



INFLUENCE

#### Save the Date for 2023 APHSA Conferences





May 21-24, 2023

Hyatt Regency Baltimore Baltimore, MD

POLICY AND PRACTICE

www.APHSANationalSummit.com



#### August 27-30, 2023

Hyatt Regency Long Beach Long Beach, CA

SNAP, TANF & PROGRAM INTEGRITY

www.EMWBConference.com





#### October 22-25, 2023

Sheraton Pittsburgh Hotel at Station Square Pittsburgh, PA

ORGANIZATIONAL EFFECTIVENESS

www.NSDTAConference.com

## **Today's Panelists**





#### **GERALD HUBER**

Director of Health and Social Services

Solano County (California)



#### **LIZ KUOPPALA**

**Executive Director of MAHUBE-OTWA Community Action Partnership** 

Detroit Lakes, Minnesota

# What IS the Human Services Value Curve?

- The Human Services Value Curve is a lens, a way of seeing human services delivery through the eyes of those who receive the services.
- By using it, we're more likely to realize the potential of the people we serve and the systems we use to do so.



## What does it mean to look through a lens?



### • Examples of different "lenses:"

- ➤ Looking at the world through "Rose colored glasses"
- Using a Strengths- Based, Solution Focused approach
- Viewing life through a 5 year old child's lens vs. a 20 year old person's lens
- A "lens" is about PERSPECTIVE!

# Value Curve Basics

- It is a lens that guides our decision making
- From the Consumer's Point of View
- Not "One More Thing"



## Where does it come from?



Harvard Leadership for a Networked World

## Basics of Change



#### Human Service Value Curve Principles



Funders, legislators and community partners need to see results in terms of impact in people's lives



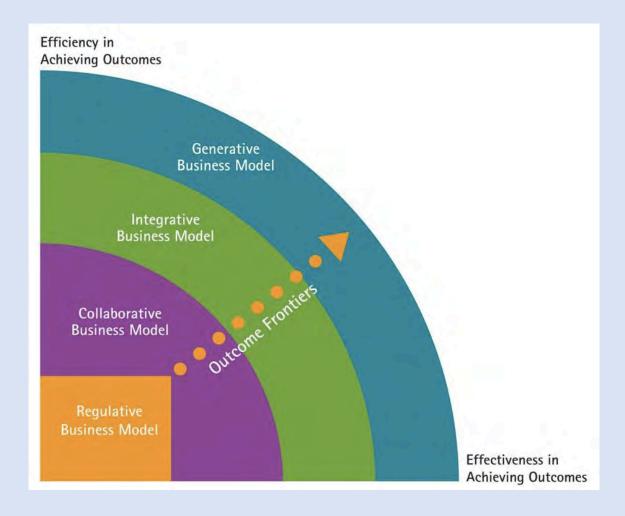
### **Outputs to Outcomes**

How many children went to college from our community who came through our program?

Did we see any measurable increase in academic scores?

Clients leave programs due to self sufficiency

## Human Services Value Curve



#### **Generative**

Using a population-based health and well-being approach to find solutions that get at root causes and are implemented collectively with families and communities

#### **Integrative**

Working across sectors to address problems at their root through data analytics and a customized service array

#### Collaborative

Working towards a single-door approach to link services across programs and agencies, easing access and reducing duplication

#### Regulative

Accurate and timely administration of programs to assure compliance and integrity; focus on efficiency and accountability for proper use of funds

