

# Mississippi Human Progress and Human Services 2035 Scenario Workshop Report

December 2017

## Table of Contents

<b>INTRODUCTION .....</b>	<b>1</b>
<b>“STEPPING INTO” SCENARIO RECOMMENDATIONS.....</b>	<b>2</b>
<b>ROBUST RECOMMENDATIONS .....</b>	<b>7</b>
<b>LIKELIHOOD AND PREFERABILITY.....</b>	<b>8</b>
<b>NEXT STEPS.....</b>	<b>9</b>
<b>APPENDIX A: MDHS STRATEGIES, VISION AND GOALS.....</b>	<b>13</b>
<b>APPENDIX B: PARTICIPANT NEXT STEPS AND FEEDBACK FORMS.....</b>	<b>17</b>

## Introduction

What will human progress, human need and human services be in Mississippi in 2035? What implications does that have for shared community goals, and what modifications or recommendations may be needed over the years to achieve goals? What implications does it have for today's strategies for public and private human service providers and community partners?

On December 14<sup>th</sup>, twelve Human Service professionals were hosted by Mississippi Department of Human Services (MDHS) in Jackson to discuss these questions and “step into” alternative futures presented as scenarios. These scenarios were developed by Institute for Alternative

Futures, MDHS, a team of 16 national advisors, 37 expert reviewers, and more than 30 community leaders from nonprofit, governmental and private agencies across Mississippi.

The Mississippi Human Progress and Human Services 2035 Scenarios offer a tool for the local human services community to explore opportunities and threats, to imagine preferred futures, bound uncertainty and to assess the implications of these futures in the context of their state and work.

The scenarios and Scenario Workshop are a part of the Human Progress and Human Services 2035 project, supported by The Kresge Foundation. This report identifies highlights from the Scenario Workshop Session, including key recommendations, scenario likelihood and preferability, and next steps and feedback.

#### “Stepping Into” Scenario Recommendations

After the highlights of scenarios were presented to the full group, participants were assigned into four groups, to further discuss and consider how successful MDHS strategies and goals (see MDHS 2017 Mission, Goals, Strategies & Initiatives in Appendix A) would be in each scenario. Breakout groups were tasked with “stepping into” their scenario and discussing the following questions:

1. ***Strategic Implications for MDHS and human services in the next five years***-- *Given your scenario, what are the implications for MDHS’ directions and strategies in the next five years? What is likely to be successful in this scenario? Which should be changed? Which new strategies, initiative should be added?*
2. ***Recommendations focused on the 2020s and beyond***- *Focusing beyond the next few years, to the 2020s and 2030s, what new or growing changes will your scenario pose (opportunities or challenges) for human wellbeing and human services (e.g. Job loss to automation; extreme weather events; “abundance advances”; policy changes)? Would the MDHS vision and strategies need to be adjusted or changed? And are there actions that the human services community should take, beyond current strategies, to prepare for the emerging opportunities and challenges in the 2020s; or to accelerate them or mitigate them? What recommendations would you make, and to whom would you direct them, for human services to be successful in the 2020s and 2030s in this scenario?*

Representatives from each scenario group shared the following findings with the full group:

### Strategic Implications for MDHS and human services in the next five years

- Gen+ needs to expand and incorporate partnerships with other agencies and departments, all guided under the gen+ approach. Partners include mental health agencies and primary care providers.
- Increase partnerships with non-profits and non-governmental entities such as religious entities as a strategy to fill in gaps during governmental cuts.
- Educational opportunities need to expand and be better promoted and communicated to communities. School age readiness needs to be improved as a precedent for future success.

### Recommendations focused on the 2020s and beyond

- Retraining programs will need to evolve to enable people to reenter the workforce after job loss to automation. Vocational trainings to be expanded.
- Breaking the cycle of poverty must start by inspiring families that there is life and opportunities away from generational poverty. Families must be role modeled and exposed to alternative and better futures.
- Increase awareness of regional needs and avoid a “one size fits all” approach.
- Increase funding for “orphan divisions”, meaning divisions that historically garner less attention and funding. These are important to the success of gen+.



