**Continuous Quality Improvement in VA: Applying DAPIM™ in Fairfax County's Department of Family Services and Richmond's Department of Social Services**

APHSA
American Public Human Services Association

INFLUENCE BUILD CONNECT

# Today's Panelists

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Policy Advisor

*City of Richmond Department of Social Services*

# Today's Panelists

**ALEX FIGUEROA**

Organizational Effectiveness Consultant

*American Public Human Services Association*

**KIMBERLY JAMES**

Organizational Effectiveness Consultant
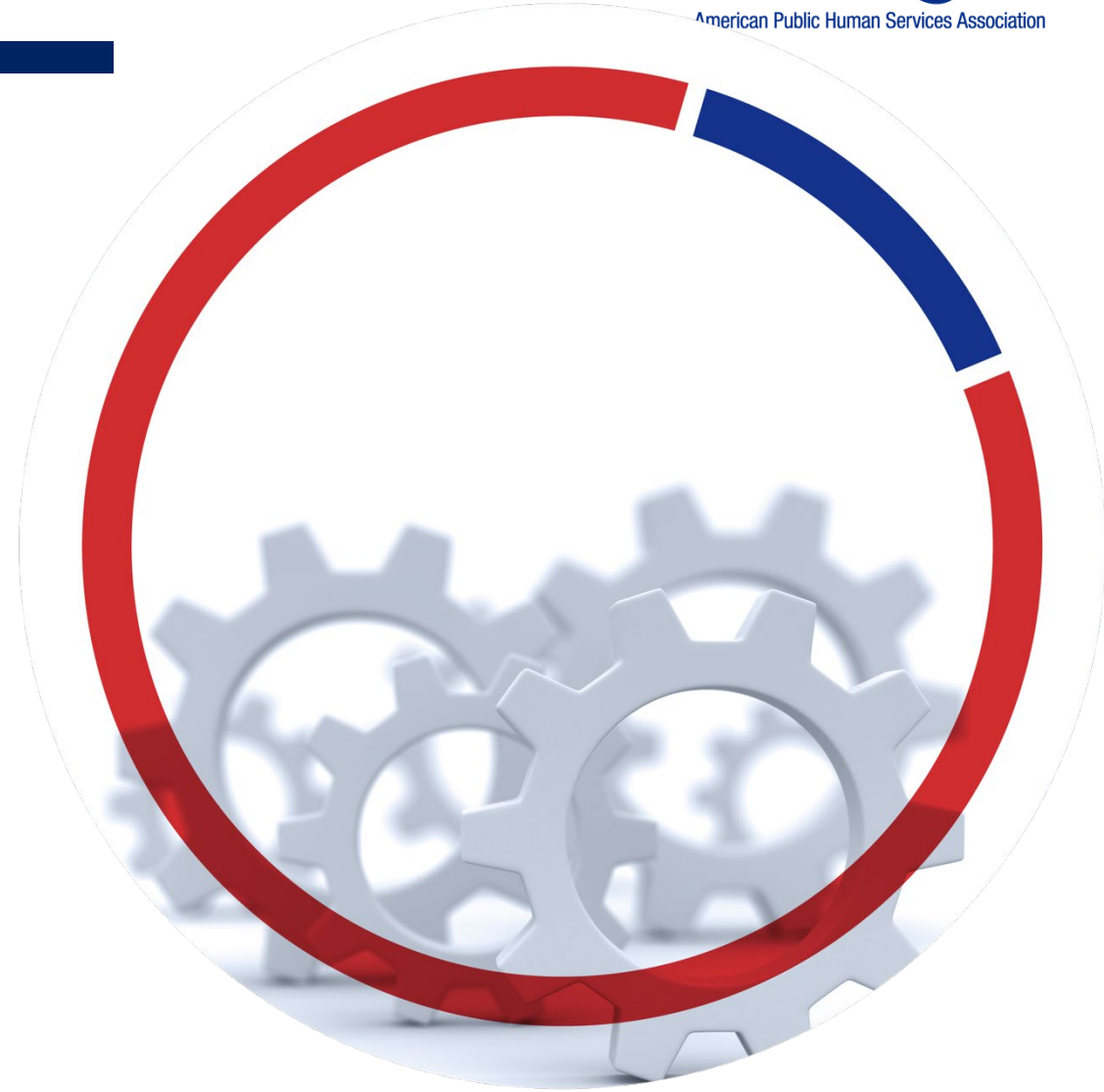
*American Public Human Services Association*

