



# HHSA NEWS

## Message from Nolan

Hey Team,

I set out this month to write about New Year's resolutions, and my determination to flip the narrative this year to "do" – I do have energy, I can solve problems, I'm excited about possibilities! When I sat down to review the All-Staff questions, however, I realized that I really wanted to take the time to answer this question at length. It brings together a lot of the work that we've done as an Agency over the last year, and I really want the opportunity to review that with all of you. Here is the question as written by the sender:

*I feel like some of the most recent changes have been focused on taking away things. Such as limiting attending Paint event to once every 6 months. Then getting us to come into the office more days in order to keep our cubicles. It seems like we are never fully staffed and there is huge turn over in our department that it doesn't make sense. Also, the flexibility to telecommute on our non-telecommuting days when an emergency arises when it pertains to childcare. We have been told that childcare will no longer be a reason to be allowed to TC last minute. Yet we are expected to come into the office on our TC days when there isn't enough coverage in the office.*

*All these changes are affecting morale even more so than before. I feel like we are being treated like robots. What is leadership doing to show appreciation for the work we do? What are you doing to boost morale?*

This is a great question and has a very complicated answer. Frankly, over the last two years leadership has done a tremendous amount of work to show appreciation and boost morale which often goes unnoticed. As one employee out of 850 we can understand everyone's perspective is different but here are some big picture responses that impact how to answer your question. I'll break down the responses in the sections to your question:

Paint Language has not been limited; in fact, we have increased slots agencywide. We have also increased training opportunities, leadership events, DEIB activities and wellness offerings significantly. Every employee's workload is different, and each supervisor must make a judgement call on how often they can allow employees to engage in activities on the clock that are outside their core duties. This includes things like trainings, paint language and extra-curricular activities. This means in some cases to get our work covered your supervisor may have to limit activities. To help with some of this, the agency is working on plans to potentially dedicate blocked time agency-wide to allow staff time to participate in more of these and other opportunities for professional growth, so stay tuned.

HHSA has the most generous telecommuting or alternate work (AWL) policy in the county. In many cases it is also the most generous of surrounding counties. 2 out of 3 HHSA Employees have an AWL and work from home some portion of the week. A significant amount of our operations requires in person work, people coming to our office and social workers seeing people face to face in the field. To maintain a work environment where two thirds of our employees can work from home some or all the time, we all must make sacrifices. 67% of the HHSA team are staff who are considered "public facing", meaning their jobs require they work with the public. With a growing workload, in-person client needs, and coworkers who periodically call out sick or need a vacation, we all must chip in and be flexible. 60% of our staff work more than half their work week from home which is something we have worked hard for and are really proud of.

The agency has close to 850 employees and roughly 700 offices/cubicles throughout our four buildings. As an agency who really values work life balance and telecommuting, with over 60% of our workforce working from home more than half the work week, it would be financially irresponsible to rent more space to accommodate staff who are frequently not here. By using our resources smarter and having employees who are regularly outside the office use hotel workstations, we can save money and focus on hiring more staff. We were able to add an additional 47 employees to help do the work last fiscal year. We can't have both more staff to do the work and more office space for employees who regularly telecommute.

Secondly, there are some huge equity issues with staff in the office. A very large percentage of the staff that must be in the office 100% of the time do not have an assigned cubicle or office. They have nowhere to eat their lunch, store their belongings, or get some peace away from public working areas. Prime office and cubicle locations sit vacant for employees while they work from home and those in the office are often forced to work in less desirable work locations. I strongly believe that if you are here 100% of the time, you deserve a great workstation. The space moves were not intended to take away or punish employees with AWLs; they were intended to maximize space, show appreciation to the staff that come in each day, and save money to allow us to hire more staff to help our growing workload.

While telecommuting has some significant advantages to home life issues like childcare, it was never intended as a childcare benefit. In fact, childcare has never been a reason to approve AWL except in certain circumstances that typically involved medical care for a loved one. It is great when an AWL helps our employees with children, and we recognize this is helpful, but there are significant equity and work production issues involved.

