Best Practices: A Presentation by Community Action Partnership of San Luis Obispo, The 2016 Award for Excellence

September 1, 2016

Room 303, Level 3

3:15 – 4:45pm

Best Practice: 1.4
External Advisory Group Roles / Actions

A Quote from Sargent Shriver

"First we say don't prejudge the poor. They have much to teach us all. Second, don't prejudge the so-called 'establishment.' It has the capacity to listen, to respond. And third, don't cry failure at the first sign of controversy. Many well-meaning people say: 'Why ask the poor how to conquer poverty? If they know they wouldn't be poor. It's alright for them to have jobs in the program but they shouldn't design the campaign.' To which we reply: When a man goes to a doctor, the first thing the doctor usually does is ask, 'What's wrong? How do you feel….?' That's what we are asking the poor. 'Where does it hurt'… we have to ask these questions — and keep asking them. That's what involvement of the poor is all about."

How Did We Begin?

Pathways to Excellence……Best Practices Standards

What does an excellent Community Action Agency look like?

It is <u>more than compliance</u>. Compliance is the starting point.

Seven Standards:

1. Organizational Leadership
2. Strategic Planning & Direction
3. Customer, Constituent, and Partner Focus
4. Measurement, Analysis, and Performance Management
5. Human Resources Focus
6. Organizational Process Management
7. Organizational Results

An organization cannot improve
what it does not first measure
and analyze.

Quality is Judged by Customers

Customer-driven quality is a strategic concept

(customer focus vs. customer service):

▶ Directed toward customer retention, gain, and growth

▶ Demands constant sensitivity to changing/emerging needs and requirements – don't assume you know what the customer wants

▶ Demands awareness of developments in technology and of competitors' offerings

▶ Demands rapid and flexible response, especially in recovering from mistakes "making things right" (crucial to building long-term relationships and retention).

It is more than compliance.

Who Is The Customer?

- **External Customers:**
  - Clients
  - Partners
  - Stakeholders
  - Regulators
  - Investors
  - Competitors

- **Internal Customers:**
  - Staff
  - Board members
  - Key volunteers

Listening & Learning...

Community Needs Assessment: *compliance driven activities*

- Focus groups (low-income & stakeholder)
- Public forums
- Surveys

Methods of External Customer Feedback:

- Client Satisfaction surveys, anonymous 24-hour hotline & email address
- External Advisory committees (comprised of consumers)
- Partner, Funder, Community Group assessments and evaluations

Community Action PARTNERSHIP of SAN LUIS OBISPO COUNTY, INC.
Helping People. Changing Lives.

Thank you for responding to our survey so that we are better able to serve our customers!

[Seq#]

Please use pencil or blue/black pen and fill circles completely.

	Yes	No	N/A
1. I was helped in a timely manner.	Y	N	NA
2. I was treated with respect.	Y	N	NA
3. I got the information/services I needed.	Y	N	NA
4. I was informed about other CAPSLO or community services.	Y	N	NA
5. I would recommend CAPSLO to friends and/or family.	Y	N	NA
6. I would be willing to participate in a discussion group to help CAPSLO continue to improve (please include name and contact number).	Y	N	NA
7. When I came into the building, I felt welcomed.	Y	N	NA
8. The building was clean.	Y	N	NA

Name: _____ Contact Number: _____

Comments/how can we better serve you? _____

_____

Customer Survey

CLIENT SATISFACTION SURVEY - CLINICS
June 2015

Total Number of Respondents: **55**

Question	Yes	No	N/A	No Answer
#1: I was helped in a timely manner.	51	3	1	0
#2: I was treated with respect.	55	0	0	0
#3: I got the information/services I needed.	54	0	1	0
#4: I was informed about CAPSLO/community services.	26	20	9	0
#5: I would recommend CAPSLO to friends/family.	43	3	9	0
#6: I would be willing to participate in a discussion group to help CAPSLO continue to improve.**	11	29	15	0
#7: When I came into the building, I felt welcomed.	54	1	0	0
#8: The building was clean.	55	0	0	0

External Advisory Group Survey Questions

▶ What are the top three community concerns that you/your family have?

▶ What are the top three gaps in services that have affected you/your family?

▶ What do you expect to see in the months, years to come in terms of available services?

▶ Are there geographical gaps (services only in certain parts of the city, county, state)?

▶ How effective do you feel (Organization Name) has been in addressing the issues you face?

