Denver Human Services 3rd Peak Performance Presentation
Presented by Penny May, Manager of Denver Human Services
• DHS is in close alignment with the mayor’s vision and priorities.
• We have two major service delivery goals: Assistance and Protection & Prevention.
• We have 5 strategies that we are using across both goals to help us deliver those services.
Legend – What do the symbols mean?

- Green – Meets Standard
- Yellow – Within 10% of Standard
- Red – Not meeting Standard
- Arrows = Progress
  - ↑ Making Positive Progress
  - ↓ Making Negative Progress
• For this presentation, we are focusing on Goal II. Protection & Prevention.
• We will go through measures for each of the 5 strategies related to the Protection & Prevention side of the agency.
• Our first strategy is Cutting Edge Practice.
• Our first measure under cutting edge practice is for Adult Protection.
• We are looking at how often alleged adult victims are seen by one of our caseworkers within the state’s 3 day guideline.
• We have made progress in this area over the past year and are currently meeting the standard.
• This area could be impacted by pending legislation and rule changes that will mandate reporting for suspected abuse of adults similar to the way it is currently mandated for child abuse and neglect.
• This is a similar measure, however, this is specific to child welfare.

• In Child Welfare, we break up response times into three areas: Immediate, 3 Day and 5 Day.

• Here we are looking at how many alleged child victims are seen within guidelines after receiving a referral.

• Guidelines for immediate response are before the close of business if received within business hours, or within 8 hours if received after business hours.

• We hosted a LEAN Rapid Improvement Event (RIE) in this area to look at why we were not meeting the standard.
• We found that several factors contributed, including criteria for assignment, methodology for measuring, and data input discrepancies.
• We saw immediate improvement following the RIE.
• We are continuing to address the issues that surfaced.
• It is worth noting, that without the technical errors, the actual data shows the vast majority of children are being seen within timeliness guidelines.

### Immediate Response Rapid Improvement Event

<table>
<thead>
<tr>
<th>Metric</th>
<th>Baseline</th>
<th>Target</th>
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<tbody>
<tr>
<td>Timeliness of Initial Response</td>
<td>81%</td>
<td>&gt;90%</td>
</tr>
<tr>
<td>Accuracy of Trails Data</td>
<td>82%</td>
<td>&gt;90%</td>
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**Steps for Improvement**
- Conduct more thorough research at intake call
- Modify Hotline Referral Request form
- Implement standard work for Trails data entry

**Lessons Learned**
- Need a strong transition plan when Process Owner leaves
• This is an important measure because research shows children in out of home placement for longer than 24 months do not have good outcomes.
• We want to have less than 30% of our children in long term foster care.
• Separately, we are reducing the number of children in out of home care overall.
• Even with this reduction we are hovering just below meeting the standard.
• Though we are making progress toward the standard, this area will remain a focus for us because we would like to exceed the standard in this important area.
• Another area of focus for us within Protection & Prevention is unnecessary placement.
• Essentially, if a child is removed from their home and then reunified within a week, we need to question why we removed the child to begin with.
• Not only is this important for our caseworkers to refine their risk and safety assessments, but it is incredibly traumatic for a child, so we want to do everything we can to avoid this scenario.
• The standard is set at less than 3%. A year ago we were at 15% and have moved to 6.5%.
• We are still not quite yet meeting the standard, but have made a great deal of progress and plan to continue on this positive trend.
Our Strategic Plan identified these tactics to help us improve our cutting edge practice.

All of them are designed to achieve better outcomes.

Some of them are process related improvements, where LEAN is helping us troubleshoot issues.

Others are more culture shift oriented and convey the need to communicate our priorities to staff and partners.

Implementation of these tactics is expected to help us move our numbers toward the standards.

Multiple tactics work together to impact the measurements we looked at.
Goal II.
Protection & Prevention
Strategy 2. Responsive Customer Service

- Strategy #2 is Responsive Customer Service.
• Team Decision Making meetings help us bring in family and community members to be part of deciding where a child will be placed.

• Per our Strategic Plan: DHS is committed to family engagement and the Team Decision-Making (TDM) model allows us to collaborate with the family and community stakeholders (including Assistance staff) to help make placement decisions. This is vital for a family to have the opportunity to be heard.

• The standard is set at 90%, understanding that emergency removals do not usually lend themselves to this process.

• In this area, we have fallen about 8% over the past year.

• We suspect data input may be a contributing factor and believe we need to standardize work.

• We plan to put together an RIE to look specifically at how we can improve this measure and re-commit to team models within child welfare.
• Another important measure is how often we are able to place children with family members, rather than into unfamiliar foster care.

• We’d like to be able to place at least half of our children with aunts, uncles, cousins, grandparents, older siblings, or even close family friends as psychological kin.

• Though we are making progress, we are not yet meeting our standard and need to focus on how we can increase this number.

• Tactics for conducting diligent recruitment within casework are part of this discussion.
• A fairly new measure for us is the amount of time it takes for us to certify foster parents once they have committed to this journey.

• We also hosted a LEAN Rapid Improvement Event (RIE) in this area and as you can see, have already made great progress at improving that timeline.
• The RIE was designed to do two things: increase the total # of families that we are certifying and reduce the number of days it takes to certify each family.

• We discovered we were at an alarming 248 days to certify on average, and are working toward being under 120 days which we are quickly approaching.

