



AGING SERVICES INTEGRATION REVIEW ADVISORY COMMITTEE

Monday, August 19, 2019 at 1:30 p.m.

Council on Aging Office

3328 US Highway 51 North, Janesville, WI

1. Introductions
2. Approval of Agenda
3. Citizen Participation, Communications, and Announcements
4. Membership Update
5. Adoption of Minutes of July 15, 2019 (including Flip Chart Notes)
6. Review of Chair's Proposal on Integration-Co-Location
7. Reviewing Other WI. counties responses:
 - (1) Have integrated
 - (2) Have not integrated
8. Focus Group Phase
 - (1) Identification of participants/organizations
 - (2) Develop list of questions
9. Adjournment



**AGING SERVICES INTEGRATION REVIEW ADVISORY COMMITTEE
Minutes – July 15 2019**

Call to Order. The meeting of the Aging Services Integration Review Advisory Committee was called to order at 1:00 P.M. at the Council on Aging Office Conference Room 3328 US Highway 51 North, Janesville, Wisconsin.

Committee Members Present: Supervisors Pleasant, Fell Owens, Thomas, Chuck Wilson, Mark Richardson, Paula Garecht, Janet Smith and Rob Wilkinson.

Committee Members Absent: Supervisor Fell and Tom Moe.

Staff Members Present: Lachel Fowler, Interim Director of Council on Aging, Jennifer Thompson, ADRC/Adult Protective Services Division Manager, Randy Terronez, Assistant to the County Administrator, Nichole Zimmerman Human Services Professional II, Jamie Dix, Lead Worker

Others Present: Jerry Braatz, AICP, Extension Area Director, Unit 20, Waukesha County UW Extension.

Adoption of Agenda. Supervisor Pleasant moved approval of the agenda, seconded by Chuck Wilson. ADOPTED.

Citizen Participation, Communications, Announcement, Information.

- Tom Fraser from CWAG is retiring after many years of service.
- The new Council of Aging Director, Paula Schutt started her new position
- Suzanne Rasmussen of the Council on Aging Boards passed away after a long illness
- The World War II War Birds will be at the Rock County Airport the Saturday July 20, 2012 everyone is welcome to attend

Adoption of Minutes of June 21 2019 Supervisor Pleasant moved to approval of minutes of June 19 2019, seconded by Chuck Wilson

Review Collective input of staff & committee member

See Attached

Review Draft Questions for counties

- **Integrated COA and ADRC Counties**-Reviewed questions of integrated counties such as (Eau Claire, Kenosha, La Crosse, Racine, and Winnebago)
See attached
- **Non-Integrated COA and ADRC Counties**-Review questions non-integrated counties such as (Fond du Lac, Outagamie, and Sheboygan)
See attached

Adjournment Chuck Wilson moved adjournment at 2:55 P.M., seconded by Rob Wilkinson

NOT OFFICIAL UNTIL APPROVED BY COMMITTEE

Flip Chart Notes, July 15, 2019

Small Group Responses

Group 1:

Question 1: What are two takeaways from the summary themes?

- 1) Need good communication of process with 'no surprises'
- 2) Big unknown – hard to identify detailed changes & possible outcomes

Question 2: What is one piece of information that surprised you?

- 1) Lack of understanding of what each agency does

Question 3: Focusing on the concerns, what are two questions that you would ask a county with a separate COA and ADRC?

- 1) Have you considered integration?
- 2) Why or why not?

Question 4: Focusing on the concerns, what are two questions that you would ask a county with a COA merged with an ADRC?

- 1) What are 3 pros and cons of integrating (cost-benefit analysis)
- 2) What were specific benefits to older consumers?
- 3) How does oversight of programs look/work?

Group 2:

Question 1: What are two takeaways from the summary themes?

- 1) Everyone has the same concerns, everyone wants to be the boss without communication between groups

Question 2: What is one piece of information that surprised you?

- Attitude – No give and take

Question 3: Focusing on the concerns, what are two questions that you would ask a county with a separate COA and ADRC?

- Have they looked into integrations – if rejected why or why not?

Question 4: Focusing on the concerns, what are two questions that you would ask a county with a COA merged with an ADRC?

- Have integration save tax dollar, created efficiencies (Economic utilities in budget marketing)
 - a. What does line of authority look like

Facilitated Discussion with all committee members that generated additional draft questions

How was the identity of the COA maintained?

The job of COA and ADRC will not change

Who has oversight responsibility?

How was the COA and ADRC restructured?

- Staff

- Committee oversight

Were jobs lost? Why?

How did team building occur in the integration process?

How did integration impact funding?

How does Administration view budgeting with or without integration?

Did other integrations include re-location? How was the done and how was it marketed to the public?

How did they communicate through the process with staff?

How did this work? Anything you would have done differently.

How many jobs were lost as a result of contracting services out?

Where there services that we added due to integration?

How did integration improve services for the customers?

How did the restructure make sure that staff did not feel left out (forgotten)

What Department does it fall under, is it stand-alone?

Or under another department?

How does Administration view budgeting?

Currently = separate budgets

How was the budget calculated after integration and legal responsibilities maintained.

Why did county (ex.) contract out any services?

