County Year End Report Out
FY 22-23

Presented by: Kimberly Preeson & Bre Benbenek

Agenda

- Opening Remarks - <u>Kim Bimestefer</u>

- Project Sharing - <u>Rachel Reiter</u>

- Customer Service
    - Denver County: Call Center Improvements
    - Lake County: Language Access Project
    - Conejos County: Phone Improvement Projects

- County Workforce Supports
    - Lake County: Secondary Trauma Project
    - Q&A

- Final Remarks - <u>Rachel Reiter</u>

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, 2023
  - Should include - a Closeout or Continuity/Sustainability Plan
- Project Expenditures:
  - Entered into CFMS no later than July 10, 2023.
  - Expenses submitted after this date will not be reimbursed
- Presentation:
  - Combined into 1 slide deck, presenters we will advance slides for you. Just let us know when!
- Meeting Space:
  - Zoom meeting - you have full control of your mic and video, please stay muted when not speaking.
- Questions:
  - Use Q&A function 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

Project Sharing

- Denver County - 2 minutes
  - Call Center Improvements

- Lake County - 4 minutes
  - Language Access - Interpreter Network
  - Trauma Informed Work Culture

- Conejos County - 2 minutes
  - Cyber Security & Customer Improvement Project

COLORADO
Department of Health Care
Policy & Financing

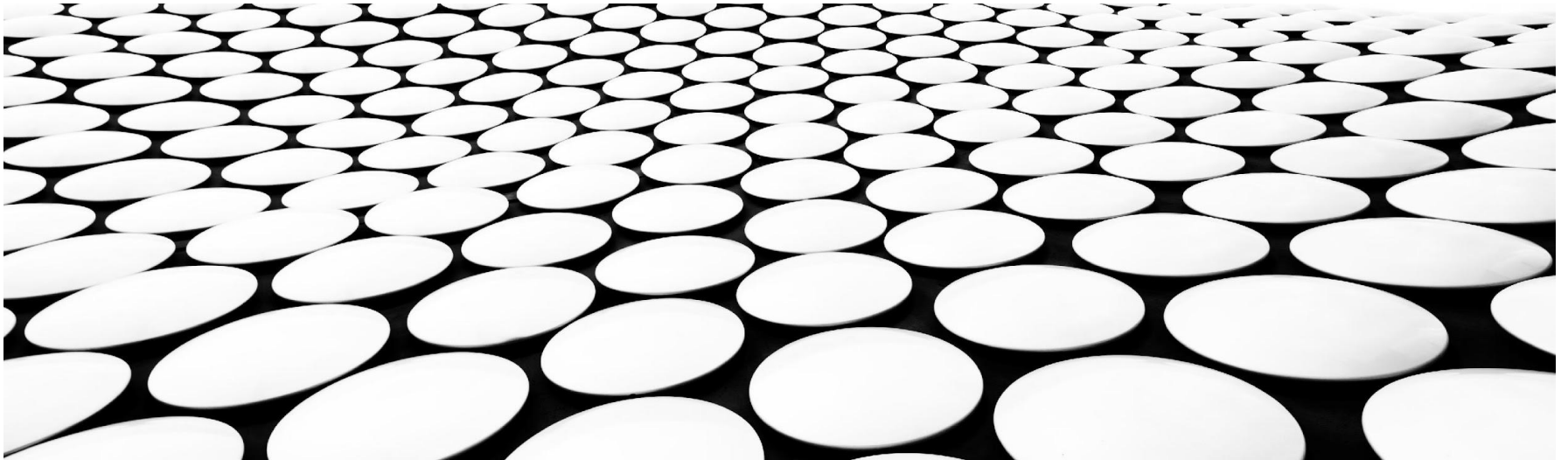# Denver County

FY 22-23

Call Center Improvements

COLORADO
Department of Health Care
Policy & Financing

# CALL CENTER AUTOMATION

ROBYN KELLY

CALL CENTER EXPERIENCE

- Caller were having issues getting through to speak to an agent.

- When they got through, they had an average wait time of 33 minutes. This was down from the September high of 50 minutes.

- Customers who had appointments called in and waited up to 25 minutes to be told we will call them back. Then a task was created for the Lobby and the client waited for a worker to call them. The client often called back, waiting again on hold, to report they had not been called yet.

- Many calls were informational in nature. Clients just wanted to check status of cases, appointments, and documents.

"YOU ARE HERE"

6 Month Call Log
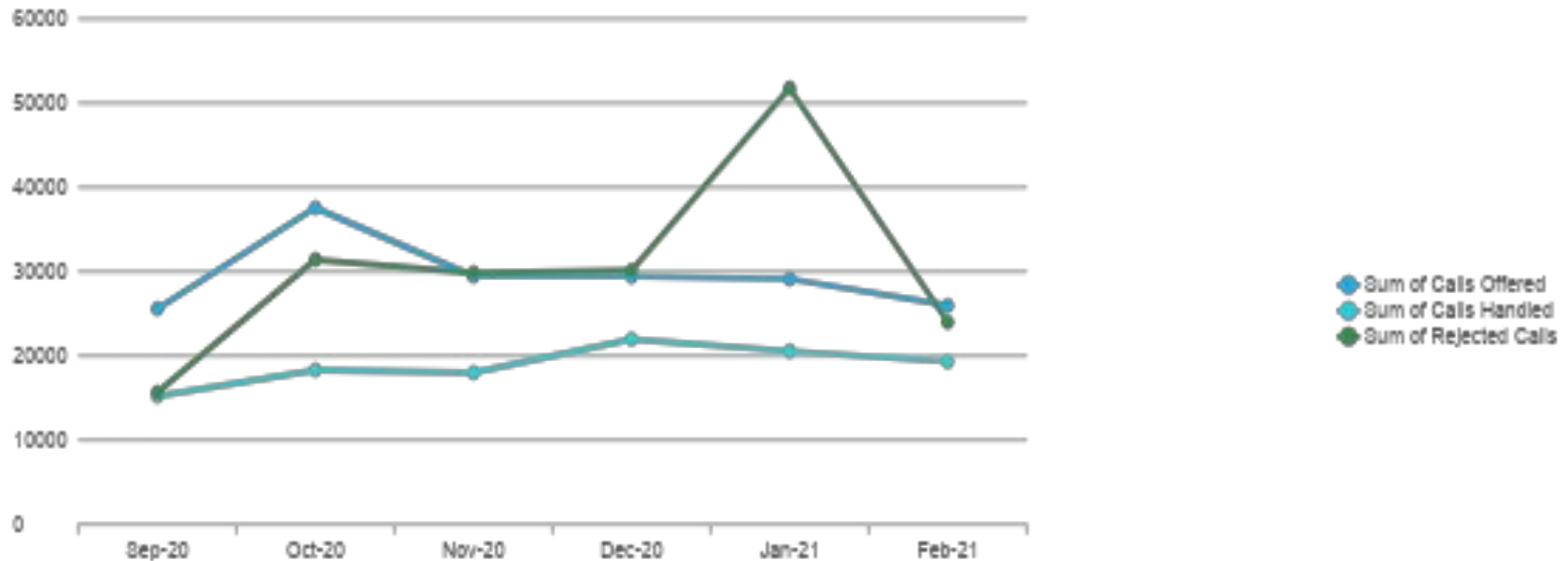
Calls Offered stabilized to approximately 30,000 calls a month.
However even with staffing increases, the call center capacity was
approximately 20,000 calls per month.

WHAT HAPPENED NEXT

- Analyzed what our purpose was moving forward – Take messages and give info or be a working part of the eligibility process and help address the need for processors.

- Set goals

- Maximized the efficiency in the Call Center with staff training, quality controls, and process improvements.

- Applied industry standards for staffing and performance to call center expectations.

- Examined call data and worked to identify the top call drivers and what was driving trends.

CALL CENTER FACTS BY THE END OF 2021

- The Average Handle Time (Call time plus work time to resolve call) is 10 minutes 19 seconds

- Average wait time (all 6 queues) is 21 min

- Total Abandon rate (all 6 queues) 25.5%

- The average number of staff on the telephones (all lines) is 25. Staff are required to cover Tier II processing, EBT, In-boxes, verifications

- There are a total of 120 lines of service

- The average call requires staff to work in WMS, CBMS, Finesse, Telestrat, and Salesforce

- Each staff member takes 38 - 45 calls per day

- The DHS Call Center took just over 220,000 calls and completed 9500 Customer service in-box contacts for 2021

GOALS

- Have zero refused calls to Denver Human Services

- Reduce the call wait time to zero for information, and under 10 minutes to speak to live Call Center staff

- Reduce Abandoned calls to under 20%

- Allow clients to self serve 24 hours a day for case information and verification needs

- Remove all Appointment functions from the live Call Center staff

- Offer a Full-Service option for clients seeking assistence via telephone

THE ERLANG C CALCULATION AND NEEDED STAFF

- The Erlang C Calculation is the Call Center Industry standard for determining call center staff needed to address incoming calls are a desired level. For this calculation we are making the following assumptions:

- **Assumptions: 1000 calls per 8 hours - - AHT (Average Handle Time) 10 min 7 Seconds - 99 % Answered in 20 min – Shrinkage (Vacancies, PTO, FML, etc.) 30 %.**

- Needs 43 call takers to have 35 available per day.

- We have 27 FTE, 11 Time limited staff, and are making up short fall with 23 on-call (part-time) positions. This available staff also need to address non call related work. (in boxes, Tier II work, processing) approximately 10 people per day.

