

November 27, 2019

CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

EXECUTIVE SUMMARY

ALL COUNTY LETTER NO. 19-108

This letter prepares counties for the California Work Opportunity and Responsibility to Kids (CalWORKs) Outcomes and Accountability Review (Cal-OAR) Continuous Quality Improvement (Cal-CQI) process. This letter includes the following: Cal-CQI process and requirements; details on each Cal-CQI component; report submission requirements; technical assistance, training, and county resource updates; the Cal-CQI Instruction Manual and other resources.



KIM JOHNSON
DIRECTOR

STATE OF CALIFORNIA—HEALTH AND HUMAN SERVICES AGENCY
DEPARTMENT OF SOCIAL SERVICES
744 P Street • Sacramento, CA 95814 • www.cdss.ca.gov



GAVIN NEWSOM
GOVERNOR

November 27, 2019

ALL COUNTY LETTER (ACL) NO. 19-108

TO: ALL COUNTY WELFARE DIRECTORS
ALL CALWORKS PROGRAM SPECIALISTS
ALL CALFRESH PROGRAM SPECIALISTS
ALL COUNTY WELFARE-TO-WORK COORDINATORS
ALL CONSORTIA PROJECT MANAGERS
ALL COUNTY REFUGEE PROGRAM COORDINATORS

SUBJECT: CALIFORNIA WORK OPPORTUNITY AND RESPONSIBILITY TO KIDS
(CalWORKs) OUTCOMES AND ACCOUNTABILITY REVIEW (Cal-OAR)
CONTINUOUS QUALITY IMPROVEMENT (Cal-CQI) PROCESS

REFERENCE: [SENATE BILL \(SB\) 89](#) (CHAPTER 24, STATUTES OF 2017);
[WELFARE AND INSTITUTIONS CODE SECTION 11523](#); [ACL 19-40](#);
[ALL COUNTY INFORMATION NOTICE \(ACIN\) I-49-18](#).

This letter provides County Welfare Departments (CWDs) with initial guidance for the Cal-CQI process, including reporting instructions. Information regarding Cal-OAR development was previously distributed in [ACIN I-49-18](#), while the Cal-OAR performance measures and data file instructions were distributed in [ACL 19-40](#).

Cal-OAR and Cal-CQI Overview

The purpose of Cal-OAR is to establish a local, data-driven program management system that facilitates continuous improvement of county CalWORKs programs by collecting, analyzing, and disseminating outcomes and best practices. Cal-OAR is designed to promote critical reflection of the CalWORKs program in order to better engage CalWORKs clients.

Cal-OAR encourages intentionality in county CalWORKs program design, service delivery models, and activity structure. This provides opportunities for adults to build core capabilities critical to manage adversity, succeed in navigating a long-term career trajectory, and balance the challenges of life, family and work. Through collaboration and partnership, counties and the state will execute a joint vision for CalWORKs

outcomes of interest that propel county CalWORKs programs beyond the narrow scope of the federal Work Participation Rate.

Pursuant to SB 89, Cal-OAR consists of three main components: performance measures, a CalWORKs county self-assessment process, and a county CalWORKs system improvement plan, including a peer review component.

Continuous Quality Improvement is a process by which organizations improve business processes and outcomes through regular self-assessment, analysis and ongoing data collection. Counties have a wealth of knowledge and Cal-OAR is designed to draw upon individual CWD experiences to evaluate challenges and successes, explore opportunities for overcoming challenges, and lift up promising practices and strategic, targeted, innovations.

Cal-CQI Process and Requirements

The Cal-CQI process is structured in three-year cycles. The first three-year cycle begins July 2019 and concludes June 2022.

During each three-year cycle, CWDs are required to:

- **Conduct a County Self-Assessment:** *Includes local stakeholder engagement and a CalWORKs County Self-Assessment (Cal-CSA) Report.*
- **Develop a System Improvement Plan:** *Includes peer review participation and a CalWORKs System Improvement Plan (Cal-SIP) Report.*
- **Implement & Evaluate Strategies for Improvement**
- **Report Progress:** *Includes continuation of the peer review process and a Cal-SIP Progress Report.*

The graphic below depicts the major activities within the Cal-CQI process.



The county Cal-OAR team: Establishing the County Cal-OAR team early in the Cal-CQI cycle is critical to ensure success during the Cal-OAR process. The CDSS recommends convening the county team responsible for Cal-OAR as early in the process as possible, and prior to conducting the Cal-CSA. The team will work collaboratively throughout the Cal-CQI cycle with CDSS, local stakeholders, and other relevant partners. The Cal-CQI Instruction Manual (Attachment 1) contains details on who might be included, or whom counties may find most valuable for inclusion.

Cal-CQI Process Components

The following sections provide conceptual descriptions of each Cal-CQI process component introduced in the previous section. The attached Cal-CQI Instruction Manual (Attachment 1) contains more detailed process recommendations and reporting requirements for the Cal-CQI. The manual is also available on the [Cal-OAR website](#).

CDSS will collaborate with, and coach CWDs through, all Cal-CQI steps. Additional information regarding technical assistance can be found in the *CDSS Technical Assistance and Statewide Training* Section.

1. The Cal-CSA

Each CWD is to conduct a county self-assessment specific to its CalWORKs program to:

- Comprehensively evaluate service array, program implementation, and participant outcomes;
- Identify strengths and challenges of current program practices and resource deployment; and,
- Describe how local operational decisions and systemic factors affect outcomes.

The *Cal-CQI Instruction Manual* provides specific questions CWDs must address within the Cal-CSA and optional considerations for use in assessment and analysis. Information gathered during the Cal-CSA process will be compiled within the Cal-CSA report.

Performance Measures

The Cal-OAR consists of performance measures that align with the CalWORKs logic model and emphasize program activities that lead to meaningful participant progress toward key outcomes. An analysis of the performance measures is one component of the Cal-CSA. The Cal-CSA organizes the performance measures into groups of related measures to support a holistic assessment of the CWD's CalWORKs program.

Attachment 2, the *Cal-OAR Conceptual Framework* (i.e. logic model) is a rich tool CWDs may utilize during the self-assessment process. This framework helps focus CWD attention on process points critical to improve outcomes of interest. It can also help CWDs pinpoint strategic areas for targeted program improvement, while enhancing awareness of the factors that are most under county influence.

Only a subset of the Cal-OAR performance measures will be included in the initial Cal-CSA. However, CWDs may include relevant and available information on the performance measures that are not required for inclusion. The attached measures summary (Attachment 3), along with [ACL 19-40](#), describes the phases of implementation and what measures must be included in the first Cal-CSA.

Local Stakeholder Engagement

The CWDs are required to engage and collaborate with local stakeholders in the Cal-OAR process. Stakeholder engagement and collaboration is critical to gain additional information and insight pertaining to measure performance, strategies for improvement,

and a better understanding of the impact of system changes on CalWORKs clients and interrelated programs.

More information regarding local stakeholder engagement, including required partners and resources to aid in the stakeholder engagement process, can be found within the *Cal-CQI Instruction Manual* and the [Cal-OAR website](#).

2. Peer Review Participation

County Peer Review is a required component of the Cal-OAR process and will take place following finalization of the Cal-CSA throughout Cal-SIP implementation. The CWD will document their peer review experience within the Cal-SIP and the Cal-SIP Progress Reports.

Peer Review is an opportunity for CWDs to:

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

The CDSS is currently developing the peer review process. More information will be available on the [Cal-OAR website](#). CDSS is also developing a series of tools and resources to support CWDs in the Peer Review process.

3. The Cal-SIP

Based on information gathered and reported in the Cal-CSA, each CWD will develop a plan for improving their CalWORKs program. CWDs will:

- Select a measure or set of measures for focused improvement; and,
- Develop strategies to improve performance on the chosen measures.

Information gathered during this process will be compiled within a Cal-SIP report.

Selecting Measures for Improvement

The CWDs, in partnership with CDSS, have discretion regarding which measure(s) are included in the Cal-SIP Report. Selection of measures should be strategic and targeted in order to maximize the impact of the Cal-SIP.

In selecting measure(s) for focused improvement, CWDs should consider:

- Measures that show the least growth or improvement;

- Measures that a CWD can implement, and evaluate the results of, within the current Cal-CQI cycle;
- Measures that allow for the most impactful program improvement; and,
- Other measures assigned a higher priority by the CWD for various reasons (such as targeting improvement to a certain population).

The CWD will detail the process used to select the measures for improvement within the Cal-SIP, including any supporting information and data.

Developing Strategies for Improvement

The CWDs will develop strategies to improve performance on the selected measures. These strategies may be derived or based on social service research, proven innovative practices developed by other counties, nationally recognized practices, etc. The CDSS, and a third-party partner, will provide support throughout this process, coaching counties through measure selection and implementation. All improvement efforts should fit within the *Cal-OAR Conceptual Framework* (i.e. logic model) and be targeted around activities that influence the outputs contributing to areas of challenge. The CWD will detail the process used to select the improvement strategies within the Cal-SIP.

Strategy implementation may be county-wide or through targeted pilots. Piloting, prior to scaling strategies county-wide, is a useful strategy to avoid change fatigue and identify implementable solutions. If a pilot or limited road test is used, the Cal-SIP must include a description on how the CWD plans to apply a successful implementation to the county as a whole, provided the pilot is successful.

When developing implementation strategies CWDs should consider the cyclical nature of Cal-OAR. Not all desired strategies can be implemented in a single cycle, and many long-term changes may require incremental steps to fully implement.

4. Implementing and Evaluating Strategies for Improvement

Once the Cal-SIP is approved by the County Board of Supervisors and CDSS, the CWD will work to implement its improvement strategies. The *Cal-CQI Instruction Manual* provides guidance for strategy implementation, including use of work plans to delineate activities and track task completion. If strategies will take multiple years to implement, CWDs should develop milestones that allow for incremental progress checks to allow for plan adjustments and reconfigurations, as needed.

The CWDs should also strategically consider which methods to use in order to set, track, and evaluate the impact of implemented strategies on program performance. The iterative nature of many implementation strategies should be part of this consideration.

There are a variety of research tools available that may be used to evaluate the effectiveness of strategy implementation. As noted above, CDSS and a third-party partner will provide support and coaching throughout this process.

5. Cal-SIP Progress Report

Each CWD will track and report measure and strategy implementation progress within the Cal-SIP Progress Report. The Cal-SIP Progress Report will include in-depth information on CWD successes and barriers in reaching performance goals and identify any necessary adjustments to improvement strategies. This summary will bridge the current and next Cal-CQI cycles.

Report Submission Requirements and Approvals

The CDSS will provide interactive templates which CWDs will use to compile the Cal-CSA, Cal-SIP and Cal-SIP Progress Report. The Cal-CSA template will be made available in the Winter of 2019, with the Cal-SIP and Cal-SIP Progress Report templates following after.

