

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. These shapes are primarily located on the left and right sides of the slide, framing the central white area where the text is placed.

# Snohomish Health District Integration Project

After Action Summary and Way Ahead

- Josh Dugan and Dennis Worsham

# Project Overview

## ▶ Guiding Priorities

- ▶ Strengthen Public Health in Snohomish County
- ▶ Keep Snohomish Health District “Whole”
- ▶ Engage representatives from both organizations as well as community partners
- ▶ Emphasize Equity
- ▶ Form a fully functioning Health Department no later than Jan 1<sup>st</sup>, 2023
- ▶ Look beyond the Integration now

# Project Organizational Structure

## ▶ Integration Policy Group

- ▶ Executive, Council, Board of Health, SHD Administrator and Health Officer
- ▶ Supported by Communications Group, Legal Counsel, Strengthening Public Health Advisory Group

## ▶ Integration Management Group

- ▶ Executive Director Harper (Sponsor), Josh Dugan (Champion), Shawn Frederick and Pam Aguilar
- ▶ Supported by Operational Excellence and Gossett Consulting Solutions

## ▶ Core Team

- ▶ Finance, Central Human Resources/Labor Relations, Information Technology, Fleet and Facilities, Solid Waste, Humans Services Department

## ▶ Work and Task Groups

- ▶ Working level Subject Matter Experts

# Key Dates

- ▶ **May 24<sup>th</sup>, 2022** - Memorandum to Snohomish Health District Board of Health, committing to move the Health District in whole, ensuring Public Health decisions are not politicized, and strengthening the health of all Snohomish County residents.
- ▶ **May 31<sup>st</sup>, 2022** - Snohomish Health District Board of Health votes to support Snohomish County's withdraw from the Health District.
- ▶ **June 8<sup>th</sup>, 2022** - County Council votes to authorize issuance of Notice of Intent to withdraw from Health District effective December 31<sup>st</sup>, 2022.
- ▶ **June 13<sup>th</sup>, 2022** - Initial Project Team Meeting - Project Kick-off
- ▶ **July 1<sup>st</sup>, 2022** - Integration Policy Group initial meeting, Governance Structure finalized
- ▶ **August 24<sup>th</sup>, 2022** - Common Interest and Joint Defense Agreement approved.

# Key Dates (Cont.)

- ▶ **October 14th, 2022** - Snohomish County and Snohomish Health District Interlocal Agreement approved
- ▶ **October 26th, 2022** - Ordinance 22-061 Approved, creating Snohomish County Health Department
- ▶ **December 14<sup>th</sup>, 2022** - Ordinance 22-067 Approved, establishing initial terms of County employment for former SHD employees
- ▶ **December 28th, 2022** - Labor negotiation completed; Motions approved by Council
- ▶ **December 31<sup>st</sup>, 2022** - Project (Phase I) Completion
- ▶ **January 1<sup>st</sup>, 2023** - "Go Live" - Snohomish County Health Department Activated

# “People Project”

- ▶ Effort focused on strengthening public health for the County’s ~830,000 residents
- ▶ County and SHD employees highly impacted in multiple ways, both personally and professionally
- ▶ “People focused” project - take care of the people during and after the integration
  - ▶ Cross-functional Team Approach for project
  - ▶ Extraordinary Project Management performance
  - ▶ Aggressive timeline + task volume = Extreme demands on employees
  - ▶ Concerns with pay, benefits, and employment security
  - ▶ Change Management - Effort to over-communicate and reassure
- ▶ Individual and team personal and professional deep commitment to accomplishment overcame numerous challenges
  - ▶ Many individuals dedicated numerous nights and weekend work hours
- ▶ Notable quote from a SHD employee, “We’ve done so much work in such a short amount of time and everything looks good; it’s time to join the County and move on!”

# By the numbers...

- ▶ Condensed project schedule - 137 total working days
- ▶ “All-Hands” project - over 90 project participants from County and SHD
  - ▶ Conservative estimate of 25K labor hours dedicated to project
- ▶ ~500+ individual work tasks identified within Project Management, Communications, Legal, IT, Finance, CHR, Payroll, HS, and Labor workgroups.
  - ▶ Thousands of individual subtasks necessary to complete work tasks
  - ▶ ~250+ work tasks identified in IT alone!
  - ▶ Migrated ~170 SHD employee users into the Snohomish County domain
  - ▶ Reassigned ~200 SHD contracts and grants to Snohomish County
  - ▶ Created ~170 payroll accounts and positions for Health Department employees
  - ▶ Labor negotiations and transfer of 5 new bargaining units
- ▶ Snohomish County Code revisions
  - ▶ Added 2 Sections, Amended 34 Sections, and Repealed 8 Sections
- ▶ 37 work tasks identified for deferment to Phase 2 in 2023
  - ▶ Phase 2 led by Snohomish County Health Department Director Dennis Worsham

