County Year End Report Out
FY 2023-24

Presented by: Christine Torres

Agenda

- Opening Remarks - Kim Bimestefer
- Project Sharing - Rachel Reiter
- Member Health
  - Lake County: Outcomes for Vulnerable Medicaid Members
  - Q&A
- Employee Satisfaction
  - Grand County: Integration of EDIA into the Workplace
  - Q&A
- Customer Service
  - Lake County: Language Access - Interpreter Network
  - Lake County: Creation of Member Experience Advisory Council
  - Lake County: Enhancing a Trauma Informed Work Culture with Longitudinal Measurement of Customer Service and Retention
  - Mesa County: Economic Assistance Call Center
  - Pitkin County: Trauma Informed Management Practice
  - Q&A
- Final Remarks - Rachel Reiter

COLORADO
Department of Health Care
Policy & Financing

Event Expectations

- Reminder:
  - 1 person from each of the funded counties must remain for the duration of the meeting per the contract
- This Year End Report Out meeting counts as your 4th quarter check-in
- Project Deliverables:
  - Due to HCPF no later than July 15, 2024
  - Should include - a Closeout or Continuity/Sustainability Plan
- Project Expenditures:
  - Entered into CFMS no later than July 10, 2024.
  - Expenses submitted after this date will not be reimbursed
- Presentation:
  - Broken out be each county who will navigate, combined presentation will be sent after the meeting and posted online.
- Meeting Space:
  - Zoom meeting - you have full control of your mic and video, please stay muted when not speaking.
- Questions:
  - Use Chat function for comments & quesitons in Zoom or raise hand during the Q&A session at the end of the meeting.

COLORADO
Department of Health Care
Policy & Financing

Opening Remarks

Kim Bimestefer
HCPF Executive Director
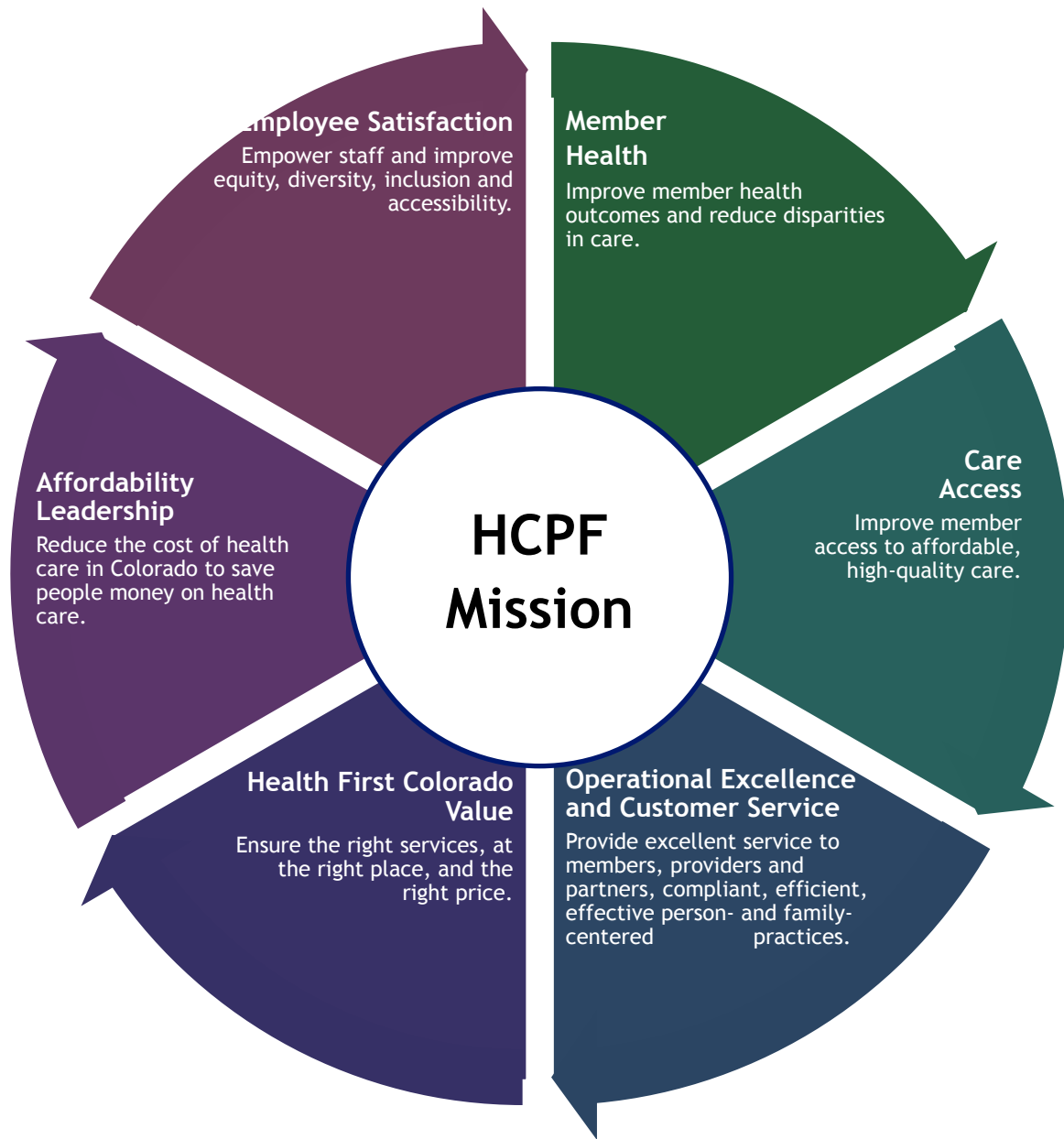
2023-24 County Grant Program: Year End Report Out

June 12, 2024

Kim Bimestefer, Executive Director

COLORADO
Department of Health Care
Policy & Financing

Thank you for your innovative projects that align with our Mission:

Improve health care equity, access and outcomes for the people we serve while saving Coloradans money on health care and driving value for Colorado

Thank you for designing and implementing projects through the grant opportunity that align with the 6 pillars supporting our Mission. Thank you for your service to the betterment of Coloradans.

Employee Satisfaction
Empower staff and improve equity, diversity, inclusion and accessibility.

Member Health
Improve member health outcomes and reduce disparities in care.

Care Access
Improve member access to affordable, high-quality care.

Affordability Leadership
Reduce the cost of health care in Colorado to save people money on health care.

HCPF Mission

Health First Colorado Value
Ensure the right services, at the right place, and the right price.

Operational Excellence and Customer Service
Provide excellent service to members, providers and partners, compliant, efficient, effective person- and family-centered practices.
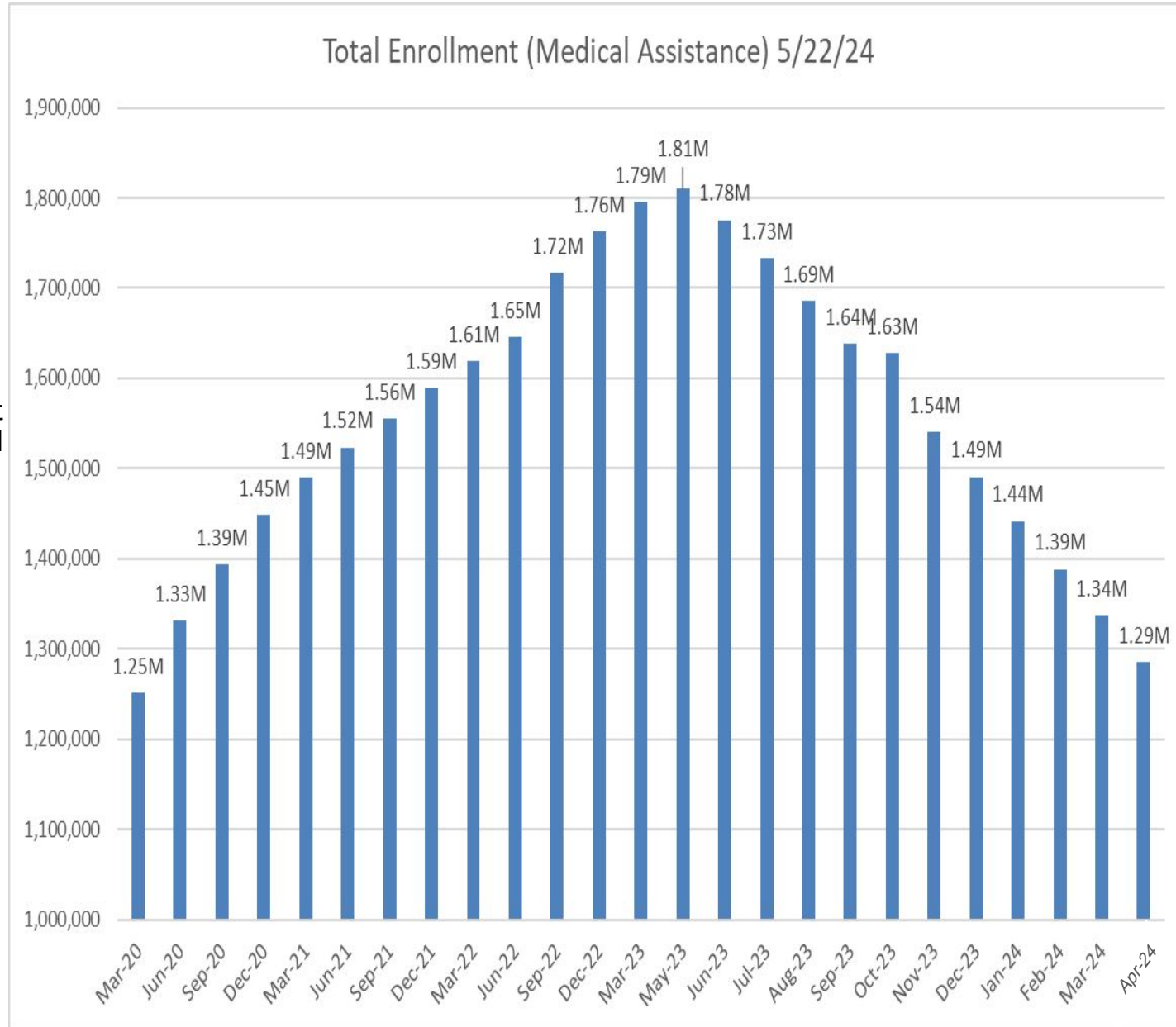
Big Boulders

- **Balancing:** inflation, provider rates, workforce and access gaps; mitigate struggling provider risks

- **Keep Coloradans Covered:** post PHE continuity of coverage

- **Transform behavioral health**

- **Transform long term care for people with disabilities and older adults:** HCBS thru American Rescue Plan Act; nursing homes; case management redesign, Care & Case Management system

- **Saving people money on health care**

- **Promote health equity:** vaccinations, behavioral health, maternity, prevention

- **Advance value based payments** to reward quality, equity, access, affordability

- **Drive innovations:** eConsults, Prescriber Tools, social determinants of health, cost and quality indicators

- **Modernize how Medicaid delivers care:** Accountable Care Collaborative Phase III

- **Modernize Medicaid Systems**

## Medicaid & CHP+ Enrollment Change:

- 1st month May 2023 and last month April 2024

- This is like climbing up and down a mountain. You start at one point, climb up, and come down to that same point.

