BOARD OF SUPERVISORS
PRESENTATION

LAKE COUNTY SOCIAL SERVICES

THERESA SHOWEN
PROGRAM MANAGER
JUNE 2024

CALWORKS OUTCOME & ACCOUNTABILITY REVIEW PROGRAM (CAL-OAR)

SYSTEM IMPROVEMENT PLAN







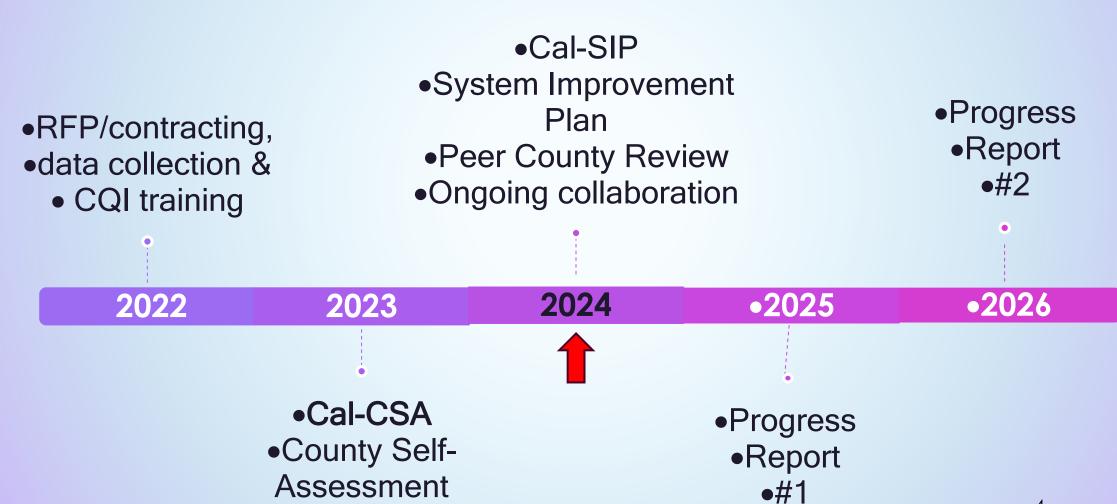
CALWORKS & WELFARE-TO-WORK LIFTING FAMILIES OUT OF POVERTY

Cal-OAR is a 5-year continuous quality improvement program focusing on long-term outcomes for CalWORKs families.

- Evaluation of internal processes, quality of service delivery
- Analysis of economic, programmatic and demographic data along with performance measures that are a better measure than the federal Work Participation Rate.
- Performance measures that are meaningful, shifting focus away from hourly participation and focusing on achievement of successful client outcomes.
- Human-centered approach with stakeholder collaboration and input.

