



Institute for
Research on
Poverty

UNIVERSITY OF WISCONSIN-MADISON

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

Paul Fleissner, Sook Jin Ong, Jenny Douville, Leigh Durbahn

January 15, 2020

Webinar begins at 2 pm ET/1 pm CT/12 pm MT/11 am PT

Pathways to Prosperity and Well-Being



Paul Fleissner
Deputy County
Administrator
Olmsted County



Sook Jin Ong
Director
Future Services
Institute



Jenny Douville
P2PW Manager
Dakota County



Leigh Durbahn
Strategic Operations
Specialist
Olmsted County

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.



HEALTH HOUSING AND HUMAN SERVICES

Organizational Chart



Community Services Division



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.





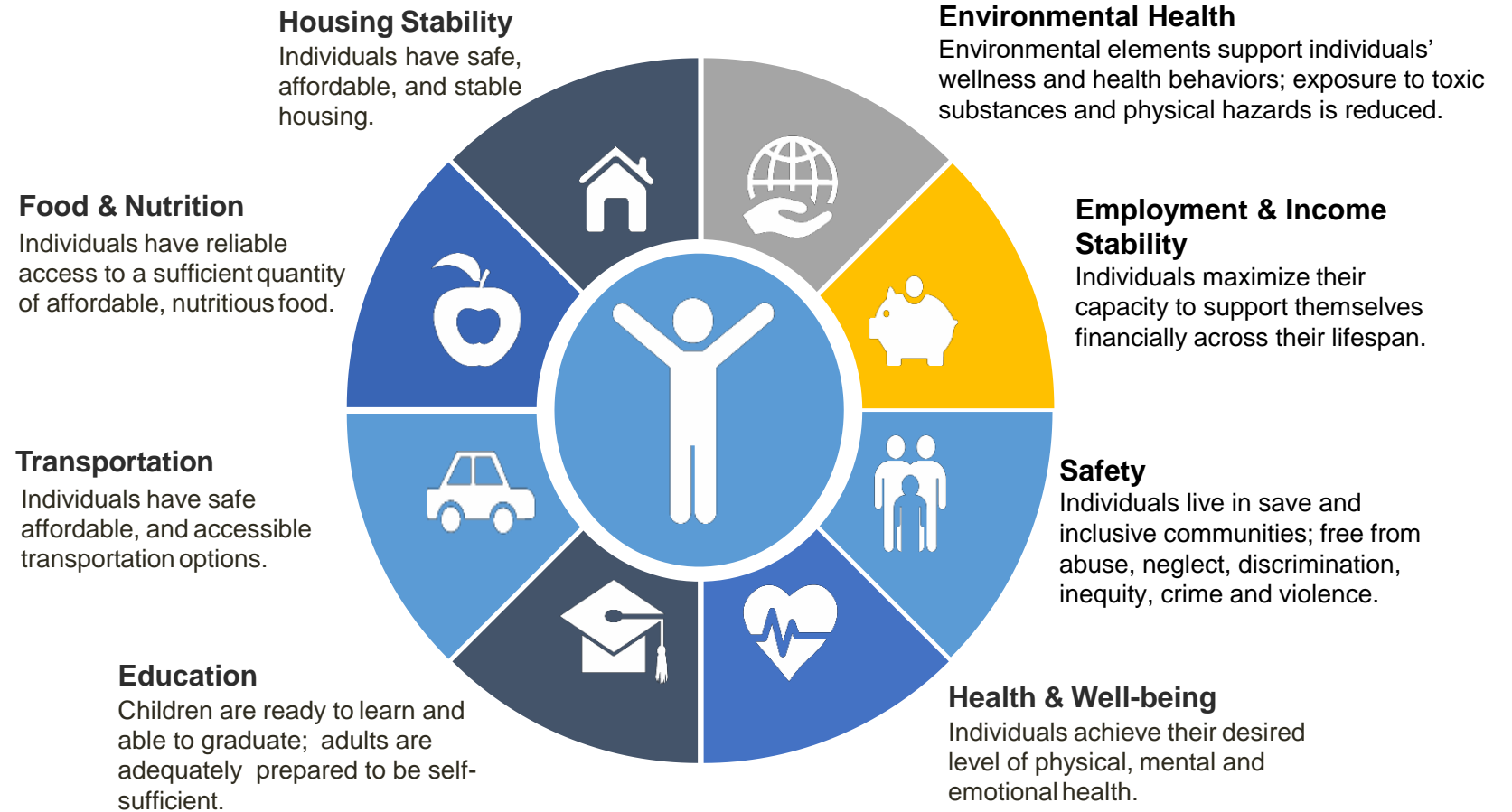
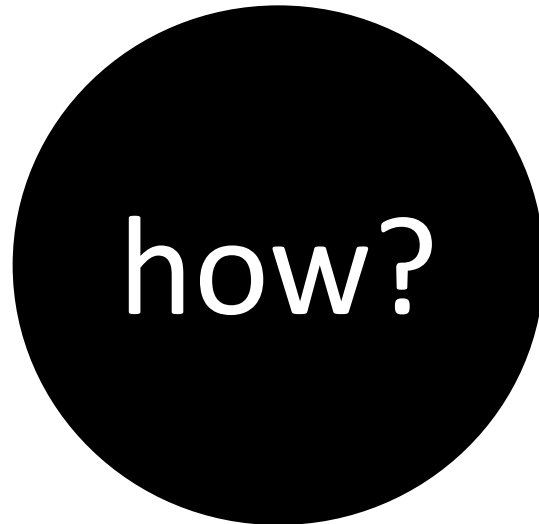
Our systems are impacted by complex needs, such as:

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



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

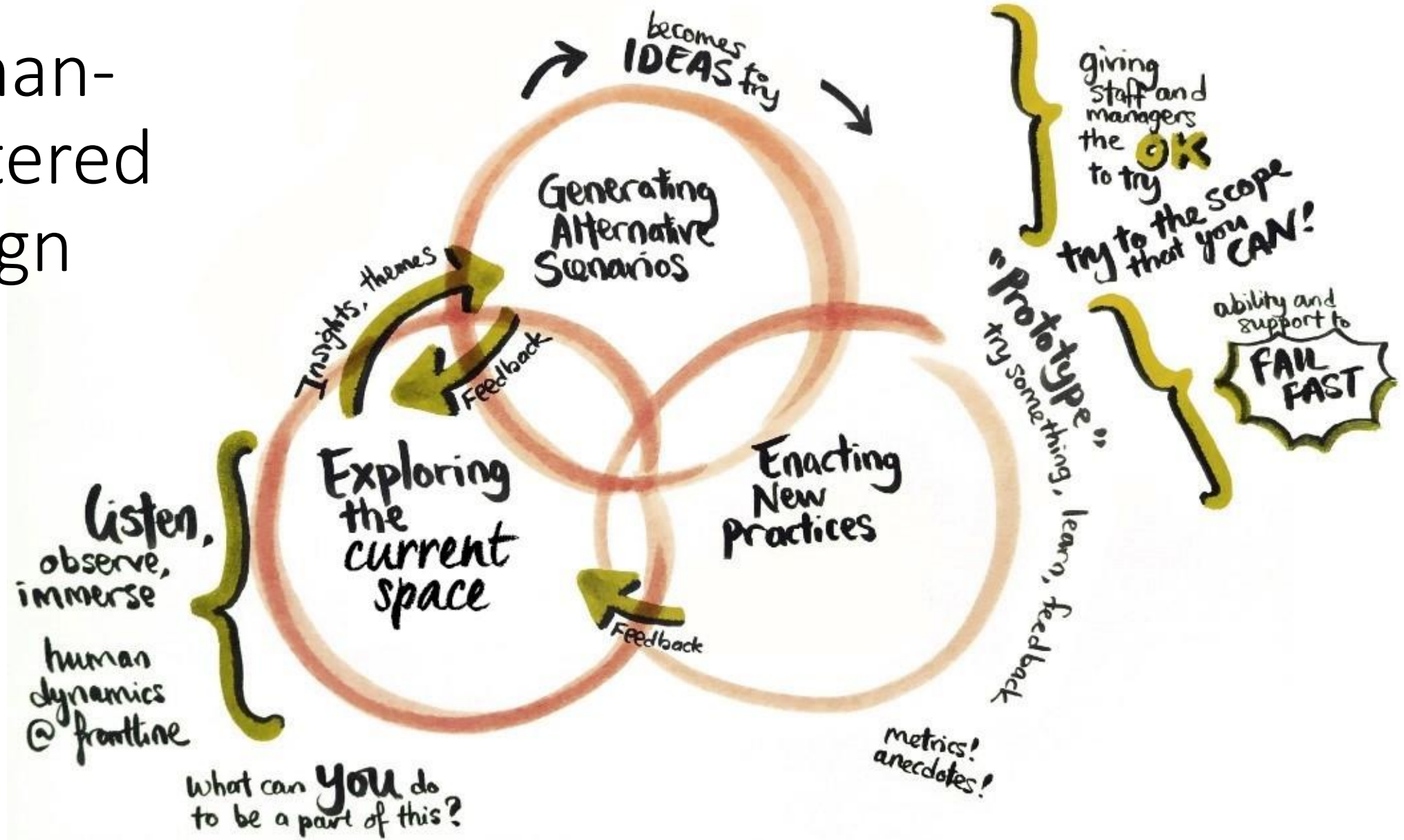
Existing and Emerging Partners

OFFICE OF FAMILY ASSISTANCE

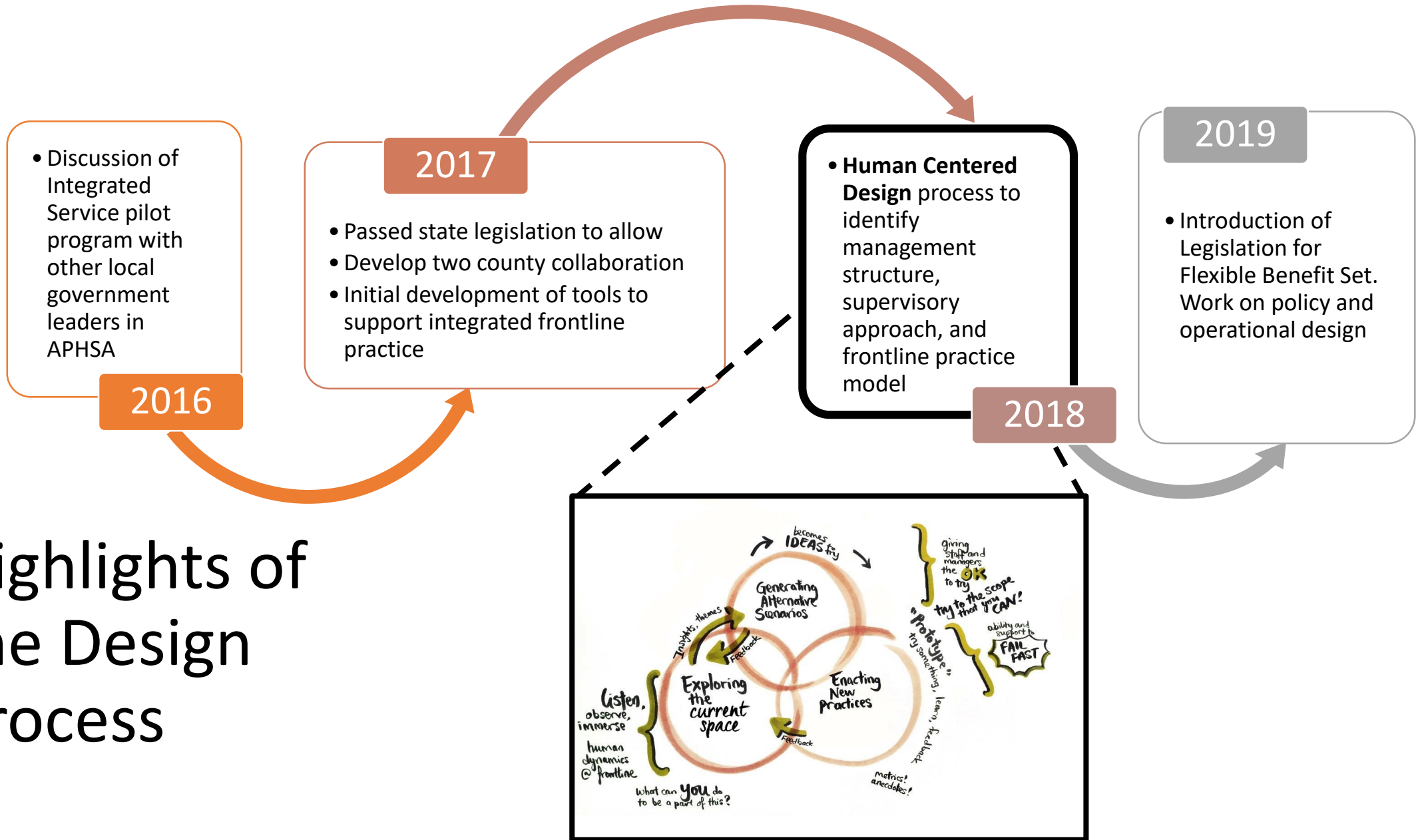
An Office of the Administration for Children & Families