- We grew 45%+ growth Q2 2020 thru May 2023 PHE - 2nd highest % growth of Expansion states, meaning our percent disenrolling will be higher

- Decrease thru 12 months post PHE (525k, 29%, projected 519k) - *not counting 90 day reconsideration period - renewals increase 7% on ave/mo*

Total Enrollment (Medical Assistance) 5/22/24

Month	Enrollment
Mar-20	1.25M
Jun-20	1.33M
Sep-20	1.39M
Dec-20	1.45M
Mar-21	1.49M
Jun-21	1.52M
Sep-21	1.56M
Dec-21	1.59M
Mar-22	1.61M
Jun-22	1.65M
Sep-22	1.72M
Dec-22	1.76M
Mar-23	1.79M
May-23	1.81M
Jun-23	1.78M
Jul-23	1.73M
Aug-23	1.69M
Sep-23	1.64M
Oct-23	1.63M
Nov-23	1.54M
Dec-23	1.49M
Jan-24	1.44M
Feb-24	1.39M
Mar-24	1.34M
Apr-24	1.29M

Enrollment as a Percent of Population All Counties

Medicaid/CHP+ Enrollment as a Percent of Total Population
Start of PHE/January 2020 * Before Unwind/May 2023 * Current Population/April 2024

1,286,107
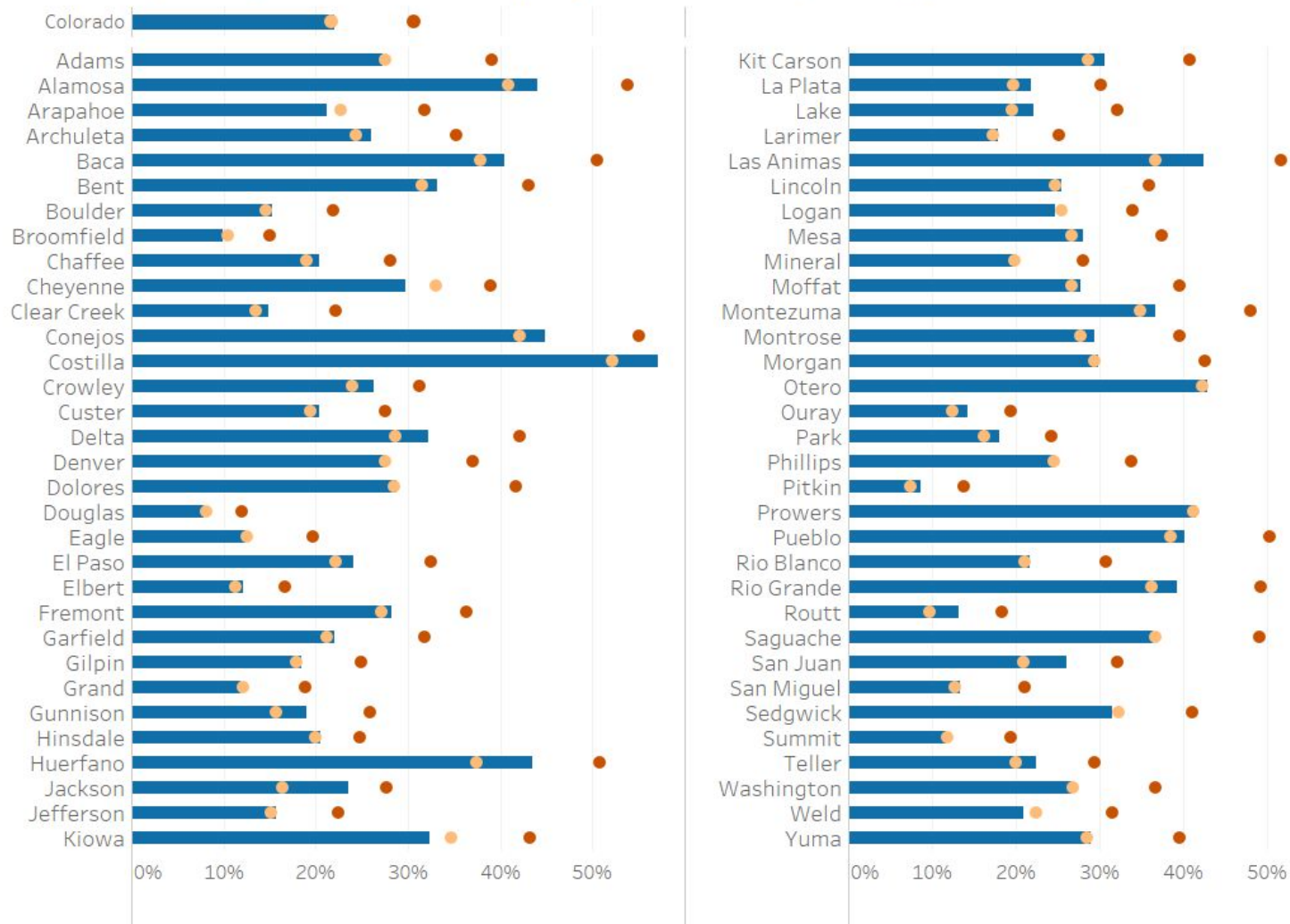
Sources: Department of Health Care Policy & Financing, Business Intelligence & Data Management System, Monthly Snapshot Table; State of Colorado Demographer's Office County Annual Population Estimates and Projections, 2020, 2023, & 2024

Medicaid/CHP+ Enrollment January 2020 to April 2024	
County Type	**Total Lost or Gained**
31 counties had a reduction	-10,358
33 counties had an increase	60,081
Net change among all counties	49,723

Reducing County Workload

- ==Improved ex parte from 30% to 59% overall, and to 67% for MAGI (income eligible) for households, as of May 2024==
  - Implemented 100% Federal Poverty Level (FPL) waiver (Requesting current waivers made permanent by feds - extended until June 2025)
  - Working with Code for America, who partners with US Digital Services for support

- PEAK upgrades and allowing larger uploads

- Planned: Optical Character Recognition to help counties on recognizing pending verifications

MAGI Ex Parte Rate Comparison: Pre & Post Unwind

Legend: ■ May 2023 ■ May 2024

(Bar chart — Ex Parte Rate: May 2023 ≈ 24%, May 2024 ≈ 59%)
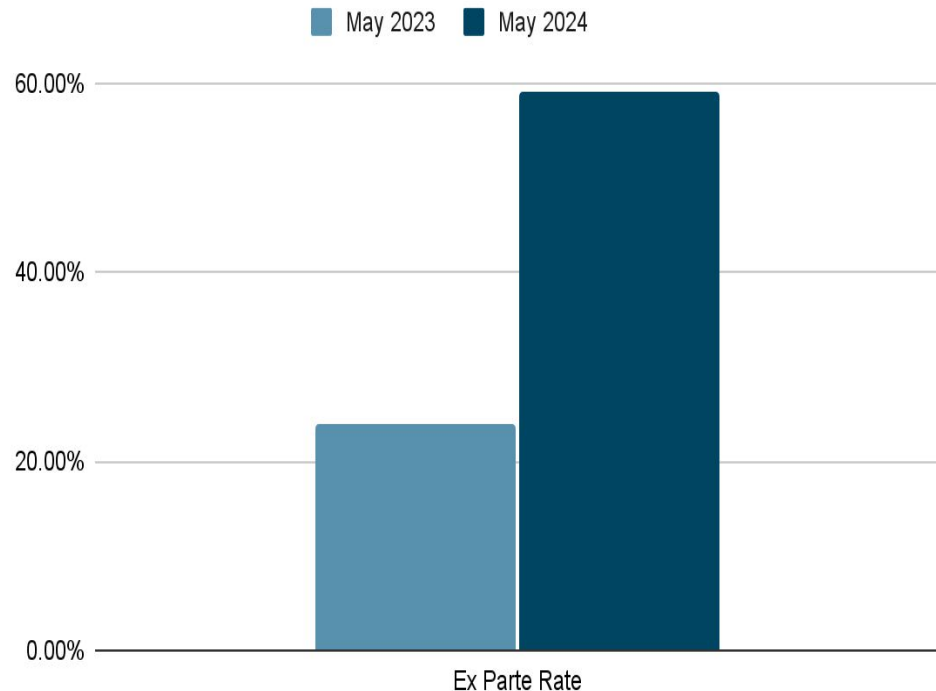
- ==Ex Parte rates (auto renewals) nearly doubled after "locked in" populations were redetermined and some no longer qualified==

- Ex Parte rates should increase further when up to 100% FPL auto renewals are implemented for the July 2024 renewal cycle

Thank you for working to improve our customer service experience

HCPF's Average Claim & Call Service Performance for FY2023/24

- Member Contact Center (MCC) answered calls in < 1 minute
- Provider Call Center answered calls in < 1 minute
- Medical & Rx claims were paid in < 4 days

Goals for Counties: Process applications and renewals in appropriate timeframes and provide timely, respectful and culturally-appropriate customer service

- Performance returns to historical norms - above 95% and minimal backlogs
- Call Center ASAs move towards the 5 min goals
- Visibility into non-Call Center counties
- Customer Service monitoring through surveys and escalations
- Improve member experience - disability/cultural competencies

Looking Ahead

Joint Agency Interoperability (JAI) is a critical implementation

- Addresses 22-235 recommendation for "making work accessible and portable" by implementing one work and document management system (Unified County System)
- Implementation scheduled for 2026/27 (phased rollout)

CBMS Strategy & Vision

- Evolve CBMS to better support system users and the member experience

County long term recommendations (SB 22-235)

- Continue to partner with CDHS and counties to determine the appropriate next steps for the recommendations produced in Year 1 (Year 2 is the Funding Model)

Member Correspondence Improvements to Support Members and Counties

- HCPF to continue to address correspondence audit findings to alleviate the burden and re-work on counties and members due to inaccurate/incorrect correspondence

Thank you!

- For serving our members and your community

- For collaborating, innovating, and leading advances in how we do our work

- For your partnership with HCPF

Project Sharing

- Grand County - 2 minutes
  - Integration of EDIA into the Workplace

- Lake County - 8 minutes
  - Outcomes for Vulnerable Medicaid Members
  - Language Access - Interpreter Network
  - Creation of Member Experience Advisory Council
  - Enhancing a Trauma-Informed Work Culture with A Longitudinal Measurement of Customer Service and Retention

- Mesa County - 2 minutes
  - Economic Assistance Call Center

- Pitkin County - 2 minutes
  - Trauma Informed Management Practice

COLORADO
Department of Health Care
Policy & Financing

Lake County

FY 23-24

Outcomes for Vulnerable Medicaid Members

COLORADO
Department of Health Care
Policy & Financing

LAKE COUNTY

DEPARTMENT OF HUMAN SERVICES

IMPROVE MEMBER HEALTH OUTCOMES

FOR VULNERABLE MEDICAID MEMBERS

IN LAKE COUNTY

GRANT/PROJECT MANAGER: CHRISTIN LOGAN

Oversight/Fiscal: Janeen McGee

HCPF COUNTY GRANT

SFY 2023/2024

COLORADO
Department of Health Care
Policy & Financing

BACKGROUND

- Pandemic, housing issues highlight underserved demographic
- State and federal resources often target younger populations

- Mountain regions experience difficult weather, negative health outcomes due to elevation
- Older homes, limited resources for repairs
- Rural areas see additional challenges with barriers to resources

DEFINITION

The case management team at LCDHS defines a **vulnerable adult** as:

"someone who is 18 years or age or older, who is Medicaid enrolled or eligible, who is at-risk for being unable to provide or obtain services necessary for their health, safety, and welfare, and who are willing to participate in a voluntary program that may include intervention or prevention services."

COLORADO
Department of Health Care
Policy & Financing

PROJECT OBJECTIVES

- Improve health outcomes for vulnerable adult population

- Well-rounded care team approach: Wraparound and Adult Protective Services case management

- Eliminate obstacles to health services for Medicaid members

COLORADO
Department of Health Care
Policy & Financing

INDIVIDUALIZED CARE COORDINATION

- Referral process (Public Assistance & community partners)
- Facilitates deep engagement with clients
- Individualized plans to meet clients where they are
- Some clients require more coordination for crisis stabilization
- Each client receives formal crisis and case plan based on High Fidelity Wraparound Model
- Identifying higher level care needs

COLORADO
Department of Health Care
Policy & Financing

METRICS

Number of Vulnerable Adult Population Served

Goal: 6 members

Achieved: 27 members

Number of Medicaid Members Assisted with Redetermination Process:

Goal: 6 members

Achieved: 27 members

Number .5 FTE Case Manager

Goal: 1

Achieved: 1

Number of case managers completed High-Fidelity Wraparound model certification/training:

Goal: 1

Achieved: 1

Number of Plans Created for Each Client

Goal: 6 members

Achieved: 27 members

Number of Team Meetings

Goal: 1 per month since October '23

Achieved: Bi-weekly since December,16 total meetings

Number of Clients Identified through PA Referral Process

Goal: Not specified

Achieved: 25 (all but 2 clients served)

LESSONS LEARNED

- **Connection to Medicaid with <u>all</u> clients**

- Language access (in-person) was important

- Barriers in rural, mountain region (general needs: medical appointments, hearing aids, etc.

