



FY2019

Assistant County Manager Work and Performance Plan

ANTHONY TROTMAN, COUNTY MANAGER'S OFFICE



Key Initiative #1 -- Health and Human Services Integrated Service Delivery Project

Description:

Transform current service provision from a Regulative Business Model to an Integrative Business Model by expanding the focus beyond eligibility and adherence to policies/regulations to a more comprehensive focus that considers root causes of clients' needs and problems by coordinating and integrating services. This work encompasses optimizing facilities utilization including CRC prototype, engagement of community stakeholders, and finding customer centric solutions.

Rationale:

Providing health and human services is a core function of Mecklenburg County government. Numerous residents receive services from more than one service department. There are many collaborations within the Health and Human Services Agency, however these have occurred at the program or service level. This initiative takes a broader look at how the County's Health and Human Services Agency can be organized to serve residents more effectively and efficiently. Focus will be on the following items:

- Improving the health and well-being of Mecklenburg residents, especially people most in need of support and assistance, emphasizing education and prevention and optimal human service delivery.
- Seeking more opportunities to involve and integrate Health and Human Services Agency departments in collaborative service delivery.
- Seek to establish an integrated customer interface to improve both the customer experience as well as the outcome of the services provided.

Completion Date:

This is a multi-year plan with the completion date yet to be determined.

(All updates/project milestones listed below will be initiated or completed in FY19.)

Updates/Project Milestones:

- Develop an HHS Change Management Strategy to facilitate an Integrative Business Model (HHS/HR)
- Implement HHS Consolidated Mailroom which will handle all outgoing mail for HHS departments (HHS/EPMO)
- Complete a post implementation evaluation of the initial Community Resource Center, which will review customer volume/demand, wait-times, capacity requirements, and service correlations (HHS/BPM/ITS)
- Provide a list of recommendations (ex. program offerings, facility design, stakeholders, demographics information) for future Community Resource Centers based on initial prototype (HHS/BPM/ITS/AFM)
- Develop a proposed business model for serving shared HHS customers (HHS/BPM/ITS)

Outcomes/Measures:

Successful achievement of established updates and project milestones.



Key Initiative #2 -- Public Health Transformation

Description:

Provide executive direction and project leadership to transform the department ensuring exceptional public health services, including the delivery of quality care.

Rationale:

In response to a major quality issue within the department, external consultants and Mecklenburg County's Internal Audit team conducted a review of the Public Health Department and presented a series of recommendations for improvements. The recommendations were aligned and prioritized into projects, which were presented to the Audit Review Committee in August 2017. The FY19 focus of department transformation includes:

1. Continue implementation of Public Health's change management strategy
2. Continue Electronic Medical Record (EMR) optimization of the current platform and conduct an EMR technology needs assessment to analyze technology, equipment, capacity and market research on potential vendors
3. Continue to transform the clinical care model to ensure staff perform at top of license; and enhance policies, procedures and protocols to adequately respond to customer needs
4. Leverage outside vendor to manage and operate Public Health labs to assure laboratory results are available timely to clinics and all regulatory requirements are maintained.
5. Expand departmental quality assurance/improvement capabilities

Completion Date:

This is a multi-year plan with the completion date yet to be determined.

(All updates/project milestones listed below will be initiated or completed in FY19.)

Updates/Project Milestones:

1. Organizational Development/Change Management: Implement standardized performance and communication standards for all Public Health staff
 - a. Reinforcement through work plans and performance evaluations
2. Electronic Medical Record (EMR) Optimization and Technology Assessment:
 - a. Complete assessment and implement Cerner system enhancements or
 - b. Develop business requirements for a new EMR system
3. Clinical Care Model Delivery Enhancement: Implement clinical processes that assure:
 - a. Updated productivity measures for all Nurses and Physician Extenders
 - b. Implementation of a quality improvement plan for all clinic functions
4. Strategic Laboratory Management Affiliation: Execute lab contract with an outside vendor for management and operation of laboratory services

Outcomes/Measures:

- Monthly report of all Transformation activities and outcomes.
- Successful completion of project milestones by the end of FY19.



