

EHSD Strategic Initiatives



Year-End Report 2018

CONTRA COSTA COUNTY

EMPLOYMENT & HUMAN SERVICES

When you plan effectively, you often change your plan

At face value, the concept of changing plans may seem counter to an organization that is invested in the strategic planning process.

Contra Costa County's Employment & Human Services Department is an agency that definitely pursues a set of ambitious goals, fully committing five years ago to its current set of Strategic Initiatives.

The department's Executive Team has been focusing on four Strategic Initiatives or "SI's" designed to transform and align EHSD's priorities and practices among all bureaus. At the forefront is the EHSD vision of making Contra Costa County a thriving community where all individuals and families can be healthy, safe, secure and self-sufficient.

On the following pages, you'll see the goals, achievements and current outlook for each EHSD Strategic Initiative:

SI #1 Efficiencies

SI #2 Staff Retention

SI #3 Customer Service/Experience

**SI #4 Multi-disciplinary Team Family Services
"4 Our Families"**

Over the past year, these departmental priorities have continued to evolve. While the foundational strategies are intact, the means to achieve them changes in response to a number of factors. We adjust plans as we better understand our customers' needs, respond to economic conditions, or wrap up projects, refine others and identify new priorities.

We see this evolution as a positive sign for EHSD and the community we serve, as it is this sometimes intangible growth that ensures we stay on course.

The point of strategic planning is not necessarily to make the right plan. Rather, it's to help us do what's right while serving, elevating and partnering with our community.



Priority Number 1: Efficiencies

Leads: Mike Roetzer and
Devorah Levine

Team: Anna Domingo, Terrie
Adams, Michael Roark, Ron Stewart, Terri
Rose, Dave Eisenlohr, Laura Cox, Sung Kim,
Roxane Foster, Leilah Ahranjani, Eileen
Olson, Maura Connell, Neely McElroy,
Randolph Hudson, and Livienne Manguera

Goal: This Strategic Initiative helps carry out EHSD's commitment to embracing and maximizing up-to-date and innovative technology to better serve our customers, partners and community members. It encompasses the use of technology, data and business intelligence. The team guides the development of a variety of portals for customer and public access, and the building of systems and data sources that inform decision processes.



Back, L-R: Randolph Hudson, Anna Domingo, Eileen Olson, Dave Eisenlohr. Front, L-R: Mike Roetzer, Leilah Ahranjani. Not pictured: Devorah Levine, Ron Stewart, Maura Connell, Livienne Manguera, Terrie Adams, Michael Roark, Terri Rose, Laura Cox, Roxane Foster, Sung Kim, Neely McElroy

2018 Achievements:

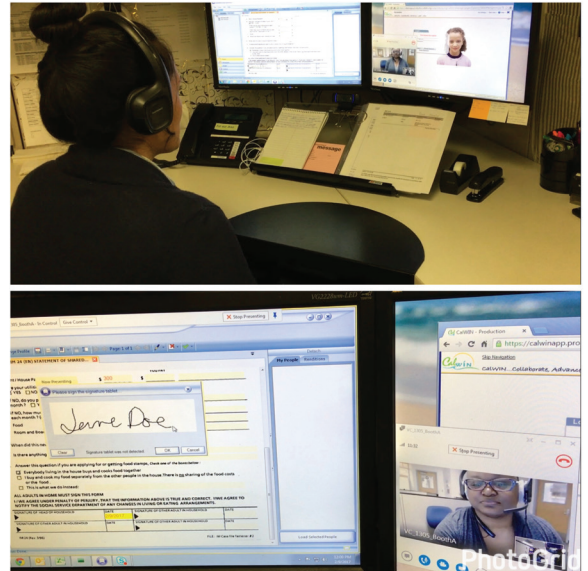
- Surveyed more than 700 Job Club/Job Search customers about customer experience in navigating the EHSD process and using technology.
- Planned for expanding use of surveys and questionnaires to IHSS and other EHSD customer populations.
- Began sending text messages encouraging customers to set up **MyBCW** accounts, resulting in nearly 7,300 new account users and a doubling of document uploading over the past two years.
- Successfully promoted the **PC Donation Program**, working with our nonprofit partner to make personal computers more accessible to our customers.
- Evaluated a proposal to install charging stations in district offices for the approximately 95% of our customers who have cell phones.
- Piloted video conferencing to offer this communication option to customers, with vision to enable customers to video conference from any device and any location and reduce interview timeframe.




EHSD customers can conveniently charge their cell phones at charging stations in our district offices.

What's Next:


- Using technology to further support and understand customers' needs, enabling them to engage with us at any time from any location, and enhancing the customer experience.
- Developing a "next generation" survey tool and determining how best to collect information directly from our customers.
- Exploring process for obtaining information directly from customers of all bureaus.
- Expanding use of MyBCW, text messages, chat, video conferencing, electronic signatures and other technology to allow customers to interact without coming into an office.