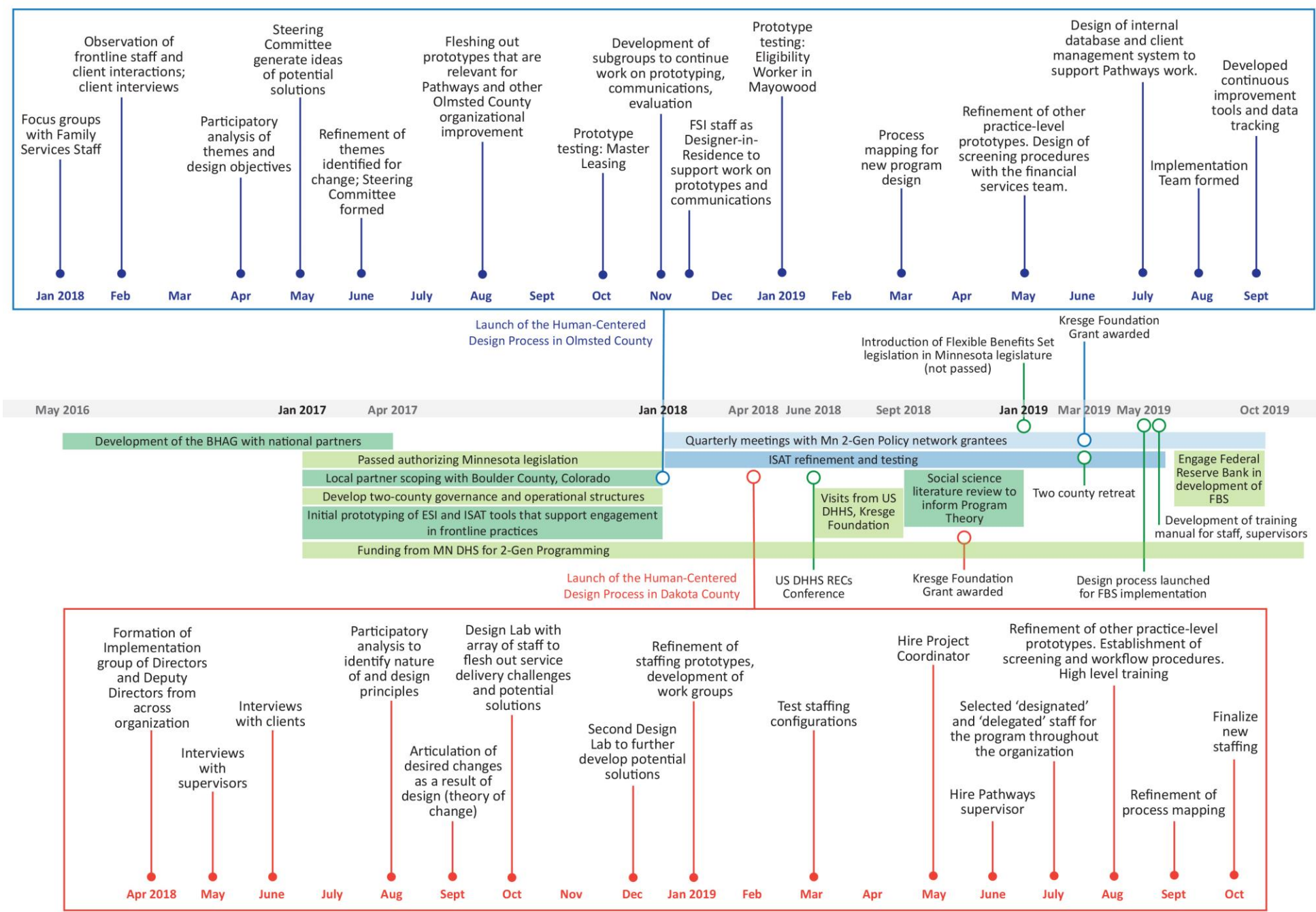
Human-Centered Design



Highlights of the Design Process



Design process: for each county, and joint experiences

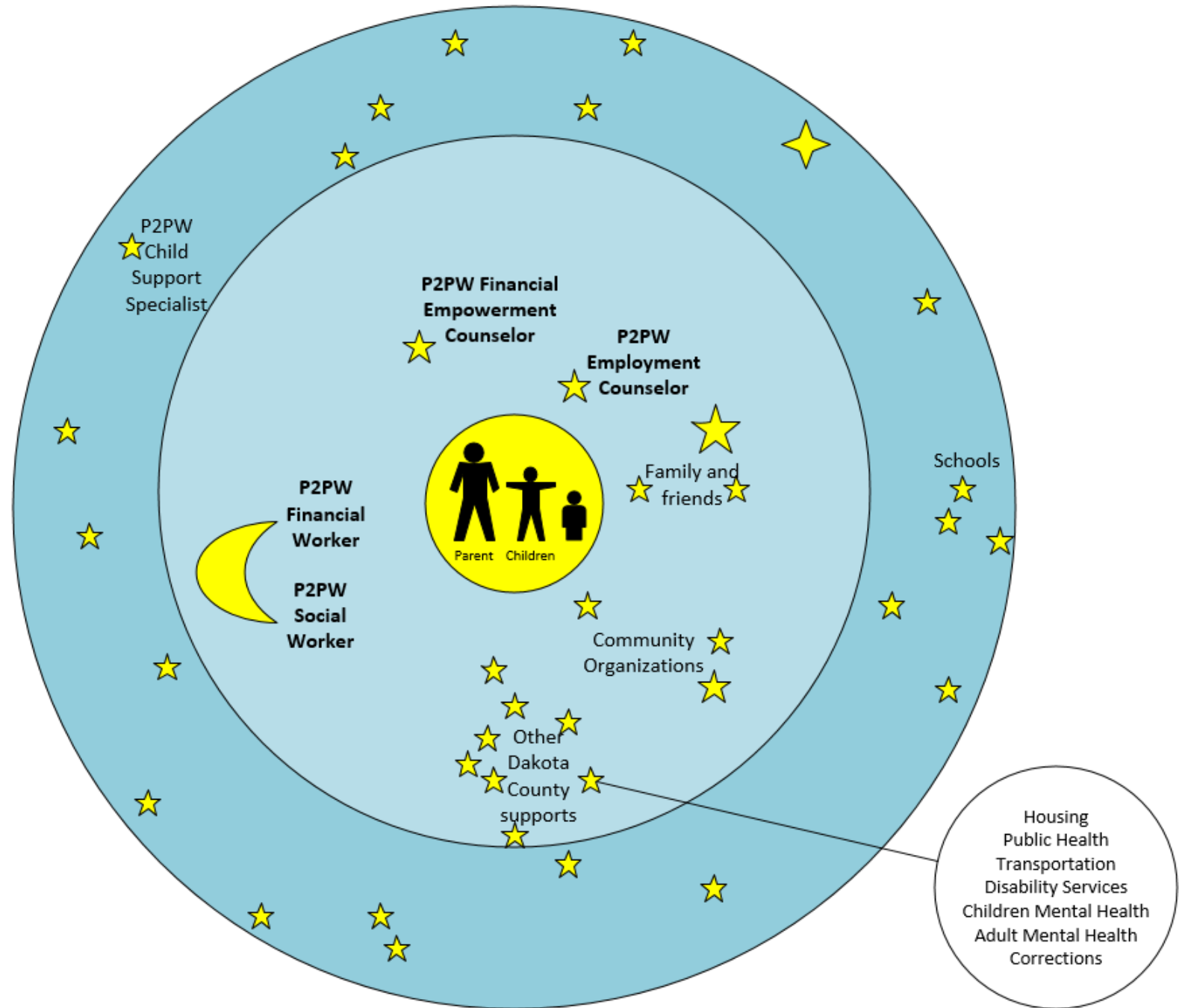


LEGEND
 All milestones for Olmsted County are in blue. All milestones for Dakota County are in red. All joint milestones for both counties are in green.

