



Cal-OAR: Program Management in the Spirit of Continuous Quality Improvement

**PRESENTED BY THE CALIFORNIA
DEPARTMENT OF SOCIAL SERVICES**

Presenters

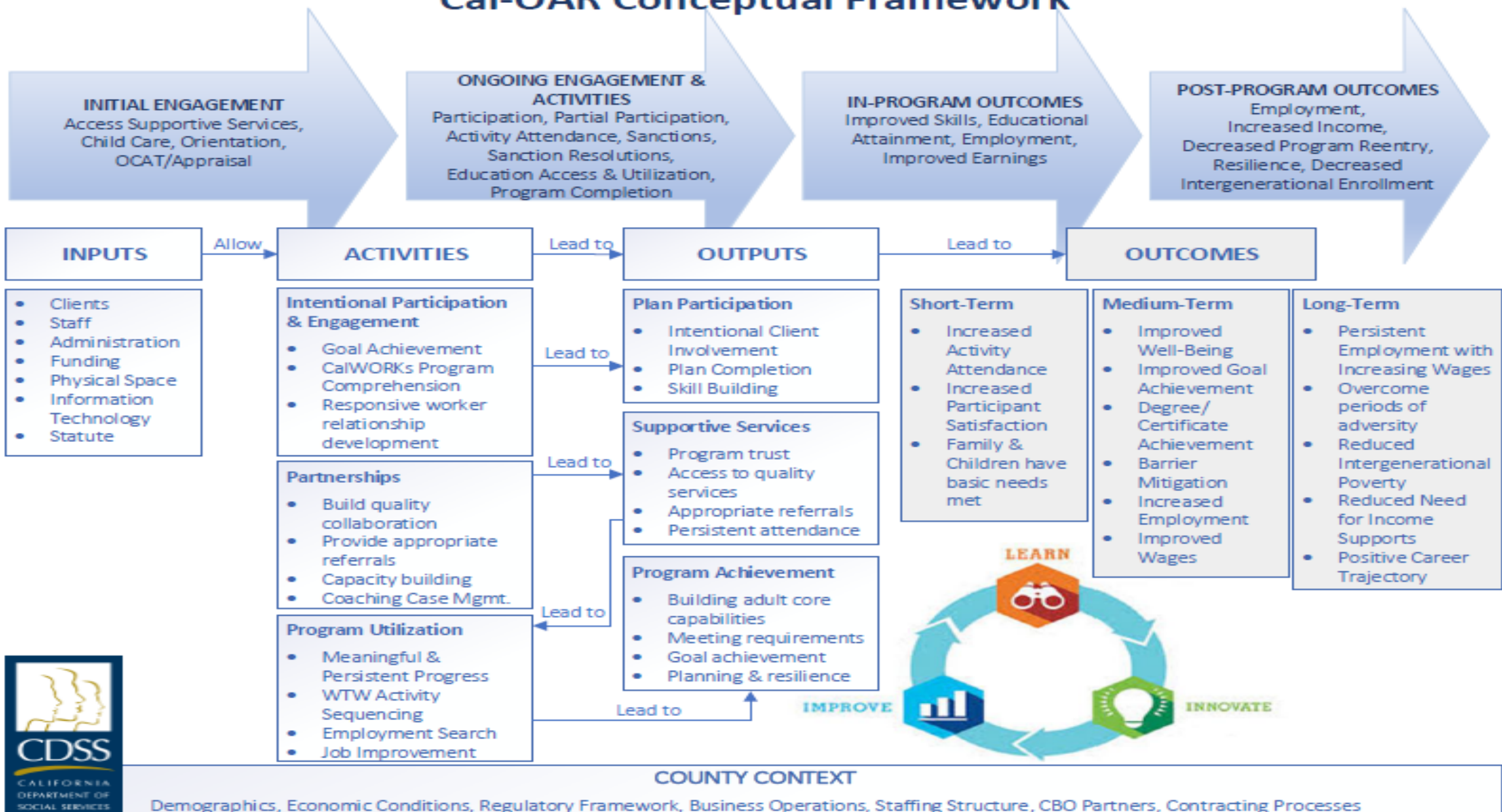
- **Julianna Vignalats**, CalWORKs Program Improvement and Performance Section Chief
- **Michael Billingsley**, CalWORKs Research Data Analyst II

Today's Agenda

- Cal-OAR Background
- Performance Measures and Data
- Cal-OAR Data Dashboard Demo
- CalWORKs Continuous Quality Improvement (Cal-CQI)
- What's Next
- Cal-OAR Website and Available Resources

Cal-OAR Background

Cal-OAR Conceptual Framework



Cal-OAR Performance Measures

- Phased in during first three-year cycle
- Existing Reporting, Phase 1 and Phase 2 Measures
- First three-year cycle focused on Early Engagement

Performance Measures and Data

Cal-OAR Performance Measures: Existing Reporting**

Employment Rate of Current CalWORKs Individuals

Wage Progression

Post CalWORKs Employment Rate

Rate of Exits with Earnings

Rate of Program Reentries

Rate of Program Reentries After Exit with Earnings

Intergenerational CalWORKs Enrollment Rate (state level only)

***CDSS will obtain data through existing data sources outside of the SAWS – no new reporting for counties*

Cal-OAR Performance Measures: Phase One

Engagement Rate

Sanction Rate

Sanction Resolution Rate

Orientation Attendance Rate

OCAT/Appraisal Completion Timeliness Rate

First Activity Attendance Rate

Improved Literacy, Basic Skills, English Language Acquisition Rate**

Community College Progress Rate**

***CDSS will obtain data through existing data sources outside of the SAWS – no new reporting for counties*

Cal-OAR Performance Measures: Phase Two

OCCAT/Appraisal to Next Activity Timeliness Rate

Education and Skills Development Access Rate

Education and Skills Development Utilization Rate

Child Care Access Rate**

Homeless Assistance and Housing Support Program Access Rate

Ancillary Services Access Rate

Transportation Provision Timeliness Rate

Subsidized to Unsubsidized Employment Rate

Educational Completion Rate

Home Visiting Transitions to WTW Engagement Rate

Family Stabilization Transitions to WTW Engagement Rate

***CDSS is working with CDE to obtain child care data*

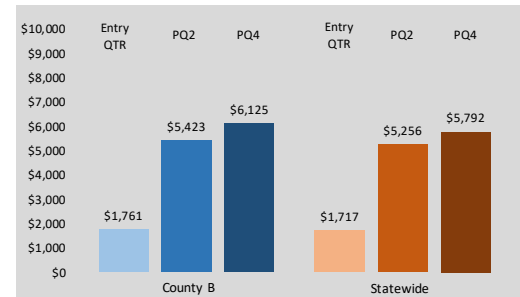
Performance Measure Transmittals

Cal-OAR Performance Measures

County B

[Chart 1: Wage Progression](#)

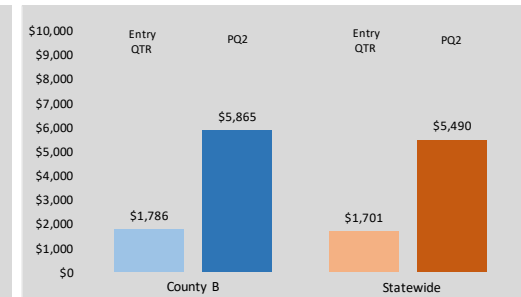
[Cohort 1: Median Earnings During the Quarter¹](#)



¹Former WTW individuals in Cohort 1 exited CalWORKs between October and December 2017. 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](#)

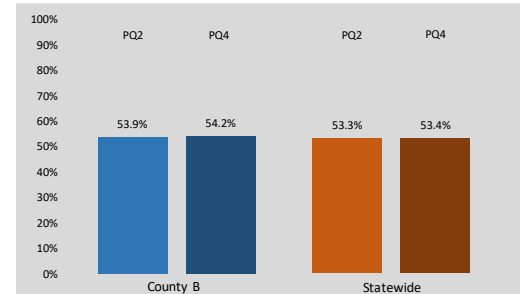
[Cohort 2: Median Earnings During the Quarter²](#)



²Former WTW individuals in Cohort 2 exited CalWORKs between April and June 2018. 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.

[Chart 3: Post CalWORKs Employment Rate](#)

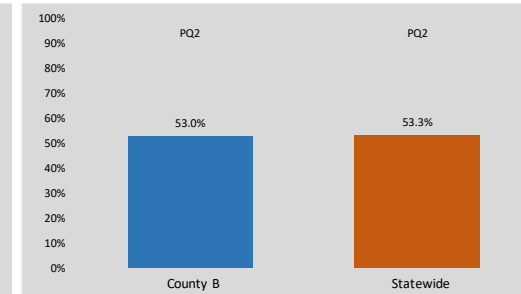
[Cohort 1: Employment Rate During the Quarter³](#)



³Former WTW individuals in Cohort 1 exited CalWORKs between October and December 2017. "PQ2" is the second quarter after program exit. "PQ4" is the fourth quarter after program exit.

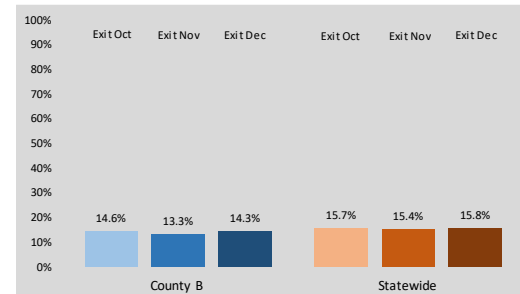
[Chart 4: Post CalWORKs Employment Rate](#)

[Cohort 2: Employment Rate During the Quarter⁴](#)



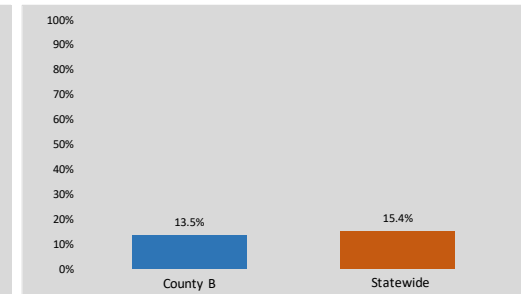
⁴Former WTW individuals in Cohort 2 exited CalWORKs between April and June 2018. "PQ2" is the second quarter after program exit.