Funder Survey Questions

▶ Program / Organization staff is effective in working collaboratively with other organizations and the community in advocating for low-income families.

▶ Program / Organization staff is creative and innovative in developing and sustaining programs.

▶ The Program / Organization operates with integrity and uses ethical practices.

▶ What are the Program's / Organization's strengths?

▶ In what areas could the Program / Organization be improved and / or strengthened?

Community Groups Survey Questions

▶ The Program / Organization has a positive image in the community.

▶ Staff is qualified and competent in the performance of their jobs.

▶ Staff is respectful and timely in their interactions with your organization staff / clients.

▶ What are the Program's / Organization's strengths?

▶ In what areas could the Program / Organization be improved and / or strengthened?

Listening & Learning…

Methods of Internal Customer Feedback:

- ▶ Employee surveys
- ▶ Internal grievance data
- ▶ Suggestion boxes
- ▶ Exit surveys
- ▶ Senior Management Staff meeting minutes
- ▶ Program Assessments
- ▶ Board of Directors Survey
- ▶ Volunteer Surveys

Systematic, Systematic, Systematic

▶ Repetitive

▶ Consistent

▶ Understood agency-wide

▶ Administered across all programs

▶ Tracked, trended, reported

▶ Document

PROCEDURES FOR ADMINISTERING CUSTOMER SURVEYS

In 2013, the CAPSLO Board of Directors approved a formal process for systematically collecting, segmenting, assessing, and acting upon customer/constituent feedback from targeted customers regarding agency programs and services. Client participants, partners/stakeholders, investors/funding sources and the general community participate in both agency-wide and program-specific satisfaction surveys. The process for obtaining feedback is as follows:

Client/Participants
A standardized, anonymous 8-question survey postcard (Spanish/English) is provided to all participants accessing services during a one-month period. Each division conducts the participant survey during the following months:

- January   Adult Day Center
- February   CCRC/Health Services
- April/May   Head Start/Early Head Start/State Child Development
- June   Direct Services
- July   Homeless Services
- September   Energy/Migrant and Seasonal Head Start

➢ Survey cards are provided to participants at the time of service.
➢ Cards are mailed back to the Planning Department (using a pre-stamped card), OR are returned to a secured response box located at the service site.
➢ The Planning Department is responsible for compiling all responses and sending them to Survey Systems, who then prepares a report and mails back to Planning.
➢ The report is provided to the Employee Council, Division/Program Director, and the Leadership team.
➢ The Employee Council reports results, and if needed, makes recommendations for improvement to the Board Planning Committee, who then makes recommendations to the full board at minimum, annually. If changes are recommended, the program or department director is asked to develop a plan for improvement within one month, detailing persons responsible and a timeline.
➢ The division or deputy director monitors completion of the plan and, upon its execution, reports back to the Planning Committee and Planning Department (for tracking and trending). The Committee reports results to the full Board.
➢ The Planning Department tracks and trends customer satisfaction and program improvements in ClientTrack to demonstrate responsiveness to client feedback, types of program improvement, and high degrees of satisfaction. The Planning Department reports trend data to the Board on an annual basis.

Procedures for administrating customer surveys

Sample Board Action

ITEM: Customer/Constituent Feedback System

ACTION REQUIRED: Board approval to formally adopt a systematic, agency-wide policy and process to collect, assess, act upon, and trend client and constituent feedback regarding agency programs and services.

SUMMARY NARRATIVE:
Community Action Agencies (CAAs) are tasked with understanding the voices of customers, constituents and stakeholders in the community. Relationships are an integral part of an overall listening and learning strategy. To meet the Pathways to Excellence Standard 3.2, CAPSLO must develop and implement an agency-wide policy and process to systematically collect, assess, and act upon customer/constituent feedback from customers about agency programs and services. The agency must also systematically track and produce formal reports using trends and comparative customer/constituent feedback data that provide evidence of a high degree of satisfaction among low-income customers, partners/stakeholders, investors/funders, and the community. Customer driven excellence is the outcome of this process.

A standardized client survey has been developed and an annual calendar set for each program to administer the survey to their clients during a pre-designated month of each year. In some cases, an additional program-specific survey will be attached. The survey is available in English and Spanish.

Results will be reviewed by the Board Planning Committee and reported to the full Board, at minimum, once yearly with any recommendations made at that time.

