



REQUEST FOR BOARD ACTION

ITEM NO. 10

DATE OF MEETING: April 20, 2015

REQUESTED BY: Carolyn Moser, Health and Human Services Director, Health Department

SHORT TITLE: Approval of a Purchase Order to Public Consulting Group for \$40,395.

BACKGROUND: This request is for approval of a contract with Public Consulting Group (PCG) to conduct an organizational assessment of the Pender County Department of Social Services. The assessment will identify strengths, gaps, and concrete opportunities to strengthen organizational effectiveness as well as its operations. *There is money in the current DSS budget; no additional county funding is needed.*

SPECIFIC ACTION REQUESTED: The board is requested to authorize a purchase order to Public Consulting Group for \$40,395 for Fiscal Year 2014-2015.



ORGANIZATIONAL EFFECTIVENESS CONSULTING

Amid tightened budgets, evolving expectations for human service delivery, and increased scrutiny on operational performance, how is your agency planning for the future and managing change?

For more than 25 years, PCG has helped public sector clients meet their organizational goals. Through our partnership with the American Public Human Services Association (APHSA)'s Organizational Effectiveness Unit, PCG now offers leading-edge organizational effectiveness consulting to help agencies navigate change management and engage in continuous improvement. Our team of experts can help your agency

- Define your mission, values, and goals and create actionable strategic plans;
- Achieve better outcomes for children and families through a diagnostic assessment of organizational strengths, gaps, and root causes for gaps;
- Effectively manage organizational changes such as service integration or agency re-organization through careful planning, implementation, and monitoring; and
- Develop leadership skills and workforce capacity for ongoing continuous improvement.

"PCG and APHSA helped us identify the issues that were challenging us on the operational level and create a plan to fix them. Through several sessions with our team in a constructive, open environment, we were able to develop a roadmap to streamlining policies and procedures, enhancing staff development, and improving the client experience in economic services programs across our state."

Sherry Bradsher, Director
North Carolina Division of Social Services

ORGANIZATIONAL EFFECTIVENESS CONSULTING

ORGANIZATIONAL EFFECTIVENESS CONSULTING

State and local agencies operate within large, complex systems that serve many populations. We use a straight-forward, intuitive approach to help agencies manage and measure improvement and change efforts. In order to systematically improve something, you have to

- *Define* what that thing is in operational terms;
- *Assess* the related strengths and gaps and the root causes for any important gaps;
- *Plan* quick wins, mid-term and longer-term improvements;
- *Implement* plans with the needed tools, capacity, and communication ; and,
- *Monitor* progress, impact, and lessons learned for accountability and ongoing adjustment

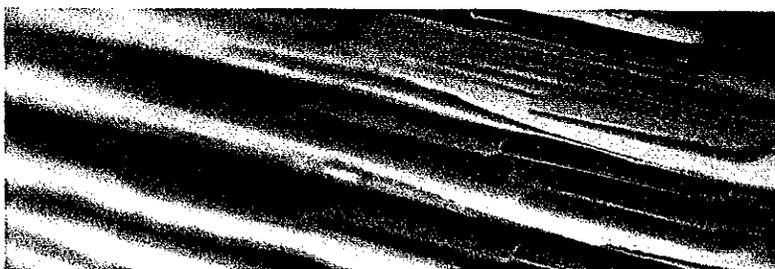
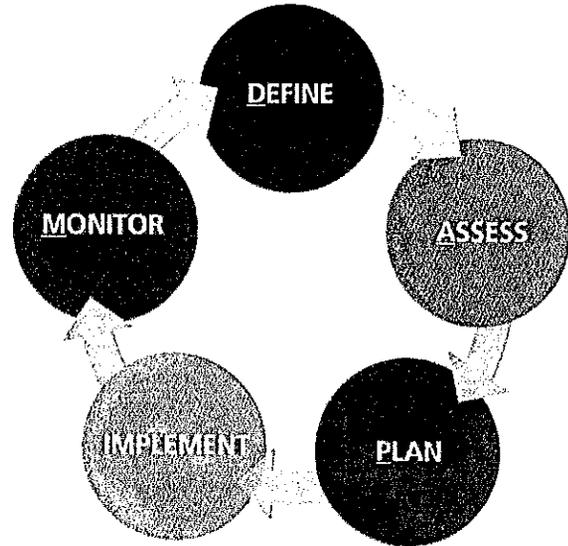
Our organizational effectiveness consultants facilitate real-world teams through the DAPIM™ process (use made with the permission of APHSA. All rights reserved by APHSA.). At the conclusion of this work, clients are left with immediate, actionable recommendations, as well as the tools and skills for continuous improvement that can be implemented independently in the future.