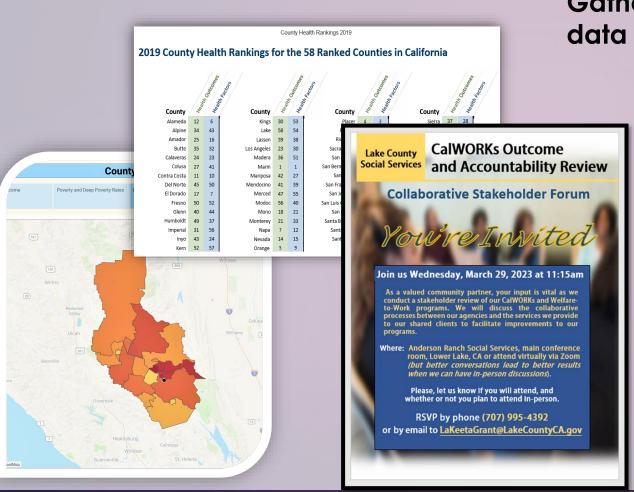


THE CAL-OAR 5-YEAR CYCLE

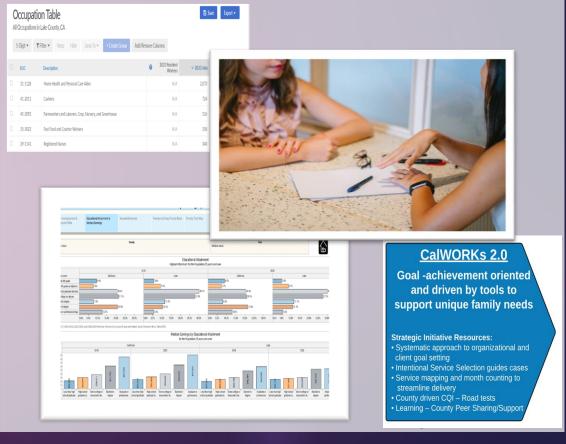


& Stakeholder Forums

STEP ONE 2023-COUNTY SELF ASSESSMENT



Gathering and making sense of available data and information obtained.





PEER REVIEW

A PARTNERSHIP WITH YUBA COUNTY

- Opportunity to share best practices
- Brainstorm ideas
- Create meaningful change



NOVEMBER 2023

PEER REVIEW

A COLLABORATIVE DAY OF SHARING BEST PRACTICES, BRAINSTORMING NEW IDEAS FOR THE SIP AND LEARNING FROM EACH OTHER.

DECEMBER 2023

YUBA COUNTY
RECIPROCATED
AND HOSTED
OUR STAFF FOR
THEIR PEER
REVIEW







IDENTIFYING
PERFORMANCE
MEASURES FOR
THE SYSTEM
IMPROVEMENT
PLAN

CONSIDERATIONS -

PERFORMANCE MEASURES THAT FALL SHORT OF THE STATE AVERAGE

CHANGE THAT WOULD BENEFIT THE MOST PARTICIPANTS

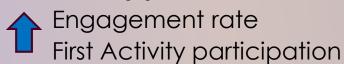
ABILITY TO ACHIEVE A SUCCESSFUL OUTCOME

RIPPLE EFFECT – SUCCESS MAY IMPROVE OTHER PERFORMANCE MEASURES

PHASE 1 PERFORMANCE MEASURES

Client Engagement Performance Measures
2021 Baseline - our starting point

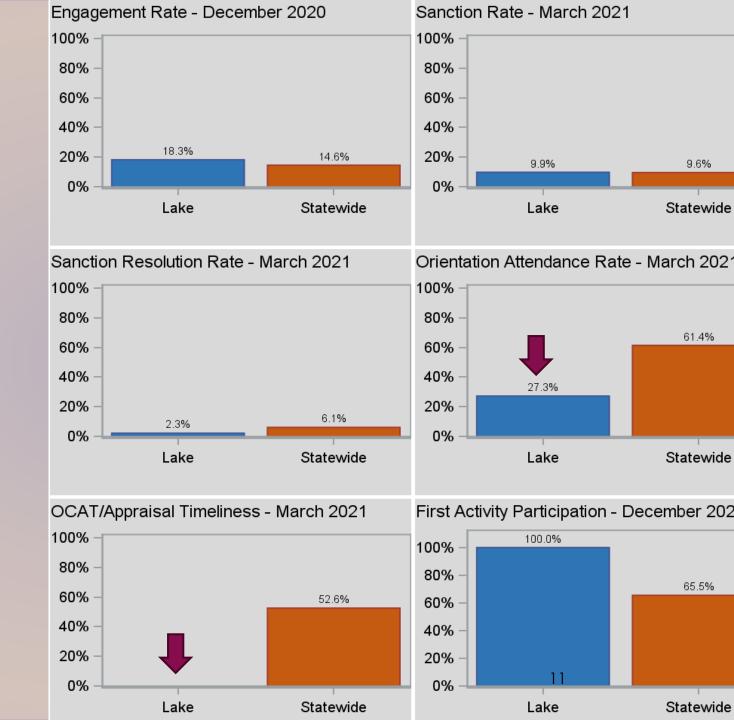
Satisfactory performance -



Poor performance -

Orientation Attendance rate OCAT/Appraisal timeliness

Note: State rule changes removed County ability to sanction cases which gave clients good cause to stay home and not participant resulting in low participation.