- **Different understanding of what needs look like for older populations**

- How much value there is: this project has confirmed the need

- **Multiple ways to connect people to the Medicaid services they need**

- Limited capacity, must be more selective with clients

- Home share program needs more planning/development

- Limited bandwidth to determine housing opportunities/candidates for home sharing

COLORADO
Department of Health Care
Policy & Financing

COMMUNITY SUPPORT

- Community Support: County match of $92,000 ARPA funds

- Signed letters of commitment from community

- Promotion of referral list throughout Lake partner organizations

COLORADO
Department of Health Care
Policy & Financing

NEXT STEPS

- 12 individuals on the waiting list
- Seeking additional funding for another case worker
- Working current cases utilizing other funding streams
- Sharing this work with other counties

QUESTIONS?

THANK YOU

FOR DETAILS ON THIS

PROJECT, PLEASE

CONTACT CHRISTIN

LOGAN

christin.logan@state.co.u
s
719.293.0120

Grand County

FY 23-24

Integration of EDIA into the Workplace

INTEGRATION OF EQUITY, DIVERSITY, INCLUSION (EDI) AND ACCESSIBILITY INTO THE WORKPLACE

Presented by Grand County Department of Human Service

WHY EDIB MATTERS TO US?

1 EQUITY

We want to provide access to opportunities and services in a way that support all employees and clients according to their needs while improving their success rate.

2 DIVERSITY

We can create a richer environment that has the potential to provide different perspectives and ideas to create more innovative work and solutions that provide better services.

3 INCLUSION

We can welcome those differences and allow them to help us be more creative and have more insightful conversations. Inclusion is a key component of Belonging.

4 BELONGING

Employees with higher sense of belonging are more committed, engaged and productive.

Actions

taken ...
BUILDING ACCESSIBILITY STUDY

Our building may be accessible by 98% of the public receiving Grand County DHS services.

The positive goal is to be prepared with an alternative access solution, a solution that can be implemented when needed to accommodate the other 2%.

The recommendations in the report are guidelines. We do not need to completely re-model our building to be strictly ADA compliant as long as we have an alternative solution that staff are well informed about.

The report:

- Current level door handles are the most accessible design choice. (They are able to be opened by a fist, cane, etc.)
- Create signage that states accessible bathrooms are available by requesting entrance assistance from a staff member.
- We could increase the accessible parking space by combining the current space with the adjacent one and paint it with yellow diagonal lines. This would allow space for a van accessible ramp to accommodate motorized wheelchairs for loading and unloading.
- The area where the asphalt meets the sidewalk is too high in certain places, which could easily be fixed with asphalt sealer. This would prevent canes getting caught in cracks/curb and would allow ease of travel for all wheelchairs to navigate smoothly when entering our building.
- If an employee with a disability needed to access the upstairs level, an elevator (or accessible alternative) may need to be installed.
- The front window used by clients to speak to staff members should have a maximum height of 38". If lowered, it could better accommodate someone using a wheelchair.

INCREASED ACCESS TO OUR SERVICES

AUTOMATIC DOOR OPENER

ON DEMAND ASL INTERPRETATION

American Sign Language (ASL) interpretation provided via video remote interpretation (VRI).

MORE BILINGUAL STAFF

A total of four Spanish bilingual staff

EDI TRAINING

We completed all 3 levels of the Cultural Excellence: Ideas and Discussion course with Dr. Regina Lewis.

Session 1: Tools to identify unconscious biases, blind spots and how to engage in courageous conversations.

Session 2: Deeper conversations. Development of personal growth plans.

Session 3: Prioritization of the department's blind spots and how to create systemic change.

DR. REGINA LEWIS

"I REALLY LIKED HOW YOU PUSHED US TO THINK CRITICALLY"

"LOOKING FORWARD TO UPCOMING TRAININGS"

"VERY CHALLENGING ... WHICH IS GOOD!"

"EACH QUARTERLY STAFF MEETING SHOULD HAVE A CEID MAINTENANCE SEGMENT"

"I'VE LEARNED THE IMPORTANCE OF SELF-AWARENESS THAT WE HAVE UNCONSCIOUS BIASES"

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

STRENGTHS

- Committed to supporting the needs of people and families
- Dedicated employees
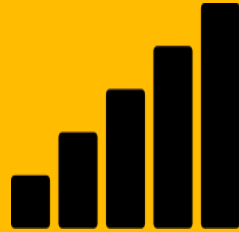
WEAKNESSES

- Access to services due to transportation issues
- Communication barriers due to language accessibility.

OPPORTUNITIES

- Individual, professional commitment to DEI and their job
- Provide access across cultural demographics

THREATS

- Discrimination
- Violation of laws and regulations

EMPLOYEE WELLNESS

Reinforcement of a work culture that promotes employees' wellness from different perspectives:

- Wellbeing: flexible work schedules/arrangements, standing desks, additional days off.
- Growth: opportunities for professional development, office library, personality test.
- Satisfaction: team celebrations, surveys.
- Sense of belonging: opportunities for social interaction and relationship-building.
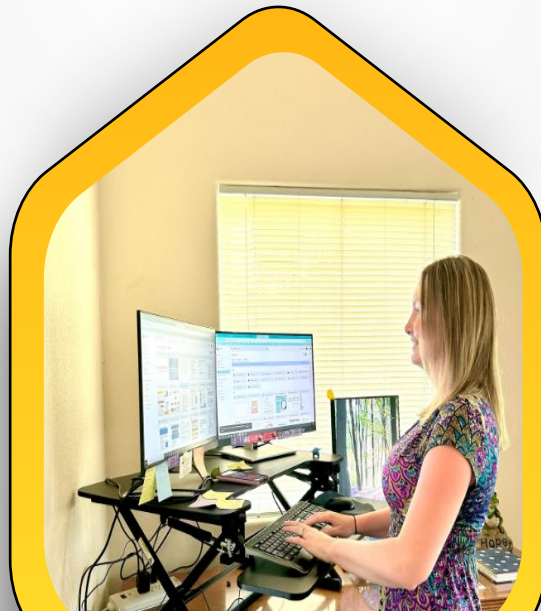
LinkedIn Learning

COURSE
Nano Tips to Use AI for Better Work-Life Balance with Ashley Herd

Ashley Herd
Founder and CEO of Manager Method

In progress (45)

COURSE
Individual Accountability for Equity and Inclusion
59m — 55m 5s left

Recommended by your org (1)

COLLECTION
GCDHS Required Training
3 items — Recommended by Karen Asato-Chrysler

Top picks for Karen

POPULAR
COURSE
Developing a Learning Mindset
By: Gary Bolles
30m

COURSE
Nano Tips for More Effective Meetings with Shadé Zahrai
By: Shadé Zahrai
8m 19s

POPULAR
COURSE
Courageous Leadership
By: Sharon Amesu
48m

POPULAR
COURSE
Stand Out as a Power Performer at Work
By: Nicole Dove
31m

POPULAR
COURSE
Nano Tips to Co: Assertively and S
By: Shadé Zahrai

This week's top courses

COURSE
Understanding Confidentiality and Nondisclosure Agreements
47m

POPULAR
COURSE
Leading with Emotional Intelligence
By: Christopher D. Connors
1h 15m

COURSE
Strategic Security Leadership: Cultivating Growth, Inclusivity, an...
49m

COURSE
How Organizations End Imposter Syndrome
45m

POPULAR
COURSE
Leadership and
By: Francisco Rábano

With LinkedIn Learning you can:
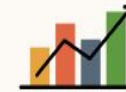
Give guidance

Help employees explore relevant career paths and identify critical skills gaps to advance their careers,

Develop skills

Upskill and reskill your people with the most up-to-date & applicable content.

Transform careers

Connect employees to internal mobility opportunities, while measuring impact to skills developed and careers transformed.

All Classes

CREATE

Animation

Creative Writing

Film & Video

Fine Art

Graphic Design

Illustration

Music

Photography

UI/UX Design

BUILD

Freelance & Entrepreneurship

Marketing

THRIVE

Lifestyle

Productivity

Online Health & Wellness Classes

Find what fascinates you as you explore these Health & Wellness classes.

Start for Free

RELATED SKILLS | Lifestyle | Fitness | Personal Development | Productivity | Health
Yoga | Meditation | Psychology | Wellness | Mindfulness

SORT BY
Popular ▾   Last 6 Months ▾

FILTER BY
☐ < 15 min   ☐ 15-30 min   ☐ 30-60 min   ☐ > 60 min

1,823 students — 4h 2m
Emotional Intelligence 101: Become the Master of Your Life

YOGA FOR STRENGTH
673 students — 3h 48m
Yoga For Strength : 15 Minutes x 15 Days

952 students — 37m
A Calm Home: Interior Design for More Well-being

Balanced team. Better bottom line.

Offer the right perks, build a culture of creativity, and make your employees more engaged, innovative, and effective at work and in their free time.

Reduce Stress

Spending time on a creative activity, such as drawing, writing, or playing music can be a great way to unwind and reduce stress.

Support Balance

Many employees say it's important to have a team that supports their own growth and creativity. When they feel supported, they're more likely to stay with their employer.

Improve Engagement

Creating a workplace that prioritizes employees' well-being can increase engagement, productivity, and happiness across your team.

Pumpkin decorating contest

22 by Taylor Swift

Wrecking ball by Miley Cyrus

Black bird by John Lennon, Paul McCartney

The Purple People Eater by Sheb Wooley

Drops of Jupiter by Train

DISCOVER YOUR PERSONALITY ANIMAL

LIONS are leaders. They are usually the bosses at work... or at least they think they are! Lions need to see results, experience variety and face new challenges. They want direct answers

BEAVERS have a strong need to do things right and by the book. They are great at providing quality control in an office. Because rules, consistency and high standards are so important to beavers, they are often frustrated with others who do not share these same characteristics.

GOLDEN RETRIEVERS are considerate, good-natured and strong team players. They are compassionate and dependable but tend to avoid confrontation (even when needed) and could be over-accommodating.

OTTERS are great to have on a team, with all their creativity, optimism, energy and life. Otters need social activities and friendly relationships. They could be excitable, impulsive and too talkative.
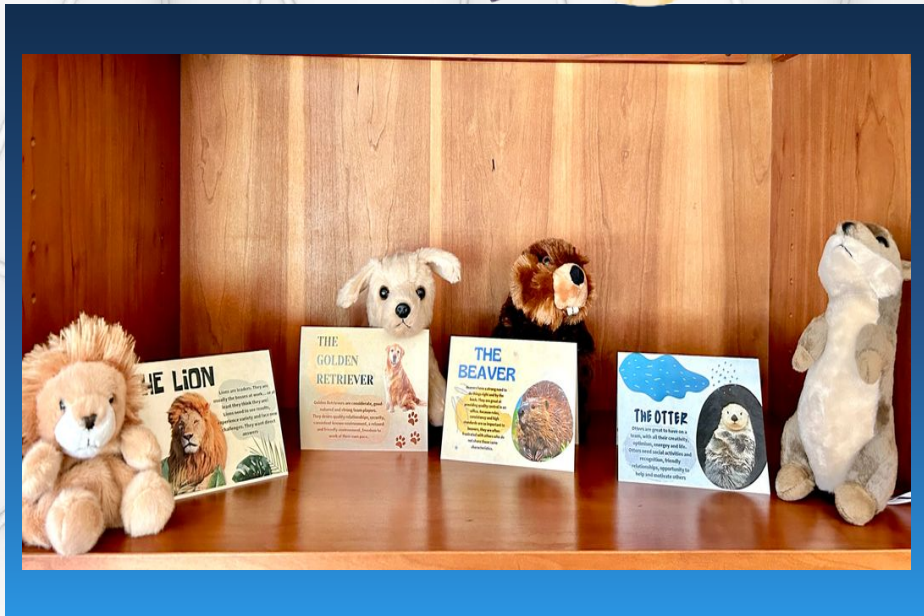
EMPLOYEE WELLNESS SURVEY

What could improve?

- More group employee engagement activities
- Closed to the public on Fridays
- Nothing. Overall, we have a strong department

What should not change?