**TINA WRIGHT-ERVIN**

Organizational Effectiveness Consultant

*American Public Human Services Association*
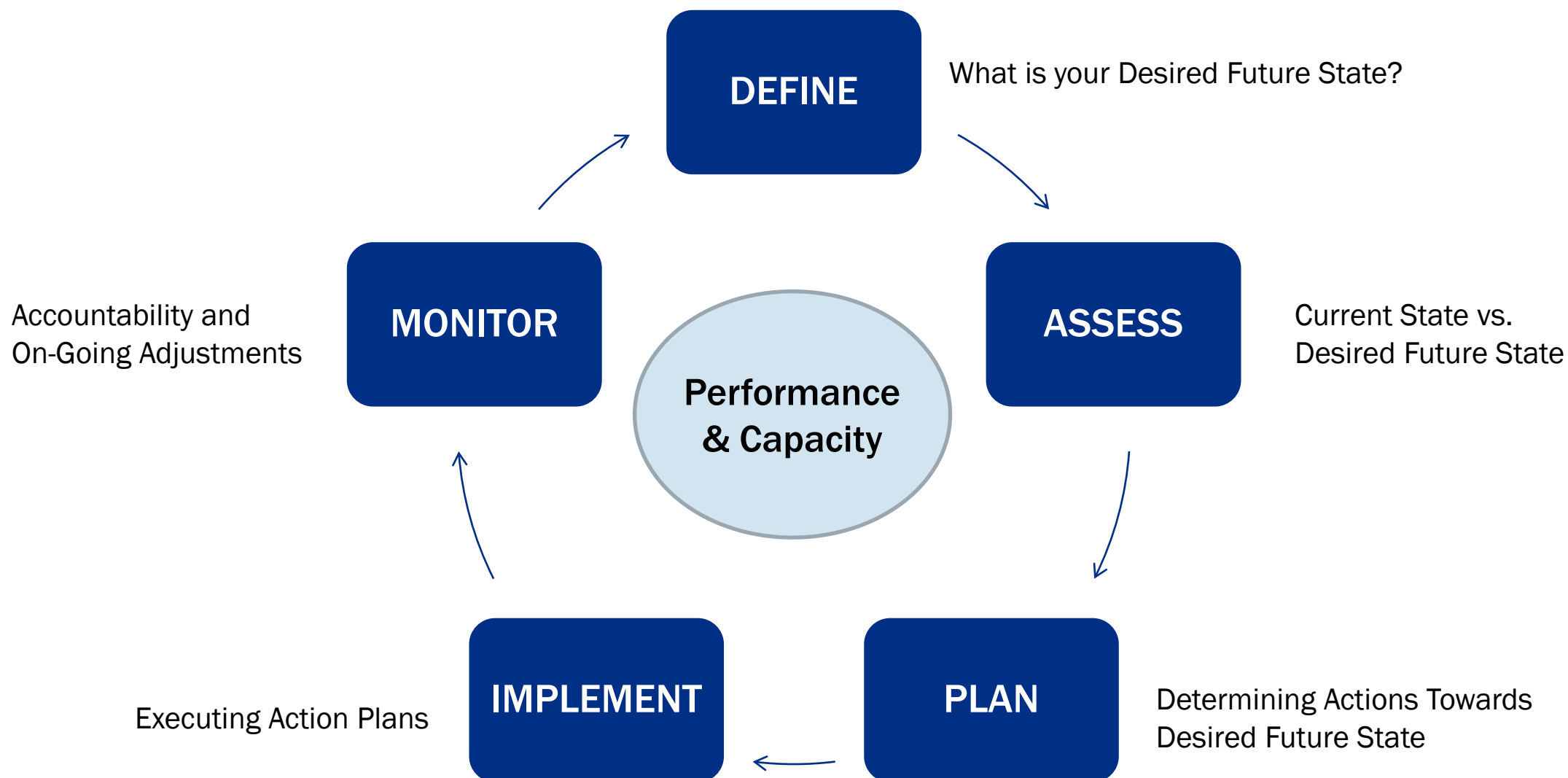
# What is DAPIM™?

# CQI Frameworks

DAPIM™

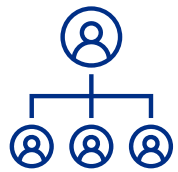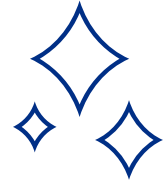Lean / Six Sigma

Agile

Plan-Do-Study-Act

Total Quality Mgmt

Kaizen

**Client Populations**

**New Services & Practices**

**Organizational Structure**

**Performance Capacity**

**WHAT IS YOUR DESIRED FUTURE STATE?**

- What does success look like?

- How will we know that we have achieved our goals?

- What will we hear? What will we see?

- What will be happening in our organization or community?

- What will our service recipients and community members say?

## Current State vs Desired Future State

Identifying current **strengths & resources**

Identifying current **gaps & challenges**
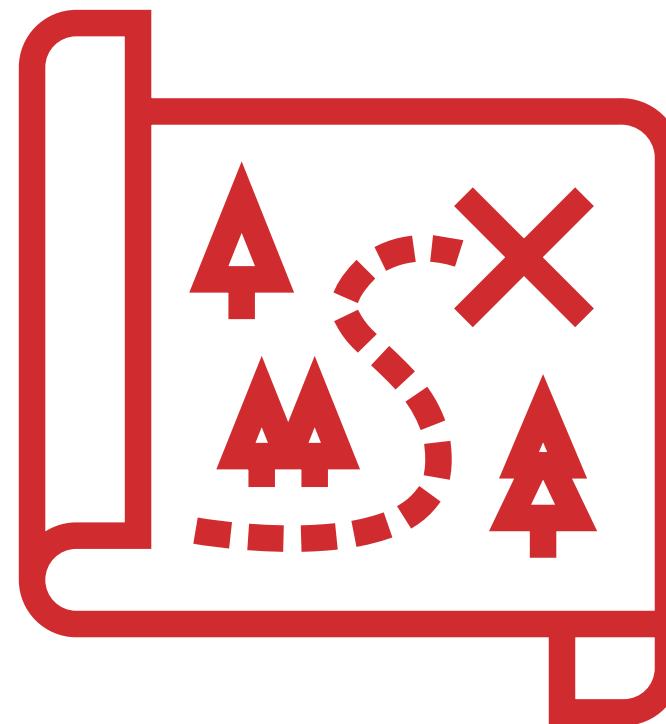
Identifying **root causes** of priority gaps