- Concerns: On Call positions are difficult to hire for, attrition on these positions is over 60%, consistent hiring and training takes a toll on the Call Center's resources, and vacancy rate is over 35%.

WHY ARE PEOPLE CALLING/TOP CALL DRIVERS FOR 2021

Placed in queue	16269
Status/outcome of RRR	14004
Benefits were not issued	12136
Request Replacement Card (card previously issued)	8832
Request for new or replacement EBT card	8817
Status/outcome of application	8029
Confirm receipt of submitted verification	7290
How to apply/Program Info	7158
Reschedule appointment	6196
What is needed?	5553
How much is my benefit?	5283
Why is my program discontinued?	5140
EBT Card Status	5042

CALL CENTER AUTOMATION PROJECT IS BORN

■ We mapped out 5 options which we wanted to automate

■ 8 of the top call drivers were found to be informational in nature. (69369 calls) Looking at all call drivers a total of 94586 could have been resolved using the proposed automation functions.

■ On-Call staff are inconsistent and difficult to maintain

■ 1x cost to upgrade system is far less then cost of hiring and maintaining additional staff.

■ The Call Center decides to head into a Full-Service business model to allow additional access to clients

Eligibility Workers will be hired in place of most Customer Service Agents

We need to find capacity with technology for extended handle times

Placed in queue	16269
Status/outcome of RRR	14004
Status/outcome of application	8029
Confirm receipt of submitted verification	7290
How to apply/Program Info	7158
Reschedule appointment	6196
How much is my benefit?	5283
Why is my program discontinued?	5140

THE RESULTS

	All Qs			Gen and EBT Q Totals						Self Help					
	Agents Available	Vacancies	Calls Per Agent	Calls Offered	Calls Handled	Abandoned	% Abandoned	ASA	AHT	Total SS Calls	Total Case # Returned	% Returned	Total Transferred to Q	% Diverted Calls	Rejected Calls
January	21.6	11	31.1	20216	12944	7271	36.00%	50:49:00	10:35	25363	14925	59%	12062	19%	2827
February	22.6	15	31	19853	12811	7039	35.50%	50:01:00	11:10	25104	14966	60%	12151	19%	2719
March	23.9	112	30.2	19451	15353	4096	21.10%	23:38	11:03	21010	12453	59%	9917	20%	127
April	20.7	9	32.8	18894	12544	6347	33.60%	43:20:00	10:13	21459	15568	73%	12674	19%	928
May	21.2	9	31.6	20140	14176	5963	29.60%	34:08:00	10:42	22776	19149	84%	15627	18%	763

Lake County

FY 22-23

Language Access - Interpreter Network

GRANT OVERVIEW

- Why Language Access?
- Objectives
- Policy Work & Deliverables
- Interpreter Network
- Key Takeways
- The Future of Language Access & Interpreter Network

WHY?

- Based on a survey within the Lake County School District, **60% of students identify that Spanish is the primary language** spoken within the home.

- Customer service = reducing language barriers in Public Assistance

- Elevating **local** bilingual talent, providing income and developmental opportunities

IMPROVING CUSTOMER SERVICE THROUGH LANGUAGE ACCESS POLICY IMPLEMENTATION & DEVELOPMENT OF LAKE COUNTY DHS INTERPRETER NETWORK

Strategic Pillars:
- **Operational Excellence** – Creating compliant, efficient and effective business practices that are person- and family-centered
- **Customer Service** – Improving service to our members, providers and partners

Preferred Project:
- **Customer Service that is provided in a timely, respectful and culturally appropriate manner**
  - Review and update existing customer service documentation and processes
  - Development of culturally-appropriate customer service training
  - Customer service skills to increase member satisfaction

THREE KEY OBJECTIVES

POLICY & PROCESS

Implementing the Lake DHS Language Access Policy across all units, including the creation and dissemination of process documents.

INTERPRETER NETWORK

Creating a trained and local Interpreter Network within the Leadville/Lake County community.

SHARING

Sharing the outcomes of this project to other interested counties, throughout Lake county government departments, and beyond...

THE NUMBERS

Requested Total Funding:
$121,563.12

Awarded Amount:
$48,625.25

BUDGET PROJECTIONS
Contractor's Projected Time: 400 hours (x$75/hour) = $30,000
Project Manager's Projected Time: 620 hours (x$48/hour) = $29,760
County Contributions: Director's Time for Oversight
Promotional Activites/Recruitment: $800

DEFINITIONS

Verbiage commonly used in language access

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.

POLICY UPDATES

- Early version of Lake County DHS Language Access Policy drafted and staff trained, May 2022

- Staff Evaluations with Contractor, November 2022

KEY FINDINGS FROM ONE-ON-ONE EVALUATIONS WITH LAKE DHS STAFF:
Reliance on bilingual staff: Dual-role functions place burden
Lack of comfort with outside vendor for interpreting
Need for consistency in department-wide processes
Key Informant Interviews: • Language barriers • Need for more information • Immigration concerns • Prior experiences with DHS

DELIVERABLES: POLICY IMPLEMENTATION

Updated Language Access Policy - May 2023	Quality Assurance Form
Memorandum of Understanding (MOU)	Secondary Supports Requests
Interpreter Waiver	Interpreter Network Requests
Resources for Working with Immigrant Families	Translation Requests

THE CHEAT SHEET

Lake DHS Language Access Guide Cheat Sheet

Connecting with a LanguageLink Interpreter For Emergency and Routine language access needs.	
Outgoing Calls	**Incoming Calls**

1. Dial 1-888-338-7394
2. Enter the Lake DHS Account Number 29920, followed by # sign
3. Select whether a 3rd party call/outgoing call is needed
   a. If a 3rd party call is selected, you will be prompted to enter and confirm the domestic phone number that will be used to reach the 3rd party.
4. Select Language by Entering the Corresponding Number
   a. If the language you need is not listed in the options, Enter "9" for all other languages
   b. If you need to speak with a customer service rep. prior to being connected with the interpreter, Enter "9"
   c. Sometimes you may be connected with an interpreter who is unable to meet skill requirements for your request. If you are connected with an interpreter who is unable to provide services for a specific skill set (i.e. Legal matters), ask to be reconnected to customer service or enter "9" during the language prompts to request the skillset and the language needed.
5. Follow Additional Vendor Prompts (if applicable)
	1. If you receive a call in a language you don't understand, say: *Please wait while I get an interpreter on the phone.*
	2. Place the call on hold by pressing the hold button or pressing the button that indicates which line you are currently using.
	3. Dial 1-888-338-7394
	4. Enter the Lake DHS Account Number 29920, followed by # sign
	5. If you know the language you need, select it, if not enter 9 to speak to a customer service rep to help identify the language needed.
	6. Once you have the interpreter on the line conference the LD caller by pressing the button that is underneath the "conference" indicator on the phone screen.

Connecting with a Language Link Interpreter Via Video Remote Interpreting (VRI)	
To utilize video remote interpreting, a personal account must be created for each user. Reach out to Christin Logan (christin.logan@state.co.us) to have your account created.	Instructions for accessing VRI through Language Link can be found here: 🗎 **VRI User's Guide.pdf**
Interpreter Briefing and Client Introducing	
Your role	**The interpreter Role**
1. Brief the interpreter: Introduce yourself to the interpreter and give them a brief description of who you are calling, why, and any special consideration. a. Example: Hello my name is Daisy and we will be calling Mrs. Gonzalez about her son's Medicaid application	1. Interpreter Introduction to you: Once the interpreter comes on the line, they will provide you with their name and interpreter ID which you should document for your records along with the date and time of the call. 2. Interpreter Introduction to the client: The interpreter will provide

status. I've been working with Mrs. Gonzalez for several months and she understands the situation.

2. Introduce yourself to the client: Name, role, organization and use of LL to facilitate the conversation.
   a. Example: Hello my name is Daisy and I work for the _____ department of human services in Lake county. As a department we work with a mix of contracted over the phone interpreters and bilingual staff to help ensure good communication with our clients. Today we will be working with an over the phone interpreter and all the information shared will be confidential.
3. Speak in the first person as you would to an English speaking person.
4. Allow the interpreter time to interpret. Provide short and clear segments of information.
5. Manage the conversation. You are responsible for facilitating the conversation, not the interpreter. This includes checking for understanding with the client.
6. Be prepared to explain terms or concepts that may not have an equivalent in other languages.
7. Avoid asking the interpreter their opinion.
8. Provide feedback about the interpretation service by completing the Lake County Department of Human Services Language Access Quality Assurance Form.

their name to the client as well as explain to the client that they provide interpretation support and that all information is confidential.

3. Transparent communication: The interpreter should relay all information exchanged and not summarize long statements. There may be times when the interpreter needs to ask for clarification, at which point the interpreter should communicate that to all parties. The interpreter may say "*The interpreter needs to clarify with the client*" and will then relay the clarification. There should be no side conversation with you or the client.
4. If you or the client is providing too much information, the interpreter may ask you to stop, remind you to speak in short, clear statements, and ask you to repeat information in more manageable segments.

Who to call: Contracted Interpreter Services vs Bilingual Staff

Per Lake County DHS policy, staff should first rely on contracted interpretation services and should limit requests to bilingual staff members for language access support. Requests to bilingual staff should be limited to appropriate secondary support needs. All secondary support should allow the bilingual staff member to participate as an interpreter without dual role staff functions.

