

## ANNOTATED MINUTES

*Tuesday, December 13, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

### WORK SESSION

*WS-1 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

*9:00 - 10:30 Health Department*

*BILLI ODEGAARD, BILL DAVIS, JEAN GOULD,  
DWAYNE PRATHER, DR. GARY OXMAN, JAN  
SINCLAIR, GORDON EMPY, CATHY PAGE AND  
MARGE JOSA PRESENTATION AND RESPONSE TO  
BOARD QUESTIONS.*

*10:30 - 12:00 Department of Community Corrections*

*TAMARA HOLDEN, JOANNE FULLER, JIM ROOD,  
AND CARY HARKAWAY PRESENTATION AND  
RESPONSE TO BOARD QUESTIONS.*

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*Tuesday, December 13, 1994 - 1:30 PM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

### BOARD BRIEFINGS

*B-1 Presentation and Discussion of the Oregon Health Plan Implementation and Managed Care Update. Presented by Lorenzo Poe, Howard Klink and Elleen Deck.*

*LOLENZO POE, BILLI ODEGAARD, HOWARD KLINK,  
AND JUDY ROBISON PRESENTATION AND RESPONSE  
TO BOARD QUESTIONS.*

*B-2 Presentation and Discussion on the Department of Community Corrections Plan to Participate in a Partnership with the Buckman Neighborhood Association.*

*Presented by Tamara Holden, Michael Haines and Kevin Criswell.*

**MICHAEL HAINES, KEVIN CRISWELL AND NEDRA  
BAGLEY PRESENTATION AND RESPONSE TO BOARD  
QUESTIONS.**

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*Wednesday, December 14, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**WORK SESSION**

*WS-2 Board and Managers Discussion on the 1994-95 Mid Year Performance Report;  
Review Status of Current Year Action Plans and Key Results Measures; and  
Updates on 3-6 High Priority Action Plans, for the Following:*

*9:00 - 11:30 Department of Environmental Services*

**BETSY WILLIAMS, BOB THOMAS, DAVE FLAGLER,  
SCOTT PEMBLE, MIKE OSWALD, JIM MUNZ, AND  
KARI HARDWICK PRESENTATION AND RESPONSE TO  
BOARD QUESTIONS.**

*11:30 - 12:00 Citizen Involvement Committee*

**JOHN LEGRY PRESENTATION AND RESPONSE TO  
BOARD QUESTIONS.**

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*Thursday, December 15, 1994 - 9:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**REGULAR MEETING**

*Chair Beverly Stein convened the meeting at 9:30 a.m., with Vice-Chair Tanya  
Collier, and Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.*

**CONSENT CALENDAR**

**UPON MOTION OF COMMISSIONER KELLEY,  
SECONDED BY COMMISSIONER COLLIER, THE  
CONSENT CALENDAR (ITEM C-1) WAS UNANIMOUSLY  
APPROVED.**

## DEPARTMENT OF HEALTH

- C-1 *Ratification of an Intergovernmental Revenue Agreement, Contract #201245, between Multnomah County Health Department and the Municipality of Anchorage, Alaska to Reimburse the County for Testing the County's Health Information System Software, Effective Upon Execution through December 31, 1995*

## REGULAR AGENDA

### NON-DEPARTMENTAL

- R-1 *PROCLAMATION in the Matter of Honoring those Employers who Provide Employment for Individuals with Developmental Disabilities and Recognizing the Contribution that They Make to the Community*

COMMISSIONER SALTZMAN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-1. PROCLAMATION READ FOR THE RECORD. COMMISSIONER SALTZMAN PRESENTED EXPLANATION. THE BOARD PRESENTED A COPY OF THE PROCLAMATION HONORING VARIOUS EMPLOYERS OF INDIVIDUALS WITH DEVELOPMENTAL DISABILITIES TO: ALBERTSON'S, ATWATER'S, BUILDER'S SQUARE, BURGER KING, BURGERSVILLE USA, CATERAIR, COFFEE BEAN INTERNATIONAL, CONTAINER RECOVERY INC., EDGEFIELD INN, F.H. STEINBART, FAIRVIEW TRAINING CENTER, FARMER'S INSURANCE, FAST BREAK, FIRE MOUNTAIN ENTERPRISES, FIRST INTERSTATE BANK, FRED MEYER, GLOBE AIRPORT SECURITY SERVICES, GOOD SAMARITAN HOSPITAL, GREAT BEGINNINGS CHILD CARE, HIPPO HARDWARE, JODY'S RESTAURANT, LUMITE, McDONALD'S, McMENAMIN'S PUBS, MOCHA MAMA MT. HOOD CHEMICAL, NIKE, NORDSTROM, NW FIBER FABRICATIONS, OHSU, PIZZA HUT, PORTLAND BOLD, PORTLAND COMMUNITY COLLEGE PEP, PORTLAND IMPORTS, PP & I, PRECISION DIE CUTTING, PROVIDENCE HOSPITAL, PROVIDENCE MEDICAL CENTER, QUALICOTE, RED ROBIN, RHEINLANDER, ROBERT'S OF PORTLAND, ROSE MOYER THEATER, SAFEWAY, SCHMIDT NURSERY, SCHUCK'S AUTO PARTS, ST. VINCENT DePAUL, TACO BELL, TOWER RECORDS US BANK, UNIFIRST AND WENDY'S. PROCLAMATION 94-243 WAS UNANIMOUSLY APPROVED.

## **PUBLIC CONTRACT REVIEW BOARD**

*(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)*

- R-2** *Second Reading and Possible Adoption of a Proposed ORDINANCE Adopting Rules of the Multnomah County Public Contract Review Board*

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF THE SECOND READING AND ADOPTION. NO ONE WISHED TO TESTIFY. ORDINANCE NO. 807 WAS UNANIMOUSLY APPROVED.**

*(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)*

## **AGING SERVICES DIVISION**

- R-3** *Budget Modification ASD #1 Requesting Authorization to Add \$11,000 in Funds from the State of Oregon, for the "Never Too Late" Drug and Alcohol Grant for Elderly Clients Dealing with Drug and Alcohol Related Illness*

**UPON MOTION OF COMMISSIONER KELLEY, SECONDED BY COMMISSIONER SALTZMAN, IT WAS UNANIMOUSLY APPROVED TO POSTPONE ITEMS R-3 AND R-4 TO A TIME CERTAIN OF THURSDAY, DECEMBER 22, 1994.**

- R-4** *Budget Modification ASD #2 Requesting Authorization to Add \$30,000 in Funds from the University of Minnesota, for a Client Values Assessment Project*

**POSTPONED UNTIL THURSDAY, DECEMBER 22, 1994.**

## **NON-DEPARTMENTAL**

- R-5** *Request for Approval of a Notice of Intent to Apply for Grants and Sponsorships to Support Public Education on Personal Preparedness for Emergencies through the Development and Implementation of a Community Signboard Project*

**COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-5. JOY TUMBAGA EXPLANATION. NOTICE OF INTENT WAS UNANIMOUSLY APPROVED.**

