



PRINCE WILLIAM
COUNTY

No Wrong Door Human Services Solution Study

Human Services in Prince William County
September 13, 2019

No Wrong Door

The graphic is a solid blue rectangle. In the upper left, a hand holds a lit torch. In the center, a scale of justice is shown. In the lower left, a lotus flower is depicted. The text 'No Wrong Door' is written in white, bold, sans-serif font in the upper left quadrant.

- No Wrong Door is used to better integrate and coordinate service delivery for human services clients regardless of their entry point.
- As we strive to have healthy communities, we must look at how clients access human services to meet their basic needs to be productive residents in our community.
- People are living in the community with more complex issues and needs that we will have to address.

Project Leadership Group



- Dr. Alison Ansher, Health District
- Steve Austin, Criminal Justice Services
- Sarah Henry, Agency on Aging
- Jeffrey Homan, Juvenile Court Services
- Elijah Johnson, County Executive Office
- Bill Lake, Housing & Community Development
- Lisa Madron, Community Services
- Paige Thacker, Cooperative Extension
- Courtney Tierney, Social Services

Public Consulting Group



PCG Serves a Wide Spectrum of Populations:



Agenda

A blue graphic on the left side of the slide. It features a hand holding a torch at the top, a scale of justice in the middle, and a lotus flower at the bottom. The word 'Agenda' is written in white text over the top part of the graphic.

- Project Overview
- Recommendations
- Implementation Plan Overview
- Lessons Learned
- Questions

Project Timeline-2018



Stakeholders



- Citizens
- Clients
- Coalition for Human Services
- Communications
- Community Partners
- Continuum of Care (CoC)
- DoIT
- Finance
- Human Resources
- Human Services Boards, Commissions and Committees
- Human Services Staff
- Office of Management & Budget
- Public Works
- Volunteers

Goals and Methodology



PCG has:



Interviewed **108** clients



Conducted **10** focus groups with directors and members of leadership



Interviewed **62** supervisors and managers



Interviewed **98** front line staff



Visited **14** locations



Reviewed **111** pieces of data



Attended/ facilitated **5** community meetings



Collected **1,462** survey responses

Recommendations



Recommendations are informed by:

- Suggestions from County leadership and staff
- Innovative and promising practices at the County and elsewhere
- Experience with other counties
- Experience with other human service agencies
- Data collection
- National and state initiatives