[Chart 5: Program Reentries⁵](#)



⁵WTW individuals that exited CalWORKs between October and December 2017, and returned to CalWORKs within 12 months after their exit.

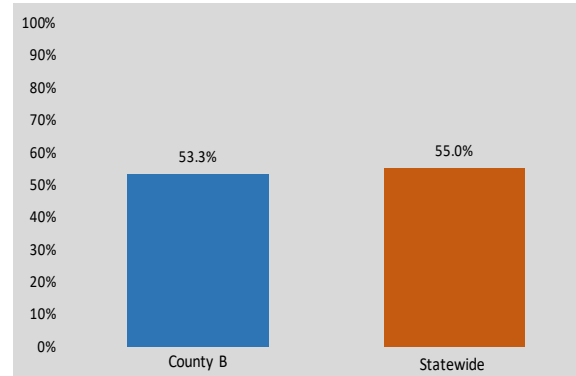
[Chart 6: Program Reentries After Exit with Earnings⁶](#)



⁶WTW individuals that exited CalWORKs between October and December 2017 with earnings, and returned to CalWORKs within 12 months after their exit.

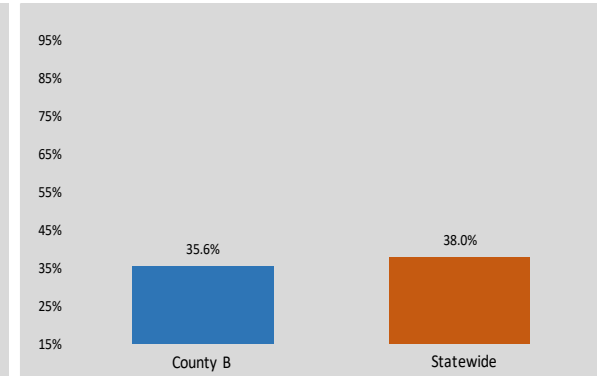
Performance Measure Transmittals (Cont')

Chart 7: Rate of Exits with Earnings⁷



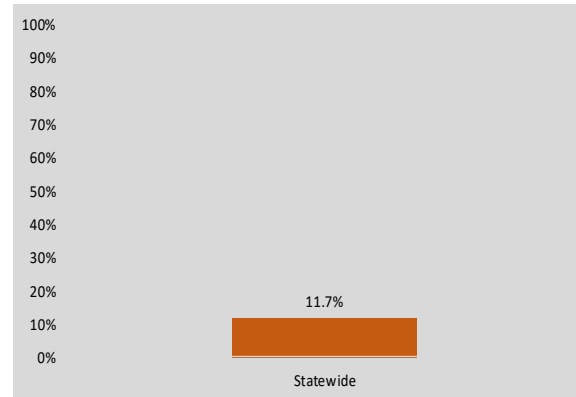
⁷WTW individuals that exited CalWORKs with earnings between October and December 2018.

Chart 8: Employment Rate of Current CalWORKs Individuals⁸



⁸Employment Rate of WTW individuals between October and December 2018.

Chart 9: Intergenerational CalWORKs Enrollment⁹



⁹Adults that received CalWORKs aid for at least one month between July and December 2018, who also received at least one month of CalWORKs assistance as children (under the age of 18).

Example 1: Employment Rate of Current CalWORKs Individuals

Numerator: Current WTW Individuals with a wage record in EDD

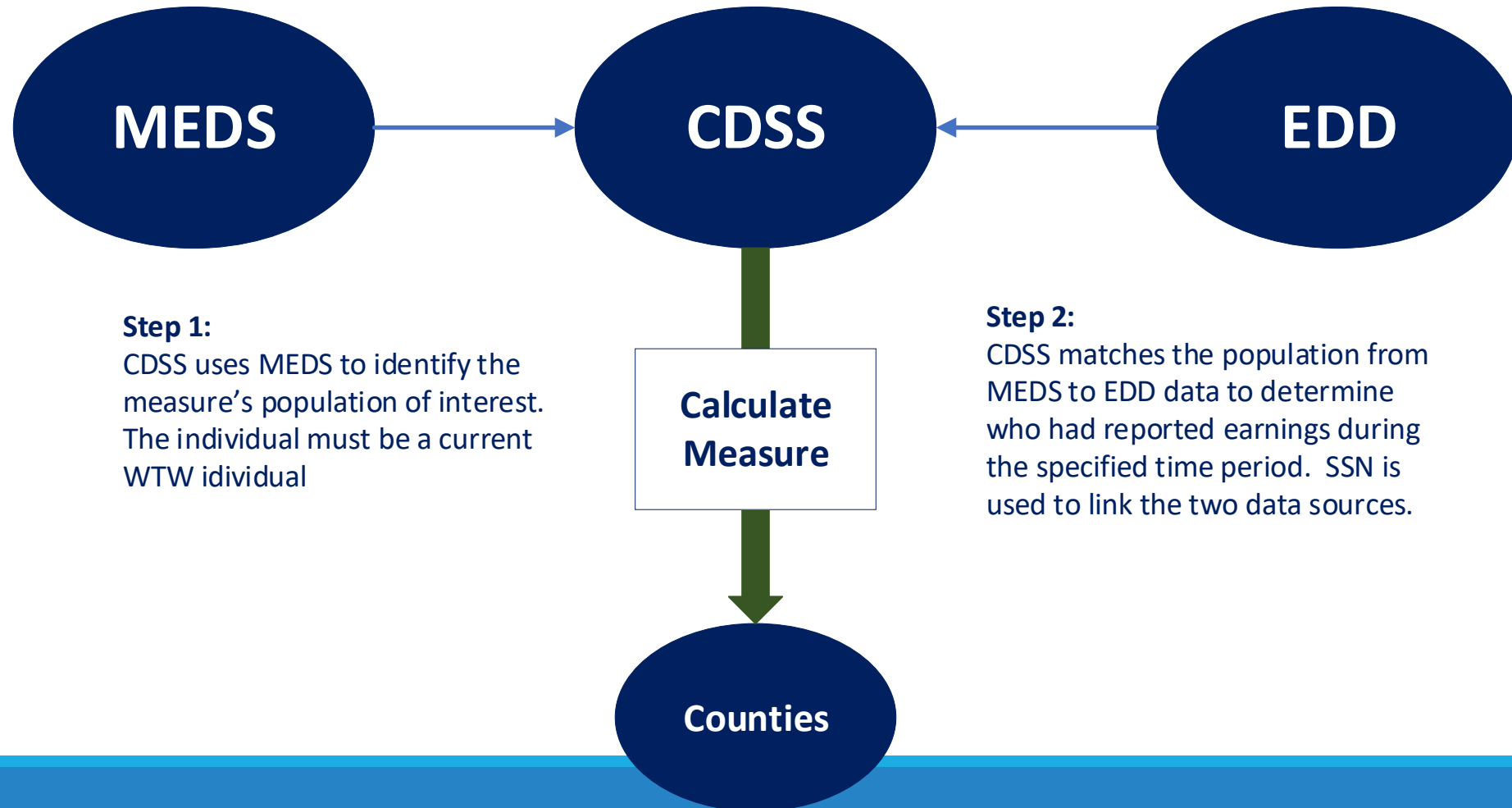
Denominator: Current WTW Individuals

Data Sources: MEDS and EDD

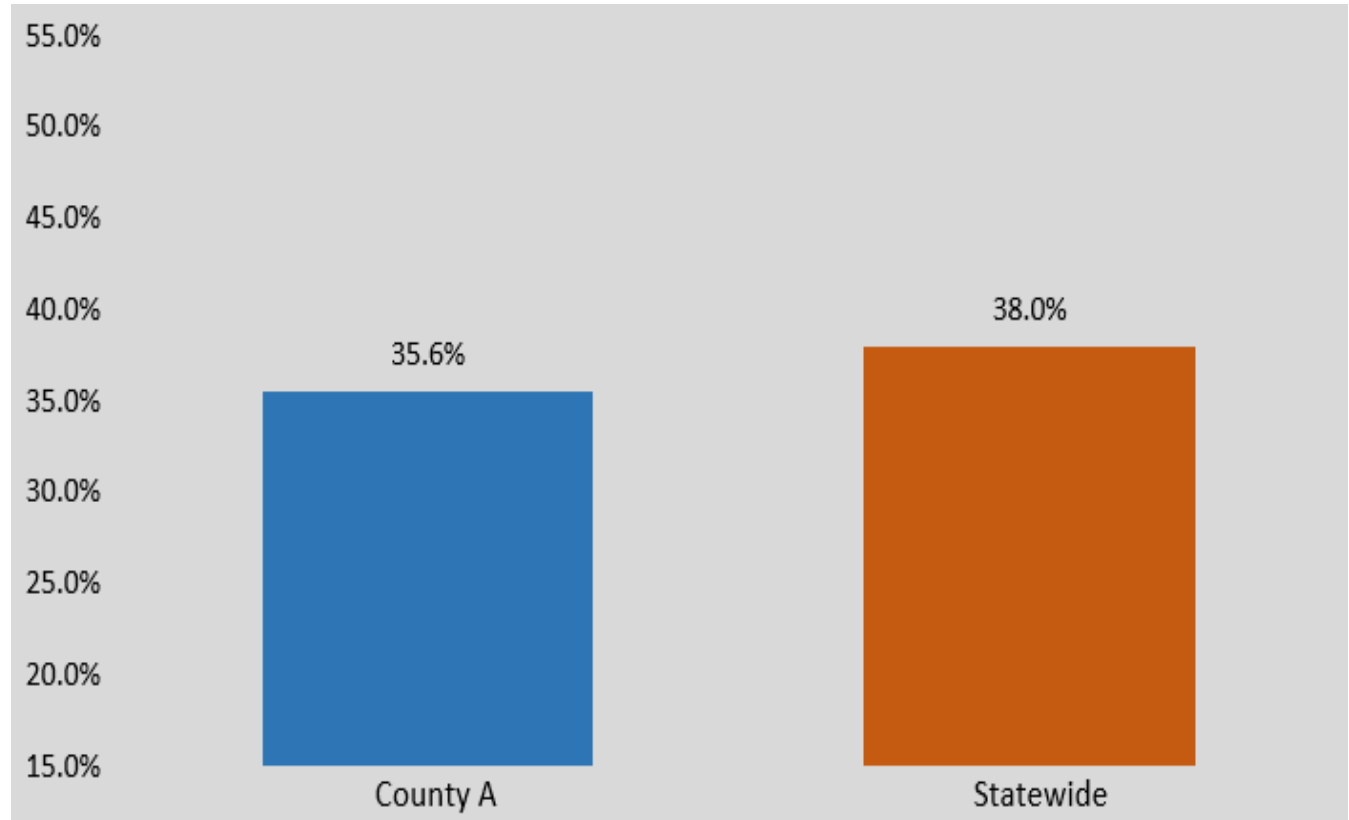
Frequency of Calculation: Quarterly

	2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec
Employment Rate of Current CalWORKs Individuals								