- R-6 *Second Reading and Possible Adoption of a Proposed ORDINANCE Adjusting Exempt Employee Wages and Benefits in Order to Carry Out Measure 8, and to Equalize Benefits for Exempt and Non-Exempt Employees; Repealing Certain Provisions in Ordinance 740 Relating to Pension Benefits, Increasing Salaries and Salary Ranges for Exempt Employees, and Declaring an Emergency*

**PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER COLLIER MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF THE SECOND READING AND ADOPTION. NO ONE WISHED TO TESTIFY. ORDINANCE NO. 808 APPROVED, WITH COMMISSIONERS COLLIER, HANSEN AND STEIN VOTING AYE, AND COMMISSIONERS KELLEY AND SALTZMAN VOTING NO.**

**PUBLIC COMMENT**

- R-7 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

**NONE.**

*There being no further business, the meeting was adjourned at 9:40 a.m.*

**OFFICE OF THE BOARD CLERK  
of MULTNOMAH COUNTY, OREGON**

  
**Carrie A. Parkerson**

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**Thursday, December 15, 1994 - 11:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland**

- B-3 *Presentation and Briefing on Audit, "Corrections Overtime: Improve Scheduling Practices," Released 12/2/94. Presented by Gary Blackmer.*

**GARY BLACKMER PRESENTATION AND RESPONSE TO BOARD QUESTIONS. SHERIFF JOHN BUNNELL AND CHIEF DEPUTY TOM SLYTER THANKED AUDITOR AND STAFF FOR ALL WORK DONE TO PREPARE THIS AUDIT AND RESPONDED TO RECOMMENDATIONS OF THE AUDIT.**

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Friday, December 16, 1994 - 9:00 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**WORK SESSION**

**WS-3 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:**

**9:00 - 10:00 Aging Services Division**

**JIM McCONNELL, CARLA GOLDING, SUE YOUNG AND  
JEAN DeMASTER PRESENTATION AND RESPONSE TO  
BOARD QUESTIONS.**

**10:00 - 12:00 Sheriff's Office**

**THIS SESSION TO BE RESCHEDULED TO A LATER  
DATE DUE TO THE FOLLOWING SPECIAL MEETING.**

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Friday, December 16, 1994 - 10:30 AM  
Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**SPECIAL MEETING**

*Judge John Mabrey, Wasco County Board of Commissioners, convened the meeting via teleconference at 10:30 a.m., with Multnomah County Chair Beverly Stein, Vice-Chair Tanya Collier, and Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman; along with Baker County Judge Steve Bogart, Commissioners Gerald Conrad and Truscott Irby; Clackamas County Commissioners Ed Lindquist, Judie Hammerstad, and Darlene Hooley; Crook County Judge Fred Rodgers, Commissioners Ted Comini and Mike McCabe; Gilliam County Judge Laura Pryor, Commissioners Alan Anderson and Frank Bettencourt; Grant County Judge Kevin Campbell, Commissioners Sondra Lino and Robert Kimberling; Hood River County Commissioners Jerry Routson, John Arens, Allen Moore, R. Kent Rosemont and Beverly Rowland; Morrow County Judge Louis Carlson, Commissioners Raymond French and Donald McElligott; Sherman County Commissioners Robert Boynton and John Schadewitz; Wasco County Commissioners C.E. Filbin and Scott McKay; and Wheeler County Judge Jeanne Burch, Commissioner William Potter present.*

**S-1 The Multnomah County Board of Commissioners Will Meet Via Teleconference With the Boards and Courts of Baker, Clackamas, Crook, Gilliam, Grant, Hood River, Morrow, Sherman, Wasco and Wheeler Counties, for the Purpose of Filling the Vacancy in the 68th Oregon Legislative Assembly, State Senate District 28.**

*The Nominees Chosen by the Republican Precinct Committee of Senate District 28 are as Follows:*

*Lawrence F. Lear  
Wilbert L. Sullens  
Rodger Van Zanten  
Gregory Paul Walden*

*Judge John Mabrey, Wasco County Board of Commissioners, Will be Chairing the Joint Meeting from Cousin's Restaurant in The Dalles. Interested Persons May Listen to the Meeting in Room 602 of the Multnomah County Courthouse.*

**JUDGE JOHN MABREY OUTLINED THE PROCEDURE ORDER FOR TODAY, ADVISING THAT THE BOARDS AND COURTS WOULD START BY HEARING THE NOMINEES PRESENTATIONS FIRST; FOLLOWED BY A ROLL CALL VOICE VOTE, WITH ONLY THOSE JUDGES AND COMMISSIONERS PRESENT ALLOWED TO CAST THEIR ALLOTTED VOTES AS DETERMINED BY THE STATE OF OREGON ELECTIONS DIVISION; IF NOT PRESENT VOTES ALLOTTED FOR THAT PERSON WILL NOT BE COUNTED.**

**JUDGE MABREY READ STATEMENT FOR ROGER VAN ZANTEN, WHO WAS NOT PRESENT. LAWRENCE F. LEAR, NOT PRESENT AND NO STATEMENT MADE. WILBERT L. SULLENS AND GREGORY PAUL WALDEN MADE PRESENTATIONS ON THEIR OWN BEHALF.**

**FOLLOWING NOMINEE STATEMENTS, A ROLL CALL VOICE VOTE WAS TAKEN, WITH OFFICIAL TABULATION COMPLETED BY WASCO COUNTY CLERK/CHIEF ELECTIONS OFFICER KAREN LeBRETON. THE FOLLOWING VOTES WERE CAST:**

<b>JOHN MABREY</b>	<b>GREG WALDEN</b>	<b>4 VOTES</b>
<b>STEVE BOGART</b>	<b>WILL SULLENS</b>	<b>3 1/3 VOTES</b>
<b>GERALD CONRAD</b>	<b>WILL SULLENS</b>	<b>3 1/3 VOTES</b>
<b>TRUSCOTT IRBY</b>	<b>WILL SULLENS</b>	<b>3 1/3 VOTES</b>
<b>ED LINDQUIST</b>	<b>GREG WALDEN</b>	<b>1 2/3 VOTES</b>
<b>JUDIE HAMMERSTAD</b>	<b>GREG WALDEN</b>	<b>1 2/3 VOTES</b>
<b>DARLENE HOOLEY</b>	<b>GREG WALDEN</b>	<b>1 2/3 VOTES</b>
<b>FRED RODGERS</b>	<b>GREG WALDEN</b>	<b>3 VOTES</b>
<b>TED COMINI</b>	<b>GREG WALDEN</b>	<b>3 VOTES</b>
<b>MIKE McCABE</b>	<b>GREG WALDEN</b>	<b>3 VOTES</b>
<b>LAURA PRYOR</b>	<b>GREG WALDEN</b>	<b>1/3 VOTES</b>
<b>ALAN ANDERSON</b>	<b>GREG WALDEN</b>	<b>1/3 VOTES</b>

