

CalWORKs County System Improvement Plan (Cal-SIP) Report

County: El Dorado

Contents

Executive Summary	2
Introduction	4
Section 1: Measures for Improvement and Strategies.....	7
Part 1: Measure and Goal Narrative	7
Part 2: Goal-level Descriptions	8
Section 2: Peer Review.....	13
Section 3: Target Measure Summary	16

Executive Summary

1. Please summarize the performance measures selected for improvement.

The performance measure selected for improvement is Engagement Rate.

2. Please provide a comprehensive list of improvement strategies identified within the Cal-SIP.

El Dorado County seeks to improve their performance by implementing the following strategies:

Goal 1: Increase Engagement Rate to 30% from 24%

Strategy 1: Full scale implementation of CalWORKs 2.0

Action Steps:

- Meet with supervisory team and provide overview, goals of implementation, and expectations
- Identify CalWORKs 2.0 Champions and establish CW 2.0 Workgroup
- Evaluate feasibility of a CW 2.0 "Advisory Team" to include internal/external partners. Evaluate ongoing Advisory Team meetings for CQI purposes
- Establish internal tools, processes, and procedures to support staff and develop tracking systems to monitor progress of implementation

Strategy 2: Review disaggregated data to ensure similar performance measure outcomes are achieved for subpopulations.

Actions Steps:

- Review program desk guides/job aides, manuals, and staff training curriculum/materials
- Shadow/interview staff to observe individual case management methods, interview techniques, supportive services offered/recommended, actions taken to initiate client referral processes, review case notes, Message from Your Worker letters, NOA's, and leverage CalSAWS screens to track data entry uniformity/accuracy
- Further explore county WTW caseload demographic data to identify any underserved populations. Identify, and address inconsistencies in business practices to promote equitable service delivery
- Continue department CQI efforts with process evaluation to identify inconsistencies, inefficiencies, duplication of efforts, and obsolete/redundant business practices
- Register Employment Service staff in REIB and DEI focused trainings

Strategy 3: Bolster outreach efforts to enhance Expanded Subsidized Employment (ESE) partnership opportunities

Action Steps:

- Complete a needs assessment to identify any industry gaps/client indicated employment interests with established partnerships
- Create a list of prospective local business owners/operators to encourage new partnerships
- Create a roadmap for outreach plan of action
- Schedule meetings/presentations to solicit new/expanded partnerships with community employers
- Present to internal and external partners to identify areas for program development and improvement

Strategy 4: Collaborate with County Behavioral Health to streamline the referral process to Substance Use Disorder Services (SUDS) and Mental Health Services

Action Steps:

- Review current referral process/gather feedback from Employment Services staff
- Identify and contact relevant internal Behavioral Health staff to strengthen inter-agency relationships to bridge services
- Inquire with Behavioral Health to ascertain the appropriate steps to provide referrals and develop a thorough understanding of eligibility requirements to services
- Draft/update the Employment Services ancillary services desk guide to include additional information on SUD and MH services
- Facilitate staff training sessions

Strategy 5: Evaluate the feasibility of operating outstation locations to provide more accessible Employment Services to the county's most rural regions

Action Steps:

- Confer with Peer County Partners to gather insight, best practices, action steps needed to operate outstations
- Draft a work plan to include documenting the need for outstations, the potential location(s)/potential opportunities to establish MOU's/partnerships with existing businesses based on proximity to rural/impoverished regions with limited access to public transportation, current county-operated infrastructure availability/vacancies, and operating costs/program allocations, etc.
- Present and consult with internal agency management and executive leadership to gain consensus on the feasibility of operating outstations in El Dorado County

Introduction

The CalWORKs Outcomes and Accountability Review (Cal-OAR) is a local, data-driven program management system that facilitates continuous improvement of county CalWORKs programs by collecting, analyzing, and disseminating outcomes and best practices. As required by Welfare and Institutions Code (WIC) 11523, Cal-OAR consists of three core components: performance indicators, a county CalWORKs self-assessment (Cal-CSA), and a CalWORKs system improvement plan (Cal-SIP).

