Fostering a Culture of Innovation and Excellence

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Topics

• Hennepin County: At a glance

• Hennepin County’s roadmap for fostering a culture of innovation and excellence

  - Four strategies and key work

    1. Align and manage strategy
    2. Support decision making
    3. Improve and innovate
    4. Leverage knowledge
The name Hennepin. The county was named for Father Louis Hennepin, a Belgian priest who visited the county during a missionary journey. He named the local waterfall for St. Anthony.

- Established in 1852; 611 square miles
- Largest Minnesota county by population, budget and estimated market value
- 45 cities, one unorganized territory (Ft. Snelling) and the Metropolitan Airport
- Minneapolis is the county seat

Hennepin population
- 1.2 million residents
- 22 percent of Minnesota
- Approximately 40 percent of the metro area
- Approximately two-thirds of the population is in the suburbs

$1.78-billion budget
- 45 percent goes to fund health and human services
- 15 percent goes to fund public safety
- Property taxes account for 37 percent of county’s budget

Triple-A credit rating
- A strong measure of financial and operational stability
- Hennepin has maintained this rating—since 1977
Innovation and excellence: strategic roadmap

Core services

- Improvement and Innovation
- Evaluation, Policy Research and Analysis
- Strategy Management
- Change Management

Countywide Communities of Practice

Innovation and Excellence Strategic Road Map

- Align and Manage Strategy
- Support Decision Making
- Improve and Innovate
- Leverage Knowledge

GOAL

STRATEGIES

INITIATIVE SWORK

- Quarterly Business Reviews
- Dashboard 1: Operational Performance
- Dashboard 2: Strategic Road Map
- Strategy Development

- Evaluation, Policy Research and Analysis
- Return on Investment Modeling
- Voice of the Employee (VoE)
- Voice of the Customer (VoC)

- Problem Solving and Problem Prevention
- Continuous Improvement
- Create the Future / Design and Redesign
- Innovation Engagement
- Change Management

- Communication
- Knowledge Repository
- Collaborative Communities
- Partnerships
- Training
- Action Based Leadership Experience (ABLE)
STRATEGY: ALIGN AND MANAGE STRATEGY
Similar to successfully piloting a boat on a lake, moving an organization from point A to point B requires 3 KEY ELEMENTS:

- Engine,
- Rudder and
- Navigation.

In an organization, we call this process strategy management.
Dashboards – 2 Perspectives

Operational Metrics

“Engine”

- What do we do?
- Who do we do it for?
- What are their requirements?
- How do we know if we are meeting their requirements?

Strategic Metrics

“Rudder”

- Where do we want to go?
- Goals / values
- How will we get there?
- Strategies
- What actions get us there? Initiatives / work
- How will we know if we are on course?
- Progress metrics

Engine - How we are doing with what we do?
Rudder - How are we doing with where we are going?
Transforming Hennepin County – The System: Engine, Rudder, Navigation

Metric Perspectives
- Satisfaction / outcome
- Employee
- Process
- Financial

Quarterly Business Reviews – “Navigation”
- Leader and mgmt. team; face-to-face
- Format:
  - Operational Metrics – “Engine”
    - Satisfaction / outcomes
    - Employee
    - Process
    - Financial
  - Strategic Metrics – “Rudder”
    - Change portfolio
      - Active status
      - Pipeline Priority
    - Action: Drive actions & accountability

Navigation: Align to North Star. Drives Accountability. The MOST important piece to the system!
Focus - Strategy Management

Example: Key Performance Indicators - Operational Metrics - “Engine”
Dashboard 2: Strategy Map - The Rudder

Countywide Strategies - Goal Tree
Healthy / Protected and safe / Self-reliant / Assured due process / Mobile

- GOALS
  - Workforce development
  - Housing
  - Seniors/Boomers
  - Other?

