



From Idea to Implementation

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**“The value of an idea lies in
the using of it.”**

- Thomas Edison

Today's Focus

- Why ideas, plans, and strategies fail
- Competencies and skills for implementation
- Implementation tools + strategies
- Applying it all to North Dakota Department of Human Services

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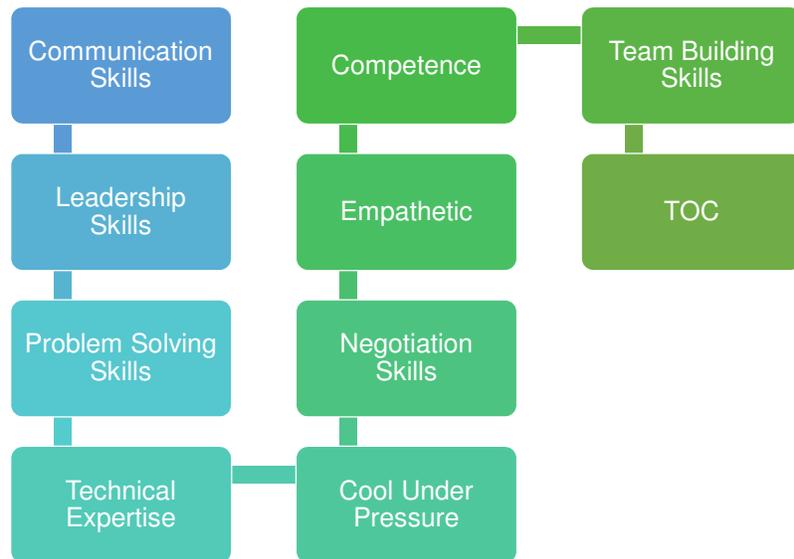
Top 10 Reasons Ideas Fail

1. Bad timing
2. Everybody's doing it
3. It doesn't solve the right problem.
4. Unpopular opinion
5. Poor execution
6. The numbers don't add up
7. Too much risk – too little synergy
8. Flawed assumptions
9. No infrastructure
10. Mismanagement

<https://www.cbsnews.com/news/10-reasons-why-ideas-fail/>

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Project Management Skills



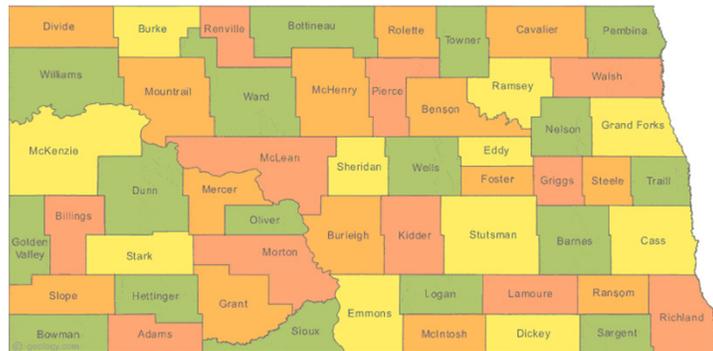
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Project Tools

- Clear understanding of the RIGHT problem
- System Map
- What Great Looks Like
- Trello
- Basecamp
- Detailed Agendas
- Easy Measurement Plan / Tools
- E-WIP Board

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2017 North Dakota Legislative Session



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ND SOCIAL SERVICES REDESIGN

CURRENT FACTS:

- ND is 1 of 9 states that is state funded county administered
- Highest cost per SNAP case in the nation
- 53 counties = 53 different interpretations of policy

LEGISLATIVE RESULTS:

- Reduce administrative costs
- Eliminate barriers to access
- Redesign the way we delivered all social service programs

Where do we start?



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Defining the Problem

TIMELINESS					
SFY	2018				
Row Labels	Average of Compliance25	Average of Compliance45	Average of Compliance62	Average of Compliance121	
[-] Pilot	7.35%	22.65%	40.88%	83.97%	
Badlands	7.99%	17.84%	32.34%	74.91%	
Southeast	7.14%	24.22%	43.69%	86.94%	
[-] Non-Pilot	12.85%	30.51%	51.09%	89.81%	
Lake Region	9.86%	33.97%	53.97%	91.78%	
North Central	13.65%	32.11%	46.92%	85.64%	
Northeast	6.16%	22.00%	47.96%	90.21%	
Northwest	11.16%	30.93%	50.14%	90.11%	
South Central	22.62%	50.45%	78.10%	94.79%	
West Central	14.17%	26.13%	45.92%	90.20%	
Grand Total	11.22%	28.19%	48.07%	88.08%	