The Cal-OAR continuous quality improvement (Cal-CQI) process (which includes the Cal-CSA and Cal-SIP) takes place over five-year cycles. The first Cal-OAR cycle commenced on July 1, 2021, with the implementation of Cal-OAR. The Cal-SIP is the second component of the Cal-OAR CQI process. The Cal-SIP is based on the information gathered and reported from the Cal-CSA, wherein each CWD will develop a plan for improving their CalWORKs program. The Cal-SIP will select a measure or set of measures for focused improvements and development to improve the selected performance measures while pairing each Cal-SIP goal with an equity goal and/ or strategy.

1. Describe your approach to the Cal-SIP Report

El Dorado County Health and Human Services Agency's Core Cal-OAR Workgroup utilized the plethora of information we obtained from CDSS-led meetings and our participation in Mathematica facilitated trainings as our foundational approach to drafting the Cal-SIP report. The Core Cal-OAR Workgroup strategically collaborated to select one performance measure of focus. Although each of the performance measures are valuable, we opted to formulate robust strategies to support our efforts to increase the Overall Engagement Rate for our Employment Services Welfare to Work (WTW) Participants. Additionally, we plan to re-introduce and re-incorporate the CalWORKs 2.0 philosophy into our routine business practices and are committed to delivering equitable and uniform services.

The Core Cal-OAR Workgroup scheduled and attended internal check-in meetings, typically as bi-weekly occurrences, to maintain clear channels of communication throughout the development of the SIP. We designed a workplan for actionable items, and distributed sections of the SIP report amongst the Core Workgroup while simultaneously planning and completing tasks related to the Peer Review component of the report.

A variety of tools supported the development of the Cal-SIP, including; drafting a document mirroring the SIP Excel template to allow for more efficient word processing functionality, developing an Excel workbook containing project timelines/due dates, assigning SIP report sections, creating a document to narrate observations and questions from other county CSA's to discuss during Peer Review meetings, and re-visiting Mural Board activities from Mathematica trainings to extract content specific to El Dorado County's goal and strategies.

2. Briefly describe past and current system improvement efforts.

A past system improvement effort that has positively impacted El Dorado County's Employment Services operations was achieved by implementing staffing structure changes. Family Stabilization Intensive Case Managers (FSICM) were added to the CalWORKs Housing Support Program (HSP) team to compliment the overall nature of the two (2) programs and the participating families. Two (2) Employment & Training (E&T) workers joined two (2) HSP Social Workers (SW) to provide additional/intensive case management services to those families who are unready to participate in conventional WTW activities. The FSICM's hold smaller caseloads which afford them the opportunity to provide more intensive support and allocate the time necessary to effectively navigate clients through the barrier removal process. This change has afforded traditional E&T workers time to concentrate on individuals who are ready and able to participate full-time in WTW activities.

A current system improvement effort is underway on the eligibility side of the Self-Sufficiency division. The eligibility quality improvement effort is forged by a team of Administrative Analysts and Program Managers who utilized the human-centered design methodology, Root-Cause Analysis, to establish the need for uniformity in service delivery. The team developed a plan of action to interview front line employees ranging from office support staff to Eligibility Supervisors. Team members are currently evaluating business processes to identify inefficiencies, inconsistencies, erroneous/obsolete/redundant methodologies to establish best practices and consistency across all service areas.

3. Briefly describe the success or failure of those efforts at improving service delivery or programmatic outcomes.

Overall, the outcomes have been overwhelmingly favorable in the staffing of FSICMs in the HSP Unit. Clients benefit from an expedited screening, are assessed/triaged, and provided with the vital supports required to transition into a more safe and stable living situation. Initially, a challenge associated with this programmatic change was an adverse impact on the traditional E&T staffing levels in the Placerville office. Traditional E&Ts absorbed additional clients from the two (2) full caseloads previously managed by the new FSICM staff. The increase in workload created additional hardships, as traditional E&Ts were already holding higher-than normal caseload sizes during this time of transition. In response, supervisors and staff further evaluated caseloads to identify those that were in the exempt/good cause status, requiring lighter-touch case management, and transferred them to WTW staff with more capacity in the South Lake Tahoe (SLT) office. Supervisors and staff also identified additional cases that would benefit from intensive case management and transferred them to the FSICM/HSP team.