BUDGET/FINANCIAL IMPACT:
$1,800 in the first year for formatting, printing and reporting all client surveys. This includes the printing of 9,200 surveys for one year. These costs should diminish slightly in the following years due to an existing design.

STAFF RECOMMENDATION:
Recommend approval. It is very important that the agency have a systematic, agency-wide process to collect, assess, and act upon customer/constituent feedback for continuous agency and program improvement.

CHIEF EXECUTIVE OFFICER'S RECOMMENDATION:
Recommend approval. Having an opportunity to learn from those we serve on a more systematic basis will enable the agency to make more strategic decisions regarding future program development and improvement.
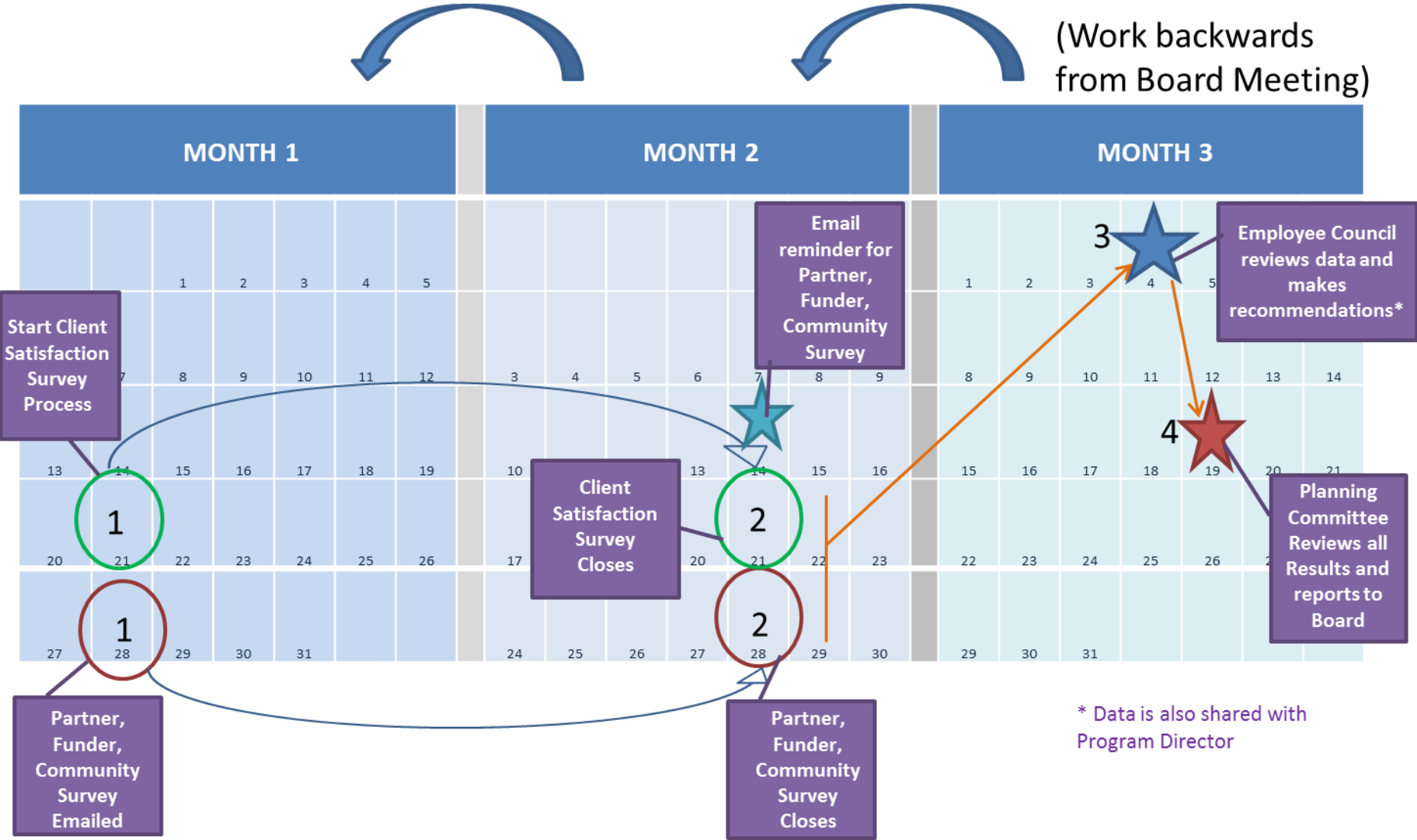
Survey Process

