

Attachment

The following includes a description of this year's STARS Awards honorees:

PROGRAM PERFORMANCE AWARD

LEAN Implementation – Human Services Agency (\$20,000)

Description: In October 2015, the Human Services Agency (HSA) worked with a consultant and staff to redesign the benefits delivery business model using LEAN Six Sigma principles and methodologies. The redesigned model streamlined benefits intake and renewal application process, ensured accountability and quality control checkpoints, and developed a process that tracks customer service satisfaction and seeks customer feedback. By implementing a redesigned delivery system and streamlining workflows, HSA processes applications and renewals more efficiently and without disruption in benefits to current recipients. An internal HSA Lean Design Team continues to facilitate process improvement efforts throughout the Agency.

Results: Over the course of the last two years, the Agency has conducted 21 process improvement events across all branches, including Economic Self Sufficiency (ESS), Children and Family Services (CFS), Employment Services (ES), and Finance. These events have resulted in several improvement efforts such as the elimination of the case backlog in ESS, implementation of First Contact Resolution, expansion of services at the Call Center, and streamlining of transportation services in CFS. Some of the improvements include the following: 1) After the implementation of Affordable Care Act (ACA), the Agency incurred a backlog of 42,149 cases whose health insurance coverage needed to be renewed in order to take advantage of the new coverage options. Through a series of process improvement efforts and various trials of new workflows, ESS has eliminated this backlog. Over 84,000 individuals are now receiving healthcare coverage for which they are eligible. As ESS closes its fourth year of enrolling San Mateo County residents, over 94 percent of the county is insured. 2) With a growing backlog of cases to be renewed in 2015, the Agency struggled to keep up with new applications for public assistance services, especially in healthcare coverage. This was particularly significant during the Open Enrollment period. In revisiting the service delivery model, the Agency improved its timely application processing surpassing the state benchmark of 90 percent for all public assistance services.

Pain Management Clinic – Health System/San Mateo Medical Center (\$20,000)

Description: SMMC's Pain Management Clinic (PMC) has evolved to directly address the opioid crisis and the need for effective treatments for chronic pain. The PMC uses a multidimensional, interdisciplinary-team approach. The clinic practices state of the art chronic pain treatment, which emphasizes therapeutic movement and de-emphasizes the role of opioid medications and medical interventions. The program requires an active participation in therapeutic movement and educational activities for five to six hours a day, once a week for a minimum of six weeks. The PMC is the only county-based chronic pain functional restoration program in Northern California.

Results: SMMC's PMC was able to successfully taper down the prescription opioids in the chronic pain patients in the majority of patients. Initial data tracking opioid dosages showed

over a three-month period 40 percent of patients enrolled in the program lowered their dose of opioid medications and maintained these reductions at follow up three months later. Data collected from September 2016 to June of 2017 also revealed patients' pain was lowered by 36 percent over six months. Additionally, several key psychological markers related to pain were improved over a six-month period of enrollment. Based on client feedback, on average: patients' somatic complaints decreased from high range to medium range; depression and anxiety scores decreased from borderline range to normal range; patients' permanent functional disability scores decreased from severe to moderately disabled; and patients' self-perceived personal control regarding their pain increased.

CUSTOMER SERVICE AWARD

Child Support Program – Department of Child Support Services (\$10,000)

Description: The Department of Child Support Services has implemented several strategies to engage both parents in supporting their children in reaching an agreement for monthly support that allows for consistent payments to the family each month. Staff work to address barriers that parents face and toward a collaborative approach to the creation of a reasonable order that is agreed upon. When this occurs, parents who owe support are more engaged and more likely to pay the support. One of the several strategies deployed by the department was the creation of a Court Team which utilized LEAN process to evaluate gaps in customer service delivery model for the creation and modification of the child support order.

Results: The department received the Child Support Directors Association Outstanding Group Achievement Award in 2016 for the creation of the Court Team to support the Review and Adjustment of court orders. Staff engage in meaningful conversations with both parties to assist them in reaching an agreed-upon amount of monthly child support that result in consistent child support payments to the family. After one year, the Court Team improved customer service outcomes as follows: 1) Reduced the number of days from court hearing to order filing from 32 days to zero days by filing the order in court as part of the hearing; 2) Reduced the average number of days from court date to issuance of the income withholding order from 67 days to 13 days; 3) Reduced the average number of days from court date to first payment to the family from 99 days to 30 days; 4) Increased the number of instances where both parents agreed to the terms of the child support monthly support amount from 24 percent to 42 percent; and 5) Improved Customer Service Surveys where customers responded as "Good or "Better" by 12 percentage points in one year 2016-2017 (72 percent to 84 percent).

