2008 Update on ADSA Employee Survey

Kathy Leitch

Our Mission

ADSA assists adults with disabling conditions due to aging, disease or accident, and children and adults with developmental disabilities to gain access to the high quality, cost effective supports they need.

ADSA Update on Employee Survey

ADSA is working within each division to address and improve in the three areas identified in the 2007 Employee Survey Executive Summary.

Despite, the recent budget restrictions and hiring freeze, we have made significant progress in three key areas:

- Incorporating staff feedback into work processes and policy
- Addressing concerns about employee recognition
- Communicating to staff how ADSA measures success

The following is a summary of ADSA wide and division plans and results for these three areas.

Kathy Leitch, Assistant Secretary

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What we're already doing

Each division has processes to gather employee input on potential changes to work processes and policies, such as review of draft Management Bulletins, and including representatives from the field in work groups.

Work processes and policies including:

- using customer input;
- encouraging creativity; and
- giving input on decisions affecting your work.

(See survey items A1, B2, B3)

ADSA Plans

Plan: All four divisions will increase the use of training for supervisors, beginning in May 2008.

Results: ADSA developed a one-day supervisor training that was mandatory for all ADSA supervisors to attend. The training was held across the state between May-July 2008. A total of 402 ADSA supervisors attended.

Division Plans

Division Of Developmental Disabilities

Plan: Increase opportunities for employee input and accountability through better use of the Performance Development Plan (PDP)

Results: All DDD supervisors are providing clarity on how the individual staff's PDP expectations contribute to the overall goals of the division in some regions. DDD Regional Administrators are meeting with staff in various offices and units in the regions to listen to concerns, increase communication and look for ways to make further improvements.

Management Services Division

Plan: Increase use of customer feedback to improve our processes. The director and office chiefs will solicit feedback on ways to improve processes from each division director

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"Provide more opportunities for workers to provide feedback to management regarding any policy or procedure that has been implemented, to assess if the new way of doing things has made improvements or not. "

"A reduction in the amount of time it takes to get approvals from upper management."

"More specific and consistent operating procedures across campus."

"Streamline the paperwork. There is too much paper!! Get CLEAR and CONSISTENT instructions from central office. Need fewer work-arounds and changing directions after sent to the field to implement."

and key association staff in the next year, and share this feedback with staff.

Results: The MSD management team held the following meetings to solicit input from our customers:
- o DDD Full Management Team – June 13
- o RCS Management Team – July 1
- o HCS Management Team – July 7
- o Washington Health Care Association Executive Director and Director of Government Relations – August 20
- o Aging Services of Washington CEO and Director of Finance – August 21

MSD asked for feedback on what works and what needs to be done differently. Some issues raised at these meetings were resolved almost immediately, others are works in progress. At MSD All Staff (Nov 7th) the Director reported back what MSD has learned. MSD is committed to holding similar meetings with the groups identified above yearly.

Home and Community Services Division

Plan: Over the next year work with regional management teams to encourage discussions with staff on how each region can solicit customer and staff feedback.

Results: HCS has regular meetings with Regional Administrators (monthly), Regional Management team meetings (monthly), and Regional All Staff meetings (annually with HCS division director and assistant director) to discuss how to incorporate customer and staff feedback. Division director and Assistant director have met with all six regions of HCS staff. Two regions (region 3, 4) instituted electronic suggestion boxes for staff to submit suggestions to HCS management team.

Residential Care Services Division

Plan: All regions will have regional staff take part in workgroups and focus groups related to changes in process and policy development. Management Bulletins related to new

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What we're already doing

Regional and Statewide employee recognition events are held each year.

"There is not enough recognition for staff. At times, hard work and great evaluations do not appear to mean much."

"Real dignity and respect for talents of all the people contributing to the work result."

"More recognition by Regional Admin of complexity of my unit's job."

"More recognition for attaining goals and agency mission."

"Broader support for employee recognition projects."

procedures will include information on staff involvement in the development process.

Results: RCS consistently includes field staff in every work group related to change process. Field includes: Regional Administrators, field managers, line staff and program managers.

RCS includes representatives of the field and headquarters as part of the stakeholder work around policy development. If the policy development relates to major changes in regulations, RCS will include stakeholder groups.

RCS management bulletins are reviewed by the communications manager to ensure staff involvement is included in the Background section of the bulletin.