August 15, 2019

Dear Aging Services Integration Advisory Committee:

Having given considerable thought to the directive facing the committee I wish to make a recommendation to the committee on the 19th that because the members of the committee are not experts nor are they aware of the day to day needs and operations of either the ADRC or the COA that both the ADRC and the COA departments prepare an analysis.

The analysis to consist of:

- a. How would integration affect the operations of either.
- b. If a decision was made to integrate specifically how would either go about the process of integration and operations
- c. What effect would integration have on the operation of either or both of the individual groups
- d. Would integration affect the staffing of an integrated operation
- e. What committee would have oversight on an integrated operation and why
- f. What benefits if any would be derived from an integrated operation.
- g. What is the feelings of current staff regarding integration

In the event that integration is NOT recommended nor done:

- a. Could ADRC be a stand alone operation as originally recommended on inception
- b. Could ADRC have its own Director and budget
- c. What committee would be assigned oversight responsibility for either or both.

With each department presenting their individual analysis to the AD Hoc Committee this would then allow the committee to make a far more informed decision and recommendation to the full Board of Supervisors.

I have had this discussion with both Jennifer and Paula regarding my intended proposal, to give both a heads up opportunity to get a start on their individual analysis.

The results of this decision will affect the citizens of Rock County now and into the future and I wish to not let a stone unturned so we may provide the best and most efficient solution for our constituents and taxpayers.

We all agree that the decision and determination of co-location is no longer a question or issue, as far as I can discern everyone agrees it would be the most efficient and productive.

If you have any questions please feel free to contact me.

Sincerely,

Phil Owens, District #16
Chairman, Aging Services Integration Advisory Committee

Integrated COA and ADRC Counties (Eau Claire, Kenosha, LaCrosse, Racine, and Winnebago)

Organizational Structure

What year did the COA and ADRC integrate into one entity?

What was the impetus for integration of the two organizations?

With regards to staff and committee oversight how were COA and ADRC functions structured? What department does the integrated unit function in or is it a stand alone department? Who directs staff operations? How does oversight of programs look/work?

How long before it felt truly integrated and what did supervisory staff do to facilitate this?

Did your County integration of COA and ADRC result in a relocation into one location? If yes, how was this done and how was this promoted with the public to get the word out?

How was the identity of the COA maintained?

Were the number of job positions for COA functions reduced? If yes, by how many? If yes, why?

Were the number of job positions for ADRC functions reduced? If yes, by how many? If yes, why?

Budget and Funding

How did integration impact funding? Did the integration save the County tax dollars? If yes, how much?

Did the integration create more funding from the state for Aging programs? If yes, how much?

How did county administration calculate budget after integration and how were state statute responsibilities for aging services maintained?

Did county administration budget additional funds for aging programs after integration? If yes, how much? For what purposes?

Reflecting on your integration, what are 3 pros and 3 cons of the integration with regards to cost-benefit analysis?

Services

Due to integration, were there services that were added to support the population of age 60 and over?

How did integration improve overall services for the customer? What efficiencies were created as a result of integration?

What were specific benefits to older consumers?

As a result of integration, did the County contract out any services? Were there savings for the county? If yes, how much? Were more costs passed onto the consumer? How many county employees were lost as a result of contracting services out?

Staff

How were staff kept in communication loop through the integration implementation process? What communication techniques worked best? Anything you would have done differently to further enhance communication?

How did the restructure make sure that staff did not feel left out or forgotten?

How did staff team building occur in the integration process?

As a result of integration were any job classifications changed significantly. If so, how?

Final Question

Reflecting on your integration, what are 3 pros and 3 cons with regard to the overall integration? In your opinion, was there a substantial cost-benefit realized from integration? Do you feel that services to the customer increased in number? Do you feel the quality of services improved?

Non-Integrated COA and ADRC Counties (Fond du Lac, Outagamie, Sheboygan)

Co-Location

Currently, are your COA and ADRC co-located in one office? If yes, what year did the co-location occur. Were there any problems with co-location that needed further effort to solve? If no, are there any future plans of co-location?

Integration Consideration

Have you considered integration of COA and ADRC? Why or why not?

If integration was considered and rejected, why was it rejected?

Programs/Services/Collaboration

What concerns might you have as the 60 and over population continues to increase over the next 15 years?

Have any aging programs or services of the COA been switched from county staff provided to contracted services provided over the past 3 years? If yes, which programs or services?

Have any aging programs or services of the ADRC been switched from county staff provided to contracted services provided over the past 3 years? If yes, which programs or services?

What collaborations have COA and ADRC developed in an effort to meet the needs of a growing age 60 and over population? If none, what collaborations do you anticipate happening between COA and ADRC as the 60 and over population continues to grow rapidly?

Do you think that there will be more discussions about possible integration over the next 2 to 3 years? Why or why not?

Remaining Separate

What are 3 pros and 3 cons of remaining as a separate COA and ADRC in your County?

What do you see as specific benefits to the consumer for keeping COA and ADRC separate operations?

Does your County COA have a marketing budget? If so, how much is allocated for marketing?

Does your County ADRC have a marketing budget, If so, how much is allocated for marketing?

How are the programs and services of COA and ADRC communicated to the 60 and over population?