- The level of support and friendliness
- Flexibility, understanding, lack of judgement
- Open communication

100%

The workplace is positive and motivating

Feels valued as a member of the department

6 (50%)

4 (33.3%)

2 (16.7%)

0 (0%) 0 (0%) 0 (0%) 0 (0%) 0 (0%) 0 (0%) 0 (0%)

1 2 3 4 5 6 7 8 9 10
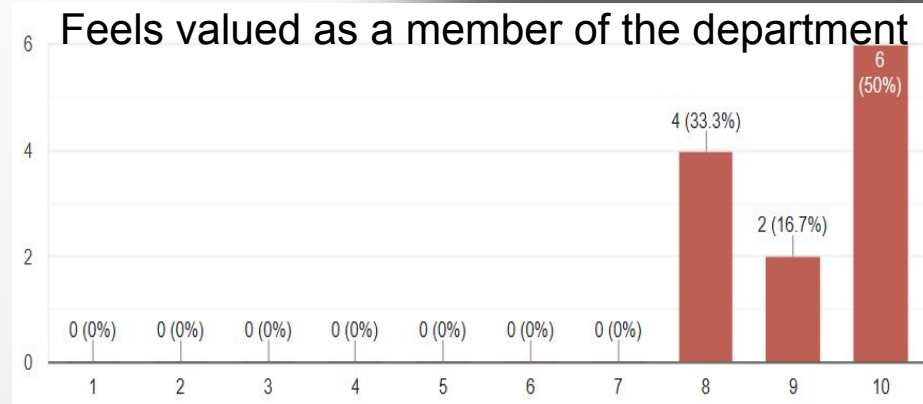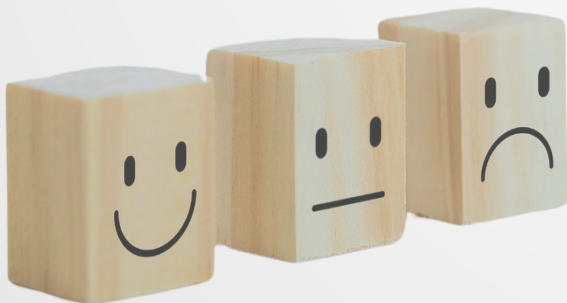
EXIT INTERVIEW

RESULTS

WHAT DID YOU LIKE MOST ABOUT YOUR JOB?

- The people I worked with
- There were people who knew the work who could support me
- Intellectually stimulating/challenging
- The growth and learning opportunity

WHAT DID YOU DISLIKE ABOUT YOUR JOB?

- The added stress and workload due to staffing issues, which lowers morale
- Inequality of benefits available to the elderly population compared to younger individuals
- Dealing with difficult clients
- Communication with my supervisor could have been better

- It could not be better
- I really like the people I work with and the environment
- Sometimes offices are "clicky", but not here
- It feels like a big family
- Management is reachable, approachable and friendly
- The workplace is as good as it can be

Exit interview data

Category	AVG
Valued	4.8
Heard	4.5
Sense of Belonging	4.9
Treated with equity	4.8
Supported	4.8
Treated with respect	5.0
Professional growth	4.7
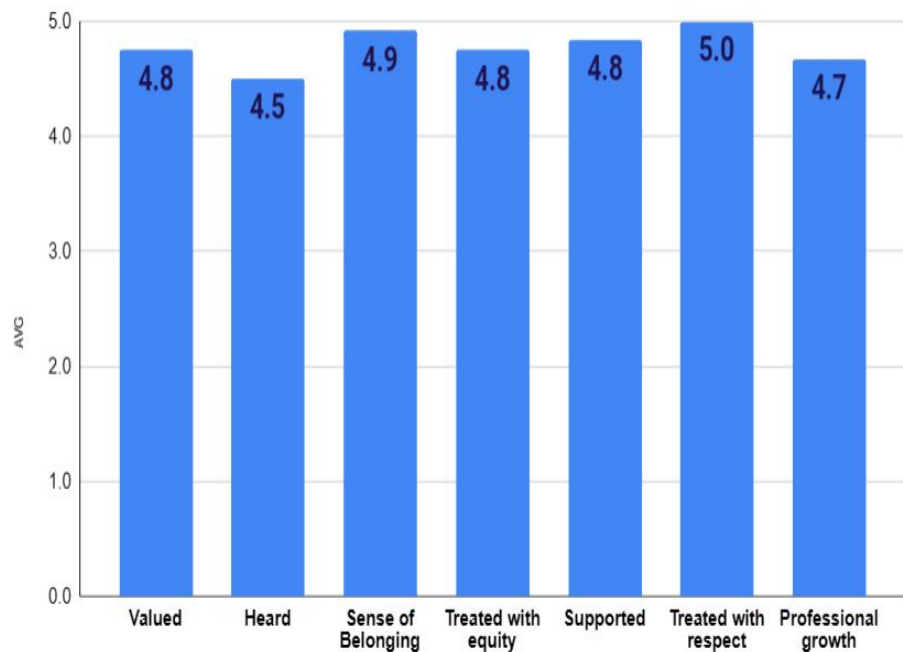
Lessons learned

Importance of employees' buy-in

EDI is a sensitive topic

Operational agility

Our Contact Information

📞 970-725-3331

✉️ deb.ruttenberg@state.co.us

✉️ karen.asato-chrysler@state.co.us

We are
GRAND COUNTY
Colorado

Q&A Session

Lake County

FY 23-24

Language Access - Interpreter Network

Lake County Department of Human Services

ESTABLISHING INTERPRETER NETWORK AND COMMUNITY ASSESSMENT NEED FOR INCREASED CULTURAL COMPETENCE

Grant/Project Manager: Christin Logan, Deputy Director

Oversight/Fiscal: Janeen McGee, Director

Interpreter Network Coordinator: Analy Gurrola Perez

COLORADO
Department of Health Care
Policy & Financing

LANGUAGE ACCESS INITIATIVES AT LAKE DHS

- **Summer 2021:** Staff trainings on bilingual staff as interpreters and CLAS Standards
- **Early 2022:** Policy development & implementation, creating of supporting documents, establish interpretation provider
- **2022/23 HCPF Grant:** Language Access Policy Implementation & Development of Interpreter Network
  - Creation of Interpreter Network
  - Interpreter recruitment
  - Finalized policy & processes
  - Staff trainings on cultural considerations, bilingual staff processes,

COLORADO
Department of Health Care
Policy & Financing

Expansion, Sustainability, & Community Engagement Grant, 2023/24

- Community outreach

- Staff training and support

- Interpreter Network Training and Development

- Interpreter Network Coordinator position

- Translation of Vital Documents

- Strategic planning with Contractor

Maria Carreón Ayers

Principal, Carreón Consulting

LORADO

partment of Health Care
cy & Financing

Definitions

Interpretation

The process of orally rendering a spoken or signed communication from one language into another language.

Translation

The converting of written text from one language into written text in another language. It is a written medium.

Bilingual

A term used to describe a person that can speak two languages. Bilingualism alone does not equate to skillset of a qualified interpreter or translator.

Community Outreach:

Survey for Spanish-Speaking Public Assistance Clients

- 40 question survey
- 6 sections
- Offered to all languages
- Community circulation for responses
- 22 Spanish Respondents
- Incentivized for time

In-depth Interviews

- 13 interviews with community members
- Incentivized for time

COLORADO
Department of Health Care
Policy & Financing

HCPF

Survey Results

Most respondents have Moderate/High Confidence in receiving services in their language

Still some reliance on family and friends for language needs

Most feel comfortable reporting issues with language services, know how to resolve issues

Most report their opinion of Lake DHS staff not impacted by community agencies/organizations

Most are aware of right to language access and that services are available

Half of respondents rate staff as respectful and professional, 25% disagree, and 25% remain neutral

In-Depth Interview & Survey Feedback

What's Going Well:

- Positive remarks for language access with staff
- Quality of interpretation
- Outside opinion (community) has little impact
- Positive feelings about staff interactions
- Positive feelings about staff knowledge

What Needs Work:

- Lack of bilingual staff available
- Lack of professionalism amongst staff
- Confidentiality concerns
- Client respect

Staff Training & Feedback Forums

- **Community Feedback All Staff Training**: June 10th

- **Language Access Leadership Support Training**: May 7th

- **Bilingual Staff Conversation Luncheon**: February 16th

- **Language Access Policy & Processes Refresher All Staff**: December 12th

- **Language Access Policy & Processes Onboarding for New Hires**: Ongoing

COLORADO
Department of Health Care
Policy & Financing
HCPF

Interpreter Network Development Opportunities

Bridging the Gap (in-person) &

Community Interpreter (online) :

12 Interpreters

enrolled/completed to date

Learning Café Sessions:

- Working with Lake

  DHS

- Interpreter Industry

- Role Plays

- New Hire Onboarding

Interpreter Network Coordinator

- Started FT January 2024
- Assigns and coordinates Interpretation requests
- Main contact for Interpretation questions
- Workflow
- Pay scale matrix
- Community outreach
- Equipment management
- Coordinates Interpreter Development
- Community Interpreter Training
- Translation training

COLORADO
Department of Health Care
Policy & Financing
HCPF

Translation: Vital Written Documents & Translation Software

Spanish Translation:

- 13 documents (and counting!)
- Commonly used/canned responses guide
- Risk mitigation
- Fill gaps where documents not provided by State

Translation Software:

- TRADOS
- Training
- Implementation
- Translation memory
- Cloud-based
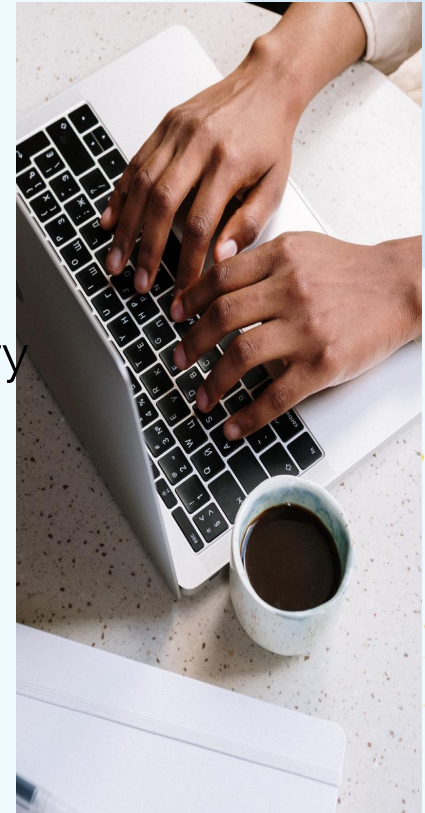
Interpreter Network Strategic Planning & Sustainability

Summer Gathercole

Managing Director, SHG Advisors

Strategic Planning:

- **Data Collection**

- **Identify Goals, Strategies, Tactics for Years 1-3**

Data Collection

Key Findings:

- Interpretation & Translation industry projected to grow by 47% between 2020-2030 in Co.*

- 5.5% of Colorado population reported that they speak English less than "very well"**

- Interpretation is a SKILL, which not everyone recognizes

- Counties/organizations rely heavily on bilingual staff

- Little data on bilingual staff time spent interpreting

- Often no pay differential or compensation for bilingual staff

*Data Source: BLS, Occupational Employment and Wage Statistics, May 2022

**Data Source: American Community Survey, 2022, Table: S1601 Language Spoken at Home (Population over 5 years old)

COLORADO
Department of Health Care Policy & Financing
HCPF

Three goals
for the Interpreter Network

- Provide access to qualified interpreters throughout Colorado
- Catalyze the narrative about language access across Colorado
- Ensure long-term sustainability for the Interpreter Network and its expansion

COLORADO
Department of Health Care
Policy & Financing

Strategies: Years 1-3

- Operate the highest quality and most reliable local interpreter program

- Flex programming to meet the needs of different customers

- Explore and cultivate local talent across the State

- Promote education: Language Access Academy for organizations and interpreters

- Operationalize the "Language Access Seal of Approval" program

- Support geographic and professional growth of interpreters via training and education

Lake County

FY 23-24

Creation of Member Experience Advisory Council

Introduction

- Improve customer service experience for Spanish-speaking Medicaid members
- Inform process improvements, build trust
- Language access initiatives across the department
- MEAC project in 2020

Dalia Dorta,
Neocom Promo

Project Lead

- Survey development
- Community outreach
- Survey distribution
- Evaluation/findings
- Cultural/language considerations

Additional Guidance

Maria Carreón Ayers
Principal, Carreón Consulting

Julie Lawson
Reins Institute

COLORADO
Department of Health Care
Policy & Financing

Outreach

PA staff time: calls, texts, emails, in-office promotion

Contractor outreach to community partners

Gift card incentive for Focus Group & In-Depth Interviewees

Drawing for survey respondents

Department of Health Care Policy & Financing

Focus Group/In-Depth Interview Questions

Focus group/In-depth interview Guide

Awareness and Initial Consideration
- What do you know about Medicaid?
- How did you first find out about Medicaid programs from Lake County DHS Public Assistance?
- Did any specific sources or ways of learning about Medicaid in Lake County stand out to you?