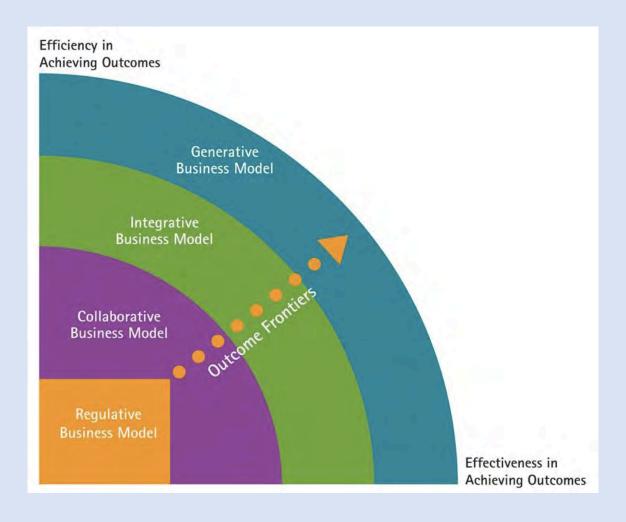
## Levels of Human Services Value Curve





**Regulative: think Program Compliance** 

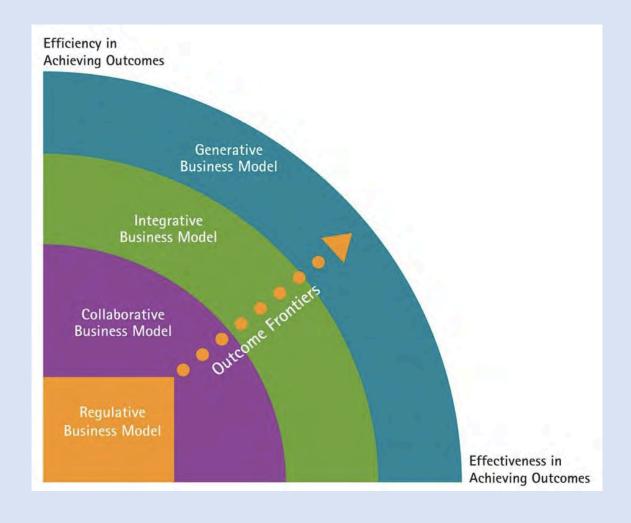
## Levels of Human Services Value Curve (continued)

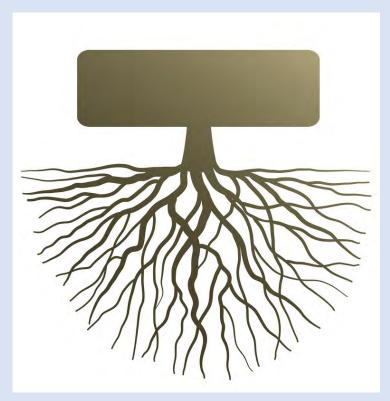




Collaborative: think 'single door' or 'nowrong-door' approach

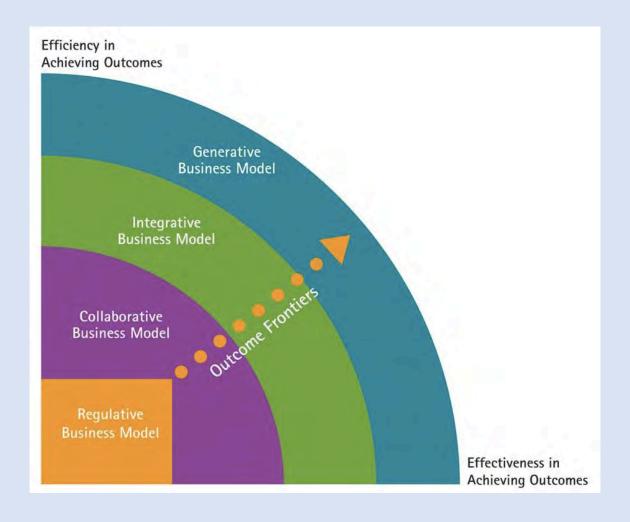
## Levels of Human Services Value Curve (continued)