Data matching: Employment Rate of Current CalWORKs Individuals



Employment Rate of Current CalWORKs Individuals



Example 2: Post CalWORKs Employment Rate

Numerator: Of the Denominator, former Welfare-to-Work individuals with wages in the measurement quarter

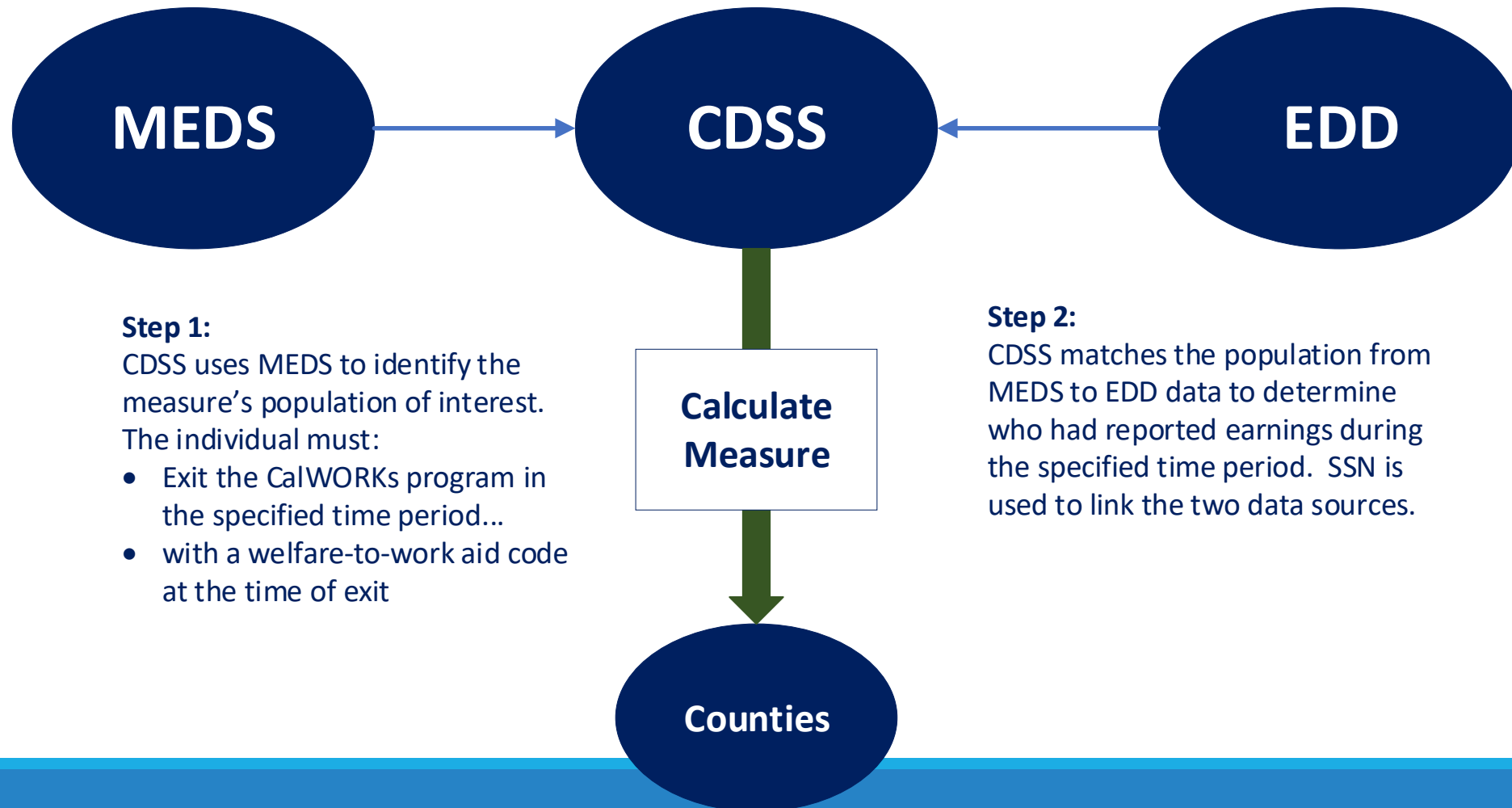
Denominator: Welfare-to-Work individuals that exited CalWORKs within the exit cohort period

Data Sources: MEDS and EDD

Frequency of Calculation: Quarterly

	2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec
Post CalWORKs Employment Rate								
Cohort 1				exit period				
Cohort 2						exit period		

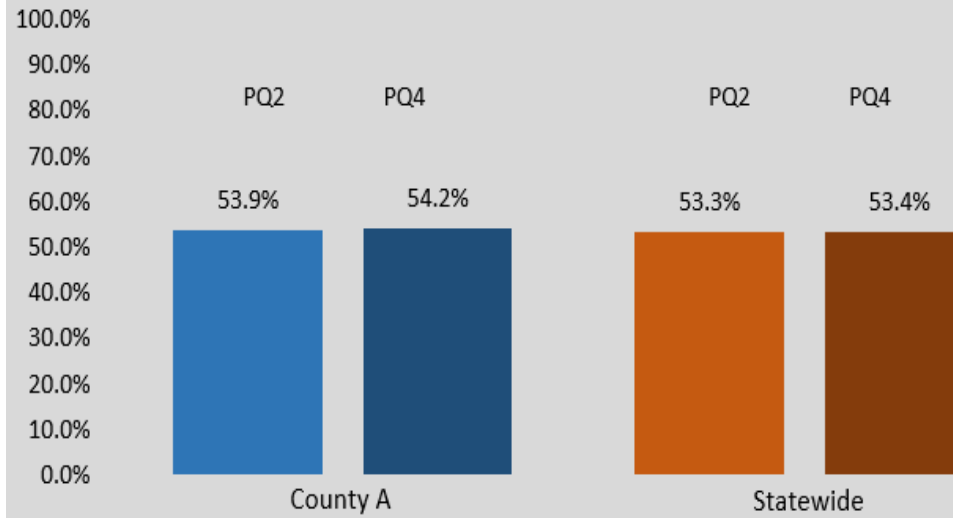
Data matching: Post CalWORKs Employment Rate



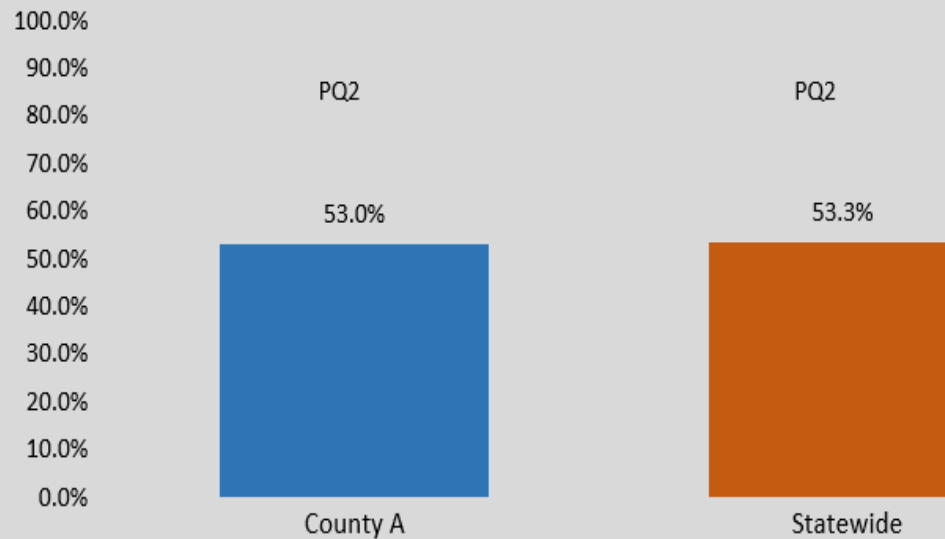
Post CalWORKs Employment Rate



COHORT 1



COHORT 2



Example 3: Rate of Program Reentries

Numerator: WTW Individuals that reenter the program in any month during the 12-month period following exit