### Strategic Implications for MDHS and human services in the next five years

- Gen+ approach will be successful, even when challenged, with helping families work as a team and better produce food and care for children and elders (which will be especially important with reduced accessibility to professional care). Similarly, human services should support and educate clients on “old school” methods of self-sufficiency such as growing food and repairing home and goods.
- Modify existing workforce development efforts to adapt to increasingly technical and competitive occupations within the challenging economy and job loss due to automation.
- Ensure unemployed and disconnected youths have access to educational and workforce development training and diploma programs. For example, ensure these opportunities are located near those in need, and are advertised.

### Recommendations focused on the 2020s and beyond

- More collaboration and “braiding” of funding and objectives for various governmental agencies (in addition to non-governmental and third-party partnerships). For example, work with libraries to turn them into community hubs for services.
- Increase adoption of, applications for, and outreach concerning technology. This can take on many forms: more efficient data sharing, electronic and virtual reality meetings and job trainings, and technological education.
- Extreme weather and changes in climate will greatly affect human wellbeing. Human services organizations should more closely partner with MEMA, FEMA and other organizations (such as Red Cross) to prepare for storm



mitigation and train citizens for evacuation and sheltering. This needs to include after-event support such as housing, food and clothing after tornadoes, hurricanes, and fires.

- Have Gen+ evolve even further into a community focus - Community+ - to combat desperation and foster a sense of community.

### Scenario 3: Opportunity for All

#### Strategic Implications for MDHS and human services in the next five years and the 2020s and beyond

- With the elimination of SNAP and TANF, MDHS focus will primarily shift toward Workforce Development with technology advancements and providing financial education using partner agencies such as Family First Centers.
- The introduction of UBI and increase in minimum wage will allow families to now focus on:
  - Healthy Credit history and financial literacy
  - Housing, with a path towards home ownership
  - Paths towards starting and owning businesses and entrepreneurial efforts
  - Education advances; training and retraining
  - Low cost solar energy production and storage



MDHS strategies need to expand and be accelerated once the immediate need of the family is met to ensure the family maintains self-sufficiency. This should be done by investing more in technological advancements and utilizing partnerships. For example, a Father lost his job due to automation and he needs services. After assessment through the gen+ lens, it was discovered that he enjoyed carpentry. He was provided technology and business courses. He now owns his own business and is contributing to the community.

- Continue to evaluate clients through gen+ and utilize partner agencies to maintain the overall contribution and commitment from the family to the community.

#### Scenario 4: Generous, Empathic and Helpful

##### Strategic Implications for MDHS and human services in the next five years

- Gen+ will be successful with the appropriate tools to connect families or individuals with the services needed to move to self-sufficiency
- Pursue better data sharing with partner agencies
- Frame discussions with clients around actions



necessary to help individuals become more self-sufficient; then, develop and enact plans.

- Workforce development programs will further connect partnership across community-based organizations and non-profits, as well as increase opportunities of sector training and educational opportunities.

### Recommendations focused on the 2020s and beyond

- With societal shift in values towards embracing equity, the focus of human services should move to providing increased services.
- The living wage will necessitate a different view of income supports, which must connect with a wellness model.
- Greater flexibility and increased funding will allow for a more expansive vision and the opportunity to partner with more non-profits and community based organizations to provide customizable solutions for Mississippi residents.
- Challenges will arise from loss of jobs due to automation – Mississippi should be prepared for this.
- Focus on building community partners to fill in gaps created by new regulations.
- Teach families and communities how to be more independent rather than reliant on government interventions.
- Strategic planning is necessary for non-profits to ensure there is not duplication of services.
- Focus shift of services away from just providing benefits and towards teaching skills such as strategic planning for education, training, work, etc.

### Robust Recommendations

After the small groups shared insights and recommendations on their respective scenarios with the whole group, participants identified “robust” recommendations. These were those observed across two or more scenarios. These along with the “next steps” discussion below, represent high priority areas for human services strategy and action by MDHS and the Mississippi human services community. The findings are as follows:

- **Gen+ approach**
  - This must include education, life skills and financial skills
  - Different agencies should adopt gen + approach
- **Community Development and Partnerships**

- Workforce partnerships
- Braiding of resources
- Less replication and duplication of services
- **Education strategies**
  - Promote soft skills, as well as hard skills
  - Use creativity and flexibility – including shifting some education to online/virtual
  - Train teachers to train students – some of this training can be online
  - Shift away from “old school” vocational training, including using virtual reality
  - Teach life skills – food growing, skills to be used in bartering
  - Encourage entrepreneurial activities and strategies
  - Have students develop graduation plans/goals at grade 8
  - K 12 computer science program to grow “digital citizenship”
    - Combine art and science skills; STEM becomes STEAM
  - “Smart start” plans mandatory in high school
  - Diploma requirements include college or career preparedness courses
- **Data sharing**
  - Use safe and secure data sharing to inform best practices and early interventions.

