Pathways to Prosperity and Well-Being: A New Family-Centered Approach to Human Services

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Webinar begins at 2 pm ET/1 pm CT/12 pm MT/11 am PT
Pathways to Prosperity and Well-Being

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Pathways to Prosperity and Well-Being

• Introductions
• The BHAG
• Human Centered Design Process
• P2PW Practice Models
• Key Learnings (so far)
• Flexible Benefit Set (and other next steps)
• Questions
The State of Minnesota oversees federal programs, but delegates the administration of them to its 87 counties and 11 tribes. Counties and tribes can choose how to administer state policies.
Pathways to Prosperity and Well-Being (P2PW) is a pilot that seeks to end generational poverty through the redesign of both service delivery and public assistance benefits.
Our systems are impacted by complex needs, such as:
homelessness, domestic violence, substance abuse, mental illness, truancy, poor school outcomes, child welfare involvement, and economic and employment instability

Historically, community-based programs and services were constructed in siloes

New integrated services lead to better outcomes, meeting the individualized needs of families
Start by viewing all work through the Social Determinants of Health & Wellness Lens to Increased Self-Sufficiency & Stability

- **Housing Stability**: Individuals have safe, affordable, and stable housing.
- **Food & Nutrition**: Individuals have reliable access to a sufficient quantity of affordable, nutritious food.
- **Transportation**: Individuals have safe, affordable, and accessible transportation options.
- **Education**: Children are ready to learn and able to graduate; adults are adequately prepared to be self-sufficient.
- **Environmental Health**: Environmental elements support individuals’ wellness and health behaviors; exposure to toxic substances and physical hazards is reduced.
- **Employment & Income Stability**: Individuals maximize their capacity to support themselves financially across their lifespan.
- **Safety**: Individuals live in safe and inclusive communities; free from abuse, neglect, discrimination, inequity, crime and violence.
- **Health & Well-being**: Individuals achieve their desired level of physical, mental and emotional health.
Redesign of Service Delivery: The P2PW practice models develop, implement, and test integrated, Whole Families approaches, offering customized responses to the needs of young families, enabling them to apply their strengths and reducing the consequences of generational poverty in Olmsted and Dakota Counties.

Redesign of Public Assistance Benefits: The P2PW Flexible Benefit Set would maximize the value of current benefits and mitigate cliff effects while honoring the capacity of consumers to control and be accountable for making choices.
Expected Impacts

1. We will intercept Generational Poverty

2. We will Improve the Customer Experience
   by becoming more integrated, using technological tools to prevent customers from having to tell their story multiple times or losing their paperwork, etc.

3. We will improve Access to Services
   through integration and interoperability

4. We will apply an Equity Lens
   to help mitigate disparities in outcomes and customer experience

5. We will move the intervention Further Upstream
   assuming that when consumers are in crisis, it is more expensive to stabilize them – a stronger prevention and intervention approach
Existing and Emerging Partners
Human-Centered Design

- Generating Alternative Scenarios
- Enacting New Practices
- Exploring the current space

Listen, observe, immerse
human dynamics @ frontline

What can YOU do to be a part of this?

Insights, themes, feedback

FALL FAST

Giving staff and managers the OK to try to the scope that you CAN!

“Prototype” try something, learn, feedback

Metrics, anecdotes!
Discussion of Integrated Service pilot program with other local government leaders in APHSA

2016

• Passed state legislation to allow
• Develop two county collaboration
• Initial development of tools to support integrated frontline practice

2017

• Human Centered Design process to identify management structure, supervisory approach, and frontline practice model

2018

• Introduction of Legislation for Flexible Benefit Set. Work on policy and operational design

2019

Highlights of the Design Process
Design process: for each county, and joint experiences.
Practice Model Characteristics

• Whole family
  • Family defined
  • Father engagement
  • Culturally responsive

• Line of Interaction
  • Administrative Burden
  • Relational/transformative
  • Partnership Agreement

• Power
  • Equity focus
  • Informed Choice
  • Explain why

• Integrated
  • Alignment toward family goals
  • Right support, right time, right depth

• Lenses
  • Social Determinants of Health
  • Adverse Childhood Experiences
  • Scarcity
  • Person-Centered
  • Human Services Value Curve

• Assumptions
  • Families know best
  • We don’t have everything figured out
Dakota County Practice Model
Olmsted County Practice Model
The Integrated Services Assessment Tool, or ISAT, is a tool designed by the Future Services Institute to document baseline conditions and change over time for families seeking support from publicly-funded health and human services programs.
Rapid Cycle Continuous Improvement: Olmsted

What: Rapid Cycle Continuous Improvement

• What Happened?
• What were we expecting to happen?
• What went well?
• What Didn’t?
• What modifications should we make next round? What might be achieved if an adjustment is made?

