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November 30, 2022

Senator Terry Rice
Representative Jeff Wardlaw
1 Capitol Mall
Little Rock, AR 72201

Sen. Rice and Rep. Wardlaw,

In accordance with Act 193, the Arkansas Department of Human Services Division of Developmental Disabilities Services (DDS) is submitting the attached report to Legislative Council. It outlines DDS's efforts to develop and implement a plan to improve employee engagement at all five of the state's human development centers. The attachment includes a timeline and next steps. If you have questions, please do not hesitate to reach out to me.

Sincerely,

A handwritten signature in blue ink that reads 'Melissa Weatherton'.

Melissa Weatherton
Director, Division of Developmental Disabilities Services

Arkansas Human Development Center (HDC) Engagement

Division of Developmental Disabilities Services

Legislative Update – December 1, 2022



In This Update

- Executive Summary
- Project Background
- Timeline and Progress To-Date
- Next Steps
- Appendix
 - Interview and Listening Session Approach

Executive Summary



Executive Summary

Act 193 / Section 14 / (e)

The Department will submit a written report of the plan under this section and ongoing implementation efforts to Legislative Council no later than December 1, 2022. The report will identify without limitation the data received, the issues identified, and the lessons learned to date.

Engagement Overview

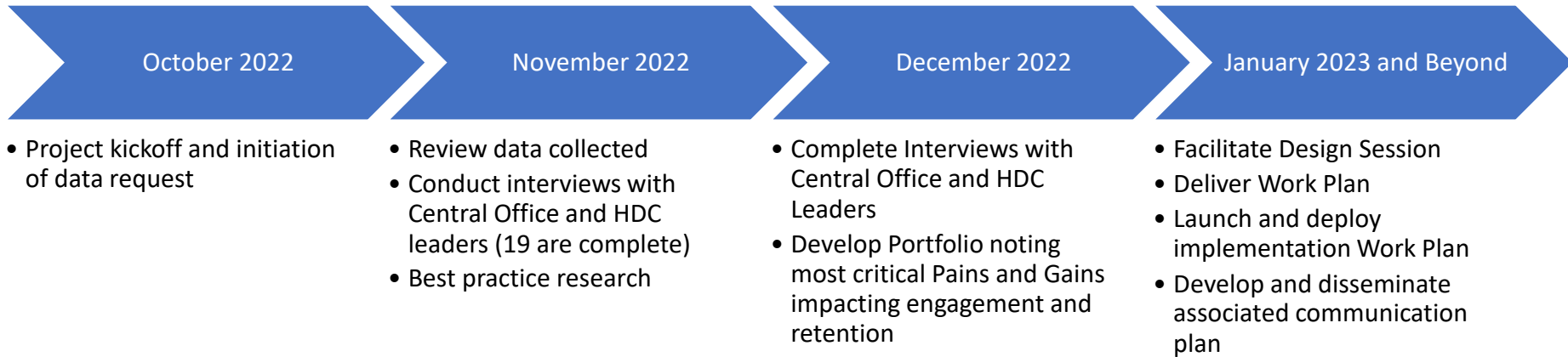
In October 2022, DHS engaged with Guidehouse to aid in development and implementation of a plan to measure and improve employee engagement among employees of the State's HDCs across the following areas:

- Employee engagement;
- Supervision;
- Strategy;
- Workplace community and climate;
- Information systems;
- Pay;
- Benefits;
- Employee development; and
- Job satisfaction

Executive Summary

Methodology

Kicking off in October 2022, this engagement includes a comprehensive set of activities to identify areas to be improved and develop improvement strategies.*



Current Progress

Data Received	Interviews Conducted	Issues Identified and Lessons Learned to Date
<ul style="list-style-type: none"> • HDC Organization Structures • HR Key Metrics, including turnover and promotion • HDC workforce policies 	<ul style="list-style-type: none"> ✓ 19 Interviews Conducted (virtual) ○ 21 Remaining Interviews (virtual and in-person) 	<p>Findings identified across the following dimensions: Attract and Hire, Onboard, Train, Involve, Develop, Wellbeing, Appreciate</p> <p><i>Detailed included on Slide 13</i></p>

**Detailed description of activities included on Slide 11*

Project Background

- Project Scope
- Methodology



Project Scope



Assess current employee engagement and workforce challenges at Arkansas' five Human Development Centers (HDCs).



Identify gaps and opportunities for improvement as required by Act 193.



