

**Residents First
Board Workshop**
June 23, 2020

County Board Workshop Goals

- Provide more detail on Ramsey County's unified Residents First COVID-19 service delivery strategy, focused on the initial state that includes the Navigator role and pathway to the future state
- Obtain the County Board's feedback on critical elements of the roles, development and experience of Service Centers

IMT Scope of Work: Service Delivery Redesign

Incident Management Team's Service Delivery Charge in Response to COVID-19

Develop a unified, countywide approach to Ramsey County Service Delivery during the County's COVID response that is aligned to and advances established directions within Residents First: Effective, Efficient, and Accessible Operations.

Elements of the Work: Efficient, Effective and Accessible

- Establishment of 5 Service Centers
- Countywide Navigator role development and implementation
- Identification and development of technology and tools to support this work
- Resident access to technology needs
- Staff needs: future work spaces and supporting Residents
First culture change

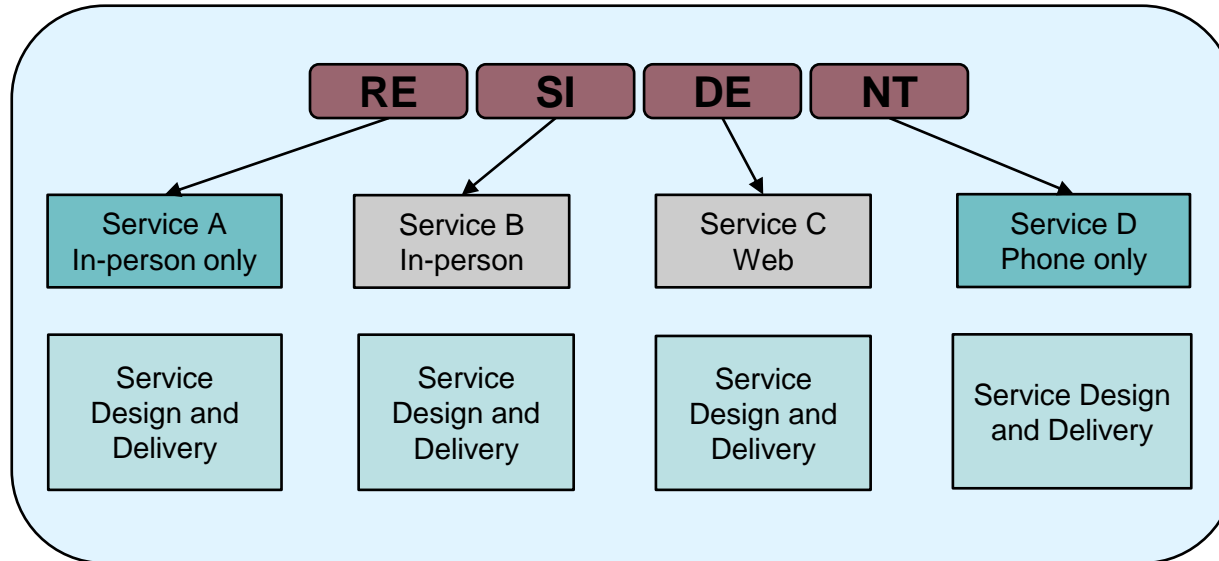
County Navigator Development

Ramsey County: Now

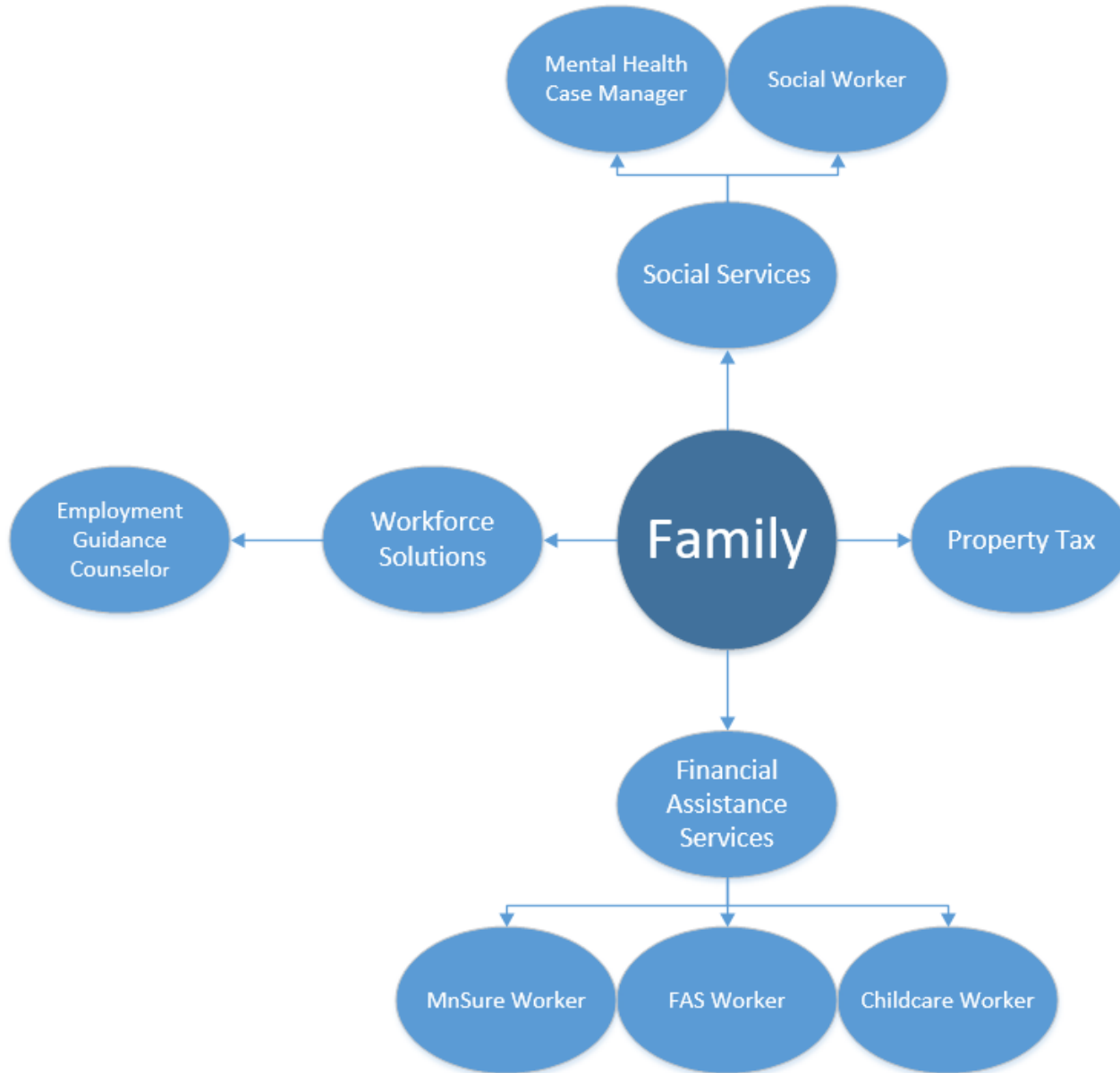


- Department focused service approach that does not make sense to or benefit the resident
- Residents need to understand their options (what they want and need) in order to get it
- **The complexity of our system, is the burden of our residents**

Current Resident Experience



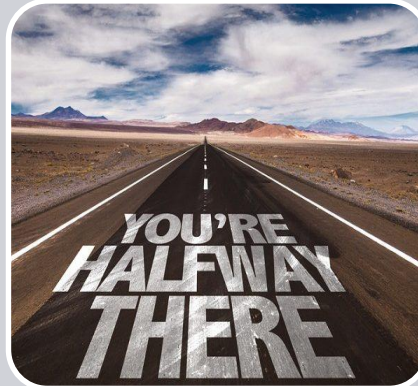
- Siloed approach - each interaction is unique and the resident starts over each time
- Different approaches and options for service delivery based upon service area – which door you come in impacts your service choices
- Connections between services is the resident’s responsibility to know
- Even the County does not fully understand the relationships within our system (this is the future state)