Identifying **remedies** for the priority gaps

## Determining Actions Towards Desired Future State

**Quick Wins**

Within 30 days

**Mid Term Improvements**

Within 6 months

**Long Term Improvements**

Within 2 years
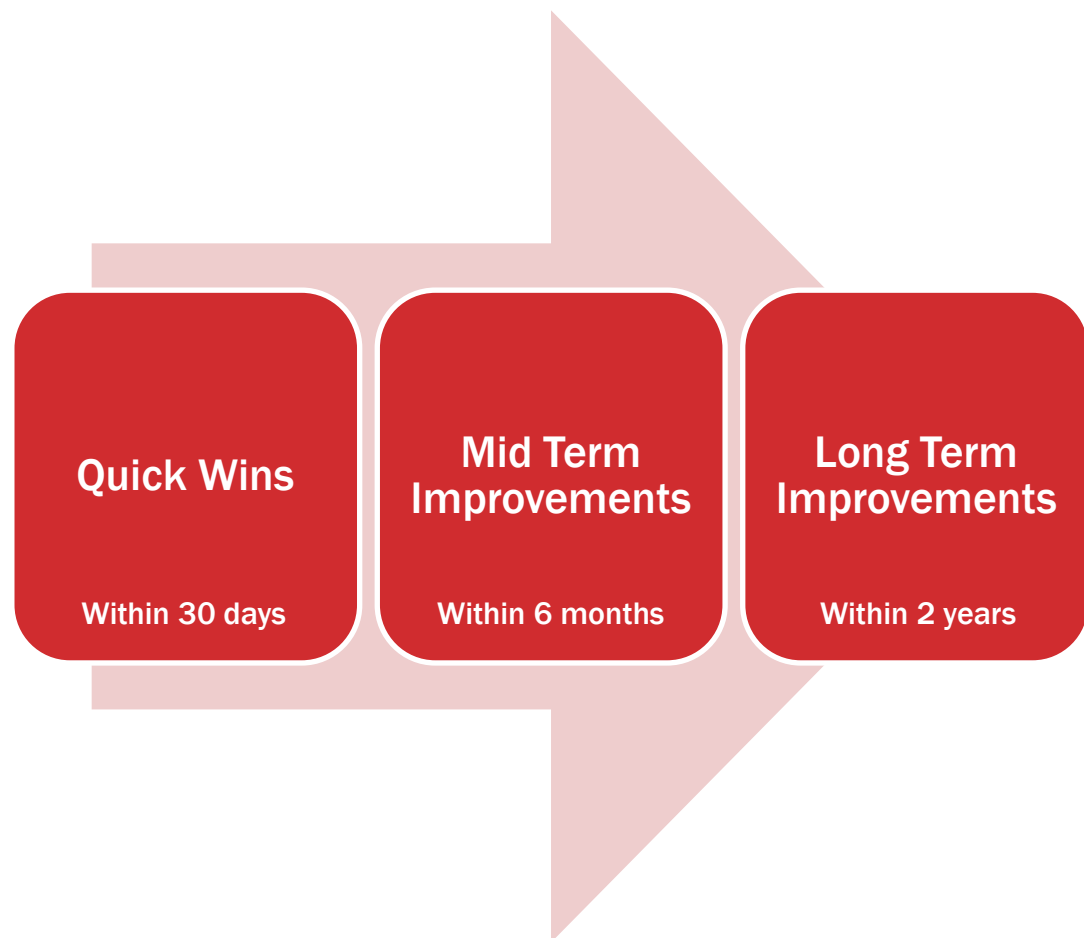
**Roadmaps or Continuous Improvement Plans**

