

BEYOND THE LEADING

Los Angeles County
Department of Public Social Services



Strategic Plan 2014 – 2016

July 2015 Progress Report

EDGE

I. CUSTOMERS

JOSE PEREZ – LEAD

PROVIDE CUSTOMERS NEW WAYS TO ACCESS SERVICES AND SUPPORT

I.1 Increase customer utilization of alternative access points with an emphasis on self-service.

- I.1.a** By June 2015, develop and implement a marketing plan that includes promotional materials, training for community-based organizations and advocates, as well as mini-training sessions for participants to increase awareness of self-service options to increase applications through YBN to 23% for CalWORKs, CalFresh Only and Medi-Cal Only. **Elizabeth Becerra**

Various marketing strategies were developed to promote Your Benefits Now (YBN). This includes a five-minute YBN instructional video in the threshold languages which is currently being shown in district lobbies and is available on the DPSS Portal. Also, a YBN User Guide will be ready for distribution by July 2015.

- I.1.b** By July 2015, train staff on how to promote and assist customers' use of self-service options. **Queen Jones**

In collaboration with ITD and Line Operations Development, classroom training is being conducted on-site for all Eligibility staff and some of the Clerical staff on the Point-of-Service Scanning (POSS) software and equipment. A team of support staff is at each site for a couple of weeks to provide hands-on support.

I.2 Develop self-service access points to allow customers to submit documents, and enter and retrieve information.

- I.2.a** By December 2015, expand the functionality of the smart phone mobile application for customers to receive notifications and alerts and upload documents for Redetermination and other purposes beyond periodic reporting. **Hayward Gee**

The DPSS Mobile application (external app available on Apple/Android) was improved to allow Rancho Park and South Central participants the ability to upload documents for Pending and Approved cases. The Self Service application continues to be piloted at Rancho Park and South Central. Redeterminations continue to be piloted in Lancaster and South Central.

I.2.b By June 2015, implement point of service scanning of verification documents, with an e-mail or text receipt sent to the customer. **Stephanie Dillard**

Point-Of-Service Scanning (POSS) training was conducted for staff at South Central District and La Cienega Centralized Scanning Unit (CSU) II on processing Redetermination/Recertification documents. The CSU II Scanning Site is currently scanning Redetermination/Recertification documents for South Central District. ITD and BWS currently provide support and are assessing the process. ITD continues to do site assessments for the POSS rollouts and requests ISD to install data drops. ITD completed site assessments for an additional 11 District Offices.

I.2.c By June 2016, allow customers to contact a DPSS worker (i.e., EW, GSW, SW) via YBN. **Hayward Gee**

The Participant/Employee communications project was implemented in the Pilot Office of Pasadena on Dec 1, 2014. This also included the corresponding GROW office and GAIN Region III (San Gabriel Valley). Training was provided by BWS and ESD on Nov 19 & 20, 2014 to Pasadena, CSC & GROW staff from the Pasadena office and all of GAIN Region III.

I.2.d By December 2015, 10% of the total SAR-7s received will be submitted online. **Luther Evans**

Commencing March 2015, a flyer is being distributed with each month's SAR-7s to encourage participants to submit their SAR-7 online. As a result, online submissions jumped by 133% by the end of April 2015, from 1,417 to 3,295.

II. OPERATIONS/PROCESSES

ANJETTA VENTERS-BOWLES – LEAD

ENHANCE OPERATIONAL EFFICIENCY AND EFFECTIVENESS THROUGH SUPPORT, INNOVATION, AND CONTINUOUS SERVICE DELIVERY IMPROVEMENT

II.1 Increase uniformity and improve eligibility business process flows in District Offices.

II.1.a By April 2015, implement a pilot model office with redesigned eligibility processes and a new service delivery model. *Amy Alvarado*

Complete

II.1.b By September 2015, implement eligibility processing teams and a customer service-based tracking and work management system to manage and monitor workflow in the new service delivery model. *Francisco Sanchez*

The Task Management Advisory Committee has been instrumental in making high-level decisions as to the design and programming of the new service delivery model which focuses on completion of tasks as opposed to a traditional caseload management system. The Committee is on target to meet the September 2015 deadline.

II.1.c By June 2015, complete training Intake Eligibility Workers to support expanded role of authorizing/issuing benefits and approving cases to promote "eligibility in a day" and implement same day processing.