Currently, the Continuous Quality Improvement (CQI) efforts deployed to conduct programmatic service delivery evaluation in Eligibility business processes is proving helpful. The team has begun to identify areas for improvement in business practice and

service delivery, resulting in the development of new ideas and recommendations to reduce waste, improve and expedite timely services to clients, and ensure uniformity in each stage of the application process.

4. An overview of the CWD's organizational vision and mission (optional).

El Dorado County Health and Human Services Agency (EDC HHSA) Mission: With integrity and respect, we provide effective, efficient, collaborative services that strengthen, empower, and protect individuals, families, and communities, thereby enhancing their quality of life.

Section 1: Measures for Improvement and Strategies

Part 1: Measure and Goal Narrative

1. Describe the reason for selecting the measure or programmatic grouping of measures.

The Core Cal-OAR Workgroup selected Overall Engagement Rate as our programmatic performance measure of focus because the measure is multi-faceted and all-encompassing. The measure can be analyzed in the longer term since it is a component of ongoing engagement. It is anticipated that the strategies developed and deployed to improve our Overall Engagement Rate, particularly CalWORKs 2.0 implementation, will also organically enhance rates for other engagement measures to include Orientation Attendance Rate and OCAT Appraisal Completion Timeliness Rate.

2. Do partners and collaborators agree this is a measure or programmatic grouping of measures that should be focused on at this time?

Based on feedback collected throughout the CSA report process, partners and collaborators fully support the decision to focus on improving El Dorado County's Overall Engagement Rate. The strategies identified to support our goal have been shared with our internal and external partners, all strongly agree with the approach and recognize many of the strategies are intended to reach, and positively impact, a variety of partners/collaborators. Additionally, staff members welcome the opportunity to transition from antiquated and punitive Work Participation Rate (WPR) policies to the innovative and choice-driven CalWORKs 2.0 philosophy.

3. Describe any anticipated interactions with other measures.

Other measures anticipated to interact with Overall Engagement Rate include Sanction Rate, Sanction Resolution Rate, Orientation Attendance Rate, and First Activity Attendance Rate. Increased rates in Overall Engagement will result through client Orientation attendance and First Activity attendance. Sanction Resolution Rates will improve, and the Sanction Rate will reduce through active client participation.

4. Describe how the CWD will track performance measure improvement.

The Administrative Technician will monitor the Overall Engagement Rate monthly through analysis of the Cal-OAR19B individual level data files and the Monthly Phase 1 Release to identify and document variation in the performance measure data. The Administrative Technician will utilize the disaggregated data to complete case reviews on cases included in the month of measurement. If mandatory WTW participants with zero (0) participation hours during the measurement month are identified, cases will be analyzed to determine and address the cause. The Core Cal-OAR Workgroup intends to meet with Employment Services supervisors on a bi-monthly basis to gather consensus from staff regarding their experience in applying the improvement strategies intended to increase Overall Engagement Rate. EDC HHSA is also currently exploring a relationship with a vendor that performs data collection and aggregation, dashboard

creation, and auto generated timeliness reports utilizing the entire CalSAWS data set. We anticipate that these reports will give us the ability to effectively monitor measure improvement.

Part 2: Goal-level Descriptions

Goal 1: Increase Engagement Rate to 30% from 24%. Review using Individual Level Data

- **Strategy 1:** Full scale implementation of CalWORKs 2.0
- **Strategy 2:** Review disaggregated data to ensure similar performance measure outcomes are achieved for subpopulations.
- **Strategy 3:** Bolster outreach efforts to enhance Expanded Subsidized Employment (ESE) partnership opportunities
- **Strategy 4:** Collaborate with County Behavioral Health to streamline the referral process to SUD and MH services
- **Strategy 5:** Evaluate the feasibility of operating outstation locations to provide more accessible Employment Services to the county's most rural regions

1. Explain the reasoning or methodology which was used to determine this goal.

The Core Cal-OAR Workgroup collaborated and acknowledged value of focusing our efforts on one (1) goal supported by five (5) large-scale strategies to apply our system improvement efforts. The Workgroup utilized Root Cause Analysis paired with Need-Gap Analysis results to recognize internal and external barriers that commonly impact an individuals' level of engagement in WTW activity. These activities also assisted with formulating and prioritizing strategies to bolster Overall Engagement Rates. We intend to improve the measure by 6% over a span of three (3) years, allowing time to design, train, implement, and conduct quality assurance/quality control efforts throughout the cycle.

