

SUBMITTAL TO THE BOARD OF SUPERVISORS
COUNTY OF RIVERSIDE, STATE OF CALIFORNIA



ITEM: 3.24
(ID # 24212)

MEETING DATE:
Tuesday, April 02, 2024

FROM : PUBLIC SOCIAL SERVICES:

SUBJECT: DEPARTMENT OF PUBLIC SOCIAL SERVICES (DPSS): Approve the Riverside County CalWORKs System Improvement Plan (Cal-SIP) for the current CalWORKs Outcomes and Accountability Review (Cal-OAR) through June 30, 2026; All Districts. [Total Cost \$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Approve the Riverside County CalWORKs System Improvement Plan (Cal-SIP) for the current CalWORKs Outcomes and Accountability Review (Cal-OAR) through June 30, 2026; and
2. Authorize the Department of Public Social Services to submit the Riverside County CalWORKs System Improvement Plan (Cal-SIP) to the California Department of Social Services (CDSS).

ACTION:Policy

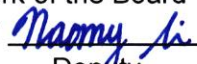

Charity Douglas, DPSS Director

3/8/2024

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Spiegel, seconded by Supervisor Gutierrez and duly carried by unanimous vote, IT WAS ORDERED that the above matter is approved as recommended.

Ayes: Jeffries, Spiegel, Washington, Perez and Gutierrez
Nays: None
Absent: None
Date: April 2, 2024
xc: DPSS

Kimberly A. Rector
Clerk of the Board
By: 
Deputy

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
STATE OF CALIFORNIA**

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	\$0	\$0	\$0	\$0
NET COUNTY COST	\$0	\$0	\$0	\$0
SOURCE OF FUNDS: N/A			Budget Adjustment: No	
			For Fiscal Year: 23/24	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

The goal of the Riverside County CalWORKs County System Improvement Plan (Cal-SIP) is to develop and implement strategies to improve the County's performance in a selected performance measure, the Orientation Attendance Rate. DPSS' CalWORKs Outcomes and Accountability Review unit (Cal-OAR) assessed how Riverside County performed in various measures in comparison with other counties within California. Based on results from the last CalWORKs County Self-Assessment (CSA) report, data from California Department of Social Services (CDSS), and internal reports, the Orientation Attendance Rate was identified as the measure Riverside County had the most room to significantly improve upon.

Riverside County's goal is to improve the Orientation Attendance Rate to 52% from the baseline rate of 42% (December 2022 – May 2023), for an overall improvement of 10%. 52% was the rate at which Riverside County performed during the initial Cal-CSA analysis period (July 2021 – December 2021).

The Cal-SIP details the strategies the DPSS Cal-OAR team plans to implement to increase performance in this measure. By increasing the Orientation Attendance Rate, DPSS also hopes to positively influence various other performance measures by increasing customer buy-in and understanding of the Welfare-to-Work (WTW) program and the services provided.

The first and current five (5) year CalWORKs Outcomes and Accountability Review (Cal-OAR) cycle began July 1, 2021, and is scheduled through June 30, 2026. Riverside County is assigned to the final reporting cohort (Cohort 4). Cohort 4 is currently completing the Cal-SIP plan due to the CDSS.

The strategies outline in the Cal-SIP are as follows:

**SUBMITTAL TO THE BOARD OF SUPERVISORS COUNTY OF RIVERSIDE,
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Strategy 1: Increase collaboration and program awareness between CalWORKs and Welfare-to-Work.

Strategy 2: Increase marketing efforts to CalWORKs families.

Strategy 3: Enhance focus on Spanish speaking population to increase Orientation Attendance Rate.

Strategy 4: Connect customers with supportive services as soon as possible.

Strategy 5: Provide additional flexibility to Orientation scheduling to increase attendance.

Impact on Residents and Businesses

The Cal-SIP plan is comprised of strategies which focus on continuous quality improvement (CQI). The acceptance of the Cal-SIP plan allows Riverside County to focus on and improve the service delivery model for participants, with the goal of eliminating barriers, streamlining services, and enhancing the individual's experience and program knowledge. By increasing program awareness and access to the services offered by Welfare-to-Work, the measured outcome will be increased participant engagement.

