



1

Presenters

Thomas McGeorge LCSW PMP

Project Manager
City & County of San Francisco
Department of Aging and Adult Services

Jill Nielsen LCSW

Deputy Director of Programs
City & County of San Francisco
Department of Aging and Adult Services

Sara Bunting MFT

Protective Service Worker – Adult Protective Services
City & County of San Francisco
Department of Aging and Adult Services



2

San Francisco Department of Aging and Adult Services

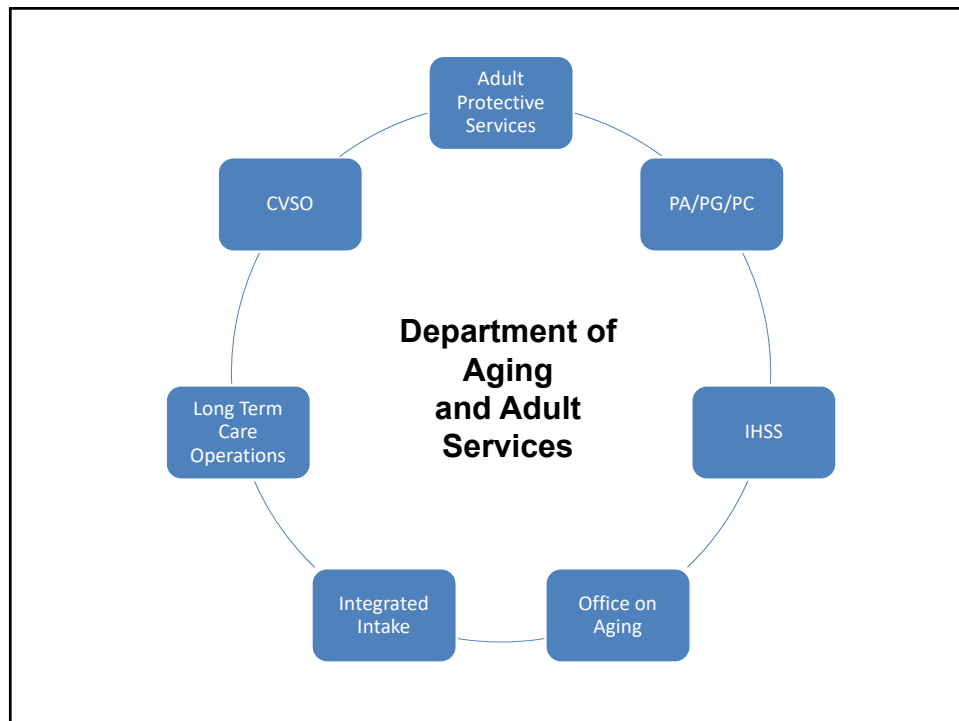
Mission

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

3



4

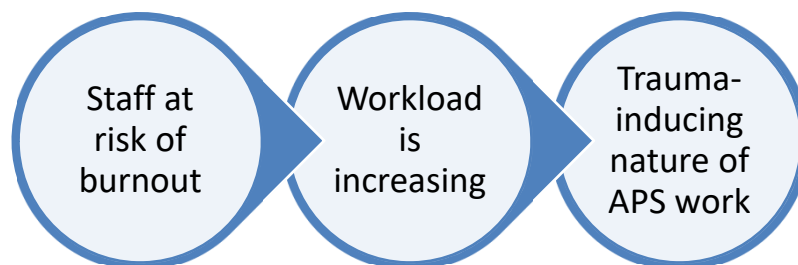
Introduction

Overview of presentation / Project

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

5

The Problem



6

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**.
 - 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