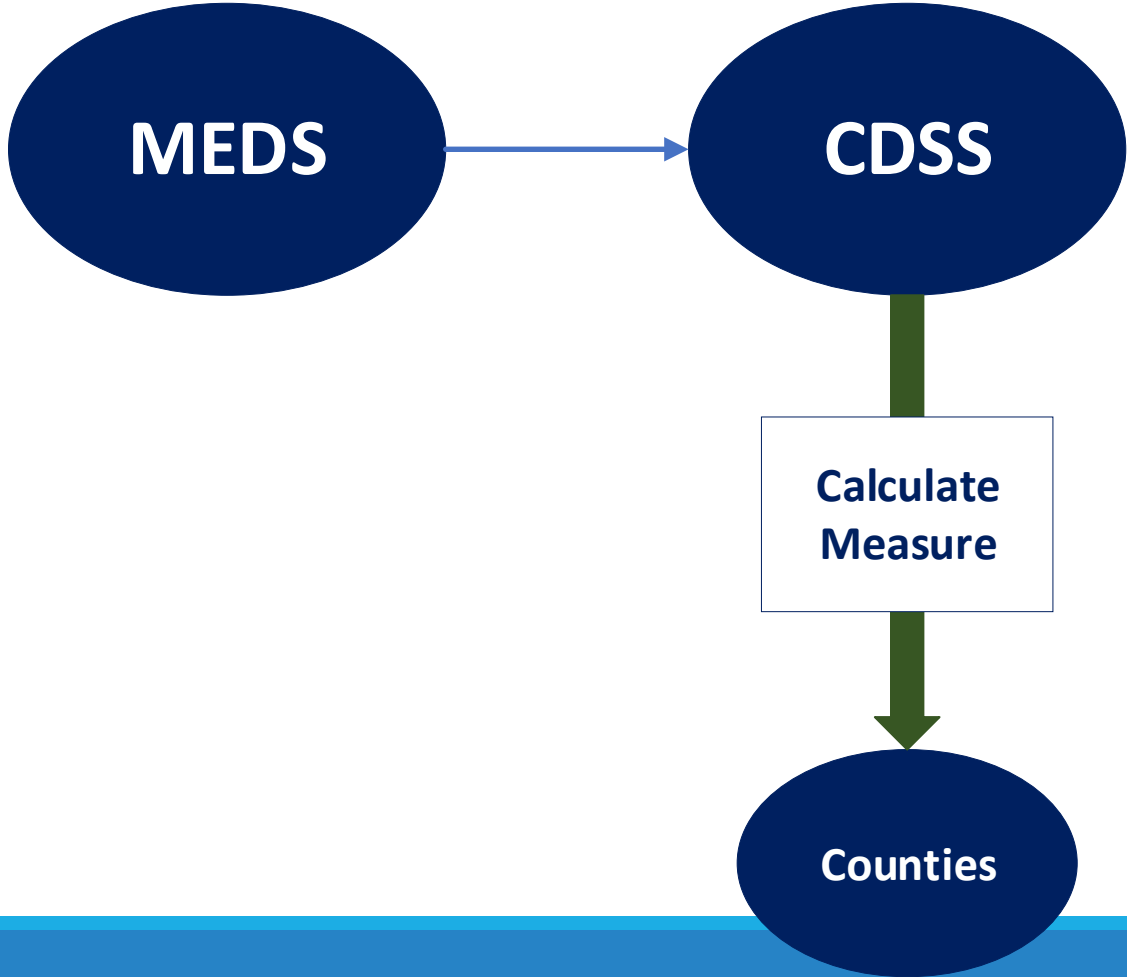
Denominator: WTW Individuals that exited CalWORKs within the exit cohort period

Data Source: MEDS

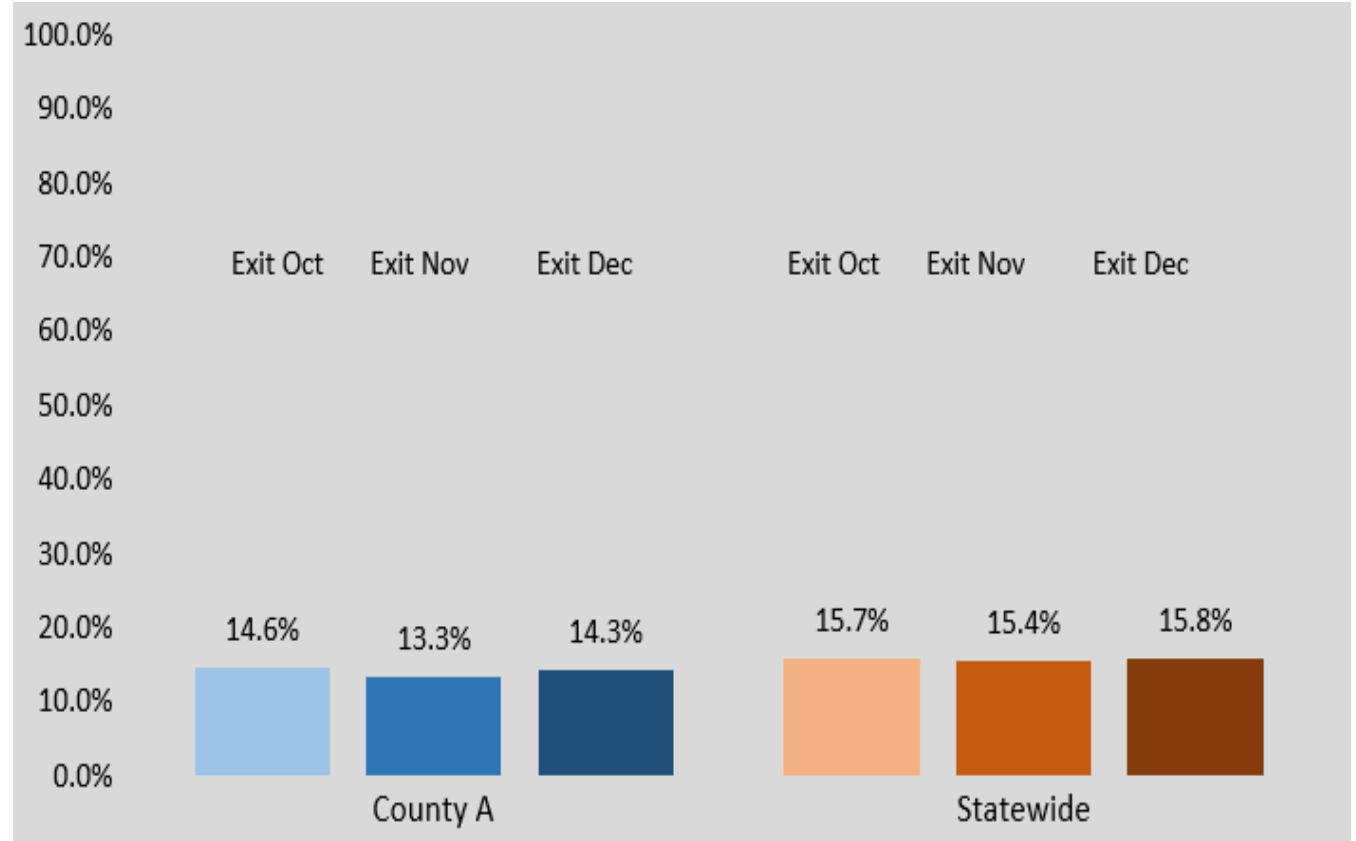
Frequency of Calculation: Monthly

	2017				2018			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	Jan-Mar	Apr-June	July-Sept	Oct-Dec	Jan-Mar	Apr-June	July-Sept	Oct-Dec
Rate of Program Reentries				exit period				