Additional Fiscal Information

Not applicable

ATTACHMENT:

A: Riverside County CalWORKs County System Improvement Plan (Cal-SIP) Report



Gregg Gu, Chief of Deputy County Counsel 3/12/2024

CalWORKs County System Improvement Plan (Cal-SIP) Report

County: Riverside

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Executive Summary

1. Please summarize the performance measures selected for improvement.

Orientation Attendance Rate, overall improvement of 10% desired. Currently, the rate is at 42% (December 2022-May 2023), however 52% was the rate at which Riverside County performed during the Cal-CSA analysis period (July 2021-December 2021). The goal is to return to the 52% level.

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

Goal 1: Increase Orientation Attendance Rate to 52% from 42%.

Strategy 1: Increase collaboration and program awareness between CalWORKs and Welfare-to-Work.

Action Steps:

- Cal-OAR staff will attend CalWORKs and Welfare-to-Work inductions to emphasize importance of cross program collaboration and awareness.
- Facilitate semi-annual roadshows tailored to CalWORKs and Welfare-to-Work staff to ensure awareness of Cal-OAR efforts.
- Offer opportunities for supervisors to share successes/changes during unit program meetings (CalWORKs supervisors at WTW meetings and vice versa).
- Reinstigate a warm handoff/upfront process to increase customer awareness of Orientation and ensure timely scheduling.

Strategy 2: Increase marketing efforts to CalWORKs families.

Action Steps:

- Create/update flyers highlighting Welfare-to-Work program benefits.
- Standardize courtesy calls to participants reminding them of their scheduled Orientation and Welfare-to-Work services (possibly exploring the use of “robo-call” software).
- Collaborate with public relations team to market CalWORKs/Welfare-to-Work program on social media and public-facing websites.
- Distribute Orientation packets for all participants who need to complete an Orientation to facilitate the completion of the activity telephonically or virtually.

Strategy 3: Enhance focus on Spanish-speaking population to increase the Orientation Attendance Rate.

Action Steps:

- Conduct focus groups/individual participant interviews to identify common barriers within population preventing participation in Orientation.
- Ensure marketing tools available in English are translated and offered in Spanish.
- Upon CalWORKs approval, conduct targeted outreach to Spanish population to market Welfare-to-Work program benefits.
- Consider options to streamline Orientation for the Spanish speaking population, begin with the creation of Spanish version Orientation PowerPoint.

Strategy 4: Connect families with supportive services prior to Orientation.

Action Steps:

- Collaborate with Staff Development to train staff on properly discussing childcare and transportation supportive services.
- Complete targeted outreach for participants to address barriers upfront. Provide Orientation documents whenever possible to inform them of available supportive services.
- Coordinate ongoing soft skills trainings/refreshers for staff to ensure Employment Services Counselors understand the individual needs of the population served and to prevent compassion fatigue.
- Instruct staff to ask barrier removal questions during outreach calls to ensure access to supportive services.

Strategy 5: Provide additional flexibility to Orientation scheduling to increase attendance.

Action Steps:

- Streamline Orientation/Appraisal activity usage within CalSAWS to accurately capture completion of Orientation.
- Accommodate participants who may be late for Orientation making a concentrated effort to complete Orientation and Appraisal when the participant is present.
- Offer 1 on 1 Orientations as part of appraisal process for added customer flexibility.
- Discuss options to allow eligibility staff to schedule mandatory participants to Orientation sessions.

Introduction

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

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

1. Describe your approach to the Cal-SIP Report.

The Riverside County Department of Public Social Services (DPSS) utilized the tools provided by the California Department of Social Services (CDSS) and its Cal-OAR website to develop the Cal-SIP report. Riverside County's Cal-OAR team tailored these tools to adapt to the County's unique needs such as internal timelines, workflow processes, partner and collaborator identification and engagement, and data analysis. Training sessions offered by Mathematica and CDSS provided additional information to assist with the facilitation of meetings and the completion of the Cal-SIP. Riverside County approached the Cal-SIP as an opportunity to view our programs from the perspective of our internal and external customers, allowing us to identify what is working well for our customers and staff as well as the areas where we can make changes to benefit our service delivery methods. This process allowed Riverside County to identify and focus on a specific performance measure that is expected to produce the best outcomes for the current 2021-2026 Cal-OAR cycle.

Riverside County's partner and collaborator engagement efforts resulted in collaborative ongoing relationships for CQI and an ongoing feedback circuit from which to gather additional information. Riverside County met with county peers, conducted focus group interviews, and completed observations of Employment Services Counselors and district Orientation processes to develop our strategies and action steps to help achieve our goal of improving the Orientation Attendance Rate. Riverside County's Cal-OAR team held weekly meetings to identify tasks and strategies to complete the Cal-SIP.