The *Cal-CQI Instruction Manual* includes guidance on the report approval and submission processes. All reports will be published to the CDSS website upon receiving final required approvals. For each report, the following approvals are required:

- **Cal-CSA:** The CWD Director is required to approve the Cal-CSA prior to submission to CDSS.
- **Cal-SIP:** The CWD Director is required to approve the Cal-SIP prior to submission to CDSS. Once CDSS has reviewed the Cal-SIP, CWDs are required to have the County Board of Supervisors approve the Cal-SIP. The Cal-SIP may alternatively be approved by a county's chief elected official, where applicable.
- **Cal-SIP Progress Report:** The CWD Director is required to approve the Cal-SIP Progress Report prior to submission to CDSS.

Cal-CQI Due Dates

The CWDs will be organized into cohorts for reporting purposes. Report due dates are assigned by cohort and follow the same sequential timing across cohorts.

The specific schedule detailing when each CWD must submit their Cal-CSA, Cal-SIP, and Cal-SIP Progress Report is available on the [Cal-OAR website](#).

CDSS Technical Assistance and Statewide Training

The CDSS will provide robust training to counties utilizing a variety of formats, focusing on the information necessary for CWDs to successfully implement Cal-OAR. The training and technical assistance will include the following components, which will be timed to provide training most relevant to the current Cal-OAR implementation step.

- **Cal-OAR Webinars** will cover the foundations of Cal-OAR, including the intent and development of Cal-OAR, Cal-OAR performance measures, and data flow and entry. These webinars are scheduled throughout 2019. Recorded webinars and any accompanying materials, including PowerPoint slides, hand-outs, and job aids will be made available on the [Cal-OAR website](#) after each training.
- **CalWORKs Training Academy 2019** will have sessions dedicated to Cal-OAR implementation. More information is available at the [CalWORKs Training Academy website](#).
- **In-Person Regional Trainings** will provide performance-based training to conduct the county self-assessment. These in-person trainings will be delivered to CWD staff in early 2020.
- **Cal-OAR Forums** provide county staff with an opportunity to ask questions around anything Cal-OAR related, including webinar content, official guidance, or implementation questions. These ongoing calls will occasionally have a focused topic of discussion, such as data quality assurance, peer reviews, etc. Details are available on the [Cal-OAR website](#).
- **Ongoing technical assistance and coaching** will be provided throughout the Cal-OAR cycle in a structured way, as well as on an as-needed basis. CDSS staff are available to help coach counties through the Cal-CQI process itself, as well as report development. The collaborative process to determine Cal-OAR teams will begin in the Winter of 2019; county coaching will begin in January of 2020; and collaborative drafting of the Cal-CSA will begin in February of 2020.

Cal-CQI Resources

The CDSS is developing a variety of resources for CWDs to use in the Cal-CQI process. Once available, these resources will be provided on the [Cal-OAR website](#).

- **Resource Toolkits:** To assist CWDs with stakeholder engagement, peer review, resource mapping, data analysis, data quality assurance, and strategy development, implementation and evaluation.
- **Data Dashboard:** All Cal-OAR performance measures, by county, will be posted on the dashboard, along with other contextual data. The dashboard serves as a hub of data and information for counties to utilize in their Cal-CQI reports, as well as a tool in making program management decisions.
- **Cal-CQI Cohort Structure:** During the Cal-CQI process, CWDs will be organized into cohorts for reporting submission purposes, with due dates assigned to each cohort. Various characteristics were considered when developing the reporting cohorts, such as geographic region, county size, population density, and county operations.

Attached to this letter are the following resources:

- **Attachment 1, Cal-CQI Instruction Manual:** This document contains instructions for each step in the Cal-CQI process. While the Manual contains instructions for all measures, the measures required for the first Cal-CQI cycle will be limited, as noted in [ACL 19-40](#).
- **Attachment 2, Cal-OAR Conceptual Framework:** This document provides a visual depiction of the CalWORKs program logic model and interaction with the Cal-OAR performance measures. The framework is intended to assist CWDs in assessing their CalWORKs program and to focus in on the program activities that lead to key outcomes.
- **Attachment 3, Cal-CQI Measures Reference:** This document provides a list of measures required for the first Cal-CSA.

These resources are also available on the CDSS [Cal-OAR website](#).

Other resources, external to CDSS developed materials, may aid counties in the Cal-OAR process. For example, counties may have access to tools that assist in the Cal-SIP development by prompting counties to assess their current state against an aspirational state. The CDSS encourages counties to use such tools when available and appropriate in order to more efficiently and effectively engage in the Cal-OAR process.

Contact

Additional information regarding Cal-OAR can be found at the [Cal-OAR website](#). If you have questions concerning this letter or Cal-OAR, please contact your CalWORKs Engagement Bureau CQI Specialist at (916) 654-2137 or email the Cal-OAR inbox at Cal-OAR@dss.ca.gov.

Sincerely,

Original Document Signed By:

Jennifer Hernandez
Deputy Director
Family Engagement and Empowerment Division

Attachments

CalWORKs

Outcomes & Accountability Review

Continuous Quality Improvement Instruction Manual



**Family Engagement & Empowerment Division
CalWORKs & Family Resilience Branch**

TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
SECTION 1: INTRODUCTION.....	4
ABOUT THIS MANUAL.....	4
CAL-OAR BACKGROUND & DEVELOPMENT	4
CALWORKS CONTINUOUS QUALITY IMPROVEMENT (Cal-CQI) PROCESS	5
PEER REVIEW	7
CDSS TECHNICAL ASSISTANCE	7
THE COUNTY CAL-OAR TEAM.....	8
ENGAGING LOCAL STAKEHOLDERS	8
SECTION 2: CALWORKS COUNTY SELF-ASSESSMENT	10
OVERVIEW.....	10
Cal-CSA DEVELOPMENT PROCESS.....	11
Cal-CSA REPORTING REQUIREMENTS	13
SECTION 3: CALWORKS SYSTEM IMPROVEMENT PLAN	26
OVERVIEW.....	26
Cal-SIP DEVELOPMENT PROCESS	27
Cal-SIP REPORTING REQUIREMENTS..	30
Cal-SIP TARGET MEASURE SUMMARY REQUIREMENTS	32
SECTION 4: CAL-SIP PROGRESS REPORT.....	34
OVERVIEW.....	34
Cal-SIP PROGRESS REPORT DEVELOPMENT PROCESS	34
Cal-SIP PROGRESS REPORT REPORTING REQUIREMENTS	36
APPENDIX:.....	39
QUESTIONS FOR SYSTEM ANALYSIS.....	39
INITIAL ENGAGEMENT	39
ONGOING ENGAGEMENT	39

SUPPORTIVE SERVICES.....	40
EDUCATION.....	41
EMPLOYMENT AND WAGES	41
EXITS/REENTRIES	42

SECTION 1: INTRODUCTION

ABOUT THIS MANUAL

This instruction manual outlines the California Work Opportunity & Responsibility to Kids (CalWORKs) Outcomes and Accountability Review (Cal-OAR) Continuous Quality Improvement process with guidance to County Welfare Departments (CWDs) on how to complete required reporting elements and meet other statutory requirements for Cal-OAR. It provides the basic process, tools, and resources for engaging in program assessment and system improvement.

This manual includes five core sections:

Section 1. **Introduction** – includes general Cal-OAR information

Section 2. **County Self-Assessment** – includes process and requirements

Section 3. **System Improvement Plan** – includes process and requirements

Section 4. **Progress Reports** – includes process and requirements

Section 5. **Appendix** – includes additional analysis questions for the Cal-CSA

Additional resources and toolkits are available on the [CDSS Cal-OAR website](#).

CAL-OAR BACKGROUND & DEVELOPMENT

Cal-OAR was developed by the California Department of Social Services (CDSS) in partnership with stakeholders, including; current and former CalWORKs clients, CWDs, the County Welfare Director's Association, workforce representatives, community college and education system representatives, Tribal Temporary Assistance to Needy Families (TANF) programs, advocate and research organizations, Legislative staff, as well as a variety of other subject matter experts.

The purpose of the Cal-OAR is to establish a local, data-driven program management system that facilitates Continuous Quality Improvement of the CalWORKs program by collecting, analyzing, and disseminating outcomes and best practices. The Cal-OAR was established by [Senate Bill 89 \(Chapter 24, Statutes of 2017\)](#) and codified in [Welfare and Institutions Code Section 11523](#).

Throughout the **Continuous Quality Improvement process**, CWDs will: analyze their CalWORKs programs, using the Cal-OAR process and outcome measures; identify areas for improvement and design a system improvement plan; implement improvement

strategies; and, provide regular progress updates. The Cal-OAR process is structured in three-year Continuous Quality Improvement cycles.

The Cal-OAR includes both process and outcome **performance measures**. Both the process and outcome measures shall be used to inform the CalWORKs county self-assessment and CalWORKs system improvement plan.

For the **process measures**:

- Data reported during the first three-year cycle will establish both county and state-wide baselines
- And, after the first three-year cycle, target thresholds will be established in consultation with counties and other stakeholders

For the **outcome measures**:

- After the first three-year cycle, statewide standards may be established if there is enough reason

CALWORKS CONTINUOUS QUALITY IMPROVEMENT (Cal-CQI) PROCESS

The Cal-CQI is an iterative process that includes an in-depth self-assessment of the county CalWORKs program, development of a plan to improve the county CalWORKs program, implementation of the improvement plan, and progress updates. Each component is multi-step and includes certain reporting requirements.



During each three-year Cal-CQI cycle, CWDs will produce and submit **three written reports**:

1. CalWORKs County Self-Assessment (Cal-CSA)
2. CalWORKs System Improvement Plan (Cal-SIP)
3. Cal-SIP Progress Report

An overview of each required written report is included below. Specific details on the requirements relating to each written report can be found in Sections [2](#), [3](#), and [4](#) of this manual.

1. CalWORKs County Self-Assessment

- **The purpose of the Cal-CSA** is for the CWD to comprehensively assess their CalWORKs program.
- CWDs are to identify strengths and weaknesses of current program practices and resource deployment and describe how local operational decisions and systemic factors affect program outcomes.
- The Cal-CSA helps CWDs identify areas of focus and best practices for the Cal-SIP. Allowable services and activities may be implemented or enhanced as strategies within the Cal-SIP.
- CWDs are to actively consult and collaborate with local stakeholders while completing the Cal-CSA.