*Trulia.com

*Rentcafe.com

7

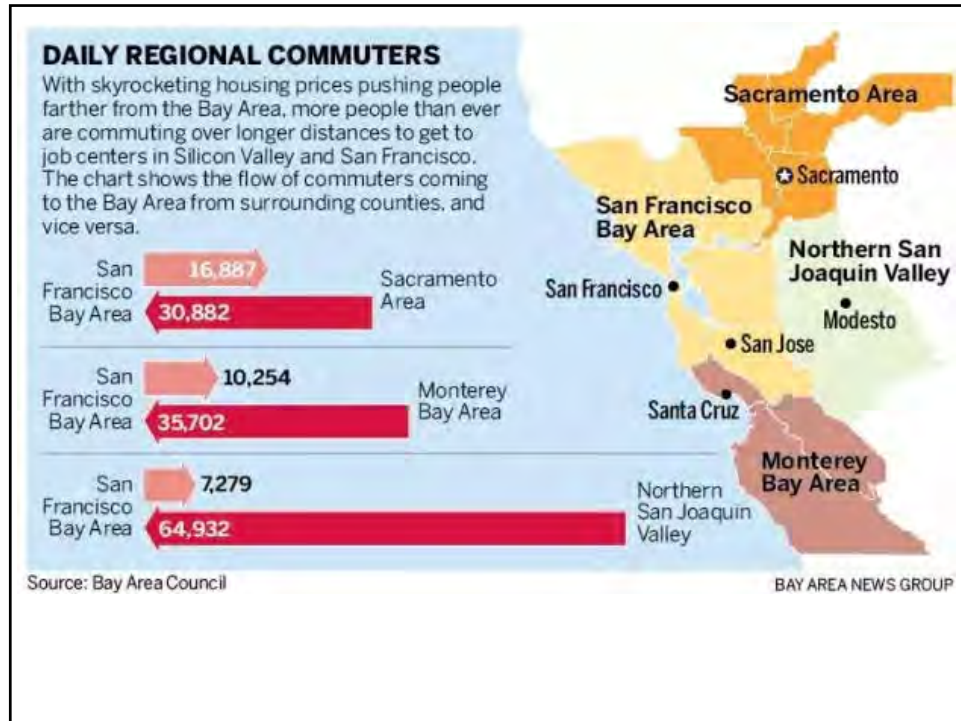
Commuting to the Max

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

8



9

The Urban Challenge



10

Commuting is Expensive!



Daily Roundtrip
\$15



San Francisco Bay Ferry

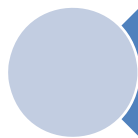
Monthly Pass
\$345



Monthly Pass
\$75

11

SF APS and Commuting



Average commute time
is **110** minutes.