2. Briefly describe past and current system improvement efforts.

Riverside County previously implemented strategies as part of a continuous quality improvement initiative. During the Public Health Emergency, Riverside County leadership collaborated with staff from various classifications to focus on reengagement efforts. Some of the strategies implemented include the standardization of “combo Employment Services Counselors” (Employment Services Counselors responsible for both facilitation and case management instead of just one or the other), business processes for participant outreach to prevent non-compliance and sanctions (such as preventative home calls and supervisor reviews prior to imposing sanctions), the addition of virtual options for Orientation/Appraisal and Job Readiness classes, adjusting the content of Orientations, updating policy products, and offering refresher trainings for veteran staff.

Riverside County's Cal-OAR team has focused on educating staff about Cal-OAR via Do You Know flyers, newsletters, and presenting information related to Cal-OAR initiatives during district and Welfare-to-Work program meetings.

Riverside County previously implemented an upfront process to handoff potentially eligible CalWORKs families to Welfare-to-Work staff which included a "mini-Orientation".

Prior to the Public Health Emergency, Riverside County assembled and offered gift bags for participants who came in and completed the Orientation/Appraisal process. Part of Riverside County's reengagement efforts included offering monetary incentives for participants who completed an Appraisal.

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

The implementation of combination workers in every district office has improved service delivery to our participants. By cross training Employment Services Counselors in case management and facilitation, staff that were exclusively facilitating workshops are now able to carry a caseload which decreased caseload sizes for other Employment Services Counselors and provided staff an opportunity to better serve our participants. Conversely, case managers learned to facilitate workshops and relieve staff shortages for facilitators allowing for more workshops to be offered to participants.

In-person outreach efforts implemented to avoid non-compliance and sanctions have given participants a greater opportunity to engage in Welfare-to-Work. This outreach has been instrumental in the County's rural and desert areas where phone service is lacking or with poor cellular reception. Implementing later start times for the Orientation appointments have provided participants with additional support to remove barriers that may prevent a participant's attendance.

The upfront process showed promise as participants were given a "mini-Orientation" by Welfare-to-Work staff who scheduled participants to a full Orientation when appropriate. The upfront process was most effective in advertising Welfare-to-Work services and requirements right after the CalWORKs intake as it was incorporated relatively seamlessly. This process lowered the County's internally measured sanction rate and increased the Orientation Attendance rate during its implementation and will be reexamined for reimplementation. Significant overhaul to the upfront process will be needed as CalWORKs applications are no longer required to be face-to-face and more staff are teleworking.

The effects of the gift bags Riverside offered for Orientation/Appraisal completion was never fully assessed as face-to-face requirements were waived due to the Public Health Emergency. The incentives offered have only been in place since May 2023 and there has not been sufficient examination of the data to determine the efficacy of this practice.

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

Mission: Support and improve the health, safety, independence, and well-being of Riverside County's children, adults, and families.

Vision: Riverside County Department of Public Social Services is the most equitable and innovative department in the County that compassionately serves children, adults, and families to live and thrive.

Section 1: Measures for Improvement and Strategies

Part 1: Measure and Goal Narrative

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

After careful consideration of Phase Zero and Phase One performance measure data during the Cal-CSA, Riverside County identified the Orientation Attendance Rate as the key measure Riverside can most significantly improve upon during the first five-year cycle. After meeting with our partners and collaborators, we identified specific strategies to help improve the Orientation Attendance Rate. Focusing on the Orientation Attendance Rate may help Riverside County indirectly improve other performance measures by ensuring customers understand the benefits of the program and services offered. It is our hope that increasing customer participation early in the process will positively impact other performance measures.

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

The data from the summary transmittals received during the measurement period for the Cal-CSA (July 2021-December 2021) were used with partner and collaborator feedback to determine the measure selected for improvement. Partners and collaborators agreed with the selected measure of Orientation Attendance Rate for targeted improvement. Based on Riverside County's performance in the Orientation Attendance Rate compared to other measures, along with the feedback from partners and collaborators, there was consensus on the need to focus on this specific measure.

Riverside County previously discussed focusing on the Engagement and First Activity Attendance rates but based on the County's performance in these measures in comparison to the statewide average (along with reluctance to have too wide of a focus during this initial Cal-OAR cycle) the decision was made to proceed with just the Orientation Attendance Rate.