Compare the current state to best practices and current industry standards.

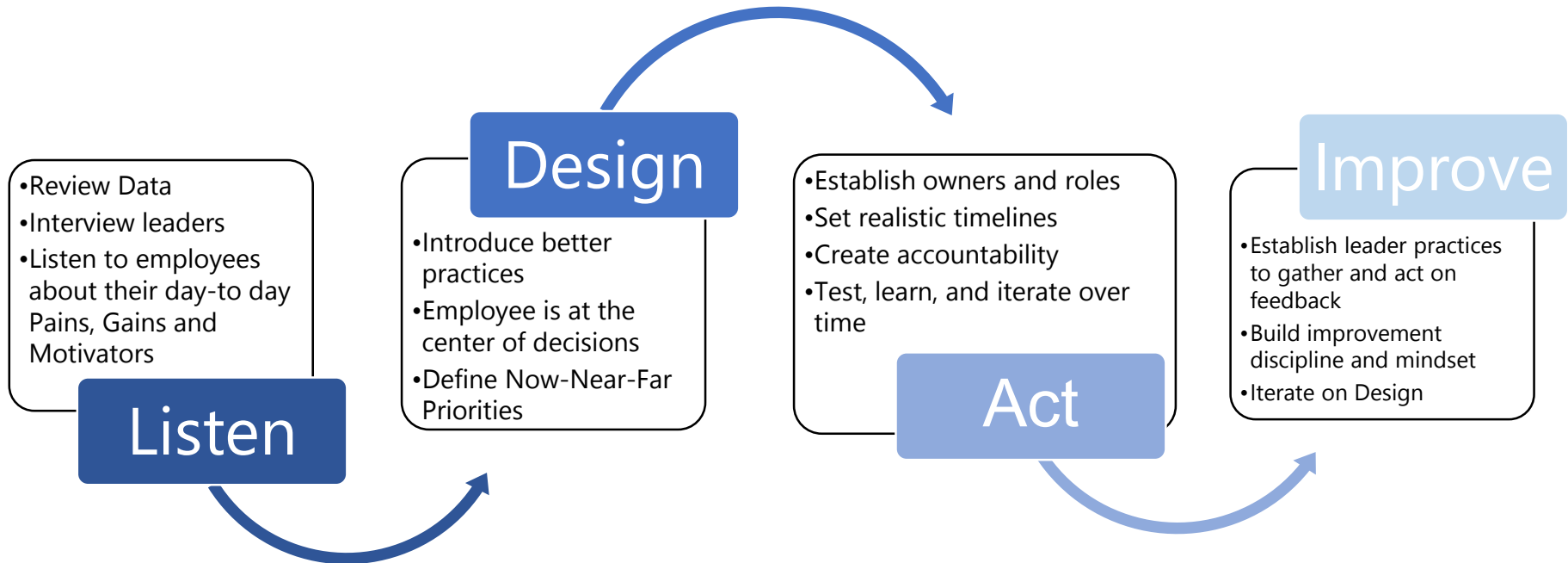


Engage current employees in the planning and design of the future state for HDCs.

Methodology

Listen-Design-Act-Improve Engages Voice of Employees

This proven methodology starts with deep listening – through leader interviews and employee listening sessions. This work informs Design to improve engagement and experience, shaped through the voice of front-line employees and managers. A comprehensive and prioritized workplan is developed, and disciplined improvement methodology assures accountability and sustained improvement.



Timeline and Progress To-Date

- Timeline of Key Activities
- Interviews Completed To-Date
- Key Themes from Interviews Conducted



Timeline of Key Activities

WE ARE HERE!



October 2022

November 2022

December 2022

January 2023 and Beyond

Activities

- | | <i>October 2022</i> | <i>November 2022</i> | <i>December 2022</i> | <i>January 2023 and Beyond</i> |
|------------|--|---|---|---|
| Activities | <ol style="list-style-type: none"> 1. Review and assure clarity of project scope 2. Initiate data collection and other administrative activities at project start-up | <ol style="list-style-type: none"> 1. Review data related to Human Resources Key Performance Indicators like employee turnover, grievances, organization structures and other key items underpinning engagement 2. Conduct interviews with Central Office and HDC leaders (19 are complete) 3. Research other state best practices and approaches 4. Determine key employee segments and dates for Listening Sessions | <ol style="list-style-type: none"> 1. Complete Interviews with Central Office and HDC Leaders 2. Develop Portfolio noting most critical Pains and Gains impacting engagement and retention 3. Create Plan for One-Day Design Session, inclusive of employees and leaders from across the HDCs, to reimagine HDC employee engagement and experience | <ol style="list-style-type: none"> 1. Facilitate Design Session 2. Leverage output of the session to deliver prioritized employee experience improvement Work Plan with key tactics, owners, measures, and timelines 3. Convene HDC and Central Office designees to share Work Plan and implementation approach 4. Launch and deploy implementation Work Plan 5. Develop and disseminate associated communication plan |