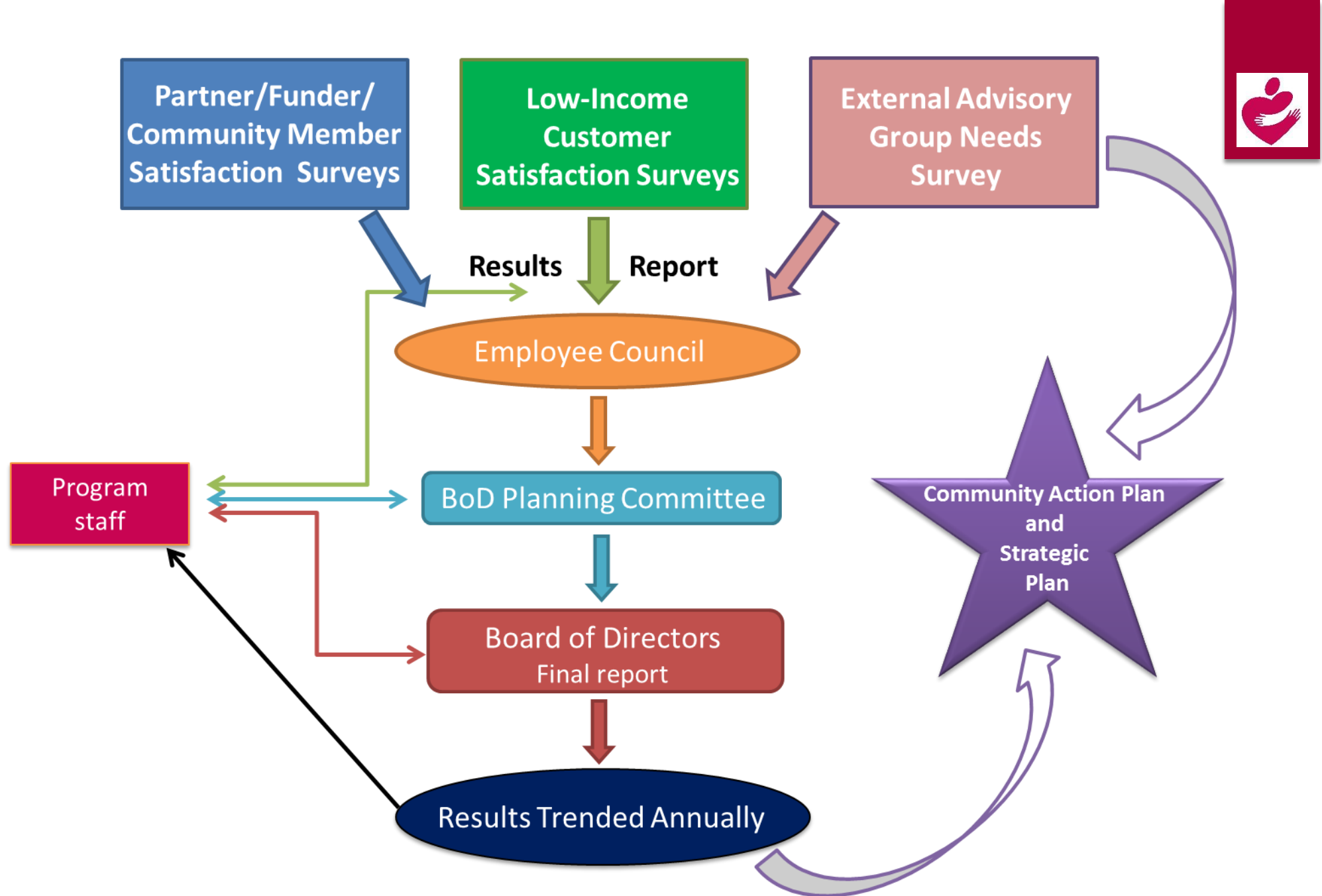**Partner Funder Community Survey Process**

- ▶ 5 questions for each group
- ▶ 30 day survey period
- ▶ Reminder sent at 15 day mark
- ▶ On-line Survey emailed from program managers
- ▶ Planner "closes" the survey at 30 days and creates report
- ▶ Report emailed to Program Director and Employee Council
- ▶ Incorporated into Program Assessment for Board