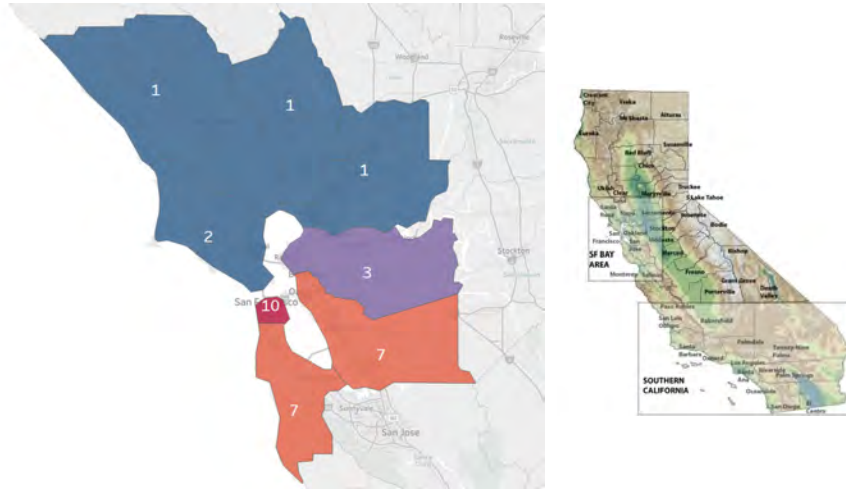
Max commute per day
was **210** minutes



Lowest commute per
day was 35 minutes

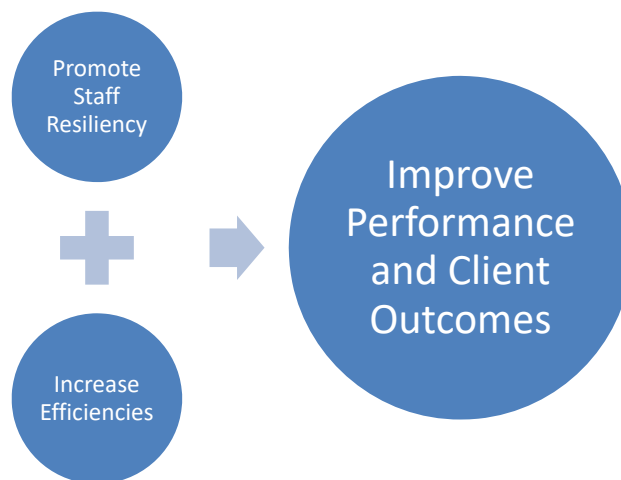
12

Worker Home Locations (Commute)



13

Overarching Goal for Mobile Work

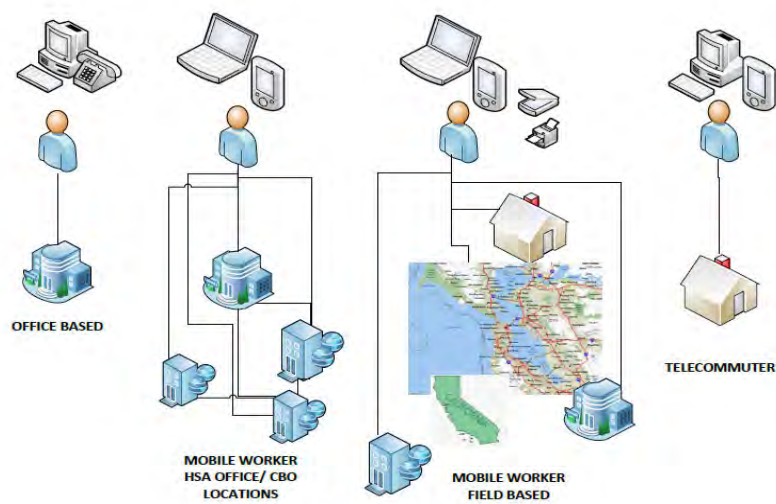


14

What is Mobile Work?

15

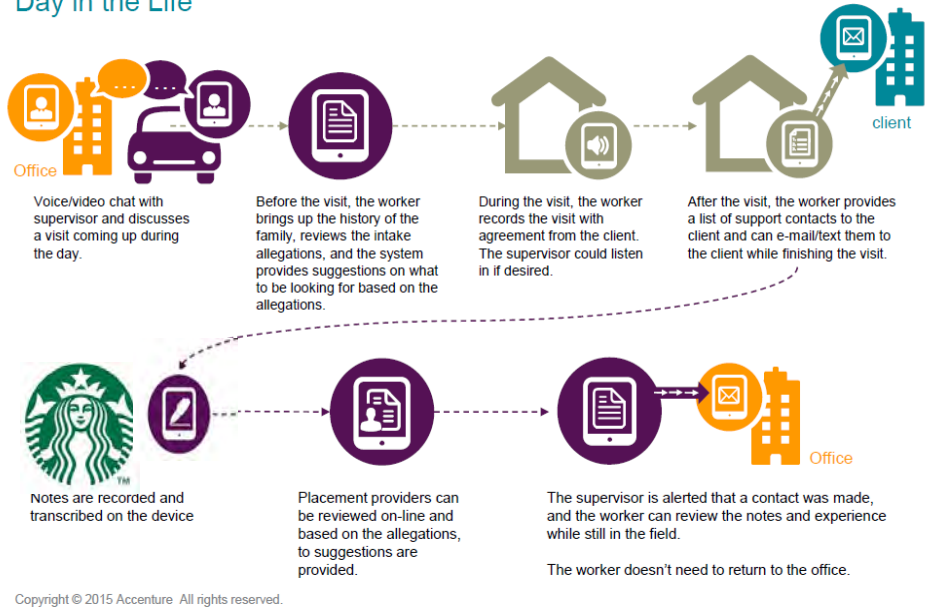
Types of Worker



16

A successful mobile program can increase time in the field to deliver improved outcomes for vulnerable adults

Day in the Life



17

What is the Mobile Work project?