We continue to work hard to bring flexible benefits, hire more staff, preserve telecommuting and equity for all staff. We recognize it isn't perfect, but I am very proud of what we have been able to offer, especially in comparison to other employers. Our Healthy Work Survey results (more in upcoming months) show steady improvement across the board in great part due to these efforts. I, ELT, HR, or your manager are always happy to chat further about this with you or hear ideas on how we can improve the offerings we currently have. Again, we are asking for all 850 of us to make compromises, continue to serve our clients as best we can, and continue to support our peers in having the most flexible work environment we can. Have a great week, take care of yourself, and be kind to each other!

- Nolan

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## FOCUS ARTICLE

# Focus

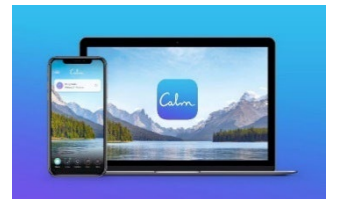
Earlier this month, our Executive Leadership team met for an all-day Strategic Planning session to review the progress we've made on our agency Strategic Plan and brainstorm the priorities we will be focusing on in the future. To kickstart this process, each of our executive leaders was asked to reflect on and answer four questions about how 2023 went for them and what they envisioned for 2024.

Below is a small collection of some of their answers. We encourage you to look and see where you played a part in making 2023 a success and how you can play a role in accomplishing our goals for 2024. We also encourage you to ask these same questions of yourself and even share with your team. This is a great exercise to get your team to take time to celebrate your wins, learn to how help each other improve, and partner together on meeting your 2024 goals!

- **What were you most proud of last year?**
  - Accomplishment of my team amid a million changes
  - Launch of Healthy Work activities
  - Approval for Cesar Chavez Day and Juneteenth holidays
  - Kickoff of Project Refresh
- **What do you wish you had done differently?**
  - Stay more connected with staff
  - Appreciate staff more for their accomplishments
  - Changed approach on programs and projects
- **What is a personal goal of yours for next year?**
  - Be healthier: physically, mentally and spiritually
  - Prioritize relationships and connection
- **What is a goal for your branch for the next year?**
  - Get more positions approved
  - Improve collaboration to do better for our clients and staff
  - Be more proactive in public messaging
  - Stabilize funding
  - Skill building opportunities for staff

## CALM APP CORNER

Did you know just five minutes of physical movement can boost your mood? It's also a good preventative measure to take care of your physical health. So, let's work together in getting some physical activity in your daily routine whether that's over your lunch break or after work. Start moving with curated Calm content:



- [Step Away from the Computer](#)
  - Take a quick break from computer work with a guided walking meditation.
- [Quality Moves Over Quantity](#)
  - Try a short series of full-body movements so you can establish your inner strength.
- [Mental Health Walk](#)
  - Listen to a combination of the sounds of New Zealand and lo-fi music so you can refresh your mind and body when you're out for a walk.
- [Movement Lesson - The 4 Pillars of Health](#)
  - Learn how to regain control of your health through simple yet effective diet and lifestyle changes.

Join one of the [Calm App Webinars](#) to learn how to get the most out of your Calm experience and bolster your overall well-being.

## EVERBRIDGE / REGIONAL EMERGENCY NOTIFICATIONS

**Did You Know:** You can sign up to receive regional emergency alerts via email, phone and text.

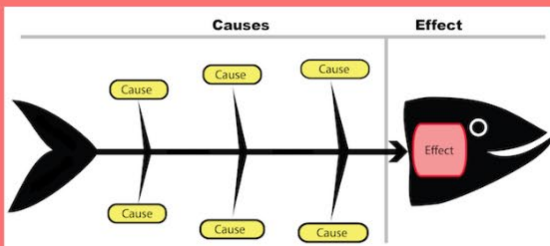


All public safety agencies in Sacramento, Yolo and Placer Counties have partnered to have a state-of-the-art community notification system to alert residents about emergency events and other important public safety information. This system provides you with critical information quickly in a variety of situations, such as severe weather, unexpected road closures, missing persons and evacuations of buildings or neighborhoods. To register for alerts, please visit [www.yolo-alert.org](http://www.yolo-alert.org) or via Inside Yolo.