Ramsey County: Future



- Any door, right door: Resident sees a reflection of themselves in their interaction with the county
- The Navigator will understand the needs of the resident, provide them with service options, and connect them to the appropriate service.
- **The complexity of the system shifts onto the County and away from the Resident**



Short Term (2020)

- 4 department focus
- Temporary roles as we learn the model, the needed skills, and build out the program
- Navigator focus: mostly sharing empathy and quite transactional. But culture of empathy, solutions-focused and residents-first from day one.
- Not where we want to be, but a commitment to change and first steps forward begin

Mid Term (2021)

- More departments incorporated
- Community and county collaboratively shape the navigator role
- Ongoing systems improvement
- Fill with a team of permanent navigator hires
- Navigator focus: shifting from transactional to transformative, warm hand offs and deeper engagement

Long term (2022+)

- Big system overhauls have been done and new, resident centered systems are in place
- Community partners identified and share space and participate in the one door approach
- Navigator focus: Resident advocate and trusted partner

Engagement: Community, Users, Staff, other models

Initial Steps

- We will initially focus on building the hard and soft skill set of the Navigator
- A few services that have overlap, high usage, and/or high impact for residents impacted by COVID
 - Financial Assistance Services
 - Social Service (SSD)
 - Property Tax
 - Workforce Solutions (WFS)
- This allows us to learn our way in and grow the role as the capacity becomes available

Navigators – End of Summer 2020

- A strong baseline understanding of:
 - Services offered/available, and Connections between services
 - Leveraging contacts throughout the county (on and off site)
 - Identifying other related services
 - Resource navigation (website, contacts, applications/forms)
 - Past resident complains and systems barriers
- Initial role of Navigator is:
 - Welcoming, kind, empathic, seeks to help others
 - Champions of equity through actions and interactions
 - Transactional, but moving towards transformational/follow-along
 - Program awareness and connection points
 - Reservation systems/computer access
 - Improvements based upon continuous feedback loop of experiences on the ground
 - Work to initiate and serve as a point of check-in

Getting from Here to There

Iterative process with continuous feedback throughout 2020

- Community and User engagement, feedback and evaluation
 - What went well? What was missing?
- Staff engagement to understand the Navigators experience:
 - What is working? What is not working?
 - What are residents asking for?
 - What is getting in the way of helping the resident?
- Adding future Services
 - What is next in? Who is ready? Who serves residents most impacted? How does this navigation plug into and support the current work?
 - Provision of Subject Matter Experts (in-person, virtually, and/or phone based)
- Engagement with other jurisdictions who have this model

Two Questions for Today

- What personal qualities and experience should a navigator have in order to be effective in this role?
- If the county's navigator model becomes successful over time, what should we be able to see and hear from those we serve? How will we know our model is working well?

Technology Solutions: County and Resident Needs

County Solutions

- Short term:
 - Tools to assist the Navigator now
 - Uniform scheduling tools
 - Virtual Document warehouse
 - Virtual tools to bring in service experts
- Longer term:
 - Working toward sophisticated, longer term, culture changing tools:
 - Customer management system
 - Seeing the whole resident
 - Customer Call Center Management
 - Focus on improving the customer experience
 - Virtual front door (hub)
 - Helping those with complex needs navigate our virtual environment

Resident Technology Needs

- **Survey** - understand what departments have already done, or plan to do, to use technology to provide residents effective and efficient access to service
 - CARES initiatives:
 - WFS: TechPaks
 - SSD: Chromebook provision
 - Need a county approach that works across departments. Been focusing on areas of need so far
- **Approach** – how to resource residents with devices and/or WIFI to ensure all residents can access all county resources.
- **Systems** - Must leverage partners that have already done work in this area, and fill gaps where they exist

Next Steps

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- Immediately compile initial feedback on competencies and skills for navigators from Commissioners, Community, Departments and transform into initial 6 month job description
- Create initial team of supervisors and navigators to implement the initial model by end of summer 2020
- Build system of continuous and monthly feedback from users, community and staff by end of summer 2020
- Develop long-term job description in partnership with community by end of 2020
- Begin hiring permanent navigators in first quarter 2021

Questions and Comments?