Interpreter Services	Bilingual Staff
1. Primary source for contact with all LD individuals 2. Phone calls 3. In-person meetings 4. Video remote calls and meetings	1. Please note all bilingual staff requests must be made with ample notice time. For emergency language support please follow the steps to connect with LanguageLink outlined above. 2. Secondary resource, reach out to bilingual staff with specific secondary support needs. 3. All secondary support should pre-arranged 4. Secondary support should ideally be covered by a contract interpreter instead of bilingual staff. Specific secondary support could include longer meetings, places where there is not cell phone access, or other prearranged language support needs.

	5. All secondary support should allow the bilingual staff member to participate as an interpreter without dual role functions. To submit a request for secondary support use this link: https://forms.gle/ofWzSUGgNHbDqa3u9

Interpreter Network
Please note all interpreter network requests must be made with ample notice time. For emergency language support please follow the steps to connect with LanguageLink outlined above.

To submit a request to the Interpreter Network please use this link: https://forms.gle/3TTU98G982QPggzu9

Document Translation
Please note all translation requests must be made with ample notice time. For emergency language support please follow the steps to connect with LanguageLink outlined above and read the document to the interpreter to communicate it to the Linguistically Diverse (LD) client.

1. Before submitting a request for document translation please check to see if the document you need might be available through these sources:
   a. The Colorado Judicial Branch Office of Language Access (OLA)
      https://www.courts.state.co.us/Administration/Section.cfm?Section=translations
   b. The Centers for Disease Control: https://wwwn.cdc.gov/pubs/other-languages?Sort=Lang%3A%3Aasc
   c. Colorado Department of Human Services:
      https://cdhs.colorado.gov/blog-post/requirements-corner-translated-client-rights-shelter-guidelines
2. To submit a request for document translation please use this link: https://forms.gle/TGtH6CHwe1FvXdZz9

To submit a request for document translation please use this link: https://forms.gle/TGtH6CHwe1FvXdZz

Memorandum of Understanding

The Guidelines and Expectations for Lake County Department of Human Service bilingual staff, and partner organizations, is a separate document that will help inform and guide Lake County Department of Human Services bilingual staff and Lake County DHS partner organizations on the best practices for working effectively with Lake County DHS staff acting as an interpreter for other agencies.

To access the Memorandum of Understanding please use this link: ▌ Memorandum of Understanding_Finalized 5.19.23.pdf

Interpreter Waiver

Lake County understands that there are circumstances where the families will have a strong preference for relying on family members or other trusted individuals to provide interpretation support. It's important for both the LD individual and their chosen interpreter to be fully aware of the roles and responsibilities of acting as a professional interpreter. With the aid of a professional interpreter or qualified bilingual staff member, the LD individual will review the Lake County Interpreter Waiver along with Lake County staff and the intended volunteer

interpreter so that all parties are aware of and agree to the ethics, roles, responsibilities, and risks of asking an untrained volunteer to step into the role of a professional interpreter.
To access the Interpreter Waiver please use this link: 📄 Interpreter Waiver_Finalized 5.19.2023.pdf
Quality Assurance Form
This form may be used by Lake County DHS staff and Network Interpreters to report quality and safety concerns with the language services provided by Lake County DHS. The information in this form will help Lake County identify, respond to and resolve issues and continue to improve the quality of language services.
To access the Quality Assurance form please use this link: https://forms.gle/zrBjenqnHiM2rbWw5
Resources for working with Immigrant Families
This is a collection of links and documents with information to help staff understand and work more effectively with immigrants and their families.
To access the resources for working with immigrant families please use this link: https://drive.google.com/drive/folders/1E2k5dBjjvNyLTuAFTu2W53gYXbSdARah?usp=sharing

INTERPRETER NETWORK

ADVISORY TEAM

Bilingual staff, bilingual community members

- Structure of network
- Perspective as Interpreters
- Compensation
- Local considerations

PROMOTION

Social media, emails, and posters

- Leadville Lideres
- Advisory help
- Posters at shops, agencies, all over town

INFORMATION SESSIONS

Public and one-on-one opportunities

- Virtual sessions
- Different times of day, week
- One-on-one presentations to work around schedules

PROMOTION

INTERPRETER NETWORK RESULTS

20 Interpreters interviewed:
- 6 DHS staff
- 2 (non-DHS) County staff
- 12 external applicants

Original Goal: 4-6 Interpreters

101 Trainings - May 5th & 6th

Bridging the Gap - Leadville training, July 10-14

Development plans, specialization in human services

Employment opportunity for Leadville locals

TAKEAWAYS
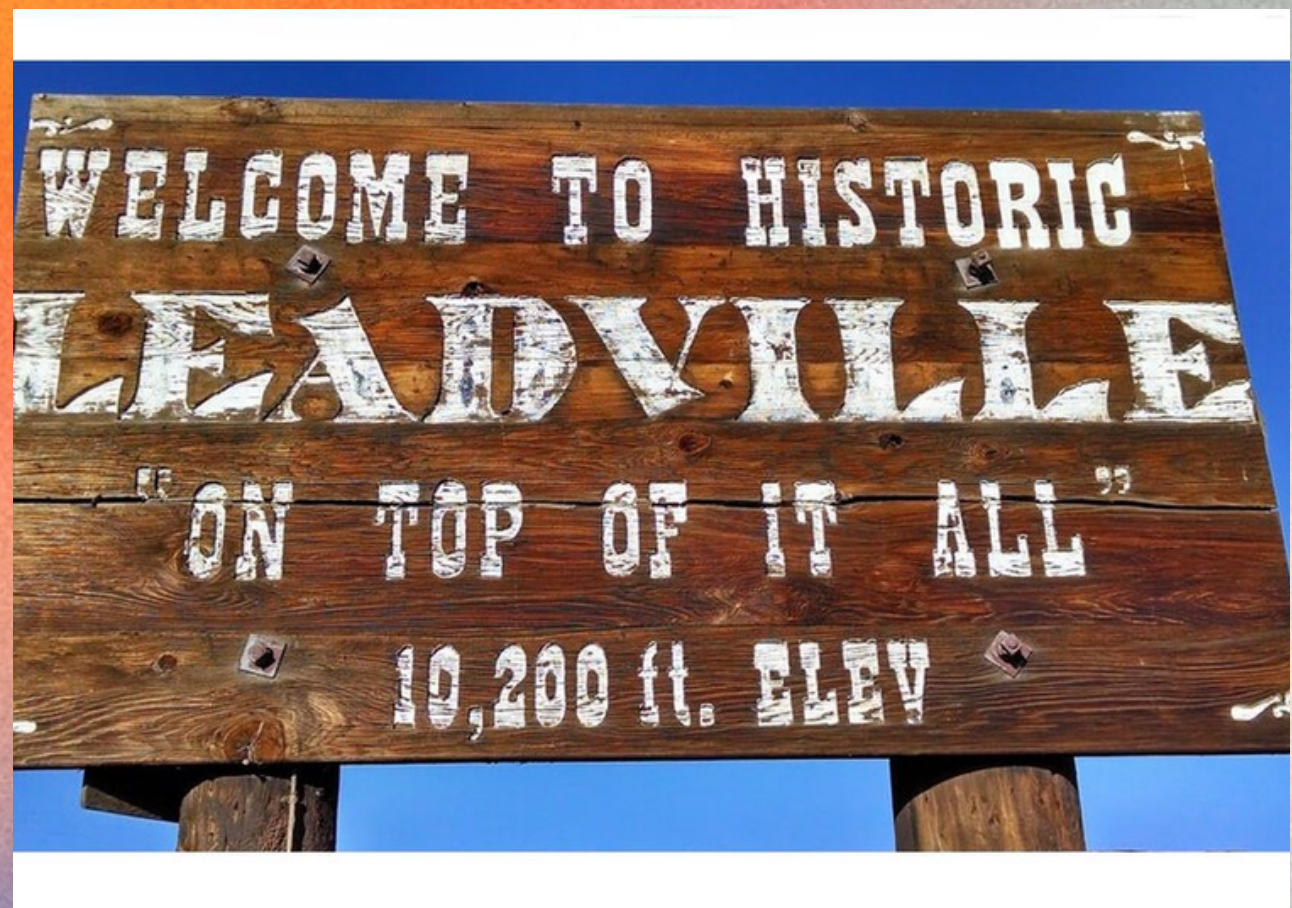
Interview process revealed varied levels of skill, proficiency	Staff adoption of Language Access Policy
Separate out the interpreter role for bilingual staff	Building a business
Bridging the Gap is popular	Latino community
Flexibility around interpreter schedules	Connect