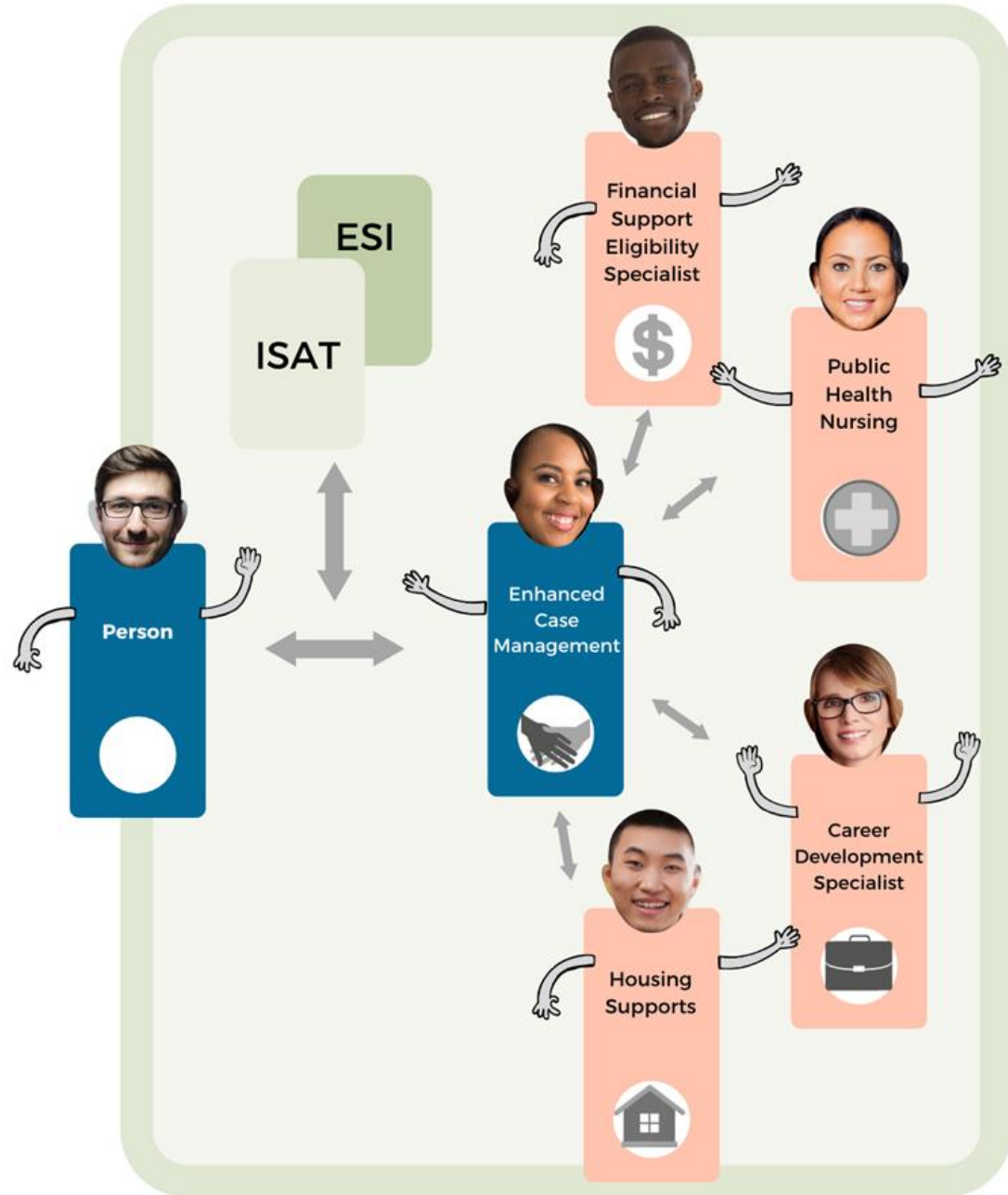
Practice Model Characteristics

- Whole family
 - Family defined
 - Father engagement
 - Culturally responsive
- Line of Interaction
 - Administrative Burden
 - Relational/transformational
 - 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.

Getting to know you better