**Communication Plans**

## Executing Action Plans

Project Governance & Structure

Charters

Work Steps

Timelines

Progress Measures & Tracked Milestones

## Accountability &
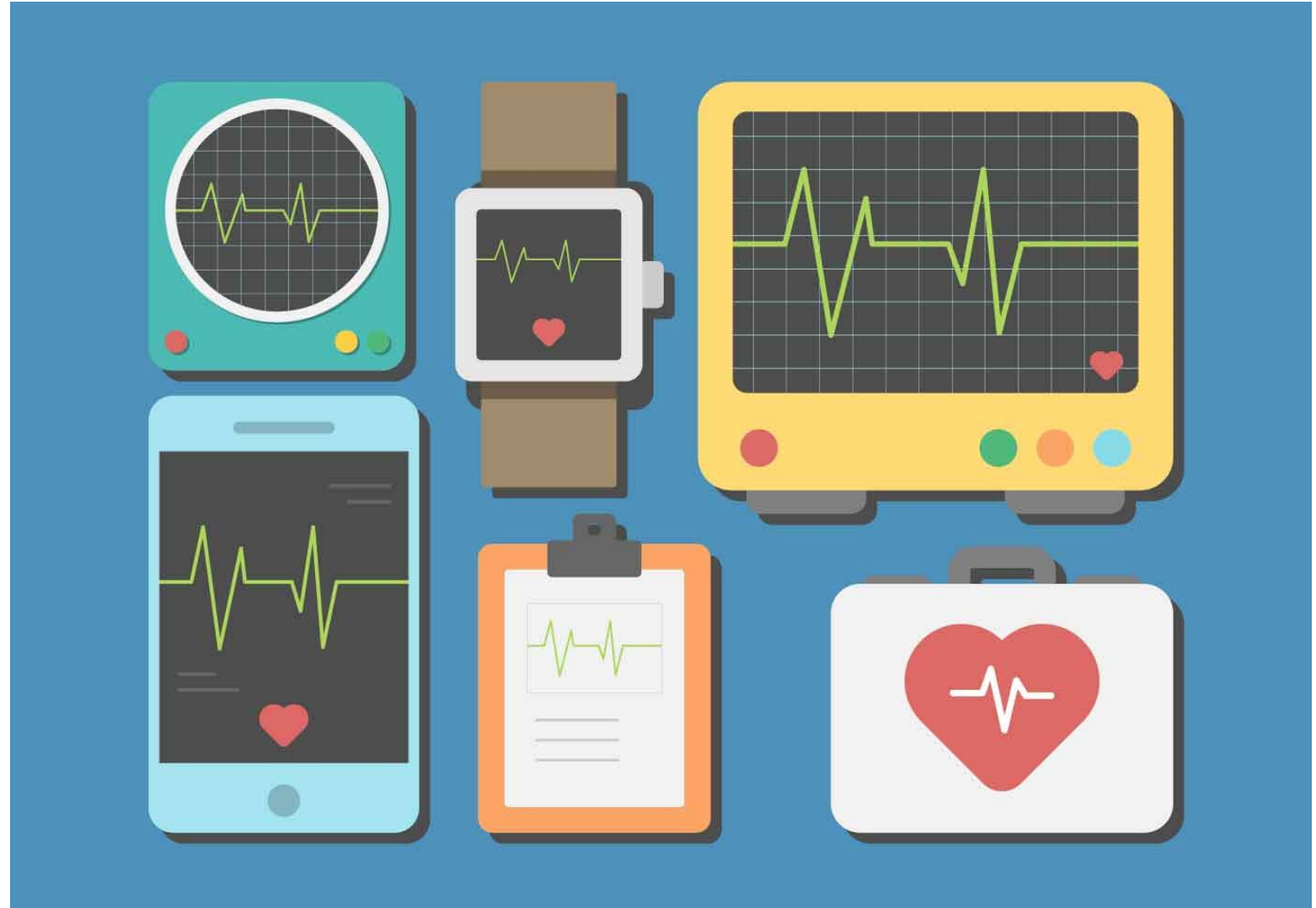## On-Going Adjustment

### Plan Progress

Measuring accomplishments versus plan milestones

### Impact

Measuring actual versus expected impact on organizational capacity and client outcomes

### Lessons Learned

Comparing actual versus expected progress and impact; This results in new questions and emerging findings that drive further innovations.
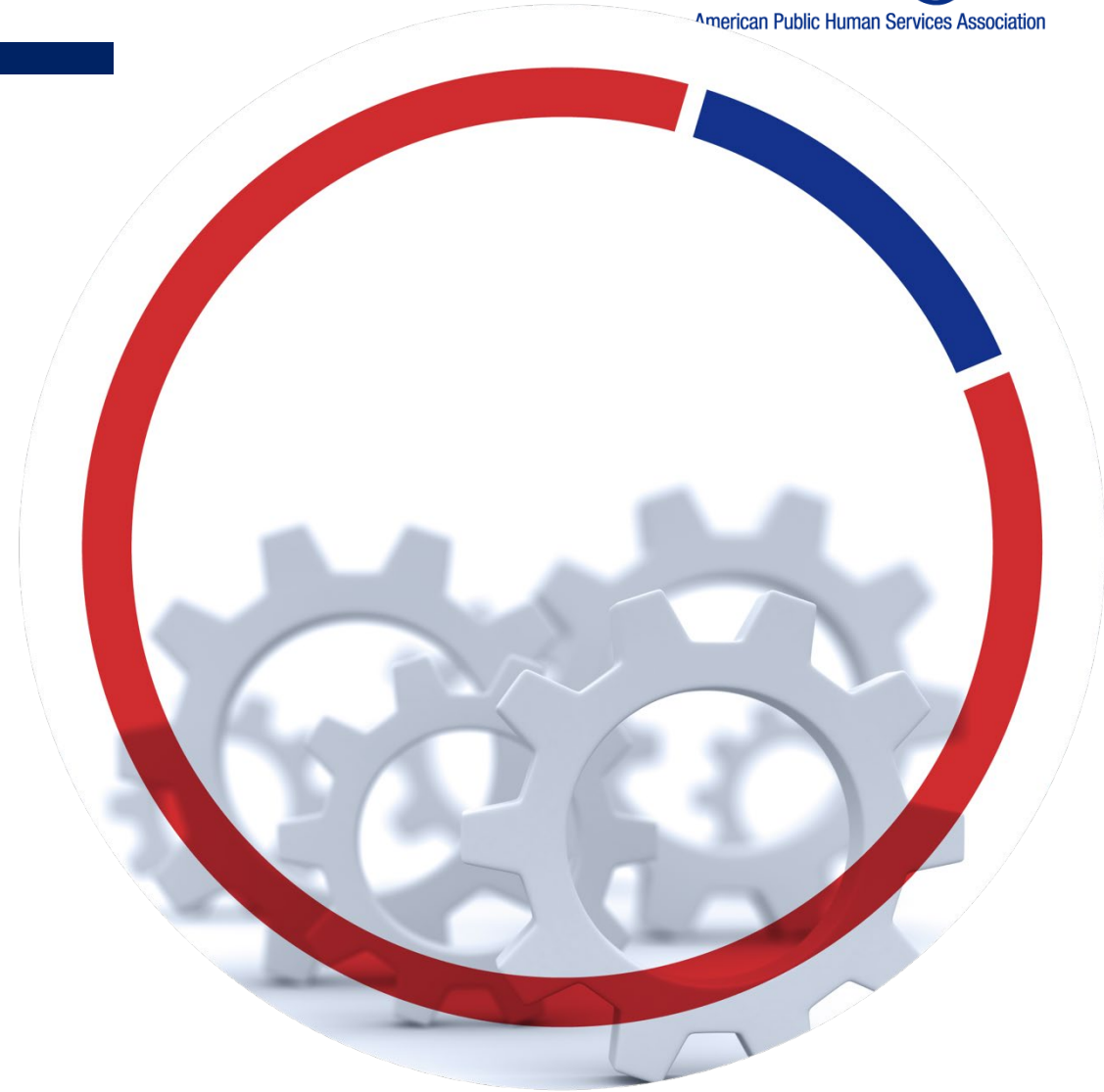
ZOOM CHAT:

Do you have any questions around the **DAPIM™ model**?

# Fairfax County Public Assistance Quality Triad: A Collaborative Effort Towards Excellence Using the DAPIM™ Framework

# The Quality Triad is comprised of three quality focused teams.

## Quality Assurance

Ensuring that staff know what is expected, have the tools, training and knowledge to perform their responsibilities.

## Quality Control

Ensuring we are doing the work correctly and in compliance with policy, procedures, and performance standards.

## Quality Improvement

Exploring ways to improve processes that will lead to increased capacity, improved performance, and excellent customer service.

# Quality Improvement *in ACTION*

- An area of improvement is identified as a result of an audit.

- Staff are invited to participate in a Rapid Improvement Event

- Over the 5-day Rapid Improvement Event, staff move through each part of the DAPIM™ process to examine data, processes, current/future states, and root causes.