Recommendation Key

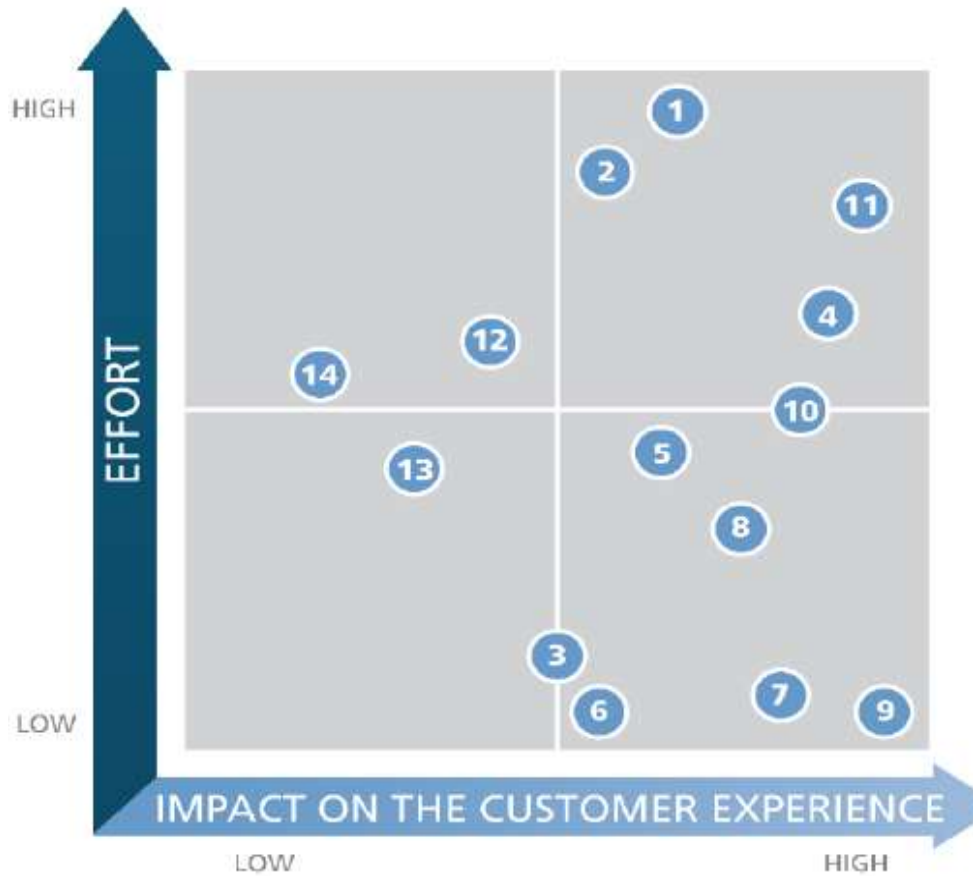


Recommendation order was determined through prioritization exercise with Project Leadership Group.

Recommendations were selected to:

- Be **practical** and **realistic** to implement
- Be **creative** and **innovative**
- Create both **immediate** and **long-term** changes
- Have a **positive** impact on client experience
- Create **value** for both agencies and clients
- Impact **multiple agencies**
- Address **concerns** raised by clients & staff
- Draw on **best practices** locally and nationally
- Be **cost-effective**
- Be in alignment with the **mission, vision, values, and strategic plan goals** of the County

