Update on IWIB Service Integration Policy
December 12, 2019

The IWIB's Continuous Improvement Committee was last briefed on the service integration policy in February of 2019. At that time, the EAC approved a proposed outline (Attachment A) for evaluating the effectiveness of this policy. Since then, implementation efforts have focused on four areas.

1. ***Building an understanding of the policy, its importance, and the systems change model put in place to achieve service integration***. Activities have included:
   a. Partnering with the Workforce Innovation and Technical Assistance Center (WINTAC) in adapting their integration continuum model and related materials to Illinois.
   b. Developing a "Service Integration Overview and Self-Assessment Guide" that provides a comprehensive compilation of basic information about service integration and the Local Workforce Innovation Area (LWIA) self-assessment process.
   c. Making service integration the theme of the 2019 WIOA Summit held in Lisle in April. Five of the most popular sessions were repeated as part of the "Wednesday Webinar" series. These focused on the self-assessment process, effective practices in service integration, building a supportive and accountable one-stop culture, implementing successful collaboration between one-stop partners, and service integration and the one-stop certification process.

2. ***Developing capacity at the local level to implement the service integration policy.*** Activities included:
   a. Forming an interagency team to address professional development needs related to service integration and arranging for appropriate activities and resources. This team originally focused on the WIOA Summit and expanded its charge to focus more broadly on the professional development needs of the WIOA community.
   b. Forming a cohort of eight LWIAs to pilot the service integration self-assessment. In exchange for providing feedback on the self-assessment process, these eight sites were eligible to receive additional technical support from WINTAC and WIOA State agencies.
   c. Holding two statewide in-person technical assistance sessions facilitated by WINTAC. The first walked through the steps in the self-assessment process, and the second focused on identifying service integration priorities and developing action plans to address them. Partner teams representing 116 WIOA partners from throughout the state attended.
   d. Developing a "Facilitator's Guide" to the self-assessment process that provides step-by-step guidance to the individuals working with the local WIOA partners.
   e. Developing a web presence on Illinois workNet (www.illinoisworknet.com/si) that contains all relevant service integration forms and guidance, archived webinars, frequently asked questions, and other useful information.

3. ***Tying service integration into other strategically important state-level workforce initiatives.*** Activities in this area have included:

a. Incorporating the IWIB's work on service integration into the Governor's Executive Order 2019-03 and the Unified State Plan. Service integration is recognized by the State's workforce, education, and economic development agencies as an important system principle and a strategy for improving customer service and program delivery.

b. Ensuring that the self-assessment results feed into local and regional WIOA planning efforts. The September 30, 2019 due date for the self-assessments was set to provide adequate time for the LWIBs and local partners to use those results in setting local workforce priorities and actions. All 22 LWIAs submitted their assessment packages by that deadline.

c. A funding opportunity was developed through the WIOA Statewide Workforce Innovation Program to focus on integrating services for job seekers and improving employer access to a skilled workforce. Eligible program activities include efforts to improve service integration for job seekers and/or business services and efforts to develop and implement the WIOA regional and local plans.

d. Over the month of October, the "Wednesday Webinar" series focused on topics relevant to service integration.

4. ***Mining the self-assessment results to identify issues, themes, and opportunities.*** The self-assessment results submitted by the 22 LWIAs contain much useful data. In addition to providing action plans for addressing their top 3-5 priority service integration goals, narrative reports also were submitted describing:

a. What went well in the self-assessment process.
b. Whether any problems were encountered and how they were dealt with.
c. Examples of service integration ideas and suggestions raised during discussions with partners.
d. How to strengthen the overall self-assessment process for the next cycle.

A preliminary analysis of this information has been undertaken and is provided as Attachment B. More detailed analysis of the significant amount of qualitative data is currently underway.

Next Steps

Complete an analysis of the qualitative information (strengths, weaknesses, and promising practices) to:

- Strengthen the self-assessment process based on feedback from the initial assessments.
- Identify needed resources and technical assistance to deepen integration at the local, regional, and state levels.
- Identify potential revisions to the one-stop certification process.
- Share summaries of relevant results with the appropriate IWIB committees and work groups including:
  - Continuous Improvement Committee
  - Employer Engagement Committee
  - One-Stop Operator Procurement Policy Work Group
  - One-Stop Certification Policy Work Group
  - Service Integration Policy Work Group

Attachment A

Evaluation Proposal to the IWIB's Evaluation and Accountability Committee

A. Executive Summary

B. Background and Context
    1. Importance of service integration in WIOA legislation and IWIB strategic plan.
    2. Illinois service integration policy

C. Purpose of the Evaluation
    1. Assess whether we are achieving the policy's six outcomes and 14 goals (see attachment).
    2. Identify opportunities to improve the policy and its implementation.