Data matching: Rate of Program Reentries



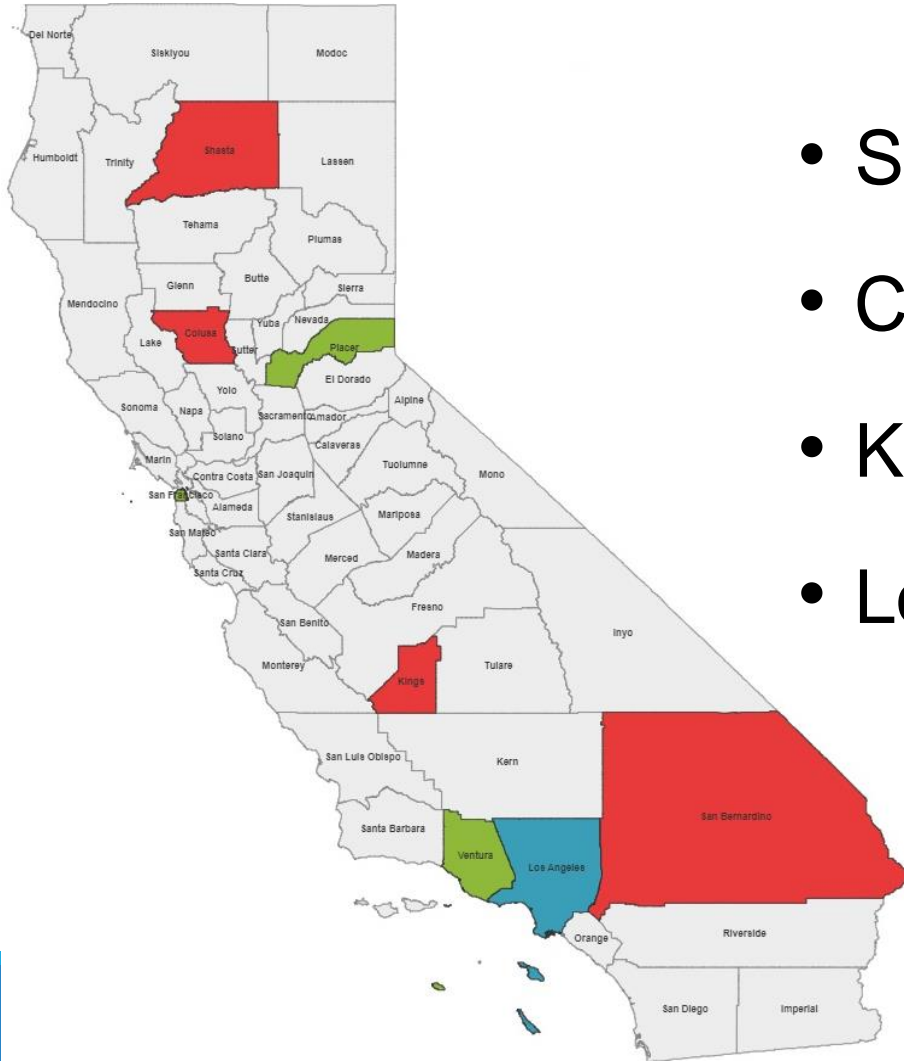
Rate of Program Reentries



Data Validation

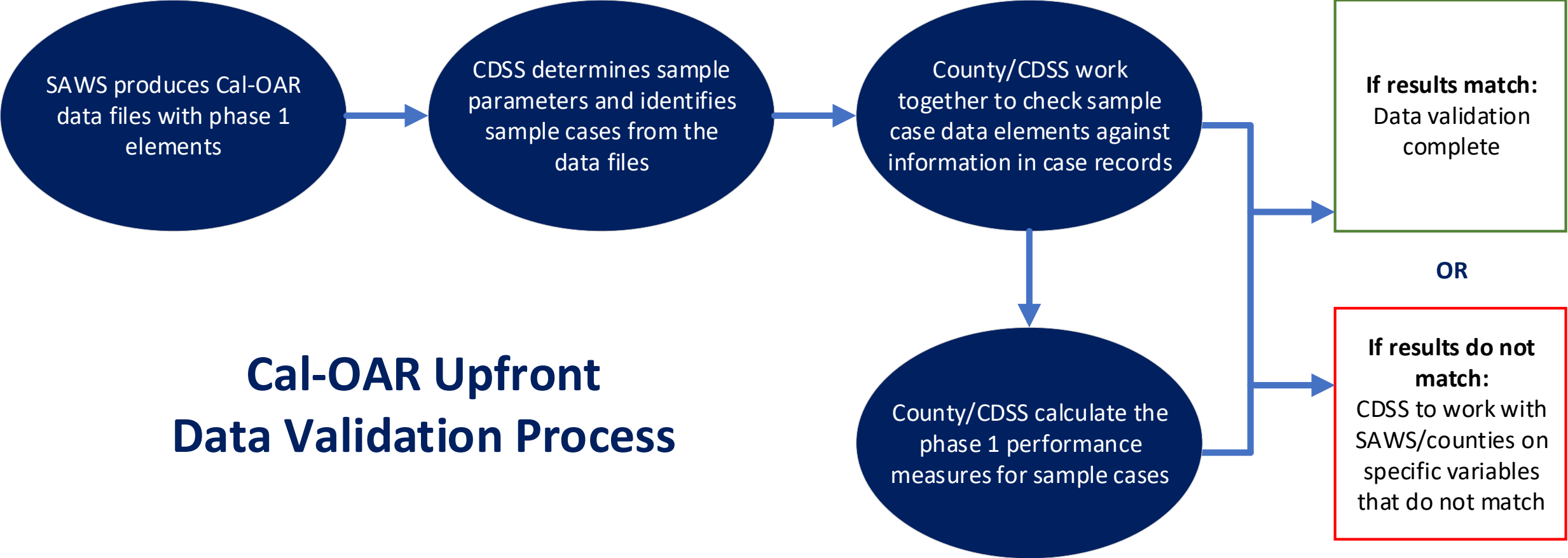
- **Data Validation is a crucial step** in the Cal-OAR process
 - Get the data right, at the start of Cal-OAR
 - Create confidence
 - Avoid ongoing need to validate individual level data
- **Upfront data validation** process with 8 counties
 - Phase 1: Fall 2019
 - Phase 2: 2020

Data Validation – County Participants



- Shasta
- Colusa
- Kings
- Los Angeles
- San Francisco
- San Bernardino
- Ventura
- Placer

Cal-OAR Upfront Data Validation Process



Data Validation Collaboration Structure

- CDSS staff will bring a sample of the phase 1 Cal-OAR performance measure data to the county
- CDSS and the county staff will look up each person from the sample data set in the county case management system
- CDSS and the county staff will compare the data reported from SAWS and what is seen in the county's case management system
- This will be done for each variable

Data Validation Collaboration Structure

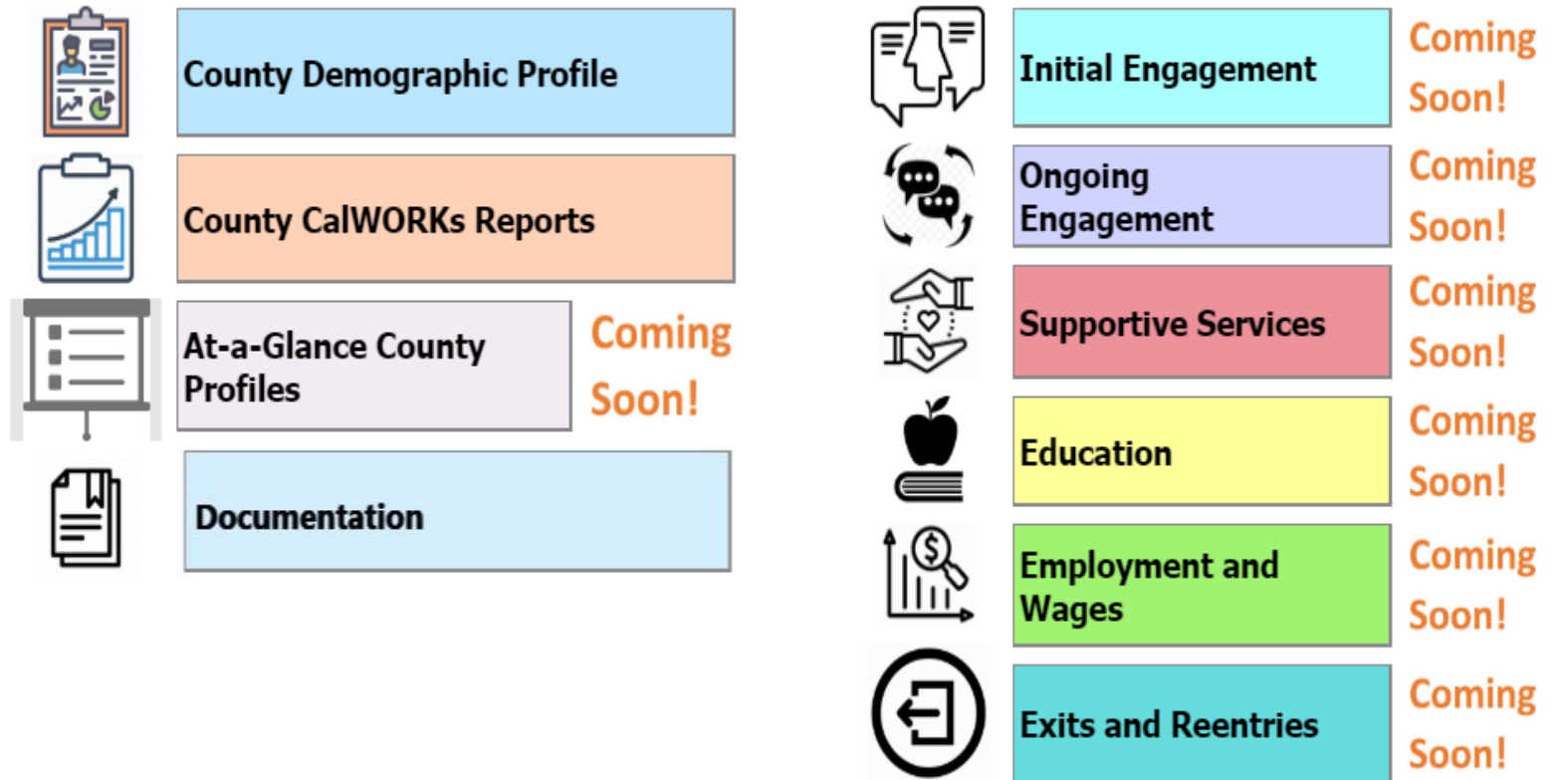
- CDSS and county staff will debrief with SAWS during the visit to discuss any questions or issues
- If a data variable(s) does not match: CDSS, the county, and SAWS will work together to determine why it does not match and if an adjustment to the data file coding is needed.
- CDSS and participating counties will share back results of the validation process with other counties during Cal-OAR Forum calls and during the 2019 CalWORKs Training Academy

Data Dashboard

Drawing out Data Narratives:

Cal-OAR Data Dashboard

CalWORKs Outcomes and Accountability Review (Cal-OAR) Dashboard



County Demographic Profile

- ← Average Unemployment & Unemployment Rate
- Educational Attainment & Median Earnings
- Household Income
- Poverty and Deep Poverty Rates
- Average Rent
- Race and Ethnicity →

