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# MONTGOMERY COUNTY HUMAN PROGRESS AND HUMAN SERVICES 2035 SCENARIO WORKSHOP SUMMARY

FEBRUARY 28, 2017

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## INTRODUCTION

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What will human progress, human need and human services be in Montgomery County, Maryland in 2035? What implications does it have for today's strategies for public and private human service providers and community partners? On February 28, 2017 45 Human Service professionals were hosted by the Montgomery County Department of Health and Human Services in Rockville, Maryland to discuss these questions and “step into” alternative futures presented as scenarios. These scenarios were developed by Institute for Alternative Futures, the Department of Health and Human Services, a team of 8 national advisors, 37 expert reviewers, and over 27 community partners across various government, religious, business and non-profit organizations within Montgomery County.

The Montgomery County 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, and to assess the implications of these futures in the context of their city and work, and to consider the robustness of the current directions and strategies. The Scenario Workshop aimed to enhance shared reflection on threats, opportunities, visionary possibilities, and implications for strategies and directions.

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 scenario implications, likelihood and preferability, robust directions, and feedback.

## SCENARIO IMPLICATIONS

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After reviewing the four scenarios, participants “stepped into” one of the four scenarios to explore implications for current directions. The scenarios explored: a zone of conventional expectation (expectable), a zone of growing desperation (challenging), and two in the zone of high aspiration (visionary). The scenarios and the groups working on them were:

- Scenario 1: Expectable: Cloudy
- Scenario 2: Challenging: Big Storms
- Scenario 3: Visionary: Beautiful Days
- Scenario 4: Visionary: Blue Skies

See the Montgomery County Scenarios document for the scenario details. Each group considered the biggest changes in their scenario, then the implications for current directions and strategies, and finally, what recommendations should be made, assuming this scenario will occur. The DHHS current goals, strategies and initiatives were summarized as a starting place for considering implications in each scenario, these are given in Appendix A below. The insights from each group are detailed below:

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## SCENARIO 1: CLOUDY

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What are the biggest changes in human services or specific areas of human services in your scenario?

- Improvement in technology
- Less human interaction
- Increase in senior population
- More automation
- Immigration reform
- Enhanced technology for communication for LEP persons (limited English proficiency)
- Self-sufficiency in growing own food
- Improved access to technology
- Less need to travel for services; services can come to you
- Job loss
- Increase in telemedicine and telehealth
- Increased dependency to technology

Strategic Implications for DHHS and human services in Scenario 1-- Given your scenario, what are the implications for DHHS directions and strategies (see DHHS Goals, Strategies, Initiatives handout)? What is likely to be successful in this scenario? Which should be changed? Which new strategies, initiatives should be added?

- Ensure equity in access between urban and rural communities:
  - Increase drone access
  - Increase access to quality and affordable care and services across spectrum of HHS
  - Develop plans responsive to different needs in communities
- Ensure confidentiality requirements
- Consider how to deal with and prepare for decreased direct human interaction, and increased virtual human interaction; example, how to deal with cyber bullying.
- Maintaining and upkeep of new technology and ensuring this is available to senior and low income communities
- Workforce development strategies
- Form effective partnerships with various entities
- Plan for and embrace change in HHS service delivery models and nature of HHS jobs
- Emphasis on mental health services
- More upstream intervention
- Maximize family and community engagement via technology
- Use predictive analytics in an effective manner so as not to stigmatize clients
- Be cost effective in using basic technology to help health and social outcomes
- Oversight in equitable access to technology



FIGURE 1 "CLOUDY" BREAKOUT DISCUSSION

- Ensure technology is developed in a way that is sensitive to Montgomery County's diverse community
- Define self-sufficiency: what do we need to consider, different partners

Recommendations for success in Human Services in Scenario 1- What recommendations would you make, and to whom would you direct them, to achieve success by DHHS and the human services community in this scenario?