18

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

19

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.

20

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:
 - 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.
 - 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.

21

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

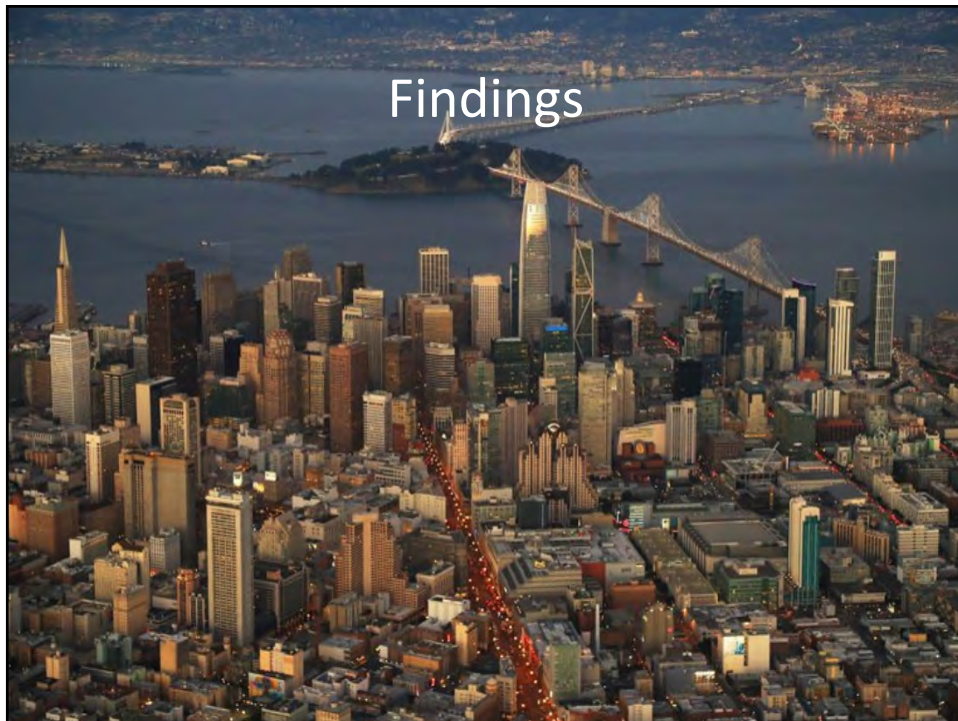
22

Mobile Work Stations



23

Findings



24

Commute Savings

Adult Protective
Services
(18 months)

ID	*Months Ac.	*Cost Miles Saved	Comm Miles Saved	TOTAL COST S. F
0007MW	18	\$5,724	10,240	\$6,568
0009MW	18	\$4,863	8,584	\$5,709
0012MW	18	\$2,025	3,616	\$2,703
0005MW	7	\$2,340	4,000	\$2,680
0045MW	10	\$7,326	3,796	\$2,564
0016MW	18	\$1,673	2,988	\$2,171
0002MW	18	\$1,371	2,448	\$1,962
0008MW	11	\$961	1,716	\$1,357
0001MW	17	\$961	1,716	\$961
0017MW	4	\$699	1,248	\$855
0016MW	18	\$376	672	\$712
0046A				\$1
0013A				\$3
0049A				\$9
0080A				\$6
0020MW	12	\$330	590	\$330
0018MW	18	\$276	493	\$276
0010MW	18	\$235	420	\$235
0022MW	7	\$202	360	\$202
0085MW	1	\$108	192	\$108
0003MW	1	\$87	156	\$105
0048MW	4	\$66	117	\$66
0004MW	6	\$44	78	\$62
0014MW	18	\$55	99	\$55
0093MW	1	\$34	60	\$52
0011MW	18	\$43	77	\$43
0021MW	12	\$40	72	\$40
0019MW	12	\$37	66	\$37
0050MW	4	\$24	42	\$24
0047MW	4	\$0	0	\$0
0094MW	1	\$0	0	\$0
0082MW	1	\$0	0	\$0
Total		\$26,076	46,564	\$31,503
Grand Total		\$26,076	46,564	\$31,503