Who:
• Participant Advisory Council
• Implementation Team
Rapid Cycle Improvement: Dakota

Rapid Cycle Improvement Process

Core Team meets weekly to do case planning, reflect together, and identify new/nagging rules/system issues.

Practice Team meets twice monthly to do case consultation, reflect together, and identify/discuss/problem-solve new/nagging system issues.

Full Team meets quarterly to identify/discuss/problem-solve new/nagging system issues.

Participant Advisory Council will meet monthly to identify/discuss/problem-solve new/nagging system issues.

Core Leadership meets monthly for matrix supervision and to prioritize discuss/problem-solve/escalated system issues.

Leadership Team meets monthly to discuss/problem-solve escalated system issues.

Cross County Operational Leadership Team meets monthly to discuss/problem-solve escalated issues.

Staff and family survey feedback informs each level

Data analysis informs each level
John Kania, Mark Kramer and Peter Senge, “The Water of Systems Change”, FSG, June 2018
What We’ve Learned: Explicit

Policies, Practices, and Resource Flows

• Future Services Institute:
  • Understand the tension/balance between what’s written as policies and what is actually put into practice.
  • Listen to the frontline staff—they are where the rubber meets the road.
  • Be creative with resources that are available, including time, effort, personnel, skills, networks, etc.

• Dakota County:
  • We must dedicate new resources.
  • Create structure to listen from the ground up.
  • Question everything.
  • Make/take space for reflection.
  • Plan for exceptions and the need for flexibility.

• Olmsted County:
  • Change is slow
  • Securing funding is challenging, but not impossible
  • Early communication with policy-makers and funders helps propel implementation
  • Start small
What We’ve Learned: Semi-Explicit

Relationships & Connection and Power Dynamics

• Future Services Institute:
  • To unlock resources, make sure relationships are present and strong.
  • It’s important to breakdown any assumptions about perceived roles played by each other.
  • Sometimes leadership needs to lead and model the difference we seek.

• Dakota County:
  • Relationships are often where the work lives or dies.
  • This is where you learn what you don’t know.
  • We must be intentional about tending relationships: feelings, tone, communication.
  • There is magic in doing this work together.
  • Design involvement at varying depths.

• Olmsted County:
  • Families are the ultimate drivers of their service provision
  • Communication and collaboration between providers needs to be aligned
What We’ve Learned: Implicit

Mental Models

• Future Services Institute:
  • The system wears down the doers; good work must be uplifted.
  • What might be perceived as negativity is often just a symptom. Dig deeper.
  • Empathy is key.
• Dakota County:
  • People in different parts of our system think differently, and words mean different things.
  • Individual and shared reflection are both necessary.
  • People working in our systems will feel defensive and need to be told that they are not the problem.
• Olmsted County:
  • Moving to a person-centered service delivery model is a culture shift, and patience is necessary
  • Providing structure to facilitate exploration of new mental models is helpful
Flexible Benefit Set

The Flexible Benefit Set is a key part of the P2PW initiative, laid over the foundation of the Practice Model.

