



An Agency Roadmap for Integration: It's a marathon!

Are we there yet?!

CWDA Conference Presentation
October 2021



Solano County H&SS: Who are we?

Population: ~440,000



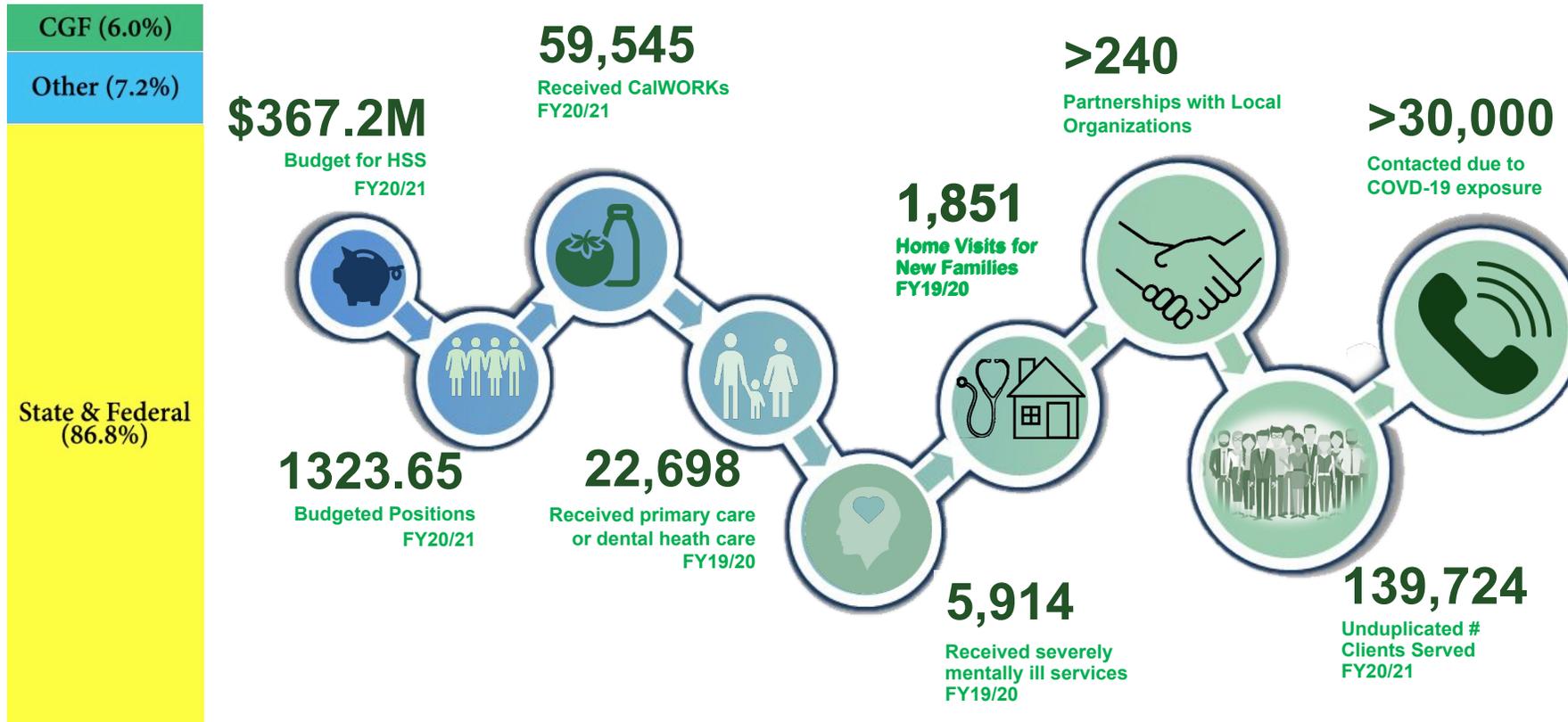
Integrated department
consisting of 5 major divisions

- Administration
- Behavioral Health
- Child Welfare
- Employment and Eligibility
- Health Services – including Primary Care

Budget: ~ \$376 million



Solano County H&SS: Who are we?



The Journey Begins

Where we started

- The Pacific Institute – Investment in Excellence 2013-2015



- Cultural alignment survey for Solano County H&SS

“Organization health trumps everything else in business.”

--from The Advantage by Patrick Lencioni

A shifting environment was driving change

Where we started

HSS has a **long history of providing critical support** for residents of Solano County.

The department was established to serve a smaller, rural county and a **less complex constituency**.

Our organization design was largely effective. The structure of the divisions and organic collaboration were suitable for our work.

Where we are

In the past decade, **the population of Solano county has increased, become more diverse and with more complex needs**.

The department has not kept up with the changes. While we serve our clientele well, this changing landscape has led to challenges. As our work has increased, and locations expanded, our divisions have become siloed, and collaboration has become more difficult. As a result, **our clients do not always receive the full range of services and support we can provide**.

A shifting environment was driving change

(continued...)

Where we need to go

Our county is growing in population and complexity, increasing need for the vital services we provide.

To meet future challenges, we **must rethink how we organize, work together and deliver services**. We must **focus on customer-centricity, designing the way we deliver services around our client's needs**.

This demands that we **evolve from a traditional hierarchy** with ad hoc collaboration to a matrix that links services through organization design, accountability and structured collaboration, with a **focus on grouping services by population**.