Performance measures related to employment

Chart 1: Wage Progression

Cohort 1: Median Earnings During the Quarter¹



¹Former WTW individuals in Cohort 1 exited CalWORKs in 2019 Q3. The earnings above represent the total quarterly earnings. "Entry QTR" is the quarter the individual entered the program. "PQ2" is the second quarter after program exit. "PQ4" is the fourth quarter after program exit.

Chart 2: Wage Progression

Cohort 2: Median Earnings During the Quarter²

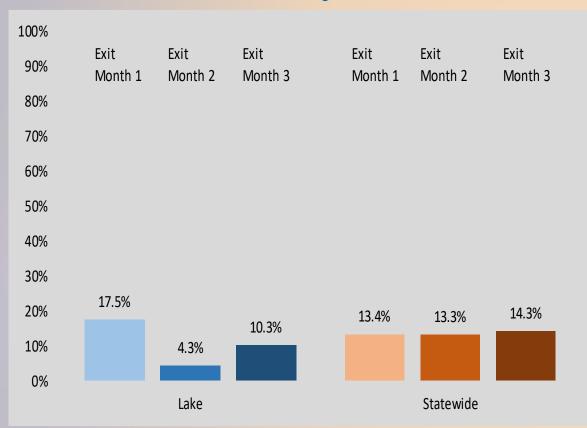


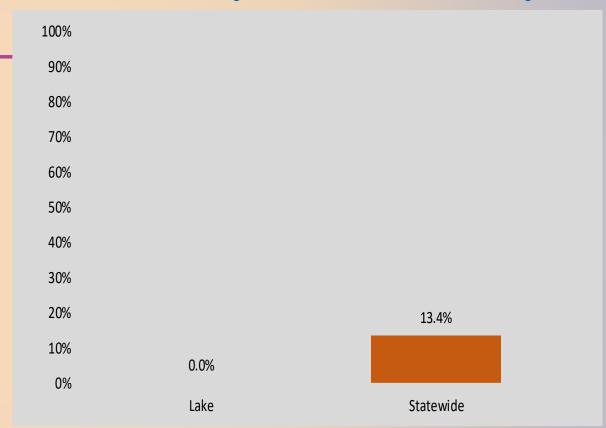
²Former WTW individuals in Cohort 2 exited CalWORKs in 2020 Q1. The earnings above represent the total quarterly earnings. "Entry QTR" is the quarter the individual entered the program. "PQ2" is the second quarter after program exit.

Performance measures related to employment

Chart 5: Rate of Program Reentries⁵







⁵WTW individuals that exited CalWORKs in 2019 Q3, and returned to CalWORKs within 12 months after their exit.

⁶WTW individuals that exited CalWORKs in 2019 Q3 with earnings, and returned to CalWORKs within 12 months after their exit.

PERFORMANCE MEASURES CHOSEN FOR IMPROVEMENT

- Orientation Timeliness rate
- Appraisal Attendance rate
- Program Reentries after exit with earnings

2021
BASELINE MEASUREMENTS
THE STARTING LINE MOVING
FORWARD WITH WHICH TO
GAUGE IMPACT



- APPRAISAL TIMELINESS 20%
- REENTRIES AFTER EXIT WITH EARNINGS 52%

TEAM 1

Orientation Attendance

Team Leader **Sophia Pena**

TEAM 2

Appraisal Timeliness

Team Leader

Julian Robey

TEAM 3

Program Reentries

Team Leader
Theresa Showen

TEAM 1 ORIENTATION ATTENDANCE RATE

The percentage of newly approved CW recipients who attend WTW Orientation

GOAL

Increase Orientation Attendance from 38% to 50% (2% every 6-mon. over 3 years)

STRATEGIES

- 1. Improve communication on WTW Orientation
- 2. Implement new processes for referring clients to Orientation
- 3. Explore Performance Incentive payments for completion of Orientation
- 4. Improve access to Orientation via online options

Chosen because Orientation is one of the First Activities – improvement here will have a positive impact on other measures if we can increase the percentage of participants attending.