Key Initiative #3 -- Early Childhood Council

Description:

Mecklenburg County Health and Human Services Departments will assess the services that are currently being provided for children birth to 5 and their families, develop a gap analysis/needs assessment, and develop processes to assure that the services are provided in a family-centered, coordinated approach. The assessment will determine the appropriateness of the services being provided to address the social, emotional, cognitive, intellectual and physical development of children and the appropriateness of the resources to address those needs.

Rationale:

A Key Initiative within the County for FY18 was to develop an Early Childhood Development Council. The Council, comprised of representatives from HHS, is a single structure within the County. Four main areas within the Council have early childhood programs and services that impact children age 0-5:

- Public Health – 15 services
- Department of Social Services (DSS) – 3 services
- Community Support Services (CSS) – 1 service
- Charlotte Mecklenburg (CM) Library – 16 services

There is no consistent referral process from one program/service to another program/service. HHS and CM Library is seeking to better understand this gap to ensure no referral opportunities are missed and to identify opportunities for improvement.

Completion Date:

This is a multi-year plan with the completion date yet to be determined.

Updates/Project Milestones:

FY19

- Develop process flows and referral system maps for each program and service (HHS/BPM)
- Develop a consistent referral process between programs and services (HHS/BPM)

FY20

- Complete a gap analysis/needs assessment with families and community partners to determine appropriateness of services being provided (PH)
- Develop a comprehensive strategy and action plan to ensure families have access to and awareness of Mecklenburg County Early Childhood programs and services (HHS)

Outcomes/Measures:

- Successful achievement of established updates and project milestones.



Key Initiative #4 -- Workforce Development

Description:

Develop and implement a unified workforce development strategy that will span multiple departments. It will assist individuals in improving their job skills and employment prospects. This strategy will leverage the existing workforce development activities performed by Social Services, Child Support Enforcement, Community Support Services, Economic Development and Criminal Justice. Additionally, it will create partnerships with the Workforce Development Providers Council and Charlotte Works to maximize workforce development activities throughout the Charlotte region.

Rationale:

A single, county-wide strategy will reduce duplication of services, increase service efficiencies, and help put more residents to work. It will enable the County to maximize its vast resources and emerge as a leader in both workforce development and retention services.

Completion Date:

This is a multi-year plan with a pilot completion date of September 2019.

Updates/Project Milestones:

- Secure employment for 40 pilot participants and provide post placement retention services.
- Finalize policies and procedures to scale the program beyond the pilot phase.
- Develop business requirements for a technology solution to track and monitor participants in the program.

Outcomes/Measures:

- Monthly reporting of pilot phase performance, activities and outcomes.
- Final report on scalability of the program beyond the pilot phase due September 2019.



Key Initiative #5 -- Develop a Plan for Reducing and Preventing Homelessness

Description:

Community Support Services (CSS) Department works in partnership with other agencies in the community by providing leadership, high quality data and context, and supportive services to assist homeless households to become housed and remain housed.

Rationale:

CSS is undertaking specific efforts that will decrease the number of individuals who are experiencing homelessness in the county. Homelessness and the lack of affordable housing requires a community-wide strategic response.

CSS, through a strategic planning process, will clarify what resources the County provides and engage current and new stakeholders in finding solutions to reduce and prevent homelessness.

Completion Dates:

This is a multi-year plan with a completion date TBD

Updates/Project Milestones:

1. Develop and begin implementation of an action plan to reduce and prevent chronic, veterans and family homelessness.
 - Q1 – Research and present a report on industry best practices
 - Q1 & Q2 – Assess and document the current state of internal & external resources
 - Q3 & Q4 – Design & Develop a phased approach for County action items
 - FY20 – Begin implementation phase for County action items based on available resources
2. Serve as co-lead agency for Housing First Charlotte-Mecklenburg.
3. Provide leadership and direction in alignment with Charlotte Mecklenburg Emergency Management for emergency situations impacting homeless individuals. Ensure clear communication is provided to all stakeholders.

Outcomes/Measures:

Monthly reports of activities and outcomes



Key Initiative #6 -- Community Aging and Disability Services Collaborative (Age-Friendly)

Description:

This is Year-2 of a multi-year initiative which supports the designation of Mecklenburg County as an Age-Friendly community through the establishment of a community-wide strategy to address the existing and future needs of Mecklenburg's aging population.

