Implementation of a Mobile Work environment for Adult Protective Services staff

Presenters

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Mission
The Department of Aging and Adult Services supports the well-being, safety, and independence of adults with disabilities, older people, and veterans.

Values
Compassion – Inclusion – Innovation – Accountability
Introduction

Overview of presentation / Project

1. Defining the problem
2. Definition of mobile environments
3. Project outline
4. Pilot Findings
5. Current Status and future

The Problem

Staff at risk of burnout → Workload is increasing → Trauma-inducing nature of APS work
Housing Prices Drive Employees Out of San Francisco

- The overall median home value in San Francisco rose 90% between April 2009 and April 2019, from $715,900 to $1.36 million.

*Trulia.com

- Average rental price in San Francisco for a 747 square foot unit is $3,697.

Compared to:
- Fairfield, CA - $1,818
- Concord, CA - $2,018
- Sacramento, CA - $1,398

*Rentcafe.com

Commuting to the Max

**Extreme** Commuting: Traveling 90 or more minutes to work.

**Long-distance** Commuting: Traveling 50 or more miles to work.

**Mega** Commuting: Traveling 90 or more minutes and 50 or more miles to work.
**The Urban Challenge**
## Commuting is Expensive!

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<th>BART</th>
<th>SF Bay Ferry</th>
<th>Muni</th>
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<tr>
<td>Daily Roundtrip</td>
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### SF APS and Commuting

- **Average commute time is 110 minutes.**
- **Max commute per day was 210 minutes.**
- **Lowest commute per day was 35 minutes.**
Worker Home Locations (Commute)

Overarching Goal for Mobile Work

- Promote Staff Resiliency
- Increase Efficiencies

Improve Performance and Client Outcomes
What is Mobile Work?

Types of Worker

- Office Based
- Mobile Worker HSA Office/CBO Locations
- Mobile Worker Field Based
- Telecommuter
What is the Mobile Work project?
Step 1 Investigation of current strategies

Investigated the current and future Mobile Work Practices for In Home Supportive Services, Adult Protective Services and Child Welfare in San Francisco and three Bay Area Counties and beyond.

The Counties and States had the following common themes in applying a mobile work program:

- No change to existing working conditions
- No change in Performance Measures
- Transition is voluntary for existing workers
- Personal workspace was changed
- Technology was tested
- Personnel rules clarified
- Work expectations clarified
- Communication expectations clarified
- Trust

Step 2 Budget and creating Stakeholder Group

• Provide an informed budget for the next fiscal year based on the findings to develop a plan to implement Mobile Work across all three divisions. A monthly stakeholder group was created with executive team members from Fiscal, Budget, Support Services, IT, Personnel and Program

Budget 3 Pilot

• The pilot (first year) looked at developing best practices in mobile work and will focus around the areas of technology, management, labor relations and work space.
Participation Criteria:

- Voluntary. No worker is currently required to participate in Mobile Work, and future workers (hired after the date of adoption of these policies and procedures) may or may not be required, based on program need. The decision as to whether an employee will be permitted to be a mobile worker is at the sole discretion of the Program Director. His/her decision is final.

- Current and future Performance compliance.

- Passed Probation.

- Entry – The Key Performance Indicators (KPI) used in determining eligibility are:
  
  o Having an average KPI between 90% of initial Face to Face visits completed or attempted on time and 90% of assessments completed on time, as indicated by the month prior’s Monthly Case Load & Performance Report.
  
  o To be included in the program a mobile worker must meet compliance standards in three of the last four months. The four months being assessed for entry as a mobile worker should be consecutive and be the months before the entry month into the program.