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Challenges

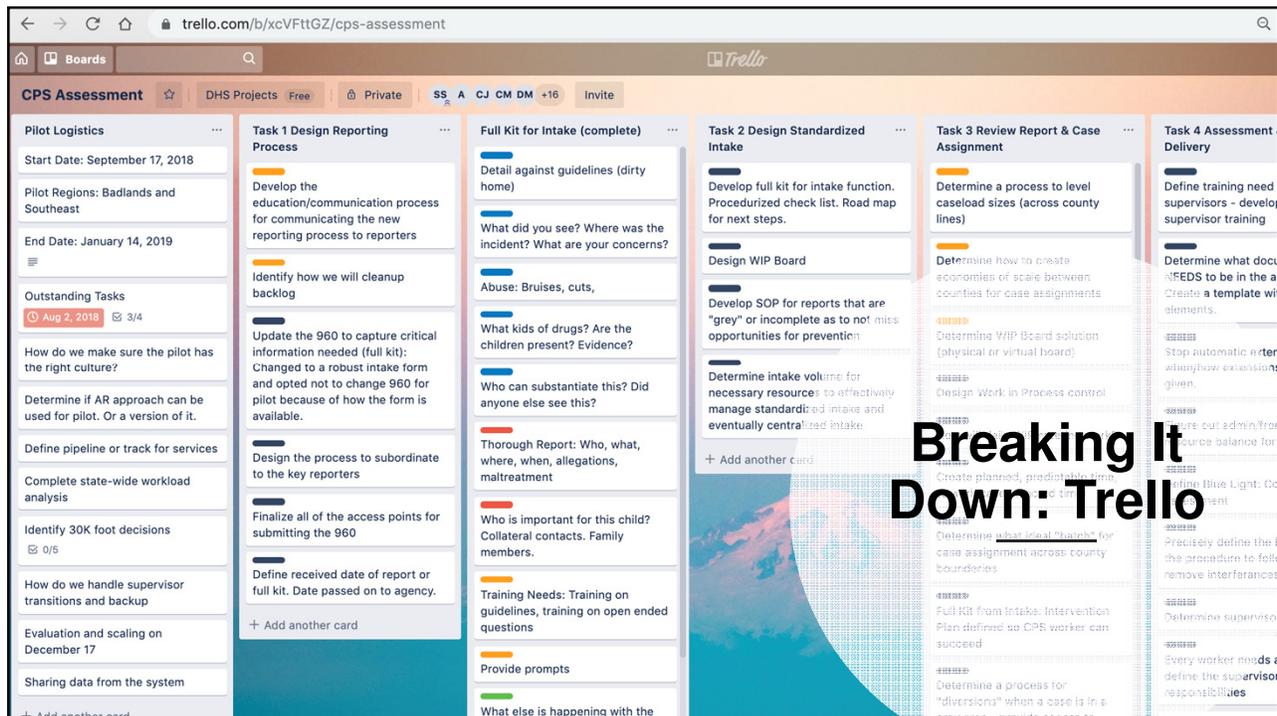
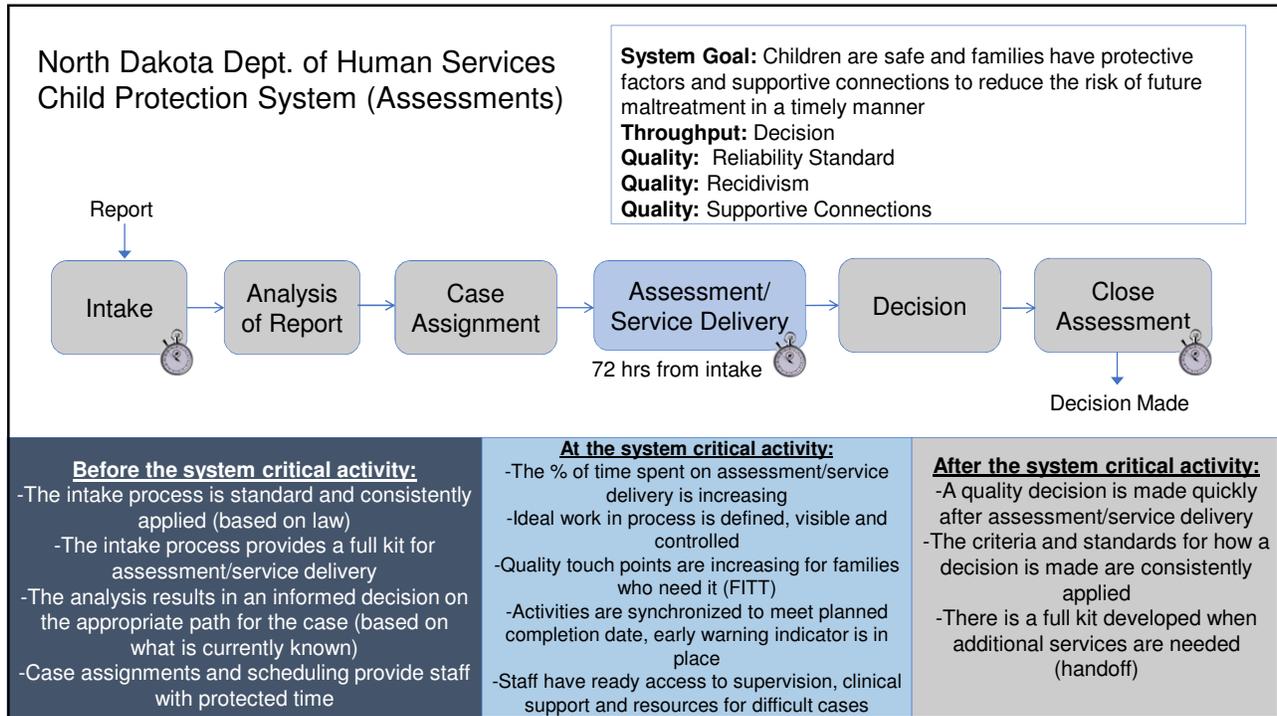
- Staff don't feel comfortable with engagement
- There is high demand/workload
- There is an increasing volume of reports
- Cases are in crisis when they get to us
- Lack of prevention
- We can't provide the right level of services at the right time
- There is no policy to serve families that are not "substantiated"
- We are generally feared instead of being viewed as helpful
- When we start CPS services we lose engagement with the family
- The 960 is overused and punitive
- We have a "one size fits all" approach
- All cases must go to the child protection team
- No consistent triage of reports
- It is difficult to gain trust and build relationships with families
- We see continuing reports from 20% of families
- There is a lack of statewide consistency
- We are not working together as a statewide system
- We are wasting capacity
- Resources are not fully utilized
- Extensions are granted too easily (no accountability)
- Staff have high stress
- The FRAME system is difficult to work with