Video conferencing with customers allows electronic signing of documents and saves travel time.



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 **Announcements** Starting 8/13/18 Medi-Cal recipients will be able to complete their Medi-Cal Renewals online [Read about Online Medi-Cal Renewals](#)



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EHSD texted customers to encourage them to set up MyBCW accounts, resulting in nearly 7,300 new accounts established over the last two years.

Priority Number 2: Staff Retention

Leads: Kathy Marsh and Debora Boutté

Team: Mickey Williams, Roxane Foster, Pam Phillips, Neely McElroy, Ron Stewart, Brittanie Mills, Michelle Fregoso, Tish Gallegos, Carolyn Johnson, Isabel Renggenathen

Key Partners: Personnel, Fiscal and Community/Media Relations Units; County's Human Resources Department

Goal: The team focuses on strategies for improving EHSD's staff retention in all bureaus and classifications, particularly for positions that have the highest rate of turnover.



Seated, L-R: Ron Stewart, Tish Gallegos, Kevin Blatter, Mickey Williams, Pam Phillips. Standing, L-R: Michelle Fregoso, Debora Boutté, Kathy Marsh, Alan Wang. Not pictured: Roxane Foster, Brittanie Mills, Neely McElroy, Carolyn Johnson, Isabel Renggenathen

2018 Achievements:

- Re-set the group's focus, emphasizing staff retention only (rather than recruitment).
- Developed "Grow Our Own" initiative, to create and support professional advancement opportunities within EHSD.
- Began process of developing department-wide exit interview document to better understand reasons for people leaving.
- Explored and made recommendations for incentives to support recruitment and retention.
- Expanded reach of Social Worker job posting on Facebook, resulting in nearly 200 job application clicks.
- Produced *Day in the Life* series of videos featuring EHSD Social Workers.



"Day in the Life" Social Worker Recruitment video featuring Christopher Johnson, Juvenile Court Social Worker.

What's Next:

- Determine if financial incentives to encourage job retention will be do-able and sustainable.
- Finalize exit interview project.
- Create “Stay Interview” to learn more about current staff members’ perspectives about working at EHSD.



Social media ads helped drive applicants to the County's job website.



Honorees from Children and Family Services were celebrated at the 2018 Years of Service event.

Priority Number 3: Customer Service/ Customer Experience

Leads: Camilla Rand and
Mike Roetzer

Team: Allison Pruitt, Nancy
Hager, Judi Knittel, Alan Wang,
Patience Ofodu, Katharine Mason,
Mickey Williams, Sandy Bustillo, Iliana
Choate, Maura Connell, Tish Gallegos

Key Partners:

Staff Development, Personnel,
Community/Media Relations, Policy
and Planning, Feel Good Video
Production Company

Goal:

Cultivating an agency
culture that emphasizes exemplary customer service, the team is focused
on improving the customer experience throughout the department. EHSD
continues to build its reputation by focusing on excellence in how both
internal and external customers are treated.

2018 Achievements:

- Continued celebrating Customer Service Champions in *Headlines*, increasing engagement from all bureaus; as well as focusing on internal customer service with CS 2.0 and 3.0 trainings.
- Produced new **We Care** customer service training video in partnership with Feel Good Video, creating plan with Staff Development for current staff and onboarding staff to view at orientations.
- Enhanced and delivered customer service trainings through **Staff Development**, increasing attendance for **Customer Service 101, 2.0** and **3.0**, and training more than 500 staff.
- Increased trainings to promote internal customer service: **Next Level Leadership, Sensitivity in the Workplace.**



Seated, L-R: Allison Pruitt, Nancy Hager, Judi Knittel. Standing, L-R:
Alan Wang, Camilla Rand, Tish Gallegos, Kevin Blatter, Patience Ofodu,
Katharine Mason, Mickey Williams. Not pictured: Mike Roetzer, Sandy
Bustillo, Iliana Choate, Maura Connell



Customer Experience
Survey and Palm Cards in
EHSD lobby

2018 Achievements: *Continued from previous page*

- Refined data collection tools including a revised **Customer Experience Survey**, using CWDA indicators of exceptional customer service and disseminating both in printed and electronic formats.
- Published reports about customer opinions related to their service experiences and provided bureaus access to lobby card responses, as well as catalogued all customer feedback methods.
- Developed a new **We Care...You Care** staff recognition program based on EHSD's core values a system for capturing and analyzing the data.

What's Next:

- Roll out the We Care video at Leadership Team Meeting (LTM) with a training for managers and a meet and greet lunch with the stars. Staff Development will roll out to all bureaus in 2019.
- Bureau Directors continue to encourage customer card completion.
- Policy and Planning and individual bureaus continue to analyze customer feedback.
- Staff Development continues to refine training series to ensure internal and external customer service remains at the forefront.
- Launch "We Care...You Care" staff recognition program, enabling staff to nominate their peers.