Understanding Medicaid:
- What challenges did you face in understanding the Medicaid programs and services initially?
- Were there parts of Medicaid that you didn't understand well when you first heard about it?

Decision to Apply for Medicaid:
- What made you decide to apply for Medicaid through Lake County DHS Public Assistance?
- Were there particular needs or situations that made you think about getting Medicaid help?

Perceived Barriers:
- Were there things that worried you or made you hesitate before applying for Medicaid?
- How did you deal with any worries or concerns to go ahead with the application?

Application Process Experience
- Can you talk about your experience with the people at Lake County DHS Public Assistance when you applied for Medicaid?
- Did any specific staff or services stand out as helpful during the application process?

Language Access:
- How would you rate the help you got with language during the Medicaid application?
- Were there any language issues or areas where communication could be better?
- Interaction with Lake County DHS Public Assistance

Department of Health Care
Policy & Financing

Interview Questions (Continued)

Focus group/In-depth interview Guide (cont.)

Clarity in Processes:
- Did you find the steps and rules for getting Medicaid clear when you talked to Lake County DHS Public Assistance?
- Were there things about the process that confused you?

Timeliness of Assistance:
- How fast did Lake County DHS Public Assistance respond when you needed help with your Medicaid application?
- Were there times when you had to wait, or things could have been done faster?

Overall Experience and Suggestions
- On a scale from 1 to 10, how satisfied are you with your overall experience with Lake County DHS Public Assistance during the Medicaid application process?
- What things made you happy or not so happy about the experience?

Suggestions for Improvement
- Based on your experience, what changes would you suggest to make the Medicaid application process with Lake County DHS Public Assistance better?
- Are there other services or help you think would make it easier for people applying for Medicaid?

Metrics

Number of Medicaid Members Who Provided Feedback (All Channels)
Goal: 50+ Individuals/Results: 38

Number of MEAC Focus Group Meetings
Goal: 6/Results: 2 sessions, 6 total attendees

Number of In-Depth Interviews
*New Metric, project change/Results: 10 interviews

Number of Survey Responses
*New Metric, project change/Results: 22

Qualitative & Quantitative Results

- Need for better communication
- Improved language support
- Faster, more efficient processing
- More respectful, professional interactions with staff
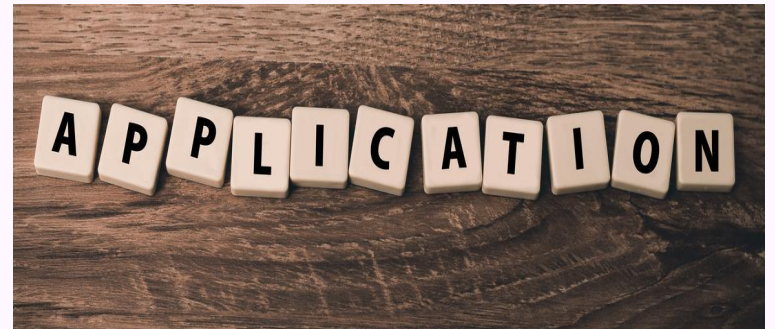
COLORADO
Department of Health Care
Policy & Financing

Lessons Learned

Flexibility is Key

Moved to communication methods that are easy to access to increase engagement (WhatsApp, Phone, Text)

Community relationships

Personal connections and health care providers are main source to learn about Medicaid

COLORADO
Department of Health Care
Policy & Financing

Next Steps & Opportunities

- Training on language services interactions
- Training on cultural differences that drive customer experience
- Review "inconsistencies" (processing times, language access experiences, info provided)
- More bilingual staff on hand (in-person interpreters)
- Materials, training to increase comfort level between client and staff dual language interactions

COLORADO
Department of Health Care
Policy & Financing

HCPF

Expanding & Sharing

Continue outreach with Spanish-speaking community as it relates to Medicaid application process and language services

County leadership interested in expanding MEAC to other areas in coming years

Sharing best practices, survey tools, process knowledge with other counties, Lake County Government departments, that wish to assess customer service gaps for this demographic

Questions?

Let's Connect

Christin Logan

Deputy Director of Funding & Program Development

christin.logan@state.co.us

719.293.0120

COLORADO
Department of Health Care
Policy & Financing

Thank You

Lake County

FY 23-24

Enhancing a Trauma-Informed Work Culture with Longitudinal Measurement of Customer Service and Retention

Lake County Department of Human Services

Enhancing a Trauma-Informed Work Culture with Longitudinal Measurement of Customer Service and Retention

FY 2023- 24 County Grant Program

Grant/Project Manager: Christin Logan, Deputy Director

Oversight/Fiscal: Janeen McGee, Director

Definitions:

Trauma-informed: (NIH) the awareness and recognition of trauma in practitioners, within own experience and in lives of those they serve

Resilience: (APA) the process and outcome of adapting to challenging life experiences through mental, emotional, and behavioral changes

Trauma-Informed Work at Lake DHS

2016-2021

- Working with Contractor Started in Child Welfare and spread to other units
- Economic Security staff in rural towns are linked to community
- Utilized HCPF Incentive dollars for Consultant

2022-2023

- Staff Survey and Findings
- Resiliency Toolkit
- Peer group
- Formalize Incentive Plan
- Shared with Counties

Consultant

Julie Lawson, MA, CCMP

CEO, Reins Institute

2023/24 Expansion Grant

- Julie Lawson Consultant again

- Continue work of 2022/23 project

- One-on-one coaching sessions

- Longitudinal study and findings

- ES-specific trainings

- Webinar

- Peer group initiatives

- Sharing work with other counties

Longitudinal Survey

Focus on Three Key Components:

- Leadership

- Physical Safety

- Professional & Personal Outlook

2022/23 Grant: March 2023

- High demand creates a stressful work environment

- Community-based services create challenges

- Workplace culture = retention

This Year's Survey: March 2024

- Staff recognize own stress responses

- Staff recognize resilient activities that benefit their well-being at work

- Staff feel supported by leadership

Longitudinal Study Findings

Leadership Findings:

- 25% Increase: Staff feel they can ask for help
- 32% Increase: Team-based processes are supported
- Decrease in staff belief resources available to be successful

Physical Safety Findings:

- 25% Decrease: Stress levels experienced by team within environment
- Increased rate of concern on safety within office
- 30% Decrease: Feeling in control of one's work environment

Professional & Personal Outlook Findings:

- 50% Increase: Ability to recognize personal signs of stress/burnout
- 25% Increase: Staff feeling professional career goals are fostered
- 20% Increase: Staff confidence in avibility to meet client needs

Training Sessions for Public Assistance Staff

- January 2024: Emotional Intelligence Training (virtual)

- April 2024: Communication, Emotional Response, & Stress Management Training (in-person)

One-on-One Coaching

One-hour sessions with Julie Lawson to discuss:

- Job satisfaction levels

- Resiliency tools/ideas

- Support and guidance

- 21 sessions completed with staff (and counting!)

Next Steps & Sharing Our Work

- Continue peer groups

- Longitudinal study each spring, expanding to all of Lake DHS

- HCPF Incentive funds cover behavioral health co-pays, retreats, training, community- and team-building activities

- TANF funds to make therapy free with licensed psychologist

- Sharing this project with others!
  - Resiliency Toolkit
  - Longitudinal Survey Questions
  - Webinar from Julie Lawson
  - Reach out to Christin Logan

Thank you!

Reach out for info, questions, or resources:

christin.logan@state.co.us

719.293.0120

Mesa County

FY 23-24

Economic Assistance Call Center

MESA COUNTY

CALL CENTER

Our decision to create the Call Center Team

During a HCPF visit to Mesa County in early 2023, we were presented with the opportunity to apply for a grant through HCPF to assist in funding the implementation of an on-site call center.

What benefits this could offer:

- Create better access to program and case information for our clients
- Increase communication and trust with our community
- Offer strong support on workload assistance and program knowledge to our Economic Assistance Division
- Add an additional tool to meet HCPF county expectations

Economic Assistance Division Timeline

2023 HCPF Visit

The initial point of the decision to create the Mesa County Call Center

Phase One

Beginning the planning phase & the start of the Grant Application process

<u>Phase One</u>

Once the decision was made to move forward with creating the Mesa County Call Center, we began with the need to start the Grant Application process and design the Call Center Team from the ground up.

Designing the Call Center Team:

- It became apparent in the beginning that there were many things we had to take into consideration. For example, how many technicians we would need, the type of software that would work for our county, the location of the team within our facility, initial trainings that would be needed, and much more.

- We knew Mesa County's main goal was to help the community in the best way possible, so we wanted to create a unique Call Center Team. We wanted the technicians to be fully trained in SNAP and MA, allowing them to process case changes while assisting each client.

The decision to create a trained processing Call Center Team

While researching how the majority of other Colorado county call centers operate, we found that most call center technicians were 100% read-only access.

- At this point within our division, Mesa County was working tirelessly to reach timeliness expectations in all areas. Our backlog was extensive due to varying reasons, such as PHE ending, the restructuring of our division leadership, a large number of staff vacancies, and many staff with lack of experience who were still training and learning.

  - With the creation of this team, we knew we wanted to ease the workload on our processing technicians and offer an improved customer service model to our clients.

- For these reasons, a fully processing call center was the best option for Mesa County.

Economic Assistance Division Timeline

2023 HCPF Visit

This was the initial point in the decision to create the Mesa County Call Center

Grant Approval

Notice of grant determination 8/4/23
Confirmation of spending authority 8/21/23

UNDER CONSTRUCTION

Phase One

The initial planning phase & the start of the Grant Application process

Redesigning the Division

Working to create the most effective performance process.
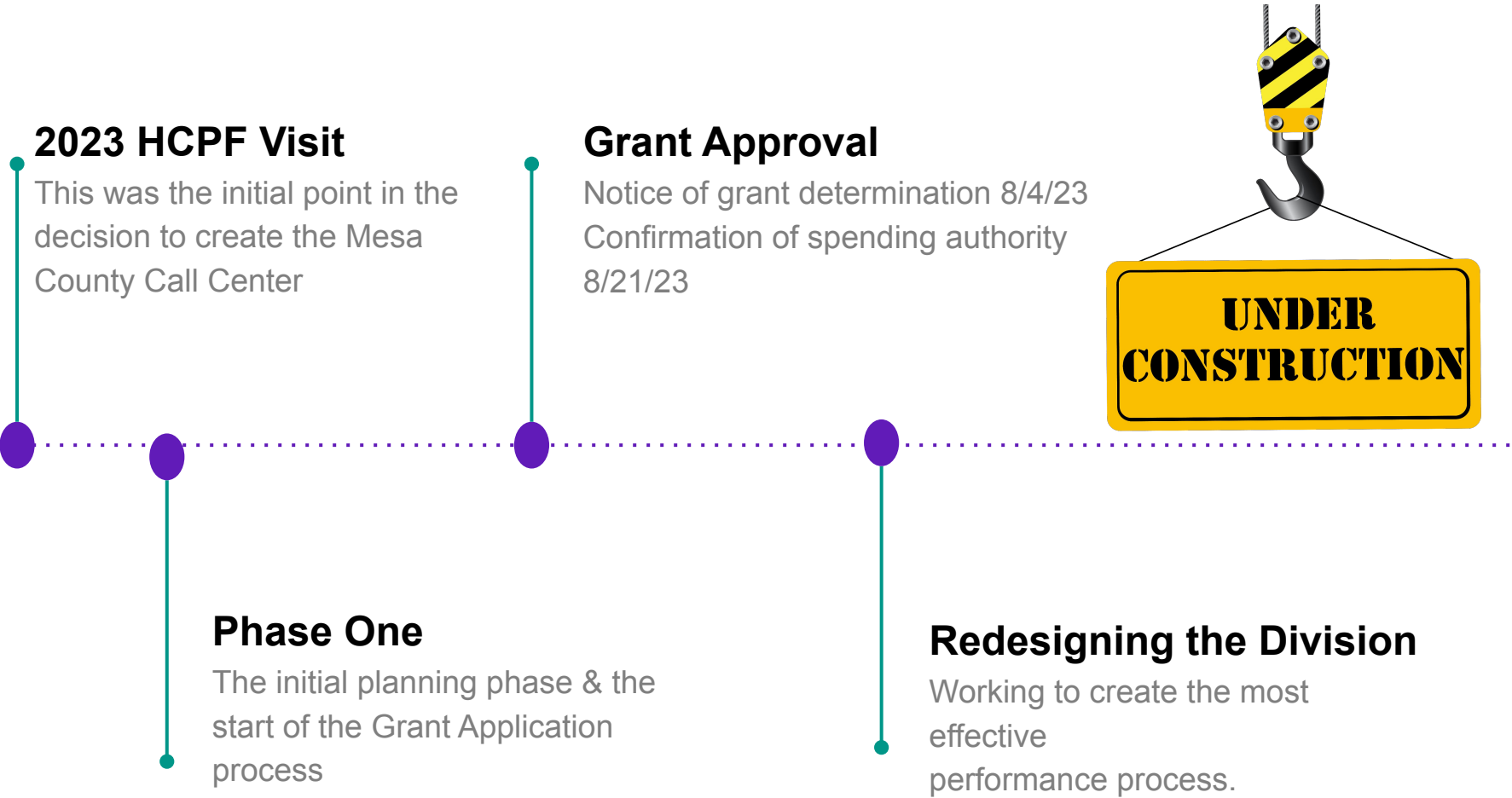
Redesigning the Division