Canceled

II.1.d By June 2016, develop, implement and optimize the use of consistency tools (e.g., verification matrix and interview scripts). *LaShonda Diggs*

The Objective is on-hold pending the full implementation of the Model Office Concept (MOC) in both the Rancho Park and South Central Offices. Once MOC is fully implemented at these sites, we will assess the need to develop consistency tools.

II.2 Redefine the role and responsibilities of the Eligibility Supervisor to focus more time on mentoring, training and providing support to Eligibility Workers to proactively increase quality in the determination process and support the professional development of staff.

II.2.a By January 2016, complete training on the role of supervisors and managers to monitor customer traffic and worker performance, optimize efficiency, and move workers to other teams based on the real time needs of the office. *Michelle Sepulveda*

A Task Management Advisory Committee and a Workgroup were established to identify the new business processes that will be implemented with LRS. The Advisory Committee will review and approve the Gatekeeper role and responsibilities. The purpose of a Gatekeeper is to assist management with monitoring key indicators that affect the level of service provided to our customers. Having ongoing and consistent observation and analysis of LRS dashboards will allow management to make real-time adjustments to address temporary spikes in specific task types.

Similarly, analysis of LRS reports over longer periods of time will be helpful in determining long-term staffing needs and can support a robust data-driven performance review. Gatekeepers will be identified at each office to monitor staff readiness and service levels for their respective sites. Gatekeeper functions will be handled by the Staff Assistant I.

II.2.b By June 2016, explore the potential to reduce the number of case reviews conducted by Eligibility Supervisors in the Intake process (with the exception of 100% case review for probationary employees).

Canceled

II.3 Develop ability to manage multiple ongoing change initiative projects throughout DPSS.

II.3.a By September 2015, design and implement a Project Management Office to coordinate selected projects throughout DPSS. *Bill Taylor*

The Project Management Office (PMO) developed the "Project Status Report" template to gather information on all projects underway in the Department. A subgroup of projects will be categorized as either PMO-Led projects or PMO-Tracked projects. PMO-Led projects will be managed and tracked by the PMO, whereas PMO-Tracked projects will continue to be managed by Departmental managers but monitored and tracked by the PMO.

II.3.b By December 2015, train and continuously develop project management capabilities within DPSS. **Bill Taylor**

The Project Management Office (PMO) is developing project management guidelines, including tools and standards, to train and support managers on how to organize and successfully complete their projects. These guidelines include a Project Status Report form template as well as instructions on how to organize and track project milestones, timelines, achievements, issues and risks.

III. WORKFORCE DEVELOPMENT

LYNN VODDEN – LEAD

ENHANCE EMPLOYEES' SKILLS TO OPTIMIZE PERFORMANCE

III.1 Enhance knowledge and keep staff informed of all program process/procedure and policy changes.

III.1.a By December 2016, enhance the simplified format for program, administrative and other policy communications by including "How to" pages with flow chart for inclusion in current and future Administrative Directives.

Roxana Molina

Written Instructions Re-Design Project (WIRP) training was provided to new Departmental writers. Project writing refresher training was provided to 98 Departmental writers. In addition, SharePoint software training was provided to 54 writers/contributors and to 62 reviewers and approvers.

III.1.b By December 2016, develop and implement enhancements to Document and Forms Library search engine and evaluate the quality of search engine results with District staff to identify ways for enhancing accuracy (e.g., use of fuzzy matching in keyword search). ***Roxana Molina***

The functionality of the current system has been evaluated and there are certain features not currently used by staff. Marketing materials are being developed to assist staff in maximizing the use of all of the system features.

III.2 Enhance professional development through training modules offered by DPSS Academy.

III.2.a By November 2014, assess the existing infrastructure of the DPSS Academy to meet the current and future training needs. ***Marlene Smith***

Complete

III.2.b By June 2016, identify and implement mandatory trainings that can be conducted online. **Gary Akopyan**

Four of the eight mandatory trainings have been rolled out on-line to district/regional offices. A vendor is being secured to complete the roll-out of the remaining trainings.

III.2.c By October 2015, develop self-paced learning modules for staff to strengthen computer software skills, writing, critical thinking; and a self-paced refresher training program on core processes (e.g., updating income or completing a fraud referral). **Marlene Smith**

Self-paced learning modules have been developed for CalFresh, CalWORKs and Medi-Cal Eligibility staff and are currently being reviewed by the respective Program Sections. The General Relief Sanctions training module and General Relief Hearing training refresher module were approved by GR Program and were uploaded to the DPSS Portal.