via the **Integrated Services Assessment Tool**.



Family name or your name:

Start date for the ISAT:

Your team member(s):

Their organizations/programs/areas:

<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

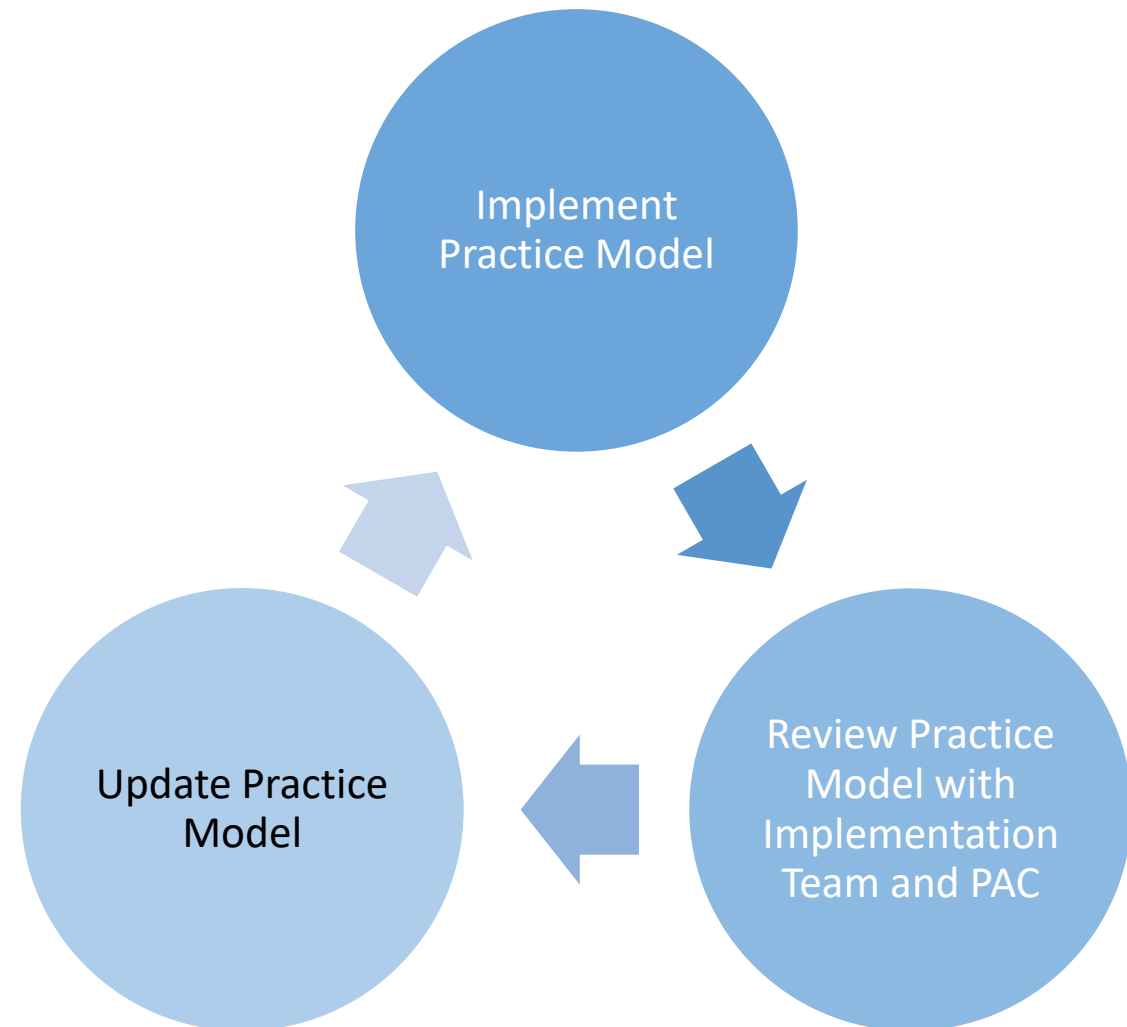
Rapid Cycle Continuous Improvement: Olmsted

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?