2. CalWORKs System Improvement Plan

- **The purpose of the Cal-SIP** is for the CWD to describe how it will improve its CalWORKs program performance based on information learned during the Cal-CSA.
- The CWDs will focus on either a single measure, multiple measures, or a programmatic grouping of a related measures for strategic, focused improvement throughout the remainder of the three-year cycle.
- The CWD will describe the improvement strategies to be implemented.
- The Cal-SIP will include a peer review element, in order for each CWD to gain additional insight and technical assistance (see [Peer Review](#)).

- The Cal-SIP must be approved by the CWD's County Board of Supervisors, or, if applicable, Chief Elected Official.

3. Cal-SIP Progress Reports

- **The purpose of the Cal-SIP Progress Report** is for the CWD to describe and analyze the progress made since the Cal-SIP.
- The Cal-SIP Progress Reports shall describe CWD successes and/or barriers in reaching performance goals and identify any necessary changes to the Cal-SIP.
- One Cal-SIP Progress Report is required during each three-year Cal-CQI cycle.

PEER REVIEW

Peer Review is required within the Cal-SIP process. It provides the opportunity for CWDs to gain insight from one another regarding program implementation, operation, and improvement strategies. This instruction manual provides basic information regarding what is required of CWDs to meet the Cal-OAR statutory requirements for Peer Review (see [Peer Review](#)). Additional resources for CWDs consideration, can be found on the [Cal-OAR website](#).

CDSS TECHNICAL ASSISTANCE

CDSS will provide technical assistance to CWDs throughout the Cal-OAR process, including training. **CDSS technical assistance and training will include, but is not limited to:**

- Calculation of performance measures.
- Coaching through and assistance with development, review, and certification of the Cal-CSA, Cal-SIP and Cal-SIP Progress Reports, including ongoing check-ins to review interim progress.
- Due dates for all three Cal-CQI reports.
- Coordination of Peer Review process, including matching CWDs for review.
- Resources for use during county peer review.
- Engagement regarding performance measure data and analyses, including ongoing check-ins to review interim change.

- Assistance with identification of system improvement strategies and dissemination of best practices in service delivery.
- Access to resources and information only available at the state level, including connecting CWDs to resources both within and outside of CDSS.
- Access to current literature and research on operationalizing program improvement.
- Methods and strategies for engaging local stakeholders.

THE COUNTY CAL-OAR TEAM

Establishing the County Cal-OAR team early in the Cal-CQI cycle is critical to ensure success in assessing the CalWORKs program, and implementation of improvement strategies. The team will work collaboratively throughout the Cal-CQI cycle with local stakeholders and other relevant partners.

The County Cal-OAR team should include all CWD staff responsible for and contributing toward the Cal-CQI cycle, including a point of contact with CDSS. In addition, a county may want to engage a broader group of county staff for consultation, including those in leadership roles, program managers/specialists, front line managers and caseworkers, and staff who work in data collection/processing.

ENGAGING LOCAL STAKEHOLDERS

Stakeholder engagement and collaboration at the local level is a required element of the Cal-CQI cycle. Engagement and collaboration is critical to gain additional information and insight related to measure performance, strategies for improvement, and to better understand the impact of system changes on CalWORKs clients and interrelated programs.

Required local stakeholders include:

- County CalWORKs administrators, supervisors, and caseworkers
- Current and former CalWORKs clients
- County human services agency partners

To the extent possible and relevant, local stakeholders should also include:

- Community College representatives
- Tribal organizations
- Local Workforce Development Board
- Adult Education providers
- Domestic abuse service providers

- Local housing and continuum of care programs
- County behavioral health departments
- County drug and alcohol programs
- Community-based service providers
- Organizations that represent CalWORKs clients (e.g. legal services organizations)
- Child care resource and referral programs
- Alternative payment programs

Additional information and resources for engaging the local stakeholder community can be found in subsequent sections of this instruction manual and on the [CDSS Cal-OAR Website](#).

Client Satisfaction Survey

To promote stakeholder engagement within the Cal-OAR process, CDSS, Mathematica Policy Research, and current and former CalWORKs clients have collaboratively developed a CalWORKs client satisfaction survey. Data collected from this survey is a rich source of information available to CWDs for the Cal-CQI cycle. More information on how to use survey data within the Cal-CQI cycle can be found in the Cal-CSA Section, within the [Stakeholder Engagement and Feedback](#) and [Performance Measure Analysis](#) subsections.

SECTION 2: CALWORKS COUNTY SELF-ASSESSMENT

OVERVIEW

The Cal-CSA is the first step of the Cal-CQI cycle and is completed once every three years. Through the Cal-CSA, CWDs will critically assess their CalWORKs program, analyze performance measures, identify strengths and weaknesses, identify and describe how local operational decisions and systemic factors effect outcomes, identify best practices, and identify areas for system improvement. The assessment guides the CWD in determining where improvement efforts should be focused to maximize positive outcomes for CalWORKs clients. The Cal-CSA will be utilized by the CWD as a starting point for the Cal-SIP.

This section provides a suggested self-assessment process flow, and instruction on the Cal-CSA reporting requirements. As an overview, the Cal-CSA report includes the following sections:

- **Executive Summary** – a high level overview of information contained in the Cal-CSA
- **Introduction** – a brief introduction to the Cal-CSA report, including standardized Cal-OAR background language
- **Demographics** – demographic data and analysis
- **Agency Characteristics** – overview of the county infrastructure, community partners, and financial/material resources available to the county CalWORKs program
- **Stakeholder Engagement and Feedback** – a discussion of the stakeholder engagement that occurred during the Cal-CSA report, including information gathered on the CalWORKs client experience and results from the client satisfaction survey
- **Performance Measure Analysis** – includes performance measure data, general analysis, system analysis, practice changes to consider, and stakeholder feedback
- **Barrier Removal Services** – discussion on the availability of and client engagement in barrier removal services
- **Summary of Cal-CSA Findings** – summary of the Cal-CSA

- **Appendix** – space for the CWD to include evidence of the CWD Director’s approval of the Cal-CSA, details on the team who contributed to developing the Cal-CSA, and tables, charts, and graphics referenced throughout the Cal-CSA report.

Reporting requirements and instructions are detailed in the [Cal-CSA Reporting Requirements](#) subsection.

Cal-CSA DEVELOPMENT PROCESS

The following is a suggested approach for developing the Cal-CSA report. Steps which are noted as ‘required’ must be completed by the CWD, pursuant to statute.

Convene the County Cal-OAR Team

- Convene the CWD staff responsible for completing the Cal-CSA - see [The County Cal-OAR Team](#) subsection. Assess the engagement need and availability of CalWORKs line staff and their supervisors; their insight and feedback are key in understanding program outcomes and spurring ideas for improvement.
- Begin consulting with CDSS on the Cal-CSA report.
- Consider initiating contact with key local stakeholders to determine availability and participation interest.

Gather and Organize Data

- CDSS will calculate the CWD’s performance measures using data reported by CWDs and other data sources (see [ACL 19-40](#) for data sources). These primary data sources have been selected to establish a standard of information.
- When other data is available to the CWD that provides a more comprehensive representation of the measure, the CWD may (at its option) include the measure calculation utilizing the secondary data source(s) in the [Performance Measure Analysis](#) subsection. This will be provided, in addition to, the CDSS calculation, not in place of.
- Secondary data sources are county specific quantitative data sources. When a secondary data source is used, the CWD must:
 - Annotate the data source alongside the data
 - Provide a description of the data source
 - Explain why the data source was selected.

- Organize data to share with stakeholders and aid in analysis; this should include demographic data elements, performance measures, and other relevant contextual information that aid in performance measure(s) interpretation.

Engage Stakeholders

- Select methods for stakeholder consultation; this may include, but is not limited to: large stakeholder meetings, focus groups, surveys, and interviews.
- Refer to [Engaging Local Stakeholders](#) subsection for the list of required stakeholders.
- Engage and collaborate with stakeholders in a meaningful discussion regarding performance measures data, client satisfaction survey results (See [Client Satisfaction Survey](#) subsection), and other relevant information to inform the Cal-CSA.

The county will utilize the information collected from stakeholder engagement and through the client satisfaction survey to support the Cal-CSA.

Analyze Data

- Data analysis will be conducted to: assess performance on established measures; identify areas of success, weaknesses in current practice, and barriers to system improvement; explore areas for focused improvement efforts.
- CWDs may utilize information from previous Cal-CQI cycles to identify what has worked well and where additional improvements are needed (not applicable during first Cal-CQI cycle).
- Refer to [Cal-CSA Reporting Requirements](#) for details on what must be considered in the analysis.

Compile the Cal-CSA Report

- CWDs are required to organize the analysis into the Cal-CSA report and prepare the Cal-OAR Report Signature Sheet.
- Details on the required Cal-CSA report components can be found in the [Cal-CSA Reporting Requirements](#) subsection.
- Utilize the associated *Cal-CSA Template* and this Instruction Manual to prepare the Cal-CSA report.

Cal-CSA Report Approval

- Obtain County Director approval and submit the approved Cal-CSA and Cal-OAR Report Signature Sheet to CDSS.
- CDSS will engage the CWD in a collaborative review process (via email and/or conference call). The CWD will answer questions and adjust the Cal-CSA, as needed.
- Once finalized, the report will be posted publicly on the CDSS Cal-OAR website.

Note regarding Data Deidentification: *To protect the privacy of individuals, CDSS follows the data deidentification guidelines developed by the California Health and Human Services Agency. Data deidentification procedures must be followed when data elements (and any percent values calculated from the data) contain fewer than 11 individuals. If the data used to calculate a performance measure(s) or associated sub-rate/demographic breakdowns contains fewer than 11 individuals, the rate cannot be shared publicly. Cal-CSAs will follow these data deidentification policies prior to online posting.*

Cal-CSA REPORTING REQUIREMENTS

The Cal-CSA Report will include the following components:

1. Executive Summary

The Executive Summary is a high-level overview of the information in the Cal-CSA; it should not exceed two pages. The CWD should identify:

- Common themes found in Cal-CSA.
For example, *strengths or barriers that impact multiple facets of the program, key demographic data, and resources.*
- Current strategies that may be considered as promising practices for peer counties.
- Areas of the program that may benefit from peer review/support.
- Which measure(s) are being considered for the Cal-SIP.

2. Introduction

In the introduction section of the Cal-CSA, the CWD provides a brief introduction to the Cal-CSA report, including:

- Standardized Cal-OAR background language (this can be found in the *Cal-CSA template*).
- Describe how the CWD approached the Cal-CSA report.
- Methods used to gather stakeholder feedback.

3. Demographics

In this section the CWD identifies and describes the overall county population, CalWORKs population, and conducts a demographic analysis. The CWD should refer to data provided in this section to support analysis in subsequent sections of the Cal-CSA. Frequencies and rates should be included where applicable; tables or graphs may be included in the Appendix.