Core processes, self-paced Professional Development and Critical Thinking training modules have been developed and will be available to staff through the DPSS Portal and LearningNet.

III.3 Increase opportunities for employees to take advantage of available career development paths.

III.3.a By December 2015, develop a rotation opportunity program for staff that are not included in the management rotation and/or employee transfer program. **Amy Alvarado**

The workgroup is working with HRD to identify which classifications should be added to the Employee Transfer Program (ETP). Once identified, a Human Resources Memo will be released notifying staff of the changes.

III.3.b By June 2015, establish partnerships with universities, and other educational institutions to increase staff awareness of opportunities for continuing education (including Associates and Bachelor Degrees) and professional development. **Collins Nweke**

The process of establishing new partnerships with universities and community colleges to increase staff awareness of existing opportunities is on target. An online survey was administered in January 2015 to all DPSS employees to assess their interest in higher education. The survey results are currently being analyzed.

III.3.c By February 2015, develop and implement a training program to enable interested DPSS clerical staff to prepare to become Eligibility Workers by successfully completing the associated Civil Service Exam. *Marlene Smith*

Complete

III.4 Better prepare all staff to effectively serve our customers.

III.4.a By June 2015, redesign training for new hires to incorporate classroom and District/Regional office experience. *Cynthia Schmidt*

The New Eligibility Worker Training: District Office Visit Checklist was developed to observe the new hires' performance and application of classroom training at District Offices and CSCs. The information collected will be shared with BWS and IHSS Division Chiefs for feedback to determine if enhancement or modification of the classroom training is required.

III.4.b By March 2015, design and implement programs to advance the culture of customer service throughout DPSS. *Cynthia Schmidt*

Complete

IV. TECHNOLOGICAL INNOVATION

MICHAEL SYLVESTER – LEAD

MAXIMIZE THE USE OF LEADING EDGE TECHNOLOGIES TO IMPROVE OUTCOMES

IV.1 Reduce the need for an IHSS Provider to contact a clerk or visit an office.

IV.1.a By February 2015, expand the functionality of Interactive Voice Response (IVR) system to include IHSS Providers to access payment status. *Roxana Molina*

Complete

IV.1.b By February 2015, develop and implement an alternative method to an in-person IHSS Provider Orientation such as an instructional video accessible to IHSS Providers via DVD or on-line.

Canceled

IV.2 Expand a paperless environment throughout the Department.

IV.2.a By December 2016, expand Electronic Document Management System (EDMS) in areas beyond eligibility (e.g., contracts, IHSS and GAIN cases). *Amy Alvarado*

The Workgroup continues to meet in preparation for EDMS rollout to GAIN Regions I and V along with GAIN Region VI. Business requirements for IHSS Provider Enrollment folders and active IHSS case files are being finalized and both projects are targeted for roll-out in July 2015.

IV.2.b By February 2016, develop and implement a comprehensive system to submit and track service requests in the Department (e.g. DPSS Academy, ITD, MMS, and PEMS). *Christina Nguyen*

The Cherwell consultant and ITD development team continued the development efforts on the PA 250 and PA 2197. ITD also continues to pilot the PA 1060 application.

- IV.2.c** By June 2015, convert to an on-line system for submitting routine paperwork (i.e., Daily Absence Reports and PA-158-1s) and assisting line staff in completing required monthly/daily reports. **Chanwantha Men**

The Auditor-Controller and the Department of Human Resources developed Manager Self-Service (MSS) as part of the Manager Workspace module on eHR. This module is a counterpart of Employee Self-Service. MSS was piloted in September 2014 and October 2014, and is currently being tested in HRD in a production environment. Upon user acceptance, it will be implemented department-wide.

IV.3 Establish access to Overpayment/ Overissuance (OP/OI) information for staff and customers.

- IV.3.a** By December 2016, develop and implement a system to automatically notify the Treasurer-Tax Collector when a participant is back on aid or there are changes to the claim status or amount. **Ngozi Ume**

The workgroup completed an assessment of the Accounts Receivable System (ARS) - an in-house database utilized to receive and store claims data from LEADER and collection data from the Treasurer-Tax Collector's (TTC) Collections and Accounts Receivable System (CARS). It concluded that an automated notification to TTC when a participant is back on aid or there are changes to the claim status or amount is achievable utilizing ARS to match the claim and collection data from LEADER and CARS, respectively.

- IV.3.b** By December 2016, develop and implement an OP/OI Documentation/Notices Database that will allow DPSS staff to access all documentation related to OP/OI on both open and closed cases.