SUSTAINABILITY:
LAKE DHS LANGUAGE ACCESS & INTERPRETER NETWORK PROJECT

FURTHER FUNDING

WORKFORCE FUNDING

DEVELOP TRAINING ON HOW TO APPROPRIATELY UTILIZE INTERPRETATION SERVICES

INTERPRETER NETWORK COORDINATOR

VICARIOUS TRAUMA TRAINING

EDI INITIATIVES - UPCOMING SESSION 6.15.23

ONGOING TRAINING FOR STAFF

ONGOING Q/A PROCESSES

COLORADO MOUNTAIN COLLEGE - LEADVILLE CAMPUS

BRIDGING THE GAP IN LEADVILLE, JULY 10-14

LEARNING CAFE - MONTHLY

FIRST ASSIGNMENTS END OF JULY

INTERPRETERS HAVE INDIVIDUALIZED LEARNING & DEVELOPMENT PLAN

GROW THE NETWORK

COUNTY INSTITUTING BILINGUAL AND (LATER) INTERPRETER PAY DIFFERENTIAL

GROW THE SPECIALTY

HUMAN SERVICES STAFF IN OTHER COUNTIES TO UTILIZE UPON OUR NETWORK

Cyber Security Grant FY 22/23 VOIP

CONEJOS COUNTY
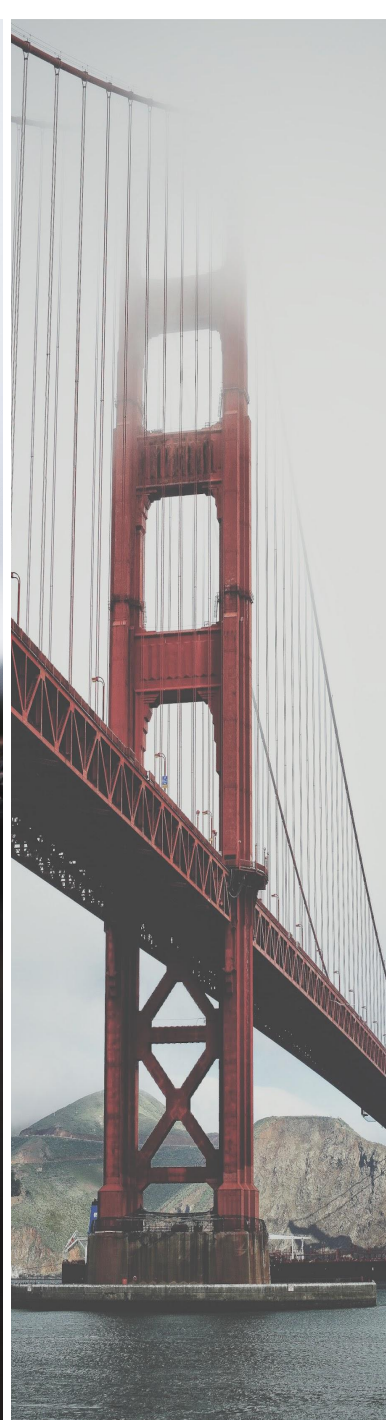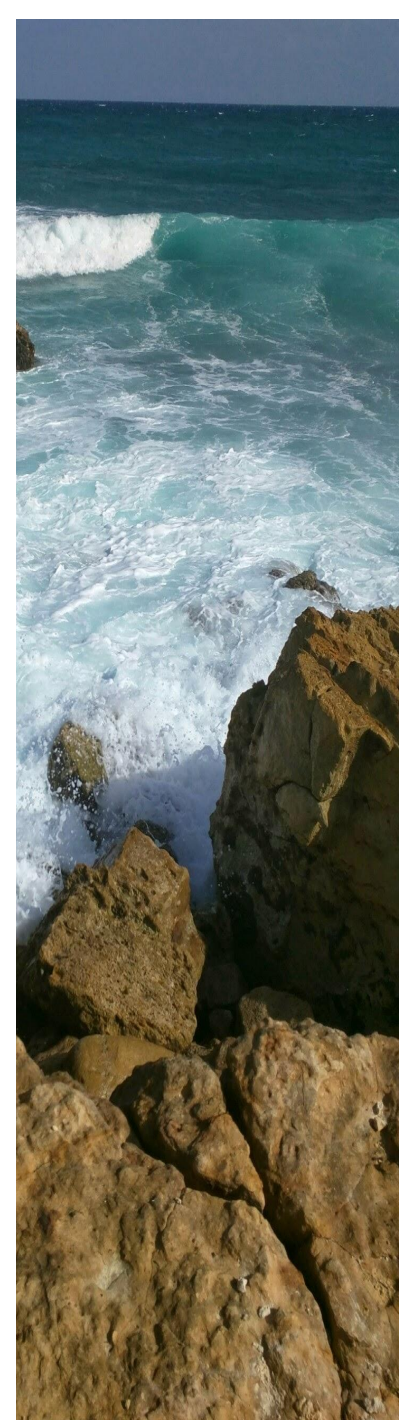
Convert Conejos County DSS phone system from a landline to a VOIP system.
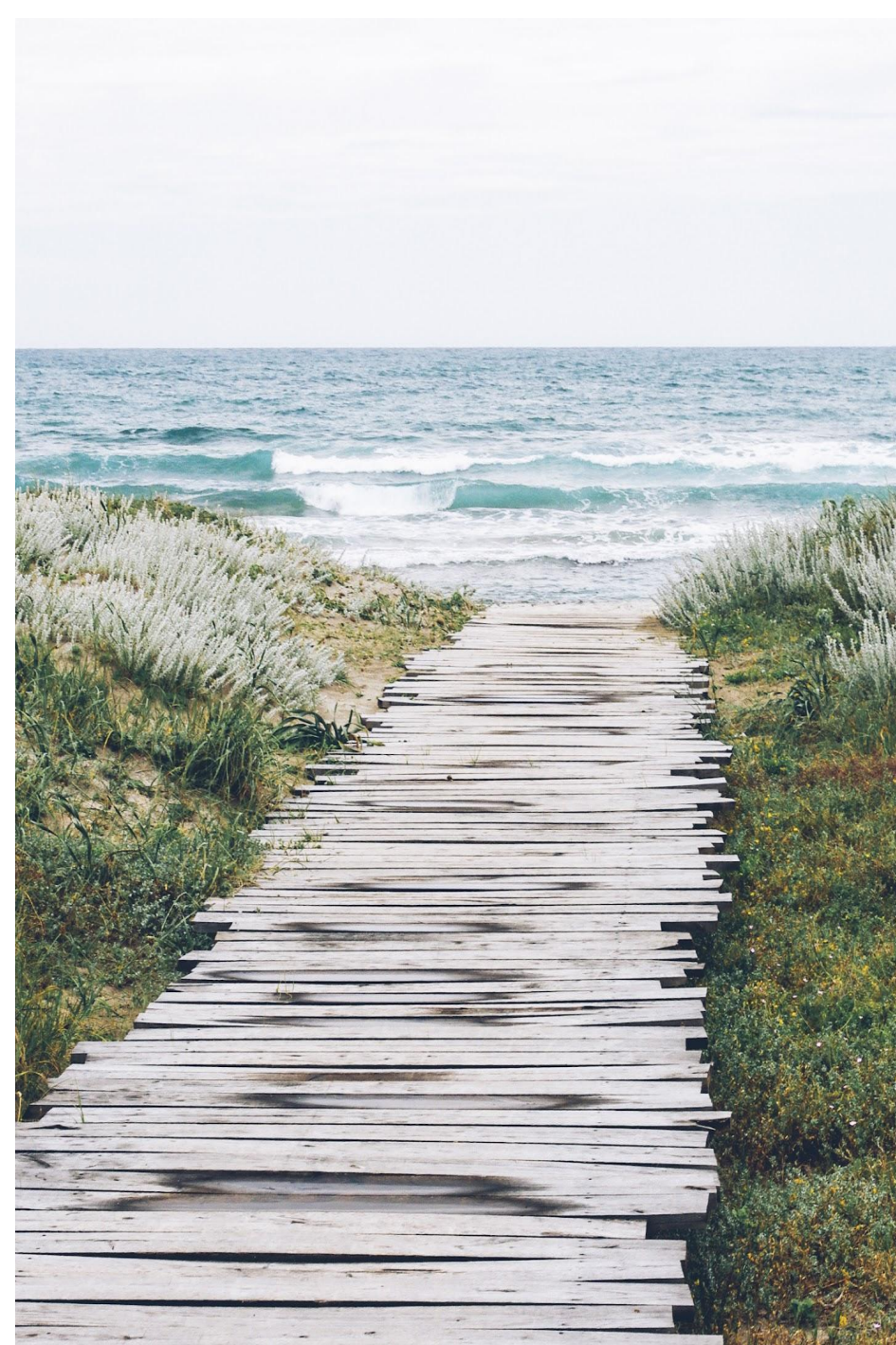
WHY THE CHANGE?

SERVICE INTERRUPTIONS
LACK OF CUSTOMER SERVICE
SHARED INVOICES
RELIANCE ON 3RD PARTY
VENDORS

WHO WE PARTNERED WITH

WSB Computer Services, Inc.

CO OIT

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COLORADO
Department of Health Care
Policy & Financing

HCPF

Where we started…..

Service Interruptions
Our vendor that we had
utilized in the past had frequent
service outages. These created
a kink in services which would
not allow incoming,outgoing
phone calls.

Where we started…..

Shared Bills
We shared bills with other county offices which required additional business processes to ensure that DSS services were billed appropriately.

Where we started…..

Reliance on 3rd Party Vendor
Changes to our phone system could only be made by a 3rd party vendor. When new employees entered/exited this required a phone call and corresponding charge to change our telephone directory

Where we started…..

