

Humboldt County Department of Health and Human Services
Blue Ribbon Task Force
Minutes of Regular Meeting
February 28, 2017

I. Call to Order and Roll Call

William Damiano called the meeting to order at 2:05 p.m. at 825 5th St., Eureka, 5th Floor Conference Room.

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| A. | Connie Beck, Director
Heather Equinoss, Facilitator
Cindy Bogardus, Exec. Secretary
Amy Nilsen, CAO
William Damiano, Chair
Dale Maples | Tim Ash
Melissa Norwood
Chris Hartley
Drew Redden
Cole Vanwey
Angela Sundberg |
| B. Others Present | | |
| | Laurel Johnson, DHHS
Deni McFarland, DHHS | |

II. Public Comment

None

III. Approval of Minutes

Minutes were approved as is.

III. Public Input

None

IV. Workshop

Members introduced themselves, and told one positive thing that happened to them since our last meeting.

- a. BRTF members reviewed the proposed grouping of WBCP report recommendations by topic with proposed timeline. The proposal was to combine some topics together as there is some overlap and to work in small workgroups in order to give individual attention to items and concrete suggestions.

List of the BRTF sequencing of recommendation groupings:

- February is Organizational Culture
- March will be Hiring and Personnel
- May will be Partnering and Regionalization
- July will be Fiscal / Budget / CAO's office and also Mental Health
- September will be Data and Other

- November will be Tribal Relationships

It was noted that if during the process a topic that is scheduled to be discussed in the future, is also relevant to the conversation at hand, e.g. culture and tribal relationships, BRTF members are invited to discuss it in the current meeting. The timeline was approved by the group and they agreed to do homework—reading the Director’s report in advance of the meetings.

- b. Director Connie Beck went over the report and some of the work that has been done to date regarding the WBCP Recommendations.

- i. *Unlocked front door and no longer have a guard at front door making the Department of Health and Human Services (DHHS) more welcoming.*
- ii. *Established an “Open Door” policy to the director letting staff know she will be available to discuss issues.*
- iii. *Newsletter structure was changed per staff survey*
- iv. *Developed a DHHS wide blog per staff survey*
- v. *Looking to develop a 360° survey/evaluation*
- vi. *Good work has been done between management and Ad Hoc Labor Management Committees.*
- vii. *The Guidelines for DHHS Directors and Deputies was implemented*

Connie talked about some of the work the department has done around the Humboldt Practice Model and the High Performance Organization Training. The group brought up some suggestions around those models which were items for discussion during the small group work. Connie stated that DHHS could send out a short Humboldt Practice Model Overview which we can place on the agenda for the next meeting. CAO Amy Nilsen gave an overview of the Humboldt County Leadership Academy.

Chairperson, William Damiano asked if there was any public comment. Seeing there was none, we moved on to the next agenda item.

- c. The small group discussions worked to answer four questions and prioritize their answers.
 - i. **What can the DHHS director do to ensure line staff feel welcome to contribute opinions and suggestions safely and without fear of retribution?**

1. *Connie Beck needs to be seen and not behind a locked door. She could do walkthroughs at different locations. Director needs to meet with reps from all tribes.*

1a. Director should attend staff meetings, and unit meetings across departments. Let staff know she’s accessible, available and open. Outreach across

departments and tell people repetitively about the organizational culture expectations and ideals. Share message with all levels of supervisors, so they know retribution will not be tolerated.

1b. Host a Division/Branch meeting/ social event with food to get the organizational culture message out and have social time. Tell staff: We want your input, share ideals, encourage communication, and express an interest in promoting people that embody these values.

- 2. Work with Union to send out organizational culture survey to established baseline (qualitative and quantitative) in tandem with DHHS. DHHS could ask for assistance in tabulating the results from CCRP or HSU's Department of Social Work, should that be necessary. Continue Labor Management Committees.*
- 3. 360° evaluation done with as many supervisors and managers as possible at all levels.*

ii. How can the DHHS director identify areas in DHHS where culture change is happening more slowly than others?

- 1. Identify the barriers that employees are facing to get their needs met (or the needs of their clients) and take action (e.g. hire staff to fill backlog)*
- 2. Measure sick leave used – is it decreasing over time? Turnover?*
- 3. Identify the resistant supervisors and managers and offer Leadership training, early retirement, accountability or other career options in county.*

iii. What additional steps can the director take to improve communication with line staff and supervisorial staff?

- 1. Retreat with team building by unit.*
- 2. Invite input early with feedback loop.*
- 3. Have an internal liaison and an external liaison that is trusted by both staff and management.*

iv. What are low cost, easy ways that DHHS can measure culture change?

- 1. HSU utilizing interns for a survey*

2. *Outreach, go out to staff and talk with them, ask how things are going etc.*

Next Steps:

What	Who	When
Mail hard copies to Tim Ash	Cindy Bogardus	Ongoing
Add feedback loop into agenda on action taken on recommendations	Planning Team	March
Send information out to group with possible future meetings times	Laurel Johnson	One Week
Develop a plan for what to do with any lingering details that were part of recommendations but didn't get addressed in meeting.	Planning Team	March
Send out a short Humboldt Practice Model Overview	Connie Beck	Before next meeting

Meeting Assessment:

What worked:

- *Snacks*

To change/didn't work:

- *Have 70% dark chocolate at meetings*
- *Add in mid progress report feedback loop to BRTF – integrate into meetings in future.*
- *This conference room, move back to the Professional Building*
- *Can we have public in working parts?*
- *There might be details glossed over in a two hour meeting.*

Chairperson, William Damiano asked if there was any public comment. Seeing there was none, we moved to adjourn the meeting.

V. 4:07 p.m. Meeting Adjourned



Cindy Bogardus, Executive Secretary