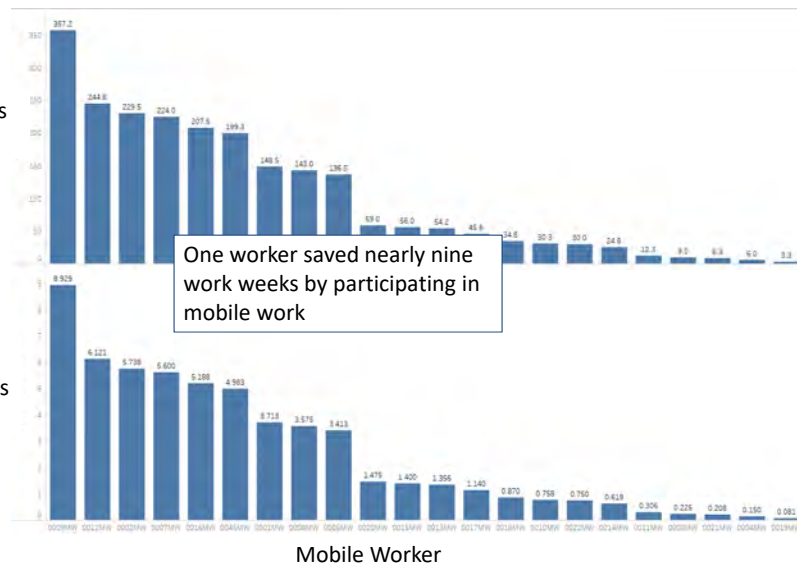
One worker saved over \$6500 in
18 months

25

Commute Hours saved (18 Months)