Lack of Customer Service
Our vendor required our
agency to channel most of our
troubleshooting through them.
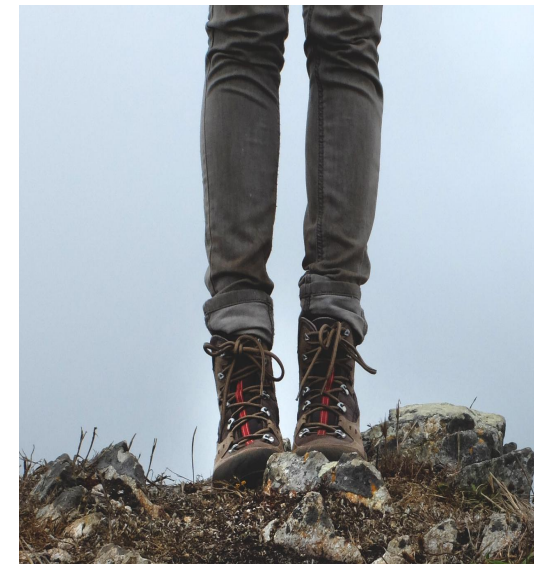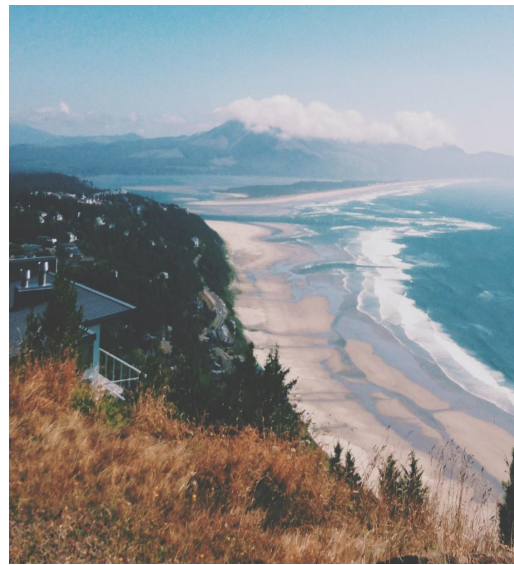
Planting the seeds……
Conejos County had recently participated in projects with HCPF to upgrade our security system. These projects included security cameras and badge readers.

Our vendor on this project showed us their other products which included an overview of their VOIP system.
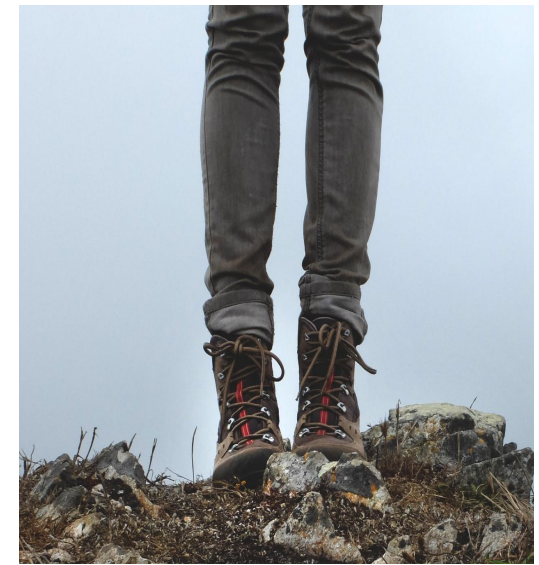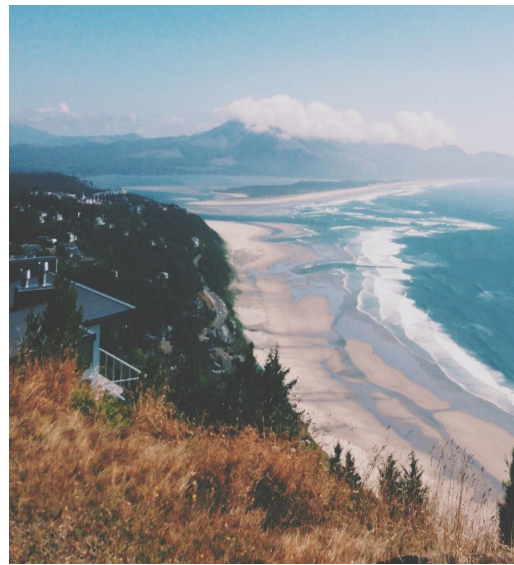
This introduced us to...
VOIP
Our initial plan was to utilize a local vendor to install a system called Elevate. With Elevate we were introduced to benefits such as Voice mail to Wave, Analytic Reports, User Dashboards, remote forwarding/calling, Team chats.....
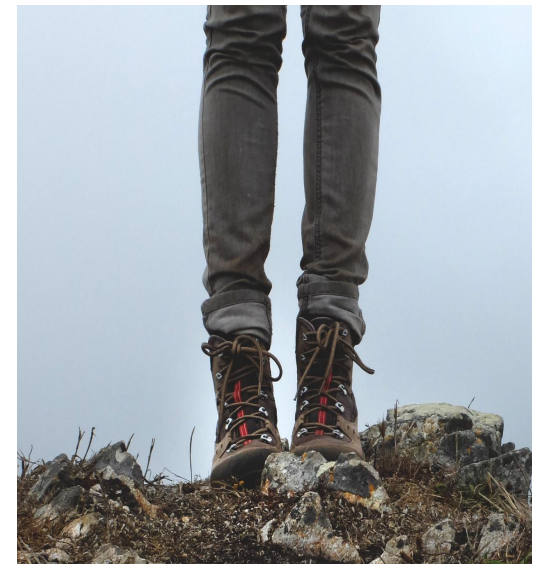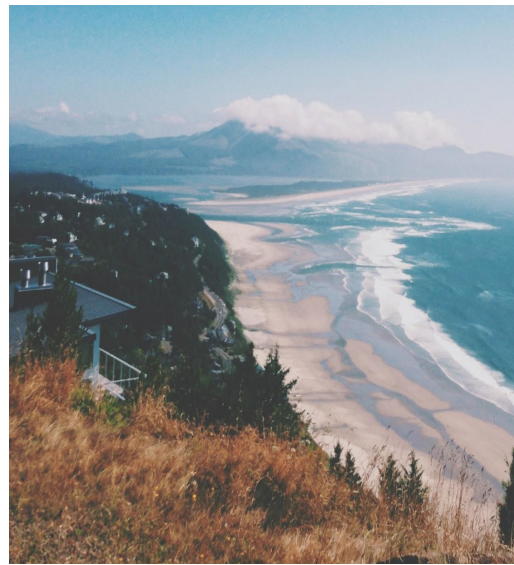
Challenge #1

Elevate was unable to process our transition over to VOIP without assistance from our local tech company (WSB) who was familiar with our networking and existing phone switches. Our local tech company stated that they also provided VOIP software and could ensure that the county transitioned over smoothly...WSB introduced us to NEXTIVA which had similar features that could benefit the county.
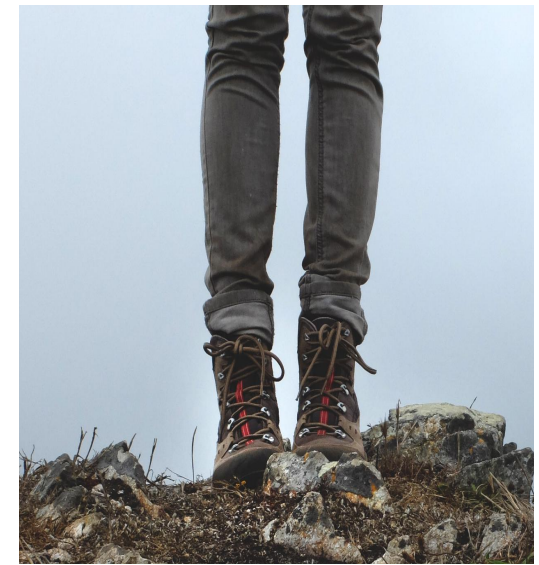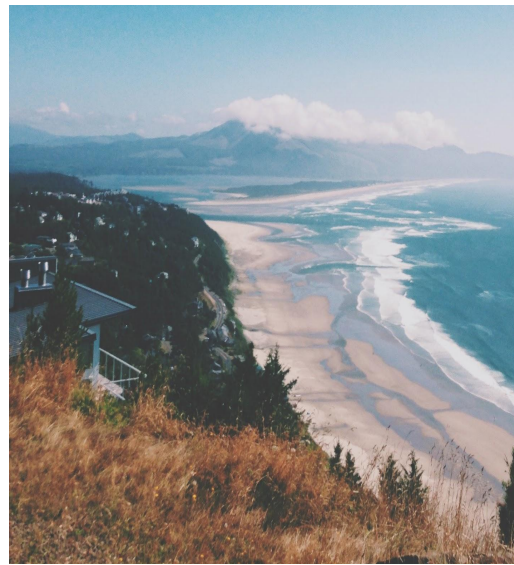
Challenge #2

Our LAC had to be given authorization to work with our vendor (Centurylink) to transition over our system. It was identified at this point that DSS and the county would have difficulty communicating across systems if the county stayed on their current system. Met with county leadership and they agreed to transition over to the same platform. DSS was assigned the lead on both entities to work on the transition.
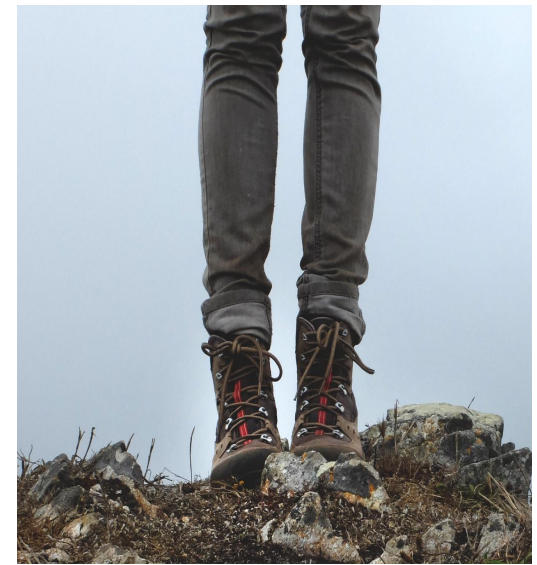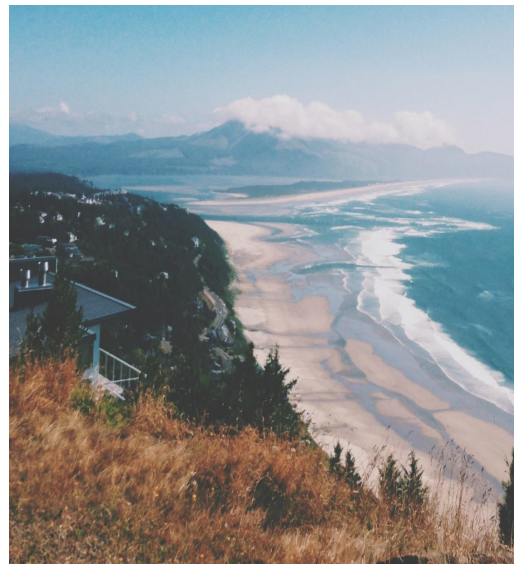
Challenge #3
During our transition, we encountered some uphill battles. (Porting phones, vendor would not let us port phones w/out a PIN #)
Our county admin did not have the PIN # that was established w/ the existing vendor. Locating and Requesting a new PIN # involved several escalated interactions w/ the vendor until one was established. (Lesson learned-we saved our new PIN in a shared county repository.)