Where we started: a process for assessment



Trends
Research

Organizational
Assessment

Org
Design

Scenario
Planning

3 Year
Performance
Plan

Outcomes
Dashboard



Leadership
Principles

Communication
Program

Leadership Principles Rollout

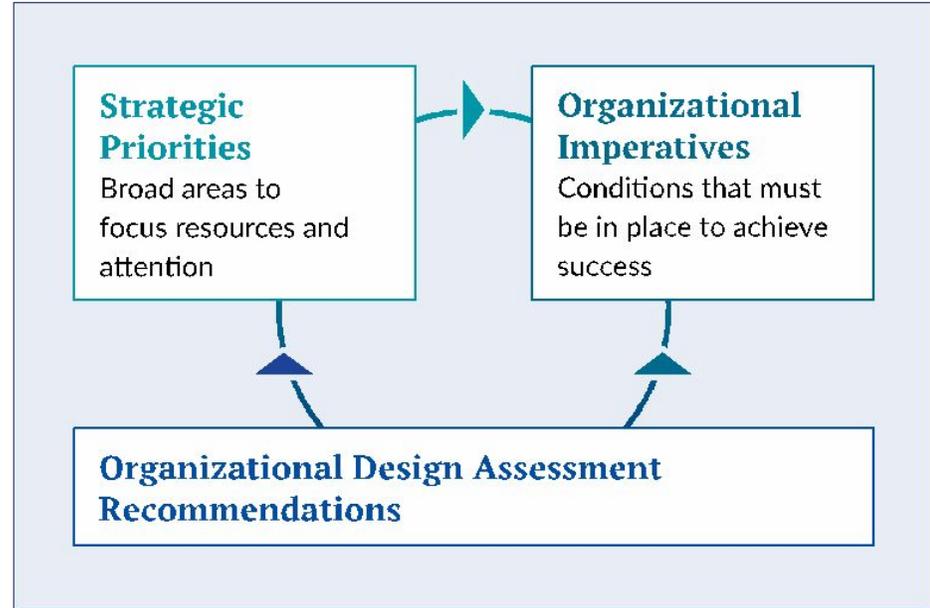
Communication Training / Coaching

Communication Plan Implementation

Our approach to understanding departmental performance

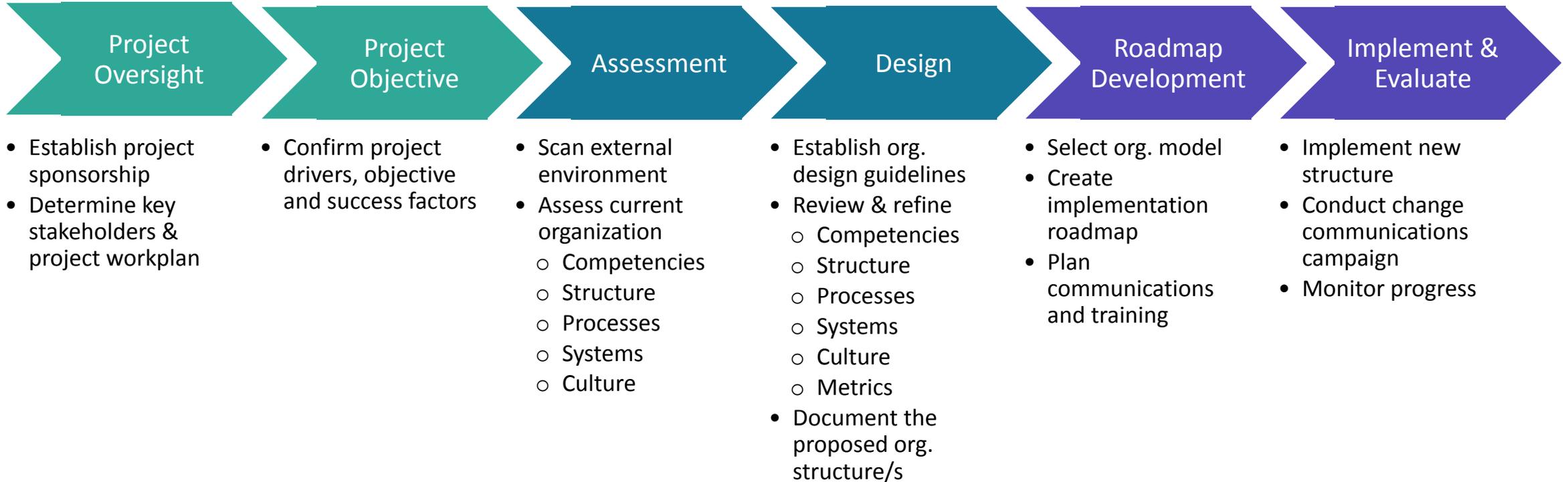
In pursuing change, focused on balancing strategic priorities with specific actions to address large and small opportunities for improvement.

Mission
The purpose of the organization



Strategic Planning
Dept Goals
Division Goals
Performance Metrics

The step-by-step process we followed



The strategic planning framework that guided the work



How we gathered information - Internal

We directly engaged **700+** members of H&SS for input to find out how we improve

- Met with **90+** employees and managers, across 10 focus groups
- Interviewed **16** H&SS deputies and administrators
- Facilitated **25+** meetings on Leadership Principles
- Conducted listening sessions across H&SS locations with
 - **400+** employees
- Met with **union** representatives

How we gathered information - External

Working with American Public Human Services Association, we directly engaged **700+** members of the community for input on how we could improve

- Survey results from **600+** families H&SS serves, across multiple focus groups
- Interviewed **300+** H&SS direct service employees

Client Feedback

- Lack of Available Appointment Slots
- Mailings are Confusing, Unsure What is Being Asked
- Transportation is Difficult
- **Updated my Information Multiple Times with Different H&SS Programs**

Employee Feedback

- Proximity to Clients – Sometimes Far Distances
- Less Reaction Focused
- Follow-through Important
- **Program Silos Very Challenging**

What we learned by talking to employees

Assessment conversations and focus groups throughout the Department coupled with external best practices research, surfaced a series of themes that highlight HSS's strengths and improvement opportunities. These themes were consistent across groups and clearly highlight where HSS can focus improvement efforts for impact.

- **Employees are skeptical** about change stemming from organization assessments
- **Success is enabled by employees' commitment** to service and isolated practices in groups
- **Process development and/or streamlining are necessary for improving performance**
- **Collaboration** for service delivery is **complicated** by divisional silos
- **Employees feel undervalued**
- **Lack of resources** is a consistent performance inhibitor
- **Priorities are not clear** to employees
- **Employees want** more **transparency** and leadership communication
- **Information sharing across groups is hard** but very necessary for effective service delivery
- Significant opportunities for **better linking services and enabling collaboration**
- **HSS culture can be strengthened** and more supportive of employees
- Any **change will face challenges** from within and beyond HSS

The priorities for internal transformation

HSS successfully delivering on its mission hinged on coordinating resources and efforts across a set of clearly articulated Strategic Priorities while using the full expertise of employees to ensure the organization had the capacity to execute.