Integrative: think getting at root causes

## Levels of Human Services Value Curve (continued)



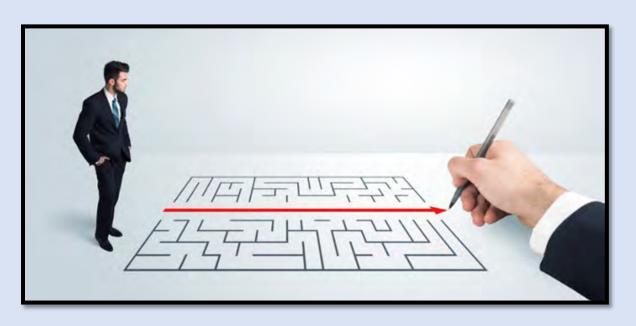


**Generative – think "bigger than family"** 

## Human Service Value Curve: Simple Terms

- **≻**Integrity
- > Service
- **≻**Root Causes

**→** Bigger than the Family



## How might this look for staff?

Meeting families where they are

Family engagement

Building trust and relationships

Development of unit processes with staff instead of for staff

Gaining a deep understanding of the needs of the whole family

Looking underneath a presenting problem for deeper understanding:

## How might this look for the community?

Build a whole-family, whole-community approach

Involving leadership from numerous agencies that can "build" one neighborhood

Moving toward becoming a community where families enable and support other families prior to system involvement



Now let's hear from our panelists today to hear about their application of the Value Curve!



Liz Kuoppala
Executive Director
MAHUBE-OTWA
Community Action
Partnership



## **MAHUBE-OTWA Community Action Partnership**





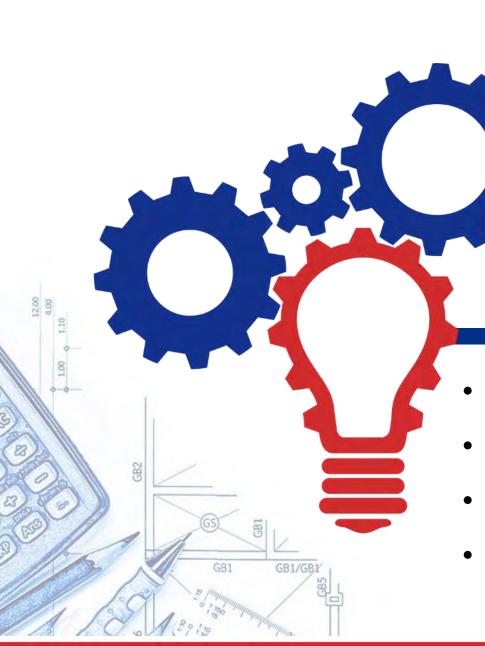


- Private, non-profit
- 170 staff
- \$17 million budget
- 5,000 square miles

#### Administer federal and state programs:

- Low Income Home Energy Assistance Program
- **Head Start**
- Housing/Homeless
- **Retired Senior Volunteer**
- **Child Care Programs**
- Family Planning
- Health Insurance
- **Fathers Resource**

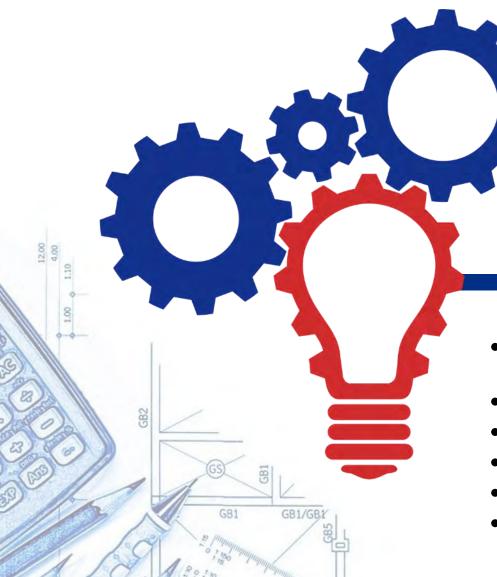




Regulations set the foundation for innovation; they are not the goal.

