ryan. For me it is the implementation of the recommendations. I don't think we should complicate it. We have heard over and over about the aging population and I think what they are asking is reasonable. I wonder if it is enough in the end.

Ms. Hallas: They were conservative in their projections. Could they have asked for a lot more? Maybe, but what would be reasonable?

Mr. Wymer: My point is the opposite of that. You can make the case, but they chose to be conservative.

Mr. Wilson: When you measure something out when you look at it year by year with conservative estimates, your carryover is not excessive by any stretch of the imagination. You have to do exactly what you should because there is not a lot of wiggle room. Particularly when we sat down to discuss where we want to go from a technological standpoint it replaces the current system with another system. We should be able to write the specs as such that we have something better than Q Continuum to build upon for stability and resiliency for the organization.

Mr. Freidman: I think the other consideration to always take into account is how the voters are feeling. I think we have an opportunity here. Is this scheduled for the spring or the fall?

Ms. Hallas: Spring.

Mr. Hemphill: So it is scheduled to go on the ballot in the spring?

Ms. Hallas: Correct.

Mr. Friedman: What else is on in the spring? Is ADAMH up?

Mr. Talarek: The next would be BDD and they would potentially look at fall of next year.

Mr. Friedman: Then there is COTA.

Mr. Wymer: Everything is now. We have Columbus City Schools, COTA, and the Bond levy.

Mr. Wilson: I think that this roadmap and this report is going to benefit OMB, as much as County Administration, given the structure and looking at budgets in the future. By aligning them up in addition to the levy review report and what this committee provides us.

Ms. Hallas: The question was asked about what else I need at this point. The committee will take an official vote on the amount and what you would like to include in the recommendations. Those are the two pieces.

Mr. Hemphill: Next is the November 10th meeting?

Ms. Hallas: We have two for sure meetings, and the other one I sent was to just put a hold on your calendar. Normally by the next meeting we know where the millage is going to land and I then drafting a report for you guys to develop your recommendations. It is up to the committee if you feel prepared to vote or wait until the next meeting.

Mr. Friedman: Is there going to be a re-valuation over the next couple of years?

Mr. Talarek: It will be undertaken in 2017 to be in effect for collection in 2018. The timing with this levy means there is no recapture of that because this is a renewal plus the increase. There may be some additional for the new money, but in terms of the initial certification, you cannot get more. That is not going to provide an increase in the levy.

Mr. Wymer: So that is next year?

Mr. Talarek: The sexennial reappraisal is.

Mr. Friedman: So on the renewal, if housing values increase, they get reduced by the millage.

Mr. Talarek: Correct. It is only on existing property because you can only collect on new construction. I think the one thing that we have seen, in terms of new values, is that the duplicate has not grown in exempt areas. The Tax Increment Finance Districts are being used to enhance those areas. Until those bonds are paid off, we are not going to see that for the levy agencies.

Mr. Friedman: In the situation for the school levy, if the increase does not pass, they will not see any increase based on property values.

Mr. Talarek: No. Other than the truly new construction that was built based on when the duplicate was passed. That was HB 920.

Mr. Hemphill: Ms. Hallas, other than marking our calendars for the November 10th meeting, I do not think there is anything else we need to cover.

CLOSING REMARKS

The next HSLRC meeting will be held Thursday, November 10th from 3:00-5:00pm at 373 S. High Street, 26th Floor in the Briefing Room.

Jessie Hemphill made a motion to close the HSLRC meeting and Nathan Wymer seconded.

The meeting was adjourned at 4:52 pm.