Rationale:

The existing aging and disability services networks do not have a shared, overarching strategy for serving Mecklenburg residents. The absence of a coordinated strategy to address the needs of the county's aging population leads to gaps in services and unequal access to basic livability needs. DSS is working closely with AARP and other community partners to coordinate a strategy that will improve accessibility to public and community services for all residents.

Completion Date:

December 2022

Updates/Project Milestones:

- Partner with Centralina Council of Government Regional Planning Department for assistance in meeting facilitation, strategic planning, stakeholder research, documentation of plan - September 2018
- Plan Age-Friendly Summit to coincide with AARP Livable Communities National Conference - December 2018
- Complete a gap analysis of Age-Friendly resources within Mecklenburg County - December 2018
- Finalize strategic action plan and identify indicators to monitor progress - March 2019
- Submit strategic action plan to the World Health Organization (WHO) for review and endorsement - June 2019

Outcomes/Measures:

Gap Analysis and Age-Friendly Community Strategic Plan completed and submitted to WHO by June 2019



Key Initiative #7 -- Community HIV Prevention Plan

Description:

Provide executive direction and project leadership in implementation of the Community HIV Prevention Plan "Getting to Zero Mecklenburg."

Rationale:

Growing concern among community members, Public Health and healthcare providers in Mecklenburg County, as well as recent advances in HIV treatment and prevention interventions (e.g., Pre-Exposure Prophylaxis (PrEP) and Treatment as Prevention) have spurred discussions about the need for more aggressive and comprehensive community-wide approaches to address new HIV infections in Mecklenburg County. In the Fall of 2017, encouraged by the commitment of the Board of County Commissioners (BOCC), Mecklenburg County Public Health (MCPH), community members, HIV care providers, educators and members of the faith-based community began a series of planning meetings to create plans for an aggressive, comprehensive and effective community level approach to lower new HIV infection rates and to improve care for persons living with HIV in Mecklenburg County. The HIV Community Planning Group was convened to construct a Mecklenburg County HIV Prevention Plan, "Getting to Zero Mecklenburg."

Completion Date:

This is a multi-year plan with the completion date yet to be determined.
(All updates/project milestones listed below will be completed in FY19.)

Updates/Project Milestones:

The milestones for FY19 are:

1. Continue implementation of the PrEP pilot project with expanded enrollment.
 - a. Ongoing evaluation, in collaboration with the UNCC Academy for Population Health Innovation team
 - b. Provide update to the BOCC every 6 months
2. Hire a full-time Project Manager to implement and sustain the community HIV Prevention Plan.
3. Complete a HIV community needs assessment to determine knowledge base and gaps in service.
4. Develop and implement a marketing campaign, working with community partners and County PIO.
5. Engage community partners to develop long-term funding options to implement the Plan.

Outcomes/Measures:

Successful completion of project milestones.



Key Initiative #8 -- Implementation of Dedicated Court

Description:

The dedicated court team will represent Child Support Enforcement (CSE) in Courtroom 8110 as well as work with the County's Attorney Office and the Mecklenburg County District Judges to ensure court operations are effective and efficient for the customers being served.

Rationale:

A dedicated court team will improve case management structure by streamlining court processes and enhancing relationships with the County's Attorney Office and Mecklenburg County District Judges. This will also maximize the use of Child Support Case Manager time, and Court time, including the valuable time the Judges spend on the bench.

Completion Date:

March 29, 2019

Updates/Project Milestones:

- Recruit and hire contract child support staff
- Determine most effective work flow for both CSE and the County's Attorney Office
- Determine appropriate team structure for both CSE and the County's Attorney Office
- Determine metrics and outcomes measures for tracking that aligns to CSE Federal and State standards

Modify/Develop PDQs for CSE and the County's Attorney Office

Outcomes/Measures:

- Monthly reporting of activities and outcomes



Key Initiative #9 -- Child Support Enforcement (CSE) Dual Notice Process

Description:

To improve child support establishment and enforcement outcomes through Dual Notice processes which provides customers the opportunity to have paternity established, child support orders established, child support orders modified, and child support orders enforced without going to court. Instead, customers are provided dates and times to appear at the Child Support Office and participate in a 'Settlement Conference' to resolve their child support needs, facilitated by CSE staff who are certified or who are in the process of being certified as Mediators. The benefits of these new processes are expected to gradually impact performance outcomes in a positive manner over the next three years.

