BOARD OF SUPERVISORS PRESENTATION

LAKE COUNTY
SOCIAL SERVICES
THERESA SHOWEN PROGRAM MANAGER

JUNE 2024

## CALWORKS <br> OUTCOME \& <br> 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.

CALIFORNIA

## THE CAL-OAR 5-YEAR CYCLE

-RFP/contracting, -data collection \&

- CQI training

| $\bullet$ Cal-SIP |  |
| :---: | :---: |
| $\bullet$ System Improvement | •Progress |
| Plan | $\bullet$ Report |
| $\bullet$ •Peer County Review | $\bullet \# 2$ |

-Progress
-Report
-\#2


## STEP ONE

2023-COUNTY SELF ASSESSMENT

## Gathering and making sense of available data and information obtained.

2019 County Health Rankings for the 58 Ranked Counties in California



## 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

Sanction Rate - March 2021

## PHASE 1 PERFORMANCE MEASURES

## Client Engagement Performance Measures

 2021 Baseline - our starting point
## Satisfactory performance -

Engagement rate
First Activity participation

## 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.

Engagement Rate - December 2020



First Activity Participation - December 202



## Performance measures related to employment

Chart 1: Wage Progression
Cohort 1: Median Earnings During the Quarter ${ }^{1}$

${ }^{1}$ Former 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 Quarter ${ }^{2}$
$\$ 10,000$
$\$ 9,000$
$\$ 8,000$
$\$ 7,000$
$\$ 6,000$
$\$ 5,000$
$\$ 4,000$
$\$ 3,000$
$\$ 2,000$
$\$ 1,000$
$\$ 0$


${ }^{2}$ Former 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 Reentries ${ }^{5}$

Chart 6: Rate of Program Reentries After Exit with Earnings ${ }^{6}$

| 100\% | Exit <br> Month 1 | Exit Month 2 | Exit <br> Month 3 | Exit <br> Month 1 | Exit <br> Month 2 | Exit <br> Month 3 | - | 100\% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| 90\% |  |  |  |  |  |  |  | 90\% |
| 80\% |  |  |  |  |  |  |  | 80\% |
| 70\% |  |  |  |  |  |  |  | 70\% |
| 60\% |  |  |  |  |  |  |  | 60\% |
| 50\% |  |  |  |  |  |  |  | 50\% |
| 40\% |  |  |  |  |  |  |  | 40\% |
| 30\% | 17.5\% |  | 10.3\% |  | 13.3\% |  |  | 30\% |
| 20\% |  | 4.3\% |  | 13.4\% |  | 14.3\% |  | 20\% |
| 10\% |  |  |  |  |  |  |  | 10\% |
| 0\% |  |  |  |  |  |  |  | 0\% |

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

## PERFORMANCE MEASURES CHOSEN FOR IMPROVEMENT

$\checkmark$ Orientation Timeliness rate
$\checkmark$ Appraisal Attendance rate
$\checkmark$ Program Reentries after exit with earnings

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

- ORIENTATION ATTENDANCE $\mathbf{3 8 \%}$
- APPRAISAL TIMELINESS $20 \%$
- REENTRIES AFTER EXIT WITH EARNINGS $\mathbf{5 2 \%}$


## 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 <br> 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.

## STRATEGY 1

Improve<br>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.


## STRATEGY 2

## 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.


## STRATEGY 3

Explore a<br>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.
- Develop an online video option for


## STRATEGY 4

## Expand options for participants to attend Orientation

 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 man Jated participants as well as other performance measures


# TEAM 2 <br> APPRAISAL TIMELINESS 

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:

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

## TEAM 2 <br> APPRAISAL TIMELINESS

- 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.


## TEAM 2 <br> APPRAISAL TIMELINESS

- Create visually interesting flyer for


## STRATEGY 2

## FULLY STAFF POSITIONS TO REDUCE APPOINTMEN T WAIT TIMES

 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.


## TEAM 2 <br> APPRAISAL TIMELINESS

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 nonattendance 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.

# TEAM 3 <br> 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:

1. Make career development and coaching a focus from outset of CaIWORKs 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

| County | Re-entered <br> after exit with <br> earnings | Exited with <br> Earnings | Rate |
| :--- | :---: | :---: | :---: |
| Statewide | 2,500 | 18,603 | $13.4 \%$ |
| Lake | $*$ | 53 | $*$ |

CaISAWs System Data (2021 baseline)
53 Participants exited CW due to employment. Of those, 26 came back on the program within one year.
WITHIN ONE YEAR
52



[^0]
## 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 rełurn 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

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[^0]:    * = Deidentified data on the public dashboard.

