HCH Stakeholder Interview Results Summary

James Nguyen

Interim Finance & Administration Director, Office of Agency Director

HCSA

1. Currently, how effectively is Health Care for the Homeless (HCH) operating in the following areas:
   1. Program structure

*Response:* Program still in process of transition regarding staff and key leadership changes which creates frustration and opportunity

* 1. Program operations

*Response:* Program still in process of transition regarding staff and key leadership changes which creates frustration and opportunity

* 1. Integration with HCSA and its various departments

*Response:* HCH still actively being integrated into HCSA admin and finance after transitioning from Public Health. Admin and finance departments are still learning HCH related procedures (on a scale of 1-5, we’re at a 2). HCH policies and procedures were out of date when program was operating under PH to begin with. They are now even more in need of updating/clarifying.

1. In what ways could HCH shift its operations and bureaucratic processes to be more effective as a program?

*Response:*

* We would like to see HCH get to a place where the program is looking 3-6 months ahead in planning rather than being in a position of reacting to immediate needs. For example, we are 3-4 months behind on the discussions/process of renewing the Lifelong contract.
* HCH could work to align policies and procedures (P&P) with HCSA’s operating procedures.
* HCH could enact a P&P initiative in collaboration with James, key members of the finance team, HR and the Office of the Agency Director.
* Once clarified, a staff training the relevant HCSA departments (Finance, Admin, HR) regarding HCH procedures would be helpful.
* Sense that Director is too much in the weeds and needs staff resource under him to accomplish some of these initiatives

1. In what ways could HCH shift its operations and bureaucratic processes to garner more support from HCSA?

*Response:*

* HCH is like an island within HCSA. Culturally, HCH could be much clearer on what the program’s role, mission, primary business and strategic directions is.
* The more we understand what current processes are, the more we can help with efficiency. HCH should know what processes are in place at HCSA to prevent recreating the wheel. Examples: requirements regarding equipment and on-boarding procedures exist at HCSA and can be integrated.
* If leadership at HCH is running into roadblocks, they can let us know so that we can help with clarification.

1. Considering HCH’s organizational structure and areas of work, do you see current inefficiencies that could be streamlined?

*Response:*

* Program Director is currently supervising finance and admin positions at the program. I would recommend a FSSII position, either a high-level finance or management role) be created to manage this piece so that Director can function more as a part of a team.
* I recommend supports under Director position, as above
* Program Support Manager/Grant Specialist should be at the same level and classification under HCSA
* Deputy Director should be second in command (in current, working org chart, she is over certain programs)

1. How would you adjust the program’s organizational chart to increase efficiency?

*Response:*

* Deputy Director should be second in command (in current, working org chart, she is over certain programs)
* Director is supervising Administrative Manager’s role. Perhaps that role should be at a level under Deputy Director in the org chart

1. In your view, should HCH focus on the development of HCH staffed and operated programs and services or the development of contract-based programs and services?

*Response:*

* This question depends on the opportunities that arise and funding that becomes available
* This also depends on core functions and services in HCH’s strategic plan
* Consideration of whether HCH can do an activity more efficiently than a contractor is important (current staff challenges, for example)
* Pro’s and Con’s:
  + If HCH operates services in-house, in-house expertise increases
  + Not sure that the general public would distinguish between program operated and contracted services or care about the distinction
  + If the specific services is out of HCH’s clarified scope, it would make sense to contract out to a specialty CBO
  + If HCH decides to focus on contracting, increased county staff is needed to effectively monitor the program’s contracts
  + On the other hand, more in-house operations would mean more infrastructure for personnel management