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| **Overview of Strategy** | **Planning Team and Assignments** | **Key Milestones** |
| **Overview of Problem**Santa Barbara County currently ranks as one of the counties with the lowest CalFresh utilization rates in the state, at 56 out of 58 counties in 2012. In 2012, CDSS estimated the County has 63,419 eligibles (excludes SSI recipients and estimated undocumented) (or 14.8% of the County population). As of September 2014, DSS serves 34,777 individuals in the CalFresh program, resulting in approximately 28,642 potential eligilbes not being served. This means that many of the neediest County citizens are not taking advantage of the CalFresh benefits for which they qualify. DSS must examine its existing outreach and business practices and develop a plan for increasing the County’s utilization rate. A CalFresh Utilization workgroup has developed a list of recommended strategies to increase the participation rate. The EA Branch has prioritized eight strategies for implementation in the next 3-9 months. This plan includes two of the eight strategies that have been combined into five sub-committees.**Project Title/Overview:**Analyze Horizontal Integration policy adherence, develop reinforcement strategies and monitor strategy efficacy. To the extent allowable by law, provide service where, how and when the client requests/prefers it. This includes assessing technology and a “no wrong door” holistic approach to service delivery in the EA Branch department-wide. **Estimated Completion Timeframe:**0-3 months**Background:** Implementation of the ACA and California state law requires California to have a streamlined, multi-program, single application for individuals and families to apply for CalWORKs, CalFresh and health care coverage, including Medi-Cal and other programs associated with ACA.**Additional Information:*** The Horizontal integration internal procedures are currently focused on intake. Procedures need to be developed to strategically “add a program” at MC renewal for those cases that do not have CF.
 | **Executive Sponsor:** Maria Gardner**Management Lead:** Pam Powers* Present project action plan, progress and decision points to branch/ Steering Committee to gain direction and approval to move forward

**Sub-Committee Chair:** Jose Clemente* Elicit stakeholder input by organizing, planning and leading the workgroup
* Development of strategy implementation and tracking mechanism for evaluation of progress and impact

**Stakeholders:*** Compliance Division/IEVS
* Staff Development
* Additional Program DBS’s— MC, CF and CW’s and AIM unit.
* EW Supervisors – Intake and Ongoing
* Clerical Supervisors (all offices)
* Line Staff
* Case Review Sub-Committee (Chair, Manager)
* MYBCW expert
* E-comm group member
* DBS’s
* Economic Assistance Branch (WRC)
* Facilities (infrastructure needs)
* Sandra Ayala, ES, CalFresh Utilization Rate Workgroup Representative
* Lupe Salinas, EWIII, CalFresh Utilization Rate Workgroup Representative
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| **Action** | **Timeline** | **Comments/Recommendations** |
| Management Lead Identified | December 17,2014 | Pam Powers |
| Project DBS Identified | December 17, 2014 | Jose Clemente |
| Preliminary analysis by DBS | TBD | Legislative Changes/Local Policy Development/Barriers and Challenges |
| Refine DRAFT Project Development Planning and Timeline Overview | TBD |  |
| Assemble Workgroup | TBD | Workgroup will include representation selected by Branch and volunteers members of the CalFresh Utilization workgroup. First meeting scheduled for? |
| Regular Workgroup Meetings | TBD |  |
| Project Implementation Plan | TBD | Project Implementation operational countywide |
| Training/Communication Plan Implementation | TBD |  |
| Project Evaluation  | TBD | Quarterly |
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| **Staff Leads** | **Project Title/Overview** | **August-December 2014** |

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| **Staff Leads** | **Project Title/Overview** | **August-December 2014** | **January 2014** | **February 2014** | **March 2014** | **April 2014** | **May 2014** |
| **Chair:** Jose Clemente**Manager:** Pam Powers | **Project Title/Overview:**Analyze Horizontal Integration policy adherence, develop reinforcement strategies and monitor strategy efficacy. To the extent allowable by law, provide service where, how and when the client requests/prefers it. This includes assessing technology and a “no wrong door” holistic approach to service delivery in the EA Branch department-wide.  | [x]  CalFresh Utilization Workgroup led by the Operations Support Division met to discuss/analyze the CalFresh Utilization problem. An extensive list of recommendations was developed and prioritized. The Economic Assistance Branch further prioritized recommendations into a short-term action plan of eight strategies. This is one of the eight strategies. [x] EA Branch identified stakeholder for the workgroup; management lead and chair.  | [ ]  |  |  |  |  |

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| **CalFresh Utilization Workgroup Proposed Action Plan** | **Sub-Committee Revised Action Plan** |  |
| Analyze root causes preventing Horizontal Integration, (technological, policy, lack of data, training/communication, etc.) develop and implement countermeasures and monitor progress. Some ideas include: 1. Analyze Horizontal Integration policy adherence and outcomes for process improvement.
	1. Are the transmittals of data which may include a request for a referral to CalFresh from CalHEERS to SAWS called “e-HIT” being addressed by AOP staff? Are the warm hand off’s" to EIU being worked?
	2. Are the AOP’s in each district office tracking their CalFresh referrals in order to document the actual actions taken on the referrals received through the external interface?
	3. Can we quantify whether the current process of AOP’s doing follow-up calls and/or sending correspondence via mail is helping increase CalFresh participation.
	4. Are procedures consistently followed in each district office?
2. Research barriers preventing effective or full integration (e.g. telephonic signatures – San Diego is a best practice county, program rule differences, business processes, etc.) and develop and implement countermeasures.
3. Develop procedures for integrating ongoing by adding a program to existing cases.
4. Develop and implement a communication (reinforcing when, why integration needs to happen) and training plan.
5. Develop outcome measures and monitor progress. Partner with the Case Review Sub-committee.

Analyze barriers to implementing a “no wrong door” holistic approach to service delivery in the EA Branch, (technological, policy, lack of data, training/communication, etc.) and develop and implement countermeasures, communication/training plan and monitor progress. 1. Evaluate and change business processes/practices to help clients at their point of entry. E.g. If a client comes to an office lobby with a question, documents, normally handled by BSC (or vice versa), help the client. Do not refer them elsewhere (other office, phone, etc.).
	1. See if other steps, (e.g. staffing, specialized workers) could be taken to support this.
	2. Determine if there are training gaps or retraining opportunities.
2. Assess technology improvements that are allowable by law that IT could implement.
	1. Look into alternative methods of client communication. (Examples: IVR, text messaging, email, texting, scanning via barcodes etc.).
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