- County leaders should ensure better coordination across sectors and partners for planning and development – Health in All Policies
- Public Health should have prevention and intervention strategies to effectively manage chronic diseases
- Non-governmental entities stepping in for service delivery; government will be in more a policy development role
- Workforce and economic development will work together with emerging industries to address various populations' job needs
- County should articulate self-sufficiency strategies with and for entire families
- Technology must be accessible and affordable to ensure safety, health, well-being and self sufficiency
- DHHS should implement Housing First Strategies towards no one experiencing extended homelessness
- DHHS should implement an effective treatment and sheltering strategy for human trafficking victims
- Develop and put in place an effective multi and inter agency response to prevent human trafficking



FIGURE 2 "CLOUDY" REPRESENTATIVE SHARES FINDINGS WITH FULL GROUP

- DHHS should develop a robust human capital management strategy in response to new roles and new service delivery models

## SCENARIO 2: BIG STORMS

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What are the biggest changes in human services or specific areas of human services in your scenario?

- Service delivery hasn't kept up with technology innovations, especially within specific populations. The need for outreach to these more isolated or left behind populations continues or has grown
- Nationally, there is a change in attitudes that does not reflect the traditional attitudes of Montgomery County; the gaps between Montgomery County attitudes are more disparate from the wider community. The regression of attitudes lead to greater difficulty in accessing services
- Multi-generational poverty has increased complexity of cases, both in terms of how many people must be engaged and the breadth of issues within each family. At the same time, there are fewer resources to deal with that complexity. Largely, there has been a failure of earlier multi-generational poverty strategies or an inability to keep up with additional need. Poverty has become three generational, not two generational
- Technology has not kept pace with rise of other problems; new problems are being dealt with using old tools
- Given fewer resources and social developments, people have more problems accessing services, particularly caregiving supports
- There are larger gaps between skills of people in poverty and available jobs

Strategic Implications for DHHS and human services in Scenario 2 -- Given your scenario, what are the implications for DHHS directions and strategies (see DHHS Goals, Strategies, Initiatives handout)? What is likely to be successful in this scenario? Which should be changed? Which new strategies, initiatives should be added?

- Develop intentional strategies about which family member(s) DHHS works with to build a suite of services around to maximize services
- Better formulation of public/private partnerships such as Neighborhood Opportunity Networks. Building efficiencies across the network of providers to avoid duplication of services and maximizing resources:
  - Rollout of technology options such as eICM to the wider provider community across the County
  - Increase involvement of faith community, senior villages, and schools
  - More partnering with employers and community involvement in job training. Expectation that the recipient of the services is a more proactive participant
  - Partnering with schools and colleges to build more robust job pathways and job skills
- Increase outreach to meet people where they are, rather than relying on people to reach out for services
- Renewed commitment to move toward preventive services
- Pursue some standardization to promote interoperability between providers



FIGURE 3 "BIG STORMS" GROUP DISCUSSION



FIGURE 4 "BIG STORMS" SHARES FINDINGS ON CHALLENGING SCENARIO

Recommendations for success in Human Services in Scenario 2 - What recommendations would you make, and to whom would you direct them, to achieve success by DHHS and the human services community in this scenario?

- DHHS should revise contracts and program formulation toward reduction of duplication
- The federal government should develop a privacy framework to facilitate sharing of information across providers. If the federal government does not or cannot do so, the responsibility falls on the state then County government
- The County government can act as a facilitator to promote community organizing model to self-organize and self-assess; decentralization of human services
  - Develop a cross-County village model to coordinate and connect volunteers with villages/neighbors helping neighbors/mentorship programs
  - Develop a community-based asset inventory to have a more complete pool of available talents and resources that the community can draw on. This is a decentralized task, and may include a talent exchange across communities
  - Montgomery college and Universities at Shady Grove partner with institutions of higher education for development of tools, deployment of internship opportunities

- Montgomery County government to develop additional sites where services can be co-located

## SCENARIO 3: BEAUTIFUL DAYS

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What are the biggest changes in human services or specific areas of human services in your scenario?

- Guaranteed Basic Income
- Immigration Reform and greater eligibility for services
- National equity movement
- Access to technology
- Access to education
- Workforce transformations – job losses and job changes
- Changes in pharmacology - new medicines to address health issues
- Sufficient supply of affordable housing, so there is easier access
- Greater community, social cohesion, neighborhood pull together
- Changes in transportation modes

Strategic Implications for DHHS and human services in Scenario 3 -- Given your scenario, what are the implications for DHHS directions and strategies (see DHHS Goals, Strategies, Initiatives handout)? What is likely to be successful in this scenario? Which should be changed? Which new strategies, initiatives should be added?