2. What led the CWD to these improvement strategies?

El Dorado County selected five (5) robust strategies to support our goal to increase the Overall Engagement Rate from 24% in 2021 to 30% in 2026. In the fourth quarter of 2020, El Dorado County Employment Services created a workgroup to introduce and implement CW 2.0 philosophy into operational practices. The workgroup dismantled and the implementation was halted due to the Covid-19 Pandemic.

- **Strategy 1:** The Core Cal-OAR Workgroup collaboratively recognized that we could leverage Cal-OAR to re-introduce and complete a full-scale implementation of CalWORKs 2.0 to improve our Overall Engagement Rate.

- **Strategy 2:** Due to current CQI efforts within our agency, the Core Cal-OAR Workgroup recognized the need to evaluate, identify, and address underserved populations as well as any inconsistencies in business practices to promote uniformity in service delivery within the Employment Services department. This process will assist the CWD's efforts to provide equitable opportunities for each WTW participant.
- **Strategy 3:** Expanded Subsidized Employment (ESE) provides the opportunity for participants to gain skills, and establish positive work habits, with a unique on-the-job paid training program. The Workgroup acknowledges the surplus of quality job opportunities available within our county and strives to expand partnerships with local business operators. ESE is a win-win to the employer, the county, the participant, and the local economy.
- **Strategy 4:** Through discussion sessions with E&T workers, staff indicated the desire to streamline the client referral process to our County Behavioral Health department.
- **Strategy 5:** In review of our Poverty Tract Map, proximity of our office locations to our most impoverished regions, and limited access to public transportation, the need for outstation offices presented as a plausible opportunity to provide equitable access to county services.

3. Discuss any research or literature that supports the strategies chosen. Cite reference(s), if applicable.

EDC heavily relied on the database of research and literature available via the CalWORKs: The Next Generation website when selecting the full implementation of the CW 2.0 philosophy into standard practice. Additionally, research and literature available through Mathematica's website will reinforce all five (5) strategic actions toward system improvement efforts and achieving our goal of increasing overall engagement rates.

CalWORKs 2.0 Next Generation. (2016). <https://calworksnextgen.org/>

Mathematica (2023). <https://www.mathematica.org/>

4. Describe the roles of each partner and collaborator in implementing the selected strategies.

- **Strategy 1:** A full-scale implementation of CW 2.0 will require a myriad of individuals in various roles to garner the most impactful results. El Dorado County will need to first research current CW 2.0 training opportunities and contracting processes, present findings and seek executive level leadership and

management endorsement. Coordination with Employment Services supervisors and staff to schedule trainings, gain supervisor enthusiasm and support, identify CW 2.0 Champions and workgroup members, and create an ongoing workplan to assess our implementation efforts will be critical. Client feedback will be garnered as CalWORKs 2.0 and associated tools are rolled out and applied as new case management strategies.

- **Strategy 2:** The Core Cal-OAR Workgroup will request support and feedback from the Employment Services supervisors to assist with the collection of relevant desk guides, job aids, manuals, etc., to review written materials and identify inconsistencies/redundancies/inaccuracies. Members of the Workgroup will review case notes, CalSAWS data entry points, and shadow Employment and Training workers to observe individual case management operations to collect best practices and identify opportunities for process improvement.
- **Strategy 3:** The Workgroup will review current ESE partnerships/contracts with the lead Employment and Training worker assigned to the program. Additionally, the Workgroup plans to bolster outreach efforts in the local community to gain new partnerships/contracts. This may include outreach to business organizations in the community such as the Chamber of Commerce as well as leveraging our existing partnership with our WIOA provider, Golden Sierra. The Workgroup will also request feedback from E&T workers and clients to gather insight into industries/employers that would potentially serve as desirable placement options. Fiscal/contracts division staff will play key roles in the implementation as well.
- **Strategy 4:** The Workgroup aims to collaborate with essential Behavioral Health staff to create an action plan to improve the client referral process to SUDS services and Mental Health Services.
- **Strategy 5:** To implement an ambitious strategy such as analyzing the feasibility of opening outstations will require coordination with internal agency leadership partners, other county departments, consultation with peer counties, and collaboration within the community.