- STRATEGIES
  - Strategy 1
  - Strategy 2
  - Strategy 3

- INITIATIVES/WORK
  - Pathways...
  - Initiative A
  - Project A
  - Project B

Innovation and Excellence Strategic Road Map

FOSTER A CULTURE OF INNOVATION AND EXCELLENCE

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- Improve and Innovate
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- Leverage Knowledge
  - Communication
  - Knowledge Repository
  - Collaborative Communities
  - Partnerships
  - Training
  - Action Based Leadership Experience (ABLE)
Reporting, Governance and Leadership Review

Focus / purpose

External residents and agencies
• Inform
• Hennepin County annual report

Internal governance; county board
• Inform and Support planning
• Dashboard

Internal management
• Action and Accountability
• Quarterly Business Reviews
  • Administrator and ACA’s
  • ACA and their dept. heads

Format and content

Fact-based, personal impact stories tied to goals and values

Operational metrics

Change portfolio

3 Tiered system of accountability

Linking & aligning reporting structures: External, governance and leadership review structures. Driving transparency and accountability with those we serve.
STRATEGY: SUPPORT DECISION MAKING
Evaluation, Policy Research and Evaluation: Example

• Better Together Hennepin
  Aided Funding: Wrote a grant to receive $7.5 million over 5 years in an effort to continue to reduce teen pregnancies

• Hennepin Health & HCMC
  Longitudinal evaluation of health care outcomes for residents newly eligible for Medical Assistance via the Medicaid expansion

Adding value in the health line of business.
A-GRAD Study

Final report “A-GRAD Educational Outcomes for County-Involved Youth”:

- Graduation rate for county-involved youth was 31% compared to 70% of the county-wide graduation rate.
- County-involved youth not proficient in basic reading and math skills – 24% were proficient in 10th grade reading and 6% in 11th grade math skills.

Overall graduation rate by area

- Probation: 25%
- Foster Care: 51%
- Teen Parents: 32%
- CIY Total: 31%
- Hennepin County Total: 70%
Voice of Employee and Employee Engagement

Q6: People in my department are held accountable for the quality of the work they produce

Q5: At work, my opinion seems to count

Q8: In the past year, my supervisor and I have held a meaningful discussion about by strengths

Q10: My supervisor models what it means to be part of an inclusive organization and an inclusive employee

Institutional learning: best in class; other than best in class for accountability and employee support survey questions. Two organizational strategies: accountability & employee support.
Voice of Customer and Net Promoter Scores

Also helping others understand their customers

- Public Works
- IT Help Desk
- Medical Examiners Office
- Citizens Academy

http://www.businessweek.com/stories/2006-01-29/would-you-recommend-us
STRATEGY: IMPROVE AND INNOVATE
Level of Innovator

INNOVATION

Level 1: Problem solver
Level 2: Problem preventer
Level 3: Continuous improver
Level 4: Creator of a new future

EXCELLENCE

“Innovation Is Problem Solving... And A Whole Lot More” - Larry Myler
## Major Results of Kaizen Events – Hennepin County

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<th>Process</th>
<th>Results</th>
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<tbody>
<tr>
<td>Countywide Contracting</td>
<td>Standardized process. Saved $50,000 with new contract form.</td>
</tr>
<tr>
<td>Service Authorizations</td>
<td>80% reduction in processing time.</td>
</tr>
<tr>
<td>Tax Court Petition Refund</td>
<td>90% reduction in processing time; savings of $300,000/yr. interest paid.</td>
</tr>
<tr>
<td>Interstate Enforcement of Child Support</td>
<td>Collection rate increased 1.74%.</td>
</tr>
<tr>
<td>Contract Site Visit Audits</td>
<td>49% reduction in tasks. 88% reduction in wait times.</td>
</tr>
<tr>
<td>Paper Document Intake and Return</td>
<td>87% reduction in length of process (from 9 to 1 days).</td>
</tr>
<tr>
<td>Out-of-Home Eligibility and Payments</td>
<td>89% reduction in waits (from 57 days to 6 days).</td>
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</tbody>
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Civic Engagement

Hennepin County Geo:Code Open Data Code-a-thon
February 21-22, 2015

As the first Open Data event hosted by Hennepin County, Geo:Code highlighted Hennepin County government data made available to the public free of charge and without the need for a license. Hennepin County has made more than 40 public datasets of geographic information systems (GIS) data available, with more to be released soon. Geography is an important element because community concerns are tied to a place, technology provides a tool to examine those concerns, and the community is key in bringing people together to solve problems.