**Likelihood and Preferability**

The workshop participants were asked to consider both the likelihood and the preferability of each scenario. After each scenario was presented, a poll was conducted and results were revealed in the afternoon. Each participant judged the four scenarios’ likelihood and preferability with a value from 0 to 100; 0 represented not likely or not preferable at all, and 100 represented complete likelihood or preferability. The scenarios were not to be considered as mutually exclusive sets, so the sum of values in each column could exceed 100. Presented in the table below are the average values.

Scenario	Likelihood	Preferability
Scenario 1: Mississippi Rising	60	51
Scenario 2: We Fall Down, But We Get Up Again	51	30

<b>Scenario 3: Opportunity for All</b>	23	33
<b>Scenario 4: Generous, Empathic and Helpful</b>	28	62

The participants found Scenario 1 to be the most likely, which reflects the intended construction of the scenario; however, Scenario 1 is not the most preferable. Scenario 2 was perceived as the second most likely.

The scenarios provide complex, integrated alternative forecasts for the community and human services. Scenario 1 represents the type of forecasts that are often used in strategic planning – helping to focus strategies in the face of the most likely future. But that creates the possibility of supporting or at least reinforcing a suboptimal future. Scenario 4 is more preferable than Scenario 1. Not focusing on alternative scenarios, particularly more preferable ones, can lead to planning and action that reinforces the most likely, but less preferable future. This often happens when strategic planning uses SWOT analysis that defines a single most likely future and goals and strategies focus on that future.

**Next Steps**

To conclude the session, participants provided their thoughts on “next steps” and feedback on the session (see Appendix B). John Davis, Executive Director at MDHS, also provided his ideas for next steps. Below is a synthesis of Mr. Davis’ thoughts, followed by bullet points from participants’ suggestions.

- **What do you see in terms of an integrated public and private health and human services continuum in Mississippi?**

The policies addressed holistically through the Mississippi Generation Plus (gen+) Approach have provided opportunities to work with multiple federal, state, and local government agencies as well as private profit and non-profit organizations. In doing so, there has and will continue to be areas identified where there are overlapping and duplicative services which can be reengineered for maximum benefit to those in need of services. This will also offer individuals resources along their pathway to self-reliance and ultimately independence.

- This is something that has to happen; resources are too scarce for this not to happen

- Increased partnerships can help advance technology for ‘next level’ services delivery, ensuring more opportunities for clients.

- **How should that shape MDHS’ work and the services MDHS delivers for our customers?**

MDHS must continue with the transformative efforts to reengineer the county offices to become a navigational process rather than an eligibility process. In doing this, the staff must be prepared to be resource facilitators for those seeking guidance. There must also be a concerted effort to cross train and provide as many tools as necessary to ensure the staff are fully aware of resources available.

- MDHS must ensure the entire family is understood and served
- More efficient processes and service delivery, more partnerships especially with community based organizations, and better systems integration with data sharing
- Include other agencies in partnering efforts

- **Where are the next opportunities for partnerships and shared work?**

The largest untapped and uncoordinated opportunities for partnerships and shared work can be found in the faith based community as well as corporations. Many times, these entities have allocated resources for social needs but, there is no overarching organizational structure to ensure the funds do not overlap and they are strategically allocated.

- Data sharing can enable strategic planning and reduce duplication of services
- All State departments and agencies, especially, MDHS, Mental Health, Health Department, and Education; consider developing a general task force and working groups; or a cabinet of stakeholders
- Other opportunities for partnership include: with employment security, education, including around WIOA
- Colleges, support service agencies for wrap around for career/tech training
- More strategic planning by partners to reduce duplication of services

- **How should that shape MDHS' work and the services MDHS delivers for our customers?**

MDHS must become agile and creative in the approach with these groups. There is a hesitation in many instances to partner because of the perceived potential overreach of government. Working with non-profits such as the Families First For Mississippi allows a seemingly less intrusive and community based approach.