**PERFORMANCE & PROCESS MANAGEMENT HIGHLIGHT**

**Quality Improvement  
Word of the Month**

**Fishbone Diagram**

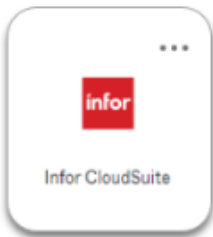
|   |   |
|---|---|
| <p><b>DEFINITION</b></p> <p>A <b>Fishbone Diagram</b> (also known as a Cause and Effect Diagram) is a brainstorming tool that identifies many possible causes for an effect or problem.</p> | <p><b>WotM IN ACTION</b></p> <p>When dealing with a complex problem, try the following:</p> <ol style="list-style-type: none"> <li>1. <u>Construct</u> the diagram.</li> <li>2. <u>State</u> the effect or problem in a sentence (on the "head").</li> <li>3. <u>Brainstorm</u> all the possible causes.</li> <li>4. <u>Sort</u> causes into into 4-6 major categories (on the "bones").</li> <li>5. <u>Ask</u> "Why does this happen" for each cause until the root cause(s) are identified.</li> </ol> <p>Use this tool as a team to solve a challenging problem!</p> |
| <p><b>IN A SENTENCE</b></p> <p>We are experiencing an increase in our application processing times. Let's use a <b>Fishbone Diagram</b> to find the root cause of the problem.</p>          |   |

**NAME CHANGE PROCESS**

If you have recently had a name change, HHSA HR can assist in updating your profile.

The steps are easy and listed below:

**Step 1:** Access the Okta Dashboard through the employee resources tab on Inside Yolo to enter the self-service portal. Once in the portal, you can submit.



**Infor CloudSuite Employee Self-Service offers a variety of ways to view and update your personal data. Click the Infor icon to login through Okta using your County network credentials.**



**Step 2:** Submit a new social security card to HHSA HR

**Step 3:** HHSA HR will send applicable forms to update the employee profile.

**Step 4:** HHSA HR will create a new badge and notify the employee when it is ready for pickup

If you have any questions or need assistance navigating the self-service portal, please email HHSA HR at [HHSA.HR@yolocounty.org](mailto:HHSA.HR@yolocounty.org)

Thank you!

**QUARTERLY RECAP: NEW OR REVISED AGENCY-WIDE POLICIES**

HHSA continues to work on developing agency-wide policies and procedures to support the important work you all do. Here is a recap of the agency-wide policies and procedures implemented during the October – December 2023 quarter:

- **1.1.101 Client in All Policies\*** – Revised policy and attachments to clarify that for the purposes of this policy, the term client refers to an external HHSA customer, and that the intent of the policy is to identify any *significant* rather than *overall* impacts to all Social Determinants of Health, Population Groups, and/or Geographic Regions.
- **2.1.101 Signature and Financial Approval Authority\*** – Revised policy and attachment to align with changes related to the Chief Fiscal Administrative Officer role and the additional manager on the HR team.
- **2.3.103 HHSA Security Camera Access\*** – New policy to document existing practice for requesting security camera access from HHSA Special Investigations Unit (SIU) team and to implement a standardized form and process.
- **3.2.108 Standby and Call Back\*** – New policy to establish guidelines for scheduling and monitoring Standby and Call Back hours and to ensure compliance with regulations for these types of pay.

As a reminder, you can find HHSA's agency-wide policies and procedures on the [Policies and Procedures page](#), and the [Table of Contents](#) can help you quickly locate the policy you need. Thank you to all who contributed to the work on these policies and procedures! Keep an eye out for more HHSA policy and procedure implementation announcements in the upcoming quarter.