Low-income Customer Survey Process

- ▶ 8 questions
- ▶ 30 day survey period
- ▶ Scantron Paper Survey
  - ▶ In-person or mailed
- ▶ Cards mailed / delivered to Planning securely
- ▶ Surveys mailed to Survey Systems for scanning
- ▶ Report emailed to Program Director and Employee Council
- ▶ Incorporated into Program Assessment for Board
  - ▶ Council contacts customers who expressed interest in participating in discussion on service improvement

Survey and Evaluation Process

(Work backwards from Board Meeting)

| MONTH 1 | | MONTH 2 | | MONTH 3 |

Start Client Satisfaction Survey Process

Email reminder for Partner, Funder, Community Survey

Employee Council reviews data and makes recommendations*

3

Client Satisfaction Survey Closes

2

1

4

Planning Committee Reviews all Results and reports to Board

2

1

Partner, Funder, Community Survey Emailed

Partner, Funder, Community Survey Closes

* Data is also shared with Program Director

So what did this all mean for us?

▶ We hadn't really been talking with our clients/customers. *Instead of talking with our customers we were talking about our customers with other "experts".*

▶ We assumed we knew what our customer valued. *Values can change over time as society changes.*

▶ We weren't being agency-wide nor systematic in our decision-making. *Decisions were often made in silos, crisis-driven, grant-driven, or a combination of all.*

Breaking away from crisis mode, and instituting an on-going system of continuous improvement is, at its heart, a cultural change for many organizations, and it does not happen overnight.

Questions?

Best Practice: 5.3 Employee Engagement / Participation / Well-being

INTRODUCTION: Employee Council

▶ **What is the Employee Council (EC)?**

  ▶ Cross-section of up to 12 employees (members) from most divisions

  ▶ Staff Facilitator(s) and EC Advisor

  ▶ Program assessments and evaluation

  ▶ Leadership training and skills development

  ▶ Idea sharing

  ▶ Projects and activities improving service delivery

> "The Community Action Partnership of San Luis Obispo Employee Council, in collaboration with leadership, clients and staff, will give a voice and contribute recommendations on behalf of agency stakeholders in order to provide excellent program services and delivery, strengthen the organization and further our impact on the community."

Employee Council Mission Statement

Why was the EC formed?

▶ Address the "silo effect" within the organization

▶ Obtain "maximum feasible participation" from customers

▶ Input and recommendations based on data and experience to management about program & customer needs (Program Assessments)

▶ Conduit for information and communication ("bottom-up & top-down")

▶ EC members closer to customers of agency

▶ Leadership training and mentoring

Employee Council Goals

▶ Improve communication at all levels

▶ Enhance employee engagement and give a voice to employees to provide recommendations for continuous program improvement

▶ Program assessments, evaluation & service delivery

▶ Idea sharing

▶ Leadership, career growth and development

How do you get started?

▶ "Buy-in" from all levels - Management and Board of Directors and Staff

   ▶ Communicate purpose and importance

   ▶ Encourage staff participation and involvement

   ▶ Share new ideas and recommendations

   ▶ Promote the Employee Council

   ▶ Recruit members across organization

   ▶ Participate in program assessments

Qualifications for EC Members

▶ CAPSLO Employee for 2 years

▶ Non-Senior Management member

▶ Obtain supervisory approval

▶ Complete Employee Council application

▶ EC reviews applications and ensures various departments and divisions are present

▶ Attend orientation prior to first meeting

Important Considerations

▶ Set direction and focus, re-evaluate on a regular basis:

  ▶ Time commitment – monthly meetings, hours spent attending meetings, phone calls, projects, etc.

  ▶ Number of members and facilitators

  ▶ Communication "to" and "from" the EC to staff, management and Board

  ▶ Define length of service on Employee Council

  ▶ Dynamics of Employee Groups, keep focused and positive

  ▶ Types of activities and projects

Program Assessments / Evaluation

Includes:

▶ Program overview, information about services, statistics, client count, how the program ties in with the Agency's Mission and identified community needs, ROMA goals, IT, Facilities, Human Resources data

▶ Program financial budget

▶ Client survey

▶ Partner / Funder survey

Program Assessment / Evaluation Process

- ▶ Timeline created by Planning Specialist

- ▶ Gather data, complete the evaluation, send out and receive surveys, etc.