3. Describe any anticipated interactions with other measures.

Riverside County anticipates a positive correlation with the OCAT Timeliness Rate and Engagement Rate while focusing on improving the Orientation Attendance Rate. Riverside County typically schedules Orientation and OCAT together; as the customer completes the Orientation, it should also positively affect the OCAT Timeliness Rate. Also, by engaging customers early, there is an expectation that we will be able to prevent sanctions and lower the overall sanction rate.

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

Riverside County will track the Orientation Attendance Rate's performance utilizing data from summary transmittals, staff/customer surveys, and feedback from focus groups, partners, and collaborators.

Part 2: Goal-level Descriptions

Goal 1: Increase Orientation Attendance Rate to 52% from 42%. Review using Cal-OAR Data Dashboard and internal reports improving by 2.5% every 6 months within 2 years (for a total of a 10.0% improvement).

Strategy 1: Increase collaboration and program awareness between CalWORKs and Welfare-to-Work.

Strategy 2: Increase marketing efforts to CalWORKs families.

Strategy 3: Enhance focus on Spanish speaking population to increase the Orientation Attendance Rate.

Strategy 4: Connect families with supportive services prior to Orientation.

Strategy 5: Provide additional flexibility to Orientation scheduling to increase attendance.

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

Orientation Attendance Rate was identified as the measure Riverside County needs the most improvement in as it is the only measure in which Riverside does not outperform the statewide average. Riverside County previously achieved a 52% Orientation Rate during the Cal-CSA period (compared to the 59% statewide average), but recent data indicates a downward trend in Riverside's Orientation Rate (at 42% for the December 2022-May 2023 period) alongside a decrease in the statewide average for the same measure (49% for the same December 2022-May 2023 period). The goal of a 10% increase will position Riverside County above the current statewide average and back to the level the County performed at during the Cal-CSA analysis period (see Figure 1).

CDSS approved Riverside County's request to use more recent data (December 2022-May 2023) as our baseline for the Cal-SIP goal. The data period for the Cal-CSA analysis was markedly higher for both Riverside County and the statewide average, so the use of recent data more accurately reflects the current performance and provides a better baseline to work from.

Riverside County believes that an increase in the Orientation Attendance Rate will provide opportunities for Employment Services Counselors to better engage CalWORKs families and assist their transition to self-sufficiency. This can be done by providing information to participants on supportive services, assessments, placement programs, and Family Stabilization services. By increasing the participant's knowledge of the program and the supportive services available to them, Riverside County believes that measures such as Engagement Rate, and Sanction Resolution Rate will increase while decreasing the Sanction Rate.

2. What led the CWD to these improvement strategies?

During the Cal-CSA, Riverside County identified that measure data for the Orientation Attendance Rate was lower than expected, which suggested that the County needed to improve its performance in this area. The Cal-OAR team scheduled physical observations at each district office to view the current business processes for scheduling, facilitating, and completing the Orientation and Appraisal. The data obtained during these observations was crucial in identifying gaps in business processes and training while highlighting best practices that could potentially be implemented across the County. The need to make adjustments in business processes and provide additional training for CalWORKs eligibility staff and Employment Services Counselors was identified during the observations conducted. District Regional Managers also collaborated to discuss strategies that could be implemented to increase overall engagement; applicable strategies that could be applied to the Orientation process were incorporated into the Cal-SIP.

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

No research or literature was utilized or available.

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

Riverside County's Cal-OAR team will be working closely with County partners such as our Staff Development Division, district staff, and executive staff to assist in implementing the identified strategies to improve the Orientation Attendance Rate.

The role of the Riverside County's leadership team is to approve the strategies and provide support during the implementation of these strategies. Staff Development will create curriculum and facilitate employee trainings and district staff will practice applicable strategies. The Cal-OAR team will monitor and collect data, facilitate roadshows, participate in the creation or updating of policy products, informational/educational flyers, process mapping, advertisements, and training materials.

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

The Cal-OAR team identified the need for targeted outreach for the Spanish speaking participants, specifically for the Orientation Rate, as this was the one demographic within this performance measure where opportunities for growth were identified. Specific strategies will be tailored as focus group/participant interviews are conducted to identify trends that the County can try to directly address.