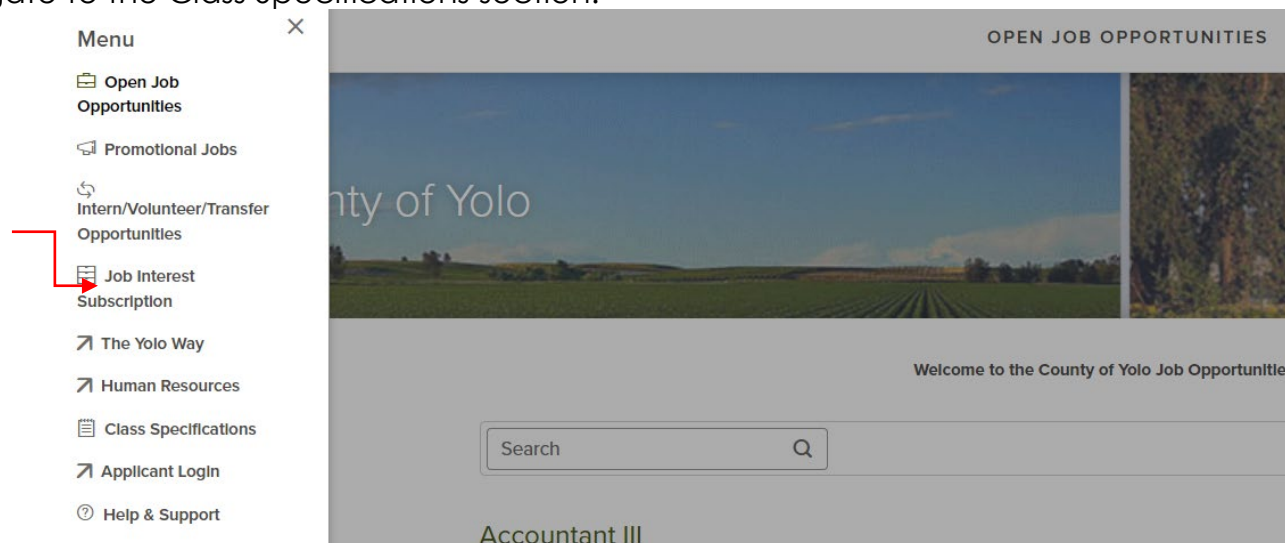
\*Note: We are unable to update Inside Yolo currently due to the transition to SharePoint. Please refer to the attachments for now and they will be posted to Inside Yolo as soon as possible.



## RECRUITMENT NOTIFICATIONS

Are you interested in exploring other classifications in the County and being notified when new jobs are posted for recruitment? We understand that many employees do not have enough time to visit our jobs page regularly, so we recommend that you sign up to receive notifications when new job bulletins are posted to ensure you know when new positions are posted.

Go to the County of Yolo Open Job Opportunities page which can be accessed through the Inside Yolo external site link. Once there, navigate to the Class Specifications section.



To sign up visit our jobs page and find the “Job Interest Subscription” link. When you subscribe you can select the fields of work that interest you. We strongly encourage you to select the option “miscellaneous” if you wish to receive most of the job opportunities we recruit. Please reach out to HHSA HR for further assistance at [hhsa.jobs@yolocounty.org](mailto:hhsa.jobs@yolocounty.org).

## COUNTYWIDE RECRUITMENTS



HR strongly encourages staff to apply for any classification/recruitment they would like to be considered for even if they are not currently interested in the programs named in the job bulletin or offered within HHSA. For example, there is currently an open recruitment to fill two Accountant III positions at the Department of Financial Services (DFS). If you are interested in being considered for this position or future Accountant III opportunities offered at HHSA, applying at this time will ensure your name is added to the eligible list if deemed to meet minimum qualifications.

### Remember

- Review class specifications and select subscribe to receive email notification when the recruitment opens for the desired position.
- An eligible list will remain active until a new recruitment is posted.
- Once added to the eligible list, employees can waive an interview but can remain on the list until it has expired.
- If you are on an eligible list for a countywide class, it would be advisable to check in with County HR periodically to ensure that the eligible list is still active.