Customer Centricity

Innovation and Creative Problem Solving

Employee Engagement

Organizational Capacity

Customer Centricity

Positive Community Impact lies at the core of HSS's work and is enabled by a **strategic focus on Customer Centricity**, orienting the organization and its service delivery to match the customer's needs. A Customer Centric approach ensures HSS customers can receive the full range of the Department's services, embodied by a "No Wrong Door" approach.

Innovation and Creative Problem Solving

Demographic, societal and political shifts will continue to add complexity to service delivery and demand novel solutions to emerging problems. A **strategic focus on innovation and creative problem solving** will set HSS on course to meet the challenges of a changing environment. Innovation relies on accessing the full expertise of Department employees and overt encouragement and recognition of their invention

The priorities for internal transformation

(continued...)

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Customer Centricity

Innovation and Creative Problem Solving

Employee Engagement

Organizational Capacity

Employee Engagement

Without HSS's highly committed and experienced experts, the department cannot deliver. Enabling the best work of employees is critical and requires relying on them for input and decisions. Placing a **strategic focus on Employee Engagement** strengthens the quality of HSS service delivery while celebrating their value to the organization.

Organizational Capacity

The ability to deliver services will always be directly tied to, and constrained by, resource availability. While additional resources would be ideal, unleashing the Department's current resources will improve productivity and expand what is possible for better service delivery. A **strategic focus on increasing organizational capacity** with an eye toward process improvements and efficiency tied to desired outcomes will be essential to long-term success.

The areas where we focused our energies

Structure

- Design the organization to address specific objectives
- Build structured collaboration in key areas
- Significantly increase cross-functional awareness
- Instantiate language and behavior that represents HSS as a whole

Culture

- Build an employee-centric culture
- Rollout Leadership Principles
- Drive accountability
- Create a dedicated Workforce Culture role within HSS

Job Design

- Assess relevance and impact of job classifications
- Build shared understanding that the job isn't just the classification
- Shift deputy mindset from divisional oversight to HSS leadership

Work Process

- Design/redesign work processes
- Enhance training
- Build a business case for Technology improvement

Resources

- Assess data systems and leverage existing best practices from peers
- Address employee workloads and caseloads

One early step: create a new Vision, Mission and Values set to drive alignment

Vision

A Healthy, Safe, and Stable Community

Mission

Promote Healthy, Safe, and Stable Lives

Values

Diversity

Integrity

Transparency

Responsiveness

Respect

Fairness

Equity

The next step was clarifying leadership behavior

Equity

We believe that ALL people in our community regardless of race, religion, country of origin, language, gender, sexual orientation, or disability deserve a healthy, safe and stable life, including our employees. Leaders are committed to equity in all hiring and promotional decisions, policy development, contracting, program design, and assignment of work duties.

Optimism

We believe in our ability to make a difference in the lives of the people we support. Leaders are role models for positive thinking and behavior, bring fresh ideas to solving difficult challenges and help others avoid the pitfalls of negativity and cynicism.

Agility

Our focus is on having a positive impact in our community as it changes. Leaders adapt and are responsive to changing conditions as they work to effect change, knowing that being nimble and agile has both internal and external benefits.

Communication

We listen with open minds and open hearts and strive to express our ideas with honesty and clarity. Leaders know that information empowers us all and communicate in a manner that is—at a minimum — timely, frequent, respectful, direct and honest.

Thoroughness

We work in highly sensitive and critical situations, and we look to understand the root causes of problems in order to find effective solutions. Leaders know that insight and ideas reside throughout the organization and engage their teams in robust discussion and thorough planning.

Curiosity

We recognize that our ability to deliver best-in-class services requires we stay curious, humble and ready to learn. Leaders stay current on emerging social service trends, issues and resources to ensure our approaches are relevant.

Delivering Results

Our success is directly tied to community outcomes and we evaluate ourselves accordingly. Leaders appreciate strong effort and know it's important, yet are mindful that results matter and we hold ourselves accountable to deliver.

Excellence

We take pride in our work and know that good enough doesn't cut it. Leaders know that details matter and excellence is our benchmark.

Collaboration

We need each other to achieve our goals of community impact. Leaders embrace intense collaboration, listening and sharing, and check their egos at the door. Leaders encourage others and recognize that we're all part of a team, understanding that the variety of expertise and points of view makes our work better.

Partnership

We know we need trusted partners to achieve our desired outcomes. Leaders build and nurture strong partnerships, recognizing that benefits result from productive collaboration and frequent communication.

