

THE WILLIAM D. RUCKELSHAUS CENTER

UNIVERSITY OF WASHINGTON

Promotion Review *(To Associate Professor)*

Kevin Harris, MPA, MBA
Senior Facilitator-Health Policy
WSU Extension Assistant Professor

March 2022

Education/Selected Expertise

- ✓ **Master of Public Administration**
- ✓ **Master of Business Administration/Finance**
- ✓ **Bachelor of Science/Agricultural Managerial Economics**

- ❖ **Assistant Professor/Senior Facilitator-Health Policy/Ruckelshaus Center**
- ❖ **Adjunct Faculty/Instructor**– Bastyr University Department of Public Health

- ❖ **Managing Director & Vice President**/Navigant Consulting- Tucker Alan Inc – Peterson Consulting – Arthur Andersen & Co (30 years of leadership, organizational development, practice/team building, management, facilitation, mediation, expert testimony, health policy consulting in 46 states)

- ❖ **Harvard Law School Exec Education:** Master Negotiator Training
- ❖ **Waters Center for Systems Thinking:** Advanced Facilitator Credential - Systems Thinking (in process)
- ❖ **U.S. Institute of Cultural Affairs/Technology of Participation** (Strategic Planning Facilitation)
- ❖ **Certified Mediator** (Community and Family): Snohomish County Dispute Resolution Center

THE
WILLIAM D.
RUCKELSHAUS
CENTER



W
EVANS SCHOOL
OF PUBLIC POLICY & GOVERNANCE
UNIVERSITY of WASHINGTON



- **Center Mission:** To help parties involved in complex public policy challenges in the State of Washington and the Pacific Northwest tap university expertise to develop collaborative, durable, and effective solutions.
- **Center Vision:** The Center envisions a future in which government leaders, policy makers, and citizens routinely **employ tools of collaborative decision making to design, conduct, and implement successful public policy processes.**
- **Kevin's Vision:** To embed collaborative processes into health policy design and implementation **to improve health outcomes and quality of life for all Washingtonians.**

Collaborative Governance

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Collaborative governance describes a variety of processes in which **all sectors** – public, non-profit, tribal, private, and civic – **are brought together to achieve solutions to public issues** that go beyond what any sector could achieve on its own.

Community Engagement (assessment to implementation)

- *Initial Consultation*
 - *Situation/Other Assessments*
 - *Collaborative Process Design*
 - *Facilitation and Managing Collaborative Processes*
 - *Applied Research and Fact Finding*
 - *Conflict Resolution*
 - *Negotiated Agreements*
 - *Implementation/Funding*
 - *Community-engaged scholarship*

