



The SACHS CHRONICLE

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COUNTIES:

COUNTY OF IMPERIAL
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COUNTY OF LOS ANGELES
DEPARTMENT OF CHILDREN &
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COUNTY OF LOS ANGELES
DEPARTMENT OF PUBLIC SOCIAL
SERVICES
Bryce Yokomizo, Director

COUNTY OF ORANGE
SOCIAL SERVICES AGENCY
Angelo Doti, Director

COUNTY OF RIVERSIDE
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Susan Loew, Interim Director

COUNTY OF SAN BERNARDINO
HUMAN SERVICES SYSTEM
Carol Anselmi, Asst. County
Administrator

COUNTY OF SAN DIEGO
HEALTH AND HUMAN SERVICES
AGENCY
Jean Shepard, Director

COUNTY OF SANTA BARBARA
SOCIAL SERVICES DEPARTMENT
Kathy Gallagher, Director

COUNTY OF VENTURA
HUMAN SERVICES AGENCY
Ted Myers, Director

UNIVERSITIES:

SAN DIEGO STATE UNIVERSITY
SCHOOL OF SOCIAL WORK
Anita Harbert, Ph.D., Director

CSU SAN BERNARDINO
DEPARTMENT OF SOCIAL WORK
Teresa Morris, Ph.D., Director

FACILITATING AGENCY
ACADEMY FOR PROFESSIONAL
EXCELLENCE

SACHS MEETING FEBRUARY 10-11, 2005*



Location: Embassy Suites Hotel, Santa Ana, CA

Topic: Revenue Maximization

Guest Speaker: Joyce Micallef—San Bernardino County &

Rich Kehoe—San Bernardino County

Special Audience: Fiscal Staff

Topic: Integrated Services

Guest Speakers: Maureen Borland—Director of San Mateo County &

Rhonna Burrelle—San Diego County

Special Audience: Staff Development

**Note: rescheduled from 2/17-2/18 due to conflict with CWDA meeting.*

USEFUL WEBSITE

The Chapin Hall website provides a source of policy-relevant information for those working to understand the needs of children and the ways these needs can best be met.

For more information, please go to:

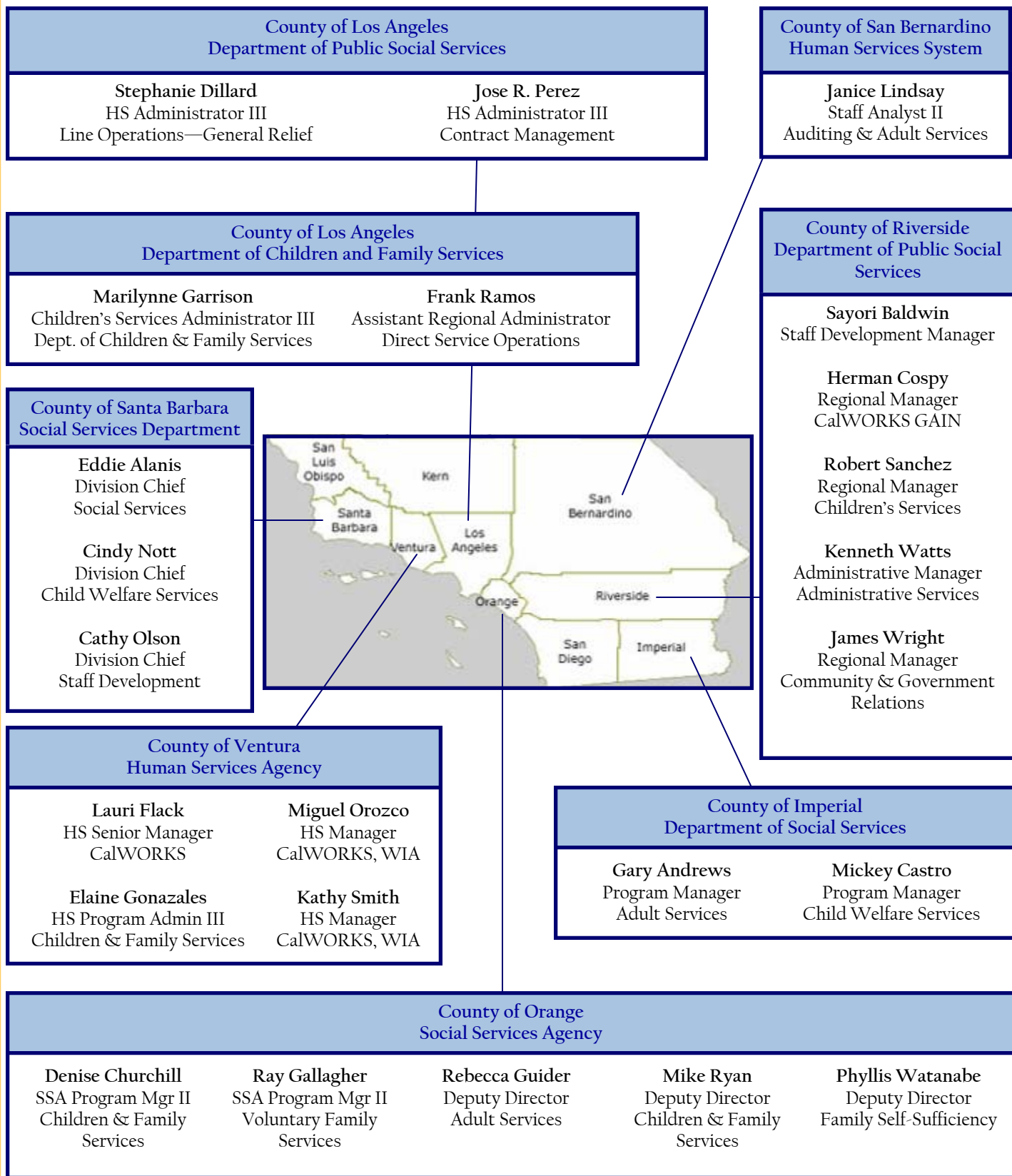
[http://www.chapinhall.org/
home_new.asp](http://www.chapinhall.org/home_new.asp)