Commitment

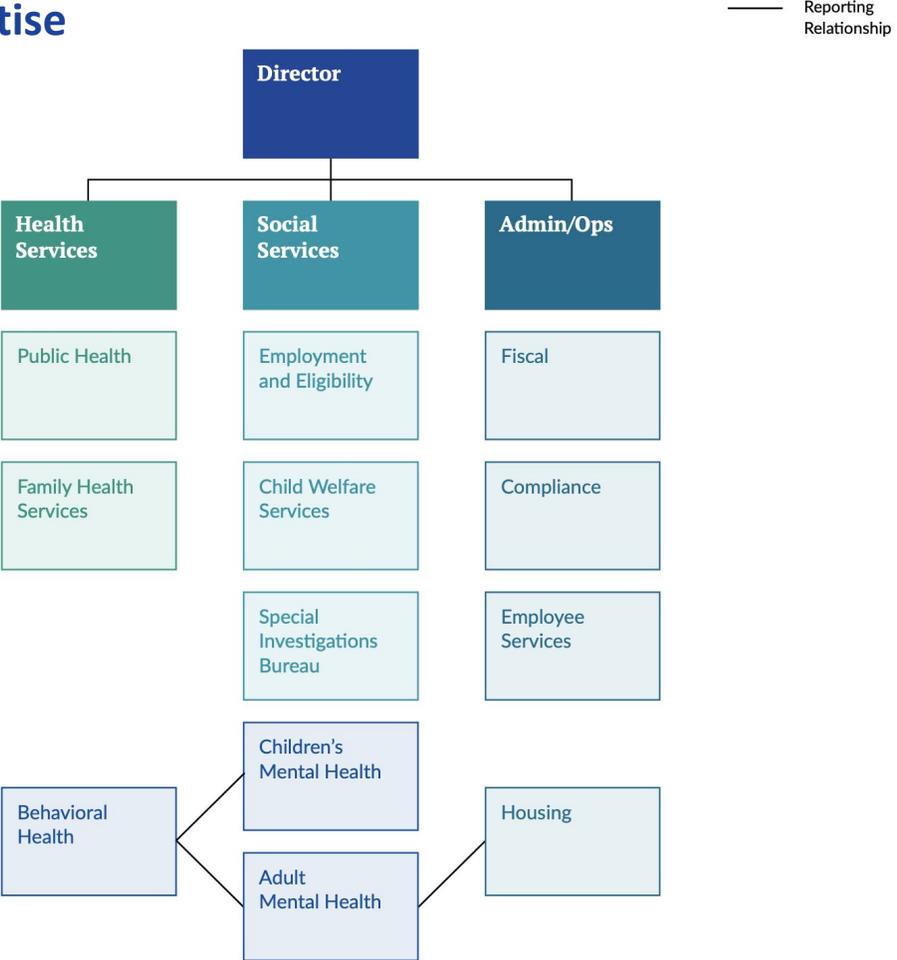
To fulfill our mission and achieve our goals the road will be rocky. Leaders know that change happens slowly, and we must be committed and tenacious.

People Matter

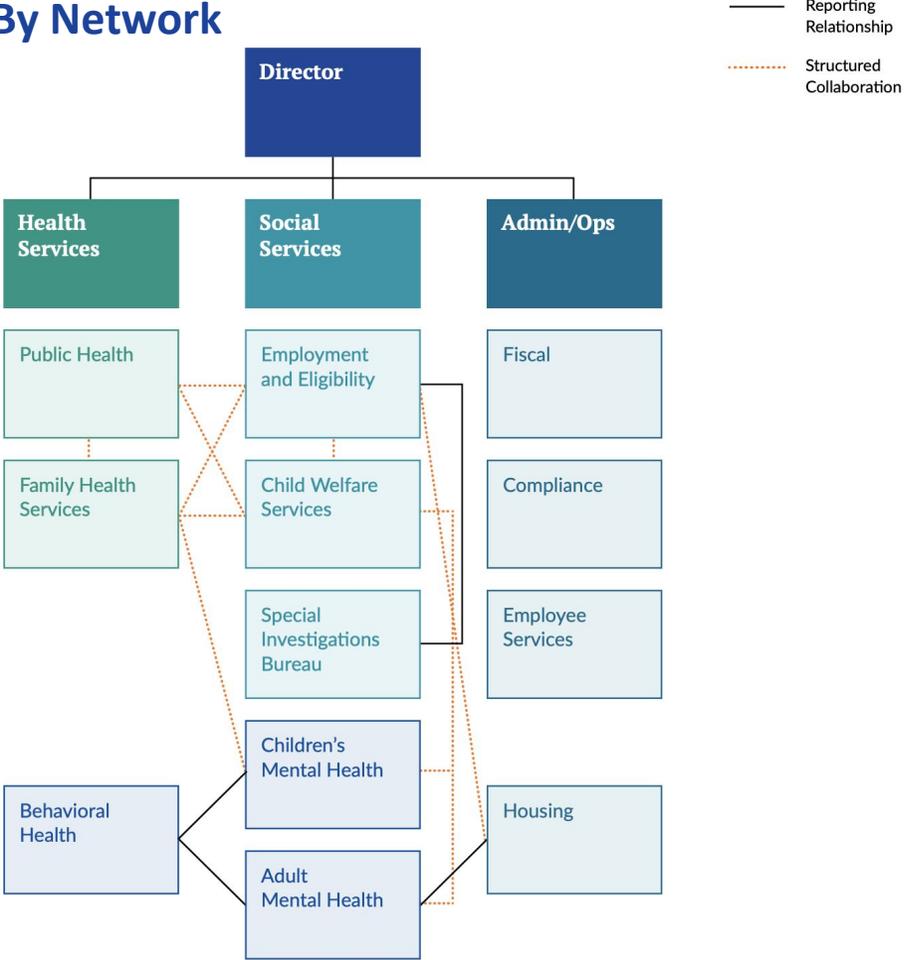
In our work together, we're always mindful to treat each other with dignity, respect and empathy. We take care of each other, have each other's back and understand that our behavior is a direct reflection of our values. Leaders are committed to building a culture of caring throughout the department and know the benefits of being inclusive and kind.