Working toward optimal performance

While working toward the implementation of the call center, it became clear that we needed to complete a redesign of our entire division in tandem with the creation of the call center to reach optimum performance.

With all of the program changes our division was faced with in preparation for the COVID Unwind, our technicians were lacking knowledge that can only be gained through experience.
Training needed to be at the center of our focus.

We began the process of analyzing the division and our proficiencies in order to optimize our performance capabilities.
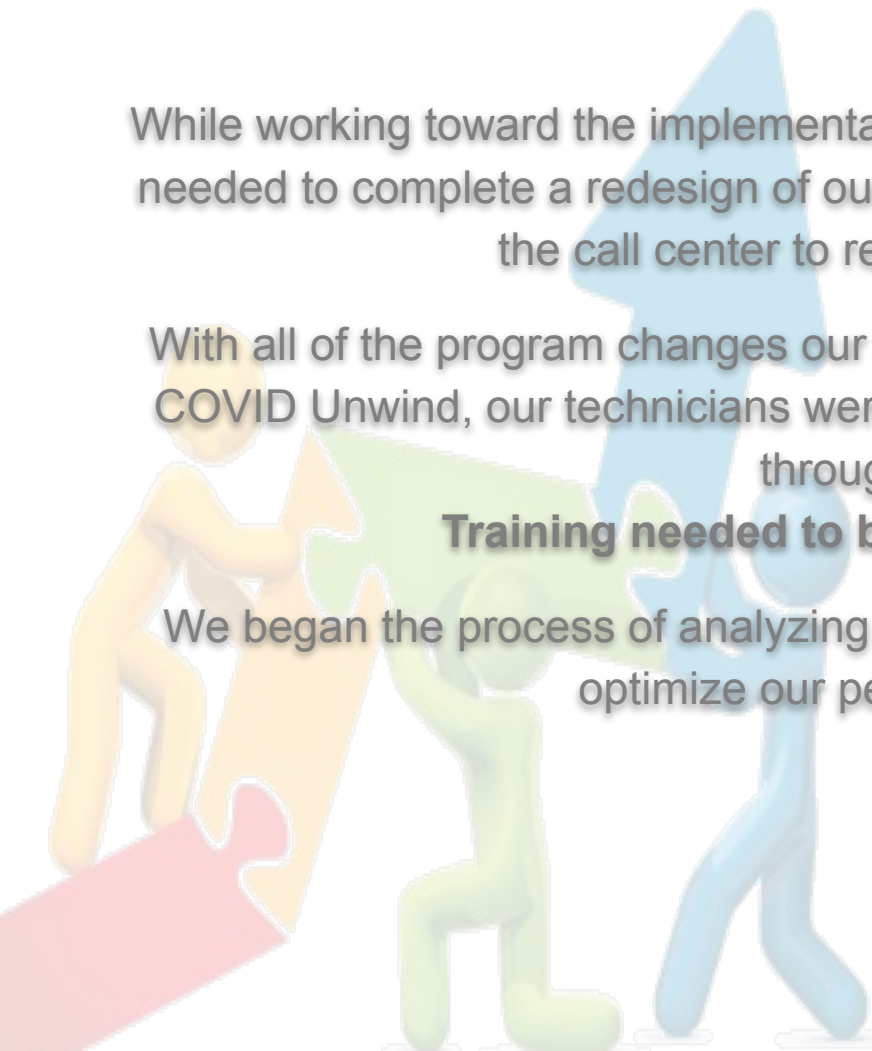
Redesigning the Division

July 2023- Our division at a glance
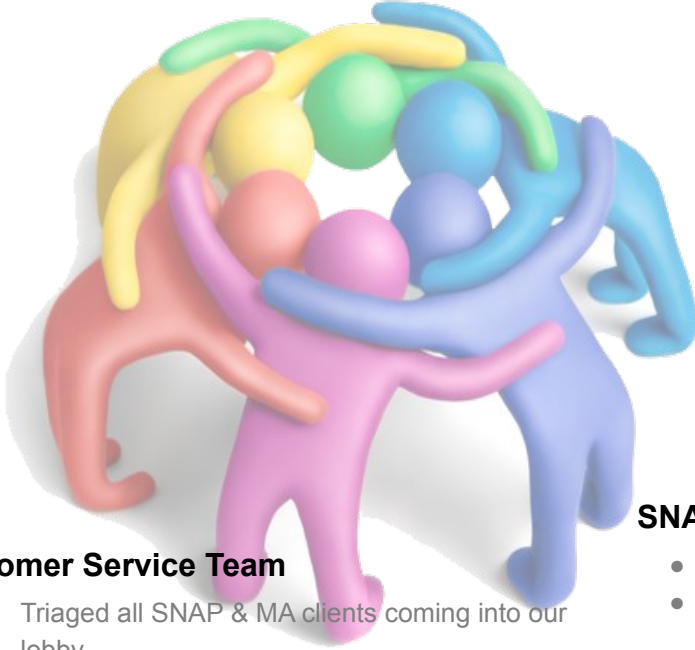
Customer Service Team

- Triaged all SNAP & MA clients coming into our lobby.
- Filtered all paper & digital documents coming to our division.
- Staged all documents submitted for SNAP & MA programs.
- Processed all SNAP Expedited applications.

SNAP & MA Ongoing

- Made up of Two teams
- Processed all Ongoing cases for SNAP and MA programs
- Live call shifts
- Lobby shifts
- Return voicemails
- Work mail

Long Term Care Team

- Processed all Intake & Ongoing cases for LTC, as well as AF and SNAP.
- Caseload based structure
- Lobby shifts
- Return voicemails
- Work mail

SNAP & MA Intake

- Made up of Three teams
- Processed all Intake Applications for SNAP and MA programs
- Live call shifts
- Lobby shifts
- Return voicemails
- Work mail

Cash Team

- Processed all Intake & Ongoing cases for AF and TANF programs, as well as SNAP and MA
- Live call shifts
- Lobby shifts
- Return voicemails
- Work mail
- Staging for all Cash programs
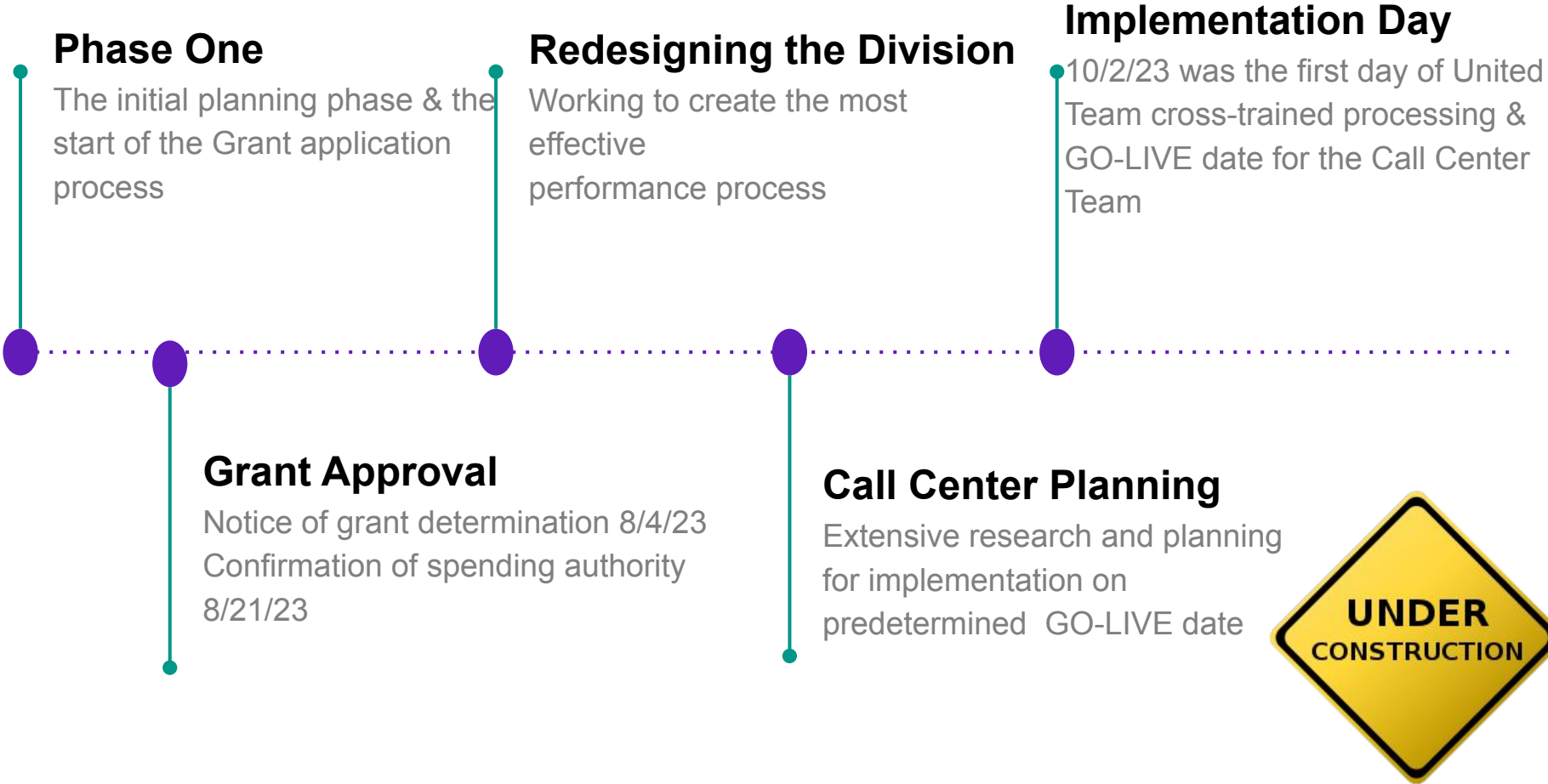
Staff Development Specialists

- On-site State Certified trainers for SNAP & MA programs
- Continuous education training
- Offers consistent, available, & thorough knowledge support for SNAP & MA technicians

Redesign Barriers & Goals

Barriers

- With SNAP & MA teams divided into Intake and Ongoing teams, this reduced the technicians processing abilities and program understanding due to lack of cross training.
  - This also led to coverage issues and uneven workloads when certain teams were down technicians.
- Customer Service was struggling to maintain all three assigned tasks with a large variation of duties. This led to untimely staging of documents & negative impacts on our SNAP Expedite timeliness.
- The separation of teams also led to lower morale on the floor & contributed to a divide between teams due to lack of understanding the various roles and responsibilities within our division.