Improve
Communication for
the Welfare-to-Work
Orientation

- Update the CalWORKs intake to focus on benefits of participating in Welfare-to-Work.
- Train Staff to explain next steps prior to Orientation when scheduling the appointment.
- Create a phone script for scheduling Orientation including reminder calls the day prior.
- Create a WTW brochure that is benefit and outcome driven to entice participants, include in the CW intake packet.
- Use marketing media (such as YouTube videos) to show during intake interview (3-5 minute) of client success stories.

Implement new processes for conducting Orientation

- Research and evaluate impact of the number of days between case approval and Orientation to gauge waning interest due to passage of time.
- Survey participants post-intake on their understanding of the program, next steps and interest in participation.
- Evaluate and streamline the processes involved scheduling multiple appointments to consolidate into fewer appointments and reduce wait time.
- Create an Orientation Video that can be viewed any time without waiting for an appointment.

Explore a
Performance
Incentive program
to entice
participation in
Orientation

- Identify several Performance Incentive milestones in addition to Orientation.
- Identify funding source
- Create informational materials to inform new participants of the incentive
- Collect data on results moving forward.

Expand options for participants to attend Orientation

- Develop an online video option for Orientation that can be viewed at anytime without waiting for an appointment.
- Collaborate with CDSS and participate their effort to develop a video option for Counties to use and customize.
- Ensure existing options in person and group
 are available for those without electronic
 capability to connect.
- Survey non-attendees to determine the reasons why they did not complete the Orientation
- Survey clients on the new Orientation experience

OCAT/APPRAISAL COMPLETION TIMELINESS RATE

PERCENT OF WTW ACTIVE PARTICIPANTS REQUIRED TO COMPLETE AN APPRAISAL, THAT COMPLETED OCAT/APPRAISAL WITHIN 30 DAYS AFTER APPROVAL OF CASH-AID IS GRANTED.

- Biggest Gap (% behind the rest of CA)
- Opportunities to make impactful change by streamlining processes
- Improvements will have a positive impact on all WTW mandated participants as well as other performance measures

The percentage of newly approved CW recipients who attend WTW Orientation

Baseline (Oct. 2021) 20%

GOAL

Increase Appraisal Completion Timeliness Rate from 20% to 30% (2.5% every 6 months over two years)

STRATEGIES: ENHANCING YOUR PRESENTATION

- 1. Address client barriers to completing appraisal
- 2. Fully staff positions to reduce appointment wait times
- 3. Implement new streamlined processes for scheduling/completing appraisal

STRATEGY 1

ADDRESS CLIENT BARRIERS TO COMPLETING APPRAISAL

- Implement new streamlined process for scheduling/completing Appraisal.
- Address Transportation issues that inhibit a participant from attending in person.
- Consider scheduling and/or conducting Appraisal at the same time Orientation is scheduled.

0

STRATEGY 2

FULLY STAFF
POSITIONS TO
REDUCE
APPOINTMEN
T WAIT TIMES

- Create visually interesting flyer for posting open positions out in the community.
- Collaborate with local colleges to ensure the educational requisites to apply are met.
- Appear and present on human services careers at school and college job days.
- Build a media presence online, 'day in the life' clips
- Create and launch an Employment
 Services website for participants with job
 resources available -- including
 employment opportunities.

STRATEGY 3

IMPLEMENT NEW STREAMLINED **PROCESSES FOR** SCHEDULING AND COMPLETING APPRAISAL

- Collect data on the length of time between case approval and appraisal to determine if non-attendance is related to length of time waiting.
- Block out time in worker's calendar ongoing that can be utilized for appraisal appointments 'drop in' or prescheduled prior to the worker making an appointment.
- Determine the gaps in time that can be reduced by combining appointments or prescheduling appraisal without waiting for Orientation completion to make a new appointment.