And we looked at structural alternatives

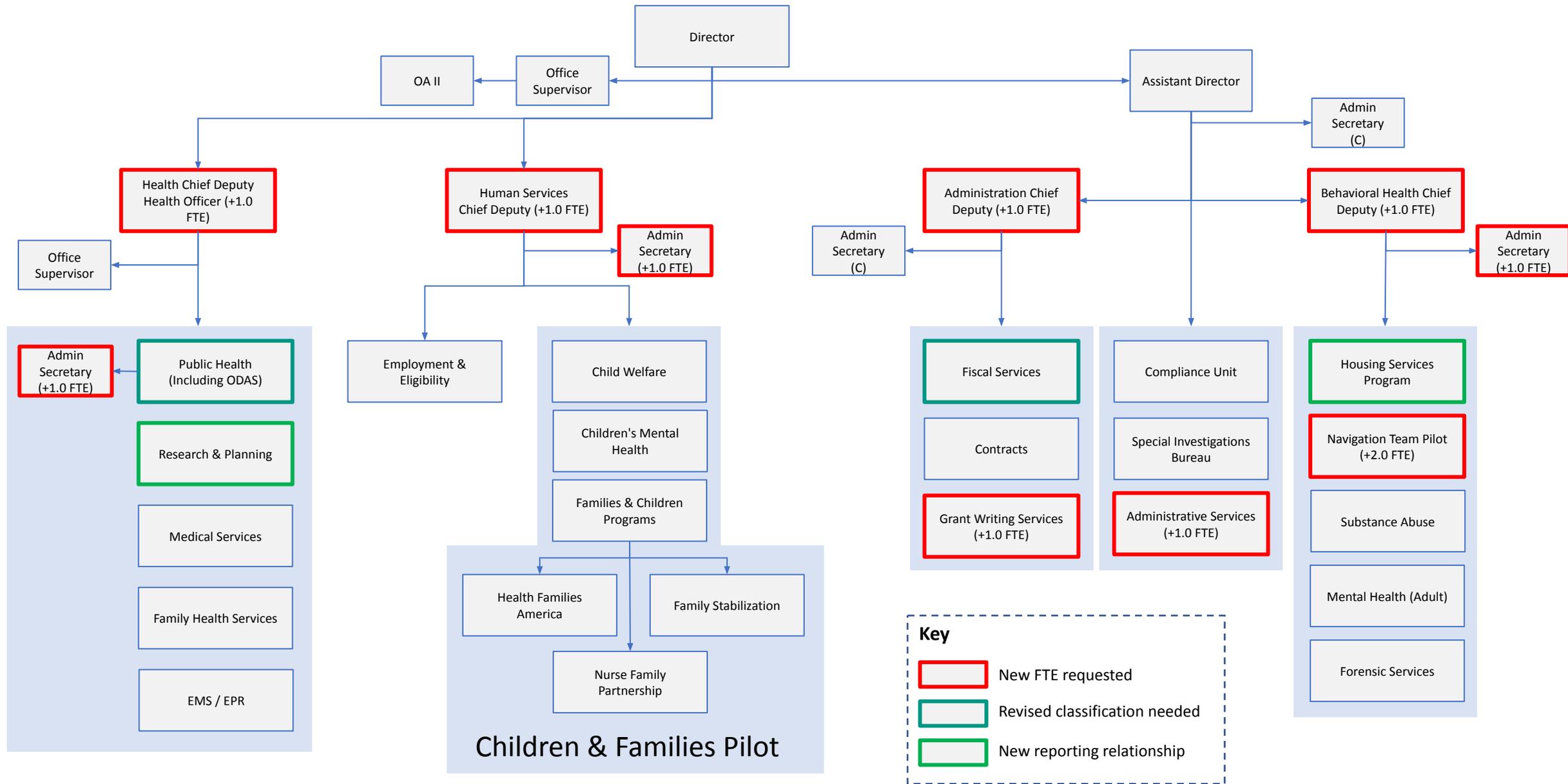
By Expertise



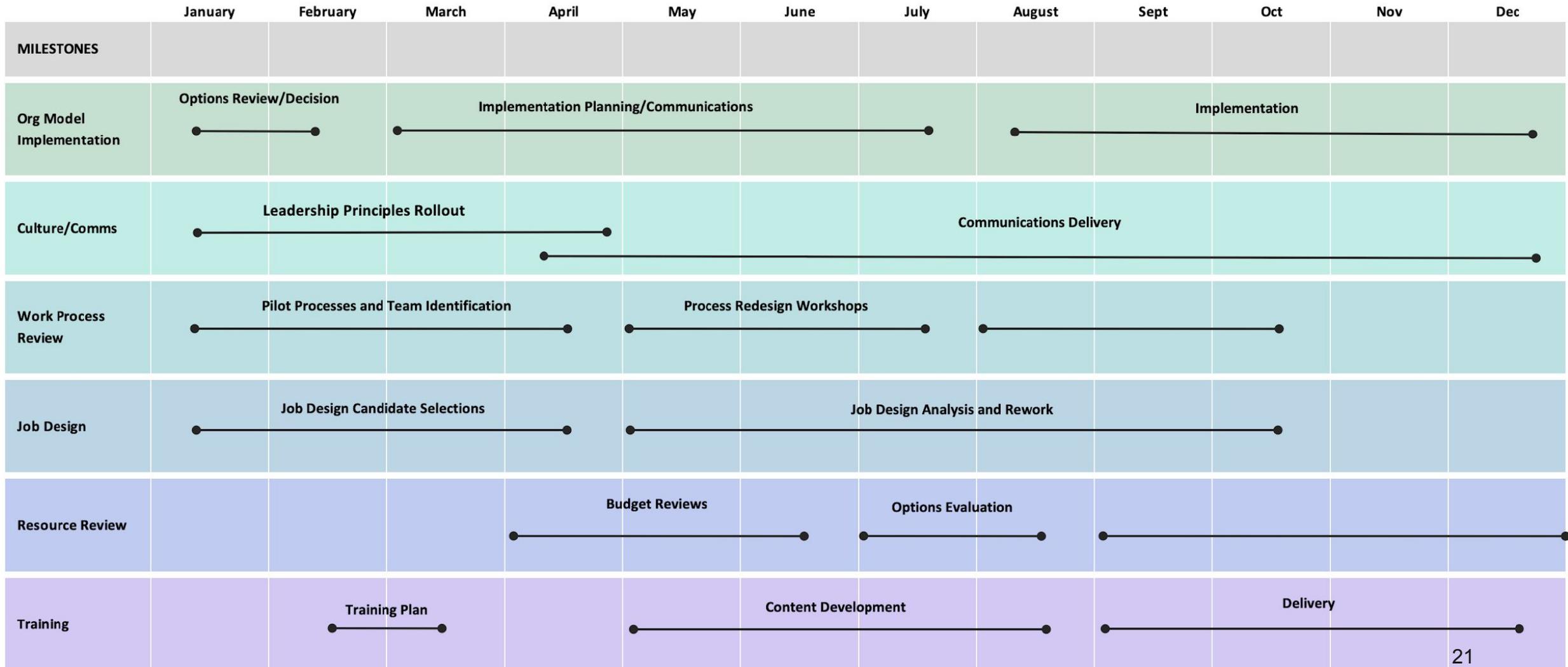
By Network



Organizational Structure at Desired State



We mapped a culture change plan



The transformation framework completed

Vision

A safe, stable and healthy community

Mission

To promote healthy, safe and stable lives

Values

Respect
Diversity
Responsiveness
Equity

Leadership Principles

Integrity
Transparency
Agility
Communication
Curiosity
Thoroughness
Delivering Results
Excellence
Collaboration
Partnership
Commitment
People First

Strategic Priorities

Customer Centricity – A customer-centric approach ensures HSS customers receive the full range of services, embodied by a “No Wrong Door” approach.