- ▶ Advisor emails documents to Facilitator, who sends out to EC one week prior to meeting, along with meeting agenda and any other attachments

- ▶ Employee Council reviews program

- ▶ Follow-up phone calls to customers

- ▶ Board Planning Committee meeting reviews program

- ▶ EC and Planning Committee Recommendations to Program, Planning and Senior Management

- ▶ Board meeting receives update from Planning Committee Chair

- ▶ Follow-up at next EC meeting, documenting customer calls follow-up

Leadership Training / Career Development

▶ Training survey completed by EC members

▶ Leadership training provided at EC meetings

▶ Program Assessment / Evaluation tool

▶ Rules of EC, Note taker / Minutes, Meeting Facilitation skills, Presentation skills at meetings, etc.

▶ Pathways to Excellence

▶ Organizational Standards

▶ One-on-one career coaching

Recommendations / Idea Sharing

▶ Program Assessments/Evaluation – ideas and recommendations for Program Manager/Director

▶ New Ideas (i.e., Vacation Cash Out)

▶ Solicit input prior to implementing a new program or benefit (i.e., Wellness Program incentives, Employee Recognition)

Advisor Role

▶ Advice, counsel and direction to Facilitator(s) and Members

▶ Coaches Facilitator(s) on an ongoing basis

▶ Reviews final copy of agenda and handouts prior to emailing out to EC

▶ Review final draft of EC minutes and other Employee Council communications

▶ Provides EC Biz Buzz article (monthly newsletter to all staff)

▶ Coordinates leadership training and oversight of EC activities and projects

▶ Ensures overall direction of EC is in alignment with goals

Biz Buzz

Sample from August 2016

Full version found at
www.capslo.org/partner-resources

The Biz Buzz — August 2016

Supportive Services for Veteran Families staff.

Dear Staff,

August is shaping up to be a truly exciting month! CAPSLO Day is just around the corner, and I am looking forward to being with all of you at the end of this month! Seeing the Madonna Inn Expo Center filled with 1,100+ staff dedicated to the agency's mission and to "Helping People and Changing Lives" is truly an inspiring experience that I am so excited to share with you all.

Also at the end of August, CAPSLO will be honored at the National Community Action Conference in Austin, Texas for our new designation as a Community Action Agency of Excellence!

The positive impact you all make on the communities, individuals and families CAPSLO serves is inspiring! From ensuring that internal and administrative processes run smoothly to providing clients with individualized attention and support as they move toward greater self sufficiency, your daily contributions make this agency excellent!

Thank you, and see you at CAPSLO Day!

Elizabeth "Biz" Steinberg, CEO

In This Issue

50 Years of Community Action

Employee Council Update

Quick Links

CEO Updates

Internal News

CAPSLO Facebook Page

Keep an Eye on your in-box:
It's Time for the Annual
Employee Satisfaction Survey!

If you have an article

Facilitator(s) Role

▶ Leads Employee Council meetings

▶ Prepares agenda and handouts

▶ Meets with Advisor on monthly basis

▶ Communicates with Employee Council members

▶ Insures minutes are recorded

▶ Addresses staff questions about the Employee Council and membership

▶ Receives all Employee Council applications submitted by staff

▶ Schedules orientation for new members

▶ Updates Employee Council intranet page and email group

EC Member Role

▶ Attend monthly Employee Council meetings

▶ Read agenda and handouts prior to each EC meeting

▶ Actively participate in meetings and activities relating to EC

▶ Bring ideas and new perspectives

▶ Conduct client phone calls and provide feedback to EC

▶ On a rotating basis, present at Senior Management and Board Planning Committee meetings

▶ Participate in EC projects

▶ Address questions from staff and management about EC

▶ Share information with respective departments

Employee Council Projects

- The EC has a shared folder to electronically file agendas, handouts, minutes, rules
- EC Intranet page
- Rules and structure of EC
- Program Assessments / Evaluations
- Skill Development - Leadership Training, Presentation Skills, Organizational Standards, Pathways of Excellence
- Vacation Cash Out Program for staff
- Internal Referrals within CAPSLO
- Board of Director referrals to programs within CAPSLO
- Strategic Plan Review

How the EC Experience Has Fostered My Professional Growth

▶ Increased Knowledge

▶ Built Relationships and Increased Connections

▶ Increased Skills

▶ Overall greater confidence and greater bond with my agency and our purpose

Questions?