Please note: CDSS will provide the county profile and demographic data elements, unless otherwise noted. Please refer to the CDSS Cal-OAR website data toolkit for details and data sources of each data element/information.

County Profile

The following data elements and information will be included in the County Profile.

- Poverty and Deep Poverty rates
- Child poverty rates
- Median household income
- Unemployment rate
- Primary employment industries (top five)
- Emerging employment sectors – optional information, to be included by the CWD (please reference the [CDSS Cal-OAR website](#) data toolkit for details on where they information may be found)
- Proportion of adults with a high school degree or equivalent
- Proportion of adults with a bachelor's degree or equivalent
- County or Continuum of Care Families Homelessness Rate
- Rural population indicator
- List of federally recognized tribes

Demographic Data

The following data elements and information will be included for both the overall county population (when available), and the county CalWORKs population.

- Average Age of Adults (adults are those 18 years of age or older)
- Percentage of households/CalWORKs assistance units that have a child four years of age or younger
- Gender identity of Adults
- Sexual orientation of Adults
- Race/Ethnicity of Adults
- Spoken language of Adults

If the CWD is able to differentiate the above data points by regions within the CWD (e.g. urban versus rural, by zip code, or county office), CDSS recommends that the CWD provide data specific to each region.

Demographic Analysis

Provide an analysis of data presented in the *Demographic Data* subsection.

At a minimum, the subsection should capture:

- Strengths and needs of the communities served.
- How does the county demographic profile compare with CWD and statewide demographics?
***For example,** is the poverty rate higher in the county, is the median household income lower?*
- Analysis of how the overall CWD demographic makeup impacts the ability of the CWD to provide services to the CalWORKs population.
- Challenges or opportunities these findings present for the CWD and how this information aids in the identification of Cal-SIP strategies.
- Analysis of the variation in demographics and service delivery by region, if applicable, and how the CWD may target service delivery based on this information.
- Significant changes or trends in the demographic profile since the submission of the last Cal-CSA, and how those changes have impacted the CWD's performance measures and service delivery (not applicable during first Cal-OAR cycle).

4. Agency Characteristics

In this section, the CWD shall provide information regarding CWD infrastructure, relevant partnerships with local groups, and details regarding available financial/material resources:

County Infrastructure

Provide a description and analysis of the CWD organizational structure and workforce. This may include the following:

Organizational Structure:

- Description of the CWD's overall structure, identifying where the CalWORKs program falls within that structure.
- How the CWD has operationalized CalWORKs to meet the needs of the population served (*See the [Demographics](#) section to support analysis*).
- Description of how the organizational structure impacts CalWORKs business practices and service delivery (*this information may also be explored within applicable performance measure analysis sections*).
- Past changes that have impacted county practice, provision of services, and performance measures (where applicable).

County Offices:

- 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).

- Discuss whether eligibility and Welfare-to-Work (WTW) services are co-located, use of call-centers.
- Describe office location in relation to the geographic dispersion of poverty within the county.

Staff Functions:

- Describe how cases are assigned to workers and whether specialized caseload units exist.
- Describe average caseload size by service component, including specialized staff (e.g. those serving domestic abuse survivors).

Workforce:

- Describe staff onboarding and ongoing training requirements.
- Discuss skill gap or organizational/workforce risks
For example, high vacancy/ turnover rates, worker skill level, average time in job and/or average years of experience working with families, succession planning.

Please note: CWD staff are required participants in the Cal-CSA report. CDSS recommends including staff perspective in this analysis. This may be accomplished by conducting confidential focus groups with direct service staff and their supervisors.

Partnerships

Partnerships are critical for service delivery in the CalWORKs program. This section of the Cal-CSA report will detail how the CWD collaborates with community partners and include an analysis of the impact these partnerships have on service delivery.

Below are examples of potential partners:

- Governmental (i.e. behavioral health; child welfare and child support; housing and homelessness; resettlement agencies; probation and court systems; community colleges and adult education; regional and local workforce development boards and job centers; board of supervisors; school districts; local law enforcement; public health)
- Community Based Organizations (i.e. providers of domestic abuse, substance abuse and mental health services; food banks; cultural centers; child care providers; training centers; legal and civil rights services; veterans services; resource and referral agencies)
- Any other relevant stakeholders in the community, including but not limited to private sector and Tribal TANF Partners

Discuss how the CWD collaborates and coordinates with community partners. At a minimum, the discussion should consider:

- How do current partnerships impact business practices and service delivery?
- Are there any pending or potential partnerships that may impact service delivery?

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

If specific partnerships impact a performance measure, a brief description should be included in this section with further analysis in the appropriate Performance Measure Analysis or Barrier Removal sections.

Financial/Material Resources

This section is intended to provide an overview of unique resources available to the CWD and the impact these resources have on the county CalWORKs program.

At a minimum, the discussion should describe:

- Additional funding streams or material resources (i.e. funding in addition to the program allocations provided through CDSS) which support the CWD and have an impact on services provided to the CalWORKs population.
- How these funding streams or material resources impact the CWD's performance measures.
- Whether and why any specific program allocations provided through CDSS (e.g. specific allocations for mental health or similar services) within the past three fiscal years were only partially used, or if CWD expenditures in an area exceed its allocation during those years.

5. Stakeholder Engagement and Feedback

Stakeholder engagement and collaboration is a critical element of the Cal-CSA, and the Cal-CQI. Stakeholder feedback and contributions should be included within the body of the report, both in the specific stakeholder feedback sections as well as integrated into the overall analysis.

This section provides the CWD with space to discuss the overall stakeholder engagement process, participants, contributions made by stakeholders, client experience, and results of the client satisfaction survey.

Overall Stakeholder Engagement

The CWD shall summarize and provide results of the stakeholder engagement process. CWDs will list the stakeholders engaged in the process in [Appendix B: Cal-OAR Team and Stakeholders](#).

At a minimum the discussion must include:

- Describe the process used to identify stakeholders.
- Describe how the CWD engaged stakeholders, including the method and frequency of engagement

- Results of stakeholder engagement – a summary of feedback should be included here, with references to appropriate performance measure analysis where additional, more complete analysis is to be conducted.

Client Experience

CalWORKs clients are required participants in the Cal-CSA report. The CWD shall discuss the CalWORKs client experience with the program.

At a minimum the discussion should include:

- Client experience at CalWORKs offices, including: average wait time, comfort and security of the office, whether a play area is provided for the children, etc.
- The reasons why, and the ways in which, families utilize the CalWORKs program.
- Other client outreach methods utilized, as applicable (e.g. focus groups).

Client Satisfaction Survey

CalWORKs clients can provide unique information on the CalWORKs program, strengths, and challenges. The CWD shall discuss the client satisfaction survey results and how they were utilized throughout the Cal-CSA process.

When results from the survey necessitate further analysis and understanding, CDSS suggests that CWDs engage clients in focus groups. Please refer to the Stakeholder Engagement Toolkit on the CDSS [Cal-OAR website](#) for additional information on focus groups.

This discussion shall include:

- A summary of findings from the client satisfaction survey.
- Where the results of the survey align with measure performance results, and where they diverge.
- How did the survey results influence the county measure analysis?

6. Barrier Removal Services

Barrier removal services are critical to assure CalWORKs clients can succeed in WTW and on a path toward economic mobility. In this section, the CWD discusses the availability of and client engagement in the following key barrier removal services:

- Domestic Abuse Services
- Mental Health Services
- Substance Abuse Services
- Learning Disabilities Screening, Assessment and Accommodations

The CWD may also use this space to discuss any other barrier removal services it offers to ensure client success in the program (e.g. language services, legal expungement). The below subsections offer guiding questions which may be used by

CWD's to provide the information required for Cal-CSA barrier removal services reporting.

In the Barrier Removal Services section CWDs shall report the following: (1) Key Data points found in the section below, (2) the process by which the CWD identifies, offers, and refers clients to barrier removal services, (3) the utilization of and client access to barrier removal services, and (4) if applicable, a description of specialized trainings or service providers related to delivering barrier removal services.

Key Data

For each data point, the CWD must report:

Please note: CDSS will provide the data elements related to the Learning Needs Screening only.

- Average monthly number of OCAT recommendations for:
 - Domestic abuse services
 - Substance abuse services
 - Mental health services
- Average monthly number of individuals referred for:
 - Domestic abuse services
 - Substance abuse services
 - Mental health services
- **If available**, of the individuals referred for domestic abuse, substance abuse, and/or mental health services:
 - What proportion have an exemption, good cause, or program waiver?
 - What proportion are receiving these services through the Family Stabilization program?
 - What proportion are also receiving Homeless Assistance or Housing Support Program services?
- Average monthly number of individuals that completed the Learning Needs Screening during the OCAT appraisal
 - Average monthly number of referrals generated for the Learning Needs Evaluation from the OCAT appraisal
- Average monthly number of individuals that waived the Learning Needs Screening during the OCAT appraisal

Barrier Identification, Offer of Services, and Referral Process

For each type of barrier removal service, provide a description of:

- The most common points within the program in which client barriers are identified.
- When in the CalWORKs process are barrier removal services discussed, and how the CWD packages or “markets” services to clients.

- The way barrier removal services are discussed with clients and how the CWD helps clients make informed decisions.
- The steps taken to refer a client for barrier removal services once the barrier is identified.
- How the CWD follows up to see if clients are receiving services.
- How safety plans are used in the CWD for survivors of domestic abuse.
- How and when clients are informed of the availability of good cause for domestic abuse (program waivers).
- How the CWD addresses mental health and/or substance abuse issues amongst children.

Service Utilization and Access

For each barrier removal service type, the CWD must describe:

- The various types of barrier removal services that may be offered to clients.
- Any unmet needs or gaps between OCAT recommendations for services and the provision of barrier removal services.

For example, service provider capacity, lack of providers in specific regions, administrative complexity.

- Are there strategies in place or long-term plans to address gaps in service?
- Are services in neighboring counties currently leveraged where gaps exist locally?

Working with Service Providers

Describe how the CWD works with barrier removal service providers, including:

- For each type of barrier removal service, identify and describe:
 - Whether the service is contracted or not
 - Primary service providers
 - Whether the provision of this service is impacted (i.e. waitlisted, not enough service providers to meet the current need)
 - Location of services in relation to the population being served
 - The service level offered (out-patient, in-patient, etc.)
- Are any barrier removal service providers co-located at CWD offices; describe.
- How are other county-administered programs leveraged to meet barrier removal service needs?
- How are community partnerships leveraged to ensure clients are connected to appropriate services?

Staff Training

Describe any specialized training the county provides for staff working with clients with severe barriers to employment. Examples of relevant training may include: domestic abuse training and trauma informed service delivery.