Innovation and Problem Solving – A strategic focus on innovation and creative problem solving will set HSS on a course to meet the challenges of a changing environment.

Employee Engagement – Placing a strategic focus on Employee Engagement strengthens the quality of HSS service delivery while helping employees recognize their contribution and feel valued.

Organizational Capacity – A strategic focus on increasing organizational capacity with an eye toward process improvements and efficiency, tied to desired outcomes, will be essential to long term success.

Objectives

Build a compelling vision around customer-centricity to motivate service, organization, and/or collaborative redesign and change.

Clarify consistent work practices and process to improve efficiency overall.

Shift toward an employee-centric culture that demonstrates the value of employees and motivates them to bring their best everyday.

Prioritize commitment, trust and engagement of employees and governing stakeholders through visible execution of all organizational change underway.

Design a new organizational model to support customer centric service delivery.

Strategies

Culture change through leadership and employee development and communications

- Communications program
- Leadership principles rollout and integration

Department wide customer-service assessment and approach development

Customer-centric org structure pilot through Children and Family Services integration

Action Plan

And developed a plan to roll out for all employees

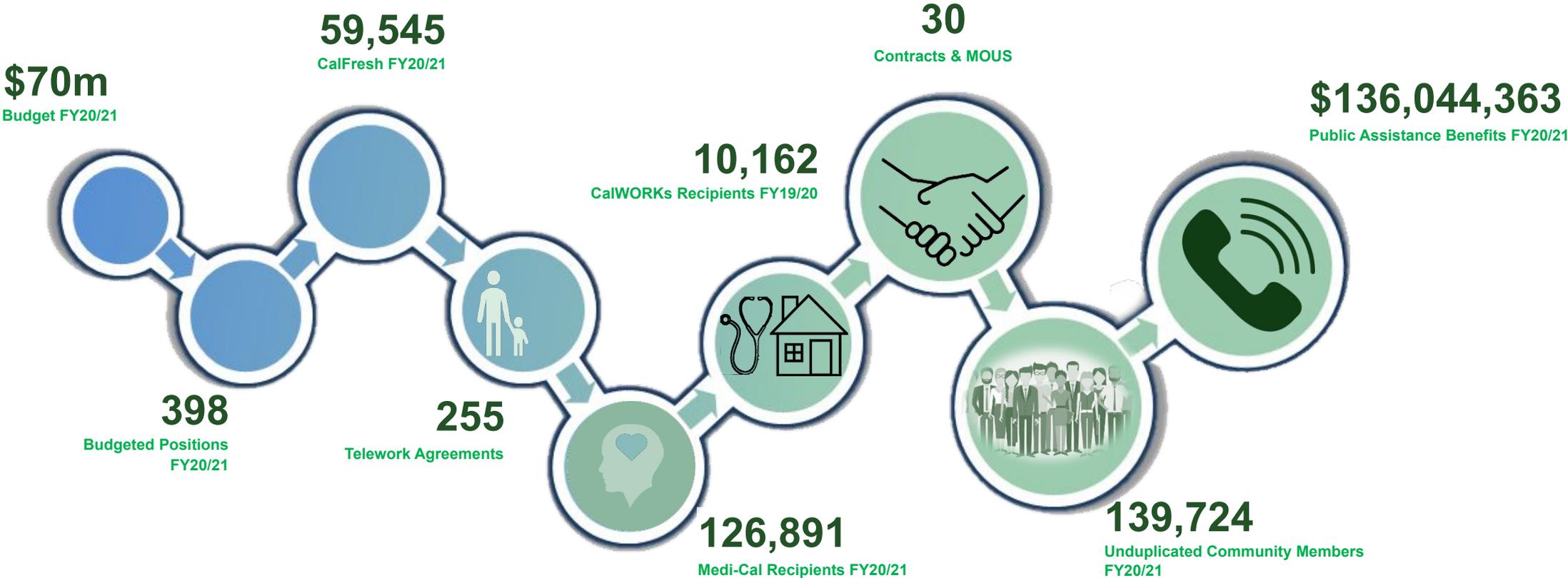
HSS Leadership Principles
Rollout Plan



	2019												2020		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Exec Staff Introduction					█										
Manager Facilitation Training						█									
Dept-wide Employee Workshops							█	█	█	█	█	█	█		
Coaching sessions for super/mgrs							█								
Monthly meetings facilitated by super/mgrs (teams of 2)								█	█	█	█	█	█	█	█
• Discussions re: impact on service delivery and behavior								█	█	█	█	█	█	█	█
• Team exercises and presentations								█	█	█	█	█	█	█	█
• Employee self-assessments								█	█	█	█	█	█	█	█
Employee Communications															
GRH Newsletter			█		█		█		█		█		█		█
Town Hall meetings								█		█		█		█	
Voice of the Employee videos									█		█		█		
Email blasts/banners							█	█	█	█	█	█	█	█	█
Performance Management Integration															
Leadership performance measures													█		
New employee recruiting and onboarding														█	█
Performance planning process															█

COVID

A case study -- Employment & Eligibility



The areas where we focused our energies

Structure

Culture

**Job
Design**

**Work
Process**

Resources

The areas where we focused our energies

Structure

- Internal and external MOUs and Contracts
- Joint outreach events
- Standard Meetings
- Workload Analysis – Reclassifications and Additions

The areas where we focused our energies

Culture

- Laser focus on employee wellbeing
- Live All-Staff Meetings with Q&A
- All-Staff E-Mails
- Equity, Diversity and Inclusion Activities
- Trauma-Informed System
- E&E Heroes
- Regular employee input through committees
- Daily Dashboard

What prevents wellbeing?