Honorable Mention: *Provider Relationship-Centered Communications – Health System/San Mateo Medical Center (\$2,500)*

GREEN AWARD

Check It Out! Energy & Water Toolkit – Office of Sustainability (\$2,500)

Description: The "Check It Out! Home Energy and Water Saving Toolkit Program" is an initiative led by the Office of Sustainability (OOS) in partnership with the Peninsula Library System. The "Check It Out!" Program aims to reach County residents and empower them to

make simple energy and water conservation actions in their home by providing a toolkit stocked with educational materials and equipment that residents can borrow from their local library.

Results: OOS aims to have 300 checkouts the first year and to increase the number of checkouts annually. From April 25, 2017 (Earth Day) through September 1, 2017 there were 278 checkouts of the toolkits across all 30 libraries. To calculate water and energy savings, the OOS estimates that 278 light bulbs, low-flow faucet aerators, and low-flow showerheads were installed. The installation of the LED light bulbs will result in an annual energy savings of 15,568 kWh. The installation of low-flow faucet aerators and showerheads will result in an annual 13,665,090 gallons of water savings and 8,963 therms of natural gas savings from heating water. These energy and water savings will result in \$12,462 saved annually on residents' utility bills. The installation of these items will result in the reduction of 40 metric tons of greenhouse gas emissions annually; this is the equivalent of taking nine passenger vehicles off the road for a year. These calculations are based on four of the 18 supplies included in the toolkit that have widely accepted energy and water saving calculators.

SharePoint Records Center – Health System/Correctional Health Services (\$2,500)

Description: Correctional Health Services (CHS), in collaboration with the Information Services Department (ISD), identified a technical solution to storing and accessing administrative files. The Records Center functionality within SharePoint was identified as a good fit based on the requirements. CHS and ISD identified the types of documents to be stored in the SharePoint Records Center, which metadata was important to collect when documents are added, the required retention period for each document type, and what action to take at the end of the retention period.

Results: After the CHS Records Center was setup, training was conducted to introduce staff to the Records Center and which files would now be stored electronically. Now staff scan forms directly into SharePoint as they are completed and ready for storage. CHS has eliminated the need to purchase binders and folders to store hard copy files. CHS has also eliminated storage fees and staff time required to prepare the files for storage as well as fees and times related to retrieving such items when necessary. It has improved staff accessibility to these files as they can easily find the files in SharePoint. It greatly assists management by having access to all three clinic files rather than contacting each clinic for the data. Additionally, it has provided more work space, which is very limited at CHS, by eliminating binders on tables, desks and file cabinets. To date 5,082 unique records have been added to the CHS Records Center in SharePoint.

DIVERSITY AWARD

Community Alliance to Revitalize Our Neighborhoods (CARON) – Sheriff's Office (\$5,000)

Description: The Sheriff's Office Community Alliance to Revitalize Our Neighborhoods (CARON) program was established in 1999 to work collaboratively throughout the unincorporated areas of San Mateo County and contractual cities, including the communities of North Fair Oaks, Moss Beach, Half Moon Bay, San Gregorio, and Pescadero. The program hosts a Community Academy, which includes a series of classes that educate the public on immigration, law enforcement agencies, parenting, and offers communication workshops and

dialogues with different agencies to gain understanding of the many resources San Mateo County offers. Program staff also maintain an ongoing presence by participating in community and cultural events and hosting immigration forums to answer any questions the community may have.

Results: Through the program's engagement with the community, CARON provides guidance on healthy behavioral, cognitive, and academic success. CARON's community engagement has aided residents in a variety of areas, including: accessing mental health services, addressing housing concerns/issues, obtaining driver's licenses, and participating in neighborhood watch programs. The CARON program is also a key partner in achieving countywide gang suppression and in promoting youth services.

Recently, CARON hosted an immigration forum, titled "One-Stop Shop: Get All Your Questions Answered Straight from the Source." CARON invited 11 agencies, including the DMV, Probation Department, and Foreign Consulates, to address their stances on immigration issues and answer any questions. Over 355 community members attended the forum, which was broadcast live on the two major Spanish TV networks throughout the Bay Area. Due to the high interest, a second forum was held in North County and was attended primarily by members of the Pacific Islander community. By hosting these events, CARON has provided opportunities for immigrant communities in the county to speak with deputies about their concerns and needs, and helped instill that San Mateo County is a welcoming community to all.

Honorable Mention: *Transgender Health Care – Health System/San Mateo Medical Center*
(\$2,500)