- More emphasis on activities outside the office such as community gardens, wellness opportunities, holistic approach, and utilizing more technology
- Less reliance on government benefits and more reliance on things we can do ourselves; more financial literacy, life coaching, workforce development
- Prepare for implications on workforce due to loss of jobs due to technology

- New job classifications and shifts in less eligibility workers and more case managers



FIGURE 5 "BEAUTIFUL DAYS" GROUP STEPS INTO THE SCENARIO

- Increased dependence on technology means that low-wage workers will need new training and education
- Retooling workforce
- More training to meet the ever-increasing diversity of Montgomery County community
- How do we build community and build the next generations of an equity narrative?
- Ensure that technology serves as a connector versus creating isolation

Recommendations for success in Human Services in Scenario 3 - What recommendations would you make, and to whom would you direct them, to achieve success by DHHS and the human services community in this scenario?

- As we look towards a changing workforce, we need to be working with all parts of the educational system and at all levels—need to get elected officials on board. This must begin at the early childhood level, and be pursued by MCPS, DHHS, Montgomery College, USG and private philanthropy, Jubilee, and others
- Invest in technological advancements to create greater efficiencies in the delivery of services. This includes private investment, utilities, government, MCOs, and non-profits
- Better collaboration between courts, DHHS, drug court, mental health court and corrections to strengthen services to keep people out of the criminal justice system or to decrease recidivism

- Retool non-profits so that they are thinking in terms of building community assets to strengthen the values of abundance
- Changing paradigms so that we are investing in outcomes, not processes
- Recommend that Executive and Council develop a charter that takes equity into account for all decisions
- To ensure the protection of every resident of the county, be sure that immigration reform is implemented. This involves federal, state, and local elected officials
- Invest in affordable housing initiatives such as house sharing, co-housing and micro-housing
- Create spaces so that we as a community can have conversations about shared values and changing values

## SCENARIO 4: BLUE SKIES

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What are the biggest changes in human services or specific areas of human services in your scenario?

- Automation of jobs and some aspects of services, such as therapy
- Year-round school
- Families are more welcoming, accepting, and trusting of government benefits
- Universal health care
- Food and community garden – manager is an actual position; growing your own food increases
- Training for new work
- Seamless data sharing
- Future planning/workforce development
- Automation did not replace family get-togethers and did not replace food



FIGURE 6 "BLUE SKIES" GROUP  
DISCUSSES CHANGES, IMPLICATIONS,  
AND RECOMMENDATIONS

- More automated of traditional jobs

Strategic Implications for DHHS and human services in Scenario 4 -- Given your scenario, what are the implications for DHHS directions and strategies (see DHHS Goals, Strategies, Initiatives handout)? What is likely to be successful in this scenario? Which should be changed? Which new strategies, initiatives should be added?

- Being engaged in the development of technology and analyzing effectiveness
- Strong ethical framework for engagement in human services; standards of care across agencies – government and private sector
- Considering the advantages and disadvantages of engaging in public/private partnerships
- When engaging with employers – consider the implications of changing technology and how to identify workforce needs
- As the need for data sharing increases:
  - Losing the stigma and discrimination associated with physical and behavioral health may assist with breaking down this barrier
  - Confidentiality laws need to be updated for the future to allow for data sharing
  - Stronger outcomes measurements, how does data sharing assist with community and other non-profits' measures?
- HHS and others creating opportunities for residents in communities to socialize and avoid the risk that technology may prevent socialization
- Incentivize clients and potential clients to enable sharing of data for planning purposes – marketing improvements
- Use data simultaneously among agencies to address 3 generational family issues – a focus on prevention and community engagement
- Ensure social and emotional sustainability in an age of technology

- Multi-tiered workforce because transactional process is fully automated, but intensive teaming will still require human interaction and intervention

Recommendations for success in Human Services in Scenario 4 - What recommendations would you make, and to whom would you direct them, to achieve success by DHHS and the human services community in this scenario?