- Employee Survey: Our results meet all requirements (70% > 89%)
- Shift from scarcity (what we cannot do) to abundance (what we can do; what we want to do) mindset
- Reports turned in on time, meeting grant outcomes builds trust – we are who we say we are
- Created more manager positions





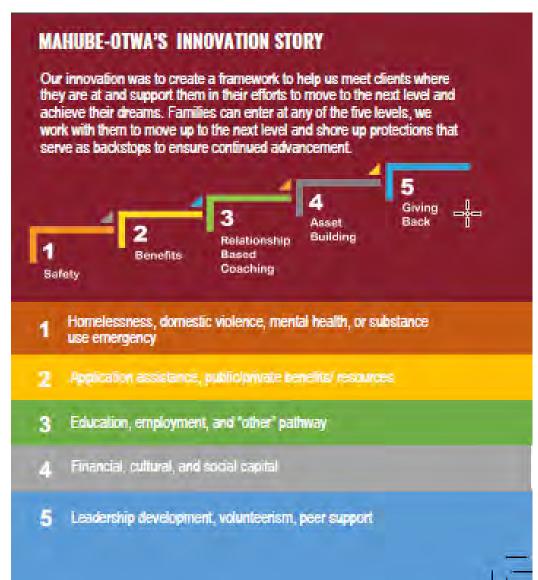
Collaborating across internal departments, org hierarchy, with participants, funders, governments

- Employee Survey: Org makes frequent changes to policy that improves my work (66% ->82%)
- Cross-functional teams; partner evaluation; collaboratives
- Re-designed org chart
- Journey-mapping
- Focus groups
- Internships / Apprentices



**Integrated – putting** client at center, rather than the funder, and building services around them









# Generative Mindset is a decolonizing mindset

- Less hierarchy
- Trauma-informed
- Wellness/healing
- ACEs and BCEs
- Thinking in generations rather than fiscal years





## Liz Kuoppala, Executive Director MAHUBE-OTWA Community Action Partnership www.mahube.org

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Keep in touch.





**Gerald Huber** Director of Health and **Social Services** Solano County





## Are we there yet?!

**APHSA Presentation March 2023** 



## Solano County H&SS: Who are we?



<u>Population: ~452,000</u>



#### **Integrated department** consisting of 5 major divisions

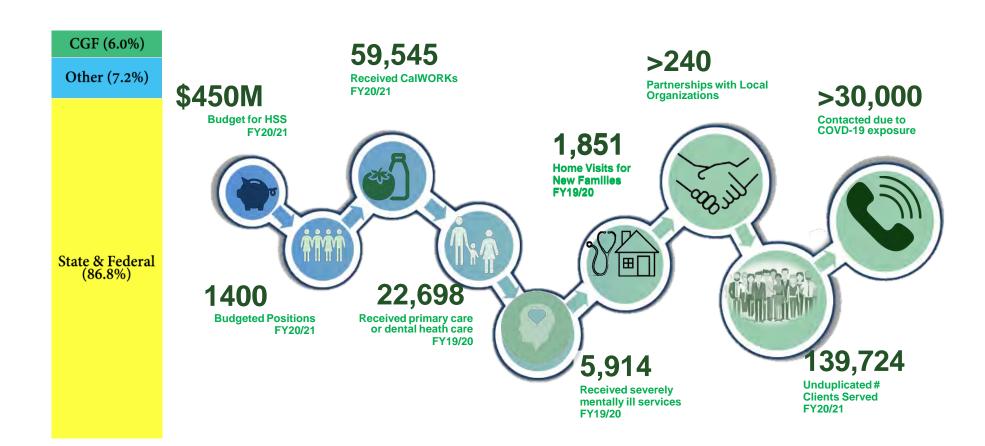
- Administration
- **Behavioral Health**
- Child Welfare
- **Employment and Eligibility**
- Health Services including Primary Care & Public Health