Goals

- Create a unified division.
- Increase morale.
- Improve understanding of all aspects of SNAP & MA programs.
- Create well-rounded technicians who are fully trained in all intricacies of SNAP & MA.
- Better support our staff and create a sustainable, balanced workload.
- Improve staging times, processes, consistency, & effectiveness.
- Create stable, consistent support to all staff from leadership & SDS.
- Better serve our community, giving us the opportunity to strengthen trust with our clients as our consistency & dependability improve.

Redesign the Division - *Initial Shift*

October 2023 - Our division at a glance

Customer Service Team
- Triage all SNAP & MA clients coming into our lobby.
- Filter all paper & digital documents coming to our division.
- Stage all documents submitted for SNAP & MA programs.
- Process all SNAP Expedited applications

SNAP & MA Call Center
- Answer all incoming calls for SNAP & MA programs
- Process all reported changes
- 100% time reporting on all tasks
- Extensive data collection

Long Term Care Team
- Process all Intake & Ongoing cases for LTC
- Caseload based
- Lobby shifts
- Return voicemails
- Work mail

United Teams / SNAP & MA
- Made up of five teams
- Process all Intake & Ongoing for SNAP and MA programs
- Lobby shifts
- Work mail

Cash Programs Team
- Process all Intake & Ongoing cases for AF and TANF programs
- Live call shifts
- Lobby shifts
- Return voicemails
- Work mail
- Staging for all Cash Assistance programs

Staff Development Specialists
- On-site State Certified trainers for SNAP & MA programs
- Continuous education training
- Offers consistent, available, & thorough knowledge support for SNAP & MA technicians

Call Center Planning and Design

- Team of 8 and a supervisor
- Process Mapping and Data Collection
  - Arapahoe and Larimer County visits
  - Call Center statistics and research
  - Weekly meetings with Arturo Serrano- HCPF Continuous Improvement Specialist
  - Familiarization of software program manual
- Call Center Script
  - Information for self-guided help opportunities
  - RAD's
- Mitel Software
  - Compatible with county phone system

- Trained and Certified SNAP & MA technicians (unique team model)
  - Extensive program knowledge & processing skills
- 100% time reporting
  - Increased MA funding
  - Measure effectiveness for processing technicians
- Training
- Physical location of the team
  - All necessary equipment

Economic Assistance Division Timeline

Phase One

The initial planning phase & the start of the Grant application process

Redesigning the Division

Working to create the most effective performance process

Implementation Day

10/2/23 was the first day of United Team cross-trained processing & GO-LIVE date for the Call Center Team

Grant Approval

Notice of grant determination 8/4/23 Confirmation of spending authority 8/21/23

Call Center Planning

Extensive research and planning for implementation on predetermined GO-LIVE date

UNDER CONSTRUCTION

Post GO-LIVE Call Center - *Challenges & Successes*

Challenges

- Lack of software
  - Installed 11/13/23
- Lack of staff
  - 3 trained workers on GO-LIVE date
  - Length of time for hiring and training much-needed staff
  - Staff turnover
- High call volume
- Division wide backlog
- Lack of trust from our community due to decreased availability for teams during PHE
- Shift in building hours
- Wrap-up call time
  - Adjusted to 2 minutes

Successes

- Clearing the path for our division
- Successful design and use of tools created for this team:
  - Processing Queue
  - 100% time reporting production logs
  - Increased funding due to MA call %
  - Confirmation of the need for processing technicians
  - Templates
    - Tech Send Backs
  - Data tracking
    - Pivotal information for processing trends and training needs
    - Increased awareness and insight into division data

Call Center Tracker, Tools, & Data

Processing Queue

	CC Tech	Date	Type of Contact	Phone Number	DM OK	HOH Name	Case Number	Reason for Contact	HIGH PRIORITY	24 HR	MA ONLY!	SPANISH	Processor	Completed Date	One Touch	Comments	HDT	Tech Send Back	Confirmed Send Back
Received 6 / Completed 1			Remaining 5			Oldest Date 4/2/24		Call Center/ Client Support Processing Queue	1	1	2	2					1	1	0
	Becky	4/1/24	Calls	000-000-0000	☑	Bob Miller	1B11111	Bob called to update his rent expense from $400 to $900. This change occurred because Bob moved and now lives at 12345 29 Road Grand Junction CO 81504. This is the mailing and physical address. He confirmed his utilities are still the same.	☐	☐	☐	☐	Stacey	4/2/24	YES	Called Bob to let him know the outcome	☐	☐	☐
	Rafael	5/16/24	Calls	000-000-0000	☑	Billy Rae	1B11115	Billy called to see why his MA was closed. It looks like a VCL that was not cleared.	☐	☐	☐	☐	Jessie		YES	This was a HTD. Sent 5/16/2024 ticket #12345	☑	☐	☐
	Tonya	4/2/24	Lobby	000-000-0000	☐	John Smith	1B11112	MA is failing for one of John's kids, possible TSB	☐	☐	☑	☐	Tamra			Email sent to Jessie 4/2/2024	☐	☑	☐
	Raine	5/8/24	Calls	000-000-0000	☑	Mary Moore	1B11113	Mary's SNAP RRR went to the wrong address. The address was updated to 1234 Golden Dr. Grand Junction CO 81504, please mail RRR to new address	☐	☑	☐	☐					☐	☐	☐
	Angela	6/2/24	Lobby	000-000-0000	☐	Sally Hansen	1B11114	Sally's QMB closed due to a requested VCL. VCL was turned in timely 6 months ago and was not assigned to any worker.	☑	☐	☐	☑					☐	☐	☐
	Tamra	6/3/24	Lobby	000-000-0000	☑	Tom Saget	1B11116	SNAP closed for ABAWD, now reporting disability exemption	☐	☐	☑	☐					☐	☐	☐

Call Center Tracker, Tools, & Data

100% Time Reporting Data

Call Center Tracker, Tools, & Data

Weekley Post Call Survey Reports

Mesa County Post-Call Survey Report

Date Range: 5/13/2024 - 5/17/2024

Date	ID Agent	Queue	Caller ANI	Caller Name	Q1	Q2	Q3	Q4
5/13/2024 12:38:41 PM	5207 - Angela Avila	P300-English Call Center			1	1		
5/13/2024 4:18:07 PM	5216 - Tamra Dodd	P300-English Call Center			1	1	1	
5/14/2024 7:34:14 AM	5207 - Angela Avila	P300-English Call Center			5	3	1	
5/14/2024 9:55:55 AM	5214 - Tonya Thieman	P300-English Call Center			1	1	1	
5/14/2024 1:14:46 PM	5207 - Angela Avila	P300-English Call Center			1	1	1	
5/15/2024 11:26:04 AM	5216 - Tamra Dodd	P300-English Call Center			1	1	1	
5/15/2024 12:44:56 PM	5216 - Tamra Dodd	P300-English Call Center			1	1	1	
5/15/2024 1:51:13 PM	5212 - Stacey Schneider	P300-English Call Center			1	1	1	
5/15/2024 1:57:46 PM	5212 - Stacey Schneider	P300-English Call Center			1	1	1	
5/15/2024 3:58:37 PM	5212 - Stacey Schneider	P300-English Call Center			1	1	1	
5/16/2024 12:46:42 PM	5213 - Raine Cooper	P300-English Call Center			1			
5/16/2024 1:18:25 PM	5216 - Tamra Dodd	P300-English Call Center			1	1	1	
5/17/2024 8:53:08 AM	5212 - Stacey Schneider	P300-English Call Center			1	1	1	
5/17/2024 10:41:47 AM	5212 - Stacey Schneider	P300-English Call Center			1	1	1	
5/17/2024 10:44:42 AM	5207 - Angela Avila	P300-English Call Center					2	
5/17/2024 11:06:50 AM	5207 - Angela Avila	P300-English Call Center			5	1	2	
				Average	1.533333333	1.142857143	1.142857143	

Call Center Tracker, Tools, & Data

Monthly Call Center HCPF Data Report

Mesa County Call Center Data for May 2024

5300 - CC Queues

5/1/2024 - 5/31/2024 - 00:00 - 24:00

Created on 6/4/2024 7:47:22 AM by Jessie.McCain

Queue	Queue name	Calls offered	Calls handled	Average speed to answer	Average delay to abandon	Average handle time	Abandon %	Service level %	Answer %
P300	English	2315	2003	0:05:04	0:08:17	0:05:44	13.40%	92.50%	86.50%
P302	Spanish	11	11	0:01:29	00:00:00	0:02:48	0.00%	100.00%	100.00%
Totals		**2326**	**2014**	**0:05:02**	**0:08:17**	**0:05:43**	**13.30%**	**92.60%**	**86.60%**

Staffing information

3 workers assigned to calls at all times currently

Redesigning the Division - *Secondary Shift*
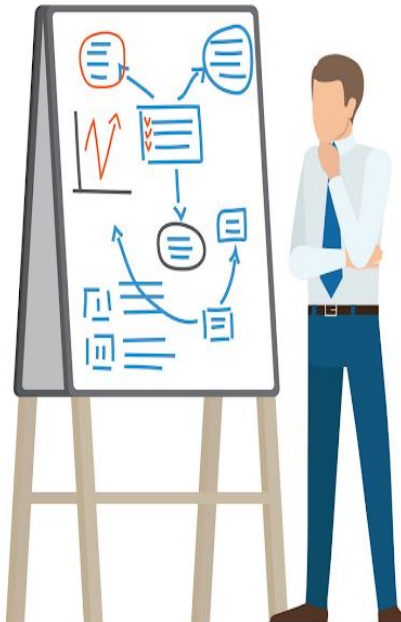
January 2024 - Our division at a glance

Admin Team

Created to meet division need for more timely staging, card-in-hand policy, and AI's. The Admin Team tasks:

- Filtering Cash & LTC documents
- Staging all SNAP & MA documents
- AI'ing Apps and starting Redeterminations
- Adding information to division trackers
- Maintaining SNAP
    2-day staging & EBT card issuance expectations

Client Support Team

Originally the Call Center Team, transitioned to be the "Front of House" team for all client initiated contact (Now a team of 10 workers, including a team lead).

The Client Support Team tasks:

- Maintaining the SNAP & MA lobby
- Filtering lobby for the cash team to assist them, in order for them to achieve timely processing
- Take all incoming calls to the call center in compliance with HCPF standards
- Processing everything reported at all contacts (lobby & calls)
- Deliver consistent & reliable information to clients
- Offer the highest quality customer care
- Continuing to building client trust

Long Term Care Team

- No Change

Staff Development Specialist

- No Change

Cash Programs Team

- No Change

United Teams / SNAP & MA

- No longer responsible for the lobby!