- Describe how CWD staff are trained to talk with clients about barrier removal services.

- List the steps taken to help staff manage secondary trauma/compassion fatigue.

Please Note: Training referenced in this section may be the same as, or in addition to training provided to CWD staff as a whole. If this is the case, then the CWD may refer to the training answer provided in the [County Infrastructure](#) section.

7. Performance Measure Analysis

The Cal-OAR consists of performance measures that align with the CalWORKs logic model and emphasize program activities that lead to meaningful participant progress toward key outcomes.

Below is the list of the Cal-OAR performance measures. They are grouped programmatically to aid in a comprehensive analysis. Additional details on each measure can be found in [ACL 19-40](#).

Please note: only a subset of the performance measures will be included in the Cal-CSA during the first Cal-OAR cycle. Refer to ACL 19-40 for details on the measures that must be included.

Programmatic Group	Performance Measures
Initial Engagement	<ul style="list-style-type: none">• Orientation Attendance Rate• OCAT/Appraisal Completion Timeliness Rate• OCAT/Appraisal to Next Activity Timeliness Rate• First Activity Attendance Rate
Ongoing Engagement	<ul style="list-style-type: none">• Engagement Rate• Sanction Rate• Sanction Resolution Rate• Home Visiting Transitions to WTW Engagement Rate• Family Stabilization Transitions to WTW Engagement Rate
Supportive Services	<ul style="list-style-type: none">• Child Care Access Rate• Homeless Assistance and Housing Support Program Access Rate• Ancillary Services Access Rate• Transportation Provision Timeliness Rate
Education	<ul style="list-style-type: none">• Education and Skills Development Access Rate• Education and Skills Development Utilization Rate• Improved Literacy, Basic Skills and English Language Acquisition• Community College Progress Rate• Educational Completion Rate

Programmatic Group	Performance Measures
Employment and Wages	<ul style="list-style-type: none"> • Employment Rate of Current CalWORKs Individuals • Subsidized to Unsubsidized Employment Rate • Wage Progression • Post CalWORKs Employment Rate
Exits and Reentries	<ul style="list-style-type: none"> • Rate of Exits with Earnings • Rate of Program Reentries • Rate of Program Reentries After Exit with Income

The Cal-OAR Conceptual Framework (i.e. logic model) is a rich tool CWDs may utilize during the self-assessment process. This framework helps to focus CWD attention on process points critical for improvement on outcomes of interest. It can also help CWDs pinpoint strategic areas for program improvement, while considering the factors that they are, and are not, able to influence. Please see the [CDSS Cal-OAR](#) website for the Cal-OAR Conceptual Framework.

In the Performance Measure Analysis section, CWDs shall report: (1) performance measure data, (2) general analysis, (3) system analysis, (4) practice changes to consider, and (5) stakeholder feedback for each programmatic grouping of measures.

Performance Measure Data

For each performance measure, the CWD must report:

- The current measure calculation. Includes a break down by the following demographic points:
 - Race/ethnicity
 - Language
 - Age
 - Sexual orientation
 - Gender identity

Please note: Measure calculations will be provided by CDSS utilizing primary data sources; for information on utilizing secondary data sources, see [Gather Cal-CSA Data](#).
- The performance measure data baselines (not applicable during first Cal-OAR cycle).
- The target thresholds for process measures (not applicable during first Cal-OAR cycle).

Note regarding Data Deidentification: To protect the privacy of individuals, CDSS follows the data deidentification guidelines developed by the California Health and Human Services Agency. Data deidentification procedures must be followed when data elements (and any percent values calculated from the data) contain fewer than 11 individuals. If the data used to calculate a performance measure(s) or associated sub-

rate/demographic breakdowns contains fewer than 11 individuals, the rate cannot be shared publicly.

General Data Analysis

CWDs will provide a comprehensive analysis for each programmatic grouping of measures (i.e. initial engagement, ongoing engagement, etc.).

Please note: *The analysis can consider eligibility procedures and practices and barrier removal service practices that contribute to measure performance.*

Refer to the [Agency Characteristics](#) and [Demographics](#) sections to support the analysis when applicable, and to the tools provided on the Cal-OAR website. Tables or graphs may be included in the body of the report or in the Cal-CSA Appendix when used to present information.

At a minimum, for each programmatic grouping, the analysis shall consider the following:

- Discuss the CWD's performance and key findings on the performance measures.
 - Compare performance to data baselines and, for process measures, to target thresholds (not applicable during first Cal-OAR process).
 - Identify any emerging trends in the measures. What inferences can be drawn?
 - What factors may have contributed to the CWD performance on these measures? Consider both strengths and challenges, both internal and external to the CWD.
For example: *External factors may include local economic trends, funding, and state regulations; internal factors may include CWD policies, processes, and initiatives.*
Identify unmet needs and service gaps. Describe the CWD process for tracking and addressing these needs.
- Identify changes or data trends since the last Cal-OAR process (not applicable during first Cal-OAR cycle). What impact does this have on service delivery and availability of services?
- Explore whether measure performance varies by key demographic points (sexual orientation, gender identify, race/ethnicity, language, age, and other data points included in the [Demographics](#) section).
 - Do disparities amongst different subpopulations exist?
 - Are there disparities between the population being served, the services provided, and the services available in the community (either CWD provided or services available in the community)?

- What effort has the CWD made to address these disparities? Explain what barriers have arisen while addressing the disparities.
 - How may the results inform Cal-SIP strategies?
- Outcomes are often related – practice changes that lead to improvement in one measure may impact the CWD’s performance on other measures. What other performance measures might impact these measures?
- How have implemented strategies from the previous Cal-OAR process impacted performance? (not applicable during first Cal-OAR process)
 - What were successes and challenges from previous Cal-OAR process?
 - What previous Cal-SIP strategies might the county consider building upon in the next Cal-SIP period?

System Analysis

CWDs will provide an analysis for each programmatic grouping of measures. At a minimum, this section should include:

- Analysis of program practices as they relate to each programmatic grouping of measures.
- Further assessment by the CWD of its service delivery system and mechanisms.

This analysis should consider questions specific to the applicable programmatic grouping of measures. Refer to [The Appendix: Questions for System Analysis](#) for the list of questions. Unless specifically notated, it is not required for the CWD to answer each question listed in the Appendix directly within this section. The CWD should review and consider where answering the question will provide for a more robust Cal-CSA.

Please note: The analysis can consider eligibility procedures and practices and barrier removal service practices that contribute to measure performance.

Refer to the [Agency Characteristics](#) and [Demographics](#) sections to support the analysis when applicable; and to the tools provided on the CDSS [Cal-OAR website](#).

Practice Changes to Consider

The CWD discusses whether performance measures in this programmatic group are candidates for the Cal-SIP. At a minimum, the discussion should include:

- Why are measures in this programmatic grouping being considered?
- Or, why aren’t measures in this programmatic grouping being considered?
- Are there best or promising practices that can be applied? What literature, data, or other information supports the practice?
- If changes have been made to improve performance in the past, what were the changes, and the associated results?
- Would a Peer Review be helpful in addressing challenges in this area?

Stakeholder Feedback

CWD discusses the stakeholder feedback that impacted the analysis. The discussion should include:

- Stakeholder feedback and results provided on the programmatic grouping of measures.
- Describe how stakeholder feedback results influenced the measure analysis.
- Did stakeholders agree with the measures selected for targeted improvement strategies? If not, describe the different perspective.

8. Summary of Cal-CSA Findings

The CWD provides a summary of all key findings and principal themes drawn from analyzing the Cal-OAR measures. This section clearly states the CWD's conclusions; includes supporting facts, details, and examples to explain themes and justify conclusions; and provides recommendations for future change.

This section includes, but is not limited to:

- How do measures directly and indirectly effect other measures?
- Discussion of performance measure data trends, and impact of programmatic factors on performance measures and service delivery.
- Agency, partnership, and programmatic strengths and challenges.
- Areas identified for focused improvement, initial improvement strategies, and next steps for Cal-SIP development
- Progress, challenges, and overall lessons learned since the previous Cal-OAR (not applicable during first Cal-OAR cycle).

9. Appendix

The Appendix shall be used to capture additional detailed information not already captured in the Cal-CSA report.

Appendix A: Cal-OAR Report Signature Sheet

The Cal-OAR Report Signature Sheet requires the signature of the CWD Director. Refer to the *Cal-OAR Report Signature Sheet Template* for additional details.

Appendix B: Cal-OAR Team and Stakeholders

This section identifies the Cal-OAR team and details regarding stakeholders engaged in this process and the extent of that engagement. Refer to [The County Cal-OAR Team](#) and [Engaging Local Stakeholders](#) subsections for a description of the required participants.

- The CWD shall list the Cal-OAR team members and stakeholders, affiliation, and a brief description of their participation in the Cal-CSA report.

- Indicate whether all the required participants were involved in Cal-CSA development.
- Explain the circumstances if any of the required representatives were unable to participate.

Appendix C: Supporting Information

Provide any tables, charts, graphics, and other supporting material that is referenced throughout the Cal-CSA. Annotate relevant sources.

SECTION 3: CALWORKS SYSTEM IMPROVEMENT PLAN

OVERVIEW

The Cal-SIP is the next component of the Cal-CQI and is a continuation of the Continuous Quality Improvement process. The CWD will gain an understanding of the program areas most in need for focus and improvement while conducting the Cal-CSA. This is an important tool for the Cal-SIP and should be referenced to illustrate and support the improvement plan.

Within the Cal-SIP the CWD will define the priority areas designated for improvement, outline strategies to address program challenges, and identify where resources should be concentrated. The CWD is ultimately responsible for making final decisions regarding the strategies and allocation of resources that will be included in the Cal-SIP. Consultation with CDSS is key to ensure alignment with statewide program and service priorities.

The section provides a suggested process flow, and instruction on the Cal-SIP reporting requirements. As an overview, Cal-SIPs include the following:

- **Executive Summary** – a high level overview of information contained in Cal-SIP
- **Introduction** – background information, a discussion of general county goals, and a performance measures summary table
- **Measures for Improvement and Strategies** – description of strategies which will be pursued for measure and program improvement
- **Peer Review** – an overview of findings from the peer review process
- **Summary of Cal-SIP Strategies** – basic summary of the entire Cal-SIP
- **Appendix** – space for the CWD to include evidence of CWD Director and County Board of Supervisors approval and details regarding those who contributed to compiling the Cal-SIP

Further details regarding requirements and instructions for how to complete each section of the Cal-SIP report are detailed in the [Cal-SIP Reporting Requirements](#) subsection.

CWDs are also required to submit:

- **Target Measure Summary** – a simplified overview of the strategies that are to be implemented to achieve improved measure performance.