Best Practice: 4.2 Information and Knowledge Management

The Goal

▶ Develop specific methods and tools to assess needs (internally and externally) to systematically analyze, track, and use information to manage and improve services

  ▶ Integrated intake and client tracking system

Meeting The Challenge

▶ Growing demand for outcome driven data

▶ Linking outcomes our client service characteristics and demographics

▶ Using analytical data for decision making and identifying trends

▶ How does our data show our programs meeting the community needs

  ▶ "No stories without numbers, no numbers without stories"

▶ Provide accurate and supportable data to funders and for CSBG reports

▶ Produce reliable unduplicated counts

Identify Where We Were

▶ Producing reports was a manual process and took too long

▶ Data tended to be in individual silos by program or division

▶ Concerns about how we could prove our data was accurate

▶ Unduplicated counts were basically impossible

▶ Individual programs were not looking at the Agency as a whole

▶ How do we do it all and still be efficient with staff time

Starts at The Top

- ▶ Executive Leadership focused on the goal

- ▶ Key decision was to move towards client demographics software

- ▶ Agency team created to work on selection and implementation

- ▶ Six vendors provided demo of each product to CAPSLO team

- ▶ All solutions were reviewed and compared for use, availability of data and cost

- ▶ Key themes: Centralized Intake, Eligibility Criteria, Referrals, Assessments, Case Management

- ▶ Final vendor selected in June 2013

Who did we choose?

CLIENTTRACK

BY

ECCOVIA SOLUTIONS

DO WHAT WORKS BEST FOR YOUR AGENCY!

Different programs, different size agencies, different needs!

Why ClientTrack?

- ▶ Largely complete solution

- ▶ Good work flows

- ▶ Sustainability matrix

- ▶ Head Start module

- ▶ HMIS module

- ▶ General Case Management

- ▶ Common Intake

- ▶ Modular and customizable
  - ▶ Make own work flows
- ▶ Web-based
  - ▶ No server to buy
  - ▶ No software to install
- ▶ Price compared to grant award amount
- ▶ Ability to integrate Childplus*

First Step – Communicate

▶ Meet with Senior staff to communicate why your Agency is doing this

  ▶ Try and understand the short term challenges for programs in implementation

  ▶ Remind them of the goal for future accuracy and ease of reporting

  ▶ Benefits of having the data reports:

    ▶ Use of the accurate data in grant applications

    ▶ CSBG reports no longer manually tracked by program staff

    ▶ Accurate information for Funders who require reports

    ▶ Board and leadership ability to learn more about programs and clients

    ▶ Proactive planning to speak to evolving needs

Concerns from Staff

PRIVACY (HIPAA)

DOUBLE WORK

WHAT'S IN IT FOR THEM

CHANGE

Step Two – Common Intake

- Develop a common intake form across ten program divisions
  - 22 departments within the divisions
  - All had their own intake sheets
- Narrowed down to what our CSD 295 (CSBG) report requires
- Release of client information
- Allowed to use departmental if all areas from common are covered
- Leads to unduplicated count

Step Three - Training

▶ Meet with data entry staff and teach how to use

▶ Ensure entry is done accurately and consistently

▶ Explain why we need certain information

▶ Collection of eligibility criteria would lead us to doing more accurate referrals within the multiple programs within the agency

▶ Feedback on usability

Childplus Integration

▶ Largest Programs use Childplus

  ▶ ClientTrack's Head Start module was not mature enough

▶ Identified existing Childplus export during bidding process

▶ Long Confusing process

▶ Errors in import

▶ End in sight

Responsibility

- Project sponsor from Executive Leadership stays involved

- Project manager should be dedicated to project and not be part time

- Establish reasonable timelines

- Keep your program managers involved throughout

- Communicate regularly on the overall progress

Next Steps

Now that the Common intake is Complete

- Integrate Departmental Functions
  - Homeless Shelter
  - Adult Day Center
  - Teen Programs
- Referrals
  - Testing with 2 programs
  - Optional for client
  - Avoid cold calls

- Sustainability Matrix
- Incorporation of manual spreadsheet processes which eliminate duplicate entry

Vital Components of Project

EXECUTIVE TEAM BUY-IN

COMMUNICATION

SELECTION PROCESS

UNDERSTANDING THE EFFORT

DEDICATED STAFF

TRAINING

PATIENCE

Recommendations

- What does the Agency want to accomplish?
- Analyze the needs of each program
  - What will the issues be and what will be the benefits
  - What it can do for the program beyond basic intake (case management)
  - Take small steps together – pilot a program
- Listen to implementation team's recommendations
  - Avoid program silos
  - Aim for their default configuration
- One size does not fit all
- Be open to change

Questions?

Contact Information

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