PROVEN RESULTS

These organizational effectiveness techniques have been used in nearly 70 projects in more than 30 states. In North Carolina, PCG and APHSA facilitated the DAPIM™ process for staff from the state's Division of Social Services in order to create a detailed implementation plan for a second phase of competitive grant funding. Through the process, PCG and APHSA worked with the Division to identify major programmatic and operational challenges facing the state, uncover the root causes, and develop a strategic plan to address those issues, which was the basis for the application. As a result of this process, the state was awarded \$1.5 million in additional grant funding.

DAPIM™ PROCESS

DEFINE | ASSESS | PLAN | IMPLEMENT | MONITOR



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BENEFIT OVERPAYMENT RECOVERY

Public Consulting Group (PCG) can help you comply with federal requirements to recover overpaid public benefits in a way that is

- non-punitive for clients
- revenue generating; and
- supportive of the integrity of your public assistance benefit program

Under the TANF, SNAP, Medicaid, and SSI/SSDI programs, some recipients occasionally receive monthly assistance payments to which they are not entitled, referred to as 'overpayments'. Generally, overpayments are caused by either an agency error, inadvertent household error, or an intentional recipient program violation.

Federal regulations¹ require states to attempt to recover these overpayments in one of two ways

- by recouping them from the recipient through a reduction of the recipient's benefit in one or more future months; or
- by collecting cash repayment(s) from the recipient (or former recipient) under a lump sum or periodic repayment plan

¹ "Claims against Households." Code of Federal Regulations 7:2 (January 1, 2003). § 273.18



Proposal for Organizational Assessment for Pender County, NC

Background

Pender County, NC in September, 2013 consolidated its Departments of Public Health and Social Services under the single leadership of its former Director of Public Health. To help the department newly under its administration progress along a developmental path toward outstanding operations and services, agency leadership has asked Public Consulting Group to propose work to assess the Department of Social Services' readiness for change, current operations in relation to industry standards, and maximization and stewardship of outside funding.

Since its founding in 1986, Public Consulting Group (PCG) has been a national leader in helping state and local government continuously improve its performance, capacity, management, and outcomes. PCG is headquartered in Boston but has a longstanding presence in North Carolina, with offices in Asheville, Charlotte, and Raleigh. PCG provides industry-leading management and technology consulting to help public sector health, human services, education, and other government clients achieve their performance goals, better serve populations in need, and maximize revenues from Federal and state sources. PCG has dedicated itself almost exclusively to the public sector for 27 years. With over 1,500 professionals working across 35 offices around the U.S. and in Canada, Poland, and the United Kingdom, PCG offers traditional management consulting services along with operational oversight and delivery of essential state and local services.

Scope of Work

PCG proposes to complete an organizational assessment that uses objective tools to identify Pender County DSS' current position along a continuous improvement path toward outstanding social services operations. PCG will identify strengths, gaps, and concrete opportunities to strengthen its organizational effectiveness as well as its operations.

To this end, we propose the following major areas of work:

- I. Kickoff Meeting:*** At the outset of each project, PCG's project leads meet with DSS and/or County Leadership of the project to ensure that we are on the same page about such things as project deadlines, deliverables, and communication schedules. To manage cost, we propose having our North Carolina-based Senior Consultant participate in person, while key staff members from out of state participate by phone. At our initial meeting, we will validate:

- a. Project success criteria and deliverables specifications
- b. Approach, tools, and methods
- c. Communication plan
- a. PCG and client roles and responsibilities (e.g., in preparing for onsite data gathering)
- b. Timeframes

Immediately following the kickoff meeting, PCG will draft a week-by-week timeline and written communications regarding the project for staff and stakeholders and finalize together with project sponsors.

II. *Materials Review:* Prior to gathering data onsite, we familiarize ourselves with the organization by reviewing such documents as the following:

- a. Previously conducted studies/needs assessments
- b. Data reports
- c. Audits and state reviews
- d. Financial reports
- e. Written plans (strategic plans, change plans, communication plans, etc.)
- f. Key documentation/plans concerning health and human services
- g. Previous internal and external communications regarding the consolidation of the departments
- h. Any other written materials Pender County deems valuable for us to review

III. *Onsite Data Gathering:* We propose three days of onsite data gathering to gain a solid understanding of DSS' current state in terms of both financing/financial management and organizational culture and practice. Major activities include the following:

- a. Prepare data gathering protocol with standard introductory language to ensure consistent messaging and guiding questions for interviews and focus groups that draw on the assessment tools proposed for use below
- b. Conduct onsite 1:1 interviews scheduled for 45 minutes with key staff, including DSS senior staff and frontline supervisors, and any other key stakeholders (e.g., directors of major private partners/provider agencies) of Pender County's identification.
- c. Conduct onsite focus groups with frontline staff and supervisors across all programs. We recommend focus groups of approximately 4-7 members, scheduled for 1.5 hours each.
- d. Conduct walk-throughs of intake, processing, change processes for economic benefit programs
- e. Conduct walk-throughs of social work processes, including intake, decision-making, child and family teams, etc.