Recommendation Effort/Impact Matrix

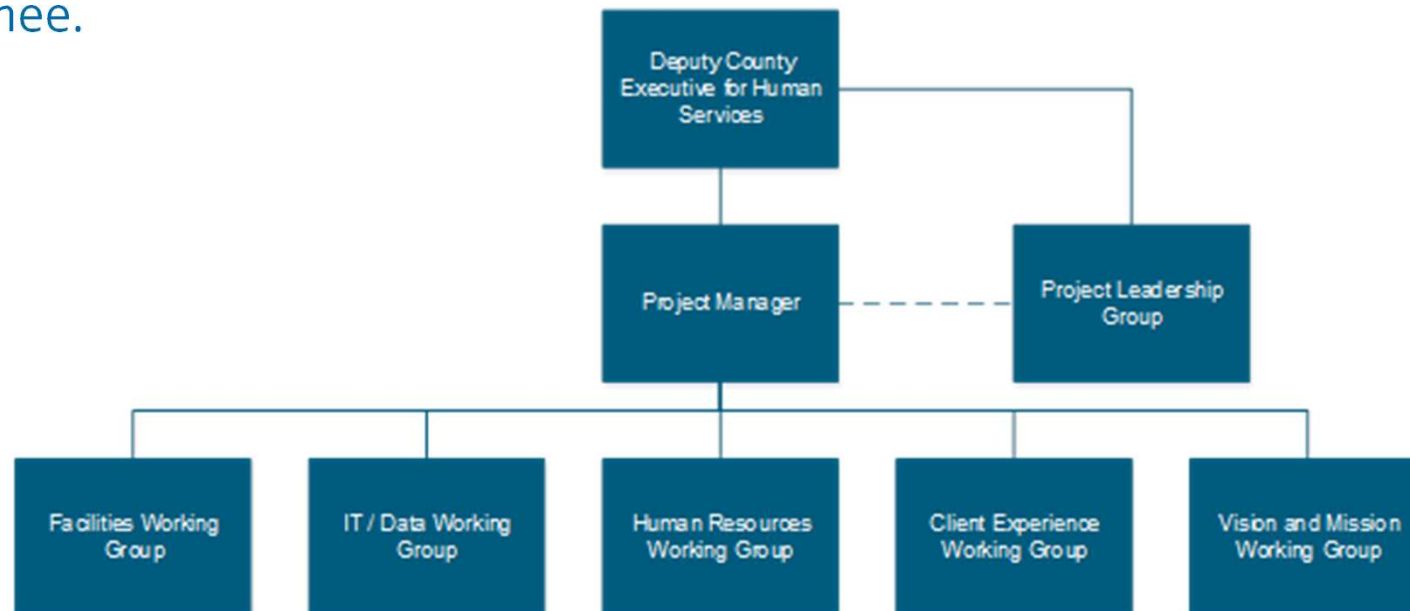


1. Improve Alignment at Human Services Facilities
2. Update Technology to Support Efficiency
3. Use Trainings to Build Professional Skills of Staff
4. Improve Interconnectedness at Entry Points
5. Make Information Readily Available and Accessible to Clients
6. Clearly Articulate a Human Services Vision
7. Adopt a Process to Consistently and Routinely Evaluate the Client Experience
8. Implement Workflow Efficiencies
9. Designate or Hire Full-time Temporary Project Manager to Guide Implementation Activities
10. Establish Shared Measures Across Agencies and Accountability for Agency Outcomes
11. Implement System Architecture to Collect and Use Data for Strategic Decision-making
12. Align Program Documents for Clients and Staff
13. Create Liaison of Strategic Partnerships Position
14. Coordinate Back Office Support Across Human Services

Implementation Governance Structure



- The County should create five new working groups to support the implementation of the new business model, as illustrated in the chart below.
- The Project Manager will have regular opportunities to present to and collaborate with the Project Leadership Group, but will report to the DCXO or Designee.



Recommendations: Mission and Vision



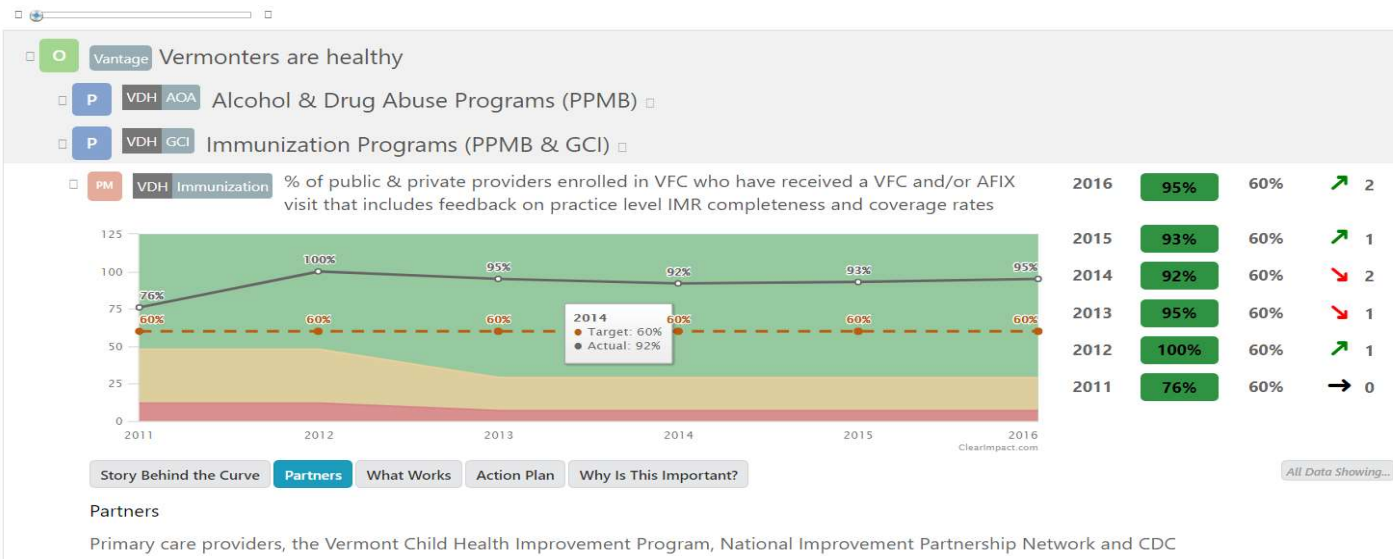
6. Clearly Articulate a Human Services Vision

- Establish a shared vision
- Establish vision for each agency and their role in achieving the shared vision
- Acknowledge change management needs

10. Establish Shared Measures Across Agencies

Agency of Human Services Programmatic Performance Budget (FY18)

This Scorecard demonstrates the programs and performance measures from across the Agency that have been included in the Agency of Administration's Performance Budgeting Exercise.