5. Identify any staff education and training needs, and include any technical assistance needed to implement strategy and achieve goal.

Cal-OAR training and overviews will be provided to agency staff as well as external partners to familiarize them with the CQI initiative and to provide detail on the strategies and action steps that will be implemented over the next three (3) years. It will be important to continuously emphasize that Cal-OAR, and the actions taken to improve outcomes, is an agency-wide initiative, and staff in all areas (i.e., Program Eligibility, Office Support, Employment and Training, etc.) play a role in contributing toward successful outcomes.

To meet the goal of bringing the CW 2.0 vision into standard practice, a tremendous commitment from EDC HHSA staff and leadership will be required. To provide the

required skills training, we will likely leverage the tools and strategies detailed in the County Road Test Work Plan designed by Mathematica and establish a "CalWORKs 2.0 Academy". Butte county shared El Dorado County's concerns about resource capacity for training and indicated they would be interested in partnering with El Dorado to develop and disseminate training, workshops, etc. when feasible. In developing a project plan we will identify needed resources for this endeavor and subsequently must determine the feasibility of managing all tasks in-house.

6. Describe how the CWD plans to mitigate and/or address both known internal and external barriers to achieve this goal.

In the identification and development of our Goal and associated strategies during Cal-SIP workshop/training sessions, with the assistance of Mathematica, we identified potential barriers to achieving our goal and how we will address them. It will be critical to keep executive level leadership and any other key decision makers consistently informed on the status of goal achievement throughout the Cal-OAR cycle. Developing thorough project plans, involving appropriate administrative and programmatic staff and partners, establishing clearly defined roles and responsibilities, and adhering to timelines for the implementation of the strategies tied to our goal will be essential to achieving increased engagement.

7. Describe how your facility will continuously evaluate each action step taken to see if improvement is being achieved. (e.g., tracking tools, meetings, monitoring, etc) Include who will be responsible for follow up and compliance.

EDC HHSA will employ several strategies to continuously evaluate the efficacy of action steps taken to influence improvement by following the well-established CQI method of Plan, Do, Study, Act. We intend to use the Cal-SIP to inform and develop a comprehensive project plan with task lists highlighting targeted completion dates, resources and support required, staff assignments, and milestones. A schedule will be developed and reviewed, at a minimum, monthly to evaluate progress on action step completion. To keep staff and executive leadership informed, the Program Manager and Administrative Analyst will provide updates and solicit feedback at pre-established CQI meetings staffed by other program managers, analysts, and the department Deputy Director. The Deputy Director will serve as the executive leadership champion for the project plan objectives with the Employment and Training Program Manager taking the lead on overall implementation and ongoing monitoring for compliance.

CQI efforts will be expanded to include additional process reviews that will focus on data validity, efficiencies, and creating a better overall experience for the families we serve. To provide needed data dashboards and reports relevant not only to Cal-OAR performance measures, but to eligibility program processing outcomes as well, we are exploring an affiliation with a vendor that performs real-time data collection and

aggregation, dashboard creation, and auto-generated timeliness reports utilizing the CalSAWS data set.

Section 2: Peer Review

Peer county/ counties selected for collaboration and consultation:

Butte County & Calaveras County

1. Discuss how the Peer Review process impact Cal-SIP development.

The Peer Review process was a positive and collaborative experience for El Dorado County. Small challenges naturally surfaced, as counties were simultaneously completing the Peer Review action items while drafting the Cal-SIP and making fatal flaw edits for the Cal-CSA. El Dorado pivoted and prioritized when necessary to execute each deliverable.

El Dorado was fortunate to pair with Butte County and Calaveras County to complete the Peer Review portion of the Cal-SIP. A solid partnership was established between Butte and El Dorado early into the Cal-OAR CQI Cycle, as both counties were joined together in Mathematica facilitated trainings. Butte and El Dorado recognized our counties share many commonalities, we humbly and candidly voiced our challenges in managing the implementation of Cal-OAR and exchanged contact information to bridge our partnership, and to reciprocate support to one another during the development of our CSA's.

Additionally, El Dorado was approached by Calaveras County to partner as a Peer Review County. The Peer Review experience afforded El Dorado County an opportunity to forge a relationship with a neighboring county in our region.