- DHHS and community partners need to redefine health and human services to define success
- DHHS, community partners, and elected officials must prioritize technology advances based on a cost/benefit analysis - significant resources will be needed and willingness to seek out, disperse, and spend these resources may require tough decisions; is there political will?
- DHHS, private sector, and universities must realize Montgomery County as being at the forefront of developing relationships with IT companies to improve human services capacity; include Universities in this relationship to leverage human resources and ideas
- All stakeholders to formally include non-profits and other community partners in the development of technology, improvements of standards, models of success, collective impacts, reliance on formal supports to match client needs
- Human service industry, DHHS, workforce partners, MCPS and local colleges and universities should move on balancing automation and workforce with proper training available for each



FIGURE 7 "BLUE SKIES" SHARES INSIGHTS WITH FULL GROUP

- Community partners, DHHS, and elected officials to connect industry to Economic Development
- Determine what is required of Human Services to develop and implement prevention and early intervention initiatives

## ROBUST IMPLICATIONS AND RECOMMENDATIONS

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After the small groups shared insights on their respective scenarios with the whole group, participants identified “robust” implications and recommendations. These were identified as working across two or more scenarios. The findings are as follows:

- Decentralization in the way that services are provided
- Workforce transformation, both within human services and generally with automation and rise of ‘gig’ economy
- More preventative services and predictive analytics
- Increased need and plans to counteract the loss of person-to-person socialization with the rise of technological communication
- Public/private partnerships will become more important, and these partnerships will undergo transformation to meet needs and circumstance
- Role of technology; anticipating and guiding, setting the standards for tech use; seeing tech as a threat and as an opportunity
- Develop asset inventory at the community level or the county level
- Data sharing across agencies and ensuring successful balance of privacy and impactful support; Implementing privacy and discrimination protection
- Equity in services and allocation of resources. As an example, the county developing a specific equity plan or standard
- More service recipient involvement and investing in outcomes
- Be explicit in defining role of government, and redefining this overtime as technology changes

## LIKELIHOOD AND PREFERABILITY

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The workshop participants considered both the likelihood and the preferability of each scenario. A poll was conducted after each of the scenarios were presented, and discussed altogether 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 (Figure 8) are the results of the poll. The numbers represent the average values of poll results.

	LIKELIHOOD	PREFERABILITY
Scenario 1: Cloudy	66	29
Scenario 2: Big Storms	48	6
Scenario 3: Beautiful Days	31	77
Scenario 4: Blue Skies	28	82

Figure 8: Results of likelihood and preferability poll depicting average for each.

The participants found Scenario 1 to be the most likely. Scenario 1 is constructed to reflect current trends, so having the highest likelihood is logical; however, Scenario 1 is not very preferable. The challenging Scenario 2 is somewhat likely at 48% and very low in preferability at 6%. Scenario 3 and 4, the visionary scenarios are high in preferability 77% and 82% respectively, though perceived as less likely to occur. The scenarios provide these 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 3 and 4 are both more aspirational and leave open the prospect of working to create those more visionary futures.

## CONCLUDING COMMENTS

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As the workshop neared its completion participants provided written feedback on the workshop, and some next steps for human services for opportunities and partnerships. See Appendix B.

Clem Bezold of IAF provided final remarks by thanking DHHS for the opportunity for IAF to work with such a leading human services department and noting that this scenario effort calls for DHHS and the human services community to 1) monitor how the futures are unfolding; 2) anticipate the opportunities and threats that you have identified across the scenarios; 3) pursue your robust recommendations; 4) check your aspirations, your vision, and create your preferred futures for human services.

Uma Ahluwalia, Director of Montgomery County DHHS, concluded by thanking IAF for opportunity to develop and use these scenarios and thanked participants for taking part. She reinforced the role of technology in evolving the future of human services, and daily life. And she considered certain core values that underlie the scenarios and which alter both the preferability and the likelihood of the scenarios. For example, considering the value placed on equity and partnerships and how these are weighted into future and pathways. Scenario 4, which presents a full employment with a living wage, was found to have the highest preferability of participants but the lowest likelihood. If Montgomery County can harness and incorporate their strong value system, such as utilitarian principles for the community, more directly into action that may increase the likelihood of what is preferable. She encouraged participants to keep moving towards increasing likelihood of the futures they desire.

## APPENDIX A: DHHS 2017 GOALS, STRATEGIES, INITIATIVES

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### Montgomery County Department of Health and Human Services 2017 Goals, Strategies & Initiatives

#### DHHS Enterprise Goal:

Build an integrated and interoperable HHS enterprise that:

- Improves customer, system and population outcomes; and,
- Drives us to achieve a generative business model around the value of Integration and Interoperability;
  - Identifies and addresses the service needs of the whole person/family early and comprehensively; team approach that fully utilizes all available resources to address problems collaboratively by sharing case responsibility between public and private partners and the client and all their available resources

#### Operating Goals for the Department

1. An integrated service delivery system supported by technology, which enables staff to share information and work collaboratively
2. Align people and financial assets so that we are investing the necessary level of resources to ensure effective and equitable service delivery
3. Recruit, develop and maintain a workforce that is engaged, accountable, responsible, respected, recognized and prepared for critical and emerging roles with the department and is representative of the community we serve.
4. Strengthen internal and external relationships to offer a full range of coordinated programs and services focused on reducing redundancy improving client outcomes, and eliminating disparities.