- Daily check-ins with impacted stakeholders to share progress and ensure implementable solutions.

- At the culmination of the event, staff have arrived at data driven solutions and action plans.

- QA ensures staff have the training, tools, and knowledge to implement new solutions

- QC monitors to ensure staff are adhering to the solutions- continuous improvement!

- Case documentation
- The case review process
- Customer engagement
- Customer retention
- Customer interaction
- Language compliance
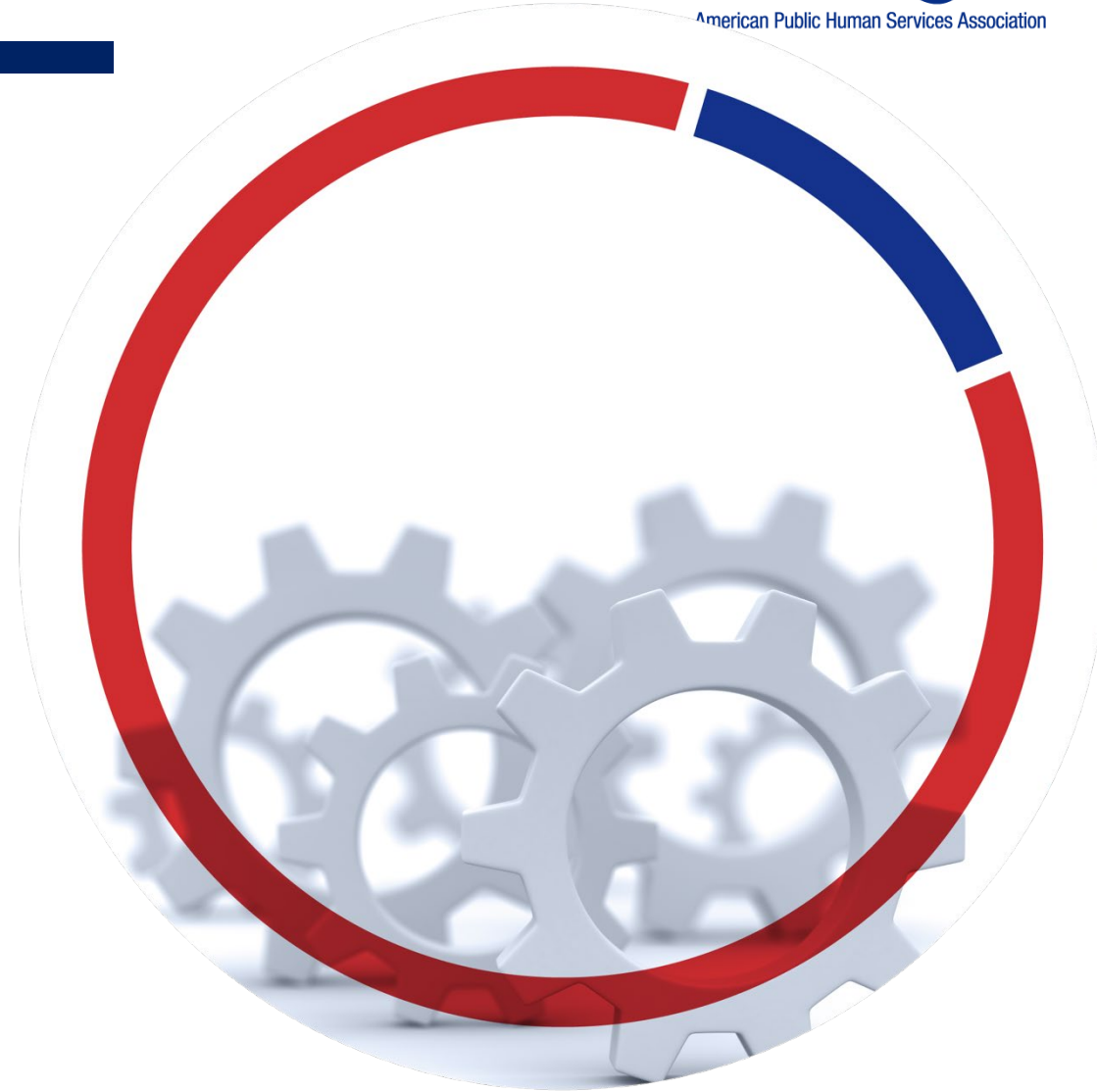- Outreach
- Performance
- Application processes
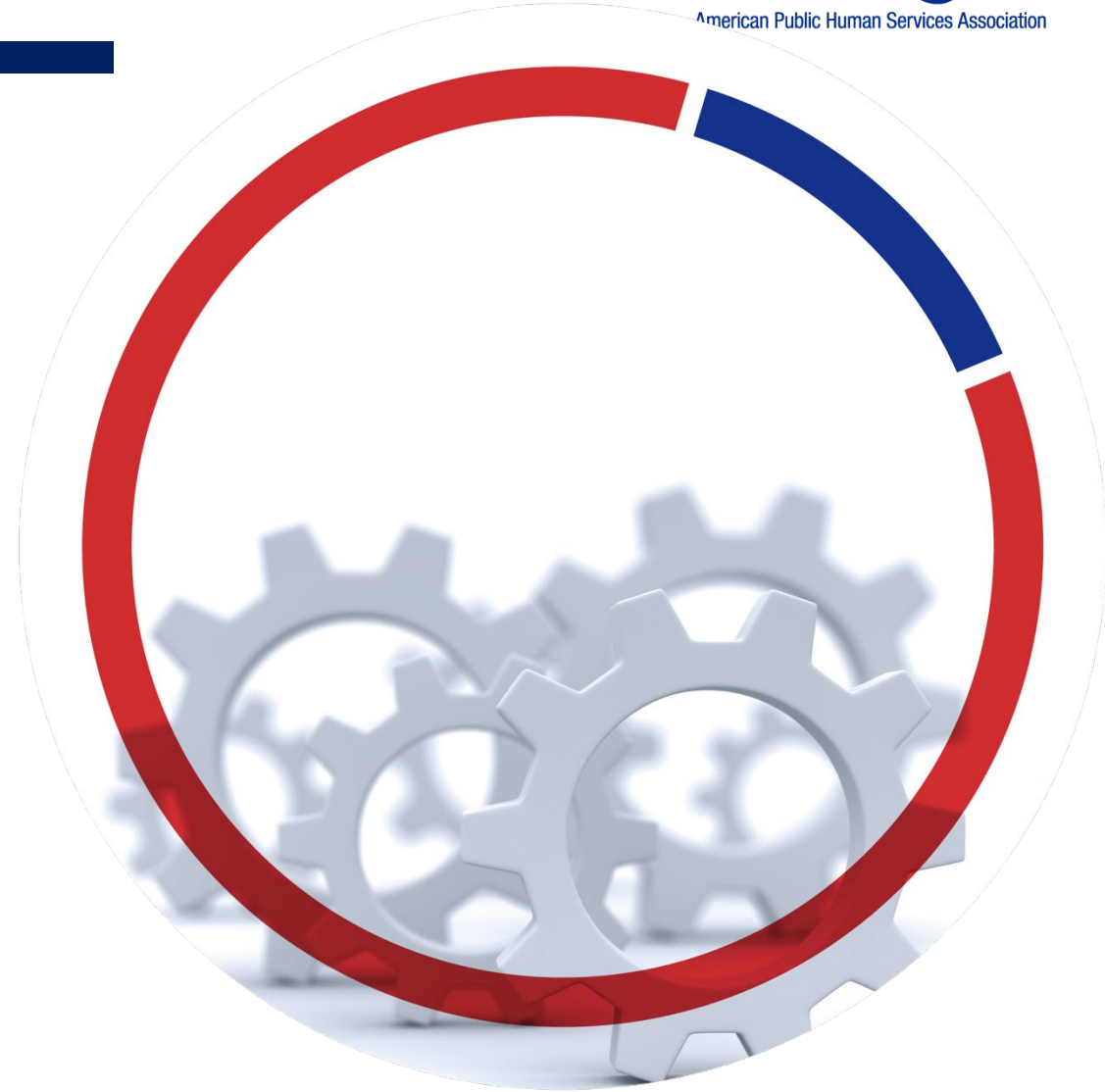
# Using DAPIM™