D. Data Sources and Methods
    1. One-Stop Certification Process
    2. Service Integration Self-Assessment

E. Local Implementation of Service Integration
    For *each of the IWIB's six service integration outcomes (customer-centered design, staff, services, intake and assessment, information, evaluation)* a data summary will address:
    1. Results of the LWIB/LWIA self-assessment on the WINTAC integration continuum and integration components of the one-stop certification process.
    2. Challenges and supports that shape current levels of service integration.
    3. Notable practices and improvement opportunities.
    4. Specific actions planned to strengthen service integration.

F. Findings
    1. Statewide summary of implementation of service integration policy.
    2. System-level barriers and opportunities.
    3. Recommended improvements for the certification and/or self-assessment processes and tools.
    4. Needed additional technical assistance or state level support.

G. Conclusion

IWIB Service Integration Policy Goals and Outcomes

Functions/Outcomes	Service Integration Goals
Customer-centered design: One-stop services are shaped by customer needs and preferences.	1. One-stop partners coordinate efforts to collect and use customer input to design and deliver integrated services to all job seeker, employer, and system customers.
Staff: A culture of accountability is created in which every partner agency's representatives has ownership in achieving desired results.	2. Core job competencies, organizational values, and performance expectations related to service integration are established and communicated to all center staff.
	3. Timely cross-training and program information resources addressing the role, services, and eligibility requirements of all WIOA partner programs are provided to all one-stop staff, including information and encouragement to acquire professional credentials.
	4. Communication across one-stop partners is consistent, comprehensive, and timely.
	5. All one-stop staff are treated as valued and respected team members.
Intake and assessment: One-stop customer needs are quickly and accurately identified.	6. Customers provide basic information once through a common intake form or information-sharing across programs.
	7. Center staff collaborate in providing a holistic assessment of customer needs that serves as the basis for their service plan.
Services: All customers are provided access to quality integrated services that meet their needs in an efficient and seamless manner.	8. Services and staff for all one-stop customers are identified by function or service rather than by individual programs.
	9. Processes through which customers experience the system, including referral and follow-up, are streamlined and aligned.
	10. Individual service plans for job seeker and employer customers are used to provide and coordinate services and follow-up and are updated over time to respond to changing customer needs.
	11. Customers receive timely and coordinated access to all WIOA employer and job seeker services whether on-site, through technology, at a partner site, or other appropriate and accessible community services.
Information: One-stop staff have access to a range of information that enables them to provide excellent customer service.	12. Managers and staff share information, as appropriate and feasible, on all one-stop partner programs and services an individual has received subject to confidentiality requirements.
	13. Current and timely labor market information is used for career planning and sector-based initiatives.
Evaluation: Local service integration efforts are evaluated regularly to identify and implement continuous improvement opportunities.	14. State and local workforce board expectations are used to evaluate one-stop performance, operations, and compliance for service integration.

ATTACHMENT B

IWIB Service Integration Self-assessment Preliminary Results

This document presents the results from an initial review of all 22 Service Integration self assessment submissions. A more systematic analysis of the documents is under way.

