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?

- **$367.2M** Budget for HSS FY20/21
- **59,545** Received CalWORKs FY20/21
- **>240** Partnerships with Local Organizations
- **>30,000** Contacted due to COVID-19 exposure
- **1,851** Home Visits for New Families FY19/20
- **22,698** Received primary care or dental health care FY19/20
- **5,914** Received severely mentally ill services FY19/20
- **139,724** Unduplicated # Clients Served FY20/21

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<th>Source</th>
<th>Budgeted Positions FY20/21</th>
<th>Received primary care or dental health care FY19/20</th>
<th>Received severely mentally ill services FY19/20</th>
<th>Home Visits for New Families FY19/20</th>
<th>Budget for HSS FY20/21</th>
<th>Partnerships with Local Organizations</th>
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The Journey Begins

Where we started

- 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.
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

Strategic Planning
- Trends Research
- Organizational Assessment
- Org Design
- Scenario Planning
- 3 Year Performance Plan
- Outcomes Dashboard

Change Management
- Leadership Principles
- Communication Program
- Leadership Principles Rollout
- Communication Training / Coaching
- Communication Plan Implementation
In pursuing change, focused on balancing strategic priorities with specific actions to address large and small opportunities for improvement.
The step-by-step process we followed

**Project Oversight**
- Establish project sponsorship
- Determine key stakeholders & project workplan

**Project Objective**
- Confirm project drivers, objective and success factors

**Assessment**
- Scan external environment
- Assess current organization
  - Competencies
  - Structure
  - Processes
  - Systems
  - Culture

**Design**
- Establish org. design guidelines
- Review & refine
  - Competencies
  - Structure
  - Processes
  - Systems
  - Culture
  - Metrics
- Document the proposed org. structure/s

**Roadmap Development**
- Select org. model
- Create implementation roadmap
- Plan communications and training

**Implement & Evaluate**
- Implement new structure
- Conduct change communications campaign
- Monitor progress
The strategic planning framework that guided the work

Why
- Our Vision
- Our Mission
- Our Values + Guiding Principles

What
- Strategic Priorities
- Objectives

How
- Key Results
- Action Plan
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

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<th>Client Feedback</th>
<th>Employee Feedback</th>
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<td>• Lack of Available Appointment Slots</td>
<td>• Proximity to Clients – Sometimes Far Distances</td>
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<td>• Mailings are Confusing, Unsure What is Being Asked</td>
<td>• Less Reaction Focused</td>
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<td>• Transportation is Difficult</td>
<td>• Follow-through Important</td>
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<tr>
<td>• Updated my Information Multiple Times with Different H&amp;SS Programs</td>
<td>• Program Silos Very Challenging</td>
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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.

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<th>Customer Centricity</th>
<th>Innovation and Creative Problem Solving</th>
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<td>Positive Community Impact lies at the core of HSS’s work and is enabled by a <strong>strategic focus on Customer Centricity</strong>, 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.</td>
<td>Demographic, societal and political shifts will continue to add complexity to service delivery and demand novel solutions to emerging problems. A <strong>strategic focus on innovation and creative problem solving</strong> 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</td>
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<th>Employee Engagement</th>
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<th>Organizational Capacity</th>
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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**

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 accept 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 seek 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
Organizational Structure at Desired State

**Director**
- Health Chief Deputy (Chief Deputy (+1.0 FTE))
  - Health Officer (+1.0 FTE)
- Assistant Director
- Administration Chief Deputy (+1.0 FTE)
- Behavioral Health Chief Deputy (+1.0 FTE)
- Admin Secretary (C)
- Fiscal Services
- Compliance Unit
- Housing Services Program
- Special Investigations Bureau
- Administrative Services (+1.0 FTE)
- Grant Writing Services (+1.0 FTE)
- Substance Abuse
- Navigation Team Pilot (+2.0 FTE)
- Mental Health (Adult)
- Forensic Services

**Human Services Chief Deputy**
- Chief Deputy (+1.0 FTE)
- Employment & Eligibility
- Child Welfare
  - Children’s Mental Health
  - Families & Children Programs
- Health Families America
- Family Stabilization
- Nurse Family Partnership

**Medical Services**
- Medical Services
- EMS / EPR

**Public Health (Including ODAS)**
- Public Health

**Research & Planning**
- Research & Planning

**Human Services**
- Human Services Chief Deputy
  - Chief Deputy (+1.0 FTE)

**Family Health Services**
- Family Health Services

**Administration Chief Deputy**
- Administration Chief Deputy (+1.0 FTE)
- Admin Secretary (+1.0 FTE)
- Admin Secretary (C)

**Behavioral Health Chief Deputy**
- Behavioral Health Chief Deputy (+1.0 FTE)
- Admin Secretary (+1.0 FTE)

**Children & Families Pilot**
- Children & Families Pilot
- New FTE requested
- Revised classification needed
- New reporting relationship

Key:
- New FTE requested
- Revised classification needed
- New reporting relationship
We mapped a culture change plan

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Vision
A safe, stable and healthy community

Mission
To promote healthy, stable and safe lives

Values
Respect
Diversity
Responsiveness

Leadership Principles
Optimism
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 desire 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