FRANK BETTENCOURT	WILL SULLENS	1/3 VOTES
KEVIN CAMPBELL	GREG WALDEN	1 2/3 VOTES
SONDRA LINO	GREG WALDEN	1 2/3 VOTES
ROBERT KIMBERLING	WILL SULLENS	1 2/3 VOTES
JERRY ROUTSON	GREG WALDEN	2 VOTES
JOHN ARENS	GREG WALDEN	2 VOTES
ALLEN MOORE	GREG WALDEN	2 VOTES
R. KENT ROSEMONT	GREG WALDEN	2 VOTES
BEVERLY ROWLAND	GREG WALDEN	2 VOTES
LOUIS CARLSON	GREG WALDEN	2/3 VOTE
RAYMOND FRENCH	GREG WALDEN	2/3 VOTE
DONALD McELLIGOTT	GREG WALDEN	2/3 VOTE
BEVERLY STEIN	GREG WALDEN	1 VOTE
DAN SALTZMAN	GREG WALDEN	1 VOTE
GARY HANSEN	GREG WALDEN	1 VOTE
TANYA COLLIER	GREG WALDEN	1 VOTE
SHARRON KELLEY	GREG WALDEN	1 VOTE
MIKE McARTHUR	GREG WALDEN	1/3 VOTE
ROBERT BOYNTON	GREG WALDEN	1/3 VOTE
JOHN SCHADEWITZ	GREG WALDEN	1/3 VOTE
C.E. FILBIN	GREG WALDEN	4 VOTES
SCOTT McKAY	GREG WALDEN	4 VOTES
JEANNE BURCH	GREG WALDEN	1/3 VOTE
H. JOHN ASHER	NOT PRESENT	NO VOTE
WILLIAM POTTER	GREG WALDEN	1/3 VOTE

FOLLOWING VOICE VOTE AND TABULATION,  
KAREN LeBRETON ANNOUNCED THAT GREG  
WALDEN RECEIVED 48-2/3 VOTES AND WILL  
SULLENS RECEIVED 12 VOTES.

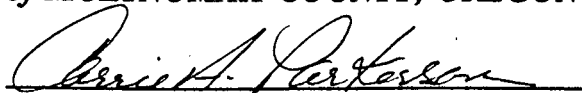
IN ACCORD WITH PROCEDURES ESTABLISHED BY  
THE SECRETARY OF STATE, THE BOARDS OF  
COUNTY COMMISSIONERS OF BAKER, CLACKAMAS,  
CROOK, GILLIAM, GRANT, HOOD RIVER, MORROW,  
MULTNOMAH, SHERMAN, WASCO AND WHEELER  
COUNTIES AND THE COUNTY COURT OF WASCO  
COUNTY VOTED TO APPOINT (NOMINEE) GREGORY  
PAUL WALDEN TO FILL THE VACANCY IN THE  
LEGISLATIVE ASSEMBLY, STATE SENATE DISTRICT  
28, HAVING RECEIVED THE HIGHEST NUMBER OF  
VOTES. THIS APPOINTMENT WAS UNANIMOUSLY  
APPROVED.

GREG WALDEN PRESENTED ACCEPTANCE  
STATEMENT AND THANKED ALL FOR THE  
APPOINTMENT.



*There being no further business, the meeting was adjourned at 11:08 a.m.*

**OFFICE OF THE BOARD CLERK  
of MULTNOMAH COUNTY, OREGON**

  
Carrie A. Parkerson



# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS		
BEVERLY STEIN •	CHAIR •	248-3308
DAN SALTZMAN •	DISTRICT 1 •	248-5220
GARY HANSEN •	DISTRICT 2 •	248-5219
TANYA COLLIER •	DISTRICT 3 •	248-5217
SHARRON KELLEY •	DISTRICT 4 •	248-5213
CLERK'S OFFICE •	248-3277 •	248-5222

## AGENDA

### MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

#### FOR THE WEEK OF

#### DECEMBER 12, 1994 - DECEMBER 16, 1994

<i>Tuesday, December 13, 1994 - 9:00 AM - Work Session . . . . .</i>	<i>Page 2</i>
<i>Tuesday, December 13, 1994 - 1:30 PM - Board Briefings . . . . .</i>	<i>Page 2</i>
<i>Wednesday, December 14, 1994 - 9:00 AM - Work Session . . . . .</i>	<i>Page 2</i>
<i>Thursday, December 15, 1994 - 9:30 AM - Regular Meeting . . . . .</i>	<i>Page 3</i>
<i>Thursday, December 15, 1994 - 11:30 AM - Board Briefing . . . . .</i>	<i>Page 4</i>
<i>Friday, December 16, 1994 - 9:00 AM - Work Session . . . . .</i>	<i>Page 4</i>

*Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen by Paragon Cable subscribers at the following times:*

*Thursday, 6:00 PM, Channel 30*  
*Friday, 10:00 PM, Channel 30*  
*Saturday, 12:30 PM, Channel 30*  
*Sunday, 1:00 PM, Channel 30*

**INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.**

*Tuesday, December 13, 1994 - 9:00 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**WORK SESSION**

*WS-1 Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

<i>9:00 - 10:30</i>	<i>Health Department</i>
<i>10:30 - 12:00</i>	<i>Department of Community Corrections</i>

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*Tuesday, December 13, 1994 - 1:30 PM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**BOARD BRIEFINGS**

*B-1 Presentation and Discussion of the Oregon Health Plan Implementation and Managed Care Update. Presented by Lorenzo Poe, Howard Klink and Elleen Deck. 1 HOUR REQUESTED.*

*B-2 Presentation and Discussion on the Department of Community Corrections Plan to Participate in a Partnership with the Buckman Neighborhood Association. Presented by Tamara Holden, Michael Haines and Kevin Criswell. 20 MINUTES REQUESTED.*

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*Wednesday, December 14, 1994 - 9:00 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

**WORK SESSION**

*WS-2 Board and Managers Discussion on the 1994-95 Mid Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

<i>9:00 - 11:30</i>	<i>Department of Environmental Services</i>
<i>11:30 - 12:00</i>	<i>Citizen Involvement Committee</i>

Thursday, December 15, 1994 - 9:30 AM

Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland

**REGULAR MEETING**

**CONSENT CALENDAR**

**DEPARTMENT OF HEALTH**

- C-1      *Ratification of an Intergovernmental Revenue Agreement, Contract #201245, between Multnomah County Health Department and the Municipality of Anchorage, Alaska to Reimburse the County for Testing the County's Health Information System Software, Effective Upon Execution through December 31, 1995*

**REGULAR AGENDA**

**NON-DEPARTMENTAL**

- R-1      *PROCLAMATION in the Matter of Honoring those Employers who Provide Employment for Individuals with Developmental Disabilities and Recognizing the Contribution that They Make to the Community*

94-243

**PUBLIC CONTRACT REVIEW BOARD**

*(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)*

- R-2      *Second Reading and Possible Adoption of a Proposed ORDINANCE Adopting Rules of the Multnomah County Public Contract Review Board*

