Getting Big Results in Social Services
Challenges

- Nature of the work is demanding/complex
- Lack of time to build strong relationships with clients
- Unstable, inexperienced workforce due to low morale and retention
- Insufficient capacity to serve people effectively
- Continually receive more work
- Too much evolving policy, training, forms, QC, IT, etc.
- Services often result in poor outcomes and people return or deepen into systems
- Less of our existing time and resources are spent on quality work with people who need it
- The system makes it hard to focus on people and meet their needs
- Constant, daily interferences and interruptions
Vicious Cycle

1. Reports and workload increase
2. We don't have needed capacity or consistency
3. Staff stress increases, accountability decreases
4. It is difficult to provide the right services at the right time
5. Engaging with families and developing trust is challenging
6. We have less than ideal outcomes, reports continue for struggling families
Core Conflict

- Improve quality outcomes for the most people as efficiently and effectively as possible
- Be responsive to individual needs
- Meet workload demands and performance expectations
- Work with fewer clients at a time and do what is right for them
- Spread time across entire workload and meet policy requirements

Improve flow and quality; Implement FITT
VIRTUOUS CYCLE

- We have needed capacity and consistency
- We provide the right services at the right time
- Engaging with families and developing trust is easier
- We have more ideal outcomes, reports decrease for struggling families
- Staff stress decreases, accountability increases
- Reports and workload decrease
Strategies

Set Management and Stakeholder Mindset for Focus, Flow and Quality

Plan Project

Generate & Manage Capacity

Use Capacity to Implement Best FITT (frequency, intensity, time and type)
Measurably improve child protection and family preservation in non-recidivism of perpetrators and victims.

SOLUTION
Measurably increase and manage capacity in order to improve the engagement with families in meeting their individual needs, especially to strengthen safety and reduce risk.

EVALUATION
Compared 12 months of pre-pilot data and/or compared pilot site to the rest of the state during pilot period.
Physical Changes

- Set Goal and Ambitious Target
- Frontload Time and Resources for Flow
- Simplify and Adjust Case Assignment
- Daily Visual Team Planning for Case Movement, Milestone Management and a Culture of Completion
- Quality Work with Those in Need
WIP Board
State Results
(No Operational Changes)

- 3% increase in incoming cases
- 4% increase in case length
- 4% increase in closed cases
- 7% less consistently closed
- 5% increase in point-in-time caseload avg.

Pilot Results
(Operational Changes Implemented)

- 10% increase in incoming cases
- 18% decrease in case length
- 12% increase in closed cases
- 7% more consistently closed
- 10% reduction in point-in-time caseload avg.
Improved Outcomes

- Workers completed a higher number of cases in a shorter amount of time. Because they had lower caseloads, they were able to spend more time with families who needed it. This translated to a 26% increase in client contact, which happened earlier in cases.

- In the 12 months before the pilot, the need for ongoing services was increasing. During the pilot, this trend was reversed.

- The trend in those cases that were supported for ongoing foster care fell from an average 18.2% to 9.7%. That is a relative change in supported ongoing foster care of 46.8%.
Juvenile Justice System Strategies

Define menu of services based on needs of youth

Identify appropriate referrals to avoid duplicate services

Screen for the right population and refer others to different services

Assess accurately to increase positive outcomes

Reduce chronic delinquency through service delivery

Ensure service delivered was effective through a successful completion rate
Progress Chart for: IR, Client 31
Worker: 1, Salt Lake County
Status: Red

Activities performed by Agency Staff
Activities performed by Contracted Providers

- Application/Intake
- Assessment/Needs/Risks/Full-Kit
- Preparatory/Resolve Short Term Barriers
- Preparatory/Supportive Services
- Preparatory/Planning/Goals
- Services/Activity 1
- Services/Activity 2
- Services/Activity 3
- Services/Activity 4
- Review/Transition