Hour's
saved

Work
week's
saved



26

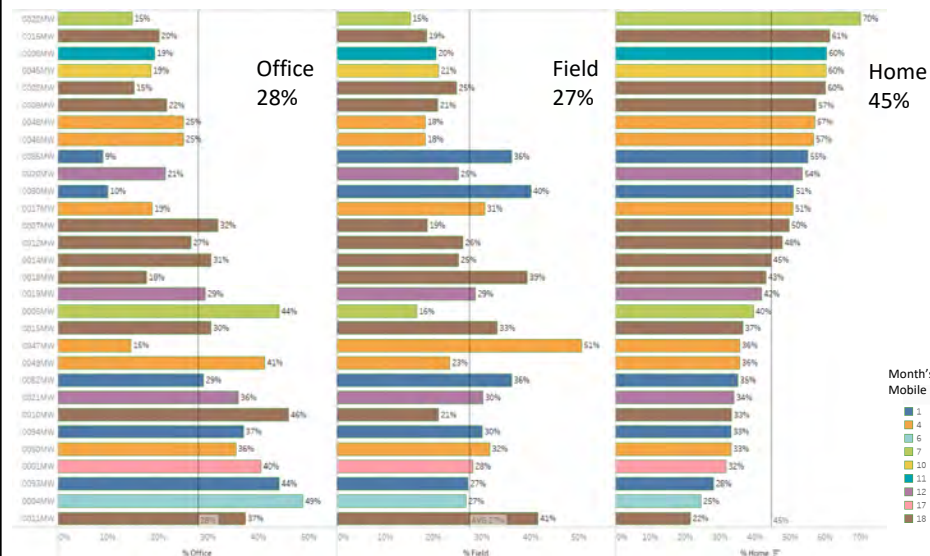
Mobile Work Locations

Findings

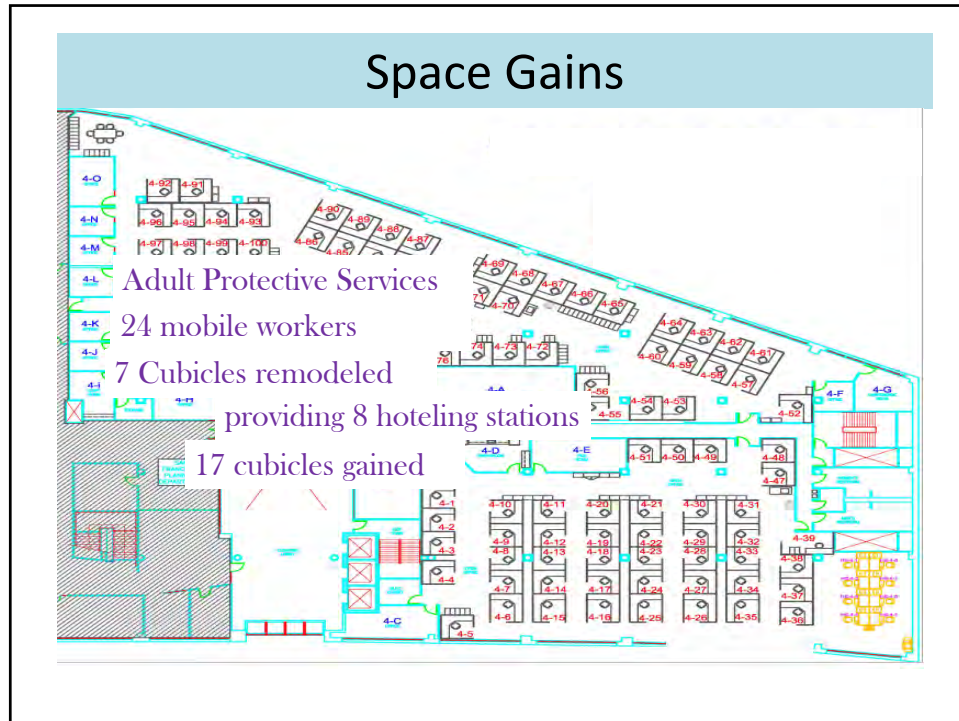
- As time progresses the mobile worker spends less time at the office and more time working at home.
- Time spent in the Field is still underestimated by worker in Outlook Calendar