A need for soft skills and refresher trainings for Employment Services Counselors was also identified as many Employment Services Counselors are newer (hired during or post-Public Health Emergency) and veteran staff have not administered the program in the same capacity due to the Public Health Emergency. Collaboration with Riverside County's Staff Development Division and policy teams will be needed to create the curriculum and desk aids, update policy and process workflows, and facilitate online and/or in person trainings.

A disconnect between Welfare-to-Work and CalWORKs staff was also identified and there is hope that marketing and reminders of how programs directly influence one another would assist in enhancing the participant experience.

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

Riverside County's Cal-OAR team has been providing regular updates and communicating the progress of our Cal-OAR efforts to leadership and district staff. To mitigate any internal barriers, the Cal-OAR team will continue to be transparent with strategies, training, and implementation of business processes to improve the Orientation Attendance Rate. To obtain staff buy-in, the Cal-OAR team will be holding focus group sessions, facilitating roadshows, providing regular newsletters, attending new hire induction trainings, exploring process mapping tools for changes in business process, and assisting in refresher trainings. Riverside County will continue to explore viable options that fit into the County framework and have substantive conversations to address known internal and external barriers.

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

Riverside's Quality Improvement and Policy team will track the Orientation Attendance Rate improvement utilizing staff and customer surveys, data from summary transmittals and specialized county reports, feedback from focus groups, partners, and collaborators, and quarterly meetings with Welfare-to-Work leadership.

Section 2: Peer Review

Peer county/ counties selected for collaboration and consultation:

Los Angeles and San Bernardino

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

The Peer Review process greatly assisted Riverside County throughout the development of our Cal-SIP. Although Riverside County elected to focus on improving the Orientation Attendance Rate, peer review counties offered excellent insight into their different practices for various processes which may be adopted in future Cal-OAR cycles to positively impact other performance measures. Riverside County presented our strategies and action steps for our goal and requested feedback along with an overview of our peer counties' internal process for conducting Orientation and Appraisal.

San Bernardino County suggested the separation of the Orientation Activity from the Appraisal activity in CalSAWS, as participants may complete one activity rather than the other. Separating these activities in CalSAWS may positively impact a participant's completion of Orientation and provide flexibility in appointment scheduling. Also, by separating Orientation and Appraisal, the Orientation activity becomes independent of the Appraisal and would not require the completion of both processes to capture the completion of just the Orientation.

Los Angeles County described its pre-orientation process of issuing transportation supportive services prior to the Orientation appointment and the automated issuance of transportation supportive services based on staffing. Riverside County does not foresee utilizing the automatic issuance of supportive services at this time. Los Angeles County also suggested offering incentives to participants who complete the Orientation and Appraisal activities.

There was general consensus on the need to examine current business practices to address individual barriers and assist with barrier removal services prior to the Orientation appointment. Training staff to adequately address transportation and child care assistance upfront may help with increasing our Orientation Rate. Although our peers corroborated our thoughts on proposed strategies and action steps, our hopes for future peer review meetings are to receive more suggestions and recommendations on peer counties' internal processes that are applicable to the performance measure Riverside County selected.

2. Discuss steps taken to conduct peer review.

Riverside County hosted a "Kickoff" meeting where all three counties discussed our desired frequency of meetings, location, order for hosting, topics, and expectations. The meeting attendees decided to host in-person meetings while providing virtual

accommodations; Riverside County would host first on September 25th, 2023, Los Angeles County would host second on October 23rd, 2023, and San Bernardino would host last on November 13th, 2023. The selected dates ensured that each county had an opportunity to host and review their Performance Measure(s). The dates chosen were finalized after each County confirmed capacity in their schedules to have most of their team attend in person. The host County provided a virtual option for those who could not attend in person. Requested documents from peer counties were provided via email before the meeting.

Before each meeting, each county could request insight into specific processes. For example, Los Angeles County asked to view our office and the CalWORKs application process. Riverside County requested specific workflow processes, policies, and relevant documentation to understand our peer counties' Orientation processes. Riverside County arranged for Los Angeles and San Bernardino counties to tour a district office and explained the layout for where the workers sat, where Orientations are conducted, the room where Job Club is held, and the front lobby where customers are serviced. Riverside County provided an agenda along with meeting notes for attendees after the meeting. Riverside County provided beverages and snacks to welcome our peers and to enjoy throughout the meeting.