Deliverables

- | | <i>October 2022</i> | <i>November 2022</i> | <i>December 2022</i> | <i>January 2023 and Beyond</i> |
|--------------|---|--|--|--|
| Deliverables | <ol style="list-style-type: none"> 1. Hold kick off meeting, including HDC Superintendents and Assistant Superintendents 2. Complete and submit Data Request 3. Determine leaders in Central Office and at HDCs to interview | <ol style="list-style-type: none"> 1. Standard interview template to gather themes from leaders surrounding Employee Engagement and Experience 2. Listening Session Power Point and Briefing Document for HDC key executives and "Listeners" 3. Schedule of Listening Sessions/participants | <ol style="list-style-type: none"> 1. Analysis and Summary of Interview Findings 2. Portfolio of Personas and Empathy Maps as input for Design Session 3. Coordinate Design Session Plan for January. | <ol style="list-style-type: none"> 1. Design Session Facilitation 2. Implementation Work Plan 3. Communication Plan |

Leader Interviews

Leader Interviews Complement Listening Session Outputs

- ✓ **19 interviews** have been completed with Central Office Leaders and with roles noted for each HDC.
- **21 additional interviews** are pending and will be conducted while on-site at each HDC Listening Session. Remaining Central Office interviews will be conducted virtually.

Based on interviews completed to date, *themes surrounding strengths and problematic areas* are summarized on the following slide.

✓ Completed Interviews	
Central Office	<ul style="list-style-type: none"> ✓ Human Resources Leader ✓ Finance ✓ Chief Medical Officer ✓ DHS Program Administrators (2)
Arkadelphia	<ul style="list-style-type: none"> ✓ Director of Residential Services ✓ Quality Assurance Director
Booneville	<ul style="list-style-type: none"> ✓ Assistant Superintendent ✓ Director of Nursing ✓ Quality Assurance Director ✓ Business Manager
Jonesboro	<ul style="list-style-type: none"> ✓ Superintendent ✓ Assistant Superintendent ✓ Business Manager
Southeast Arkansas	<ul style="list-style-type: none"> ✓ Superintendent ✓ Assistant Superintendent ✓ Quality Assurance Director ✓ Business Manager
Conway	<ul style="list-style-type: none"> ✓ Director of Nursing

○ Upcoming Interviews	
Central Office	<ul style="list-style-type: none"> ○ Human Resources Leader ○ Deputy Communications Officer
Arkadelphia	<ul style="list-style-type: none"> ○ Superintendent ○ Assistant Superintendent ○ Director of Nursing
Booneville	<ul style="list-style-type: none"> ○ Superintendent ○ Director of Residential Services
Jonesboro	<ul style="list-style-type: none"> ○ Director of Nursing ○ Director of Residential Services ○ Quality Assurance Director
Southeast Arkansas	<ul style="list-style-type: none"> ○ Director of Nursing ○ Director of Residential Services
Conway	<ul style="list-style-type: none"> ○ Superintendent ○ Assistant Superintendent ○ Directors of Residential Services (Group Interview) ○ Quality Assurance Director ○ Business Manager