FBS addresses the following problems with the current system for Public Assistance benefits:

• Inflexible, inefficient, and unintelligibly complex
• Does not get people to a livable wage
• Work doesn’t always pay
• Assumes poverty is about mismanaged money and bad decisions
Temporary Assistance for Needy Families

Supplemental Nutrition Assistance Program

Housing subsidy

Child Care Assistance Program

Health Care program

Flexible Benefit Set
<table>
<thead>
<tr>
<th>Current state:</th>
<th>Flexible Benefit Set:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Different eligibility rules, applications, intake procedures, and (in some cases) agencies for each benefit.</td>
<td>One set of eligibility rules, applications, intake, and agency.</td>
</tr>
<tr>
<td>Finite resources are identified with strict rules on the use.</td>
<td>Pooled resources with flexibility on how to spend the money.</td>
</tr>
<tr>
<td>Cash benefit in isolation and sanctions for not following rules, little ability to save.</td>
<td>Cash benefit paired with financial training/planning and support regarding Social Determinants of Health, cash incentives to save and complete education or vocational training credits.</td>
</tr>
</tbody>
</table>
Dakota County: 1- Adult, 2- Kids (1 child in child care)

Key strategy – target toward livable wage (253% FPG) vs. minimum wage, wage at poverty level.

- **Federal minimum wage**: $7.25/hr
- **Minnesota minimum wage**: $9.86/hr
- **Federal Poverty Level**: $9.99/hr
- **Living wage**: $10/hr

Equivalent to $31.18/hr

- **$901.83 - $5.21/Hourly**: 17%
- **$868.83 - $5.01/Hourly**: 16%
- **$1,089 - $6.29/Hourly**: 20%
- **$550 - $3.17/Hourly**: 10%
- **$566 - $3.26/Hourly**: 10%
- **$1,010 - $5.83/Hourly**: 19%
- **$419 - $2.41/Hourly**: 8%

Taxes: 17%
Other: 8%
Transportation: 16%
Housing: 20%
Medical: 19%
Child Care: 10%
Food: 10%

Source: MIT Livable Wage Calculator
# Flexible Benefit Set

<table>
<thead>
<tr>
<th>Household size</th>
<th>Select County</th>
<th>MFIP/SNAP</th>
<th>Housing Subsidy</th>
<th>Child Care $</th>
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<tbody>
<tr>
<td>3</td>
<td>Dakota</td>
<td>$985.00</td>
<td>$929.40</td>
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<table>
<thead>
<tr>
<th>Child</th>
<th>DOB</th>
<th>Months Old</th>
<th>Child Care $</th>
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<tbody>
<tr>
<td>Child 1</td>
<td>2/1/2019</td>
<td>8</td>
<td>$1,382.88</td>
</tr>
<tr>
<td>Child 2</td>
<td>10/14/2006</td>
<td>155</td>
<td>$0.00</td>
</tr>
<tr>
<td>Child 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child 5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Child 6</td>
<td></td>
<td></td>
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</table>

<p>| Flexible Benefits Set | $3,297.28        |</p>
<table>
<thead>
<tr>
<th>Monthly Income</th>
<th>1000.00</th>
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<tbody>
<tr>
<td>24% income disregard</td>
<td>240.00</td>
</tr>
<tr>
<td>(14% avg gross/net difference; 10% to enhance incentive to work)</td>
<td></td>
</tr>
<tr>
<td>Income after disregard</td>
<td>760.00</td>
</tr>
<tr>
<td>FBS Maximum</td>
<td>3297.28</td>
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<tr>
<td>Income after disregard</td>
<td>760.00</td>
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<tr>
<td>FBS w/ income</td>
<td>2537.28</td>
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</table>
Effect of a simple income disregard

- $0 Base
- $1000 wages
- $2000 wages
- $3000 wages
- Living Wage

- Flexible Benefits Set
- Wages
FBS Next Steps

We will ask the Minnesota Legislature to:
• Grant waivers to exclude FBS as income for the purposes of other programs, and
• Appropriate monies to fund part of the Flexible Benefit set for 100 people per year for 3 years.

We hope to raise the additional funds for FBS through private foundations.
P2PW Next Steps

• Continue Rapid Cycle Improvement to refine model
• Scale up
• Find efficiencies and assess resource needs
• Develop technology
• Continue evaluation
Pathways to Prosperity and Well-Being

We’re excited to pair the support of the Practice Model with the innovation of the Flexible Benefit Set—we think this new Pathway is a promising opportunity to arrest generational poverty. Thank you for your interest and attention.

Questions?
Thank you!

Slides from today’s webinar

Our next webinar on February 5, 2020:
A Working Framework For Research-Informed Legislation Prohibiting Preschool Expulsion And Suspension