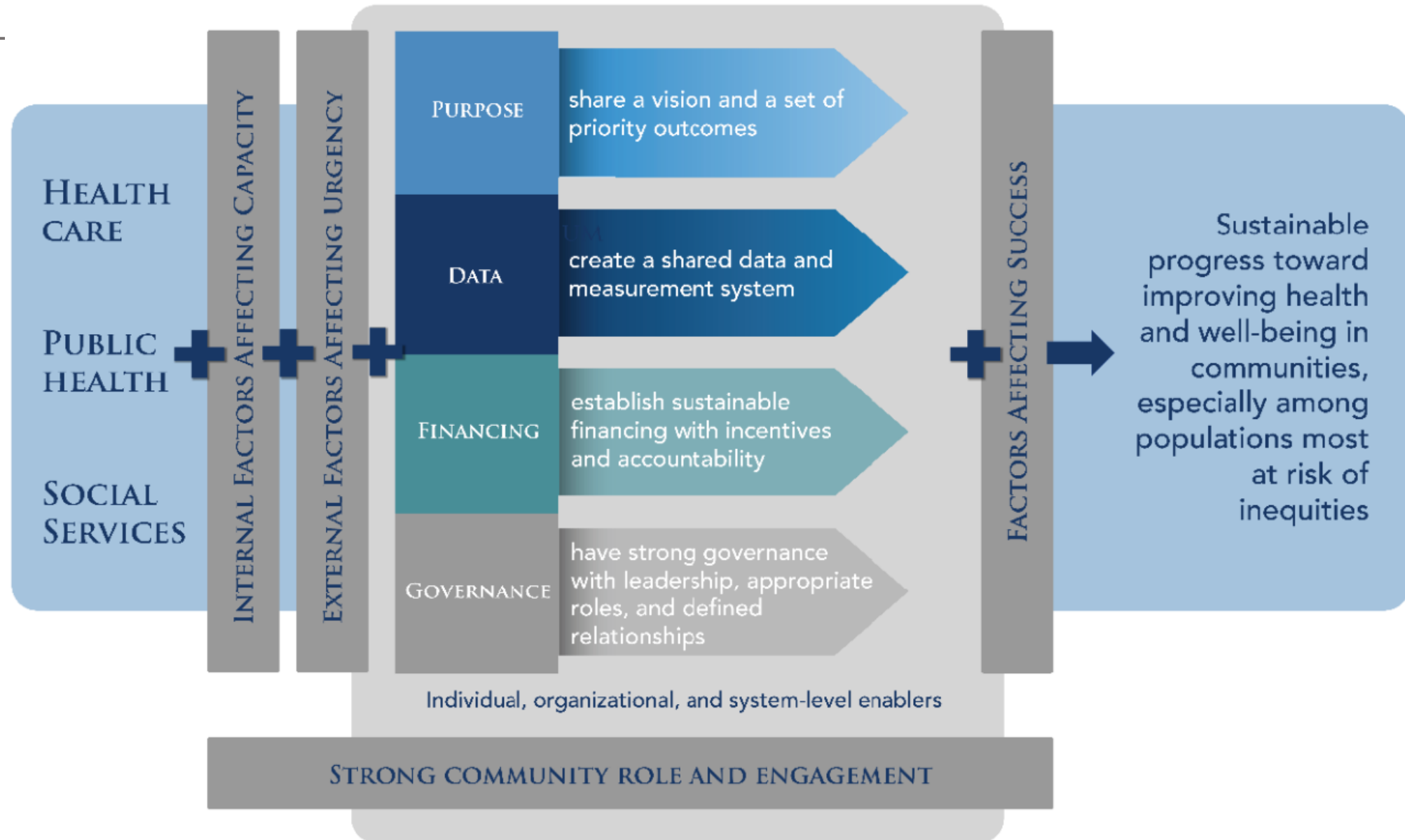


Major Shifts



ALIGNMENT STRATEGY

Health
Collaboration
from the
Federal/State
Government
Lens

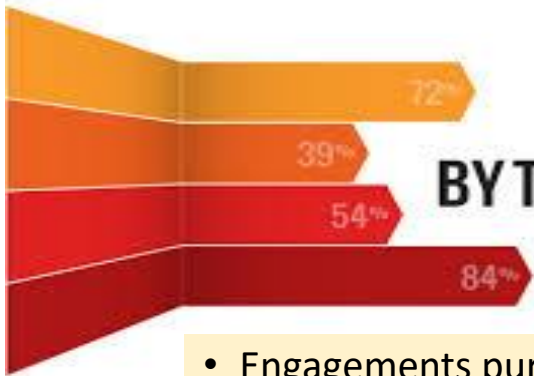


Health Collaboration from an Extension/Community Lens

Need for:

- Whole person/Person-centered care
- Access to support & services
- Care, support and learning capacity
- Sustainable/Innovative Funding
- Elimination of health outcome disparities
- Recognition of identity and uniqueness
- Rebalancing of power dynamics





BY THE NUMBERS

- Engagements pursued-completed-in-process:
 - **17 grants/contracts/amendments/other** funding across diverse 'wicked issues' & subject matter; state geography; community-regional-statewide = **>\$730K** (PI/Co-PI/Co-I)
- **Additional Center engagements** that referenced my Collaborative Health Policy work: **>\$3.15M**
- Diversified breadth of funding beyond state legislature
- Teamed on **DGSS and Metro Extension** engagements
- Built relationships with numerous faculty @ WSU and UW colleges, schools and departments
- **Eight community-engaged scholarship reports** that led to significant health reform impact at community-regional-statewide levels
- **>20 presentations** at international, national, regional and local venues
- **Teaching graduate-level** course in Public Health Leadership
- **Training Mediation Coach** at UW School of Law
- **Student advising** at WSU, UW, Bastyr University, UNC, MIT, Seattle University for Undergraduates, Masters and PhD candidates
- Completed **four strategic phases of my 'Collaborative Health Policy' initiative** to build a new health policy market & sustainable Center practice
- **Introduced benefits and impact of our health policy work to:**
 - state and county elected officials
 - state agencies
 - healthcare payers and providers/health systems
 - labor unions, tribal leadership, healthcare associations & advocacy groups
 - foundations; federal Centers for Medicare & Medicaid Services; other Center directors and staff; other sector leaders

Intellectual/Developmental Disabilities: Statewide Reform

Issues

- Institutional vs Community-Based residential and support options
- Lack of choice & funding cannibalizing both program options
- 35+ years of conflict & litigation
- Lack of operational & capital funding

Action

- Assessment
- Facilitated workgroup for 18 months
 - Legislators, OFM and staffers
 - Gov's Office
 - DSHS
 - 4 advocacy groups + self advocates
 - 2 unions
- Three rounds of legislative testifying over two sessions

Community-Engaged Scholarship

- Two annual reports to legislature with consensus-based recommendations
 - Signed by workgroup members
 - Process of engagement, consensus-building and negotiation
 - Short and long-term solutions
 - Created Implementation task force