Butte and Calaveras provided El Dorado with a different perspective and assisted in identifying areas for growth and further evaluation. Camaraderie was established through our shared strengths, weaknesses, and opportunities such as gaps in services, operating public assistance programs in a post-pandemic era with strained staff resources, and strategizing goals to successfully deliver services through an equity lens.

2. Discuss steps taken to conduct peer review.

As previously mentioned, El Dorado and Butte formed a strong Peer County partnership while participating in the same training cohort facilitated by Mathematica early in the Cal-CQI cycle. Both counties agreed to collaborate in the Peer Review Process. El Dorado County was genuinely interested in the opportunity to partner with Calaveras, as Calaveras staff were active virtual participants and contributors in forums, office hours, and other Cal-OAR related meetings/trainings.

Both Calaveras and Butte are smaller in population size and considered rural counties, akin to El Dorado. We strategically opted to partner with Peer Counties with identified similarities such as caseload size, participant race/language/ethnicity, average monthly

rent, and employment rates. Additionally, both counties are also committed to improving their Overall Engagement Rate utilizing CW 2.0 tools/strategies.

In preparation to serve as Peer County, El Dorado closely reviewed both Butte and Calaveras' CSA's prior to our virtual visits. This provided El Dorado the opportunity to prepare questions, note observations and gain insight/best practices from our peers. Due to scheduling limitations, El Dorado completed the Peer Review process with Butte and Calaveras entirely remote. El Dorado intends on conducting the Peer Review component in-person in the next CQI cycle. To commence the Peer Review, El Dorado invited each county to select from several dates and times to conduct our Peer Review sessions. El Dorado opted to schedule a total of three (3) meetings with each Peer County, individually. El Dorado created and disseminated proposed agendas to ensure each county was prepared and afforded ample time to "host" and to provide feedback/observations as "peer". The first of the three (3) meetings were intentionally designed as a platform for introductions and casual-based discussion between counties. The first meeting also supplied time to develop a collaborative action plan to organize the subsequent two (2) meetings. The two (2) subsequent meetings were structured for one (1) county to host and for one (1) county to serve as peer, alternating roles for the third meeting.

3. Briefly summarize observations and action items from Peer Review process.

El Dorado observed many similarities in terms of county characteristics, limitations, and opportunities, to include county size and organizational structure, rural geography, and CalWORKs demographics. Challenges in re-instituting county facilitated WTW programs post-Pandemic with scarce staffing resources and having a high volume of families with multiple barriers preventing a transition to self-sufficiency were also noted.

At the conclusion of the Peer Review process, El Dorado learned of many unique strengths and challenges our Peer Counties have. For example, Butte identified they are lacking in high wage employment opportunities in the region. It was curious to learn of this limitation in high-wage employment, as it does not correlate to the opportunities one would assume are available to a county that is home to a popular California State University and a robust community college. Alternatively, Butte expressed entry-level positions, often filled by college students, saturate their economic prosperity, and in-turn college graduates tend to move out of Butte County to pursue obtaining higher paying employment opportunities. El Dorado noted many competencies and potential processes to borrow from after reviewing Butte County's CSA and during their presentation. We were interested to learn that Butte enacted a pilot program titled, "Fresh Start" prior to the Covid-19 Pandemic. This program was designed to bridge WTW sanctioned clients to county Behavioral Health Services with the goal of expanding equitable service delivery and improving sanction resolution rates.

El Dorado observed many strengths in Calaveras' operations of the WTW program and provided us with potential considerations to implement into our operations. Notable

attributes and innovative processes in terms of supportive services include: 1) Calaveras leverages their MOU with their behavioral health division and accesses funding through their substance use allocation to pay partial installments for clients to attend DUI classes and assists towards the payment of penalties/fees and 2) Due to the limited availability of private-practice behavioral health providers that accept Medi-Cal, Calaveras encourages clients to self-locate a provider. The Employment Counselors will then reach out to the provider to ask if they would be inclined to invoice the county for payment of services.

Section 3: Target Measure Summary

Goal 1: Increase Engagement Rate to 30% from 24%. Review using Individual Level Data. Review using Individual Level data improving 1% every 6 months with 3 years (for a total of 6% improvement).

