Governor's Nonprofit Cabinet on Health and Human Services

Focus on Implementation

December 13, 2016

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Background of the Cabinet

- The Cabinet was created in 2011.
- The initial purpose was to help facilitate communication and enhance the public-private partnership in Connecticut to assure opportunity, quality service, and quality of life for all residents.
- The website describes the current purpose as a vehicle "to analyze existing public-private partnerships with respect to the state's health and human services delivery systems and to make recommendations to enhance the effectiveness of those systems in regard to client outcomes, cost-effectiveness, accountability and sustainability."

GUIDING PARTNERSHIP PRINCIPLES

- Contracted Services are based on a dynamic, data-driven system.
- The selection processes for contracted providers are transparent and competency-based.
- Contract terms and renewals are based on community best interest and performance.
- Contract amounts and timely payments are critical to maintaining a viable system.
- Reporting and monitoring promote efficiency and accountability.
- Open Communication and mutual accountability are critical for government and nonprofit providers to fulfill their shared commitment to the public good.

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ACCOMPLISHMENTS TO DATE

- The Cabinet serves as a vehicle for providing critical, up-to-date information for nonprofit health and human service providers and a venue to promote "best practices."

- One overall accomplishment is the adoption of the Partnership Principles.

- In total, the Cabinet has made 62 recommendations to the Governor since 2012.

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ACCOMPLISHMENTS TO DATE

- Contract Procurement
  - Revised the State's Procurement Standards
  - Enhanced Reporting and Data
  - Supported Sustainability of Private Nonprofit Providers
  - Revised OPM Cost Standards re: depreciable expenses, capital reserve accounts, program promotion/outreach and pursuit of grant funding
  - Considered a Surplus Retention Policy
  - Enhanced bonding alternatives -Nonprofit Grant Program
  - Monitored status of procurement recommendations
  - Revised Procurement Standards for POS contracts
  - Supported the Nonprofit Grant Program for capital needs of nonprofit organizations-$105 M authorized and $70 M committed

ACCOMPLISHMENTS TO DATE

- Employment/Employment Data/Training
  - Reviewed best practices
  - Presented projected future workforce needs and skills
  - Presented data on nonprofit employment and wages
  - Ongoing efforts to support diversity of nonprofit workforce to reflect population served

Accomplishments to date

- Business Practice
  - Supported Pay for Success/Social Innovation
  - Supported a process improvement model (i.e. State Lean Process)

Remaining Recommendations

- Contract Procurement
  - Establish a policy-level "coordinating entity
  - State agencies awarded health and human services POS contracts establish an intra-agency team
  - Review best practices within the state and across the country related to procurement processes
  - Collaboratively develop outcome measures and performance outcomes
  - Retention of unexpended funds
  - Expand the scope and flexibility of the Nonprofit Collaboration Incentive Grant program

REMAINING RECOMMENDATIONS

- Contract Procurement
  - Create model for savings reinvestment
  - Create reimbursement model that covers the cost of doing business
  - Modify DDS Residential Revolving Loan Program
  - Continue POS State Agency Bonding mechanism
  - Survey access to private market capital
  - Assess cost of healthcare on nonprofit organizations
  - Explore low interest loan options
  - Review status of Nonprofit Grant Program and Nonprofit Incentive Grant Program
  - Work with OPM POS Unit on contracting reforms
  - Develop recommendations for payment reform models to enhance financial viability

REMAINING RECOMMENDATIONS

- Workforce Development
  - Develop and implement strategies for recruiting, training and retaining staff
  - Work with SDE and the elementary education systems to train the future workforce
  - Recommend a plan to work with Higher Education System to train future workforce
  - Work with the Department of Veteran's Affairs to match health and human services workforce needs to potential workers
  - Work with the DECD to develop incentives for nonprofit businesses

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REMAINING RECOMMENDATIONS

- Workforce Development
  - Create a Jobs Workgroups
  - Recommend a formalized statewide system for identifying interns, a key resource for nonprofit providers
  - Designee to participate as a voice at the table of the CETC
  - Recommend training and supports for career advancement
  - Promote education and outreach
  - Provide guidance in rollout of Second Chance Society initiative to engage nonprofit participation
  - Supports recommendations made by the Commission on Nonprofit HHS in wages, health insurance and retirement benefits

REMAINING RECOMMENDATIONS

- Business Practice Workgroup
  - Promulgate information about Pay for Success (PFS)/ Social Innovation
  - Work with DECD to expand access to capital and technical assistance
  - Work with OPM Office of Statewide Organizational Effectiveness to boost nonprofit access to process improvement training and technical assistance
  - Compile and share a set of foundational components that support effective collaboration
  - Make recommendations regarding human resource innovations that support nonprofit organizations

REMAINING RECOMMENDATIONS

- Business Practice Workgroup
  - ➢ Make recommendations regarding technology
  - ➢ Work with the State's Open Data Portal
  - ➢ Identify the frameworks for tracking and analyzing performance measures that are currently being used
  - ➢ Support CT Data Academy

REMAINING RECOMMENDATIONS

- Population Results
  - ➢ Adopt cross-agency population results
  - ➢ Look at best practices within the state and across the country
  - ➢ Establish a Population Results Organizing Body to implement and oversee this work
  - ➢ Develop a plan for implementing "cross-agency population results" including, linking "cross-agency population results" to Purchase of Service (POS) outcome measures and recommending a structure for a "Populations Results Organizing Body".

REMAINING RECOMMENDATIONS

- Population Results

➢ The proposed work group to refine the preliminary population indicators selected by the 2011-12 work group using actual data, and ensure this process is ongoing

➢ Designate CTdata.org, managed by the CT Data Collaborative, as the structure to acquire, maintain and make accessible the population indicators data

➢ A work group similar in composition to the Population Results Work Group of the Cabinet and broadly representative of all stakeholders including all branches of government, funders and providers, be created to advise the "coordinating entity" on the work encompassed in above recommendations

PROPOSED PRIORITIZATION PROCESS

Two step process:

1. Survey of all Cabinet Members

2. Application of Screening Criteria

Survey

Electronic survey

- All remaining recommendations will be included for prioritization:
  - High
  - Medium
  - Low
- Timing
  - Could be fielded this week
  - Results available early in January

ADDITIONAL CRITERIA

- Once the highest priorities of the Cabinet have been identified, an additional screening will be necessary to address contextual issues such as budget and other resources.

- Focus will be on what can realistically be implemented within the 2017 calendar year.

- Suggested criteria include cost, feasibility, Governor's expressed support.

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IMPLEMENTATION PLAN

- Once the priorities have been established and sorted based on the additional criteria, the Cabinet will work to create an implementation plan.

DISCUSSION

- Does the proposed priority setting process make sense?

- Are additional criteria necessary to determine the focus areas for this year?

- Any thoughts on what we will need to keep in mind as we apply the criteria?

- Any thoughts on who should put together the draft implementation plan?

- If we were to establish a routine calendar for the Cabinet, what would the timing look like (calendar year, fiscal year, other)?