Impact

- 10-year consensus-based reform plan
- \$172M secured during 2018 session for short-term solutions/reform
- Increased service delivery and residential options for 16,000 adults with I/DD across WA
- 2020 and 2021 sessions → new community and capital funding



REPORT TO THE LEGISLATURE

Rethinking Intellectual and Developmental Disability Policy to Empower Clients, Develop Providers, and Improve Services

Engrossed Substitute House Bill 1109, Sec.
203(2)(e)(i)
November 27, 2019

Thank you for the opportunity to recommend a series of steps that, if taken together, will transform the developmental disabilities continuum of care. We believe that these recommendations chart the course toward a brighter future for Washingtonians with I/DD, their families, and our state as a whole. We hope you agree.



The Honorable John Braun
State Senate

The Honorable June Robinson
House of Representatives

Terri Anderson
Friends of Fircrest

Matt Zuvich
Washington Federation of State Employees

Sue Elliott
Executive Director
The Arc of Washington State

Evelyn Perez
Assistant Secretary
DSHS Developmental Disabilities Administration

Amber Leaders
Senior Health Policy Advisor
Office of the Governor

The Honorable Karen Keiser
State Senate

The Honorable Chris Corry
House of Representatives

Jeff Carter
Friends of Rainier

Lindsey Grad
Service Employees International Union

Julia Bell
Council Chair
WA Developmental Disabilities Council

Bill Moss
Assistant Secretary
DSHS Aging and Long-Term Support Administration



The Seattle Times

February 8th, 2021 | Joseph O'Sullivan

After years of problems at Washington's facilities for developmentally disabled people, lawmakers seek changes

After years of problems at state-run facilities for developmentally disabled people, Washington lawmakers are open to closing some and moving residents to community-based homes.

New law improves options for people with developmental disabilities - S... <https://seattletimes.com/archive/2020/04/02/new-law-improves-op...>

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Search

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New law improves options for people with developmental disabilities

Washington state lawmakers on Tuesday passed a law that will improve options for people with developmental disabilities.



Read the full story on the website: [https://seattletimes.com/archive/2020/04/02/new-Law-improves-op...](https://seattletimes.com/archive/2020/04/02/new-law-improves-op...)

Read the full story on the website: <https://seattletimes.com/archive/2020/04/02/new-Law-improves-op...>



A new law signed today by Gov. Ines will create groundbreaking new options for people with developmental disabilities, including community care close to home, nursing home care, and state centers of excellence.

"This is a major turning point in the long debate about our state's HHCs, regional centers for people with developmental disabilities," said Sen. Karen Keiser (D-25, Moses Lake), the sponsor of Senate Bill 5410 (<https://leg.wa.gov/bills/summary/Bill/2019/B05410>). "For the first time in 40 years, these vital services will be dramatically more appropriate and comprehensive."

The new law directs the state Developmental Disabilities Administration to implement recommendations of the William D. Buckelhaus



"We've been fighting each other over these issues for nearly 40 years. Now, we have the opportunity to come together to make significant changes to this continuum of care... So much wasted time and energy over so many years. We've finally worked together to reach agreement."

- Terri Anderson, Friends of Fircrest

"This is a huge achievement that was made possible through a mediated agreement that our state has been trying to reach for a very long time – dating back to the first developmental disabilities workgroup more than 25 years ago."

- Sue Elliott, The Arc of Washington



Washington State Behavioral Health Communication Framework

December 2021 Project Summary & Recommendations

WA Behavioral Health: State/County Communication Framework

Issues

- Statewide Healthcare Reform
 - Physical & Behavioral Health Integration
- Lost trust between counties and HCA
- Unable to work together to solve local, regional and statewide systemic problems
- Need to regain trust and rethink effective communication principles

Action

- Situation Assessment
- Facilitated workgroup for 20 months through pandemic
 - County Commissioners & BH staff
 - WSAC
 - HCA officials and managers
 - BH-Administrative Services Organization

Community-Engaged Scholarship

- Two engagement reports describing history, process design and methodologies, ongoing status, consensus-based framework design, foundational principles, qualities & attributes, system mapping and testing

Impact

- Development and implementation of a framework to collaboratively solve problems involving mental health and substance use disorder programs
- Created working tools for state/county use to address current and future issues at local, regional & statewide levels



WA Behavioral Health: State/County Communication Framework

“Our Ruckelshaus Center facilitation led to the creation of a comprehensive communication and problem-solving framework that will help all of us involved in behavioral health navigate the system’s complexities. By engaging all relevant partners and helping foster an environment that reminded us we all have a stake in the solution, we ultimately created a finished product that should set us up for success”.