Budget: ~ \$450 million



## Solano County H&SS: Who are we?





## 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.

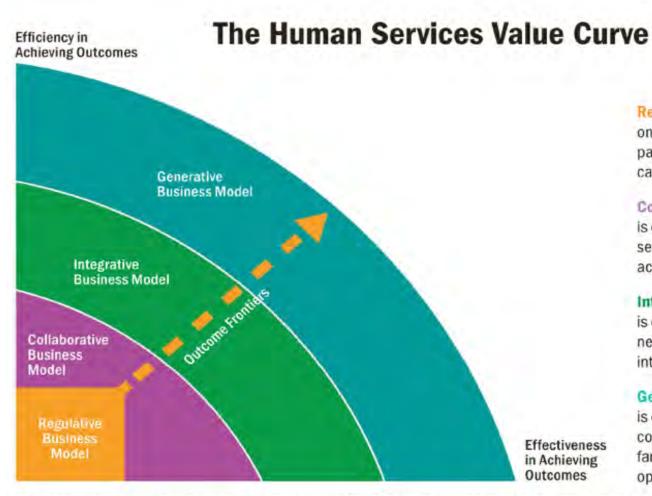
To meet future challenges, we must rethink how we organize, work together and deliver services. We must focus on customer-centricity, designing the way we deliver services around our client's needs.

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.

"Health and Social Services Reimagined"

#### **Refreshing Our Familiarity with the Human Services Value Curve**





Regulative Business Model: The focus is on serving constituents who are eligible for particular services while complying with categorical policy and program regulations.

Collaborative Business Model: The focus is on supporting constituents in receiving all services for which they're eligible by working across agency and programmatic borders.

Integrative Business Model: The focus is on addressing the root causes of client needs and problems by coordinating and integrating services at an optimum level.

Generative Business Model: The focus is on generating healthy communities by co-creating solutions for multi-dimensional family and socioeconomic challenges and opportunities.

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### **Purpose of Looking at the Human Services Value Curve**



Becoming more generative focused on prevention and community need.

Moving away from just regulative business practices based on:

- Diagnosis
- Disability
- Deficits

Integrate services around the customer's experience

Create a future organizational structure to allow the above to happen.

#### **Momentum on Work from Before the Pandemic**



- ✓ APHSA related organizational development technical assistance and internal design work:
  - Looked at the capacity of the organization
  - Conducted an organizational assessment to help us identify the best organization model
  - Researched trends and best practices
  - Benchmarked similar organizations to capture learnings
  - Talked to H&SS partner Community-Based Organizations
  - Engaged over 500 H&SS staff

## What We Discovered: H&SS in 2019



## **Programs and activities are siloed**

Organizational structure is inefficient and a barrier to collaboration

## Client experience is often disjointed and complicated

- Collaboration for more effective service delivery is complicated by divisional silos.
- Success is enabled by employees' commitment to service, rather than systemic practices or approaches to integrated service delivery.
- Organizational structure reflects funding streams and legislative initiatives, rather than service requirements.
- Similar programs are scattered throughout H&SS despite shared populations and similar outcome goals.
- Management to supervisor to non-supervisory staff ratios are not appropriate or effective throughout H&SS.
- Work process redesign and/or streamlining are necessary for improving performance and unleashing productivity.
- Information sharing across groups is labored. Data management and sharing are seen as the key to positive client outcomes.
- Significant opportunities exist for better linking services and enabling collaboration across programs to have a greater impact on client care.

## **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

## 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...)

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

## **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.

## **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.

#### 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.

#### 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.

#### **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.

#### 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.

#### 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.

#### 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.

#### **Delivering Results**

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

#### 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.

#### 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.

#### 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.

#### **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.

## **The Transformation Framework Completed**



#### Vision

A safe, stable and healthy community

#### Mission

To promote healthy, safe and stable lives

Values

Equity

Respect

Fairness

Diversity

Integrity

Responsiveness

Transparency

#### **Leadership Principles**

Optimism Excellence Agility Collaboration Partnership Communication Curiosity Commitment Thoroughness People First