### Eligible Lists

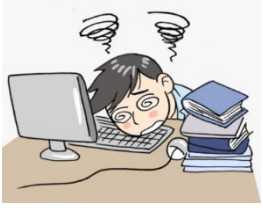
- An eligible list is a list of qualified candidates who receive a passing score either through a written exam or best qualified screening.
- Eligible lists are ranked in descending order of the candidates final scores.
- Eligible lists are valid for UP to one (1) year but in some circumstances for example, when the eligible list has been exhausted, the list can expire before the one (1) year mark.

**Please Note:** We do our best to consider what programs we are currently trying to fill but often not every program is ready to recruit for the classification at the time of posting.

We hope you found this information useful. Please contact HHSA HR by email: [hhsa.jobs@yolocounty.org](mailto:hhsa.jobs@yolocounty.org) with further questions.

RESULTS BASED ACCOUNTABILITY OVERVIEW

As you walk in the door and head to your desk, you can already hear the phone ringing. While answering the phone, you start up your computer and see that several emails came in overnight, and that you also have a few voicemails to listen to. As soon as you get off the phone, your supervisor stops by to ask for an update on a few pending items. There will be a stream of people reaching out to you throughout the day, with possible interruptions for meetings, home visits, or other assignments.



Sound familiar? At HHSA, we are often so busy that it can be difficult to focus on anything besides the next task, the next caller, or the next person needing help. Wouldn't it be great if we had a way to take a step back and make sure that all that work is actually making a difference in the lives of those receiving our services?

Good news - we do! HHSA uses the **Results Based Accountability (RBA) framework** as our tool to define and evaluate our programs' goals and performance. This helps us identify whether our programs are working as intended to serve our community or whether we can make improvements.

The RBA framework was developed by Mark Friedman and described in his book *Trying Hard is Not Good Enough*. The process starts by identifying the **Program Purpose**, and then asks questions about three different types of performance measures (PMs):

- How much did we do?** Also referred to as PM1s, these questions measure how much of a program or service were provided. PM1s describe basic program functions and inputs, with examples including:
  - Customers:** Number of new participants enrolled; number of families with an ongoing case
  - Units of Service:** Number of units of service provided if these are clearly defined (e.g. applications processed, invoices paid, visits completed, services provided, activities or classes held, etc.)
  - Fiscal:** Total grant dollars awarded; total amount of dollars paid
- How well did we do it?** Also referred to as PM2s, these questions measure quality and efficiency of services provided. Suggested PM2s might include:
  - Workload ratios:** Number of cases per worker; staff turnover rate; percentage of staff fully trained
  - Timeliness:** Percent of applications processed within 30 days; percent of clients who received contact within 3 business days of requesting services; number of days after referral to receive service, number of days to process applications
  - Quality:** Percent of eligible residents receiving services; percent of required contacts made
  - Satisfaction:** Percent of participants who reported satisfaction with the way service was provided
- Is anyone better off?** Also referred to as PM3s, these questions tie directly back to the **Program Purpose** and measure how our programs and services make a difference in the lives of those receiving the service. Suggested PM3s and examples might include:
  - Change in skill or knowledge:** Number and percent of clients who reported being more educated about child passenger safety after attending a county-offered class
  - Change in attitude or opinion:** Number and percent of participants who indicated that they are more motivated to make healthy changes in their eating habits
  - Change in behavior or circumstance:** Number and percent of participants who secured permanent housing; number and percent of participants who are employed while receiving services

All this information is used to create the program's **Performance Measures Sheet** (formerly known as the "Green Sheet"). Next, we develop a **Program PM Collection Guide** to document the reporting frequency and data source for each measure. More information on the Collection Guide can be found in the [October 2022 newsletter](#). Data is then collected, recorded, and reported out at regular intervals (monthly, quarterly, semi-annually, or annually).

Would you like to learn more about performance measures and HHSA's RBA framework? If so, visit our [Results Based Accountability page](#) on Inside Yolo or contact our Performance & Process Management Program Coordinator [Matt Tryon](#) with any questions.