*(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)*

**AGING SERVICES DIVISION**

- R-3      *Budget Modification ASD #1 Requesting Authorization to Add \$11,000 in Funds from the State of Oregon, for the "Never Too Late" Drug and Alcohol Grant for Elderly Clients Dealing with Drug and Alcohol Related Illness*

- R-4      *Budget Modification ASD #2 Requesting Authorization to Add \$30,000 in Funds from the University of Minnesota, for a Client Values Assessment Project*

## **NON-DEPARTMENTAL**

- R-5      *Request for Approval of a Notice of Intent to Apply for Grants and Sponsorships to Support Public Education on Personal Preparedness for Emergencies through the Development and Implementation of a Community Signboard Project*
- R-6      *Second Reading and Possible Adoption of a Proposed ORDINANCE Adjusting Exempt Employee Wages and Benefits in Order to Carry Out Measure 8, and to Equalize Benefits for Exempt and Non-Exempt Employees; Repealing Certain Provisions in Ordinance 740 Relating to Pension Benefits, Increasing Salaries and Salary Ranges for Exempt Employees, and Declaring an Emergency*

## **PUBLIC COMMENT**

- R-7      *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*
- 

*Thursday, December 15, 1994 - 11:30 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

- B-3      *Presentation and Briefing on Audit, "Corrections Overtime: Improve Scheduling Practices," Released 12/2/94. Presented by Gary Blackmer. 11:30 TIME CERTAIN, 45 MINUTES REQUESTED.*
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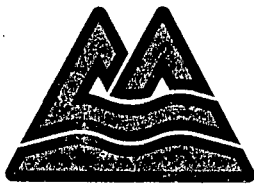
*Friday, December 16, 1994 - 9:00 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

## **WORK SESSION**

- WS-3      *Board and Managers Discussion on the 1994-95 Mid-Year Performance Report; Review Status of Current Year Action Plans and Key Results Measures; and Updates on 3-6 High Priority Action Plans, for the Following:*

<i>9:00 - 10:00</i>	<i>Aging Services Division</i>
<i>10:00 - 12:00</i>	<i>Sheriff's Office</i>



# MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK  
SUITE 1510, PORTLAND BUILDING  
1120 S.W. FIFTH AVENUE  
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR • 248-3308  
DAN SALTZMAN • DISTRICT 1 • 248-5220  
GARY HANSEN • DISTRICT 2 • 248-5219  
TANYA COLLIER • DISTRICT 3 • 248-5217  
SHARRON KELLEY • DISTRICT 4 • 248-5213  
CLERK'S OFFICE • 248-3277 • 248-5222

## SUPPLEMENTAL AGENDA

*Friday, December 16, 1994 - 10:30 AM*

*Multnomah County Courthouse, Room 602  
1021 SW Fourth, Portland*

### SPECIAL MEETING

*S-1 The Multnomah County Board of Commissioners Will Meet Via Teleconference With the Boards and Courts of Baker, Clackamas, Crook, Gilliam, Grant, Hood River, Morrow, Sherman, Wasco and Wheeler Counties, for the Purpose of Filling the Vacancy in the 68th Oregon Legislative Assembly, State Senate District 28. The Nominees Chosen by the Republican Precinct Committee of Senate District 28 are as Follows:*

*Lawrence F. Lear  
Wilbert L. Sullens  
Rodger Van Zanten  
Gregory Paul Walden*

*Judge John Mabrey, Wasco County Board of Commissioners, Will be Chairing the Joint Meeting from Cousin's Restaurant in The Dalles. Interested Persons May Listen to the Meeting in Room 602 of the Multnomah County Courthouse.*

Meeting Date: DEC 13 1994

Agenda No.: B-2

(Above space for Clerk's Office Use)

AGENDA PLACEMENT FORM

SUBJECT: DCC/BNA Demonstration Project

BOARD BRIEFING Date Requested: December 13, 1994

Amount of time needed: 20 minutes

REGULAR MEETING Date Requested: \_\_\_\_\_

Amount of time needed: \_\_\_\_\_

DEPARTMENT: Community Corrections DIVISION: Day Reporting Center

CONTACT: Michael Haines TELEPHONE #: 248-3456  
BLDG/ROOM #: 162

PERSON(S) MAKING PRESENTATION: Tamara Holden, Michael Haines, Kevin Criswell, Nedra Bagley

ACTION REQUESTED:

☒ INFORMATIONAL ONLY ☐ POLICY DIRECTION ☒ APPROVAL ☐ OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

Briefing on the Department of Community Corrections plan to participate in a partnership with the Buckman Neighborhood Association. This demonstration project would focus on activities to enhance the liveability of area neighborhood via physical improvements such as graffiti paint-overs or public space landscaping.

SIGNATURES REQUIRED:

ELECTED OFFICIAL \_\_\_\_\_

Or

DEPARTMENT MANAGER 

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277/248-5222



MULTNOMAH COUNTY DEPARTMENT OF  
COMMUNITY CORRECTIONS

MEMORANDUM

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TO: Board of County Commissioners

FROM: Michael Haines, West District Manager

TODAY'S DATE: November 22, 1994

REQUESTED PLACEMENT DATE: December 13, 1994

RE: DCC/BNA Demonstration Project

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I. Recommendation/Action Requested:

Briefing on the Department of Community Corrections plan to participate in a partnership with the Buckman Neighborhood Association. This demonstration project would focus on activities to enhance the liveability of area neighborhoods via physical improvements such as graffiti paint-overs or public space landscaping.

II. Background/Analysis:

The DCC began working with the BNA in February 1994. The BNA's Executive Board and DCC personnel have been meeting on a regular basis. The focus of these meetings has been the establishment of compatible goals which mutually support the values of DCC and the BNA. We believe the combined efforts of the Department's Day Reporting Center, Alternative Community Service program, the Londer Learning Center and the Community Liaison will promote positive experiences for offenders who via their efforts will contribute to an increased sense of security, safety and quality of life in the neighborhood.



III. Financial Impact:

No financial impact. The project is supported by Department of Community Corrections budget. The Community Liaison position is funded via the current DRC budget. We propose to pay a one (1) step increase to Ms. Nedra Bagley, which increases her yearly salary from \$32,489 to \$34,754, an increase of \$2,265. The six month salary is \$17,377.

A six (6) month budget includes \$1,500 for tools and supplies, \$150 for meeting food items, \$32 for a pager and \$525 for motor pool charges.

IV. Legal Issues:

None

V. Controversial Issues:

Initially, other neighborhood associations may feel slighted, but it is our intention to utilize this demonstration project to develop a model to assist other neighborhoods as resources permit.

VI. Link to Current County Policies:

This effort is consistent with County benchmarks which promote the integration of services to positively impact the liveability of our neighborhoods while providing positive experiences for offenders.

VII. Citizen Participation:

Citizens of the BNA will witness the contribution of offenders and hopefully, work side by side with them to improve upon the liveability of their community.