Call Center Tracker, Tools, & Data
Team Schedule

	Week of:	5/13 - 5/17
	Urgent MA techs:	

Key

Pit Boss	PB	Calls	C
Quick Support	QS	Calls Back Up	C/BU
Training	T	Processing	P
Other	O	No tasks	X

	Lobby Cleared:	4:45	Calls Cleared:	4:40

Monday 5/13
7:15AM - 5:15PM

Employee	7:15 AM	8:15 AM	9:15 AM	10:15 AM	11:15 AM	12:15 PM	1:15 PM	2:15 PM	3:15 PM	4:15 PM
Worker A	C	C	C	C	X	C	C	C	C	C
Worker B	C	C	C	C	C	X	C	PB	PB	PB
Worker C	X	X	X	X	X	X	X	X	X	X
Worker D	PB	PB	PB	PB	QS	X	QS	QS	QS	QS
Worker E	X	C	C	C	C	C	X	C	C	C
Worker F	QS	QS	QS	QS	X	QS	C	C	C	C
Worker G	T	T	T	T	T	T	T	T	T	T
Worker H	X	X	X	X	X	X	X	X	X	X
Worker I	T	T	T	T	T	T	T	T	T	T
Worker J	T	T	T	T	T	T	T	T	T	T
Jessie	O	O	O	O	PB	PB	PB	O	O	O
Notes	Jane 5 pm Sup									

'Key' Information

Pit Boss- Filters lobby clients digitally

Quick Support - Assists SNAP, MA & select Cash Assistance clients in the lobby

Training- In training

Other- Other assigned task

Calls- Live call shift

Calls Back Up- Processing, unless call wait times exceed 10 minutes

Processing- Processing changes on the Processing Queue

No Tasks- Out, or off for lunch or break

Call Center Tracker, Tools, & Data
Weekly Lobby Data Reports

Raw Data

Date	Task	HLPG	Worker	Visits	Wait Time	Service Time	Lead Time
2024-05	Quick Support	Medical	Alice Mellado	1	7	0	7
2024-05	Quick Support	AF - Adult Financial	Becky Boyd	2	30	18	48
2024-05	Quick Support	AF - Adult Financial	Tonya Thieman	1	5	6	11
2024-05	Quick Support	FA - Food Assistance	Angela Avila	13	30	9	39
2024-05	Quick Support	FA - Food Assistance	Becky Boyd	11	37	19	57
2024-05	Quick Support	FA - Food Assistance	Jessie Mccain	1	13	41	54
2024-05	Quick Support	FA - Food Assistance	Angela Avila	1	21	0	21
2024-05	Quick Support	FA - Food Assistance	Angela Avila	1	2	0	2
2024-05	Quick Support	FA - Food Assistance	Rafael Yanez	1	15	0	15
2024-05	Quick Support	FA - Food Assistance	Tamra Dodd	3	33	14	47
2024-05	Quick Support	FA - Food Assistance	Tonya Thieman	15	25	14	39
2024-05	Quick Support	Medical	Angela Avila	14	18	11	29
2024-05	Quick Support	Medical	Becky Boyd	31	33	18	52
2024-05	Quick Support	Medical	Jessie Mccain	1	33	27	60
2024-05	Quick Support	Medical	Becky Boyd	2	32	0	32
2024-05	Quick Support	Medical	Norraine Cooper	1	47	15	62
2024-05	Quick Support	Medical	Becky Boyd	1	26	0	26
2024-05	Quick Support	Medical	Tamra Dodd	5	38	17	55
2024-05	Quick Support	Medical	Tonya Thieman	26	14	15	29
2024-05	Quick Support	TANF - Temporary A	Becky Boyd	1	10	5	15
2024-05	Quick Support	TANF - Temporary A	Becky Boyd	1	55	0	55

Totals

Team Totals

Total Clients Served:	133
Total Average Wait Time:	25.0
Total Average Service Time:	10.90
Total Average Lead Time:	35.95

(green)	<30 min Lead time
(pink)	>60 min Lead time

Wait Time		Lead Time	
Longest	Shortest	Longest	Shortest
55	2	62	2

Worker Totals

Worker	Task	Clients Served	Service Time	Lead Time
Angela	Advocate	26	15	29
	Quick Support	33	8	41
Becky	Advocate	1	0	21
	Quick Support	2	0	9
Raine	Advocate	0	0	0
	Quick Support	32	13	38
Stacey	Advocate	1	0	7
	Quick Support	3	12	30
Tonya	Advocate	0	0	0
	Quick Support	32	17	49
Tamra	Advocate	0	0	0
	Quick Support	3	14	46

Task Totals

Task	Clients Served	Service Time	Lead Time
Advocate	28	5.00	19.00
Quick Support	105	11.89	38.78

Economic Assistance Division Timeline

Redesigning the Division
Working to create the most effective performance process

Implementation Day
10/2/23 was the first day of United Team cross-trained processing & GO-LIVE date for the Call Center Team

Call Center Software Installation
Call Center software was installed 11/13/2023

Call Center Planning
Extensive research and planning for implementation on predetermined GO-LIVE date

Building Hours Change
New hours for campus unity & highest level of customer service

Creation of Admin & Client Support Teams
Implemented for optimal Division performance

UNDER CONSTRUCTION

Client Support Team _Challenges & Successes_

Challenges

- Planning and process improvement for lobby takeover
- Building Hours
  - Not enough positions to cover hours
    - Resulting in mandatory OT
    - 2 new positions added to the team
  - Lack of meetings/ trainings
- Scheduling
- Division communication
- Staffing _(temporary challenge)_
  - 4 current trainees - FTE's
    - OT
    - Lack of processing time
    - Only 3 workers available for calls
  - Inadequate pay for work

Successes

- Division support
  - Removing the lobby task from United Team
  - Removing lobby filtering to enable the Customer Service Team to Transition to the Admin Team
    - Supports Timely staging
- Morale of workers maintaining phones and lobby
  - Career Pipeline
- Consistent, quality client support
  - Increasing the speed in which we process changes reported on the phone or in lobby
  - Delivering dependable, consistent, and accurate communication
  - 3 Spanish speaking technicians on our team
- Increased client satisfaction
- Grow client and worker relations
  - Clients enjoy knowing the technicians on the Client Support Team

Economic Assistance Division Timeline

First Month of Reporting Data
April 2024 was our first month of data collection reporting to HCPF

Grant Presentation Due
Due for completion 6/5/2024

Creation of Admin & Client Support Teams
Implemented for optimal Division performance

Call-Back Feature Installation
Installed May 2024

GPD
Grant presentation day!!!

Plans for the Future

- Call-back feature *implementation*
- Training goals
  - New workers shifting to be included on the client support schedule
  - Ongoing training for current and newer staff
- Creation of templates
  - Case Comment templates
  - Supervisor Request templates
  - Complaint templates
  - Verbal Appeal templates
- QA tools creation
  - Call QA's
  - Processing QA's
  - Lobby QA's
- Implementation of Lead worker duties
- Scheduling by data forecasting

- Client Support career pipeline development
- Call Center script development
- Secondary trauma training
- Community field trips to improve resource navigation
- Call Center wait time markee for the lobby
- Recorded calls for new-hire training

The End...

Or beginning, depending on who you ask

Q&A Session

Pitkin County

FY 23-24

Trauma Informed Management Practice

Pitkin County Human Services Trauma Informed Management

HCPF County Grants
Year-End Report Out

Practice

Overview of the project

Purpose:

➔ Employee and customer satisfaction were identified as a top priorities following changes that occurred internally, as well as changes in workforce in the wake of Covid-19.
➔ Increases in customer complaints and staff turnover were main concerns to be addressed.
➔ These concerns aligned with the HCPF Strategic Pillars to Operationalize Excellence and Customer Service, as well as address Employee Satisfaction and Equity, Diversity, Inclusion and Accessibility.

2022

➔ Tenured Director retired and new leadership emerged
➔ Reorganization including 2 deputies and the removal of supervisors
➔ Storming and identification of moral concerns
➔ Increases in customer complaints

2023

➔ Re-engaged with Alia to propose Scope of Work to address moral and customer concerns
➔ HCPF Grant awarded and began work 07/2023
➔ Director went on maternity leave while leadership continued to work with Alia through coaching between 08/2023-11/2023

2024

➔ In service Learning Labs in January 2024, with management team; and in April 2024
➔ Plan proposal for next steps

Human Services
PITKIN COUNTY CARES

Project Proposal

'When managers and co-workers treat each other with respect and kindness, the workplace can be a safe and restorative place for people"

-Nicole B. Mason, Esq., Personal Development Executive

12 Months (07/2023-06/2024)

Leadership Labs

❖ Space for teams to explore and apply new concepts. Topics included:
  ➢ Organizational well-being
  ➢ Addressing barriers to change
  ➢ Embedding equity and trauma-informed practices

On-Site Strategy Labs (In-Person)

Leadership Strategy Labs (Virtual)

Executive Coaching (Virtual)

Measurables

❖ Pre/post surveys
  ➢ Increase in staff satisfaction
  ➢ Increase in Health First members satisfaction

Categories of measurement and expected benchmarks:

- Staff Engagement: 20% increase

- Institutional Trust: 20% increase

- Overall Employee Satisfaction: 15% increase

- Customer Engagement: 20% increase

- Customer/Member Satisfaction: 15% increase
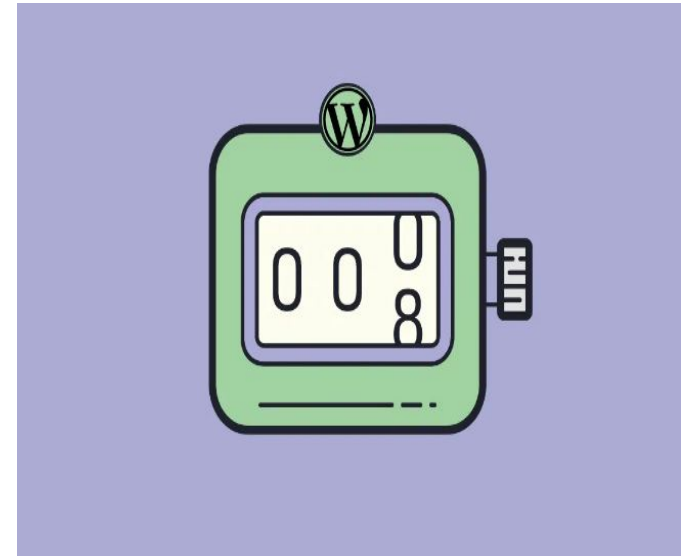
Outcomes

Results of the Staff Surveys:

How satisfied are you with your overall job at Pitkin County Human Services?	Rate the level of support you receive from your supervisors and colleagues.	How satisfied are you with the opportunities for career advancement and professional development provided by Pitkin County Human Services?	Rate your satisfaction with the work-life balance offered by Pitkin County Human Services.	How satisfied are you with the communication channels within Pitkin County Human Services?
First Survey 3.71	3.94	3.35	4.12	3.47
Second Survey 3.63	3.88	2.93	3.57	3.39
Change +/- -1.98%	-1.52%	-14.51%	-15.38%	-2.51%

Rate the level of recognition and appreciation you receive for your work at Pitkin County Human Services.	How satisfied are you with the resources and tools provided to perform your job effectively?	Rate the level of job security you feel at Pitkin County Human Services.	How satisfied are you with the organizational culture and values of Pitkin County Human Services?	How well do you feel that Pitkin County Human Services manages change?
First Survey 3.47	3.71	4.24	3.65	2.88
Second Survey 3.50	3.86	4.14	3.52	2.76
Change +/- 0.75%	3.90%	-2.37%	-3.72%	-4.26%

Outcomes

Results of the Customer Surveys:

In your experience, how satisfied have you been with the services provided by the Pitkin County Department of Human Services?	Please rate the responsiveness of the Pitkin County Department of Human Services to your inquiries or requests.	How satisfied are you with the level of customer service you received during your interactions with the Pitkin County Department of Human Services?	Rate the knowledge and expertise of the staff at the Pitkin County Department of Human Services.	How satisfied are you with the accessibility of information provided by the Pitkin County Department of Human Services?
First Survey 4.28	4.19	4.16	4.23	4.13
Second Survey 4.41	4.36	4.22	4.38	4.27
Change +/- 3.01%	3.94%	1.37%	3.53%	3.30%

Please rate the ease of navigating through the services offered by the Pitkin County Department of Human Services.	How satisfied are you with the overall quality of the services provided by the Pitkin County Department of Human Services?	Rate the timeliness of the services provided by the Pitkin County Department of Human Services.	Please rate the professionalism of the staff at the Pitkin County Department of Human Services.	How likely are you to recommend the services of the Pitkin County Department of Human Services to others?
First Survey 3.70	4.06	4.00	4.16	4.13
Second Survey 4.04	4.37	4.32	4.38	4.32
Change +/- 8.34%	7.03%	7.32%	4.93%	4.48%

Lessons Learned

Pitkin County Employees:
- ○ Supervisory support, worklife balance, and job security were highest scoring. Change management and communication was the lowest scoring.
- ○ Communication is integral to trust and engagement
- ○ First year of this program helped to clarify roles and responsibilities, as well as a new structure, and will look to Y2 including Trauma Competent Workplace as a Strategic Plan Pillar for Human Services

Health First Customers:
- ★ Increases across all categories from survey 1 to survey 2

Next Steps

Human Services
PITKIN COUNTY CARES

- ❖ Execute new communications plan for internal and external purposes

- ❖ Reorganize department and continue to clarify roles

- ❖ Complete HCPF County Grant for Y2 to build in Trauma Competent Workplace as a Strategic Pillar

We have a leadership responsibility

to become trauma-informed and to

create a trauma-informed workplace.

Thank You

Human Services
PITKIN COUNTY CARES

Q&A Session

Closing Remarks

Contact Info

HCPF_CountyRelations@state.co.us
or
Submit your question at

https://hcpfccc.my.salesforce-sites.com/HCPFCountyRelations

Thank you!