PROGRAM REENTRIES WITHIN 12 MONTHS AFTER EXIT WITH EARNINGS

Baseline - 52%

GOAL

Decrease Rate of Reentries from 52% to 44% (2% every 6 months over two years)

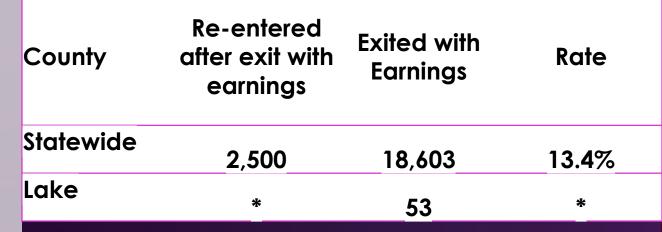
Strategies:

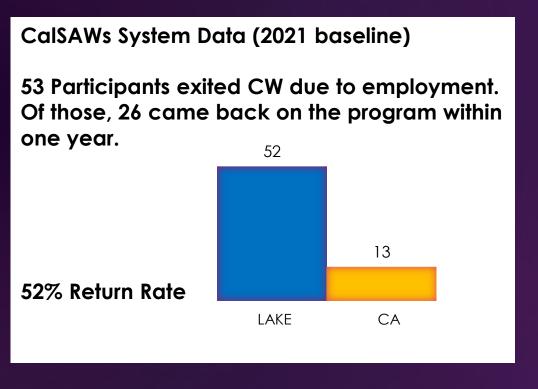
ENHANCING YOUR PRESENTATION

- Make career development and coaching a focus from outset of CalWORKs lifecycle
- 2. Increase participation in subsidized employment
- 3. Improve quality of job placements in emerging sectors by focusing on education to expand job opportunities and improve job satisfaction

PROGRAM REENTRIES AFTER EXIT WITH INCOME

PARTICIPANTS THAT EXIT THE CALWORKS PROGRAM WITH INCOME, WHO RETURN TO THE PROGRAM WITHIN ONE YEAR





^{* =} Deidentified data on the public dashboard.

INFLUENCES ON CALWORKS RECIDIVISM

FACTORS

Lack of industries/jobs that pay a living wage

Economic Instability during 2020/2021

Low Education rates

Prior program focus on 'jobs first' rather than a long-term approach

Department vacancies impacting workloads and ultimately customer service

Why do former participants return to the CalWORKs program?

REASONS FOR JOB LOSS:

- ECONOMIC DOWNTURN/LAYOFFS
- WORKER LACKED SPECIFIC SKILLS NEEDED
- EMPLOYMENT WAS 'NOT A GOOD FIT'
- DISSATISFACTION WITH THE JOB
- NO PROMOTIONAL OPPORTUNITIES
- LOW PAY



STRATEGIES:

Ensure participants are connected with jobs that will support the family In a job that the employee has an interest in to keep them motivated and happy.

Expand employment opportunities by building a better skillset.

STRATEGIES

Increase Worker knowledge of the local job market

- Local Growth Industries
- Career Pathways
- Address gaps in knowledge
- Coaching mindset
- Create materials that define educational opportunities that build employability

Promote Education

- Short- and long- term educational options
- Create a direct pipeline to enrollment
- Ensure local class offerings meet job requirements.
- Better relationships with clients to build trust
- Confidence building small steps before large leaps
- Breakdown barriers to further education.

Additional Support after Hire

- Expand the Retention
 Program: stay connected
 after hire to assist with
 employment issues.
- Provide ongoing support.

Test the job market

- On-the-job Training opportunities
- Work Experience

THANK YOU

Theresa Showen
Program Manager, Employment Services
Lake County Social Services
(707) 995-3749