- MDHS should promote early intervention and communicate with the public, communities and families, about what the needs are and how they can best be met
  - Make more resources available by not duplicating
  - MDHS as more the facilitator of services rather than provider of services
- **The scenarios forecast significant impacts of data and technology on our work, including automated eligibility processing; more comprehensive family needs/resource analysis; predictive analytics anticipating/preventing problems; cognitive computing apps doing counseling and case management. What other data and technology applications do you see in the years ahead for the Department?**

Technology will certainly drive the future of human services. This will be important for the delivery of services but, also for the individual in need of the services. Predictive analytics will result in a more efficient and targeted approach while automate eligibility and paperless services will provide a greater level of customer services. However, the technology will also be a driving force which aligns with the concept of independence for those who are looking for livable wages and family self-reliance. This will allow availability of resources anytime for those who are looking for continued growth.

- More online training; cross divisional sharing
  - Using smart home technology to have residents conserve energy and money
  - More self-service apps and better fraud prevention
- **How do we get ready to use these changes appropriately and effectively?**

Training for both staff and general public will be of great importance. The partnerships created through our holistic approach will provide a good conduit for education and awareness of how important the technology is but, also how to best utilize the system.

- Training should begin in schools with children, so they are prepared as adults
- Trainings can be virtual and online
- Hiring individuals with technology backgrounds and skills.

## **MISSISSIPPI DEPARTMENT OF HUMAN SERVICES**

### **2017 MISSION, GOALS, STRATEGIES & INITIATIVES**

#### **MISSION STATEMENT**

To provide services for people in need by optimizing all available resources to sustain the family unit and encourage traditional family values thereby promoting self-sufficiency and personal responsibility for all Mississippians.

#### **VISION STATEMENT**

The Mississippi Department of Human Services is a respected partner in a healthy, safe, interconnected community where the basic needs of all are met in an environment of independence and dignity that affords opportunities for a better quality of life while promoting responsibility and accountability in an atmosphere of respect.

#### **CORE VALUES**

Integrity

Self-Development

Outstanding Program Delivery

Excellent Customer Service

#### **ORGANIZATIONAL INTEGRATION**

- Our focus remains on assisting individuals and families reach their greatest potential by building on “pathways to success.”
- Recognize the importance of building a braided resource model, in partnership with federal, state and community partners, to insure a foundation for sustainable success in self-reliance for those who seek assistance.
- Continue building momentum toward developing pathways to success with families using our generation plus (Gen +) approach to address poverty as well as associated barriers encountered by Mississippi families.
- Increase 3<sup>rd</sup> Party Partnerships to create opportunities to support self-sufficiency and self-reliance.

## **AGENCY OPERATING HIGHLIGHTS**

- Instituted a Nationally recognized Generational Approach (Gen+) to providing Human Services in a manner that encompasses the needs and addresses barriers to self-sufficiency of the whole family. This considers non-traditional care takers and providers such as grandparents.
- WIOA-Workforce Development- MDHS has created a Workforce Development division in order to help TANF and SNAP recipients find gainful employment. We have partnered with Community colleges, Employment Security, and Dept. of Education to align agency resources to create pathways that do not duplicate services but instead maximizes resources available thus moving individuals to self-sufficiency in the most effective and efficient manner possible.
- Leading the pilot program that will prevent SNAP fraud/double dipping with the National Accuracy Clearinghouse (NAC) by creating multi-state data sharing models.
- We have strengthened our partnership with Family First Resource Centers to enhance direct services and collaboration between all MS family programs to impact the whole family while meeting specific needs of individual family members as we help them reach self-sufficiency.
- ABAWDS (Able Bodied Adults Without Dependents) - SNAP roles have been reduced by approximately 75,486 since the announcement that MDHS would not seek the ABAWD waiver and estimated to be approximately 80,000 individuals at the end of the first complete year of implementation (estimated \$11.3 Million per month saved, \$135.9 Million annually).
- Due to the success of the public/private partnership in the 17 counties of Southwest MS, MDHS moved forward with the privatization of the remaining 65 counties for Child Support Programs effective October 1. This effort will lead to better county operations and is projected to save approximately 1 million dollars per year.
- Have begun to develop a higher quality early childhood system that will meet the educational and developmental needs of Mississippi's children by moving to a family based unified and integrated early childhood system that maximizes resources and measures student outcomes to make sure children enter school ready to learn.
- Created a division of Internal Audit to ensure compliance with all policies and procedures thus ensuring integrity and protecting the public trust of MDHS.
- Consolidated Human Resources, Contracts, Sub-grants, and Purchasing to create efficiencies.