Creating a Customer Concern
Feedback System

# Why DAPIM™?

A powerful process and tool

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# Mission, Vision, Values

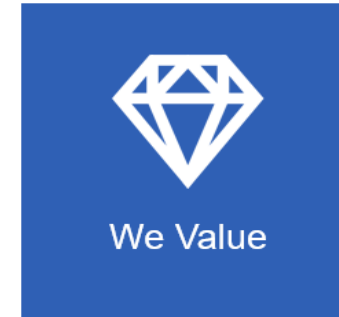**Mission**

To improve the quality of life for all people of the City of Richmond by strengthening families and individuals through prevention, intervention, and support services that foster self-sufficiency and resilience.

**Vision**

"Build to Last"

**We Value**
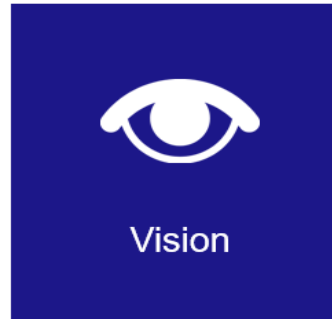
Customer Service
Self-Determination
Diversity
Ethics
Excellence
Community Engagement
Fiscal Responsibility

# Our Strategic Plan

**"Build to Last" 2017 Organizational Assessment**

- 2017 Project – Kick-off (A plan and a purpose)

- 2018 Staff Engagement (What matters)

- 2018 Stakeholder Input ( How We Engage)

- 2018 Input for Planning (SWOT)

- 2018 Strategic Plan (Ready, Set, Go Again)

**The 5 Year Plan**

**Goal 1: Maintain the highest quality level of customer service.**

**Goal 2: Recruit, cultivate, and retain a highly skilled, engaged and responsive workforce that embodies the values of the agency.**

**Goal 3: Improve organizational effectiveness and outcomes through process and technology innovations.**

**Goal 4: Advocate for the creation of stable funding that support all operations.**

# Year 3 of "Build to Last"

## Goal 1 & 2 Accomplishments

- ✓ Children's Corner
- ✓ Welcome Signage
- ✓ Practice Enhancements
- ✓ Timeliness
- ✓ APHSA
- ✓ Supervisor Training
- ✓ Stay Interviews
- ✓ Career Levels
- ✓ "Catch Ups"
- ✓ IMPACTful Impressions Box

## Goal 3 & 4 Accomplishments

- ✓ Phone System Upgrades
- ✓ Telework
- ✓ Use of P-Cards
- ✓ Computer Security
- ✓ ACH Payments to Parents
- ✓ Benchmarking Other Localities
- ✓ Interdisciplinary Brainstorming

**Using DAPIM™ to Advance our Work**

Why Context Matters

# RDSS: Why Culture Matters

# APHSA Scope of Work

- The City of Richmond, Department of Social Services is seeking support with the following areas:

  o Shifting the organizational culture towards staff empowerment, integrity and adaptive leadership while advancing the Race Equity and Social and Economic Mobility of the families served

  o Engaging staff and community partners along with the Department of Social Services' leadership in developing a *Roadmap for change*

  o Utilizing the lens of the Human Services Value Curve as a driver to strengthen practice and enhance outcomes within the agency and community