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<th>2019</th>
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<td>Exec Staff Introduction</td>
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<td>Manager Facilitation Training</td>
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<td>Dept-wide Employee Workshops</td>
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<td>Coaching sessions for super/mgrs</td>
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<td>Monthly meetings facilitated by super/mgrs (teams of 2)</td>
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<td>Discussions re: impact on service delivery and behavior</td>
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<td>Team exercises and presentations</td>
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<td><strong>Employee Communications</strong></td>
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<td>GRH Newsletter</td>
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<td>Voice of the Employee videos</td>
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<td>Email blasts/banners</td>
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<td><strong>Performance Management Integration</strong></td>
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<td>Leadership performance measures</td>
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<td>New employee recruiting and onboarding</td>
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<td>Performance planning process</td>
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COVID
A case study -- Employment & Eligibility

- $70m Budget FY20/21
- 59,545 CalFresh FY20/21
- 30 Contracts & MOUS
- 398 Budgeted Positions FY20/21
- 255 Telework Agreements
- 10,162 CalWORKs Recipients FY19/20
- $136,044,363 Public Assistance Benefits FY20/21
- 126,891 Medi-Cal Recipients FY20/21
- 139,724 Unduplicated Community Members FY20/21

Medi-Cal Recipients FY20/21: 126,891
CalFresh FY20/21: 59,545
CalWORKs Recipients FY19/20: 10,162
Contracts & MOUS: 30
Budgeted Positions FY20/21: 398
Public Assistance Benefits FY20/21: $136,044,363
Telework Agreements: 255
Unduplicated Community Members FY20/21: 139,724
Budget FY20/21: $70m
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
What’s the solution?
Just because someone stumbles and loses their path, doesn’t mean they can’t be saved. – Professor Charles Xavier
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<tr>
<th>Leadership Principle</th>
<th>2020</th>
<th>2021</th>
<th>Difference</th>
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<td>Optimism</td>
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<td>I believe E&amp;E is going in the right direction.</td>
<td>2.47</td>
<td>3.07</td>
<td>+0.6</td>
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<tr>
<td>My job makes me feel like I am part of something meaningful.</td>
<td>2.82</td>
<td>3.15</td>
<td>+0.33</td>
</tr>
<tr>
<td>Delivering Results</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+0.41</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At work, I have the opportunity to do what I do best every day.</td>
<td>2.52</td>
<td>2.88</td>
<td>+0.37</td>
</tr>
<tr>
<td>I have the materials and equipment I need to do my work correctly.</td>
<td>2.45</td>
<td>2.91</td>
<td>+0.45</td>
</tr>
<tr>
<td>Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+0.4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E&amp;E encourages different points of view.</td>
<td>2.10</td>
<td>2.67</td>
<td>+0.57</td>
</tr>
<tr>
<td>My direct supervisor treats all employees fairly and consistently.</td>
<td>2.98</td>
<td>3.21</td>
<td>+0.23</td>
</tr>
<tr>
<td>People Matter</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+0.36</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee wellbeing is a priority in E&amp;E.</td>
<td>1.85</td>
<td>2.43</td>
<td>+0.58</td>
</tr>
<tr>
<td>Employee safety is a high priority in E&amp;E.</td>
<td>2.07</td>
<td>2.53</td>
<td>+0.46</td>
</tr>
<tr>
<td>When I am stressed, I feel I have support available.</td>
<td>2.12</td>
<td>2.53</td>
<td>+0.4</td>
</tr>
<tr>
<td>I feel genuinely appreciated in E&amp;E.</td>
<td>2.16</td>
<td>2.59</td>
<td>+0.42</td>
</tr>
<tr>
<td>I've received recognition or praise from my supervisor for doing good work in the last 7 days.</td>
<td>2.52</td>
<td>2.64</td>
<td>+0.12</td>
</tr>
<tr>
<td>My direct supervisor cares about my concerns.</td>
<td>3.04</td>
<td>3.22</td>
<td>+0.18</td>
</tr>
<tr>
<td>Communication</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+0.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I feel well-informed about important decisions in E&amp;E.</td>
<td>1.99</td>
<td>2.70</td>
<td>+0.71</td>
</tr>
<tr>
<td>My direct supervisor provides constructive feedback.</td>
<td>3.08</td>
<td>3.14</td>
<td>+0.06</td>
</tr>
<tr>
<td>I know what is expected of me at work.</td>
<td>3.05</td>
<td>3.19</td>
<td>+0.14</td>
</tr>
<tr>
<td>Collaboration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+0.29</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is good collaboration between Bureaus within E&amp;E.</td>
<td>1.84</td>
<td>2.19</td>
<td>+0.35</td>
</tr>
<tr>
<td>There is good collaboration between E&amp;E and other divisions within H&amp;SS.</td>
<td>1.84</td>
<td>2.32</td>
<td>+0.49</td>
</tr>
<tr>
<td>I am involved in decision making in E&amp;E that affects my work.</td>
<td>2.14</td>
<td>2.34</td>
<td>+0.2</td>
</tr>
<tr>
<td>My direct supervisor makes it easier to do my job well.</td>
<td>2.89</td>
<td>3.03</td>
<td>+0.14</td>
</tr>
<tr>
<td>Excellence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>+0.22</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the last year, I have had opportunities to learn and grow.</td>
<td>2.76</td>
<td>2.98</td>
<td>+0.23</td>
</tr>
<tr>
<td>There is someone in E&amp;E that encourages my development.</td>
<td>2.81</td>
<td>3.02</td>
<td>+0.21</td>
</tr>
</tbody>
</table>
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
Solano County Health & Social Services

Marla Stuart, Deputy Director
Solano County Health & Social Services

Loree Goffigon
Performance Works