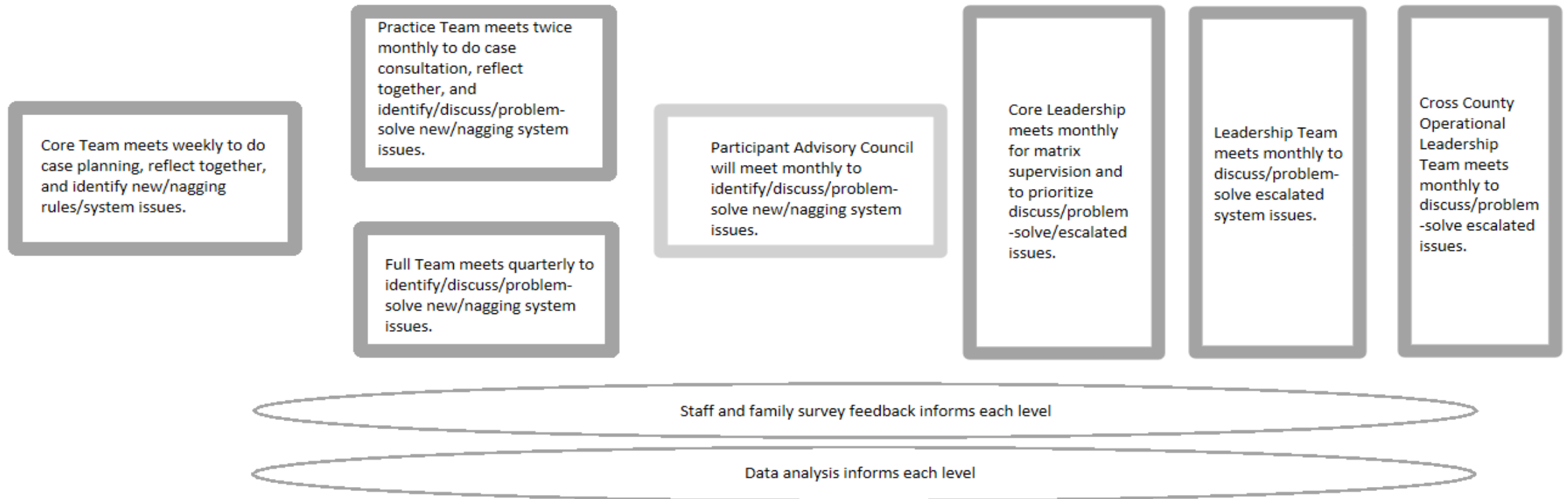
Who:

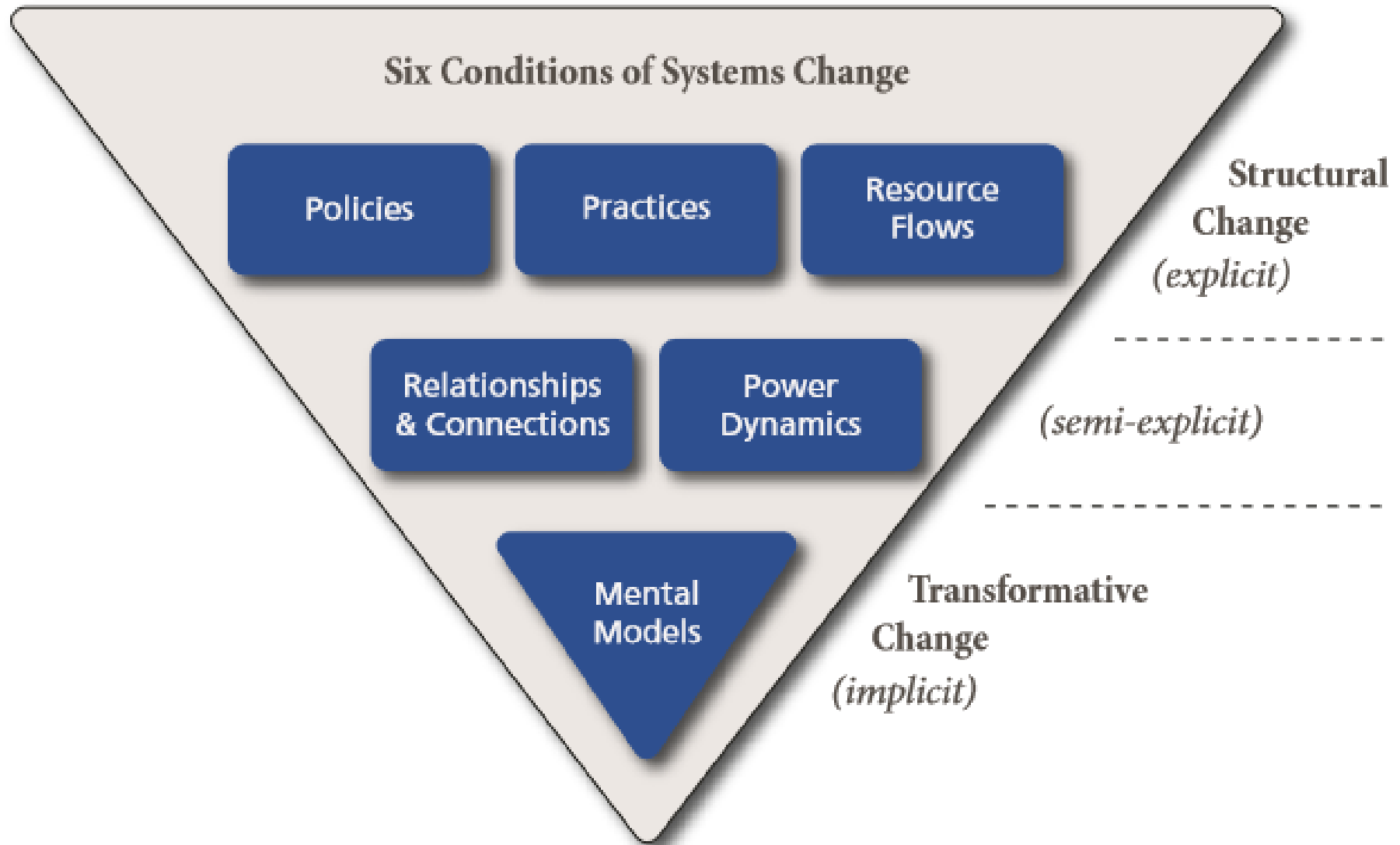
- Participant Advisory Council
- Implementation Team