Average Unemployment and Unemployment Rate*

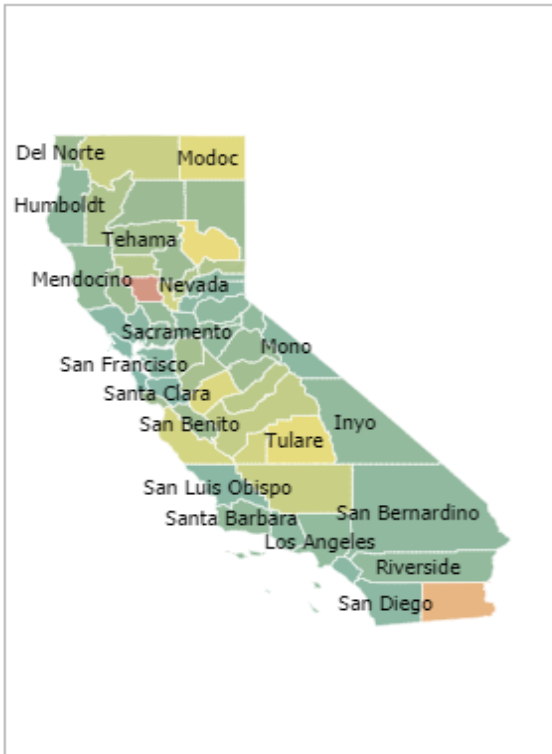


Year: 2019

County: Los Angeles

Year: 2009 - 2019

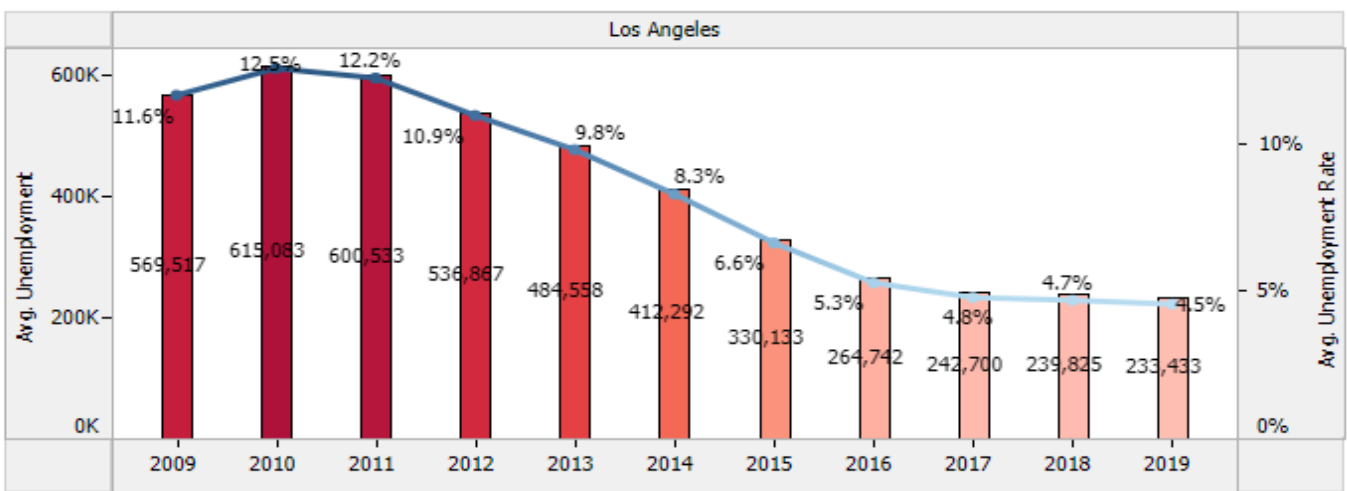
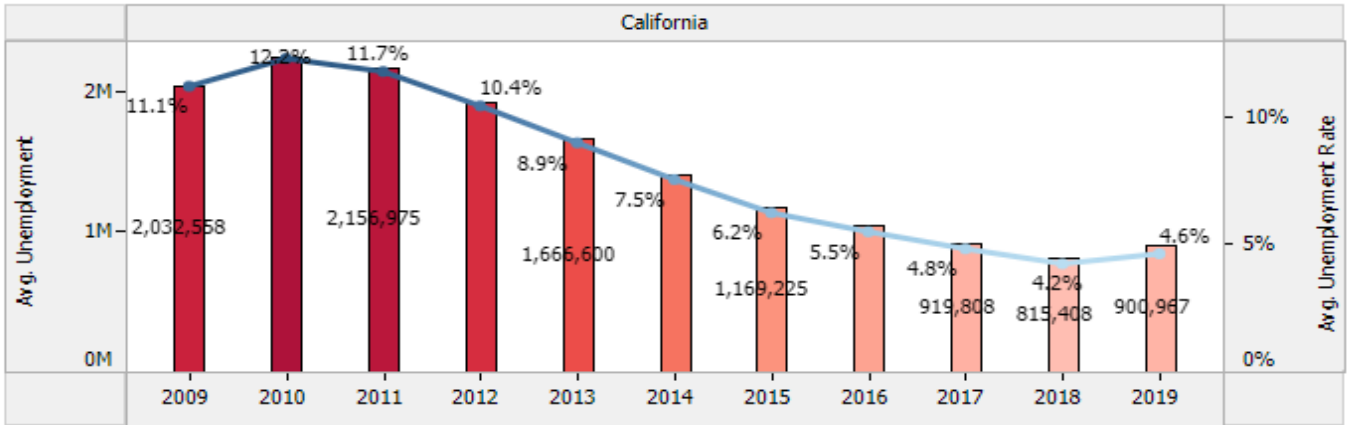
2019 Average Unemployment



* Employment Development Dept. (EDD)



Average Unemployment and Unemployment Rate



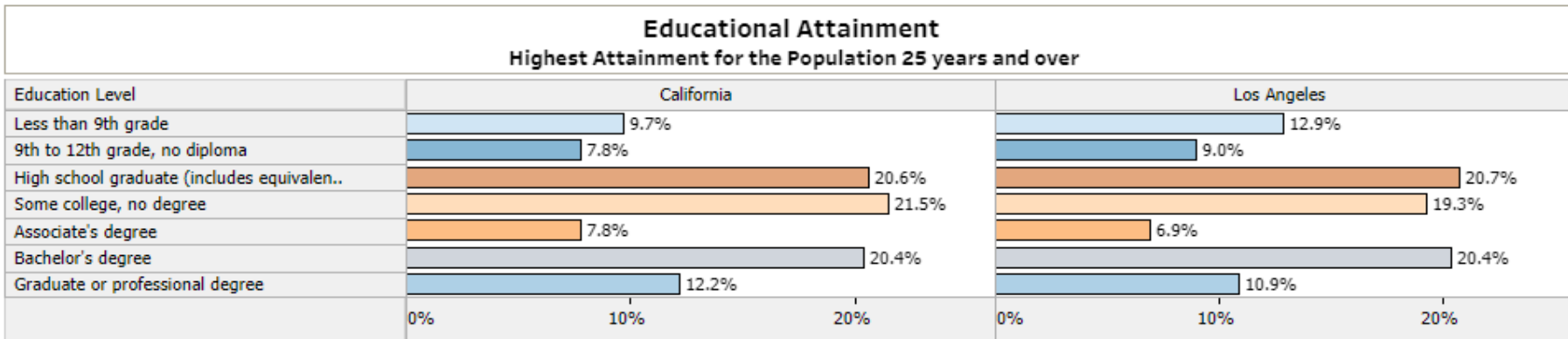
County Demographic Profile

- < Average Unemployment & Unemployment Rate
- Educational Attainment & Median Earnings**
- Household Income
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- Average Rent
- Race and Ethnicity >

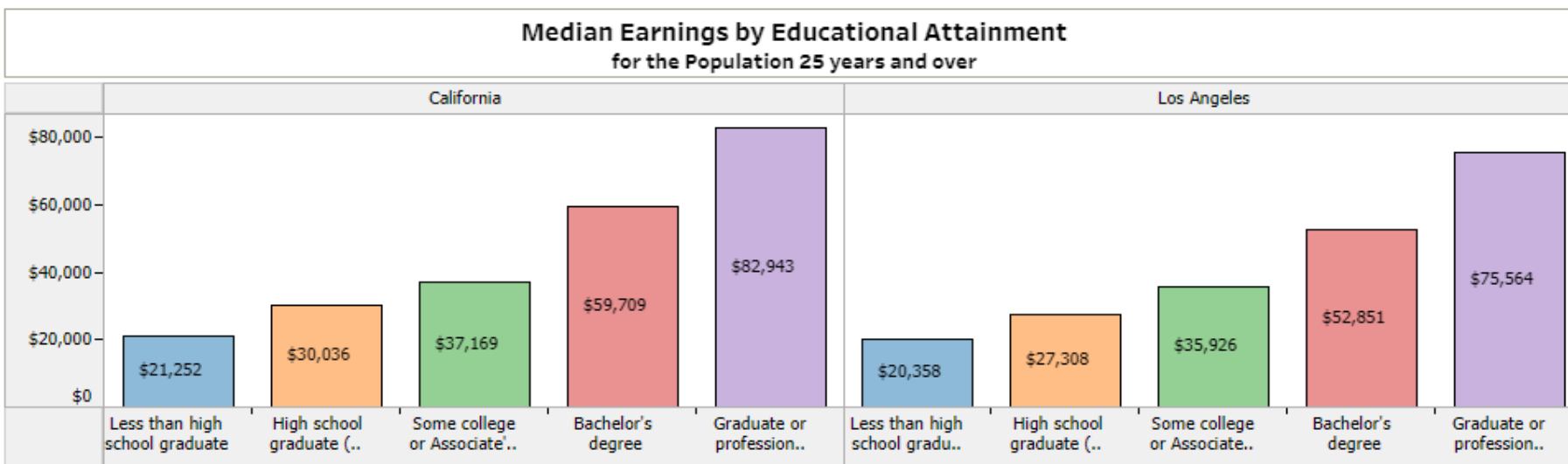
Educational Attainment and Median Earnings*



County (Multiple values) ▼



*2013-2017 American Community Survey (5-year estimates), Social Characteristics, Table DP02



*2013-2017 American Community Survey (5-year estimates): Educational Attainment, Table S1501

County CalWORKs Reports

CalWORKs Caseload by Case Type

Welfare-To-Work Activity Participation

Primary Language Spoken

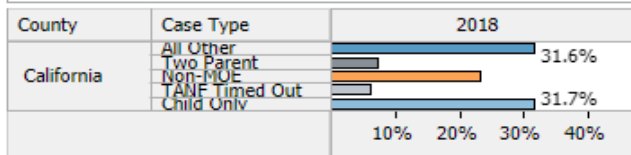
County: Los Angeles

Year: 2018

Case Type: (All)