High Level Themes | Lessons Learned to Date

Dimension	Strengths	Problematic Areas
Attract and Hire	<ul style="list-style-type: none"> • Job fairs and advertising appear robust • Attraction of State position appeals to many • Pension is seen as a positive • Many leaders tell a compelling story of why they work at the HDC—this could be expanded by instituting regular peer interviewing. 	<ul style="list-style-type: none"> • Duration of time to fill openings. Slow processes and cumbersome paperwork. Employee's negative social media is a consistent issue/concern • Local availability of talent is mixed—rural settings struggle with enough candidates; larger cities face stiff competition for workers • Some workers join to get their CNA, then leave for hospital and nursing home opportunities
Onboard	<ul style="list-style-type: none"> • Staff Development teams are creative in how they are thinking about onboarding new workers • Orientation program creates excitement about working for the HDC 	<ul style="list-style-type: none"> • Current workers are spread thin so it's frustrating for them to keep training workers with steep learning curves • Many employees don't seem to understand the role they were hired for until they are doing it. This leads to a lot of first year turnover
Train	<ul style="list-style-type: none"> • Many training programs in place. CNA training is a big attraction. 	<ul style="list-style-type: none"> • Generational differences pose challenges about attitudes for work and time off
Involve	<ul style="list-style-type: none"> • Variable by leader—some are very astute in including the voice of the employee in decisions 	<ul style="list-style-type: none"> • As with most organizations, some roles are respected more than others. Listening Sessions will explore this more deeply.
Develop	<ul style="list-style-type: none"> • Many examples of individuals climbing career ladders over time if they stay with the HDC 	<ul style="list-style-type: none"> • Variable understanding of career advancement process. Some who are promoted to leadership are not prepared for the role
Wellbeing	<ul style="list-style-type: none"> • Many efforts by leaders to keep morale up • Safety education during the pandemic was good 	<ul style="list-style-type: none"> • Pandemic fallout personally and professionally for staff has created short tempers, frustration, ease of moving to other jobs/companies.
Appreciate	<ul style="list-style-type: none"> • Employee Appreciation Programs • Occasional treats and off-site social time is highly valued 	<ul style="list-style-type: none"> • Programs exist, but are variable across the HDCs • Programs/practices that work for a short time don't feel sustainable. Need to refresh frequently.

Next Steps

- Upcoming Listening Sessions
- Upcoming Key Activities by Month



Upcoming Listening Sessions

Listening Sessions will Inform Redesign

Location

	Arkadelphia HDC
	Jonesboro HDC
	Conway HDC
	Southeast HDC - Warren
	Booneville HDC

Listening Session Date

November 29
November 30
December 6
December 7
December 8

Key Employee Segments

- 1st Year Residential
- 5+ Year Residential
- Nursing
- Food Service/ISA/Maintenance
- Managers
- Other high turnover positions

Listening Session Deliverables

- Personas describing Pains, Gains and Motivators for each key Segment
- Empathy Maps with insights about strengths and opportunities for improvement across Experience Dimensions
- Portfolio of insights used to inform redesign work

Upcoming Key Activities

By December 31, 2022

- Finalize leader interviews and develop key themes noting strengths and areas to be improved related to engagement and employee experience.
- Develop Portfolio of key employee segment Personas and Empathy Maps to inform redesign
- Determine Design Session date, location, and participants (inclusive of front-line employees, managers, leaders and Central Office designees)

January 2023

- Facilitate Design Session and deliver prioritized Work Plan with improvement strategies and recommended changes, with associated key tactics, owners, measures, and timelines
- Convene HDC and Central Office designees to share Work Plan and implementation approach

February 2023

- Launch Work Plan
- Develop associated communications

Questions?

Please direct inquiries to:

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Vendor Contacts:

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- Arianna Barnes: abarnes@guidehouse.com
- Scott Mackie: scott.mackie@guidehouse.com

We Care. We Act. We Change Lives.



Appendix

- Interview and Listening Session Approach



Interview and Listening Session Approach

Interviews and Listening Sessions Assess Experience from both the Leaders' and the Front-line Employee Perspective

HDC and Central Office interview questions are designed to understand strengths and opportunities for improvement across all Experience Dimensions. The Listening Sessions are focused on gathering front-line insights from employees and managers.

Train

- Are employees equipped for the challenges they will face?
- Do employees take on roles for which they are underprepared?
- Are employees confident their skills match their responsibilities?

Involve

- Do employees at all levels feel they belong?
- Are questions treated with respect and answered?
- Are diverse opinions respected?
- Are ideas valued?

Develop

- How do HDCs provide performance feedback? How often?
- What efforts are taken to assure employee growth?
- What are long-term career prospects?

Well-Being

- What flexible benefits would support our Associates in managing stress and burnout?
- What programs are in place to thrive in work and life?



Appreciate

- What forms of appreciation do HDCs provide employees?
- How do leaders show employees are valued?

Attract and Hire

- How do HDCs attract the right staff?
- What recruitment avenues will provide the most appropriate skills?
- How do HDCs prepare recruits for the realities of a highly specialized field?

Onboard

- What do HDCs need to do to engage new staff early?
- What initial on-the-job training would improve retention?