## **AGENCY STRATEGIC INITIATIVES**

- Gen+ Approach
- Workforce Development
- Increase school age readiness
- Increase opportunities for educational attainment

- Reduction in family insecurity
- Increase number services to adults in in-home care-vs-nursing homes
- Improve family stability
- Better data sharing

## **PROGRAM SPECIFIC INITIATIVES**

### **AGING AND ADULT SERVICES**

- Mississippi Access to Care Centers (MAC)
- National Family Care Giver Support Program
- Adult Protective Services
- Medicare Counseling

### **DIVISION OF COMMUNITY SERVICES**

- Community Service Block Grant
- LIHEAP
- Weatherization

### **EARLY CHILD CARE AND DEVELOPMENT**

- Child Care Certificate Program for: TANF Participants, Transition, Homeless, Low Income Working, Parents in approved Education & Training activities
- Quality Training Initiatives

### **FIELD OPERATIONS**

- SNAP
- TANF
- Claims Management
- TANF Work Program
- ESAP & MSCAP
- SNAP-ED
- Child Support Programs
- Child Support Enforcement

### **YOUTH SERVICES**

- Community Service Program
- Institutional Program (Intake /Admissions, Mental Health Rehabilitation Program, Academic/Vocation Program)

### **NEXT STEPS**

- Create Implementation Steps for Gen + Approach moving forward
- Broaden our exposure for Workforce Development Opportunities within our communities

- Utilize Data and Analytics from NSPARC to create agency multipliers for program efficiencies
- Braid services and funding streams to maximize resources within the agency, partner agencies, and other stakeholders
- Continue to strengthen and build out 3<sup>rd</sup> Party Partners to holistically help our clients

### Next Step Questions

- **What do you see in terms of an integrated public and private health and human services continuum in Mississippi?**
  - Try to maintain it as much as possible to ensure that all families have the resources.
  - Better partnerships between public and private sectors.
  - The wide-ranging impacts
  - Mississippi state and nonprofit agencies coming together will help move us to more services/ resources being provided to our citizens
  - Gen+ approach will provide continuum for most families and other aging families as agencies in community based organizations; continue or begin to partner
  - More partnerships between individual organizations.
  - More privatization would take health and human services to next level in terms of technology and service delivery.
  - Integrating public and private health and human services should mean more and better opportunities to the clients.
  - This is something that has to happen. Resources are too scarce for this not to happen.
  
- **How should that shape MDHS' work and the services MDHS delivers for our customers?**
  - To make sure you find out about the entire family
  - MDHS must develop better navigators to work across public and private sectors.
  - Partnerships should shape more efficient service delivery to the outcomes MDHS Serves.
  - More family hands on and compassion with connection to community resources
  - More actively partner with community based organizations.
  - Efficient processes and service delivery
  - More partnerships and system integrations as well as data sharing.
  - Please reach out to other agencies for partnering.
  
- **Where are the next opportunities for partnerships and shared work?**
  - MDHS, MH, Health Department, Education need to develop a general task force and working groups.
  - Seeking agencies (both public and non-profit) to join together to lend their services across all socioeconomic customers.
  - Partnerships with employment security, education, planning development authorities – WIOA