IV. *Report Writing and Presentation:* Following processing of data gathered on site, we will complete and deliver a comprehensive report with the following major content and meet with project sponsors to discuss our findings and recommendations:

- a. Ways to maximize revenues from Federal funding sources

- b. Opportunities for contracting out non-core services, including savings other states and/or counties have seen
- c. Areas of potential non-compliance with Federal regulations to target for further study / remedy
- d. "Quick win" improvements to organizational practice
- e. Improved workflow and process recommendations
- f. Areas of organizational practice to target for continuous improvement to:
 - i. increase readiness for change
 - ii. move along the developmental path described in the Health and Human Services Integration Maturity Matrix

Following discussions with project sponsors, PCG will draft and provide Pender County a report executive summary designed for external distribution to stakeholders of project sponsors' choosing.

Assessment Tools

We propose to use the following tools to complete an assessment based on industry standards:

1. ***Readiness for Change Assessment Tool***: proprietary tool developed and refined through more than 70 continuous improvement projects with public human services agencies in 30 states. PCG uses this tool under an exclusive license with the American Public Human Services Association. The Readiness Tool identifies behaviors across the following four dimensions associated with agencies that are either stuck or moving backwards, making slow progress or experiencing intermittent positive movement, or experiencing sustained positive momentum and consistent forward movement.
2. ***Health and Human Services (HHS) Integration Maturity Matrix***: set of industry standards in the public domain developed by an interdisciplinary National Workgroup on Integration made up of human services and health care leaders in agencies at the state and local level, industry sponsors (private companies – including PCG – involved in supporting business process consulting and IT services for government health and human services), and representatives of the federal government. This strengths-based tool helps HHS agencies and systems of agencies identify where they are currently along a value curve. For more information, see <http://nwi.aphsa.org>.
3. ***HHS Financial Analysis Toolkit***: set of tools proprietary to PCG designed to help clients maximize their revenues from Federal funding sources (including IV-E, Medicaid, Block Grants, and Waivers) and stay in compliance with Federal regulations.

Deliverables

- I. Final written report of findings of organizational strengths and gaps and recommendations to improve overall organizational effectiveness.
- II. Executive summary for external distribution.

Proposed Workplan and Investment Required

Task Description		Total PCG Person-Hours
1	Project Kick-Off (Month 1)	22
1.1	Schedule project kick-off with project sponsors (Agency Director and Deputy) and prepare agenda and materials	4
1.2	Conduct project kick-off meeting	8
1.3	Draft notes and written communications to DSS staff and stakeholders regarding the assessment and finalize together with project sponsors	10
	Deliverable(s): Notes regarding Communication Plan and Project Roles, Written Communications, Week-by-Week Timeline	
	Hours	22
	Cost \$	4,380
2	Materials Review (Month 1)	19
2.1	With Pender County lead staff, identify and secure access to materials to review.	7
2.2	Review materials and generate tentative hypotheses to be tested during onsite data gathering.	12
	Deliverable(s): Tentative hypotheses regarding strengths, gaps, readiness for change, potential quick wins, and position along a developmental path	
	Hours	19
	Cost \$	3,785
3	Onsite Data Gathering (Months 1-2)	94
3.1	Draft onsite data gathering protocol with interview and focus group questions and intro scripts	18
3.2	Schedule onsite interviews and focus groups	6
3.3	Conduct onsite interviews and focus groups	48
3.4	Compile the results for interview and focus group notes	8
3.5	Analyze the data and generate written notes and findings.	14

Deliverable(s): Onsite data gathering protocol, Interview and focus group notes, Notes from assessment of financing and financial management, Findings of strengths, gaps, potential quick wins, readiness for change, and position along a developmental path

Hours 94
 Cost \$ 17,530

4 Draft and Present Report (Month 2)

57

4.1 Write and provide to project sponsors a report with ways to maximize revenues from Federal funding sources, areas of potential non-compliance with Federal regulations to target for further study / remedy, "quick win" improvements to organizational practice, areas of organizational practice to target for continuous improvement

30

4.2 Meet with project sponsors to discuss report content and options for project sponsors' next steps.

12

4.3 Write and provide to project sponsors an executive summary of the report geared for distribution to staff and other stakeholders.

15

Deliverable(s): Findings and Recommendations Report, Executive Summary for External Audiences

Hours 57
 Cost \$ 11,460

Hours 192
 Cost \$ 37,155.00

TOTAL PROJECT HOURS 192.0
TOTAL PROJECT PERSONNEL COST \$37,155.00
TRAVEL AND MISC COSTS \$ 3,240.00

\$ 40,395.00