Early Insights from Project 500: San Francisco’s Home Visiting Initiative

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PROJECT 500 OVERVIEW

- Local initiative developed at the behest of late SF Mayor Edwin Lee

- Seeks to disrupt the intergenerational transfer of poverty by supporting families on the path to self-sufficiency and well-being

- Key program design elements:
  - Packages evidence-based/promising service interventions
  - Two-generation focus
  - Mentoring (i.e., coaching) approach utilizing CalWORKs 2.0 goal-setting tools

- First cohort of families enrolled July 2016
Families Served

- Eligibility: Co-enrolled in CalWORKs and nurse home visiting program; all children in household < age 3

- Caseload: capacity to serve 160 families; 111 currently enrolled; will expand with CWHVI allocation

- Demographics:
  - 81% single parent families
  - 37% of mothers are age 18-25
  - 28% have a primary language other than English
  - 38% African-American, 33% Latino, 11% white, 9% API, 9% other
**Program Model**

- Team-based service model helps families navigate multiple systems of care
- Key partners: Behavioral Health, CalWORKs Eligibility, CalWORKs Employment & Training, Early Care & Education, Child Support
- Program is fully staffed by county employees, but referrals are also made to community-based service providers
- Two home visitors (a nurse and a mentor) assigned at intake to each family
- Mentors utilize a goal-setting framework and use Bridge to Well Being as the primary assessment tool
- Dedicated clinicians provide case consultation to home visitors, offer group services to clients and carry small caseloads
- Staff engage in reflective supervision
Performance Measures

- Operational metrics
  - Program uptake rate; reasons for decline to enroll
  - Program retention rate; reasons for exit
  - Family demographics
  - Caseload sizes; frequency of home visitor contacts
  - Referrals from nurse home visiting to CalWORKs and vice versa; other systems integration metrics under development

- Family progress across 13 life domains
  - Employment, income, WTW status, financial management
  - Participation in education/training and educational attainment
  - Use of licensed/quality-rated child care; parental engagement in early learning
  - Social support, parental involvement, parenting skills
  - Health, mental health, safety and housing status
EARLY OUTCOMES

- Family retention is high
  - 20 exits since inception (12 left SF, 4 lost contact, 4 voluntarily exited)
- WTW status: 45% exempt, 28% exited CW, 14% registered, 11% ineligible, 3% sanctioned
- 65% of non-exempt caseload is employed and/or in education
- Of children in care, 58% are in a licensed setting, 32% are in subsidized care with friend/family, 10% are in unsubsidized care
- Families regularly earn financial incentives for progress
- Strong cross-program partnership at management and line staff levels
# P500 Bridge to Self-Sufficiency

## Economic Security

### Employment

- Not working and/or in job training
- Working part-time or seasonally
- Working full-time in unsubsidized employment
- Working full-time in unsubsidized employment and I see a future here

### Income

- No wages from a job
- 33% of the CA Self-Sufficiency Standard $_______ per year
- 65% and 99% of the CA Self-Sufficiency Standard $_______ per year

### Financial Planning

- Not interested in developing a financial plan with an advisor
- Interested in developing a financial plan with an advisor, but haven’t done so yet
- Developed a financial plan with an advisor and made some progress on that plan

### Education & Training

- No high school diploma or GED
- High School Diploma or GED
- Job training or certificate complete (beyond high school)
- Associate degree or professional certification or enrolled in higher education
- Bachelor’s degree or higher complete

## Stable & Nurturing Environment

### Housing

- In shelter, unsure of where I will sleep today, being evicted or sleeping on couch
- In a transitional housing program (up to 24 months)
- Living in housing with a time-limited rent subsidy
- Living in stable permanent housing but rent exceeds 50% of my income
- Living in stable permanent housing that costs less than 50% of my income

### Social Support

- Can never rely on a support system to provide advice, guidance and/or support
- Can rarely rely on a support system to provide advice, guidance and/or support
- Can sometimes rely on a support system to provide advice, guidance and/or support
- Can often rely on a support system to provide advice, guidance and/or support
- Can always rely on a support system to provide advice, guidance and/or support

### Two-Parent Involvement

- Single parent with no support from the other parent
- Other parent is inconsistently present in child’s life, and interactions are not positive for our child when they occur
- Other parent is consistently present in child’s life, but is not a positive influence on our child
- Other parent is consistently present in child’s life, and is a positive influence on our child

### Parenting Skills

- Parent is too overwhelmed to think about why they parent the way they do and does not know why child behaves the way they do
- Parent has ideas about why they parent the way they do and why the child behaves the way they do, but has difficulty calming down when upset
- Parent’s ideas about why they parent the way they do and why the child behaves the way they do are inconsistent
- Parent is occasionally able to use this knowledge to help both calm down when upset
- Parent has ideas about why they parent the way they do, and why the child behaves the way they do, and is able to use this knowledge to help both calm down when upset
Bridge Scores Over Time

Bridge Score Status Change - Initial to 6-Month

- Employment: 57% backward, 33% no change, 10% forward
- Income: 63% backward, 23% no change, 0% forward
- Financial Change: 60% backward, 0% no change, 7% forward
- Education: 77% backward, 17% no change, 17% forward
- Housing: 53% backward, 40% no change, 30% forward
- Social Support: 47% backward, 30% no change, 40% forward
- Physical and Mental Health: 40% backward, 33% no change, 37% forward
- Safety: 43% backward, 30% no change, 32% forward
- Two Parent Involvement: 53% backward, 50% no change, 29% forward
- Parenting Skills: 65% backward, 65% no change, 6% forward
- High Quality Child Care: 65% backward, 65% no change, 6% forward
- Parent Engagement: 65% backward, 65% no change, 6% forward
Bridge Scores Over Time

**Employment**

- Initial: 1.43
- 6 Month: 1.93

**Income**

- Initial: 1.37
- 6 Month: 1.53

**Financial Planning**

- Initial: 1.87
- 6 Month: 2.67

**Education & Training**

- Initial: 2.13
- 6 Month: 2.27
INSIGHTS & LESSONS LEARNED

• Successful cross-program partnerships require persistent effort
  ○ Role clarification at the management and line staff level is key
  ○ Having written case coordination protocols is advised

• CalWORKs and home visiting program may have different “cultures” that need to be bridged
  ○ Joint training can provide a good foundation for partnership between two or more programs
  ○ Establish consistent messaging to families across partners

• Use of evidence-based models offers welcome structure but also limits program flexibility
INSIGHTS & LESSONS LEARNED

- If you use CalWORKs staff as your home visitors:
  - Expect new service needs to become evident – going into people’s homes reveals more about their situation than you previously knew
  - Think about the different competencies and training your staff may need

- Cross-program data sharing is a must-have but challenging to implement
  - Clearly define what data needs to be shared by whom for what purpose
  - Train all staff on data collection and entry protocols
  - Think through data systems issues; how will case files be updated and viewed by multiple program partners?

- Establishing a continuous improvement process helps facilitate culture change and innovation in service delivery through small scale “incubation” of ideas
FOR MORE INFORMATION

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