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Re: 2020/2021 Adult Protective Services Customer Satisfaction Survey

In response to a request for explanation of and an improvement plan for the customer satisfaction feedback received, the following summary and plan has been created.

Due to the negative feedback during the 2020/2021 APS Customer Satisfaction survey. The Adult Protective Services Manager worked with the APS leaders and team members as well as reviewed case data to gain a better understanding of the concerns involved. Please see summary of concerns as well as plan to rectify concerns and increase customer satisfaction and services to Milwaukee County Residents.

The objectives documented in the improvement plan are to ensure Milwaukee County Residents age 18 through End of life, are receiving a service from the Adult Protective Services Program that increases safety, supports wellbeing and enables customers to receive timely access to the resources to stabilize their household situation in alignment with the No Wrong Door Vision. To do this, leadership will work diligently over the next 3-6 months to implement the changes needed to support enhancement of the program and team members in taking on the role they are being charged with carrying out.

Summary of Concerns

Feedback received indicated that APS intervention did not result in an increase of customers feeling safe, there was a decrease in customer belief that staff had knowledge and skills to support them, an increase in customers having remaining unmet service needs and an increase in customers request for more follow up. Additionally, some customers did not recall the professionals providing the intervention.

A. Customers reported that the intervention did not increase their safety

Reasoning:

Most customers served during this evaluation period were involved with APS as a result of self neglect allegations. Customers of self-neglect rarely view their situation as being unsafe and therefore will have a decreased likelihood of communicating a feeling of safety after the involuntary intervention.

Additionally, the current survey does not provide an opportunity to get the full view of services provided at all points of the APS intervention and the response rate was not statistically significant.

Plan for improvement:

Provide training and support to team members on how to identify and communicate safety concerns when interacting with customers. Additionally, continue to provide education to the community on how self-neglect impacts safety.

Work to revise the survey, starting with getting feedback from other Counties to see how they obtain feedback from customers and at what intervals. Update Milwaukee County customer satisfaction survey to ensure customer have the opportunity to speak to the full spectrum of services they have received and they can complete it in a more real timeframe with the intent of increasing the number of surveys completed to support a more realistic view of the services being provided within the program.

Additionally, coaching and performance improvement is being implemented on an individual team member level to mitigate feedback gathered from the survey that is deemed to be noncompliant with APS program standards.



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B. Customers reported team members did not have knowledge to support customers

Reasoning:

The transition occurred during a pandemic and multiple leadership and staff changes. There was a lack of policy development due to the increase in customers and the need to focus attention on implementing strategies to provide services in a nontraditional way. New hires did not receive the same level of training as they would have in normal circumstances. Team Members communicate low to no knowledge of the new expectations of their role.

Plan for improvement:

Create structured policy and procedures for the Adult Protective Services Program, train team members on these policies and provided additional coaching as needed to ensure all members are on the same page. Ensure that the policies and procedures are easily accessible to team members.

Training will occur on topics involved from point of referral/triage to investigation to case closure. These will include but are not limited to customer service, professionalism, Motivational interviewing, Developmental Disabilities, Mental Health, Placement Types, Dementia, etc.

C. Increase in remaining unmet needs and lack of follow up

Reasoning:

APS merged during a time of increased caseloads, there was an imbalance in case assignments due to this and team members were overwhelmed and many experiencing burnouts. There were also staff shortages during this period. Although all team members inherited the responsibility to serve all age ranges, cross training has not yet occurred rendering many unable to implement this.

Team members had a reduce of access to resources to provide to customers due to the nation's pandemic shut down limiting access therefore impacting fully meeting the unmet needs of the customers being served. Newer team members communicate lack of knowledge of what resources are available and how to access them. Team members made small purchases for families from their personal funds due to no access to urgently needed resources such as

transportation, food, health and home items and the process of accessing funding for internal support to families is not clear to all team members.

Lack of access to information from the field due to the program not having portable electronic devices with WIFI available (i.e. tablets, hotspot, etc.)

Plan for improvement:

Policy & Procedure development and training to team members on available funding for families and how to access the funding.

Development of a resource guide to provide to team members so they have this readily accessible to meet the needs of customers being served.

Cross training of team members so they are equipped to serve any customer referred no matter their age.

Supervisors will implement regular, structured check ins with each team member which will include a review of caseloads while cases are open, at the 60 day mark and a final overview of cases at closure to ensure all customer needs were met to standard and case process was followed and documented.

Request funding for additional staff. Also, utilize options for interns and public allies to support the programs stability.

D. Customers reported not having knowledge of the professionals providing the intervention

Reasoning:

Customers served in APS often have cognitive limitations including but not limited dementia, developmental/intellectual inabilities, mental health concerns which may render them unable to understand and/or recall the process of APS intervention.

The surveys also were done too far after the intervention had occurred.

Plan for Improvement:

This is an area in which we will aim to prevent by obtaining real time customer satisfaction surveys. Additionally, we can review feedback on a case by case basis to see if any limitations may be influencing the customers response.

Additional information:

There are multiple areas of the now combined Adult Protective Services Program that require policy/procedure updates, training to all team members from supervisors to front line staff. New partnerships that need to be developed to ensure APS team members have access to options to provide to customers served in the program. In addition to a need for additional staff to support the workload. Adult Protective Services is being promoted in the community at a rate that has not happened before, this combined with the impact of the pandemic on Milwaukee County Residents renders a need for additional funding for at least 1 Program Coordinator, 4 more investigators, 1 triage line team member and 1 auxiliary staff (i.e. crisis stabilizer, generalist).

However, with policy development, training and consistent support team members, the Adult Protective Services Program will enhance and align with the No Wrong Door vision and increase safety, well being and health outcomes for Milwaukee County Residents. This will take time to get in place, so we ask for patience while the work is done as we prepare an additional update within the next 6 months.

Thank You,



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*By achieving racial equity, Milwaukee County is the
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