🙂

nextiva

Nextiva Services

More than a dial tone.

Unified communication with VoIP, video, & chat
Bundle with helpdesk software & Sales CRM
Unlimited calling, faxing, and texting nationwide
Amazing Service with 24/7 support
Free toll-free, virtual voicemail, & auto attendant

Work from anywhere.

Top rated iOS & Android mobile app
Easy-to-use desktop app for Windows and Mac
Send text messages from your mobile device
One-click conference calling from your cell phone
Declutter your workspace. Ditch the desk phone

Bring teams together.

Collaborate using your business phone software
Create groups to connect via chat, video, & audio
Chat, screen share, & file sharing made easy
Schedule meetings, & assign tasks with due dates
Keep track of conversations and team projects

Reveal insights.

Access historical and live call data
Real-time call tracking with custom reports & dashboards
Identify business trends by analyzing call logs
Make QA a breeze with call recording and rating
Gamify your employee performance data

USER DASHBOARD

End User Dashboard

Chat Feature

Calendar, Contact Integration w/ Google

Features

- Call Forwarding-Direct office calls to your cell phone or another phone number when you are out of the office. Ideal for remote work
- Remote Office-Place calls from cell phone or private phone and it will show up on caller ID as business phone number
- Conference Calls
- Emergency Location
- Record Calls

Analytics
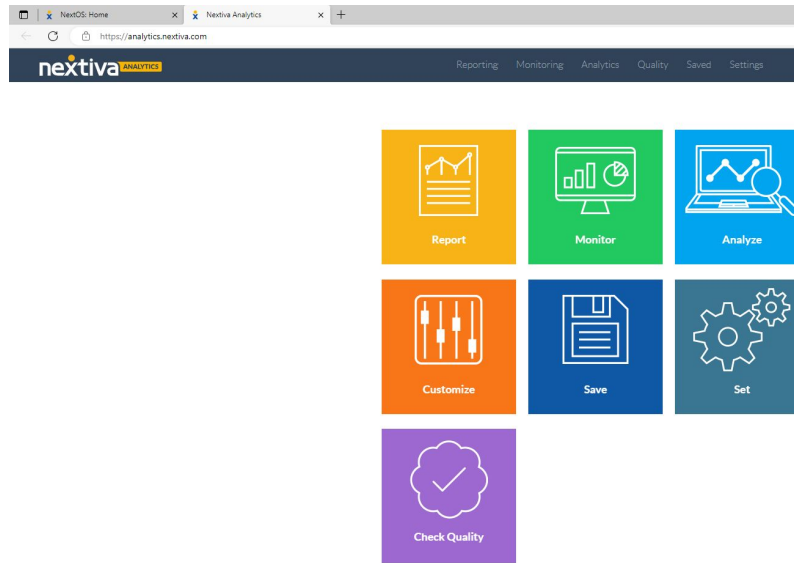
Monitoring and much more....

Total Cost

Nextiva - $1,108.33-(Implementation)
                  $438-Monthly

WSB- $2,776.48

Total Implementation Cost= $3,884.81

HCPF Grant Award= $4,148.00
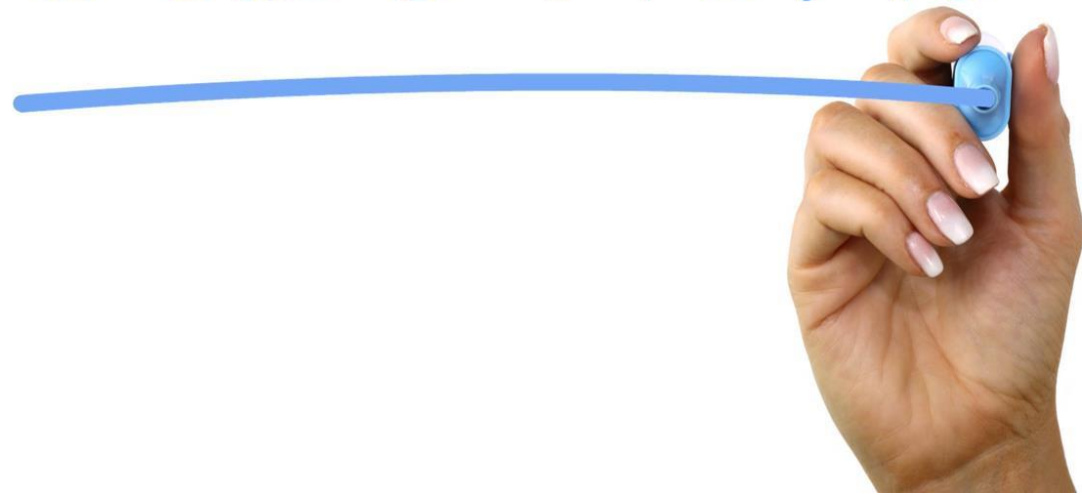
Lake County

FY 22-23

Trauma Informed Work Culture

Contents

- Introduction &History
- Pillars
- Budget
- Evaluation
- Report& Findings
- Toolkit
- Takeaways
- Sustaining this Work

Introduction

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

BACKGROUND

- Public Assistance (PA) unit and trauma
- Incentive Program reinvestment since 2015
- Lake DHS Incentive Plan

Working with the Public Assistance unit, this grant's goal is to reduce vicarious trauma, identify motivating factors that improve customer service and workforce culture.

strategic pillars

Customer Service – Improving service to our members, providers and partners

Operational Excellence – Creating compliant, efficient and effective business practices that are person- and family-centered

The Numbers

Requested Total Funding:

$57,456

Awarded Amount:

$22,982.13

BUDGET PROJECTIONS

Consultant time: $16,500

Project Manager time: $12,480

Oversight/Director's time: Lake County contribution

survey/evaluation tool

FOUR CATEGORIES
Environmental
Organizational Processes
Trauma-Informed
Key Motivators & Incentives

Environmental

Choices: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, or Not Applicable

Environmental

1. I feel physically safe in my immediate working environment.
2. My work environment (location, layout, noise, distractions, etc.) is stressful.
3. I feel safe traveling to and from my work environment.
4. I believe leadership prioritizes employees' physically safety.
5. My work environment provides the necessary resources and technology to complete my job duties.
6. My work environment encourages low-stress practices such as a quiet noise level, minimal clutter, cleanliness, and minimal unnecessary distractions.
7. I feel in control of my work environment (i.e., able to make changes or empowered to ask for help).
8. I often think about ways to improve my physical safety at work.

Organizational Processes

Choices: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, or Not Applicable

1. Team members in our organization are encouraged to speak up when we have ideas, concerns, or questions.
2. Failure and setbacks are a necessary part of organizational growth.
3. I feel I am an important member of my team.
4. Team-based process (asking for advice with challenges, sharing ideas, brainstorming) is encouraged and supported by my organization's leadership.
5. I believe my organization's leaders want what is best for me and my colleagues.
6. Organizational decisions are made with feedback from many sources.

7. I often wonder if my workplace is "normal" compared to others.
8. I am clear about the expectations of my job and the processes to get it done successfully.

Trauma-Informed

Choices: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, or Not Applicable

1. My organization encourages and supports my self-care efforts.
2. I know how to debrief following a crisis.
3. Circumstances in my personal life often affect my professional performance.
4. I can recognize when I am experiencing burnout.
5. I often feel "on edge" at work or when I think about my work.
6. I worry about my ability to meet my clients' needs and wellbeing.
7. I have enough time in most days to complete the duties of my job.
8. I struggle to feel a sense of purpose.
9. I feel comfortable asking for help from my team.