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Vicious Cycle



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ND's Approach

3 week of aggressive project and implementation planning

90-day pilot with weekly calls

Monthly data dump and metrics

Gradually scale

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Time Blocked Agenda

- Clearly Defined Agenda
- Identified Decisions
- Limit Discussion

In-Home / Family Preservation • May 9, 2019 • 12-4 p.m. • Virtual Meeting

Agenda

Agenda Item	Decision Needed	Time Block
Review April 30: Kristen Cox Team Review / Recommendations	<ul style="list-style-type: none"> Do we need to have 3-4 measurable dosage plans? How do we eliminate interference into our Blue Light? Full kit for the family at each task / handoff 	12-1
Outstanding Tasks/Decisions	<ul style="list-style-type: none"> Policy Manual Additional Data Tracking Review Referral Form What ROI is needed for the warm hand-off? Safety plan training – aligning with practice model Finalizing structure Building the team for the family – how and when Renaming In Home Supervision <ul style="list-style-type: none"> Building out a case review template for supervisors to use at each staffing (quality assurance) Well Being – How do we use <u>well being</u> cases as a prevention tool? How will staff and address these? 	1-2
Break		2-2:15
Practice Model	<ul style="list-style-type: none"> The plan Safety assessment tool Risk assessment Next steps 	2:15-3

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The dashboard features a navigation bar with 'Home', 'Pings', 'Hey!', 'Activity', 'My Stuff', and 'Find'. Below the title 'CPS Redesign' is a row of colored circular icons representing different categories: BC, BM, CR, CD, CA, CO, CM, DW, DM, DW, EH, GT, GP, GG, HP, HS. A search bar labeled 'Add/remove people' is on the right.

The main content area is divided into several sections:

- Campfire:** A list of messages from Kim Jacobson and Marlys Baker.
- Message Board:** A list of tasks and announcements, including 'E-TAB board tasks', 'Call In for 11-12 Today', 'CPS TAB Boards - Training', 'Central Intake Letterhead??', and 'CPS E-TAB Boards Launched'.
- To-dos:** A section with a green checkmark icon and the text 'Make lists of work that needs to get done, assign items, set due dates, and discuss.'
- Schedule:** A red calendar icon.
- Automatic Check-ins:** A blue question mark icon.
- Docs & Files:** A preview of a document titled 'Updated: Guidelines for Child Maltreatment...'.