Instructions for how to complete the Target Measure Summary can be found in the [Cal-SIP Target Measure Summary Requirements](#) subsection.

Cal-SIP DEVELOPMENT PROCESS

The following is an approach for developing the Cal-SIP. Steps which are noted as ‘required’ must be completed by the CWD, pursuant to statute.

Reconvene the County Cal-OAR Team

- Reconvene CWD staff responsible for completing the Cal-CSA and outreach to other key contributors. Continuity of staff from Cal-CSA to Cal-SIP development and implementation is recommended.
- Consult with CDSS regarding the Cal-SIP report.

Engage Stakeholders

- Consult with stakeholders to solicit feedback on measures targeted for improvement and related improvement strategies.
Please note: *CWDs must solicit feedback from stakeholders during the Cal-CSA process, though additional stakeholder consultation may be necessary to develop an effective Cal-SIP report.*
- Refer to the Stakeholder Engagement Toolkit on the CDSS [Cal-OAR website](#) for additional information on collaborating with local stakeholders.

Peer Review

Determine Measures for Improvement and Strategies

Please note: *Cal-CQI is intended to be a seamless process; determining measures for improvement and strategies will begin during Cal-CSA development. The information below is intended to assist CWDs in this development process.*

- Utilizing the Cal-CSA, and in consultation with local stakeholders and CDSS, determine which measures are to be focused on for improvement. CWDs are not required to select a certain number of measures for improvement, instead selection of measures should be strategic and targeted in order to maximize the impact of the Cal-SIP.

In selecting measure(s) for focused improvement, CWDs should consider:

- Unmet needs, demographic disparities, services gaps and systemic factors identified through the Cal-CSA.
- Measures that had the least amount of change or improvement from the baseline.
- Measures that the CWD can implement, and evaluate the results of, within the current Cal-CQI cycle
- Measures that allow for the most impactful program improvement
- Stakeholder and CWD staff feedback, and client satisfaction survey results.
- Statewide initiatives and focus for improvement.
- Measures that were focused on before, improved, and related efforts have had positive impact on other measures (not applicable to first Cal-CQI cycle).

For example: *The CWD focused on strategies to improve Education Access in the past Cal-CQI cycle which resulted in that measure rate improving. Through the subsequent Cal-CSA, the CWD deduced that the strategy to improve the Education Access measure positively impacted the Engagement and Sanction Rate measures as well. As a result, the CWD wishes to continue focusing on the Education Access Rate as a strategy to further improve Engagement and Sanction Rate performance.*

- Identify strategies to achieve improvement in the selected measure(s) and select which will be included within the Cal-SIP. All improvement efforts should fit within the Cal-OAR Conceptual Framework (i.e. logic model), be targeted around activities that influence the outputs contributing to areas of challenge, and be consistent with Cal-CSA findings.

Consider the following when developing strategies:

- Demographic disparities in measure performance.
- Underserved groups; consider strategies to resolve disparities between the population served and the services provided.
- Cultural relevance of CalWORKs services in relation to populations served.

For example: *If half of the CalWORKs population for a given county is*

Latino, the available service array should be culturally appropriate to serve the population.

- How will the strategy increase or decrease racial equity? Who would benefit from or be burdened by this change?.

For example: *Prioritizing efforts to expedite service delivery by developing collaborative partnerships with Community Based Organizations.*

- Consider other factors that may impact improvement goals and strategies:
 - Review direct service needs and gaps in services identified in the Cal-CSA; consider how these needs and gaps relate to measure performance and how might improvement strategies remedy these issues.
 - Consider systemic factors that are impacting measures.
For example: *A statewide policy which through analysis has been identified as negatively impacting a measure or multiple measure performance.*

Compile the Cal-SIP Report

- CWDs are required to organize information into the Cal-SIP report, prepare the Target Measure Summary(ies), and Cal-OAR Report Signature Sheet.
- Details on the required components of these documents can be found in the [Cal-SIP Reporting Requirements](#) and [Cal-SIP Target Measure Summary Requirements](#) subsections.
- Utilize the associated Cal-SIP templates and this Instruction Manual to prepare the reports and documents noted above.

Cal-SIP Report Approval

- Obtain County Director approval and submit the approved Cal-SIP, Target Measure Summary(ies), and Cal-OAR Report Signature Sheet to CDSS.
- CDSS will engage the CWD in a collaborative review process (via email and conference call). The CWD will answer questions and adjust the Cal-SIP and related documents, as needed.
- Once reviewed and certified by CDSS, CWDs are required to obtain approval of the Cal-SIP from the County Board of Supervisors in public session or, as applicable, Chief Elected Official.

- If any changes are required by the Board of Supervisors, the CWD is required to consult with CDSS and submit a revised Cal-SIP.
- Once approved by the CWD's County Board of Supervisors the report will be posted publicly on the CDSS Cal-OAR website.

Cal-SIP REPORTING REQUIREMENTS

The Cal-SIP Report will include the following components:

1. Executive Summary

The Executive Summary is a high-level overview of the information in the Cal-SIP; it should not exceed one page. Within this section, the CWD will identify:

- Performance measures selected for improvement
- A list of improvement strategies identified within the Cal-SIP

2. Introduction

In the introduction section of the Cal-SIP, the CWD provides a brief introduction to the Cal-SIP report, including:

- Standardized Cal-OAR background language (this can be found in the *Cal-SIP template*).
- Describe how the CWD approached the Cal-SIP report.
- A brief narrative on past and current system improvement efforts and their success or failure at improving service delivery or programmatic outcomes.
- An overview of the CWD's organizational vision and mission (optional).

3. Measures for Improvement and Strategies

In the *Measures for Improvement* section of the Cal-SIP, CWDs provide the following information on each measure, or programmatic grouping of measures for improvement.

Please Note: CWDs may incorporate improvement strategies related to eligibility procedures/practices, or barrier removal service practices into the Cal-SIP, particularly if these improvements contribute to performance measure improvement.

Why the Measure was Selected

Provide the rational for why the measure or programmatic grouping of measures was selected for improvement, including:

- Reason for selecting the measure or programmatic grouping of measures – why was this measure or programmatic grouping of measures prioritized over others?

- Do stakeholders agree this is a measure or programmatic grouping of measures that should be focused on at this time?

Desired Improvement

Identify desired improvement for the measure or programmatic grouping of measures, specifically:

- What is the CWD's goal for the measure? (As a percent change in the selected measure(s).)
- Over what time frame is the CWD planning to achieve this goal?
- Explain the reasoning or methodology which was used to determine this goal.

Strategy for Improvement

Describe the strategy or strategies which will be used to achieve desired improvement. This section clearly states the CWD's conclusions; includes supporting facts, details, and examples to explain themes and justify conclusions.

- What action steps will the CWD take to achieve these changes? Action steps are activities the CWD completes to implement or accomplish the strategy. Each strategy includes action steps that describe how the CWD will evaluate and monitor the progress and overall success of the strategy.

For example: *Change in approach to issue, institute new practice, operations change, develop new resource or expand existing resources, staff training, materials development, staffing increase/redirection, reassessing role of service providers, community partnerships, data cleanup.*

- What led the CWD to this improvement strategy?
For example: *Has a similar change been made either in this county or elsewhere; How successful was it; how can it inform this strategy development?*
- Discuss any research or literature that supports the strategy(ies) chosen. Cite reference.
- Identify any staff education and training needs, and include any technical assistance needed to implement strategy and achieve goals.
- Describe any anticipated interactions with other measures.
- Describe the roles of other partners and collaboration with stakeholders in implementing the strategy(ies).

Addressing Barriers to Improvement

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

Resources for Improvement

Describe what resources are available in the CWD to implement the strategy and achieve the desired measure performance improvement:

- Are these new resources (i.e. grants, new program funding) or are these resources which are being redirected? Assess impact of redirection.
- What changes would the CWD like to make but cannot, due to resource availability?

Tracking Improvement

Describe how the CWD will track performance measure improvement.

For example: *Changes in data collection; changes to tracking of information during Cal-SIP timeframe; new technology that will be used.*

4. Peer Review

In this section, the CWD discusses how the Peer Review process impacted Cal-SIP development, including steps taken to conduct peer review, a summary of observations and action items.

5. Summary of Cal-SIP Strategies

The CWD provides a summary of strategies included within the Cal-SIP.

6. Appendix

The appendix shall be used to capture additional detailed information not already captured in the Cal-SIP report.

Appendix A: Cal-OAR Report Signature Sheet

The Cal-SIP must be approved by the CWD's County Board of Supervisors in public session or, as applicable, by the chief elected official.

- The Cal-OAR Report Signature Sheet is submitted by the CWD as evidence of this approval.
- It must be signed by both the CWD Director and a representative of the County Board of Supervisors.

Appendix B: Cal-OAR Team and Stakeholders

This section identifies the Cal-OAR team and details regarding stakeholders engaged in this process and the extent of that engagement. Refer to [The County Cal-OAR Team](#) and [Engaging Local Stakeholders](#) subsections for a description of the required participants.

Appendix C: Supporting Information

Provide any tables, charts, graphics, and other supporting material that is referenced throughout the Cal-SIP. Annotate relevant sources.

Cal-SIP TARGET MEASURE SUMMARY REQUIREMENTS

In addition to the Cal-SIP report, CWDs are required to submit a high level, one-two page, *Target Measure Summary*. The purpose of this document is to identify the

performance measure(s) chosen for improvement and the associated improvement strategy(ies), including action steps to achieve desired goals.

CWDs are to complete a summary for each measure and/or programmatic grouping of measures targeted for improvement in the current Cal-CQI cycle. The information in this document must align with information presented within the Cal-SIP report.

Below are instructions for completing each section of the summary.

Performance Measure for Improvement

Input the most current performance measure data for the measure selected for improvement; if focusing on a programmatic grouping of measures, include current performance for the entire programmatic grouping.

Cal-CSA Baseline Performance

Input the baseline performance measure data for the measure selected for improvement; if focusing on a programmatic grouping of measures, include baseline performance for the entire programmatic grouping. *Note: not applicable during first Cal-OAR cycle.*

Improvement Goal

Input the improvement goal (as a percent of the chosen measure, over time) for the performance measure selected for improvement; if focusing on a programmatic grouping of measures, include the goal for each measure within the programmatic grouping.

Strategy Description

Describe the strategy(ies) which will be implemented to achieve the target improvement goal(s) identified above.

Action Steps

Describe the action steps that will be taken to implement the strategy. Include desired implementation date, and those parties responsible within the CWD for directly implementing the step.

SECTION 4: CAL-SIP PROGRESS REPORT

OVERVIEW

The Cal-SIP Progress Report is the next component of the Cal-CQI and is a continuation of the Continuous Quality Improvement process. The Cal-SIP itself outlines the CWD's plan for improvement; upon completion of the Cal-SIP, the CWD will begin implementing the improvement strategies while assessing the impact of the strategies on the selected Cal-OAR performance measures.