Trauma-Informed

Key Motivators & Incentives

Choices: Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree, or Not Applicable except for multiple choice question

1. Praise is given freely and appreciatively for my contributions and the contributions of others in my organization.
2. I am respected for my talents and contributions in my workplace.
3. I have specific professional development/career goals that I am working towards and are supported by my organization.
4. Currently, I am motivated by (rank in order of importance):
    a. Salary (or other monetary incentive)
    b. Professional development opportunities
    c. Flexibility (time, work location)
    d. Independence (ability to self-direct, be creative, innovate processes, etc.)
    e. Benefits (health, retirement, vacation, etc.)
    f. Supportive/enjoyable work environment
    g. A sense of purpose in my daily work
    h. Other (please identify):
5. I believe I am helping make a significant impact on the lives of our clients.
6. What I desire most from my job is:

    a. Stability
    b. Opportunities for growth/upward mobility
    c. A supportive and caring work environment
    d. Making a difference for others in my community
    e. A chance to gain specific skills or experience
    f. Progressive responsibilities and pay
    g. Other (please identify):
7. I am able to ask for help, flexibility, or resources from my team when I am struggling.
8. I would leave a toxic work environment:
    a. Immediately
    b. Only after a length of time in which I tried to make it work
    c. If I had another position lined up
    d. I wouldn't leave (i.e., I need/like this job, there are no other positions available, or other reason to stay)

Report & Findings

A Resilient and Trauma-Informed Work Culture: the Key to Employee Recruitment and Retention

Report to Lake County, Colorado Department of Human Services

Reins Institute, 2023
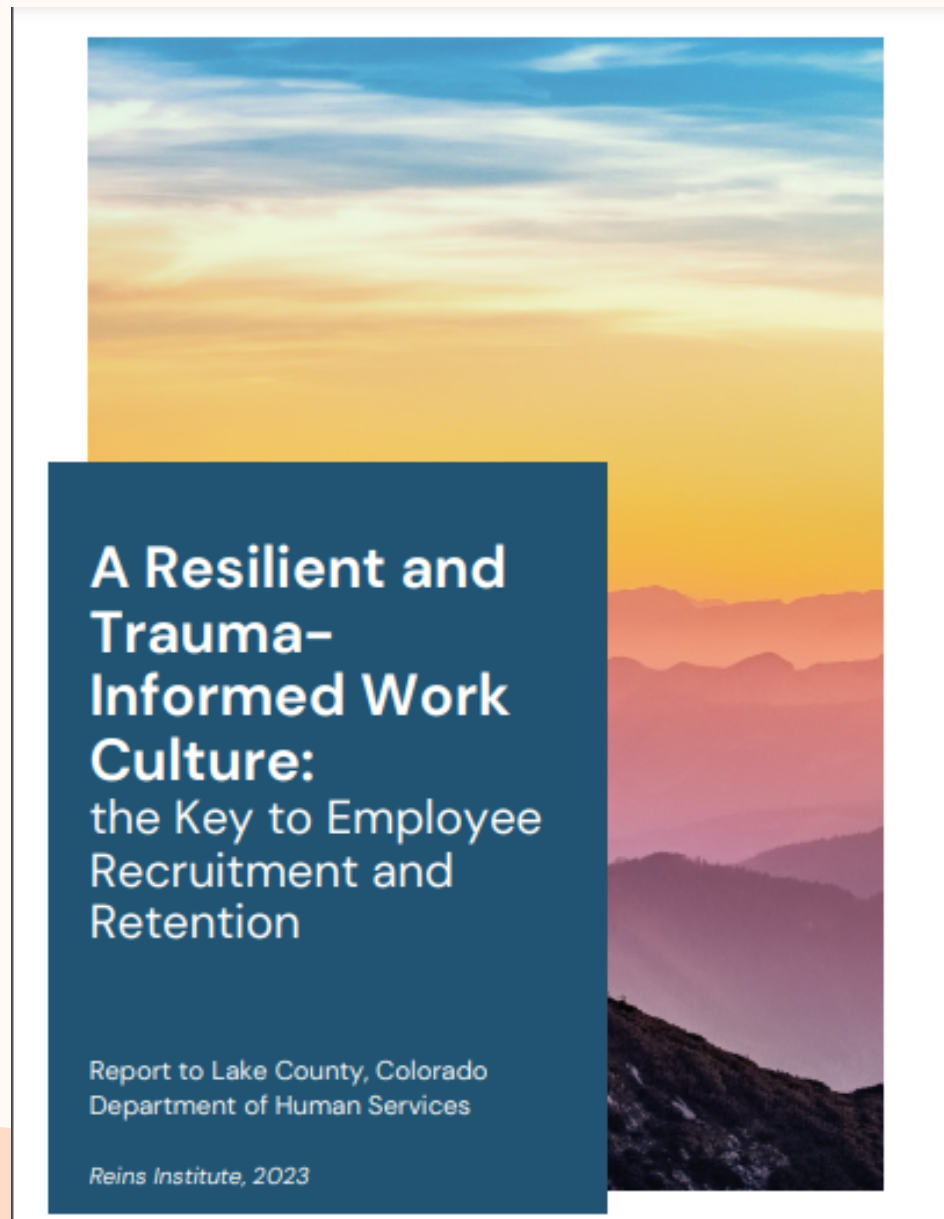
Theme One: High Demand Creates a Stressful Work Environment

Theme Two: Community-Based Services Create Challenges

Theme Three: Workplace Culture is Critical to Retention

Recommendations

Conclusion + Recommendations

Based on the findings of these evaluative activities, Reins Institute concludes that the PA unit is a cohesive, well-tuned, and successful team that thrives on a supportive work culture. Employees enjoy their work and take pride in providing compassionate, accurate, and effective solutions to their community's problems.

Because the team is highly dedicated to their clients, they will also overwork to meet demand. While they are managing this at present, it is causing a strain on the workforce that is felt by higher levels of stress, exhaustion, and unsatisfactory pay. In order to protect the success of this unit, Reins recommends that leadership:
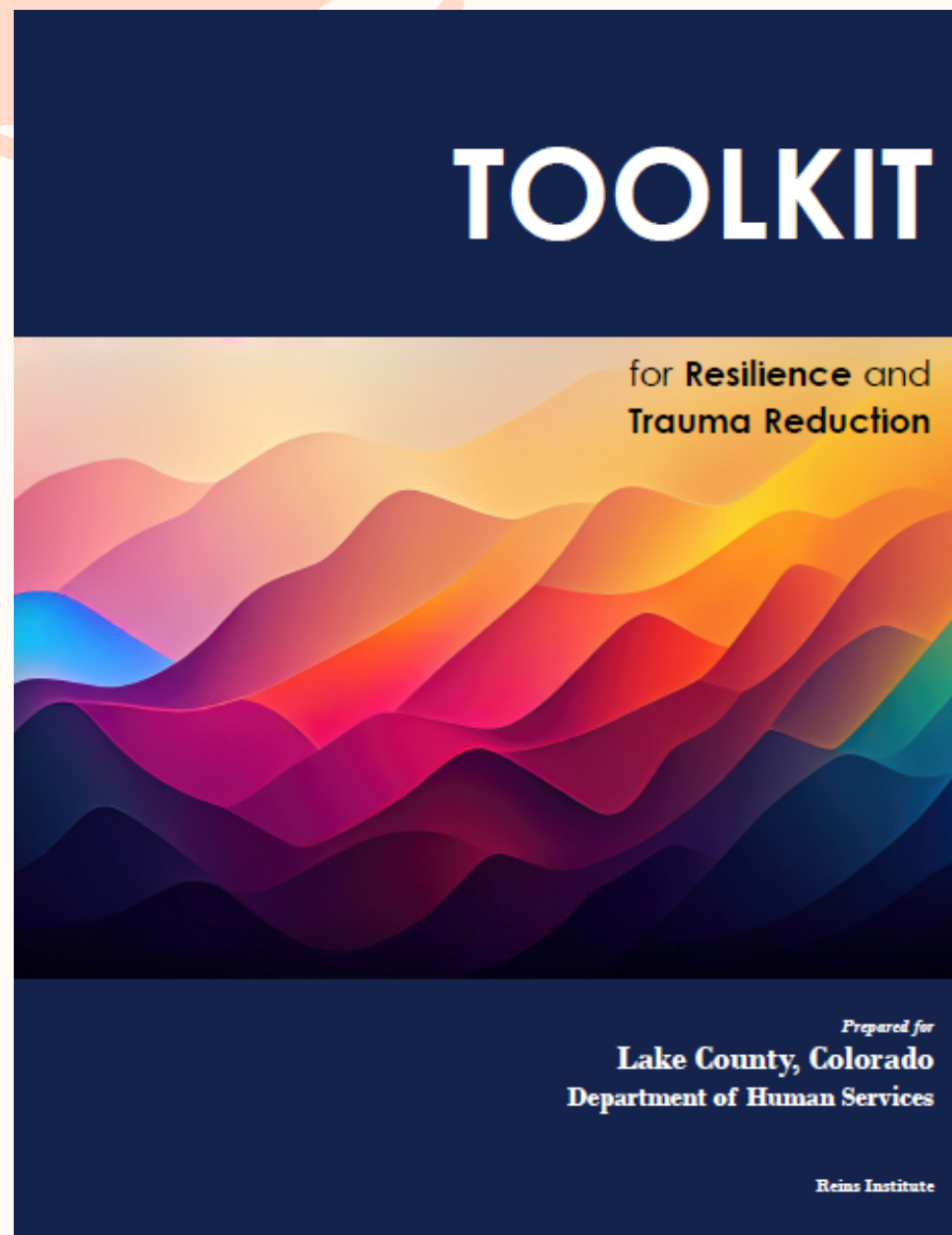
- Hire an additional 1-2 employees when possible, to assist with a high and growing demand for services
- Pay overtime, bonus, or above-cost-of-living raises to employees to help incentivize retention and reward excellence
- Continue to provide flexibility (including remote work) whenever possible, as it was states as a key reason for employment satisfaction
- Continue leading with employee wellness as a priority: this is noticed, felt, and rewarded by retention'
- Motivate employees with diverse incentives, including but not limited to:

  - Flexible work schedules and leave policies, particularly when requested for family obligations and/or to achieve personal goals
  - Team-building opportunities such as potluck meals, family/friend events, free childcare for a day, etc.
  - Staff Retreats that provide a workday outing/activity such as an offsite tour or expedition, workshop, movie outing, or other team activity
  - Family support activities such as free childcare for a day, access to day care for elderly clients, invitations or gift cards to family- and pet-friendly events, and support of child drop-off/pick-up during the day

- More staffing support
- Financial support when available
- Flexible schedules for families
- Employee wellness as priority
- Incentives: bonding, retreats, family, mental health promotion

- Individualized incentives such as gift cards, shopping or gas vouchers, personal massages, mindfulness/meditation classes, laughing yoga, pet therapy, etc.
- Mental health and leadership support services such as individual coaching or stress-reduction training
- Professional development opportunities, such as hosting or paying for a class or training
- Access to physical healthcare such as chiropractic or natural healing services, or to an online fitness program such as Daily Burn
- Purchase of self-care app subscription

While the incentive may be tailored to the individual, the most important part of this process is that the employee feels supported and encouraged. Reins Institute hopes leadership will continue to seek new and innovative ways to support their employees, who have demonstrated – through this process and their longevity – their dedication to each other and the wellbeing of the clients they serve.