RCS staff receive procedure updates in writing to inform them about staff involvement in process/procedure development.

Addressing concerns about – Employee Recognition

(Item A9)

ADSA Plans

Supervisor training will include methods of employee recognition.

We will create a small work group to determine additional methods of employee recognition within headquarters. Divisions may also determine other types of employee recognition based on their employees' feedback.

Division Plans

Division Of Developmental Disabilities

Plan: Increase supervisor and management skills through leadership development

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What we're already doing

Last year supervisors were given talking points about how ADSA measures success and how that relates to the work in the divisions.

Several Division Directors visited field offices and discussed this, among other issues.

The positive ratings for this item went up 5% from the last survey.

"There needs to be better and more timely communication from Senior Leaders within ADSA."

"Better communication from supervisor regarding work changes, MB's, new processes."

training.

Results: Over 200 DDD leadership staff participated in the 3 day workshops "7 Habits of Highly Effective People." Staff participants have also learned in the class how to manage personal growth through the use of the PDP by encouraging all employees to come up with new and better ways of doing things.

DDD regions have focused on employee recognition:

- By sending "thank You" notes to individuals that went above and beyond the with customer service.
- Sending all staff thank you letters for contributing to successful certification reviews.
- Some regions have combined unit and all staff meetings to share information.

One DDD region established a working group to gather information from staff on "what's working" with the new assessment. Based on feedback, information was presented in December on immediate changes and how to improve staff efficiency.

Management Services Division

Plan: MSD will schedule two training sessions for all supervisors and office chiefs on giving recognition and providing constructive feedback.

Results: The first training session, "Providing Constructive Feedback", was held as an in-house seminar for all MSD managers and supervisors on June 30th.

A second session was held with this same group on July 29th. At this second session we developed a tool box of ideas for giving staff recognition.

MSD director updated all staff about this work at the all staff meeting on November 7th.

Home and Community Services Division

Plan: Continue dialogue with staff and regional management teams to identify staff recognition activities that are meaningful to staff.

Results: HCS as a division is considering instituting a staff appreciation day rather than hosting an employee recognition event. This was suggested to ensure all staff get a day of recognition for their hard work and dedication rather than an event focused on select employees who were recognized for specific work projects.

HCS management has also asked staff to submit suggestions and feedback for ideas of employee recognition throughout the year. Suggestions are routed through the Regional Administrators to HCS headquarters staff.

Addressing concerns about -- Knowing how ADSA measures success (Item A12)

ADSA Plans

Plan: Develop a short version of ADSA's measures of success based on the ADSA mission statement, and post it on Intranet and in the Inside ADSA newsletter.

Even though each division and institution has a unique mission within ADSA's overall mission, we will get the word out regularly on what success is for ADSA as a whole and how employees' efforts combine to create results for the whole administration.

Division Plans

Division Of Developmental Disabilities

Plan: Post Quarterly Reviews on the Division Of Developmental Disabilities SharePoint site.

- Encourage a review with staff on what we are measuring and how these measures align with our goals and objectives.

Results: DDD quarterly reviews of each region are presented to the Director, central office

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management staff, and the Regional Management team. Information is also being posted on a DDD SharePoint site for all DDD employees to access.

DDD supervisors are meeting with individual employees to explain operational procedures and address performance issues weekly.

Some DDD regions are ensuring every employee receives a copy of agency communications to all staff. Regions have set up reference libraries including training materials, quarterly reviews, GMAP handouts, and copies of communications to all staff.

Home And Community Services Division

Plan: Work with regional management teams to encourage discussions about what we measure and how those measures align with the division and ADSA's goals and objectives.

Results: HCS division director has met with Regional Administrators on a regular basis to discuss messaging to better communicate with line staff how HCS measures success and goals for service delivery. HCS has four areas of measure for timeliness:

- Financial applications being processed for Medicaid services.
- Priority of APS investigations
- Initial assessments and re-assessments.

HCS has also encouraged staff to give feedback for instituting program efficiency and policy changes to decrease workload and improve efficiency of service delivery. Some staff feedback has already been instituted.

HCS will send out All Staff memo in early 2009 explaining to staff what ideas have already been implemented, changes we are planning to implement, and an explanation of changes that won't be implemented and why.