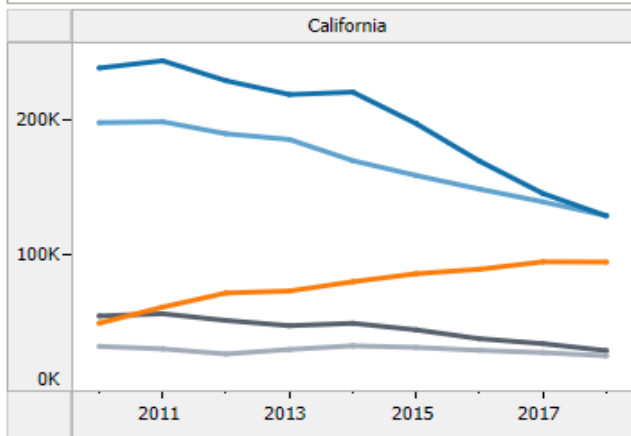


CalWORKs Annual Average Caseload by Case Type*



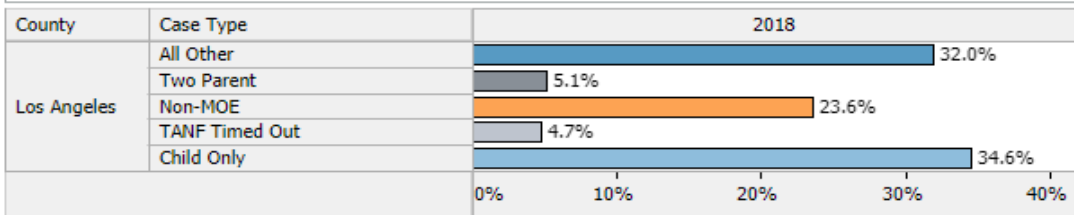
* Data from CA 237CW, Item 8A: Total cases receiving cash grant (\$10 or more)

CalWORKs Annual Average Caseload by Case Type*



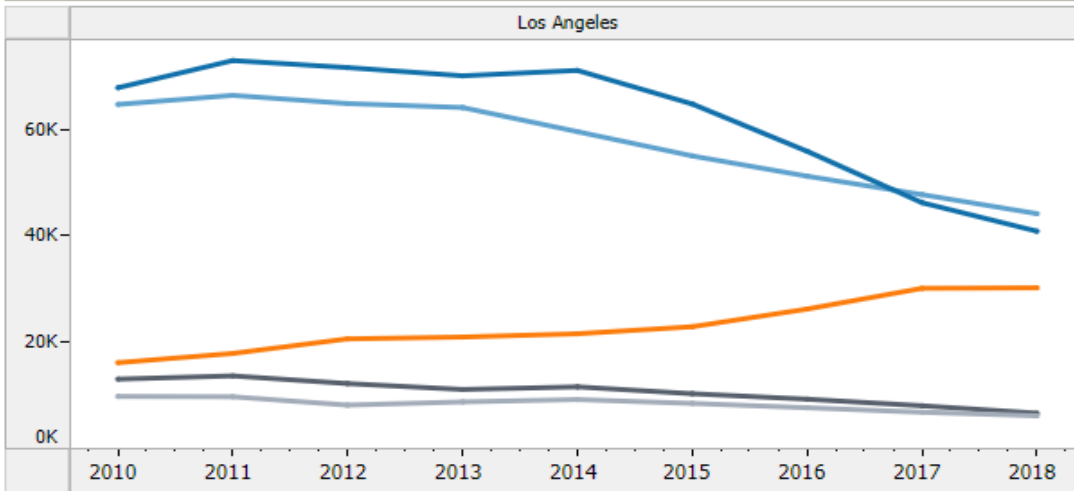
* Data from CA 237CW, Item 8A: Total cases receiving cash grant (\$10 or more)

CalWORKs Annual Average Caseload by Case Type*



* Data from CA 237CW, Item 8A: Total cases receiving cash grant (\$10 or more)

CalWORKs Annual Average Caseload by Case Type*



* Data from CA 237CW, Item 8A: Total cases receiving cash grant (\$10 or more)

Case Type: All Other (Blue), Child Only (Light Blue), Non-MOE (Orange), TANF Timed Out (Grey), Two Parent (Dark Grey)

County CalWORKs Reports



CalWORKs Caseload by Case Type

Welfare-To-Work Activity Participation

Primary Language Spoken



County:

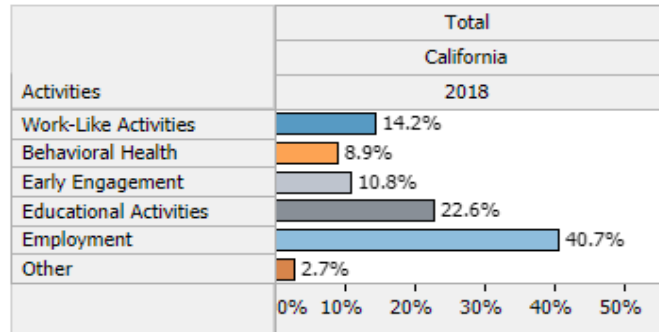
Year:

Activities:

Case Type:



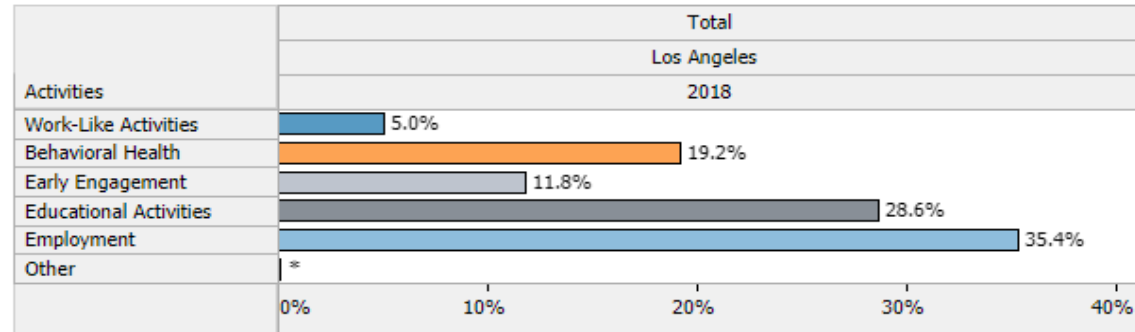
Welfare-To-Work Activity Participation*



* Data from WTW25/25A.

Note: Activity participation does not equal number of individuals since participants may be counted in multiple activities.

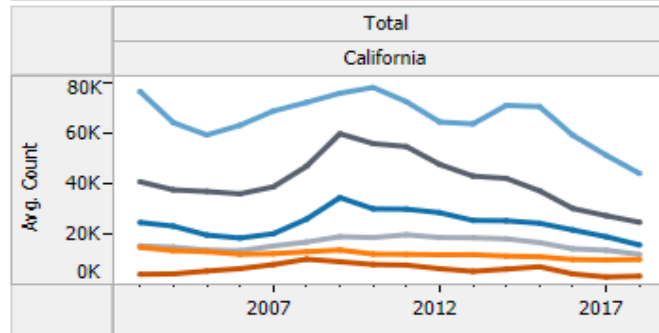
Welfare-To-Work Activity Participation*



* Data from WTW25/25A.

Note: Activity participation does not equal number of individuals since participants may be counted in multiple activities.

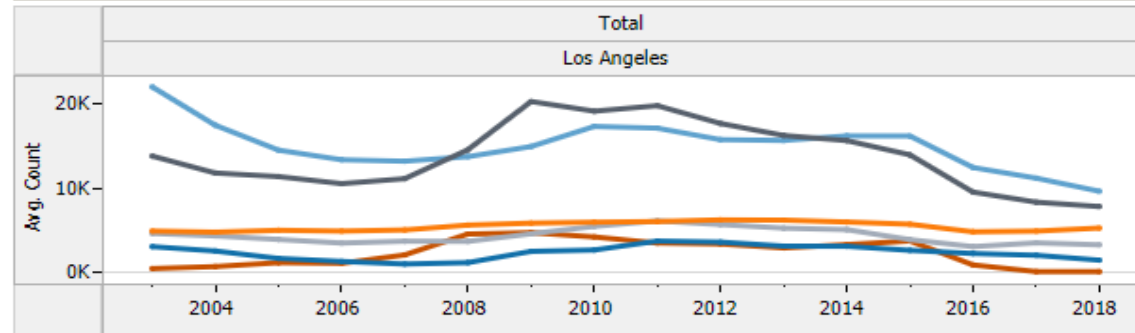
Welfare-To-Work Activity Participation*



* Data from WTW25/25A.

Note: Activity participation does not equal number of individuals since participants may be counted in multiple activities.

Welfare-To-Work Activity Participation*



* Data from WTW25/25A.

Note: Activity participation does not equal number of individuals since participants may be counted in multiple activities.

Activities

Work-Like Activities

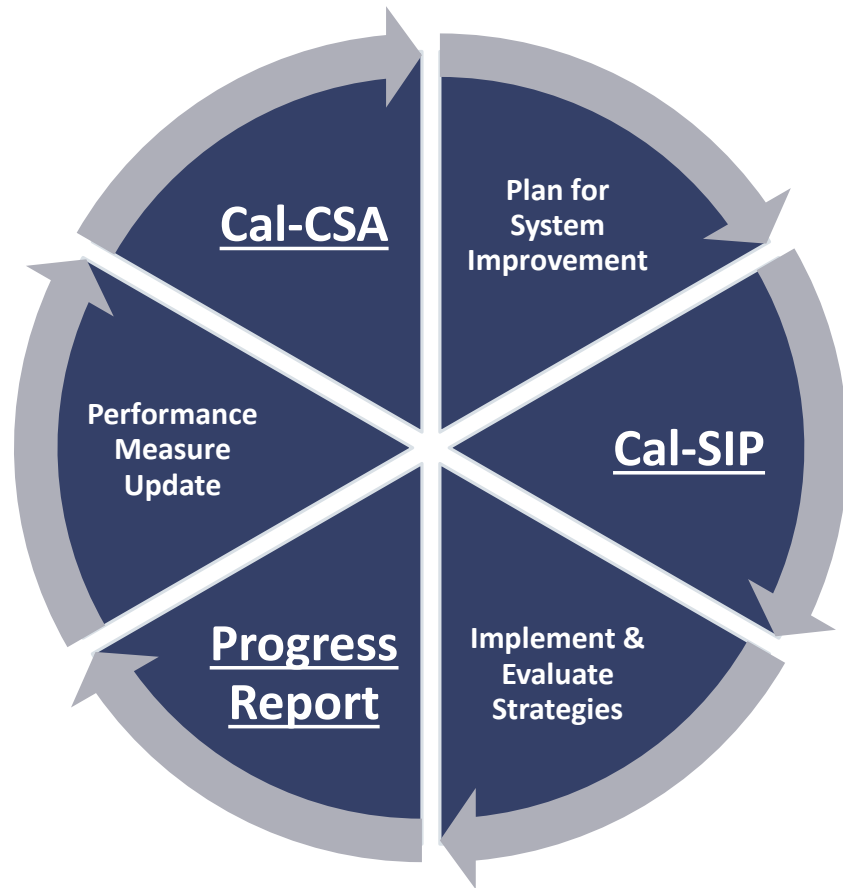
Behavioral Health

Early Engagement

Educational Activities

CalWORKs Continuous Quality Improvement (Cal-CQI)

Cal-CQI Process



CQI moves us through a logical process to ask...