Recommendations: Human Resources



3. Use Trainings to Build Professional Skills of Staff

Cross-training on human services programs
Executive functioning and self-regulation
The impact of trauma and adverse childhood experiences (ACEs)
General customer service
Managing challenging behaviors and de-escalation techniques
Poverty and services simulation
Cultural competency

9. Designate or Hire Full-Time Temporary Project Manager to Guide Implementation Activities

13. Create a Liaison of Strategic Partnerships Position

14

14. Coordinate Back Office Support Across Human Services

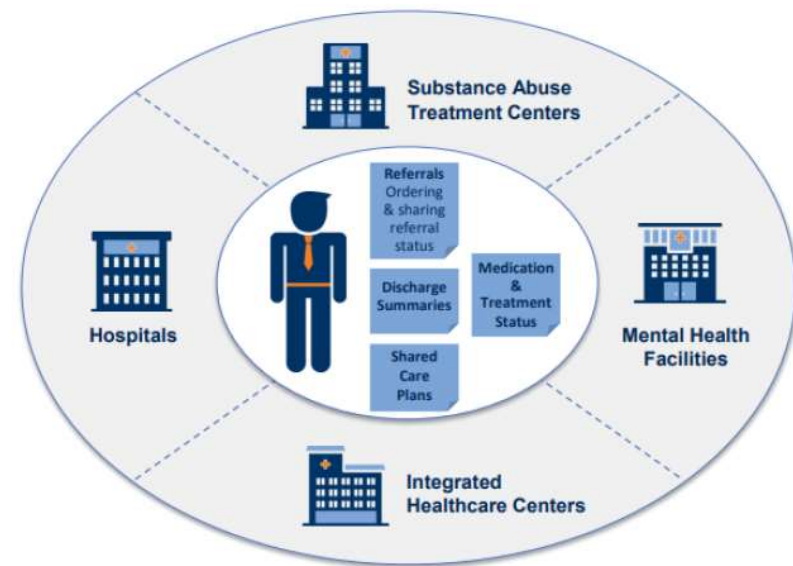
Recommendations: IT / Data



2. Update Technology to Support Efficiency

- Enhance mobile technology for mobile staff
- Enable remote video interpretation and conferencing services
- Expand and emphasize use of the County's intranet system

11. Implement System Architecture to Collect and Use Data for Strategic Decision-Making



GOALS	Developing workflows at each provider	Consistent referral and privacy protocols between providers	Content, data set and formatting standards	Developing technical infrastructure to support	Some facilities will be building connections to the MA Hlway









Recommendations: Client Experience



4. Improve Interconnectedness at Entry Points

- Develop a Human Services Information and Referral Call Center
- Streamline and Consolidate Front Desk(s)

Goals should include:

 One-Stop Access	 Promoting Trust from Customers
 Focused on Outcomes	 Consistency is Key
 Low Transfer Rate	 Systems and Information Access (Internally) Across Agency Borders
 Integrated Service Delivery	 Clear Focus on Meeting Client Needs
 Minimal Wait Time (<5 min) and Low Abandonment Rate (<8%)	 Breadth of Programmatic Understanding
 Driven by Data	 Outstanding Customer Service

Recommendations: Client Experience



5. Make Information Readily Available and Accessible to Clients

- Increase transparency with a client portal
- Text reminders for scheduled appointments and benefits or program renewal
- Mobile app and interactive public information boards