Toolkit

THE PILLARS OF **RESILIENCE**

Based on research and evidence-based practices, the key factors (or "pillars") of resilience can be distilled down to seven (7) interdependent behavioral characteristics. Each of these pillars are non-negotiable: one cannot be fully resilient without possessing at least a modicum of all.

While it may be difficult to give simultaneous and equal attention to all seven pillars, the good news is we don't have to do it alone. We have tools, resources, and community to help us. This toolkit will provide articles, books, learning tools, podcasts, videos and more to help you develop each of the seven pillars of resilience and reduce trauma.

Use this guide not only for your journey to wellness, but to help your colleagues in theirs.

TOOLKIT

for **Resilience** and **Trauma Reduction**

Prepared for
Lake County, Colorado
Department of Human Services

Reins Institute

Articles, research, TED Talks, videos, books, and other materials compiled for PA team on themes of Resilience and Trauma Reduction, Self Care, Self Awareness, and Assisting Clients

Toolkit

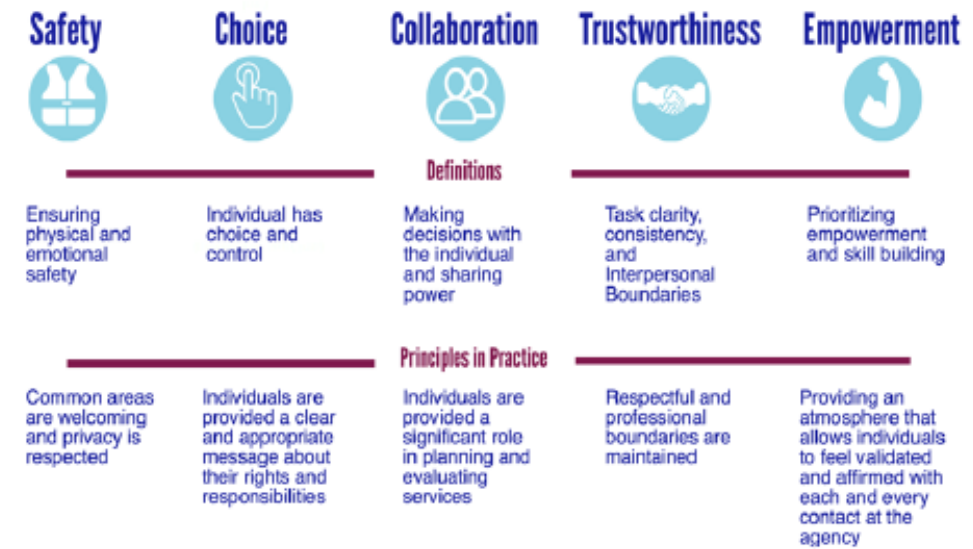## General Resources
for Resilience and Trauma Reduction

Resource	Resource Type
What We Get Wrong About Resilience and What the Research Really Says from the NeuroLeadership Institute	Article
What is Resilience? Herrman, MD	Research Paper (and additional links)
What Makes Some People More Resilient Than Others	Article
Trauma Reactions (and more) – **The Center for Trauma & Resilience**	Website
What is Trauma?	Video
Roadmap to Trauma Informed Care	Link to PDF
Self-Care: What it Really Is	Video (TEDx)
The Resilience Workbook: Essential Skills to Recover from Stress, Trauma, and Adversity	Book (order link)
Is this Complicated Grief?	Video
Compassion Fatigue and Self-Care for Crisis Counselors	Article
Compassion Fatigue Symptom Quiz	Self-Quiz
Well Workplace Checklist	Survey/Test
Mindset Matters: Developing Mental Agility and Resilience to Thrive in Uncertainty	Book (order link)
Manage Stress Workbook	Workbook (PDF)
Improving Organizational Management & Development	Toolkit
US Surgeon General's Framework for Workplace Mental Health & Well-Being	PDF

Resources
To Help Clients and Others

Resource	Resource Type
Developing Self-Awareness	Article/Toolkit
DISC Assessment online (free version)	Personality Test
HBR's 5 Ways to Become More Self-Aware	Article
The Search for Purpose at Work (McKinsey)	Podcast
Growth Mindset vs. Fixed Mindset	Article/Infographic
What is Growth Mindset and How to Achieve It	Article
Self-Awareness—Know Yourself	Video
Pre-clinical Stress Management Workshops Increase Medical Students' Knowledge and Self-awareness of Coping with Stress	Research Paper

Safety	Choice	Collaboration	Trustworthiness	Empowerment
		Definitions		
Ensuring physical and emotional safety	Individual has choice and control	Making decisions with the individual and sharing power	Task clarity, consistency, and Interpersonal Boundaries	Prioritizing empowerment and skill building
		Principles in Practice		
Common areas are welcoming and privacy is respected	Individuals are provided a clear and appropriate message about their rights and responsibilities	Individuals are provided a significant role in planning and evaluating services	Respectful and professional boundaries are maintained	Providing an atmosphere that allows individuals to feel validated and affirmed with each and every contact at the agency

Click on the infographic for more information about trauma-informed care.

HELPING OTHERS:
Trauma-Informed Care

Helping those in trauma means understanding how their lives and safety are affected by their experiences. Help by building relationships with clients based on the tenants of trauma-informed care: safety, choice, collaboration, trust, and empowerment.

Reins Institute findings align with Incentive draft

Burn Out Factor	Incentive	Incentive Details	Employees
Daily exposure to trauma, crisis and manipulation (a common survival technique utilized by folks interacting with social systems). Accumulation of exposure to trauma over time. Experiencing personal trauma and resurgence of past/present personal trauma triggered through client interaction or client story. Lacking resources for processing grief or loss, and how to properly manage empathy with clients.	Therapeutic Resources for Staff	The Colorado Department of Human Services (CDHS) provides no-cost therapeutic services to all child welfare units in Colorado through David Conrad, LCSW or an organization called THRIVE. The costs of these services are covered by child welfare performance incentives at the state level. They include group sessions on a number of topics, as requested by staff, customized sessions as requested, or individual sessions as needed. At LCDHS we extended access to this resource to all of our units, including public assistance and child support. LCDHS covered the cost of the services to non-child-welfare-staff through our own county performance incentives.	Available to all employees, accessed by units for group sessions, available for individual sessions. Use of Incentive dollars for behavorial health therapy co-pays, as approved by Director. Can use Prevention funding if don't have insurance and if have kids in the house.
Lack of awareness, time and resources for self care; feelings of disconnection, feelings of being overwhelmed--the role of adventure/challenging oneself as part of stress management. Lack of awareness of community resources for families we serve. Lack of understanding importance of self care and other activities to build resiliency.	Retreat and Team Building	These are usually unit based, don't have a training component, and are designed for staff to get to know each other, build trust and break down barriers. They are focused on access to our local activities such as cross-country skiing on the MBT or Nordic Center, ropes course at 100 Elk Outdoor Center, outdoor adventure park in Glenwood Springs, fishing at Twin Lakes, late-season white water rafting in Salida, tour of the Black Canyon, tour of the Stanley Hotel in Estes Park, and may include a stay at a VRBO. Sometimes children of staff are included, such as at the 100 Elk Outdoor Center where we fund Leadville youth to attend summer child care. This is a good way for staff to interact, bond, and get to know more about the services provided to the families they serve, by experiencing it themselves. We also have a local artist on staff, and she has provided activities for staff retreats which have been very successful. Based on feedback from Trauma-Informed Advisory Group, planning for such events is easier within units. Additionally, anything kid-friendly is appreciated. This is important not only due to lack of childcare in our area, but because kids find being	Available to all employees as individual units or all together as a department. Training component might be required, or strongly recommended, but retreat components are voluntary.

LCDHS Incentive Plan

Popular incentives include: therapy copays, retreats, pot lucks, massages, hot springs events, and anything family-centered.

Takeaways/What We Learned

- Schedules were tight, but project was valued amongst PA team
- This is part of our culture!
- Coaching sessions were important to staff
- Public Assistance has unique needs

Going Forward/Sustainability

- Advisory Team
- Sharing with other Lake County departments
- Sharing with other counties
- Future funding for coaching and training
- Longitudinal staff study in future

Questions?

Contact Us!

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719.293.0120

Janeen McGee
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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!

COLORADO
Department of Health Care
Policy & Financing