Rapid Cycle Improvement: Dakota

Rapid Cycle Improvement Process





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

Supplemental
Nutrition
Assistance
Program



Temporary
Assistance for
Needy
Families



Housing
subsidy



Health Care
program



Child Care
Assistance
Program



OBSOLETE

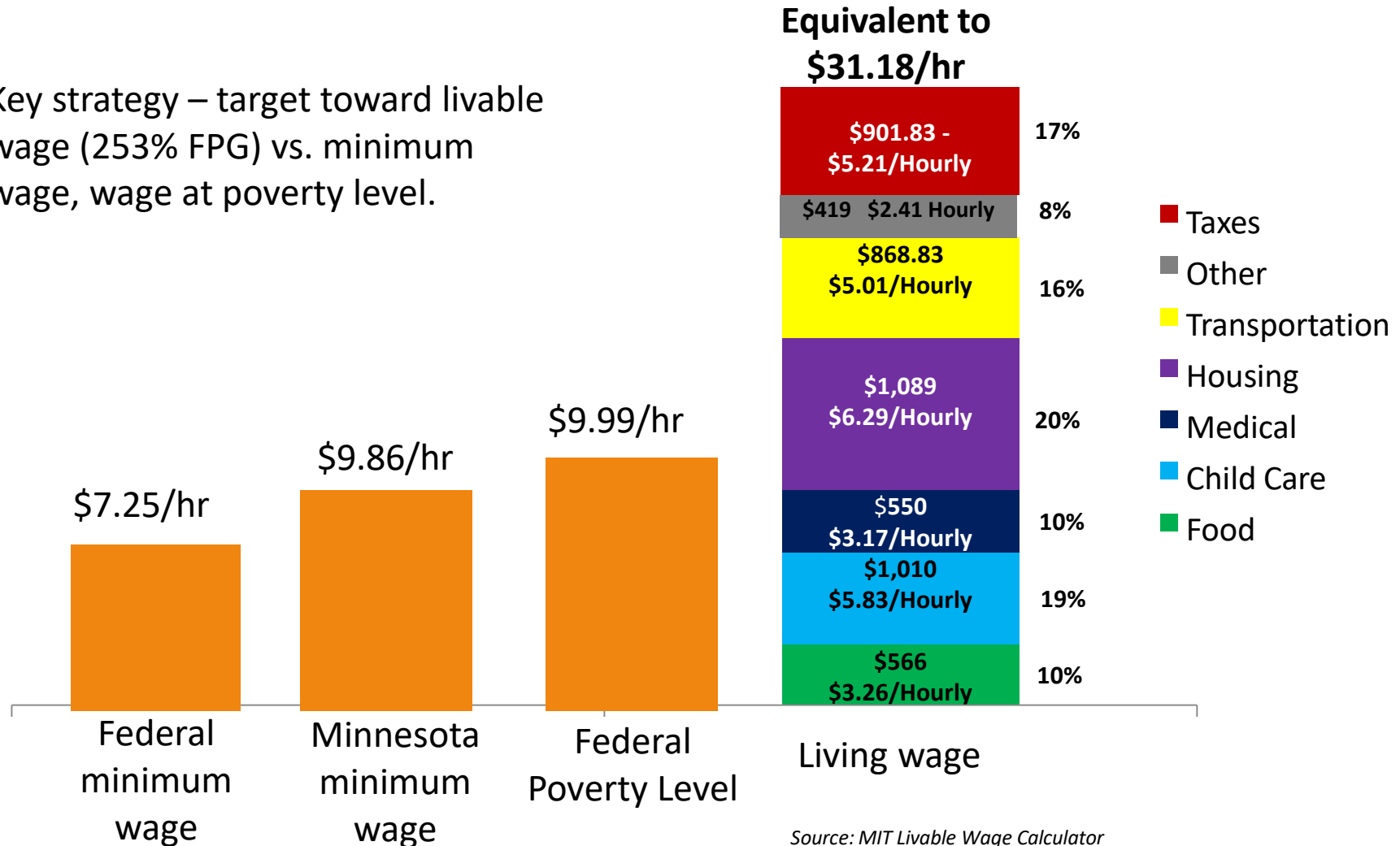


Flexible
Benefit
Set

Current state:	Flexible Benefit Set:
Different eligibility rules, applications, intake procedures, and (in some cases) agencies for each benefit.	One set of eligibility rules, applications, intake, and agency.
Finite resources are identified with strict rules on the use.	Pooled resources with flexibility on how to spend the money.
Cash benefit in isolation and sanctions for not following rules, little ability to save.	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.