The Cal-SIP Progress Report will describe the results of the improvement strategy implementation by sharing progress, successes, barriers and challenges, and adjustments to the improvement strategies. Developing the Cal-SIP Progress Report is another opportunity to have meaningful discussions with stakeholders.

This section provides a suggested process flow, and instruction on the Cal-SIP Progress Report reporting requirements. As an overview, Cal-SIP Progress Reports include the following:

- **Executive Summary** – a high level overview of information contained in Cal-SIP Progress Report
- **Introduction** – background information and an overview of progress made since the Cal-SIP
- **Update on Measure and Strategy Performance** – update and analysis on performance measures selected for improvement and the strategies identified in the Cal-SIP
- **Peer Review** – an overview of findings from peer review process
- **Appendix** – space for the CWD to include additional information relevant to the Cal-SIP Progress Report not already captured.

Cal-SIP PROGRESS REPORT DEVELOPMENT PROCESS

The following is an approach for developing the Cal-SIP Progress Report. Steps which are noted as 'required' must be completed by the CWD, pursuant to statute.

Please note: Cal-CQI is intended to be a seamless process; reviewing and monitoring the Cal-SIP measures and strategies is an ongoing process that will vary depending on

individual county procedures and should occur continuously. The information below is intended to assist CWDs in this development process.

Reconvene the County Cal-OAR Team

- Reconvene CWD staff responsible for completing the Cal-CSA and Cal-SIP, and outreach to other key contributors. Continuity of staff throughout the Cal-CQI is recommended.
- Consult with CDSS regarding the Cal-SIP Progress Report.

Engage Stakeholders

Consult with stakeholders to solicit feedback on successes and barriers of improvement strategy implementation and determining whether adjustments should be made

Please note: CWDs must solicit feedback from stakeholders during the Cal-CSA process, though additional stakeholder consultation may be necessary to effectively assess the impact of the implementation strategies.

- Refer to the Stakeholder Engagement Toolkit on the CDSS [Cal-OAR website](#) for additional information on collaborating with local stakeholders.

Peer Review

Assess Measure and Strategy Performance

- Review performance measure data and compare recent data to the data reported in the Cal-CSA, and to the measure baseline and thresholds (reference to baseline and thresholds is not applicable during first Cal-CQI cycle).
- Conduct analysis of improvement strategy successes, challenges, and barriers with stakeholders.
- Assess where adjustments to strategies may be needed.

Compile the Cal-SIP Progress Report

- CWDs are required to organize information into the Cal-SIP Progress Report and submit with a Cal-OAR Report Signature Sheet.
- Details on the required components of these documents can be found in the [Cal-SIP Progress Report Reporting Requirements](#) subsection.

- Utilize the associated Cal-SIP Progress Report templates and this Instruction Manual to prepare reports and documents noted above.

Cal-SIP Progress Report Approval

- CWDs are required to obtain County Director approval, and then submit the approved Cal-SIP Progress Report to CDSS.
- County Board of Supervisors approval is not required for most Cal-SIP Progress Reports. However, if the Cal-SIP Progress Report includes further programmatic changes or changes to county policies and procedures that were not included in the CWD's approved Cal-SIP or county plan, it may require approval from the County Board of Supervisors.
- Once received by CDSS, the Cal-SIP Progress Report will be posted publicly on the CDSS Cal-OAR website.

Cal-SIP PROGRESS REPORT REPORTING REQUIREMENTS

The Cal-SIP Progress Report shall consist of the following information:

1. Executive Summary

The Executive Summary is a high-level overview of the information in the Cal-SIP Progress Report; it should not exceed one page. Within this section, the CWD will identify:

- A listing of strategies which were employed to achieve improvement, with the effect each strategy had on the associated measure(s)
- Strategies that may be considered as promising practices for other counties.

2. Introduction

In the introduction section of the Cal-SIP Progress Report, the CWD provides a brief introduction to the report, including:

- Brief description of the report purpose
- A high-level overview of the progress made since the Cal-SIP

3. Update on Measure and Strategy Performance

In the *Update on Measure and Strategy Performance* section of the Cal-SIP Progress Report, CWDs provide the following information on each measure, or programmatic grouping of measures for improvement.

Performance Measure Update

Provide an update on the Cal-OAR performance measures selected for improvement in the Cal-SIP.

- What measures did the CWD select for focused improvement in the Cal-SIP?
- What was the CWD's improvement goal for the measure(s)?
- Comparison of measure data from the Cal-CSA to the most recently available data.
- Comparison of measure data from the baseline/thresholds to the most recently available data. (not applicable during first Cal-CQI cycle)

Improvement Strategy Update

Describe the status of all strategies and action steps scheduled for implementation and/or completion at the time of this report are discussed. Include the following, as applicable:

- For each strategy identified in the Cal-SIP, what action steps has the CWD taken?
- What strategies and action steps are planned, but have not yet been implemented?
- Describe internal and external barriers and challenges the CWD has encountered while implementing the action steps.
- How has the CWD overcome these barriers and challenges? Describe any modifications made to strategy(ies) to address barriers and challenges.
- Are there obstacles or barriers preventing or delaying an action step of the strategy(ies)?
- How is the CWD monitoring and evaluating the strategy(ies)?

Analysis of Progress

Analyze the CWD's progress toward improving the selected measures and the improvement strategies employed, and any other impact of the strategy(ies):

- How effective have the strategy(ies) been at achieving progress and improving the designated measures. This analysis should include a comparison between current data and the data cited in the Cal-CSA.
- Outcomes are often related and practice changes that lead to improvement in one measure may impact the CWD's performance on other measures. Describe the impact of the strategy(ies) on performance measures not selected for focused improvement.
- Describe any unintended consequences (either positive or negative) of the strategy(ies).
- Describe any other successes or promising practices identified during strategy implementation.
- What lessons has the CWD learned during implementation?

Future Action

Describe how the CWD plans to proceed with the improvement strategies, and why:

- If the strategy was implemented on a small scale (i.e. through a rapid cycle evaluation), does the county intend to implement the strategy county-wide? Why or why not? What steps will the county take to implement county-wide? What is the timeframe
- Describe any resource constraints impacting implementation.
- How may lessons learned during implementation impact the next Cal-CSA? Are there any strategies and/or action steps that the county may consider in the next Cal-CQI cycle?
- Describe any additional assistance needed from CDSS to successfully implement improvement strategies.

4. Peer Review

In this section, the CWD discusses how the Peer Review process impacted Cal-SIP implementation, including steps taken to conduct peer review, a summary of observations and action items.

5. Appendix

The appendix shall be used to capture additional detailed information not already captured in the Cal-SIP or Cal-SIP Progress Report.

Appendix A: Cal-OAR Report Signature Sheet

The Cal-OAR Report Signature Sheet requires the signature of the CWD Director. Refer to the *Cal-OAR Report Signature Sheet Template* for additional details.

Appendix B: Cal-OAR Team and Stakeholders

This section identifies the Cal-OAR team and details regarding stakeholders engaged in this process and the extent of that engagement. Refer to [The County Cal-OAR Team](#) and [Engaging Local Stakeholders](#) subsections for a description of the required participants.

Appendix C: Supporting Information

Provide any tables, charts, graphics, and other supporting material that is referenced throughout the Cal-SIP Progress Report. Annotate relevant sources.

APPENDIX: QUESTIONS FOR SYSTEM ANALYSIS

The questions below are a resource for CWDs to use while performing the System Analysis of each programmatic grouping of performance measures. This analysis is completed during the Cal-CSA process. Unless specifically noted, CWDs are not required to answer every question listed here. The CWD should review and consider where answering the question will provide for a more robust Cal-CSA.

For instructions regarding these questions, please see *Section 2* of the Instruction Manual (***CSA Reporting Requirements Section: System Analysis; page 16***). If not specified, the questions below relate to all measures within the programmatic group. These questions will also be incorporated into the Cal-OAR CSA Template, available on the Cal-OAR website.

INITIAL ENGAGEMENT

- Describe the CWD's process for and goals of Orientation.
 - When and how are clients notified that they have an orientation appointment?
 - How does the CWD adapt the Orientation process based on client needs?
- Describe what happens if a client misses an Orientation or Appraisal appointment. How are they contacted? How many times can clients no show or reschedule before noncompliance is initiated?
- **This question must be addressed in the Cal-CSA:** Describe the process for providing a full-time child care authorization to client (including vouchers, payment, tracking, etc.).
- **This question must be addressed in the Cal-CSA:** How does the CWD ensure transportation needs are addressed for clients to attend Orientation and Appraisal?
- How is the OCAT Appraisal Summary and Recommendations Report (ASR) used by case managers to determine the next activity for clients? And to inform the WTW plan?
 - What other resources are used to prioritize service/activity assignment (i.e. CalMap)?
 - How are barrier removal recommendations discussed in the context of the client's next activity?
 - What is the process for referring clients for services following Appraisal?
- How is the client's long-term goals and activity preference accounted for when assigning activities following Appraisal?

ONGOING ENGAGEMENT

- How does the ratio of engaged, sanctioned, and exempt cases compare?

- How does the CWD explain activity options to clients in relationship to time clock limits?
- Describe any CWD-initiated tools that impact case management processes? Please attach any tools to this report.
- What is the process for establishing WTW plans for exempt volunteers?
- How are exempt clients re-engaged into the WTW program when their exemption ends?
 - What strategies are employed when re-engaging adults with a barrier related exemption (i.e. related to mental health, substance abuse, and domestic abuse) or a domestic abuse waiver?
- How does the CWD outreach to and re-engage sanctioned adults?
- Does the CWD utilize different strategies for different populations? (for example, assistance units with young children, long term sanction cases, etc.) If so, identify the populations and the strategies.
- Describe how the CWD implement as a whole person care approach, considering the full spectrum of the individual and family needs.
- Describe the Family Stabilization Program design and services offered (including the process for enrolling clients). How does the program impact outcomes?
- What is the process for enrolling clients in the Home Visiting Program?
- What are the CWD's policies for transitioning clients to WTW after Family Stabilization and/or Home Visiting Program participation?
- What are the primary reasons that clients do not transition to WTW engagement after Family Stabilization or the Home Visiting Initiative participation?
- What activities do clients typically engage in after they exit the Family Stabilization program or the Home Visiting Initiative?