• Overall, we found the scope of this RIE was too big and we need to narrow our focus for future RIEs, so the work can be completed entirely (or as close to as possible,) during the event itself.
• Customer Service on the Protection & Prevention side is less technical and more experiential in nature.

• While some things are technical in nature, incorporating a customer service philosophy into our daily work at every level of the agency is expected to make the biggest impact here.

• We have been working on our internal and external customer service philosophy called “The DHS View”, which is based on key words submitted by staff members.

• The DHS View also includes other components including recognition programs, leaders known as Viewmasters, and other ideas to help bring about a culture shift.
Goal II.
Protection & Prevention
Strategy 3. Collaborative Community Partnership

• Our third strategy, which is individualized to both sides of the agency, is Collaborative Community Partnership
• GIVE Denver is one program designed specifically to connect our clients to community resources when we are unable to provide for their needs, whether it is because it is not a service we offer, because they do not qualify or simply because we feel a community partner is a better match for a particular service.

• Of the Clients that come into the GIVE Denver center, we would like to connect 75% to community resources and are currently at 83.2%.

• It is important to note, those clients are not just handed referrals, our volunteers actually make the connection by calling, setting up appointments, transferring information and really advocating for the client and helping them navigate that process.
• Another important issue for us is the overrepresentation of minorities in child welfare, paired with a lack of certified minority foster family capacity to meet those children’s needs.

• While we do not want to match children to families on a racial basis, we do want to make sure we are correlating the two.

• On September 22nd, we are hosting an African American Community Summit on Child Welfare in Denver to bring the community into the conversation in a meaningful way.

• In the Spring we plan to host summits for the Latino and Native American communities to address the issues specific to each population and culture.
• This Strategy is based on the old adage: It takes a village to raise a child.
• We know that we cannot do this alone and when we are working with our community, our children, families and adults will all see better outcomes.
• For our last two strategies, we combine Assistance and Protection & Prevention.
• Strategy # 4 is Responsible Financial Management and we have selected a few measures that fall mostly on the Protection & Prevention side.
• One way we make sure we using dollars widely is to offset the costs of out of home placement with other sources of available funding.

• We are maximizing the number of dollars we are able to bring in from social security for eligible children, which also helps the children long term.

• Additionally, we are holding parents accountable with parent fees for out of home placement, which match child support guidelines.

• As we reduce the overall number of children in out of home placement, we expect these dollar amounts to decrease as well, so this is more about maximizing resources within the most current availability, as we do not want to see placements increase.
• Overall, our tactics for responsible financial management are designed to not only use dollars wisely but also to help us provide better service.

• We want to make sure our efforts are not based solely on finances, but instead, that financial management allows us to sustain a high level of service to our clients and community.
• Our final strategy is Superior Workforce Development.
• We are embarking on a really amazing effort in this area in partnership with CSA which will be explained on a future slide.
• We have developed some new measures to help us keep track of Superior Workforce Development.

• We would like to make a concerted effort to cultivate staff growth and fill positions from within – currently we fill 33.3% of positions from within, and are working to get to 35%.

• And with our implementation of LEAN process improvement, we would like to have 25% of our staff participate in a Rapid Improvement Event (RIE).

• We are up to 5% in less than a year and hope to continue making LEAN a part of our culture.

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### Table: Goal I. Assistance & Goal II. Protection & Prevention

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<tr>
<th>Current Measure</th>
<th>Performance Measure</th>
<th>Progress</th>
<th>Last Measure</th>
<th>Standard Set by</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Development</td>
<td>Of open positions were filled from within DHS</td>
<td>New</td>
<td></td>
<td>DHS</td>
<td>&gt;35%</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>Of the 941 DHS staff members have participated in a LEAN Rapid Improvement Event to improve processes they are involved in</td>
<td>3%</td>
<td>1” Qtr 2012</td>
<td>DHS</td>
<td>&gt;25%</td>
</tr>
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• The Strategic Plan identifies several tactics and sub-tactics designed to invest in our staff, improve morale, and develop leadership skills.

• We have started a leadership academy – Ascend, modeled after popular leadership programs that brings in guest speakers to discuss various topics tailored to the needs of the agency and are now starting the second class, which had 55 applicants.

• And I am happy to announce, we are working closely with CSA to implement a pilot model which will fully integrate a comprehensive team of HR professionals into all of these tactics.

• Their new model is very similar to ours in that we have a service delivery focus, with support services available to enhance the service delivery focus.
PEAK Performance & LEAN Events
• We are systematically bringing every area of the agency on board with both LEAN and Peak Performance.
• We expect to have full saturation by the end of the year.
• We are continuing on our journey to utilize Lean to improve our services to our clients. We have conducted 10 RIEs.

• The contract with Simpler has been executed and we will begin the 1st component of the contract – Executive Lean Workshop – on Monday (September 17th)

• In early October we will identify our Value Streams and select one of them for further analysis. We expect to conduct an additional 5 RIEs by the end of the year.

• We are also committed to sending 32 staff members to the Black Belt training through the Peak Academy.
This table shows our 30, 60, 90 day tracking for our RIE results.
We hope to come back at the end of January, which will be one year into our Peak Performance and LEAN implementations.

We will return to our Mission Level Metrics and review the progress we have made throughout 2012.