VIII. Other Government Participation:

This pilot will initially involve only the DCC, but we are confident that success will lead to the involvement of other agencies with additional neighborhood associations.

*Briefing*  
*12-13-94*  
*B-2*

# **DCC/BCA DEMONSTRATION PROJECT PROPOSAL**

Department of Community Corrections  
Day Reporting Center  
400 SW 12th Avenue  
Portland, Oregon 97205  
(503) 248-3747 FAX (503) 248-3307

# **DCC/BCA Demonstration Project Proposal**

## **PURPOSE**

This is a proposal describing how the Multnomah County Department of Community Corrections (DCC) can work in conjunction with the Buckman Community Association (BCA) and others to improve liveability and enhance safety in our community.

## **PROJECT OVERVIEW**

Since February of 1994 the BCA and the DCC have worked together to explore shared interests and establish a partnership that is mutually supportive to each organization.

The Department will utilize internal programs such as the Londer Learning Center, (LLC) Alternative Community Service (ACS) and the Day Reporting Center (DRC) in this endeavor.

The following goals have been established that reflect the interests and are consistent with the values of these two entities:

### **Short Term Goals:**

- Plan selective community work projects with the DCC and neighborhood and business associations;
- Arrange projects through these programs that will satisfy sanction requirements that complete client's community service hours;
- Develop partnerships with community organizations by promoting communication and interaction.

### **Medium Term Goals:**

- Coordinate work and training opportunities through the DRC and LLC for offenders in the community;
- Thoughtfully increase positive media coverage for the neighborhood and the Department;
- Offer presentations for individual community groups and organizations based on their needs.

### **Long Term Goals:**

- Maintain community activities via work/training programs for clients, work crews and special projects;
- Successfully integrate clients into their living areas in the community;
- Fully develop networking with neighborhood and business associations.

### **PROJECT PRINCIPLES**

These preliminary goals are based on basic principles established by BCA and DCC representatives. A partial listing of the principles developed thus far include the following:

1. The project focuses on community involvement and interaction.
2. The project has definite geographical boundaries.
3. The project benefits offenders and the community.
4. The project emphasizes learning, interdisciplinary activities, and problem solving.
5. The project will have measurable documented results.

A joint working group consisting of BCA volunteers and selected DCC staff will identify potential activities that are consistent with these principles.

Activities that will enhance the neighborhood may include physical improvements such as graffiti paint-overs or landscaping in public spaces such as Lone Fir Cemetery. These activities also promote positive experiences for community residents, DCC staff, and offenders. Activities that may enhance the sense of security, safety, and quality of life in the neighborhood will focus on communication, participation, and cooperation. This will be accomplished via increased interaction between residents, offenders and County employees.

## **DESCRIPTION OF PARTNERS**

The Buckman Community Association was chosen to participate in this partnership model because of their expressed interest, ongoing communication and interaction with the Department of Community Corrections. The Buckman neighborhood is host to one of the Department's current facilities.

The Multnomah County Department of Community Corrections provides supervision and services to offenders in all areas of the County. However, the compatibility between both the neighborhood goals of BCA and the mission/values of DCC presented us with a unique opportunity to engage in a natural partnership.

The three DCC programs working on this project will be used as follows:

- The Day Reporting Center will provide supplies and the staff position to directly coordinate the effort.
- Alternative Community Service will work with the coordinator and assign work crews as projects are developed.
- The Londer Learning Center will assist in developing teaching and training programs in conjunction with clients and citizens.

See Appendix A for a complete background on both of these organizations.

## **GEOGRAPHICAL BOUNDARIES**

The Buckman Community Association represents the area bound on the North by East Burnside Street, on the South by Hawthorne Avenue, the Willamette River to the West and on the East side by Southeast 28th Street.

## **TIMELINES**

This is a demonstration project beginning approximately January 1, 1995. The two groups involved will evaluate the results of this project in June of 1995 to determine its success. The decision to continue this project will be made following that assessment.

## **EVALUATION**

It is imperative that this project have measurable results that are beneficial to both of the organizations involved. The following indicators will be used to quantify and evaluate the success of this project:

1. Visible improvements consistent with the Buckman Neighborhood Plan.
2. Increase positive media coverage for the Buckman neighborhood and the Department.
3. Increase the number of people involved with BCA and interest of other neighborhoods.
4. Increase offender's skills and employability.
5. Increase the number of offenders who complete their community service and remain crime free for at least three years.

## **RESOURCES**

The proposed project will be assigned a staff member to coordinate and achieve outcomes consistent with the project objectives and within the existing DRC budget.

## **SUMMARY**

The BCA is known for both the variety of issues it chooses to address and a strong commitment to long-range planning. The DCC values positive change and the promotion of participation with our neighborhoods to promote a safer and more livable community. These two organizations believe that our greatest successes may be in building enduring relationships and establishing working models with all members of the neighborhood.

## **BACKGROUND OF PARTNERS**

### **Buckman Community Association (BCA)**

The Buckman neighborhood is bound on the North by East Burnside street, on the South by Hawthorne Avenue, the Willamette river to the West, and on the East side by Southeast 28th Street. The neighborhood is a diverse blend of medium sized wholesale and retail businesses, smaller owner operated businesses, and homes augmented by public spaces and open areas. Four major traffic arterials provide immediate access to employment, mercantile, and arts and recreation areas located in the adjacent city core area.

As a neighborhood with a 125 year history, a variety of historical sites and homes with classic designs are found among the tree shaded streets. Buckman is also home to a multitude of social service providers, group homes, and residential treatment facilities. This has given neighborhood residents greater insight into program operation and social services.

The Buckman Community Association (BCA) became an active voice for their community in 1971. The vision of BCA is to build on the strengths of the community and to work together as neighbors, homeowners, and property and business managers. The Buckman Community Association recognizes and celebrates diversity by sharing ideas and cultures throughout their neighborhood.

The BCA is noted for both the variety of issues it chooses to address and a strong commitment to long range planning. The BCA has formed partnerships that promote a healthy business environment while buffering the residential areas from traffic, noise and waste. The BCA supports Neighborhood Watch and Block Home programs. The BCA has actively sought a relationship with the Department of Community Corrections to establish a partnership in addressing mutual concerns.