Rationale:

The Dual Notice Process is one of many tools used to focus on customer service engagement. It provides customers the opportunity to avoid inconveniences associated with going to court such as long hours, missed work, and the cost of parking. The customers also have opportunities to resolve their child support needs with the benefits of mediation which could provide more flexibility and self-determination on outcomes. These processes also maximize the use of Child Support Court time, including the valuable time the Judges spend on the bench.

Completion Date:

This is a multi-year plan with the completion date yet to be determined. (All updates/project milestones listed below will be completed in FY19)

Updates/Project Milestones:

- Establish a baseline number of cases invited to participate in a settlement conference per month
- Establish a baseline number of cases mediated through the settlement conference per month
- Establish a customer satisfaction survey that determines the level of satisfaction customers have with settlement conferences

Outcomes/Measures:

- Monthly reporting of activities and outcomes



Key Initiative #10 -- Child Support Enforcement (CSE) Arrears Reduction Strategy

Description:

Implement strategies for managing child support arrears such that State and Federal performance goals are met. Arrears are defined as past due child support.

Rationale:

To increase economic independence, reduce reliance on public assistance, and reduce arrears.

Completion Date:

June 30, 2019

Updates/Project Milestones:

- Collect payments on cases that owe arrears
 - Manage arrears frequencies
- Assess the cases that owe arrears
- Develop a strategy to address cases with uncollectable arrears
 - Develop a plan to close cases that meet case closure criteria
- Develop a strategy to take judicial action on cases with arrears
 - Determine which cases are eligible to reduce the arrears to a judgement
- Develop a strategy to manage intergovernmental cases with arrears owed to other states/countries
 - Utilize Federal and State tax offset enforcement tool

Outcomes/Measures:

- Monthly reporting of activities and outcomes



Leadership Competencies

Strategic Thinking

Formulating vision into actions

- Builds, communicates, and promotes a shared, long-term vision
- Formulates strategies, objectives and priorities, and implements plans consistent with the vision
- Identifies key issues based on logical assumptions, facts and data
- Capitalizes on opportunities and manages risks
- Understands the interdependency of the working, structure and culture of the organization as well as the social and economic issues/trends affecting the organization

Executive Excellence

Optimizing talent management and financial health

- Attracts, develops, engages, and retains people
- Creates a learning culture that encourages accountability by providing ongoing feedback and opportunities for continual learning for self, employees and teams
- Assesses short-term and long-term fiscal condition; uses cost-benefit thinking to set and balance short-term and long-term priorities
- Determines cost-effectiveness of programs and compares alternative strategies
- Optimizes good financial management

Change & Innovation

Innovating through change and creativity

- Identifies, communicates and drives changes needed to adapt strategically to shifting demands, business conditions, technology, and internal initiatives
- Questions conventional approaches; develops creative and innovative solutions to situations
- Creates a shared responsibility among team members/staff and encourages others to seek different ideas/approaches to address organizational problems and opportunities and then embraces them
- Rapidly adapts to changing conditions and communicates frequently and candidly during times of change
- Designs, communicates and gains the acceptance of and leads the implementation of optimal, new or cutting-edge ideas/processes to manage problems and opportunities



Collaborative Relationships

Collaborating through alliances and relationships

- Identifies opportunities for, initiates, and maintains strategic relationships and networks in and out of the organization
- Promotes openness and trust and builds confidence in one's intentions to achieve goals
- Fosters an inclusive workplace by working effectively with individuals and groups of diverse cultures.
- Utilizes the capabilities, insights, and ideas of individuals and groups to ensure the accomplishment of common business goals/improve results

Values & Integrity

Serving with integrity and respect

- Models high standards, acting in accordance with moral, ethical, and professional standards, policies and regulations consistent with the County's Values and Guiding Principles; leads by example
- Demonstrates honesty, fairness, openness and being forthright, consistently, in words and actions, treating people with courtesy and respect
- Respects the confidentiality of information and concerns shared by others
- Takes responsibility for and learns from own mistakes; does not misrepresent self