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Leaders In Action

PARTICIPANTS



Integrated Services

In 2002, SACHS released a study on Integrated Services titled “Seeking Better Performance Through Interagency Collaboration: Prospects and Challenges.”

The purpose of the study was to produce information relevant to county directors as they address issues of service integration.

The study also shares county experiences and identifies strategies that appear to be effective in moving public and private agencies into productive collaborations.

As with most kinds of significant organizational change, building successful collaboratives results from purposeful, strategic actions and deliberate relationships pursued in national and state policy, political dynamics, and interpersonal circumstances.

Prior to the February 2005 discussion on Integrated Services, a brief review of the findings from the 2002 report are presented here.

External Drivers of Change

The first and perhaps most compelling motivation to collaborate is that collaboration has come to enjoy broad acceptance in political and professional circles as a way to address a variety of problems in the human service system.

Secondly, the policy environment, reflecting conventional wisdom on collaboration, is replete with exhortations, mandates, and other incentives for public agencies to work across agency boundaries.

Third, all the agencies we studied are more or less interested in improving their credibility with important governmental and community constituencies via integration and/or collaboration efforts.

Marketing Change Goals

The ability of leadership to “market” the change efforts to the Board, key community constituencies such as other agencies, consumer advocacy groups and advisory boards, to middle and sub executive management, and to the front line staff was essential part of the change process.

The experience of the counties studied suggests strongly that successfully marketing core values requires a committed executive team. A divided, conflicted, unconvinced or resistant executive team will not only compromise the marketing effort, but may send messages to middle and front line staff that serve to consolidate opposition to the change effort.

Successful marketing efforts were broadly based, persistent, and prolonged, and used multiple media.

Newsletters, conferences and retreats, videos, speeches and presentations, and communication liaisons were among the tactics used with varying degrees of success.

Long Term Vision and Incremental Change

Focus groups, interviews, and questionnaire results indicate that county staff continued to have professional and personal reservations about the change projects well after they were underway. This was mitigated when staff felt that management appreciated the impact of changes on them personally and professionally.

The nearly universal advice from line staff in retrospectively assessing their experience was that changes should be introduced incrementally, at a pace that permitted staff to absorb new policies and practices into their work and with careful planning about how to deal with staff reactions.

A slower implementation plan needs to be balanced with need to maintain momentum when introducing change.

The full report is available on-line at http://pcwta.sdsu.edu/sachs_research.html or you can contact any one on the SACHS staff.

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