How are we doing?

What can be done better?

County Self-Assessment (Cal-CSA)

- Comprehensively assess county CalWORKs program
- Identify strengths and challenges
- Describe how local operational decisions and systemic factors affect outcomes

Cal-CSA Structure

- Executive Summary
- Demographics
- Agency Characteristics
- Stakeholder Engagement and Feedback
- Barrier Removal
- Performance Measures

Cal-CSA Template

- Automated template to guide counties through the analytical process in a stepwise manner
- Pre-populated with demographic and performance measure data
- Same required analytical questions for all counties
- Optional analytical questions depending on county's unique situation (context) and performance measure rates

Cal-CSA Analysis

Sample Cal-CSA Analytical Questions

Describe the strengths and needs of the communities served.

The number and locations of CalWORKs offices. Specify urban versus rural. For each office specify: operations, service array, and other services offered (i.e. other human service or workforce programs).

What service/partnership gaps currently exist? What impact does that have on service delivery, and what strategies or long-term plans does the county have to address these gaps?

Discuss the client's experience at the CalWORKs office, include: average wait time, security, play area for children, etc.

Are any barrier removal service providers co-located at county offices; describe.

Explore whether measure performance varies by key demographic points.

Outcomes are often related – practice changes that lead to improvement in one measure may impact the county's performance on other measures. What other performance measures might impact these measures?

Example: Employment and Wages

Sample Cal-CSA Analytical Questions specific to Employment Related Measures

Describe the county's process for engaging employed WTW clients. What does case management look like for employed clients, and how does it differ from case management for unemployed clients?

What percentage of employed CalWORKs clients have unsubsidized employment, subsidized employment, and self-employment?

Describe the county's partnerships with local labor boards.

How do former clients' median earnings compare to the overall county population's median earnings?

Compare former clients' median earnings to the federal poverty threshold, the California poverty measure, and the county living wage.

Describe the county's post aid job retention services, if applicable, and what are the most common services utilized.

System-Improvement Plan (Cal-SIP)

- County plan for improving their CalWORKs program
- Performance measures for focused improvement
- Improvement strategies

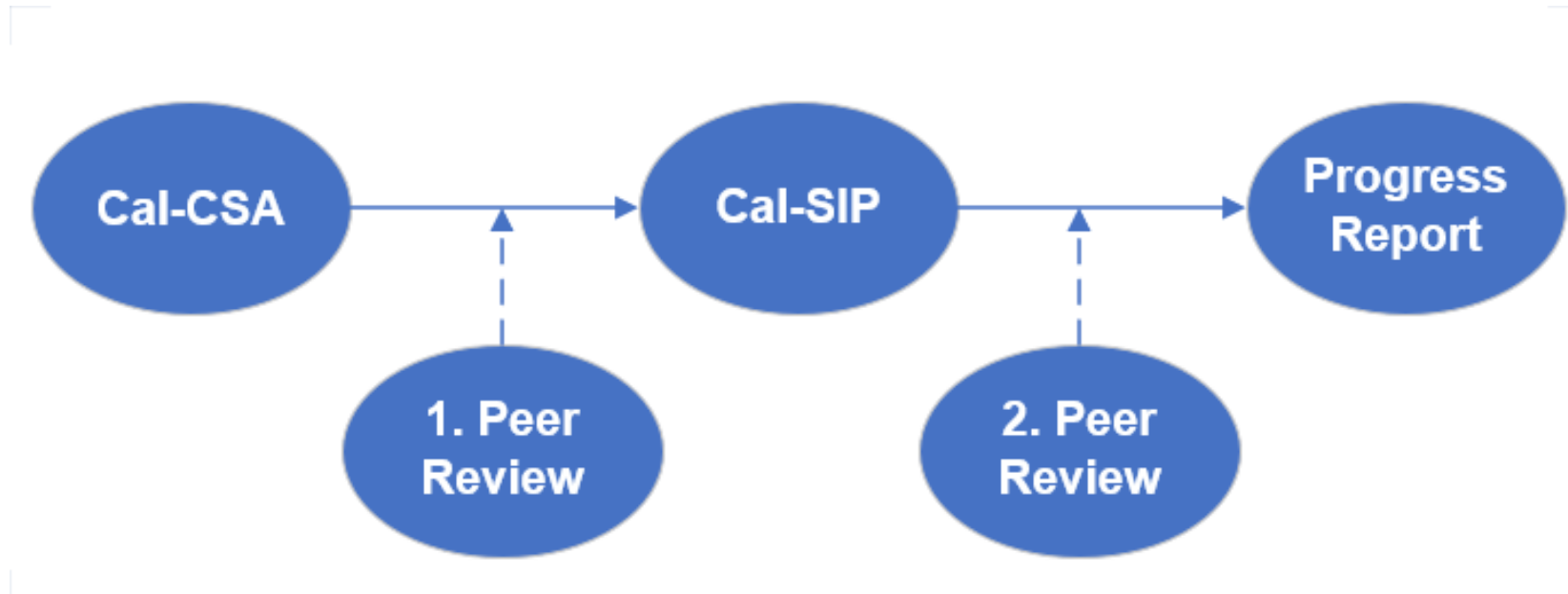
Progress Report

- Update on performance measures and strategy implementation
- Success and barriers in reaching performance goals
- Identification of strategy adjustments

Cal-OAR Peer Review

- Share promising and best practices
- Discuss and brainstorm ideas to innovate and refine county CalWORKs programs
- Discuss successes and challenges
- Troubleshoot road blocks
- Develop solutions with peer counties

Cal-OAR Peer Review



Customer Satisfaction Survey

- Administered three times (touchpoints):
 1. Orientation
 2. Assessment
 3. Redetermination
- Two parts
 - A. Specific to each touchpoint
 - B. General questions asked in each survey

What's Next

Next Steps...

- Cal-CQI Resources
 - Cal-CQI Instruction Manual – *Fall 2019*
 - Cal-CSA Template – *Winter 2020*
 - Toolkits
- In-Person Regional Training – *Jan – April 2020*
- County/CDSS Coaching – *Begins Feb – May 2020*

Cal-CQI: Reporting Cohorts

<u>COHORT 1 DUE DATES</u> Cal-CSA Draft: 7/1/20 Cal-CSA Final: 8/28/20 Cal-SIP Draft: 1/4/21 Cal-SIP Final: 2/19/21 Progress Report: 3/31/22	<u>COHORT 2 DUE DATES</u> Cal-CSA Draft: 8/3/20 Cal-CSA Final: 9/25/20 Cal-SIP Draft: 2/1/21 Cal-SIP Final: 3/19/21 Progress Report: 4/29/22	<u>COHORT 3 DUE DATES</u> Cal-CSA Draft: 8/31/20 Cal-CSA Final: 10/23/20 Cal-SIP Draft: 3/1/21 Cal-SIP Final: 4/16/21 Progress Report: 5/31/22	<u>COHORT 4 DUE DATES</u> Cal-CSA Draft: 9/28/20 Cal-CSA Final: 11/20/20 Cal-SIP Draft: 3/29/21 Cal-SIP Final: 5/14/21 Progress Report: 6/30/22
<ul style="list-style-type: none"> • Fresno • Los Angeles • Mariposa • Orange • Riverside • San Francisco • Santa Clara • Solano • Yolo 	<ul style="list-style-type: none"> • Alameda • Amador • Butte • Calaveras • Humboldt • Inyo • Madera • San Joaquin • San Luis Obispo • Santa Barbara • Shasta • Stanislaus • Tehama • Trinity • Tulare • Tuolumne • Ventura 	<ul style="list-style-type: none"> • Colusa • Contra Costa • Glenn • Kern • Kings • Lake • Marin • Mendocino • Merced • Monterey • Napa • San Benito • San Bernardino • San Mateo • Santa Cruz • Sonoma 	<ul style="list-style-type: none"> • Alpine • Del Norte • El Dorado • Imperial • Lassen • Modoc • Mono • Nevada • Placer • Plumas • Sacramento • San Diego • Sierra • Siskiyou • Sutter • Yuba

Cal-OAR Website and Resources

Available Resources

Cal-OAR website

<https://www.cdss.ca.gov/inforesources/CalWORKs/Cal-OAR>

Cal-OAR performance measures

https://www.cdss.ca.gov/Portals/9/ACL/2019/19-40_3.pdf?ver=2019-05-31-132510-040

Cal-OAR data dashboard

<https://www.cdss.ca.gov/inforesources/CalWORKs/Cal-OAR/Cal-OAR-Data-Dashboard>

Cal-OAR Inbox Cal-OAR@dss.ca.gov

Question and Answer