SUPPORTIVE SERVICES

- **This question must be addressed in the Cal-CSA:** Describe the CWD's service provision model, including service provider networks, partnerships, and contracted service providers.
- **This question must be addressed in the Cal-CSA:** When and how does the CWD inform and offer clients supportive services? (This includes the initial and any subsequent offers.)
- What methods are available for clients to request supportive services, including after the WTW plan has been established? And, how does the CWD inform clients of these methods?
- How does the CWD inform clients of the approval process timeline for supportive services?
- Explain the policies for approval/authorization of services, and the average timeframe for approval.
 - How does the CWD ensure these processes are not a barrier to clients' welfare-to-work engagement?

- Are ancillary and transportation services advanced, reimbursed, or both, and under what conditions for the respective methods?
- Are there any ancillary items or dollar thresholds that require secondary review? If so, describe the review process, including timeframes for approval.
- What tracking mechanisms are utilized to track transportation payments?
- What forms of transportation services are available to clients?
- What factors are considered when determining which transportation services are most appropriate for clients?
- What are the most common reasons for denial of services?
- Are there external factors that limit the CWD's ability to provide a client's full need for services?
- What services does the CWD provide to child-only cases? (e.g., the Home Visiting Program, Homeless Assistance (HA), Housing Support Program (HSP). Child-only cases are those in which only the children in the case are aided because the parents are ineligible for the program (i.e. due to immigration status, being an SSI recipient, being a non-parent non-needy caretaker). This does not include cases with a sanctioned adult, or an adult that has exhausted their 48-month time clock (i.e. Safety Net).
- Describe the CWD's process for transferring clients from Stage One to Stage Two Child Care. What barriers exist? How does the CWD know when a client has been successfully transferred to Stage Two?
- What is the process for HSP referrals? What does the referral network look like in your county?
- Describe the rates of HA re-requests and re-approvals
- Describe the rates of HSP re-requests/re-approvals.
- What are the CWDs outreach strategies for HA/HSP? How does the CWD ensure they are serving the most vulnerable clients?
- Explain any large fluctuations in the HA/HSP Access measure denominator.

EDUCATION

- What is the CWD's process for engaging clients in education or training activities?
 - When does the CWD discuss the option for education or training activities with the client (during appraisal, WTW plan development, etc.)?
 - What steps must a client take to participate in education or training activities?
- What are the main barriers to successfully engaging clients in educational activities?
- Describe the CWD's relationship with the local community colleges, and other education and training entities.
- Compare former clients' educational attainment to the overall county population's educational attainment.

EMPLOYMENT AND WAGES

- Describe the CWDs 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 CWD's partnerships with local labor boards.
- Describe the CWD's subsidized employment program goals, if applicable.
 - How does the CWD support clients transitioning from subsidized to unsubsidized employment?
 - What partnerships are leveraged for the subsidized employment program?
 - What job retention services are provided during and after the subsidized to unsubsidized transition, and after the case exits CalWORKs?
- 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 CWD's post aid job retention services, if applicable, and what are the most common services utilized.

EXITS/REENTRIES

- Describe why clients return to aid after exiting CalWORKs. In the CWDs experience, what are the most common reasons that clients return to aid?

CAL-OAR REPORT SIGNATURE SHEET

For submittal of: ☐ Cal-CSA ☐ Cal-SIP ☐ Cal-SIP Progress Report

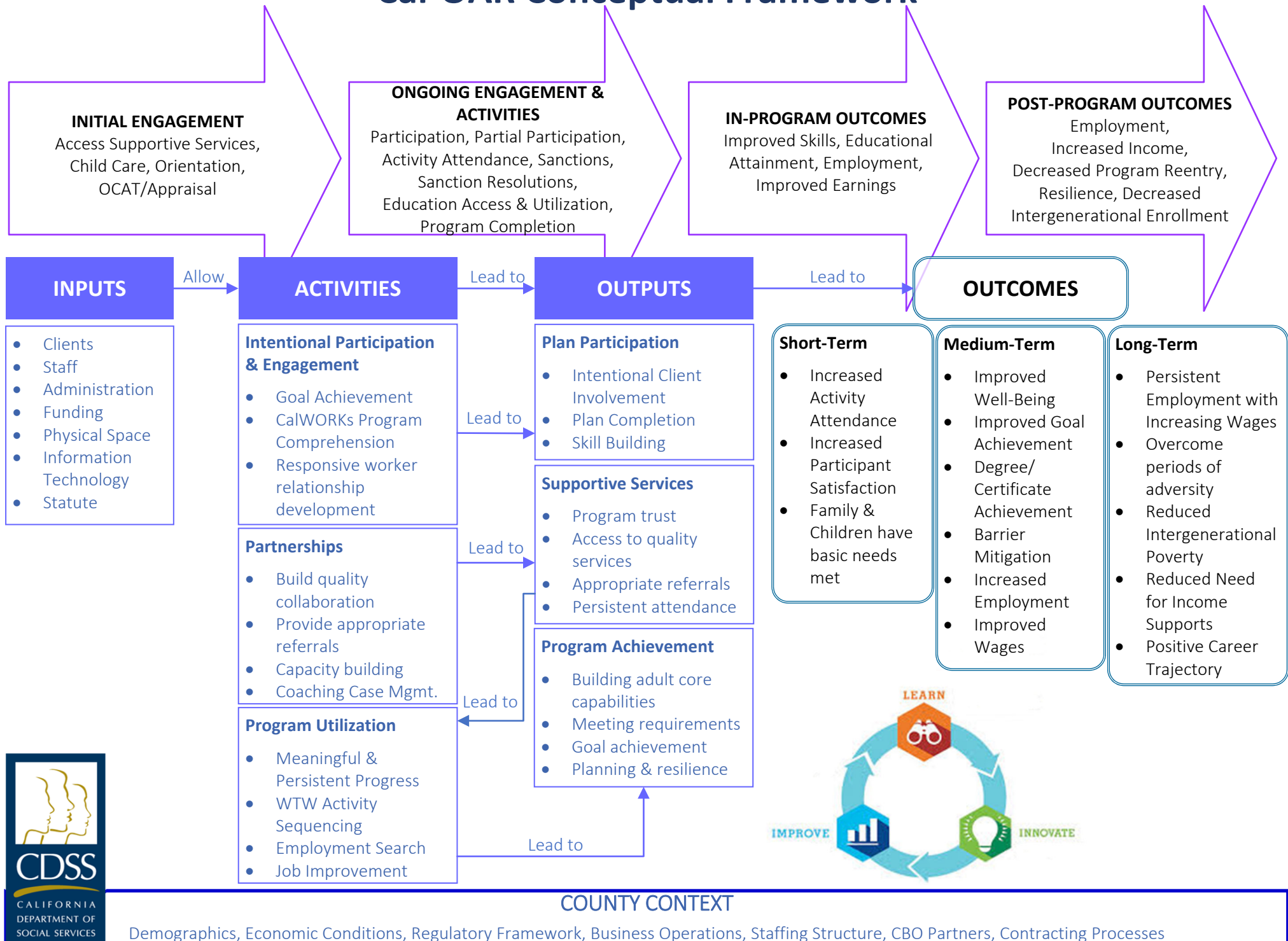
County	
Submission Date	
Cal-CQI Cycle	2019-2022 Cycle
County Welfare Director	
Name	
Signature	
Phone Number	
Board of Supervisors (BOS) Representative Signature – <u>For Cal-SIP Approval Only</u>	
BOS Approval Date	
Name	
Title/Position	
Signature	

Contact Information

County Cal-OAR Contact	Name and Title	
	Phone & E-mail	

Scan and email the Signature Sheet to Cal-OAR@dss.ca.gov with the Cal-OAR Report.

Cal-OAR Conceptual Framework



Cal-OAR Conceptual Framework, or Logic Model

The attached graphic represents the Cal-OAR Conceptual Framework, also referred to as the updated CalWORKs Logic Model. It is a tool that visually represents how the Cal-OAR conceptual framework may be used to help update the CalWORKs program and think strategically moving forward. It portrays a series of multiple, inter-related progressions.

Across the top of the graphic are four arrows, showing an overarching horizontal progression. They indicate a complete, successful relationship between the CalWORKs program and the clients it serves. That relationship ideally progresses from the first arrow, “Initial Engagement,” to “Ongoing Engagement and Activities,” “In-Program Outcomes,” and finally to the fourth arrow, “Post-Program Outcomes.”

Under each of these arrows, also running left to right, is a second horizontal progression that represent how CalWORKs program “Inputs” allow for provision and access to strategic, meaningful “Activities,” which in turn lead to program “Outputs,” and which ultimately produce program “Outcomes.” This second, horizontal progression contains lists of 1) “Inputs and Activities” correlated with “Initial Engagement,” 2) “Activities and Outputs” connected to “Ongoing Engagement,” 3) “Outputs and Outcomes” tied to “In-Program Outcomes,” and finally 4) Post-Program short, medium, and long-term Outcomes.”

**California Work Opportunity and Responsibility to Kids (CalWORKs)
Outcomes and Accountability Review (Cal-OAR)
Performance Measures Phased Implementation**

PERFORMANCE MEASURES INCLUDED IN FIRST CAL-CSA REPORT

Performance Measures	<p>Employment Rate of Current CalWORKs Individuals</p> <p>Wage Progression</p> <p>Post CalWORKs Employment Rate</p> <p>Rate of Exits with Earnings</p> <p>Rate of Program Reentries</p> <p>Rate of Program Reentries After Exit with Earnings</p> <p>Intergenerational CalWORKs Enrollment Rate (state level only)</p> <p>Engagement Rate</p> <p>Sanction Rate</p> <p>Sanction Resolution Rate</p> <p>Orientation Attendance Rate</p> <p>Online CalWORKs Appraisal Tool (OCAT)/Appraisal Completion Timeliness Rate</p> <p>First Activity Attendance Rate</p> <p>Improved Literacy, Basic Skills, English Language Acquisition</p> <p>Community College Progress Rate</p>
-----------------------------	---

PERFORMANCE MEASURES NOT REQUIRED FOR FIRST CAL-CSA

Performance Measures	<p>OCAT/Appraisal to Next Activity Timeliness Rate</p> <p>Education and Skills Development Access Rate</p> <p>Education and Skills Development Utilization Rate</p> <p>Child Care Access Rate</p> <p>Homeless Assistance and Housing Support Program Access Rate</p> <p>Ancillary Services Access Rate</p> <p>Transportation Provision Timeliness Rate</p> <p>Subsidized to Unsubsidized Employment Rate</p> <p>Educational Completion Rate</p> <p>Home Visiting Transitions to Welfare-To-Work Engagement Rate</p> <p>Family Stabilization Transitions to Welfare-To-Work Engagement Rate</p>
Notes	<p>While CWDs are not <i>required</i> to include in the first Cal-CSA, they may optionally include relevant available information. CWDs may consider for the CalWORKs System Improvement Plan and progress report.</p>