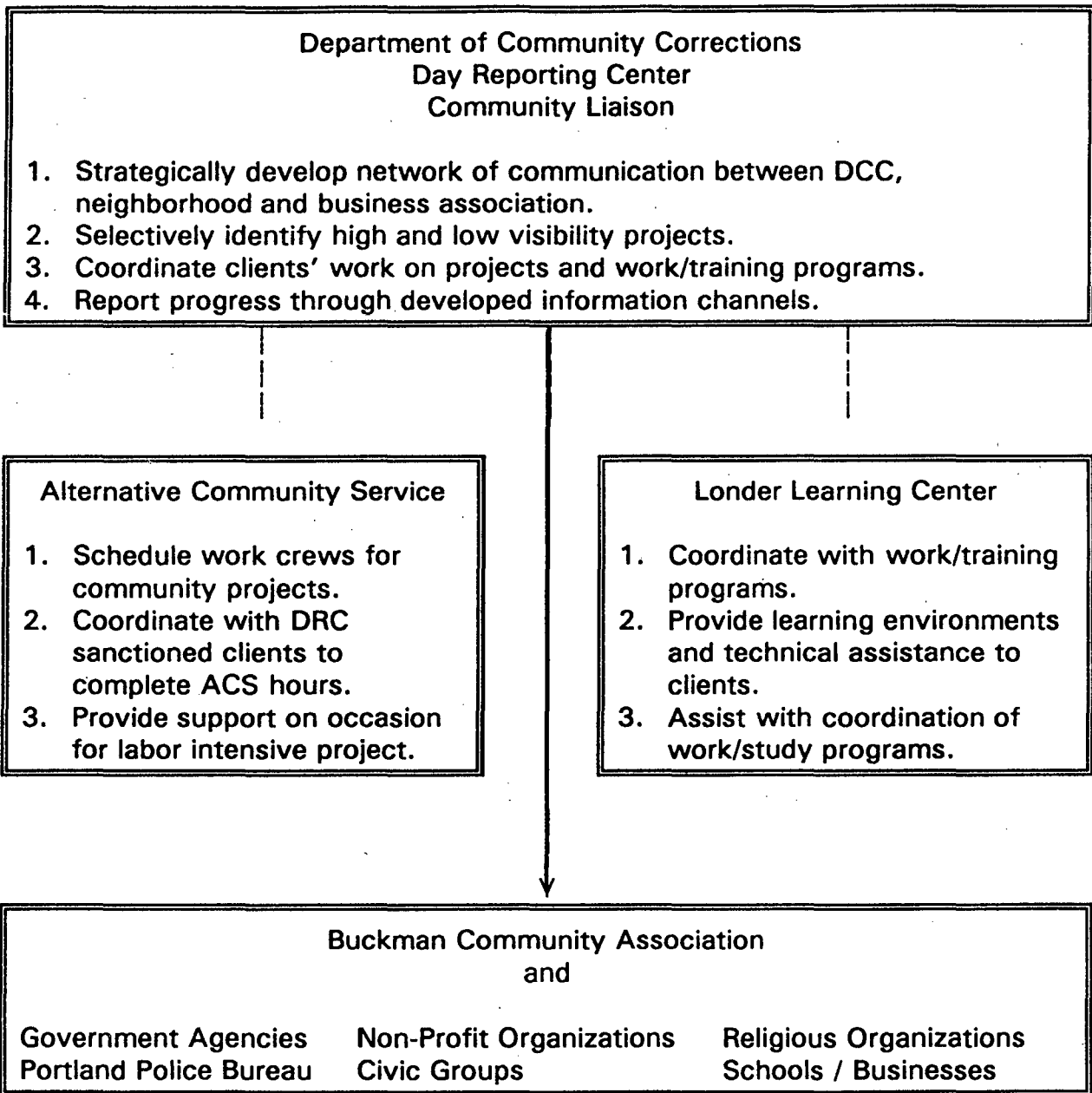
## **The Multnomah County Department of Community Corrections (DCC)**

**The Department of Community Corrections provides a wide range of treatment, supervision, and service and sanction programs for adults under supervision in the criminal justice system. As of October 1, 1994, the DCC supervised 11,194 offenders within Multnomah County.**

**More than three hundred employees provide a variety of services including: pretrial release, diversion, probation and parole supervision, work release, day reporting, intensive case management, community service, offender education, transitional services for women, and contracted services for residential and outpatient treatment.**

**The Department's mission and value statements emphasize the value of creating partnerships that promote positive change and participation with neighborhoods to enhance safety and liveability. Community service projects enrich a neighborhood and offer offenders opportunities to make a positive contribution to the community, participate in physical improvements in a community, and to engage in a successful work experience.**





Meeting Date: **DEC 13 1994**

Agenda No.: B-1

(Above Space for Board Clerk's Use *ONLY*)

AGENDA PLACEMENT FORM

SUBJECT: OHP Implementation and Managed Care Update

BOARD BRIEFING:      Date Requested: December 13, 1994  
                         Amount of Time Needed:      1 Hour

REGULAR MEETING:      Date Requested: \_\_\_\_  
                         Amount of Time Needed: \_\_\_\_

DEPARTMENT: DSS      DIVISION: Community & Family Services Division

CONTACT: Howard Klink      TELEPHONE: 248-3691 x6972  
   BLDG/ROOM: 161/2nd Floor

PERSON(S) MAKING PRESENTATION: Lorenzo Poe, Howard Klink, Elleen Deck

ACTION REQUESTED:

☒ INFORMATIONAL ONLY      ☐ POLICY DIRECTION      ☐ APPROVAL      ☐ OTHER

**SUMMARY** (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if available):

Oregon Health Plan Implementation and Managed Care Update. This Division is preparing for the integration of many of its clients into the Oregon Health Plan in early 1995. This briefing is to update the BCC on the activities by the Division to ensure the continuity of services during this transition.

SIGNATURES REQUIRED:

ELECTED OFFICIAL: \_\_\_\_\_  
OR  
DEPARTMENT MANAGER: Lorenzo Poe ms

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

*Any Questions? Call the Office of the Board Clerk at 248-3277 or 248-5222*

DEC 13 5 PM '94  
CLERK OF BOARD  
OF HEALTH SERVICES  
OREGON



# MULTNOMAH COUNTY OREGON

COMMUNITY AND FAMILY SERVICES DIVISION  
ADMINISTRATIVE OFFICES  
421 S.W. FIFTH AVENUE, 2ND FLOOR  
PORTLAND, OREGON 97204  
(503) 248-3691 / FAX (503) 248-3379  
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BOARD OF COUNTY COMMISSIONERS  
BEVERLY STEIN • CHAIR OF THE BOARD  
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GARY HANSEN • DISTRICT 2 COMMISSIONER  
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SHARRON KELLEY • DISTRICT 4 COMMISSIONER

## MEMORANDUM

TO: Chair Beverly Stein and County Commissioners

FROM: Lolenzo T. Poe Jr., Director *Lolenzo Poe Jr.*  
Community and Family Services Division

DATE: December 5, 1994

SUBJECT: Oregon Health Plan Implementation and Managed Care Update

This Division is preparing for the integration of many of its clients into the Oregon Health Plan, in early 1995. Many of these county residents currently receive primary case management and/or behavioral health services through Division programs. Following is a schedule of integration for these groups into the Oregon Health Plan and the activities by the Division to ensure that this is a smooth transition and that services are not jeopardized in the process.

### **CHEMICAL DEPENDENCY:**

**Integration Date:** February 1, 1995

**Division Action:** The CFSD Managed Care Organization, will administer a network of providers who will deliver the outpatient services to clients for Fully Capitated Health Plan (FCHP's) in the county who wish to contract for these services. Currently, CareOregon and Kaiser, two of the largest FCHP's in the county have expressed an interest in contracting with the Division's MCO to "broker" those services for them. Negotiations are proceeding. This action is expected to reduce county financial liability and provide improved services and access to client populations. A formal proposal will be presented to the BCC in December.