27

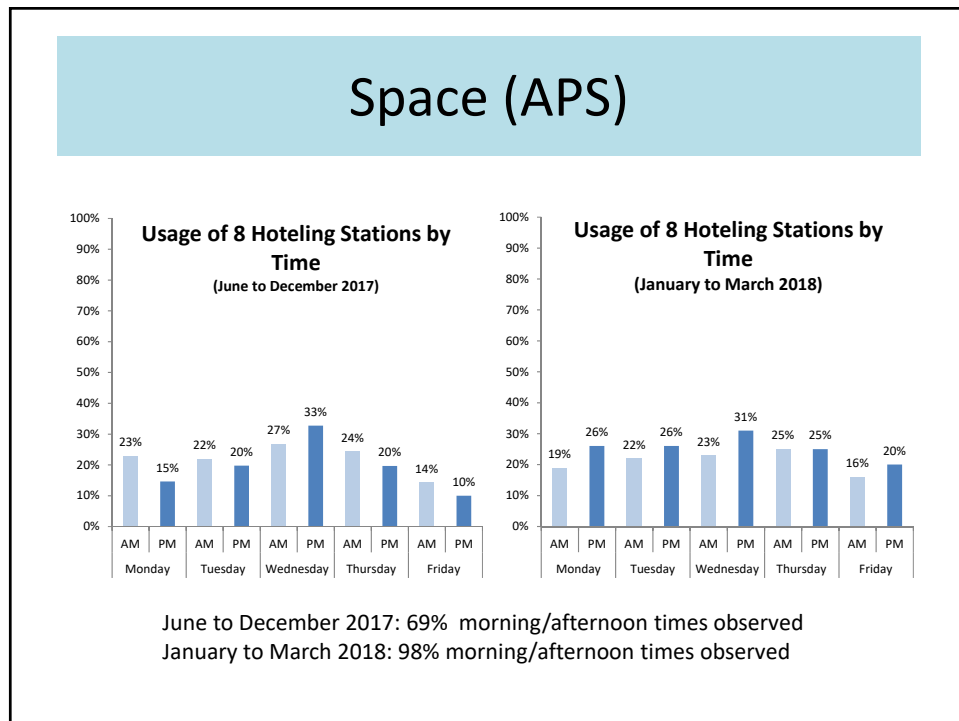
Percentage spent in each location



28



29

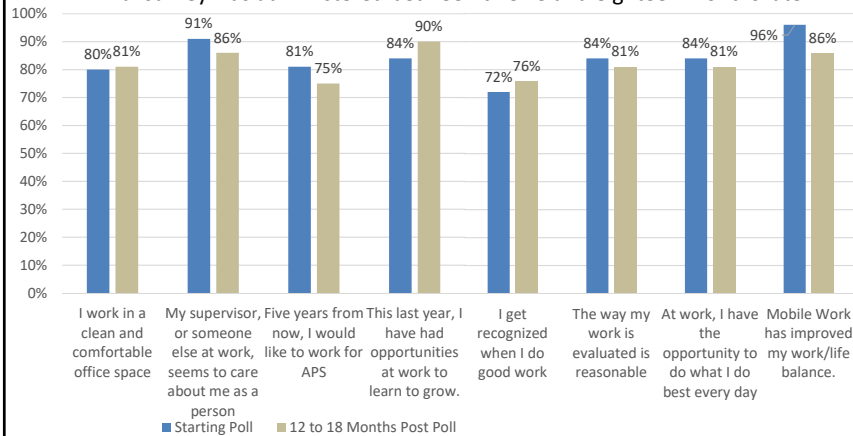


30

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.



31

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"

32

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"

33

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

34

A Worker's Perspective

Longevity

Pros and Cons of Mobile Work

Audience Concerns

General Questions?

35

DAAS Mobile Work Project Status

- **APS Mobile Workers** (Start Sept. 2016)
 - 13 original pilot members
- **IHSS Mobile Workers** (Start August 2017)
 - 18 original pilot members (Phase 1)
 - 55 IHSS Workers are currently mobile
- **IHSS EW Telecommute / Mobile Workers** (Start March 2018)
 - 20 Total IHSS EW Telecommute/Mobile Work pilot members (Phase 1)
- **APS Supervisor Partial Telecommute** (Start January 2019)
 - 7 APS Supervisors participating

24 Total APS Mobile Workers

55 Total IHSS Mobile Workers

20 Total IHSS EW Telecommute/Mobile Work Hybrid pilot members

36

Next Steps

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

37

Replication



38

Government Resistance to Mobile Environments

Present-eism

Change is Precedent Setting

Insufficient Resources

Deficient Organizational Cultures

39

Sell the Wins

- Increased Compliance and Performance
- Long-Term Cost Reduction
- Reduced Absenteeism
- Employee Retention
- Streamlined Roll-Out with Labor Partners

40



41

Presenters

Thomas McGeorge LCSW PMP
 Project Manager
 City & County of San Francisco
 Department of Aging and Adult Services
Thomas.mcgeorge@sfgov.org

Jill Nielsen LCSW
 Deputy Director of Programs
 City & County of San Francisco
 Department of Aging and Adult Services
Jill.Nielsen@sfgov.org

Sara Bunting MFT
 Protective Service Worker – Adult Protective Services
 City & County of San Francisco
 Department of Aging and Adult Services
Sara.bunting@sfgov.org

42