High Level Themes

- All local areas completed the steps in the process including individual partner assessments and facilitated group assessments, although partner participation varied significantly
  - The number of individual partner self assessments (Appendix G) ranged from 4 to 17.
- The process moved integration forward
  - Sample comment: *The process did bring some collaboration of the Partners and caused some new Partners/Board Members to get more involved.*
  - Sample comment: *Process led to the beginnings of an outline of services each partner offers, which will be made available to front line staff to improve referrals.*
- Perception of integration/actual integration differs between management and front-line staff
  - Sample comment: *The process identified gaps between perceived goals of staff vs. management of the IWN center*.
- Communication and training are key to integration and need to be improved
  - Sample comment: *more cross training. Monthly partner meetings. Training calendar*
  - Sample comment: *need cross training for improvement. Have partners share what they do on a typical day. This would promote unity.*
- System-level barriers to integration must be addressed at the state level.
  - A shared intake/tracking system was listed as an opportunity by many partners.
    - Sample comment: *Partners indicated that they would like to develop some type of common assessment and/or intake form that includes common elements for each partner. Probably the greatest obstacle to this goal is the inability of State of Illinois agencies to share customer information. Locally, partners are going to develop some type of workable plan, but want to be clear that their belief is the responsibility to develop a data sharing system that is suitable for all partners is with the State of Illinois.*
  - Confidentiality
    - Sample comment: *We are still unable to decide on a Referral Form because of problem of sharing confidential information.*
    - Sample comment: *we need to know HIPAA type laws for each partner.*
- Many local partners are detached from (or even unaware of) the local boards.
  - Sample comment: *most people at our colleges do not have a good understanding of WIOA. Not sure the Board's message is what leads us.*
  - Sample comment: *board isn't driving the organization*
- There is significant informal integration in some areas and a view that this could be improved
  - Sample comment: *info shared verbally on a case-by-case basis - no system, no follow up*
  - Sample comment: *Social events to help staff get to know one another - hopefully lead to better work relationships*

Process Improvement

- Changing forms and expectations were a source of frustration
  - Sample comment: *One of the things that was frustrating about this process was the forms. The original Appendix B was extremely confusing. What makes it even more confusing is to have changes after the forms were sent out.*
- The instructions were not clear
  - Many local partners (and some facilitated groups) checked a box (low, mid, high) in EACH level of integration.

Goal 1: Customer input used to design and deliver services.	ISOLATION*			COMMUNICATION			COORDINATION			COLLABORATION			INTEGRATION		
	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High	Low	Mid	High
Current Level of Integration	☒	☐	☐	☐	☒	☐	☐	☒	☐	☐	☒	☐	☐	☒	☐
Desired Level of Integration	☐	☒	☐	☐	☒	☐	☐	☒	☐	☐	☒	☐	☐	☒	☐

  - Fewer than half of the facilitated group reports included consensus current and desired levels for each goal.
- The process was burdensome
  - Sample comment: *Partners that completed the self assessment took an entire day to work through all 15 goals. Huge commitment of resources.*
  - Sample comment: *The time involved made it an unrealistic expectation for all partners (especially involving front line staff), especially if they had attended previous Integrated Services planning meetings.*

Summary data	Focus Goal[1]	Current Level[2]	Desired Level[3]	Priority/ Rank[4]
Goal 1 Customer input used to design and deliver services	9	2.38	3.61	3.58/7
Goal 2 Job expectations communicated to staff	7	2.52	3.65	3.72/3
Goal 3 Cross training provided to staff	14	2.69	3.77	3.96/2
Goal 4 Communication occurs across one-stop partners	20	2.57	3.63	4.32/1
Goal 5 All staff valued and respected	4	2.70	3.67	3.57/8
Goal 6 Customers provide basic information once	1	1.95	3.21	3.31/11
Goal 7 Staff collaborate on customer assessment	3	2.17	3.31	3.26/12
Goal 8 Services delivered by function	4	2.45	3.39	3.19/13
Goal 8A Services delivered by function: Business Services	12	2.40	3.49	3.64/5
Goal 9 Processes are streamlined and aligned	7	2.28	3.43	3.38/9
Goal 10 Service plans are living documents	1	2.09	3.20	3.02/15
Goal 11 Access to services is timely and coordinated	7	2.86	3.74	3.72/4
Goal 12 Partners share an understanding of Career Pathways	5	2.00	3.12	3.32/10
Goal 13 Customer information is shared	7	2.09	3.36	3.63/6
Goal 14 Current LMI informs services and programs	1	2.63	3.63	2.95/16
Goal 15 Board expectations drive one-stop expectations	4	2.30	3.31	3.03/14

Table Notes:

[1]Focus Goal: The number of LWIAs that selected the goal as a focus of a Next Steps Action Plan.
[2]Current Level: The average of Current Levels of integration as indicated on individual partner self assessments.

[3]Desired Level: The average of Desired Levels of integration as indicated on individual partner self assessments.
[4]Priority/Rank: The average Priority score (low = 1, mid = 3, high = 5) for each goal as indicated on individual partner self assessments/the rank of that average among all goals.