Dakota County: 1- Adult, 2- Kids (1 child in child care)

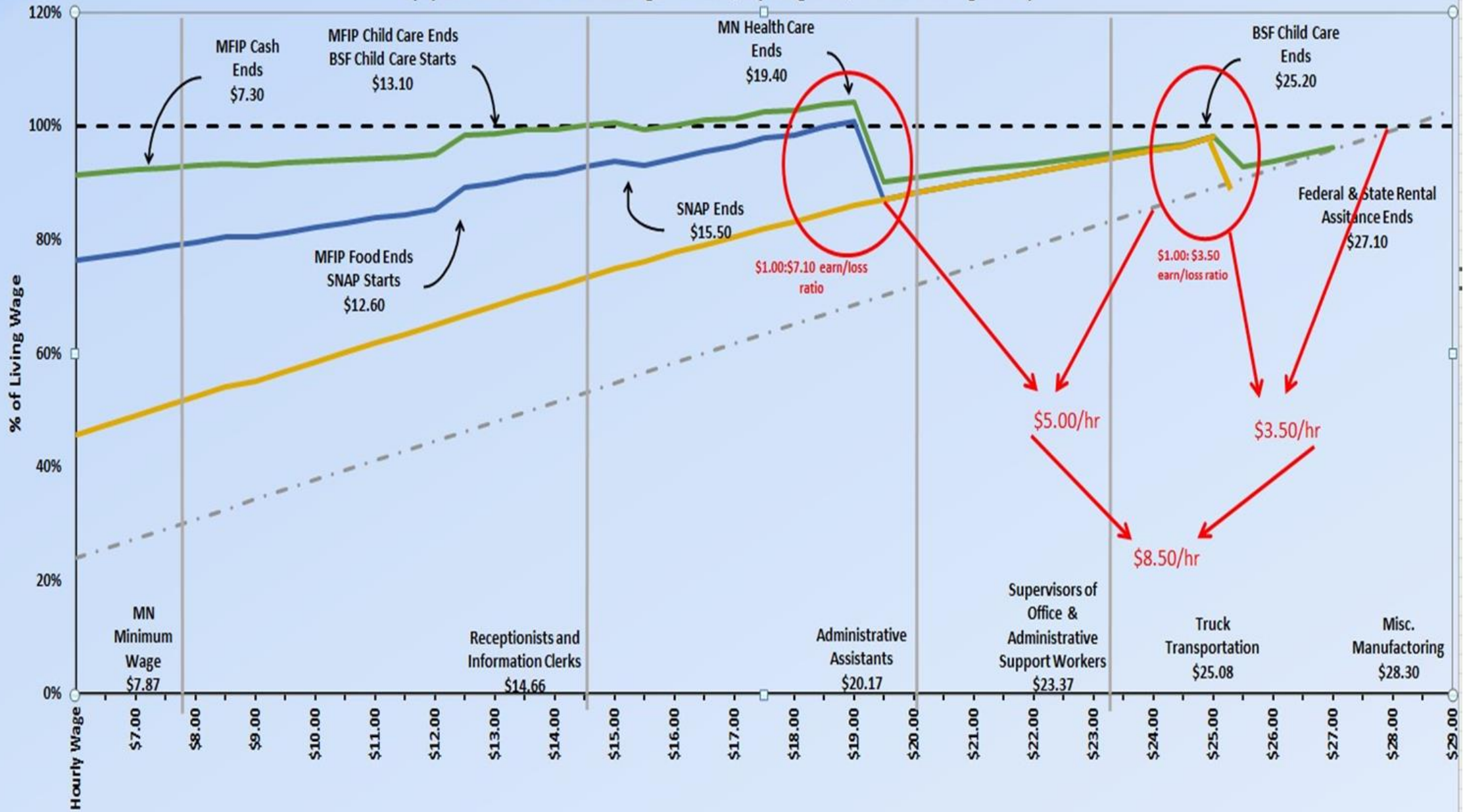
Key strategy – target toward livable wage (253% FPG) vs. minimum wage, wage at poverty level.



Source: MIT Livable Wage Calculator

Living Wage, Eligibility Programs, and Cliff Effects

(3 person household consisting of 1 adult, 1 young child, and 1 school age child)



— Living Wage - \$58,863 - Data provided by: <http://livingwage.mit.edu/counties/27037>
- - - % of Income to Living Wage
 — Child Care, Cash, Food, Healthcare, & Housing
 — Child Care, Cash, Food, & Healthcare
 — Child Care

Flexible Benefit Set

Household size	Select County	MFIP/SNAP	\$985.00
3	Dakota	Housing Subsidy	\$929.40
	DOB	Months Old	Child Care \$
Child 1	2/1/2019	8	\$1,382.88
Child 2	10/14/2006	155	\$0.00
Child 3			
Child 4			
Child 5			
Child 6			
MFIP/SNAP		\$985.00	
Housing Subsidy		\$929.40	
Child Care \$		\$1,382.88	
Flexible Benefits Set		\$3,297.28	

Monthly Income		1000.00
24% income disregard (14% avg gross/net difference; 10% to enhance incentive to work)	—	240.00
Income after disregard	=	760.00
<hr/>		
FBS Maximum		3297.28
Income after disregard	—	760.00
FBS w/ income	=	2537.28

Effect of a simple income disregard



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?



Institute for
Research on
Poverty

UNIVERSITY OF WISCONSIN-MADISON

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](#)