Riverside County provided our Cal-CSA report before the meeting to allow other counties to review and prepare questions when Riverside hosted. Riverside County created a PowerPoint presentation to review our Cal-CSA, explain our workflow processes, present the current workload model our organization utilizes and its effect on our Welfare-to-Work processes, review goals and strategies for areas of improvement, and request feedback. Los Angeles and San Bernardino County provided suggestions for removing transportation and child care barriers in support of the proposed goal, strategies, and action steps.

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

The peer review process established working relationships with the peer counties that will continue to be fostered throughout the Cal-OAR cycle. Los Angeles and San Bernardino were open, transparent, and willing to share successes and failures within their internal processes. All counties faced similar challenges and shared common areas of concern when discussing our selected performance measures. The peer counties provided pertinent feedback, asked appropriate questions, and openly shared their processes. During the peer review process, counties were able to understand each peer county's specific: processes, issues, and needs in comparison to the State of California. Peer counties agreed to share any marketing materials, tools, or strategies as the counties move forward with implementing their Cal-SIP.

Section 3: Target Measure Summary

Goal 1: Increase Orientation Attendance Rate to 52% from 42%. Review using Cal-OAR Data Dashboard and internal reports improving by 2.5% every 6 months within 2 years (for a total of a 10.0% improvement).

Performance Measure: Orientation Attendance Rate

Baseline Result: 42%

Cal-SIP Start Time: 05/01/2024	Progress Report #1: 05/23/2025	Progress Report #2: 06/26/2026	Cycle End Date: 06/30/2026
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Strategies, Action Steps, and Tracking Improvement:

Strategy 1: Increase collaboration and program awareness between CalWORKs and Welfare-to-Work.

Action Steps:

- Cal-OAR staff will attend CalWORKs and Welfare-to-Work inductions to emphasize importance of cross program collaboration and awareness.
- Facilitate semi-annual roadshows tailored to CalWORKs and Welfare-to-Work staff to ensure awareness of Cal-OAR efforts.
- Offer opportunities for supervisors to share successes/changes during unit program meetings (CalWORKs supervisors at WTW meetings and vice versa).
- Reinstigate a warm handoff/upfront process to increase customer awareness of Orientation and ensure timely scheduling.

Strategy 2: Increase marketing efforts to CalWORKs families.

Action Steps:

- Create/update flyers highlighting Welfare-to-Work program benefits.
- Standardize courtesy calls to participants reminding them of their scheduled Orientation and Welfare-to-Work services (possibly exploring the use of “robo-call” software).
- Collaborate with public relations team to market CalWORKs/Welfare-to-Work program on social media and public-facing websites.
- Distribute Orientation packets for all participants who need to complete an Orientation to facilitate the completion of the activity telephonically or virtually.

Strategy 3: Enhance focus on Spanish-speaking population to increase the Orientation Attendance Rate.

Action Steps:

- Conduct focus groups/individual participant interviews to identify common barriers within population preventing participation in Orientation.
- Ensure marketing tools available in English are translated and offered in Spanish.
- Upon CalWORKs approval, conduct targeted outreach to Spanish population to market Welfare-to-Work program benefits.
- Consider options to streamline Orientation for the Spanish speaking population, begin with the creation of Spanish version Orientation PowerPoint.

Strategy 4: Connect families with supportive services prior to Orientation.

Action Steps:

- Collaborate with Staff Development to train staff on properly discussing childcare and transportation supportive services.
- Complete targeted outreach for participants to address barriers upfront. Provide Orientation documents whenever possible to inform them of available supportive services.
- Coordinate ongoing soft skills trainings/refreshers for staff to ensure Employment Services Counselors understand the individual needs of the population served and to prevent compassion fatigue.
- Instruct staff to ask barrier removal questions during outreach calls to ensure access to supportive services.

Strategy 5: Provide additional flexibility to Orientation scheduling to increase attendance.

Action Steps:

- Streamline Orientation/Appraisal activity usage within CalSAWS to accurately capture completion of Orientation.
- Accommodate participants who may be late for Orientation making a concentrated effort to complete Orientation and Appraisal when the participant is present.
- Offer 1 on 1 Orientations as part of appraisal process for added customer flexibility.
- Discuss options to allow eligibility staff to schedule mandatory participants to Orientation sessions.

Tracking: Riverside's Quality Improvement and Policy team will track the Orientation Attendance Rate improvement utilizing staff and customer surveys, data from summary transmittals and specialized county reports, feedback from focus groups, partners, and collaborators, and quarterly meetings with Welfare-to-Work leadership.

Appendix

Figure 1