### **DISABLED, AGED, CHILDREN IN FOSTER CARE:**

**Integration Date:** February 1, 1995

**Division Action:** CFSD is coordinating integration efforts with the Senior and Disabled Services Division, on behalf of clients currently served through county programs. Tele-conferences for staff to educate them concerning the health plan and how to communicate options to their clients are being provided this month. Further training for case managers is being coordinated by CFSD staff. This effort will allow a smooth transition into the Health Plan of many vulnerable populations, with "choice counseling" for making their decision about with which Plan to enroll. Clients begin their enrollment February 1, but may continue to enroll from that point forward. Unlike alcohol and drug and mental health, services to the entire eligible population do not begin on one date.

### **CHILDREN'S MENTAL HEALTH:**

**Integration Date:** July 1, 1995

**Division action:** CFSD is beginning negotiations with the State Office of Mental Health Services to get rates of reimbursement and the service array which will be managed by the Division's MCO. Workgroups on implementation tasks will begin this month. A timeline for all implementation tasks will be completed by Monday, November 21. The plan will be fully implemented July 1, 1995. Please note that this project, initiated at the request of the State, is proceeding outside the funding and policy framework of the OHP.

### **ADULT MENTAL HEALTH:**

Integration Date: July 1, 1996

Division action: CFSD has initiated discussions that will address the feasibility of restructuring contracts with the mental health provider agencies to shift from the current fee for service system to a managed care framework and capitated rate structure. Adult Mental Health contracts have not been bid for 12 years and it is required that contracts be re-bid by the Spring of 1995, which creates the opportunity exists to implement such a change by July 1, 1995.

### **MENTAL HEALTH CRISIS TRIAGE UNIT:**

Implementation Date: April 1, 1995

Division action: CFSD is in the process of developing a centralized crisis triage proposed to be used as a single location for intake and referral for adults and children experiencing mental health crisis. The proposal is being developed in cooperation with State Mental Health Division who has offered us the use of a ward at Holladay Park Hospital for this purpose. Such a service could function effectively as part of the currently operating fee for service or become a primary access point for behavioral health service within a managed care system. CFSD will have completed its proposal development with input from the provider network, mental health contract agencies and have identified revenue sources by December 19, 1994.

### **OUTSTANDING ORGANIZATIONAL ISSUES**

It is clear that Multnomah County is moving toward a more integrated system of physical and behavioral health care as well as integrating planning, policy and program development for behavioral health programs within CFSD. CFSD is also exploring the development of a Managed Care Organization (MCO) that would enable the Division to operate as a "broker" of services between Fully Capitated Health Plans (FCHP) and the behavioral health provider network. Both Care Oregon and Kaiser have expressed interest in participating in such an arrangement and it is expected that other FCHP's will do likewise. One approach envisions administering all behavioral health services through a CFSD/MCO. That would centralize claims processing, quality assurance, and financial management functions. There are a variety of ways in which this could occur, and briefings will be provided as specific recommendations are developed.

# MANAGED CARE POLICY STATEMENT

(November 17, 1994)

## I. POLICY

Managed Behavioral Health Care is a care delivery system of mental health and alcohol and drug services that provides the enrollee all the highest quality care needed, but only the care needed, at a fair and manageable cost.

Multnomah County's Community and Family Services Division will operate a Managed Behavioral Health Care Organization (MCO), thus assuring the county's role of defining, implementing, monitoring and evaluating the delivery of services in a manner which supports public policy in this field.

The MCO will carry out the County's commitment to a community based provider network. A provider selection process will be based on system-wide quality standards and system need.

## II. BACKGROUND

### A. County Mission

The mission of the County is to oversee and assure the provision of human services to the indigent and underserved populations in Multnomah County in the most culturally sensitive, clinically appropriate and cost effective manner in the least restrictive environment. The County's constituency in need of these services are most often high risk and vulnerable populations who will continue to need access to a full array of alcohol and drug abuse, mental health and social services. These are often clients with complex care needs who are served in multiple county, state and federally funded services.

The County is a publicly funded system of care that is open to public involvement and scrutiny from program planning through implementation and evaluation. County government acts to assure public input and analysis. This role is critical to preserving the County mission and is a valuable and necessary contribution to the health and safety of the community.

### B. Health Reform and Managed Care

The traditional fee for service health care delivery systems have turned to managed care as a way to control costs,

maximize resources and provide the highest quality services. Managed care is at the forefront of national, state and local health care reform. Leading health policy experts believe that some form of managed care will be the standard model of delivery of health care services in the near future. Managed care cost control strategies have gained this prominence because of the rising health care costs in entitlement programs and mandated services. Managed care is seen as more efficient and more easily targeted to unique client needs than the traditional fee for service delivery model. Historically the fee for service model has provided little incentive to be cost effective; promotes unnecessary services; provides few revenue enhancement incentives and has open ended cost liability.

"Over 90% of the Fortune 1000 Corporations have some kind of managed care strategy in place for their mental health services. The motivation for managed care in the private sector has been that dollars are saved while there is consumer satisfaction of the benefits. The health care benefit survey conducted on 1992's data by Foster Higgins and Company indicated that a prepaid benefit plan was 20% cheaper per worker than an indemnity plan. ...The overall mental health as a percent of health expense is approximately the same in the public sector as it is in the private sector, that is approximately 10% of all state health expenditures are for mental health services." (Robert Dyer, "Public Managed Behavioral Healthcare", 1993)

Thoughtful criticisms of managed care administrative cost control solutions have been advanced, introducing concerns that managed care strategies introduce new problems of reduced access, increased costs, or rationing. To address these concerns, the current trend in managed behavioral health care focuses on establishing practice guidelines, customer satisfaction requirements, rigorous quality assurance programs and risk sharing between funders and providers.

### III. SYSTEM VISION

The Managed Care Organization (MCO) will assure quality services, protect access, emphasize cost effective care, promote the financial stability of providers and ensure adequate administrative capacity to manage the system. Maintaining a county role ensures that the most vulnerable and high risk clients, traditionally dependent upon county programs, will continue to receive appropriate and cost effective services with the advent of managed care in our community. By operating as an MCO, the county benchmarks can best be achieved which, as implemented, ensure that vulnerable and high risk county residents are not inappropriately cost shifted into other public systems, i.e., the juvenile or adult criminal justice system, Children's Services Division programs

or public school services.

The MCO, following policy approval by the Board of County Commissioners, will design the service delivery system for Multnomah County for behavioral health services. In so doing, the MCO continues to act as the local mental health and alcohol and drug authority, determining the populations to be served, creating a managed funding system, developing a provider network and distributing resources. The MCO will focus on the development of a system of care provided through Plans of Care in which client goals are measured and evaluated with services and contracts awarded according to discrete outcome measures and evaluation standards.