# Collaboration, Communication, and Engagement
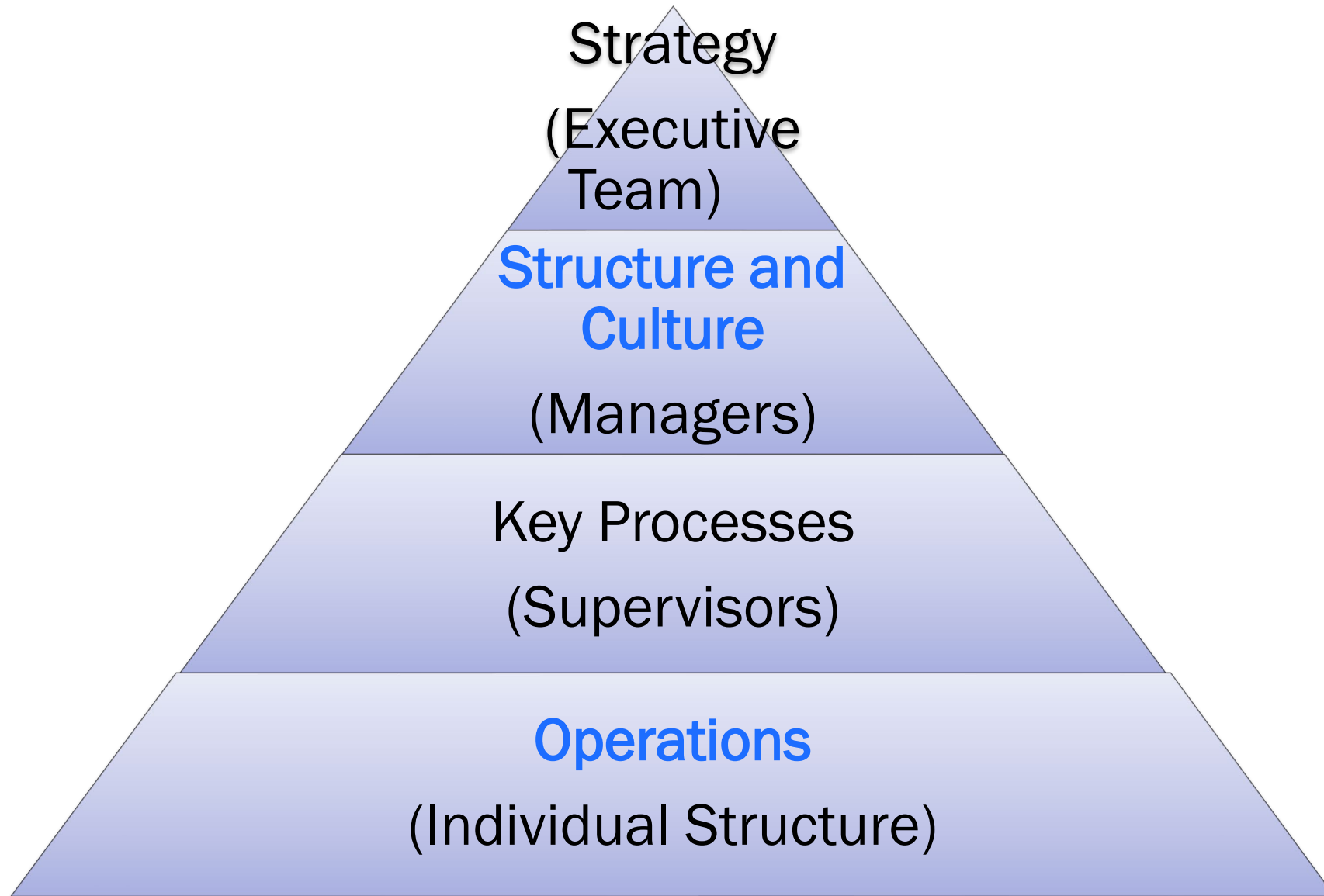
## RDSS Existing Strategies

- Coffee with the Director
- Mid-Managers
- Guiding Team
- Gardeners
- TILT Trauma-Informed Leadership Team
- IMPACT Team
- Advisory Board
- "Catch Ups"
- "Good News Gazette

## Advancing the Roadmap for Change

- Sponsor Team/Champions – Project Team/Executive Leadership Team)
- Continuous Improvement Team
- Workgroups

**Asking the questions (what moves you), listening and leaning in…**

**APHSA and RDSS working together to DEFINE our Desired Future State:**

❑ **Convening the DSS Project Team – 8 members representing the Divisions**
  - ❑ **Gathering and Reviewing the Foundational Materials – Org. Structure, previous assessments,**
  - ❑ **A series of virtual and on-site meetings**
  - ❑ **Building relationships**
  - ❑ **Identify goals and questions for the surveys – What do we want to know**
  - ❑ **Identifying common themes**
  - ❑ **Virtual kick off meetings at all levels of the Department**
  - ❑ **Strategies to engage – Elevator speech, status update emails (Who, What, How When, and Why)**
  - ❑ **"One Band – One Sound"**

## Results Driven Action Items– Defining the Future Desired State

1. *RDSS excels at intentionally exchanging clear and accurate information with various stakeholders, staff, and internal and external constituents. Everyone knows how to obtain the needed information and is confident that it is accurate.*

2. *RDSS engages residents and stakeholders in a way that results in them feeling heard and responded to in a timely manner.*

3. *RDSS actively collaborates with Richmond community stakeholders in a manner that results in improved service delivery to the residents of Richmond.*

4. *RDSS successfully implements a staff recruitment, retention, and development plan that leads to improved recruitment and retention of qualified staff.*

# *Organizational Assessment*

<u>Survey's, Focus Groups and Interviews</u>

1. Clients, Customers and Recipients

2. Staff

3. Various Community Partners

4. Courts

5. Advisory Board members

6. VDSS

7. City Administration – Mayor, CAO, DCAO's, Directors, Deputy Directors

8. Peers

❖ Results and key findings shared at all levels in a series of virtual meetings, posted in the All Staff folder and placed on the Departments Intranet website.

