



Health and Recovery Services Administration

Addressing Employee Concerns

Action Plan Progress Report

September 4, 2008

FOCUS AREAS:

- Using customer feedback and data to improve our work processing
- Making sure we all know how our agency measures success
- Recognizing all HRSA staff for a job well done

Major actions by HRSA Senior Leadership and Staff:

- Between January 2007 and September 2008, Communications and Workforce Advancement offices held a series of six focus groups to discuss survey issues. In addition, the agency's self-assessment team continued to meet during the interim between surveys, and were regularly asked to assess the agency's progress and to identify problem areas for the future.
- Each office within HRSA has been asked to redraft and update its "Business Plan" this fall so the plans continue to reflect the view and responsibilities of the line staff and to recognize the contributions of every employee toward the function, mission and interdependence of the different offices. This ongoing project grew out of the 2006 self-assessment review.
- The administration continued to show its appreciation for employees in the now-annual Bite of HRSA event, held this year on September 3. In addition, HRSA completed a sweep of all HRSA divisions with its "Apple Cart" program, which puts key executives into the workplace in an informal way, letting Senior Leadership thank staffers directly for their contributions.
- Communications continued to upgrade the popular iHRSA Intranet. The Cause for Applause staff awards were automated and placed within iHRSA. HRSA's Webmaster led efforts to improve the Internet site; Web Writing classes were offered to a broad cross-section of staff.
- A Diversity Job Fair in June underscored the administration's efforts to upgrade hiring and recruitment. The event drew hundreds of participants, with divisions collecting scores of resumes and applications as the job fair ended.
- The Division of Alcohol and Substance Abuse hired an outside consultant to survey diversity issues in the division and worked with staff to develop an action plan.





Health and Recovery Services Administration

Addressing Employee Concerns

Action Plan Progress Report

September 4, 2008



September 2008: What employees are telling us...and what we did

FOCUS AREAS:

- **Strengthening leadership:**
- **Evaluations, discipline, hands-on human resource issues**
- **Recruiting, hiring, diversity, retention, recognizing and rewarding merit..**
- **Building morale, motivating the troops, retention.**



- HRSA's self-assessment team continued to meet over the interim between employee satisfaction surveys. Here are the key recommendations of that group, which was designed as a diagonal cross-section of the administration – reflecting every division and every level of the supervisory pyramid.
- **Strengthen the front lines and build leadership skills:** Senior Leadership in HRSA needs to focus on the front-line supervisors – they need skills, they need help, they need mentoring, and they're taking over the administration soon, so the sooner the better. A series of ZIP training classes was developed by the Workforce Advancement unit to start building these skills and train a new generation of leaders. The Executive Committee has set the administration's training priority as front-line managers. HRSA managers also learned how to use risk assessment tools during a May Risk Summit, then applied them several months later to identify barriers and design action plans to develop a workplace of choice.
- **Better Communication between HRSA and line staff:** Communication is vital, and HRSA's ProviderOne project staff have been focused on keeping both internal and external audiences abreast of developments. Staff participated in a statewide series of provider workshops; inside HRSA, project staff created new publications like the ProviderOne E-News and a ProviderOne Countdown newsletter for providers. One division created posters that featured individual staff members talking about ProviderOne changes – another designated ProviderOne team members to report regularly to other employees.
- **Why are we doing this? A revamp of employee recognition was a success:** The Executive Committee and the Division of Rates and Finance found an equitable way to fund the popular division-level employee recognition events.



Health and Recovery Services Administration

Addressing Employee Concerns

Action Plan Progress Report

September 4, 2008

FOCUS AREAS:

- Do we have the tools and resources we need to do our jobs effectively?
- Do we have opportunities at work to grow and learn?
- How are we doing on the job?
- Does our workplace reflect the diversity of our workforce, our clients and our business partners

The ongoing drive to improve HRSA and its programs:

- HRSA's steering committees are maturing and gathering new momentum. They also provide a new dimension in listening to customer feedback. The committees are set up in different areas to drill down into the data on hand and provide solid decision support. Immediate successes and savings have already been recorded in areas of Durable Medical Equipment (DME) and Pharmacy. The data hunt is really just beginning to pay dividends in the other three committees: Inpatient, Outpatient and Managed Care. Most importantly, the steering committees are at last moving into public view. The committee's progress is tracked on a biweekly basis at Executive Committee meetings, and the Steering Committees' news is now included with the Executive Committee Reports posted on iHRSA.
- Self-Assessment: The self-assessment team is being reformed with replacement members to make sure it continues as an ongoing review of HRSA actions and decisions. The team will continue to be led by the Chief Medical Officer, and the same "diagonal cross-section representation" will continue to be the model for membership. The self-assessment process provides a key review and regular feedback on the administration's programs and its managers.
- We will continue to involve Directors and other managers in apple cart- and Bite of HRSA-type activities that humanize HRSA leaders and let staff see them participating in the workplace. An updated profile of directors has been posted on iHRSA.
- One of the items mentioned in focus groups was the belief that accountability also means a respectful workplace. A Code of Conduct in the workplace was developed by HRSA's Executive Committee, and poster-sized copies are now posted in the largest and most frequently used conference rooms in Cherry Street Plaza.