Trauma
Oppression
Poverty





~~Poverty~~

~~Trauma~~

We can all
make a
difference

We can
change
society

~~Oppres-
sion~~

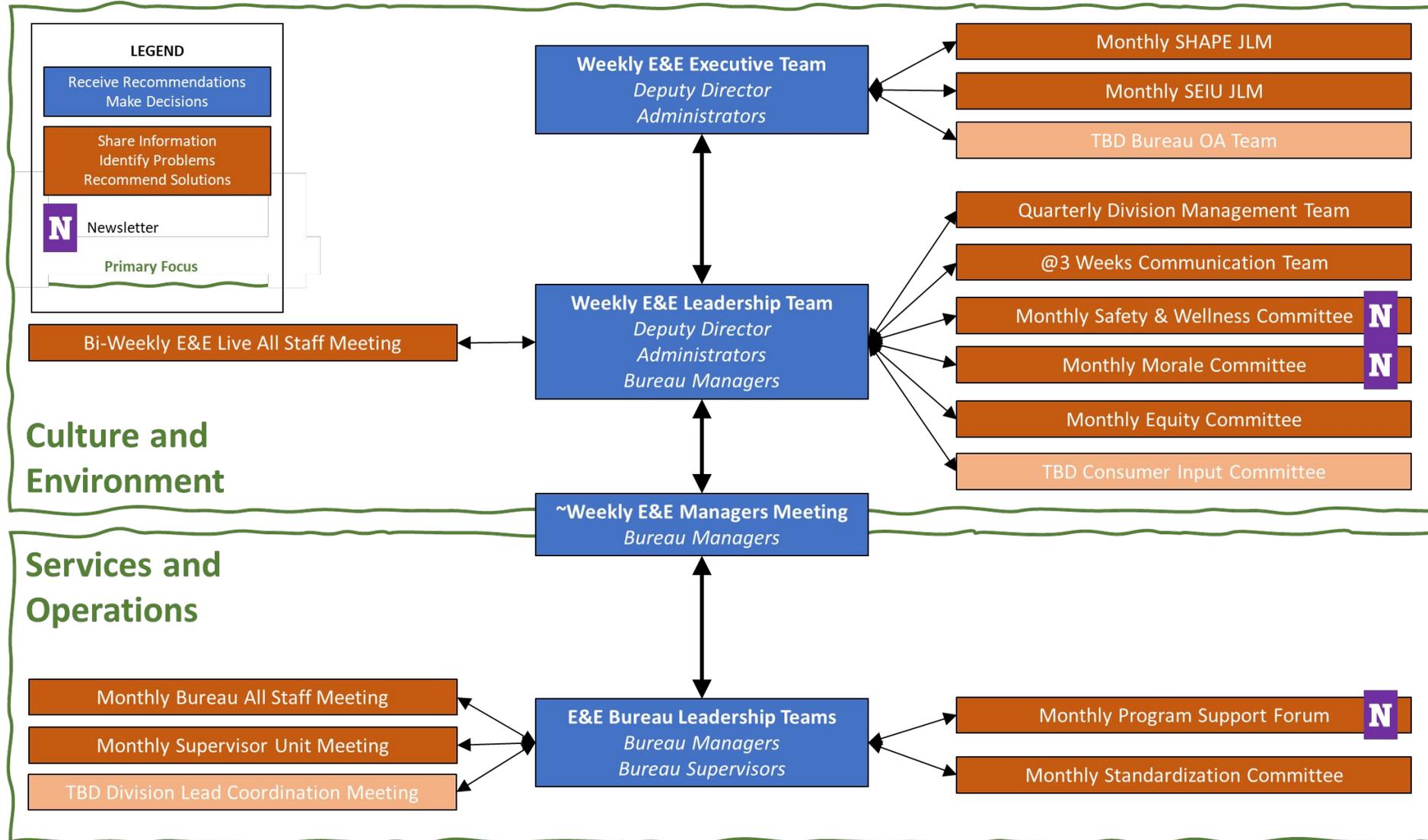
**What's the
solution?**

E & E HEROES



Just because someone stumbles and loses their path, doesn't mean they can't be saved. – Professor Charles Xavier