### Strategy to impact clients

- Improve customer experience – Becoming more integrated, using technological tools to prevent client from having to tell their story multiple times or losing their paper work etc.
- Improve Access to Care through Integration and Interoperability
- Apply Equity lens to help mitigate disparities in outcomes and customer experience
- Move intervention further upstream assuming that when client is in crisis, it is more expensive to stabilize them – a stronger prevention and intervention approach

### Strategy to impact staff

- Greater efficiencies from integration and interoperability
- Staff know that they can leverage services for clients from across the enterprise
- Staff will not have to do dual data entry
- Staff will have a master client view which will help them coordinate across services
- It will ultimately lead to a better allocation of resources based on need and capacity

### Department-wide Initiatives

- Service Integration
  - No Wrong Door for residents needing services
  - Consolidated view of client engagement across most programs
  - Integrated service delivery where appropriate
- Technology Modernization
- Equity
- Contract Monitoring Reform
- Health Care Reform

### Program Specific Initiatives

- Positive Youth Development Initiative
- Senior's Initiative
- Senior Summit

- Housing First; 100,000 Homes; 0-2016
- Behavioral Health Integration & Restoration Center; MH Court
- Neighborhood Opportunity Network
- Integrated Eligibility
- Cluster Initiatives
- Child Care Strategic Initiative
- Linkages to Learning and School Based Health Initiatives
- Waiver Implementations
- DD Resource Coordination
- Children's Opportunity Fund
- Non-Profit Partnerships
- SQI Initiative
- Avery Road Treatment Center
- New Employee Orientation
- Equity Training and LIEED

#### Next Steps

- Continue to build the policy and practice framework to address client services through the life of the case
- Strengthen the technological capacities of the organization to help support the intended practice, system and client outcomes
- Improve outcomes so that all residents of Montgomery County experience equitable access to care in the right dose at the right time to achieve desired public health and human services outcomes
- Demonstrate high value for tax dollars spent and strong customer satisfaction

## APPENDIX B: FEEDBACK ON THE WORKSHOP AND SOME NEXT STEPS

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After concluding remarks, participants filled out “Feedback” and “Next Steps” forms. The feedback form allowed participants to reflect upon the Scenario Workshop itself, and serves as a tool for future Scenario Workshop improvement. The Next Steps questions allowed reflection on the future of specific DHHS partnerships, actions, and preparedness. The highlights of the responses are listed below.

### FEEDBACK ON THE SCENARIO WORKSHOP

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What were the most meaningful things you learned from the Montgomery County 2035 Scenarios or experienced at the workshop?

- Great collaboration with community partners. Good trust in brainstorming and sharing of ideas.
- The advancement of technology within the human services field, job automation, the need to address generational issues
- The future is in our hands
- Different scenarios have key issues in common
- Envisioning the advances in technology and being part of coming up with aspirational recommendations
- Where we want to be is not where we see we are likely to be. We need to be drivers of change.

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

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

- The scenarios help to keep me focused on what the future could look like for DHHS
- Look for elements discussed today
- Focus more on political context.
- Use more data analytic tools
- Pay attention to AI developments

b) The strategies and actions you pursue?

- Encourage innovation in the field
- Big thinking; consider high impact strategies
- Technology, retraining of staff, integration of services
- Will talk to team in respective area to incorporate some of the "desired state"
- Have a vision that empowers the workforce and community

#### c) Your communication and relationships with partners in the community?

- More sharing (as able) to move closer to desired state
- Have a stronger way to verbalize potential future impacts
- Will be more open minded, more observant, analytical
- Think in terms of the future
- Work collectively with other organizations

#### From today's workshop itself, what did you like most about it?

- It helps to step out from my day to day operation and look at the work I do from a different perspective
- Discussions well managed
- The shared interaction with known and new colleagues and partners
- The group discussion and listening to the different perspectives from the entire group and different departments
- The exposure to future possibilities - this expanded my short-term view

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

- Having a cost component included - because without this some of the scenarios seem less realistic
- Take what the Dept. is doing and apply it to the scenarios – consider what efforts are supporting which scenarios
- More participation by business stakeholders
- A more graphic PowerPoint

## SPECIFIC NEXT STEPS

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### A. What do you see in terms of an integrated public and private health and human services continuum in Montgomery County?

