

Creating an Integrated Approach for Vulnerable Populations (2014)

The Client:

Fairfax County Human Services System, Fairfax, Virginia

The Challenge:

Explore and make recommendations on both the internal organizational structure of the Fairfax County Human Services System and its role as a facilitator of a community-wide approach to providing health care services for vulnerable populations.

The Approach:

In 2014, HMA was engaged to help Fairfax County's Human Services System (HSS) to more effectively organize its own broad array of medical, behavioral health, and social services and to work with community stakeholders, including the Inova health System (a five-hospital health care system), FQHCs, and other providers, to create an integrated delivery system for Medicaid and uninsured individuals in Fairfax County, Virginia. HMA's efforts included:

- interviewing approximately 100 stakeholders to understand the opportunities and barriers to integration;
- meeting with leaders of various HSS departments and programs to assess potential internal synergies and duplications;
- reviewing the County's finance and IT issues and processes to determine priority areas of improvement;
- visiting with frontline providers (both within the HSS and external to it) to identify likely new models for more effective care; and
- talking with political leaders about areas of focus.

Based on these efforts, HMA made extensive recommendations to HSS and County leadership on both internal organizational changes and on a potential role in creating a community-wide integrated delivery system. These recommendations included a new model for organizing health care services for HSS internally, revenue maximization strategies, information technology options to support more integrated care (internally and externally), and the elements and implementation steps toward building an integrated delivery system for the Medicaid and uninsured residents of the County.

The Results:

HMA was retained to help implement selected elements of the restructuring report, including primary care, finance, and IT integrated initiatives. HMA also provided assistance to its CSB (which oversees behavioral health care delivery) to develop a new approach to care for juveniles.

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