Six innovation projects are being actively worked on in their respective departments. Preliminary plans for 2016 Ideas@Work are being discussed.
You are invited to

Hennepin County Innovation Day 2015!

Tuesday, November 17

All Hennepin County staff are invited to learn more about innovation at the county through information tables, projects and speakers. Come participate in activities to spark creativity!
A model to support change at the individual, project and organizational level.
Change Management

Tapping the power of hidden influencers *(McKinsey Quarterly March 2014)*
http://www.mckinsey.com/insights/organization/tapping_the_power_of_hidden_influencers

- **Problem:** Employee resistance - most common reason executives cite for change failure.

- **Need:** Change Navigators. Identify those who can influence and breakdown resistance.

- **Solution:** Snowball sampling - identifies change navigators. Use the change navigator network to address resistance.

Change navigators: Organizational influencers that assist in navigating change successfully.
STRATEGY: LEVERAGE KNOWLEDGE

- Communication
- Knowledge Repository
- Collaborative Communities
- Partnerships
- Training
- Action Based Leadership Experience (ABLE)
CIE communication strategy goals

• Optimize web presence
• Promote, partner and host events
• Produce and revise print and presentation materials
• Seed innovation stories sharing the good work of Hennepin County
• Support HC Community Leaders

Success breeds success. Telling the story of innovation.
Countywide Report Archive

The Countywide Report Archive is a collaboration among departments and units across Hennepin County to bring together information and analysis to preserve and share institutional knowledge.

Directory

Search All Reports

Recent Reports

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<tr>
<th>Name</th>
<th>Type</th>
<th>Publishing Unit</th>
<th>Date of Publication</th>
<th>Subject Index</th>
<th>Report Type</th>
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<tr>
<td>Girls Trauma Screening and Assessment Pilot 6-30-15 Final</td>
<td>Report</td>
<td>Community Corrections and Rehabilitation</td>
<td>6/30/2015</td>
<td>Gender Specific Programs; Juvenile Probation</td>
<td>DOCCR Reports; Descriptive Report</td>
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<tr>
<td>One Day DWI Program Evaluation Update</td>
<td>Report</td>
<td>Community Corrections and Rehabilitation</td>
<td>6/24/2015</td>
<td>Adult Field Services; Community Corrections</td>
<td>Evidence-Based Practices; DOCCR Reports; Evaluation</td>
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<td>Predictive Validity of the Research Institute of Addiction Self-Inventory (RAASI) Recidivism Scale</td>
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<td>Additional Information for Youth in OHP on 5-1-14</td>
<td>Report</td>
<td>Community Corrections and Rehabilitation</td>
<td>6/15/2015</td>
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<td>Evidence-Based Practices; Descriptive Report</td>
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210 reports from all lines of business in the report archive.
Collaborative Communities

• Strategy management
• Innovation and improvement
• Research and evaluation
• Business analysis
• Project management
• Change leaders
• Customer service
• Facilitators

Driving grassroots culture change. Sharing knowledge and building capacity to innovate.
Hennepin-University Partnership (HUP): Fellowship Partnerships

- Mandela Washington Fellowship for Young African Leaders
- 2015-2016 International Humphrey Fellowship Program Partnership with Hennepin County

Fellowship partnership work initiated through the HUP is continuing to be a successful partnership and experience for Hennepin County staff and fellows.
Training

- Human Centered Design
- Change Management
- Art of Hosting Conversations
- Lean - State of MN
- Systematic Inventive Thinking (SIT)
- Facilitation Methods - Technology of Participation (ToP)
- Quality Workshops - Performance Excellence Network (PEN)

"Leadership and learning are indispensable to each other." - John Fitzgerald Kennedy.
Action-Based Leadership Experience (ABLE)

Good leaders are NOT appointed……
They are developed through EXPERIENCES.

Key insight from University of MN research on development:

Developing leaders happens best in the action-learning environment of process improvement

“Developing leaders on the process improvement battlefield.”- Art Hill
Fostering a culture of innovation and excellence

........... Questions??

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