



Aging and Disability Services Administration

Addressing Employee Concerns

Action Plan Progress Report

August 31, 2007

FOCUS AREAS:

- **Knowing how ADSA measures success**
- **Use of data**
- **Involvement in decision making**

So far, we've:

1. Continued to use quarterly "supervisors' talking points" and the ADSA e-newsletter to help connect the work of our employees with the ADSA mission, strategic plan, performance measures and GMAP measures.
2. The divisions with regional staff have met with employees statewide to hear their concerns and suggestions, and have been responding to issues that were identified. Actions taken include:

Home and Community Services Division issues and actions

- Safety -- We convened a statewide safety meeting involving field staff and have developed a protocol for field safety to be used statewide
- No ability to work flexible schedules -- we've moved ahead with a statewide flex schedule policy and rolled it out on July 1st to correspond with the CBA.
- Staff Morale -- In the region where this was a major concern we made a change in leadership and held numerous staff meetings there to work on communication, staff morale, and employee/management relationships. We hired consultants to work with our management team regarding communication and teamwork with an emphasis on diversity.
- Quality Assurance (QA) sends the wrong message -- We have refocused our QA efforts on the most important aspects of social service QA. The QA new reports are easier to understand. This has assisted the regions in writing training plans and responses to audits.
- A regional facility was inadequate and had rodent problems -- successfully moved to a new facility. The surroundings are pleasant and staff report they are pleased and satisfied with their new office.
- Also, we have sent an all staff letter outlining the progress above and identifying additional concerns we will address in the future. We will soon announce that the Director and Assistant Director will meet with regional staff again later this fall.



- **Division of Developmental Disabilities issues and actions**

Regional action plans are updated and reviewed with the Director quarterly. There are 47 actions completed and other items still in process. Highlights of some of the completed actions are:

- Several regions are using the Performance Development Plan (PDP) to provide recognition and encourage employees to come up with better ways of doing things. One region has developed the "Beyond the Call of Duty Award" that is given out at staff meetings.
- Most regions are reviewing updates to the action plans with their management teams on a regular basis.
- Some regions have established Process Improvement Teams (PIT) to address concerns.
- To improve the understanding of how we measure success, several regions hold monthly supervisor meetings and share GMAP and Quarterly review information. One region is holding smaller group discussions with the Regional Administrator.
- Fircrest hired a consultant and held 3 training sessions with supervisors in an effort to improve the Performance Development Planning process.
- Rainier reinstated the campus newsletter and has established email access for all staff.

Residential Care Services Division issues and actions

- Concerns identified through the 13 meetings with staff in all six regions have been addressed. Work continues on maintaining open communication and responding to employee concerns and suggestions.
- The field is concerned about initial AFH licensing being centralized at headquarters. As a result when decisions are made regarding licensing of new providers, the field will be called for input into that decision.
- Concerns were raised about enforcement decisions. As a result, the Assistant Director has conference calls with the Region to discuss complex cases for both communication and training purposes.

Future actions:

- We will continue efforts to help staff understand how we use data and how ADSA measures success.
- We will continue to respond to employee concerns and suggestions.
- We will continue to offer opportunities for staff to be involved the development and review of draft policies and procedures, and publicize staff involvement in these efforts in the ADSA monthly e-newsletter.