7. Adopt a Process to Consistently and Routinely Evaluate the Client Experience

8. Implement Workflow Efficiencies

- Restructure existing workflows
- Invest in a workflow management system

12. Align Program Documents for Clients and Staff

Recommendations: Facilities



1. Improve Alignment at Human Services Facilities

- Renovate existing human services office locations
- Identify or build a central county location in addition to primary service hubs at East and West county



Human Services Vision

Shared Measures

Project
Manager

Staff Training

Update
Technology to
Support
Efficiency

Evaluate Client
Experience

Plan Components



Implementation Plan

The implementation plan for Recommendation 3 includes the steps necessary to Use Trainings to Build Professional Skills of Staff, and includes a table with key tasks and action steps, estimated timeframes that can be applied to any projected start date, and expected outputs or deliverables. The boxes below highlight the agencies that will be involved in the plan, as well as the anticipated outcomes, or goals, of the implementation effort.



Agencies Involved

It is anticipated that all Human Services agencies will be involved in this implementation plan. In addition, the County Human Resources Training Coordinator and the DoIT will have roles in elements of this plan.



Anticipated Outcomes

The County should anticipate the following outcomes from the implementation of this recommendation:

- Development of professional skills for staff across all agencies.
- Consistent messaging for staff around expectations for customer service.
- Increased staff knowledge of the work done at other Human Services agencies.
- Improved connections and referrals to relevant programs for clients.

Plan Components



Recommendation 3: Use Trainings to Build Professional Skills of Staff			
Task	Action Steps	Est. Timeframe	Expected Outputs or Deliverables
3.1 ESTABLISH WORKING GROUP AND DEVELOP TRAINING FRAMEWORK	3.1.1. Convene HR working group and confirm that it has appropriate membership for this initiative.	Month 1	<ul style="list-style-type: none"> ✓ Form a comprehensive workgroup with members who have the knowledge and power to make decisions about HS trainings
	3.1.2. Review implementation plan and identify which action steps should be completed by workgroup during meetings, what can be assigned as "homework," and what can be delegated to a leader(s) or agency staff.	Months 1-2	<ul style="list-style-type: none"> ✓ Delegate responsibilities as appropriate to maximize efficiency
	3.1.3. Establish workgroup goals and identify selected trainings for the next year.	Months 1-2	<ul style="list-style-type: none"> ✓ Ensure workgroup members are aligned in purpose and objectives
	3.1.4. Develop an outline for a training plan including objectives and questions that need to be answered. (See Appendix D for an example of what content to include)	Months 2-3	<ul style="list-style-type: none"> ✓ Approach the adoption of new trainings in a uniform practice ✓ Training should meet the needs of current and new HS employees across agencies ✓ Offer training in a format that meets the needs of staff and facilitates learning ✓ Capitalize on existing resources
3.2 DEVELOP A PLAN TO DESIGN/ PROCURE AND DELIVER SELECTED TRAINING TOPICS	3.2.1. Develop a detailed training plan for each selected topic identifying known/unknown information.	Approximately 2-3 months per training selected	<ul style="list-style-type: none"> ✓ A detailed training plan for each selected topic

Plan Components



Risks and Challenges

There are a number of potential risks and challenges that the County may face during the implementation of this recommendation; in some cases, these are tied directly to the dependencies and implementation resources noted in the implementation plan table. In this section, we lay out these potential risks and challenges, as well as some ways that the County could look to mitigate them.

- **Staff may not see the value in attending new trainings or have the time available to attend them.** Especially in agencies where staff are dealing with heavy workloads, it may be difficult to make the case that they should take time away from their day-to-day activities to attend trainings. **Mitigation Strategy:** County and agency leadership will need to prioritize these trainings and work with staff to ensure that they are able to keep up with their workloads, while also explaining how these trainings can provide them with resources for their clients.

Lessons Learned



- Consistent Engagement with Leadership Team
- Be flexible
- Keep stakeholders informed
- Continue to get feedback from workforce
- Working Group Engagement
- Lead the change

Questions?