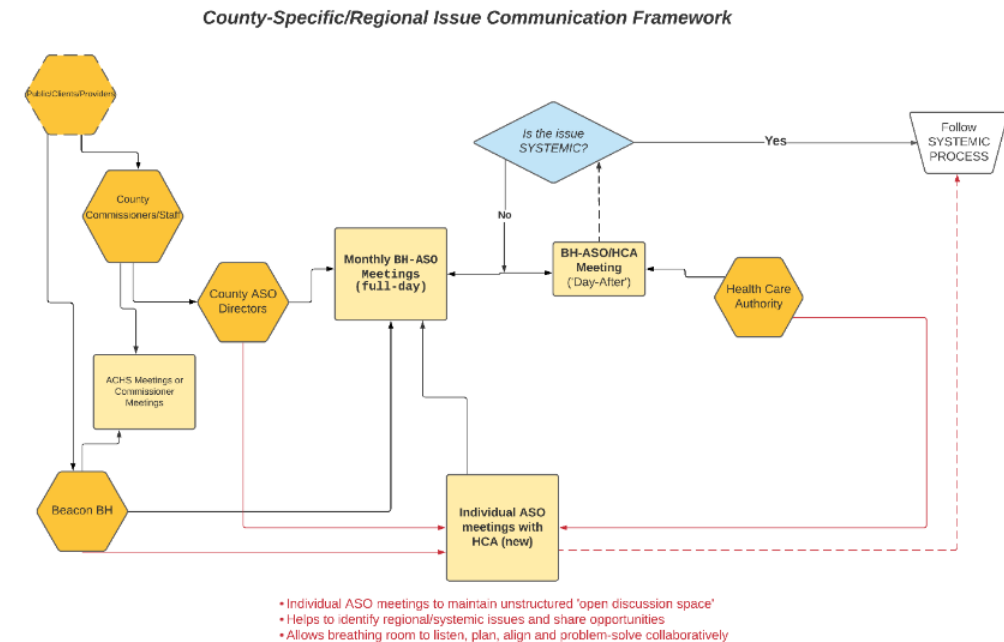
- **Clallam County Commissioner Mark Ozias**

“The process was thoughtful, inclusive, and broke down multiple misunderstandings and barriers that were impeding our ability to work towards the citizen-focused outcomes that we all share”.

- **Island County Commissioner Jill Johnson**

“The Ruckelshaus Center did a great job coordinating very busy leaders, encouraging risk taking in naming challenges, and creating an environment that participants felt safe to share in”.

- **Michael Langer**
Deputy Director, Health Care Authority Division of Behavioral Health & Recovery



Final Workgroup Version
as of 12/31/221

OTHER CONTRIBUTIONS



- **Other Center Initiatives:**

- Building capacity, Ruckelshaus 3.0, 'spreading the mission'

- **Select University & Public Service:**

- Search Committee Chair (two WSU faculty positions)

- WSU Extension COVID Vaccination Volunteer Exemption Committee

- Teach graduate level course: Public Health Leadership & Administration at Bastyr University

- Mediation Trainer/Coach: UW School of Law

- American Society for Public Administration/Evergreen Board of Directors

- Vice Chair, City of Edmonds' Economic Development Commission

- Advisory Board Member-Bastyr University School of Public Health

- University Network for Collaborative Governance Annual Conference Planning Committee



Ruckelshaus Center: Organizational change and growth

Current 2022 Engagements:

- **Response to COVID-19** Projects (philanthropic and leg funding to-date)
- **COVID-19 After Action Report** (Military Department and Dept of Health – partner with DGSS)
- **Pathways to Housing Security/Homelessness** (Dept of Commerce – partner with DGSS)

Collaborative Health Policy Practice:

- Continued focus on state agency sponsors
- Continue to build and deepen legislative and Gov's office relationships
- Seek out and leverage Extension partnerships: WSU Health Sciences/Medicine



My Wonderful Guidance Committee!

Debra Hansen (Chair)

Dan Fagerlie

Justin Marlowe (University of Chicago)

WSU, Past & Present

Rob McDaniel

Rich Koenig

Vicki McCracken

Mike Gaffney

Christina Sanders

Brad Gaolach

Martha Aitken

Season Hoard

Brian Anderson

Ruckelshaus Center

Board Members

Bill Ruckelshaus

Bob Drewel

Phyllis Campbell

Ralph Munro

Eric Johnson

Christine Rolfes

Paul Ward

Joe King

Molly Pengra

Ruckelshaus Center Faculty & Staff

Michael Kern

Phyllis Shulman

Cheryl Rajcich

Amanda Murphy

Chris Page

Molly Stenovec

Maggie Counihan

Maria Anguiano

Hazel Wilburn

Alec Soleslie

Mentors/Advisors

Lawrence Susskind (MIT)

Colin Rule

Susan Podziba

Lucy Moore

Howard Bellman

Howard Gadlin

Laurel Singer (U of Portland)