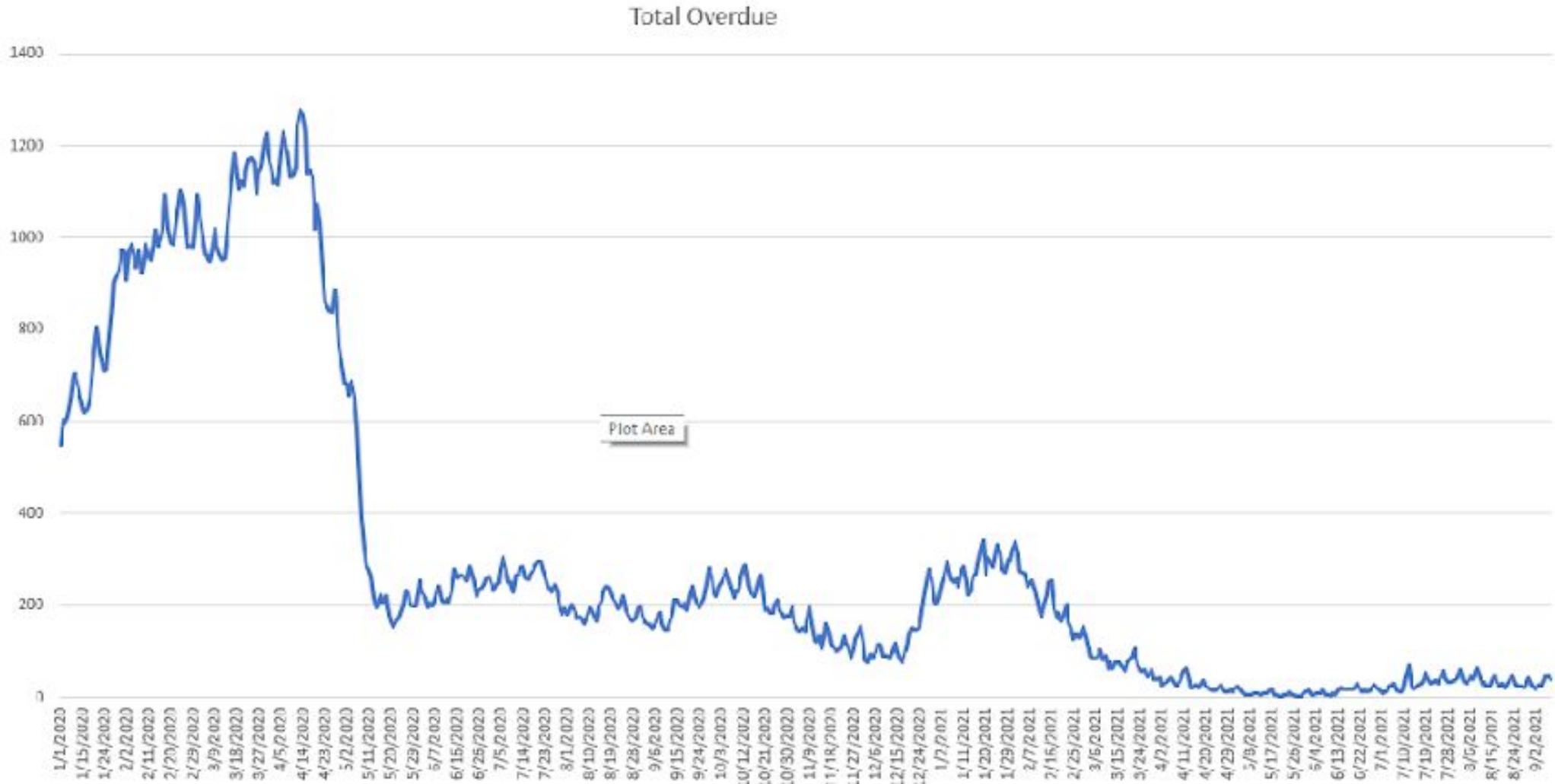
E&E Communication & Shared Decision-Making Structure



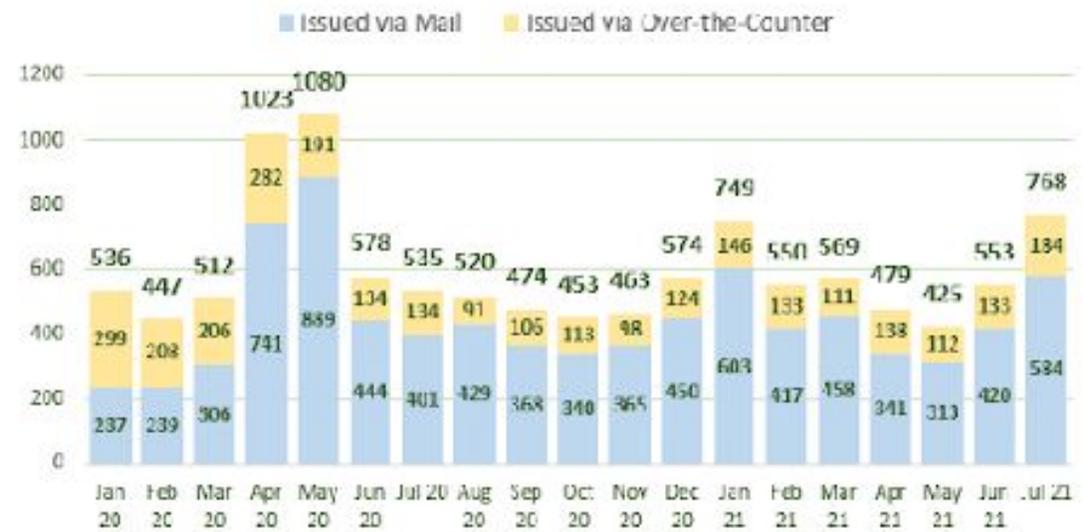
Applications Received vs Application Registered by Week



Pending Applications Daily Distribution



Total New EBT Cards Issued



Total Issuances



Leadership Principle		2020	2021	Difference
Optimism +0.46	I believe E&E is going in the right direction.	2.47	3.07	+0.60
	My job makes me feel like I am part of something meaningful.	2.82	3.15	+0.33
Delivering Results +0.41	At work, I have the opportunity to do what I do best every day.	2.52	2.88	+0.37
	I have the materials and equipment I need to do my work correctly.	2.45	2.91	+0.45
Equity +0.4	E&E encourages different points of view.	2.10	2.67	+0.57
	My direct supervisor treats all employees fairly and consistently.	2.98	3.21	+0.23
People Matter +0.36	Employee wellbeing is a priority in E&E.	1.85	2.43	+0.58
	Employee safety is a high priority in E&E.	2.07	2.53	+0.46
	When I am stressed, I feel I have support available.	2.12	2.53	+0.41
	I feel genuinely appreciated in E&E.	2.16	2.59	+0.42
	I've received recognition or praise from my supervisor for doing good work in the last 7 days.	2.52	2.64	+0.12
	My direct supervisor cares about my concerns.	3.04	3.22	+0.18
Communication +0.3	I feel well-informed about important decisions in E&E.	1.99	2.70	+0.71
	My direct supervisor provides constructive feedback.	3.08	3.14	+0.06
	I know what is expected of me at work.	3.05	3.19	+0.14
Collaboration +0.29	There is good collaboration between Bureaus within E&E.	1.84	2.19	+0.35
	There is good collaboration between E&E and other divisions within H&SS.	1.84	2.32	+0.49
	I am involved in decision making in E&E that affects my work.	2.14	2.34	+0.20
	My direct supervisor makes it easier to do my job well.	2.89	3.03	+0.14
Excellence +0.22	In the last year, I have had opportunities to learn and grow.	2.76	2.98	+0.22
	There is someone in E&E that encourages my development.	2.81	3.02	+0.21

Lessons Learned and Next Steps

Navigation

Namelessness

Cross Training

Systems of
Care

MOU's

An Agency Roadmap for Integration: It's a marathon!

Gerald Huber, Director
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Loree Goffigon
Performance Works