Transformation of the field based social worker

- Change from Informal to formal
- Confirm expectations
- Clarify personnel rules
- Develop field based supervision and support practices
- Workspace review
- Test add/new technology
Mobile Work Stations

Findings
Commute Savings

Adult Protective Services (18 months)

One worker saved over $6500 in 18 months

Commute Hours saved (18 Months)

One worker saved nearly nine work weeks by participating in mobile work
Mobile Work Locations

Findings

- As time progresses the mobile worker spends less time at the office and more time working at home.
- Time spent in the Field is still underestimated by worker in Outlook Calendar

Percentage spent in each location

<table>
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<th>Month's Mobile</th>
<th>Home 45%</th>
<th>Field 27%</th>
<th>Office 28%</th>
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Space Gains

Adult Protective Services
24 mobile workers
7 Cubicles remodeled
providing 8 hoteling stations
17 cubicles gained

Space (APS)

Usage of 8 Hoteling Stations by Time
(June to December 2017)

June to December 2017: 69% morning/afternoon times observed
January to March 2018: 98% morning/afternoon times observed
APS Mobile Work Survey

The initial APS mobile work pilot phased in workers to the pilot over six months. Workers entered when they met the eligibility performance criteria. The first survey was given in July 2017 when the pilot ended.

A final survey was administered between twelve and eighteen months later.

Please name some ways your work/life balance has improved due to mobile work?

“It has helped me be less stressed out and less distracted by peers or other office distractions”

“More flexibility in time management and avoiding busy commute time”

“Ergonomically better. I’m able to switch positions and walk and stretch more easily. Quality time with pets”

“I have saved some time and stress out of my life from not having to commute to and from work. That 1 hour to and 1 hour back home really makes a difference in my life. A more flexible work schedule has also benefited my life as I am able to sleep in longer and start at a later time for work if I felt my body needed it”

“I feel that this has been a privilege to be a part of a program that has this option for their workers. I am also happy to see that a government program is catching up with what bigger tech companies are also doing/offering for their employees”
Please name some ways your work/life balance may decline due to becoming a mobile worker?

- “Not being able to speak with co-workers at hand but I could make it up when I go to the office”
- “I find myself on the computer a lot more than before”
- “Decline or loss in camaraderie since we don’t see our co-workers face to face every day”
- “VPN doesn’t always work, VPN is a pain while trying to log in. VPN network is not always reliable, which could slow down the work. Cell phone signals not good at my home, being cut off so many times during conversations with clients. or sometimes doesn’t ring at all”

Key Findings

- APS mobile workers have saved driving 46,564 miles and $31,503 in an 18 month time period
- Most participants report mobile work has improved their work/life balance
- Performance standards maintained by 94% of workers entering the program
- 17 cubicles will have been vacated
A Worker’s Perspective

Longevity
Pros and Cons of Mobile Work
Audience Concerns
General Questions?

DAAS Mobile Work Project Status

- **APS Mobile Workers** (Start Sept. 2016)
  - 13 original pilot members
  - 24 Total APS Mobile Workers

- **IHSS Mobile Workers** (Start August 2017)
  - 18 original pilot members (Phase 1)
  - 55 IHSS Workers are currently mobile
  - 55 Total IHSS Mobile Workers

- **IHSS EW Telecommute / Mobile Workers** (Start March 2018)
  - 20 Total IHSS EW Telecommute/Mobile Work pilot members (Phase 1)
  - 20 Total IHSS EW Telecommute/Mobile Work Hybrid pilot members

- **APS Supervisor Partial Telecommute** (Start January 2019)
  - 7 APS Supervisors participating
  - 20 Total IHSS EW Telecommute/Mobile Work Hybrid pilot members
Next Steps

- IHSS Supervisor Telecommute Pilot
- IHSS Quality Assurance Unit
- Public Conservators
  - November 2019
- Public Guardians & Public Administrators
  - 2020

Replication

1. Identify the Pain Points
2. Sell the “Win-Wins”
3. Partner with Management Champions
4. Build Enthusiasm
Government Resistance to Mobile Environments

- Present-eism
- Change is Precedent Setting
- Insufficient Resources
- Deficient Organizational Cultures

Sell the Wins

- Increased Compliance and Performance
- Long-Term Cost Reduction
- Reduced Absenteeism
- Employee Retention
- Streamlined Roll-Out with Labor Partners
The Real Win:
Build Trust and Promote Resiliency

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