## Roadmap for Change:

"After going through an assessment process and collecting the relevant information, an agency will identify the areas in which they wish to focus their improvement efforts. Regardless of whether an improvement or a change for an agency is a quick win, mid-term improvement, or long-term improvement, the organization should commit publicly to an improvement plan or Roadmap for Change." APHSA Consultants

✓ Share clear and accurate information across multiple platforms.

✓ Create a marketing/communication plan to educate the public on how to access RDSS information.

✓ Create multiple ways for residents to access information and provide feedback.

➢ *Establish a plan for recurring resident/stakeholder surveys, focus groups, and stakeholder meetings.*

➢ *Hold regular stakeholder meetings.*

➢ *Develop a comprehensive resource guide for the agency.*

➢ *Support and maintain an inclusive multidisciplinary activation team.*

# RDSS Implementation Documents

## Implement,

- Roadmap for Change
- Build to Last Strategic Plan
- DSS City Wide Strategic Plan

# Advancing the Roadmap for Change

## Monitoring/CQI Teams

- Executive Team
- Mid-Managers
- Guiding Team
- Gardeners
- All Staff meetings
- Community Engagement Liaisons

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# CQI – Build to Last Strategies

- **Family First Prevention Services Act**:

  DSS is actively engaged in the planning and implementation of a locality plan of action and increased efforts:
  - To provide enhanced support to children and families
  - To ensure timely access mental health and substance abuse services; in-home parent skill-based programs and kinship navigator services

- **Race Equity and Social and Economic Mobility Project:**

  Creating a more welcoming and friendly atmosphere for internal and external customers by:
  - Enhancing the way customers are welcomed and engaged
  - Identifying DEI champions at all levels of DSS
  - Increase awareness of the Social and Economic Mobility factors that impact families, children and adults served by DSS

- **Recruitment and Retention:**

  - DSS employees received Market Driven Increases in 2021.
  - Cost of living increases in both 2021 and 2022.
  - Expanded the scope of our recruitment efforts to include:
    - Community College and University postings.

**Personal Reflection: What are YOUR next steps in advancing a culture of CQI at your agency?**

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**Would you like to learn more about how DAPIM™ can be applied to your strategic initiatives?**
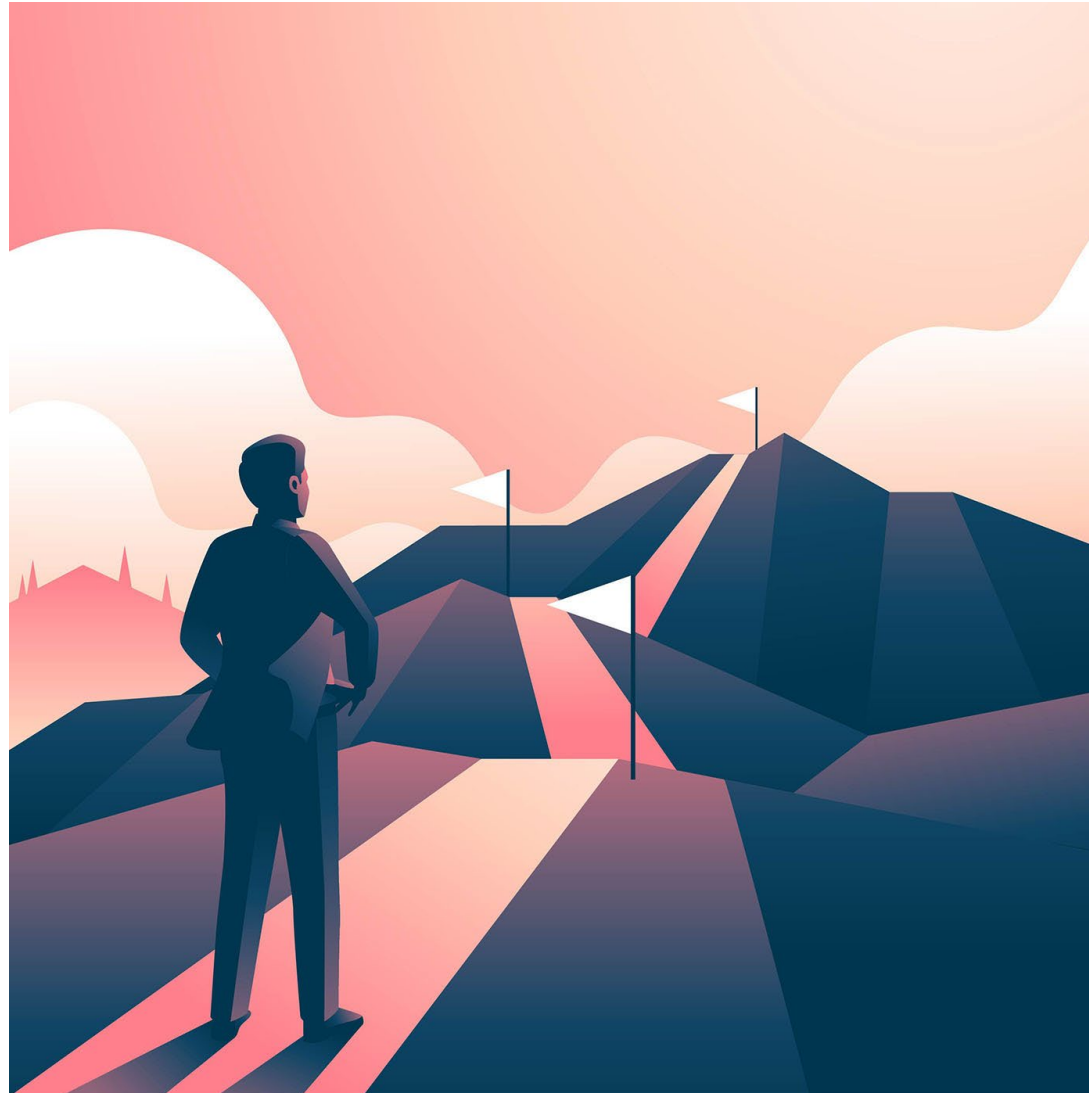
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