The MCO, in partnership with its provider network, the state and other funders, will ensure that resources are utilized to serve the most vulnerable and high risk populations and other eligible consumers. Services will be provided in the most clinically appropriate, family focused, culturally competent and cost effective manner. The establishment of a county Managed Care Organization allows the County to access and coordinate resources from a variety of sources including: capitated health plans under the Oregon Health Plan, Community Corrections, Juvenile Justice Division, Public Schools, Children's Services Division, State Mental Health and Alcohol and Drug programs, Federal and local governments and foundations. This will ensure that resources follow public policy decisions. The establishment of an MCO provides the CFSD with an opportunity to utilize general fund service dollars in addition to Medicaid funding to develop a comprehensive and integrated service package.

The proposal to operate a managed care organization for Behavioral Health gives the County the opportunity to provide a flexible, client driven system of care for persons needing mental health and alcohol and drug abuse services. It is the intent of the proposal that partners of the managed care organization would explore options to provide services to any County resident, regardless of economic situation. As the Oregon Health Plan (OHP) prepares to address the long term care needs of Oregonians, and includes resources and service expectations into the OHP, the County will integrate services to the developmentally disabled population and other potential clients who need long term care.

The Managed Care Organization will administer mental health and alcohol and drug services to provide integrated behavioral health care for all eligible consumers in Multnomah County. Eligibility will be determined by federal and state mandates and criteria developed by the Division. Initially, the managed care organization's mental health client pool may be



Medicaid only, since the funding being offered by the State for capitated services is Medicaid only.

In addition to the Medicaid eligible members, those non-Medicaid eligible clients currently served under the managed care model of the Partners Project will be folded into the managed care organization's client pool July 1, 1995. This is dependent on funding being provided by the current contributing partners. Community standards of care will determine eligibility and length of stay for all eligible members.

Clients with alcohol and drug abuse problems served through Medicaid and other State and Federal funds would also be served through the integrated managed care organization. This will extend revenue sources and give the County the opportunity to use the experience of coordinated case management and flexible funding to manage high cost service delivery.

#### **IV. BENEFIT TO CLIENTS**

##### **Access to Service**

In an ideal system, a client is provided quality service based on his/her service needs, evaluated on the basis of community standards of care and measurable outcomes. However, in the current system, service entry and treatment is fragmented between service areas. The client has to fit the service funded, rather than the service fitting the client need. Clients enter the behavioral health care system now through multiple points in an uncoordinated system. Clients are not always directed to the least restrictive, appropriate care. Medical and social service needs are often addressed in isolation.

In the proposed managed care system, clients will have coordinated access to information and referral for a full array of alcohol and drug and mental health services twenty four hours a day. A client will be able to speak with a mental health or alcohol and drug professional about their concerns and receive a referral to an appropriate service.

Under managed care, eligible County residents and their families will be provided with information on how to access behavioral health services through their primary care physicians, the local provider network, adult and family services, child welfare, juvenile justice, education, community action programs, family support networks and other available resource points.

The CFSD is in a unique position to support the holistic needs of clients and families through the full continuum of human services it funds and operates. This includes housing and vocational support, which offers individualized, non traditional services to clients. The continuum includes behavioral health care and social services. As part of this continuum, the CFSD has established collaborative relationships with other governmental agencies that fund and operate services to the same clients.

Early intervention is promoted and encouraged in a managed care system. It is anticipated that more clients will receive care earlier, as the emphasis will be on prevention and maintaining health rather than treating illness.

To assure access, the managed care organization will monitor timely access to services as part of its on-going Quality Improvement process. In addition, the organization will review client complaints and grievances for service access issues and develop action plans as needed.

## **V. Policy Analysis**

### **County Risk in a Managed Care Environment**

In a managed care environment, a funder and a contractor agree to serve a defined population with a specific service package for a finite amount of dollars. Risk is the financial liability which occurs when actual service volume, costs or configurations exceed the estimates on which the negotiated capitated rate was built. Risk in this section refers only to contractual financial risk. Cost shifting is an additional risk that can occur but is addressed separately under "County Responsibility" of the policy analysis section.

The current County Medicaid delivery system is a fee for service system. To date, the State has contracted for services to Counties and provider networks, where applicable, who have billed them for services provided to eligible clients. The fee for service system has provided little incentive to be cost effective or to promote only those services that are necessary. This model worked adequately as long as the resources were available, ie. State general fund. We are rapidly moving into a time of shrinking resources.

Presently, the County is responsible to not only serve clients and bill for those services, but also manage a finite allocation from the State general fund. The State has the risk. The County accepts legal responsibility for providing clients needed services when it accepts funds from the State to serve County residents. The County has a limited ability

to manage and control a system that is designed in large part by State and Federal requirements. Whether the County moves to a managed care organization or not, it will still be responsible for managing a finite resource while responding to increased numbers of clients seeking services.

In either a fee for service or a managed care system, the risk is that there will be more people who need service than the County has money to fund. However, in a managed care system, the CFSD and its provider network has the ability to develop its own priorities for use of resources and build in incentives for efficiency. This makes everyone accountable for effective performance.

If we accept a greater responsibility for designing and managing the system, the County also assumes a greater proportion of the financial risk and could incur significant debt. Access to State actuarial data and its analysis of trends and historical costs and projection of future trends and costs are required before the Division can accurately identify the level of its financial risk and realistically recommend to the Board of County Commissioners full participation in the Oregon Health Plan for mental health and alcohol and drug services. This analysis is in progress.

## VI. MANAGED CARE ORGANIZATION

A Behavioral Health Management Council was initially formed as a managed care work group. Membership included Community and Family Services Division and Community Corrections Division management personnel. The task of the work group was to coordinate the planning activities simultaneously occurring in adult mental health, children's mental health and alcohol and drug programs and recommend a policy direction to the Division administration. The planning efforts were initiated by the programs' responses to community concerns and the changing health care environment. In July 1994, the CFSD proposed the formation of a managed care organization (MCO) to respond to the Oregon Health Plan and the changing health care environment.

This policy assumes that a managed system requires the creation of an MCO to operate the service delivery system. The role of the MCO is to facilitate the implementation of the Oregon Health Plan delivery system across alcohol and drug, mental health services to eligible Multnomah County residents.

The Community and Family Services Division, with the approval of the Board of County Commissioners, will establish a managed behavioral health care organization (MCO) to implement managed care. An MCO Advisory Board, formerly the Behavioral Health

Management Council, will be established to advise the Division Director and the MCO on policy direction. The MCO will establish the Utilization Management/Quality Assurance, Credentialing, Fiscal/MIS and Member Advisory Committees. The purpose of the committees is to provide recommendations and technical assistance to the MCO and Advisory Board as it implements the managed care system.

The managed care system design has been identified in several CFSD documents (the Children's Capitation Project RFPA-February 1994; the Multnomah County Response to the State 25% Medicaid Demonstration RFP for Mental Health Services under the Oregon Health Plan). At the direction of the MCO Advisory Board, the MCO and its committees will implement this system design.