Cast and crew during the making of EHSD's new "We Care" customer service training video.



EHSD staff are the "We Care" actors. Here, Quianna Brandon plays "Jasmine," a student in an Outbound Call scene.

Priority Number 4: 4 Our Families/ Multi-disciplinary Team (MDT) Family Services

Leads: Wendy Therrian,
Donna Van Wert and Victoria Tolbert

Team: Laura Cepoi, Christine Craver,
Christina Reich, Betina Schonberger, Cheryl
Lemon, Roslyn Gentry, Carolyn Foudy

Key Partners: More than
30 community organizations and agencies to
holistically serve our customers' needs

Goal: Empowering families and
individuals to create their own paths to healthy
interdependence. The **4 Our Families** Navigators
use a “whole person approach” to create a warm,
welcoming environment designed to identify and
overcome obstacles to success, provide coaching
to enable participants to be their own advocates going
forward, and ultimately streamlining access to resources.



Standing, L-R: Laura Cepoi, Christine Craver, Christina Reich, Donna Van Wert, Victoria Tolbert. Seated, L-R: Betina Schonberger (Facilitator), Cheryl Lemon, Roslyn Gentry. Not pictured: Wendy Therrian and Carolyn Foudy

2018 Key Achievements:

- Hired four ‘Navigators’ to staff the **4 Our Families** program at different locations throughout the county.
- The Navigator model has demonstrated exceptional client satisfaction.
- Secured housing for customers and connected them to stable work opportunities.
- Leveraged community partners’ enthusiasm for collaborating with EHSD, and developed stronger relationships with new agencies to holistically serve client needs.



Maria Muñoz and Mario Montes, 4 Our Families Navigators, represent EHSD at many outreach events.

What's Next:

- Continue 4 Our Families and incorporate into EHSD's business processes .
- Refine 4 Our Families with updated goals and more progress toward desired outcomes.
- Collect client outcomes to evaluate the impacts of this program on a variety of issues, including needs not typically served by EHSD.



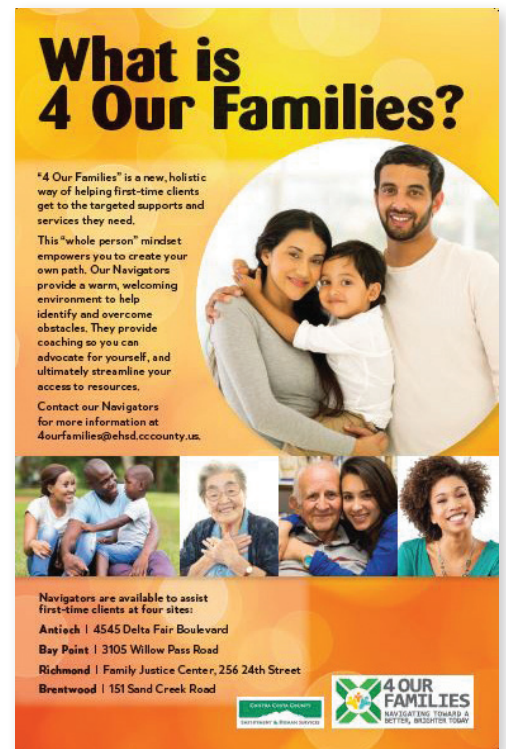
4 Our Families Navigators Maria Muñoz and Susan Padan



Susan Padan and Cindy Erickson



These collateral pieces help 4 Our Families Navigators get the word out about the program to our customers and partner agencies.



What to Look for in 2019

We are proud of the direction that each of our strategic initiative teams has taken the department toward over the past three years, and the alignment these priorities have with EHSD's vision, mission and values. Much of what the teams created through these initiatives is now embedded in our department's ongoing work, strengthening our programs and systems delivery.

As we look ahead into 2019 and beyond, it is critical for us to align our goals with ongoing changes within the department, as well as at the State and Federal levels. We will be taking time over the coming months to strategize this next step of organizational improvement planning to best serve our internal and external customers and to be the most effective in the work we do.

Stay tuned for more information, including how you can get involved and contribute to this next phase of organizational excellence.

– EHSD Executive Team





Contra Costa County Employment & Human Services

Employment & Human Services (EHSD) partners with the community to deliver quality services to ensure access to resources that support, protect, and empower individuals and families to achieve self-sufficiency. Based on the core values of delivering an exceptional customer experience, encouraging open communication, embracing change, practicing ethical behavior, and embracing diversity, EHSD envisions Contra Costa County will continue to be a thriving community where all individuals and families can be healthy, safe, secure and self-sufficient. More information about EHSD is available at www.ehsd.org.



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www.ehsd.org