Capturing It All

sti NW CPS

Settings Help Tools Filter by title, tags or card name

In Que: To do	Initiate Assessment	Quality Assurance Staffing	Gather Additional Information	Additional Intervention	Pending	Staffing + Decision	Full Kit Rev to Re
+ add task	+ add task 53Cob620	+ add task	+ add task	+ add task	+ add task 53BauL563 53LawCoo619	+ add task 53Mat622 53Cal648	+ 10 archi
+ add task 12SuIK23	+ add task 53JohJ660 53ThoE661	+ add task	+ add task	+ add task	+ add task	+ add task 53BauL563	+ 10 archi
+ add task	+ add task 53BooT654 53MeaJ656	+ add task 53LaiR626 53Mpr629 53OisM655	+ add task 53ZetL563	+ add task 53DanS622 53SoaJ622 53Cal622	+ add task	+ add task	+ 10 archi
+ add task	+ add task	+ add task 53DavB638	+ add task	+ add task	+ add task	+ add task	+ 10 archi

WIP Boards

Targets

Goal 1: Conduct a face to face with the child(ren) within 3 days of the report.

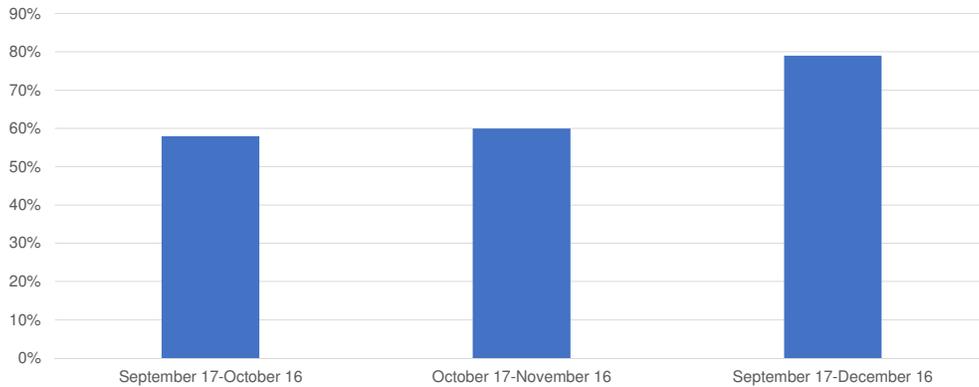
Goal 2: Complete 50% of cases in 25 days, 75% in 45 days and 95% in 62 days.

Goal 3: 95% of case determinations will have a full kit prior to determination.

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Success

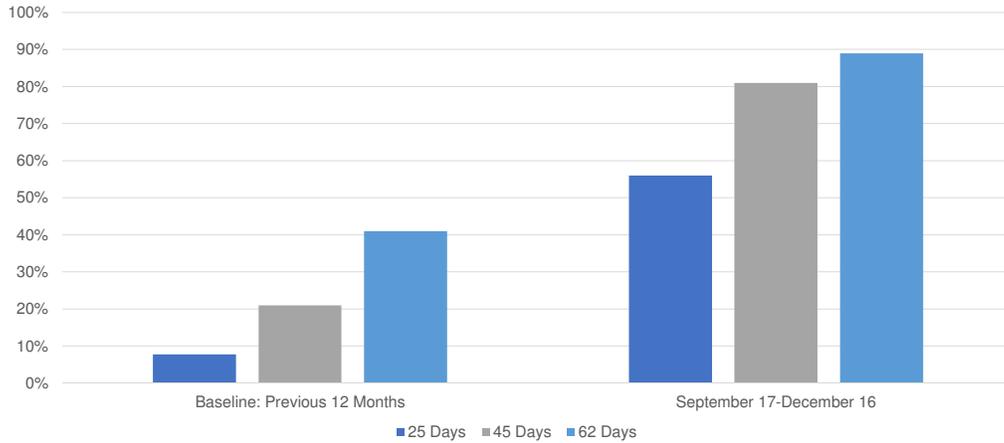
Goal 1: Conduct the face to face with the child within 3 days of case assignment.



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Success

Goal 2: Complete 50% of cases in 25 days, 75% in 45 days and 95% in 62 days.



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Next Steps

- Scale CPS state-wide
- Kicked Off:
 - In-Home Services
 - Long Term Care
 - Central Background Checks – Pilot Launched
 - Provider Enrollment
 - QA/QC for Eligibility – Pilot Launched
 - Childcare Licensing – Pilot Launched
- Build PM & TOC Competency Across the Agency

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Thank you!

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