- Sharing data bases of shared clients; sharing confidentiality agreements
- More collaboration and automation
- Continued evolution. More reliance on provider community, private to involve services and public to oversee
- Enhanced equity in resource allocation
- More dialogue- "nothing about us is without us"- have NGOs at the table
- Moving towards more prevention work. Increased emphasis on using data to inform programming and funding. Enhanced partnership in tough times
- Montgomery County has historically had a robust private sector community that seeks to provide direct services. I'd like to think that this element does not disappear in 20 years.
- Need to begin laying groundwork for technology acquisition and adaptation
- Opportunity for blended services. Technology as the main vehicle for service delivery.
- Focus on workforce development and integrate social services to help people get training.
- It's a necessary factor to establishing a multi-tiered responsive prevention and treatment program.
- Equity charter; Immigration reform; Workforce retooling leading to self sufficiency
- Nonprofits as service providers; HHS serves as oversight or grantor

### a. How should that shape DHHS related work and the services that the DHHS enterprise delivers for our customers?

- Continue to invest in technology and begin training workforce and attracting different skill sets
- In an ideal scenario, there is funding for public and private services; there is room for creativity and innovation in program design. In a crisis scenario, funding is limited for all sectors and services must be selectively and highly targeted/efficient
- Social determinants of health should impact policy making and practice
- Predictive analytics and big data are the cornerstone of technology. DHHS should develop a comprehensive analysis of data it produces and what can be done with it
- We need periodic check in on scenarios and recommendations

- Better communication between service areas will provide optimum service delivery
- Integrate ECM with nonprofits and schools, work on privacy and discrimination policies to ensure adequate protections

#### B. Where are the next opportunities for partnerships and shared work?

- Economic partnerships are necessary for DHHS to meet the goals of the department and the needs of our customers
- Health literacy
- Universities and colleges, private business - especially IT companies
- In early child development and education
- Defining more partnerships with the school system, nonprofits, public and private sector for the overall advancement of services we provide
- Partnering with additional government agencies, higher education, faith-based organizations and fraternal organizations, associations, and traditional social service nonprofit stakeholders
- Engage around data; continue setting up data sharing agreements
- IT enterprises with companies and academic sector that are available to those in the HHS continuum and delivery of services

#### a. How should that shape DHHS related work and the services that the DHHS enterprise delivers for our customers

- Use technology to assist us in engaging our community in meaningful ways and to help us connect partners in other parts of the country or the world to share best practices and expenses
- Work on best practices with students entering the field out of local colleges and universities will help set us up for the benefits of working with the private sector
- Addressing inter-generational reliance of services and refocus on self sufficiency
- Incorporate the extended families and recipients into outcome
- Allowing expertise of staff and program design to drive who is lead agency for services; leading to a greater distribution of resources and reduced refunding of effort, or over concentration of services for limited client based
- Build leadership capacity for community leaders to be the individuals in decision making
- Need a strong contract management unit, and strong procurement office; strong IT

C. 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 problems; cognitive computing apps doing counseling and case management. What other data and tech application do you see in years ahead for the Dept.?

- Data sharing and integrating data from partners. More comprehensive document management software
- More online training and credentials
- LEP apps that convert any language for our staff to better serve the community and vice versa for our customers
- Increased use of "self-help" and other clinical applications

a. How do we get ready to use these changes appropriately and effectively?

- We need to develop ethical guidelines before implementing the data gathering and sharing enterprising
- Educate customers at the same pace on data and technology that is being developed
- Support access to the technology for all residents
- Training and commitment from leadership with a clear message of what success looks like with all partnerships
- Ensure that HHS leadership is on the same page. Build leadership capacity for equitable participation
- Involve our workforce at all levels in planning. Engaging our customers in identifying needs and how to solve them using technology
- Must continually train and evolve workforce
- Need to spend time with our stakeholders and staff discussing the scenario #1 which is most likely