**Delivering Results** 

#### **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** 

## **Along Came The Pandemic**



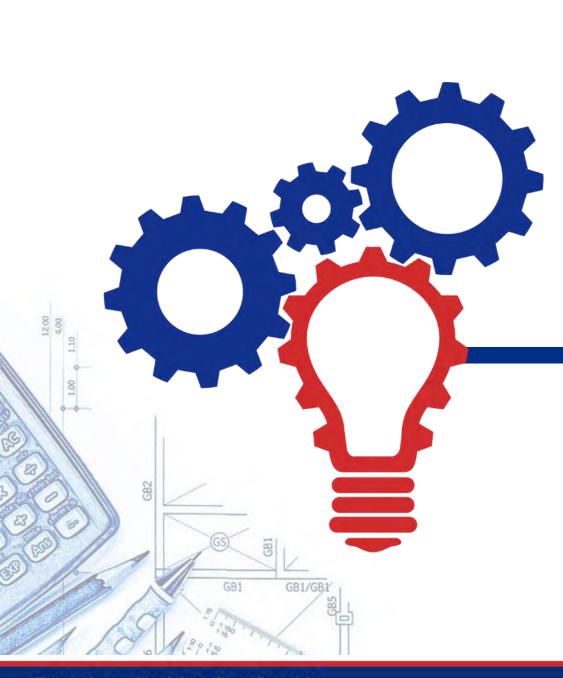
The Catalyst for Reimagining **Social Services** 



### PANDEMIC "PAUSE"



- All systems response to assisting Public Health in reducing harm caused by the pandemic
- Don't waste a good crisis to help getting you where you want to be
- Health care and social services needed a "Redirection" or a "Reimagining" in order to be relevant to the life after a pandemic



# Roundtable Discussion

#### **Additional Resources**



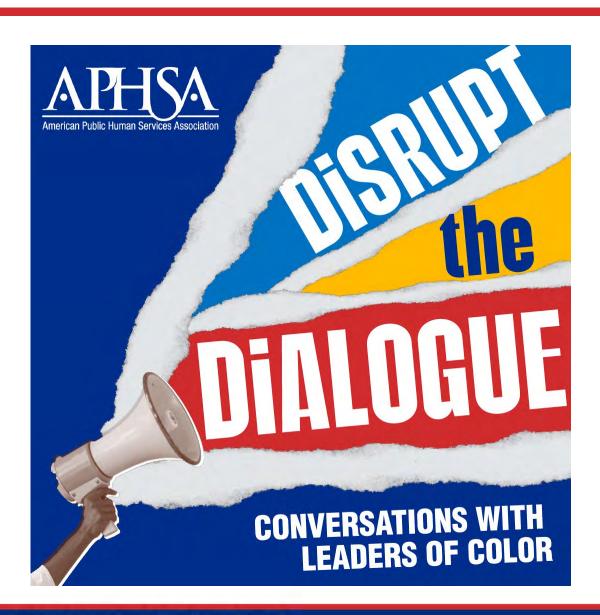
Our new THRIVE LMS for APHSA members will include an Introduction to the **Human Services Value Curve** eLearning course.

Launching soon!



#### New Podcast available on all streaming platforms





Co-Hosted by Tina Wright-Ervin and Alexander Figueroa

**Episode 1 – Unapologetically Affirming Your Voice** w/ Derrik Anderson, Executive Director at Race Matters for Juvenile Justice (Charlotte, NC)

**Episode 2 - Creating a Safe Space for All** w/LaRae Cantley, Senior Manager of Centering Community & Well-Being at Full Frame Initiative (Greenfield, MA)

**Episode 3 – Forging a Path for Others** w/Vannessa Dorantes, Commissioner for the Connecticut Department of Children and **Families** 

Episode 4 - Be Unafraid to be Bold w/Dannette Smith, Chief Executive Officer of the Nebraska Department of Health and **Human Services** 

**Episode 5 – Discovering the Full Story** w/Natalie Williams, APHSA

#### **Bring the Human Services Value Curve to your Agency**





For more information contact:

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#### **OE Technical Assistance and Learning & Development Areas**

- Organizational Culture
- Leadership Development
- Advancing Race Equity
- Strategic Planning
- Mission, Vision and Values Development
- **Business Process Improvement**
- **Emotional Intelligence**
- Workforce Well-Being and Health
- Community Engagement
- Organizational Learning
- **Human Services Value Curve**
- **Embedding CQI**
- Strategic Playbook Development



## THANKS FOR PARTICIPATING!

Please complete this short survey to support APHSA's continuous improvement efforts.

https://www.surveymonkey.com/r/PL032423