- Colleges, support service agencies for wrap around for career/tech training
  - Expansion of gen+
  - Sharing data and reduce duplications of services = more strategic planning among partners.
  - The next opportunities for partnerships should be within all MS departments and agencies.
  - A cabinet of stakeholders to move this work forward.
- **How should that shape MDHS' work and the services MDHS delivers for our customers**
    - More meetings with the public. Get feedback from more families to ensure you are meeting the needs.
    - We should be more the facilitator of services, rather than the provider of services.
    - Will shape our work to provide services for quicker delivery and more efficient access.
    - Addition to gen +
    - Expand the scope of services – earlier intervention.
    - More resources available by not duplicating.
    - Again this would provide better services for our clients. And more of a one stop shop.
    - Continue to evolve in areas like workforce development.
- **The scenarios forecast significant impacts of data and technology on our work, including automated eligibility processing; more comprehensive family needs/resource analysis; predictive analytics anticipating/preventing problems; cognitive computing apps doing counseling and case management. What other data and technology applications do you see in the years ahead for the Department?**
    - More online educational trainings.
    - Cross division sharing.
    - Using technology to conserve energy and money via smart homes.
    - Teaching how to apply tech thinking to other aspects of work.
    - I see technology in the future will assist more outcomes with ways of accessing resources.
    - Connection to agencies that offer workforce skills training and career/tech training.
    - Use of data analytics and predictive analytics to determine the best use of resources.
    - More self service apps and better fraud prevention because of data sharing.
    - More data sharing.
    - Virtual reality, 3D printing.

- **How do we get ready to use these changes appropriately and effectively?**
  - Start with children that are in school to better prepare for the future.
  - Constant communications and input along the way.
  - More education and outreach (and we need money we don't have).
  - Being ready could mean assisting customers to be prepared to access devices and train our use of these devices (ie phones, computers or other electronic equipment).
  - Enhanced training of staff.
  - We should begin training and hiring individuals with technology backgrounds.
  - A group that works across agencies to install and use these technologies.

### Feedback on the Scenario Workshop

#### 1. What were the most meaningful things you learned from the Mississippi 2035 Scenarios or experienced at the workshop?

- Automated services are closer than I thought and we need to be prepared for the upcoming changes.
- There is a lot of work to be done to prepare for the future.
- The wide-ranging impacts of automation on all aspects of society and human services.
- How to workshop ideas with a group of people who have drastically different viewpoints of life (ie politics, religion, social programs, etc.)
- Between the best and worst scenarios, there is always an in between. We need to consistently monitor our progress and setbacks in upcoming trends.
- The ability to view the future through a different lens, and contemplate how things could be different.
- Learned to pay more attention to trends so that it may be possible to change direction of future.
- Gen + is the future of the agency.
- Just the opportunity to network and think about the future.

**2. In what ways may your learning or insights from the scenario process affect:**

**a) How you monitor the environment, the forces, shaping your organization?**

- It will allow me to focus on the family as a whole to ensure that I have asked all needed questions to assist the family.
- To ask myself whether or not my organization's policies and procedures align with our mission statement and also with what our community needs.
- Pay better attention.
- Consider that to effectively serve the public, the scope of services may need to increase.
- We are working on a report now in this area.

**b) The strategies or tactics you pursue?**

- To look at the family. To find other ways to educate the family to use more services that will help all families.
- Rethink
- Re-enforce and establish new partnerships
- To question how they will affect/ help my clients' futures. Are the strategies working? Are they most effective?
- Look more to future, not just present.
- Outreach and education.
- Use data for predictive outcomes.

**c) Your communications and relationships with partners in the community?**

- To ensure identify who can help my families to meet the needs.
- Must have more
- Open communication and, when appropriate, more data sharing
- To foster those relationships by being clear about client's needs and to make sure we are not wasting energies overlapping resources.
- Helps me see the importance of partnerships and their use in the community.
- Always a need for better communication and breaking down silos.
- A more collaborative approach.
- We work with a variety of agencies and districts.

**3. From today's workshop itself, what did you like most about it?**

- Seeing the future and the changes that are upon and how to better prepare.
- Sharing of information.
- The 'stepping into' worksheet really brought everything into focus
- Working in groups – I had awesome team members!
- The open communication of participants.
- Group discussion.
- The interaction between attendees.
- Staying on track.
- The overall group discussions. The scenarios really got everyone thinking.
- Access to research.

**4. For today's workshop, what improvements would you suggest for future Human Services scenario workshops?**

- Explain more the exercise with what the probabilities are. Overall, great!
- Try to make sure the same people attend both the August and December sessions.
- Better explanation of what is being gathered from the exercise in the beginning of the exercise.
- More differences among scenarios.
- Presenters coming around more helps to shape the discussions during the group scenario project.
- Nothing it was very engaging.

**Other comments**

**Please share any other comments you have regarding this project, including any other impact this effort has had or may have on your work.**

- This is a new concept for me and at this time my capacity to wrap my head around this vision is still foggy.
- This is shaping the work we are doing to decide which programs and areas to expand into.