Canceled

IV.4 Fully implement new information and eligibility systems.

- IV.4.a** By May 2014, complete LEADER REPLACEMENT SYSTEM functional design.

Complete

- IV.4.b** By September 2015, complete LEADER REPLACEMENT SYSTEM User Acceptance Test (UAT). **Hayward Gee**

As of June 2, 2015, the LRS Project initiated the execution of UAT scenarios (approximately 8,000 test scenarios). UAT execution is scheduled to be completed by August 31, 2015.

- IV.4.c** By February 2016, successfully complete the piloting of LEADER REPLACEMENT SYSTEM in selected offices.
Hayward Gee

The LRS Project has completed the 32nd month of its 48-month timeframe for LRS Design, Development and Implementation (DDI). The LRS Project is scheduled to start pilot (go-live) at both Rancho Park and South Central District Offices on September 29, 2015. The LRS is scheduled to be fully deployed countywide by November 2016.

- IV.4.d** By December 2015, enhance LEADER/LRS security management to support task-based business process environment. **Queen Jones**

LRS staff continues to meet with IT Security to design the security and monitoring systems prior to the pilot launch of LRS scheduled for September 2015.

- IV.4.e** By December 2016, successfully rollout LEADER REPLACEMENT SYSTEM in all DPSS offices.
Hayward Gee

The LRS Project is scheduled to start a pilot in late September 2015 at the South Central and Rancho Park District Offices. Following a successful LRS pilot, the LRS Project is scheduled for implementation across five roll-out groups starting in March 2016 with a target completion in November 2016.

- IV.4.f** By September 2015, assess the feasibility and value of expanding the Data Mining System (DMS) to other programs. **Cynthia Schmidt**

The data mining team is continuing work on assessing the feasibility of expanding DMS. Assessment criteria included caseloads, political sensitivities, potential pros/cons of actions, impact on BPR and LRS activities, simplicity of implementation, risks, expected return-on-investment, possible levels of fraud within programs, program complexity, and stakeholder impact.

V. FACILITIES

ELIZABETH GARCIA – LEAD

OPTIMIZE SPACE TO SUPPORT A CHANGING WORK ENVIRONMENT

V.1 Evaluate the capacity of existing facilities to accommodate the changing workforce needs of DPSS.

- V.1.a** By December 2016, expand hoteling and telework for Eligibility staff and other appropriate classifications.
Michelle Sepulveda

Telework Expansion Phase 1 was implemented on May 5, 2014, with the participation of five EWs from the East Valley District Change Center Unit. Telework Expansion Phase II was implemented on June 30, 2014, with the participation of 25 EWs from the three Customer Service Centers (CSCs). The current Telework Expansion phase includes Change Center Eligibility Workers from two offices, and staff from the three Customer Service Centers.

- V.1.b** By June 2016, develop and implement a strategic space plan to reduce office space and improve the overall quality of DPSS facilities and provide charging stations in DPSS offices. *Antonia Jimenez*

The development of the Strategic Master Space Plan is progressing with oversight from the Project Management Office in partnership with Gensler. The team completed 13 site visits, 12 Leader Focus Group interviews, and three Program interviews to gather information on the Department's current business processes, understand the future vision for service delivery, as well as, understand the Program policies that affect the business flow in DPSS offices.

Charging stations were installed in Rancho Park and South Central districts and are being used by participants.

V.2 Increase efficiencies in DPSS offices to support access to customer self-service.

- V.2.a** By December 2015, develop and implement a self-service check-in system that identifies the customer, the reason for the visit and notifies the Processing Team of their arrival. **Jon Minato**

The self-service check-in system has been implemented in four pilot districts: Pomona, Exposition Park, Rancho Park, and South Central. The rollout schedule is currently being finalized.

- V.2.b** By June 2015, install self-service stations for customers in District lobbies. **Francisco Sanchez**

Lobby self-service stations have been installed at the Rancho Park and South Central Offices. Once the pilot is complete, they will be rolled out to the remaining District Offices. ITD incorporated the self-service stations project into the overall Lobby Upgrade and Point-of-Service scanning (POSS) initiative which will include installing POSS machines and self-service stations.

- V.2.c** By February 2016, establish restricted Wi-Fi in District lobbies to allow customers to access case and program information online. **Christina Nguyen**

ITD is conducting site surveys to establish Wi-Fi connectivity. Currently, there are thirteen district offices with Wi-Fi installations. The remaining District Offices are on target for completion by February 2016.