Performance Measure: Engagement Rate

Baseline Result: 24%

Cal-SIP Start Time: 05/01/2024	Progress Report #1: 05/09/2025	Progress Report #2: 06/12/2026	Cycle End Date: 06/30/2026
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Strategies, Action Steps, and Tracking Improvement:

Strategy 1: Full scale implementation of CalWORKs 2.0

Action Steps:

- Meet with supervisory team and provide overview, goals of implementation, and expectations.
- Identify CalWORKs 2.0 Champions and establish CW 2.0 Workgroup.
- Identify counties with similar goal and connect to determine interest in county partnership for training.
- Evaluate feasibility of a CW 2.0 "Advisory Team" to include internal/external partners. Evaluate ongoing Advisory Team meetings for CQI purposes.
- Establish internal tools, processes, and procedures to support staff and develop tracking systems to monitor progress of implementation.

Strategy 2: Review disaggregated data to ensure similar performance measure outcomes are achieved for subpopulations.

Action Steps:

- Review program desk guides/job aides, manuals, and staff training curriculum/materials.
- Shadow/interview staff to observe individual case management methods, interview techniques, supportive services offered/recommended, actions taken to initiate client referral processes, review case notes, Message from Your Worker letters, NOA's, and leverage CalSAWS screens to track data entry uniformity/accuracy.
- Further explore county WTW caseload demographic data to identify any underserved populations. Identify, and address inconsistencies in business practices to promote equitable service delivery.
- Continue department CQI efforts with process evaluation to identify inconsistencies, inefficiencies, duplication of efforts, and obsolete/redundant business practices.

- Register Employment Services staff in Racial, Equity, and Implicit Bias (REIB) and Diversity, Equity, and Inclusion (DEI) focused trainings.

Strategy 3: Bolster outreach efforts to enhance Expanded Subsidized Employment (ESE) partnership opportunities

Action Steps:

- Complete a needs assessment to identify any industry gaps/client indicated employment interests with established partnerships.
- Create a list of prospective local business owners/operators to encourage new partnerships.
- Create a roadmap for outreach plan of action.
- Schedule meetings/presentations to solicit new/expanded partnerships with community employers.
- Present to internal and external partners to identify areas for program development and improvement.

Strategy 4: Collaborate with county Behavioral Health to streamline the referral process to SUD and MH services

Action Steps:

- Review current referral process/gather feedback from Employment Services staff.
- Identify and contact relevant internal Behavioral Health staff to strengthen inter-agency relationships to bridge services.
- Inquire with Behavioral Health to ascertain the appropriate steps to provide referrals and develop a thorough understanding of eligibility requirements to services.
- Draft/update ancillary services desk guide to include additional information on SUD and MH services.
- Facilitate staff training sessions.

Strategy 5: Evaluate the feasibility of operating outstation locations to provide more accessible Employment Services to the county's most rural regions

Action Steps:

- Confer with Peer County Partners to gather insight, best practices, action steps needed to operate outstations
- Draft a work plan to include documenting the need for outstations, the potential location(s)/potential opportunities to establish MOU's/partnerships with existing businesses based on proximity to rural/impoverished regions with limited access to public transportation, current county-operated infrastructure availability/vacancies, operating costs/program allocations, etc.
- Present and consult with internal agency management and executive leadership to gain consensus on the feasibility of operating outstations in El Dorado County

Tracking: The Administrative Technician will monitor the Overall Engagement Rate monthly through analysis of the Cal-OAR19B individual level data files and the Monthly Phase 1 Release to identify and document variation in the performance measure data. The Administrative Technician will utilize the disaggregated data to complete case reviews on cases included in the month of measurement. If mandatory WTW participants with zero (0) participation hours during the measurement month are identified, cases will be analyzed to determine and address the cause. The Core Cal-OAR Workgroup intends to meet with Employment Services supervisors on a bi-monthly basis to gather consensus from staff regarding their experience in applying the improvement strategies intended to increase Overall Engagement Rate. EDC HHS is also currently exploring a relationship with a vendor that performs data collection and aggregation, dashboard creation, and auto generated timeliness reports utilizing the entire CalSAWS data set. We anticipate that these reports will give us the ability to effectively monitor measure improvement.