# Key Project Contributors

- ▶ Operational Excellence and Dave Gossett Consulting Solutions
- ▶ Snohomish Health District Board of Health
- ▶ Strengthening Public Health Advisory Group
- ▶ County Council
- ▶ Prosecuting Attorney Office
- ▶ Snohomish County Health Department
- ▶ Information Technology
- ▶ Central Human Resources
- ▶ Finance
- ▶ Human Services
- ▶ Fleet and Facilities



# The Way Ahead....



**SNOHOMISH  
COUNTY**   
**HEALTH DEPARTMENT**

**Dennis E. Worsham, Department Director**

# Successful Integration to Implementation





# My First 90 Days

# Three Core Functions of Public Health

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Assessment



Systematically collect, analyze, and make available information on healthy communities

Policy/Program

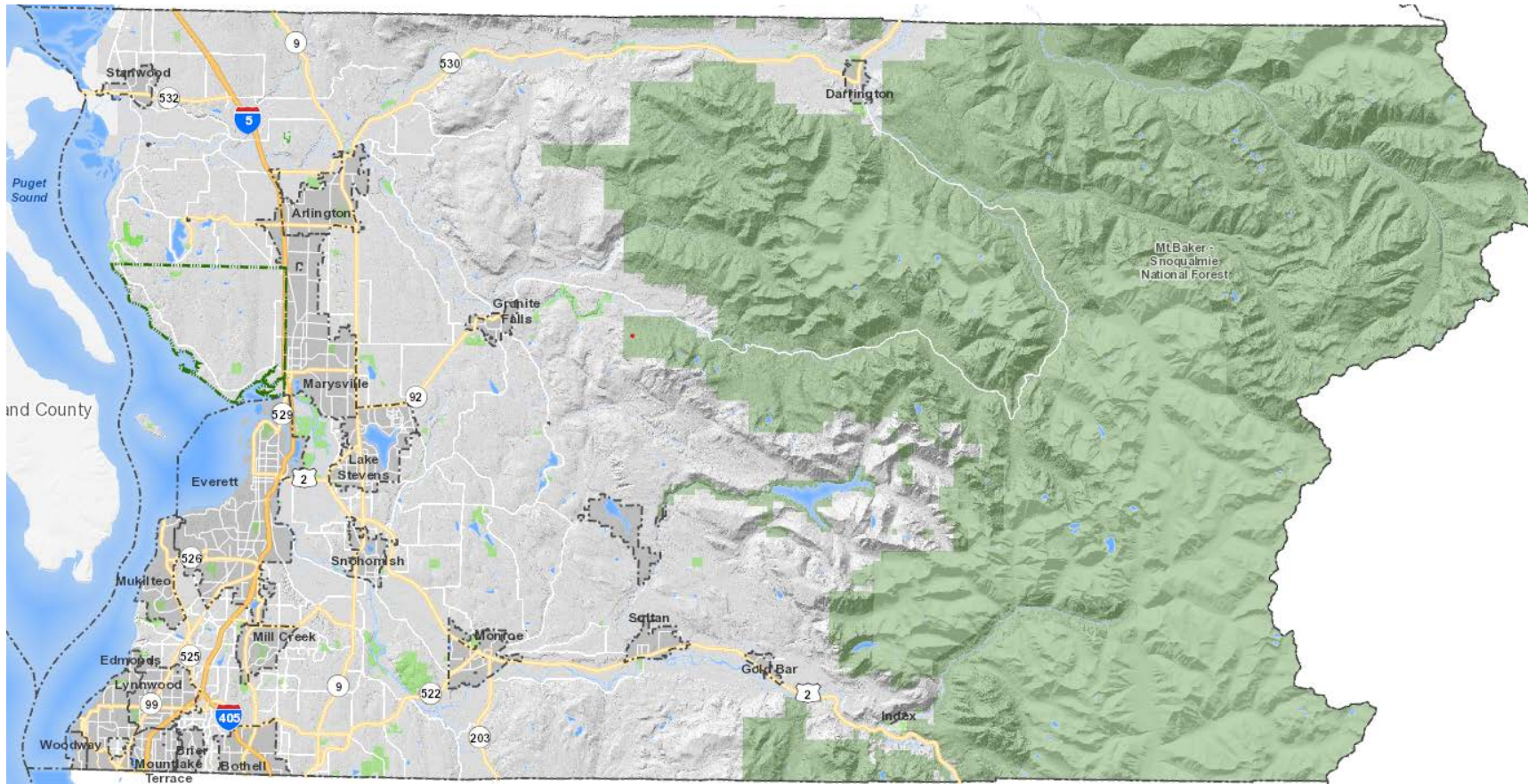


Promote the use of a scientific knowledge base in policy and decision making

Assurance



Ensure provision of services to those in need. Ensure Policy and Programs have the intended outcomes



Grateful to Be Here!



**Snohomish County**