



# CalWORKs 2.0 | Next Generation

## **Culture Change**

Webinar #7

**February 14th, 2018 @ 2:00-3:00PM**

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Facilitated by:

Natasha Nicolai, Mathematica Policy Research

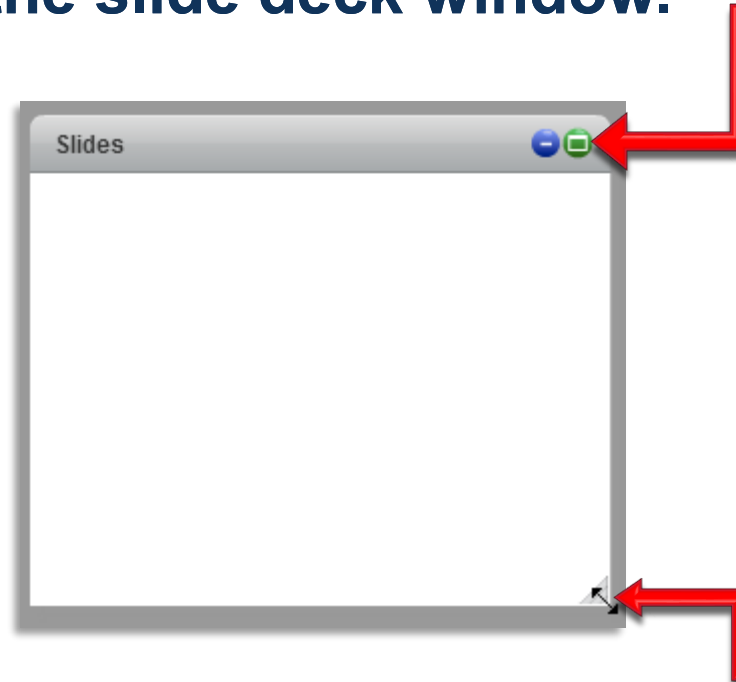
Noelle Simmons, San Francisco Human Services Agency

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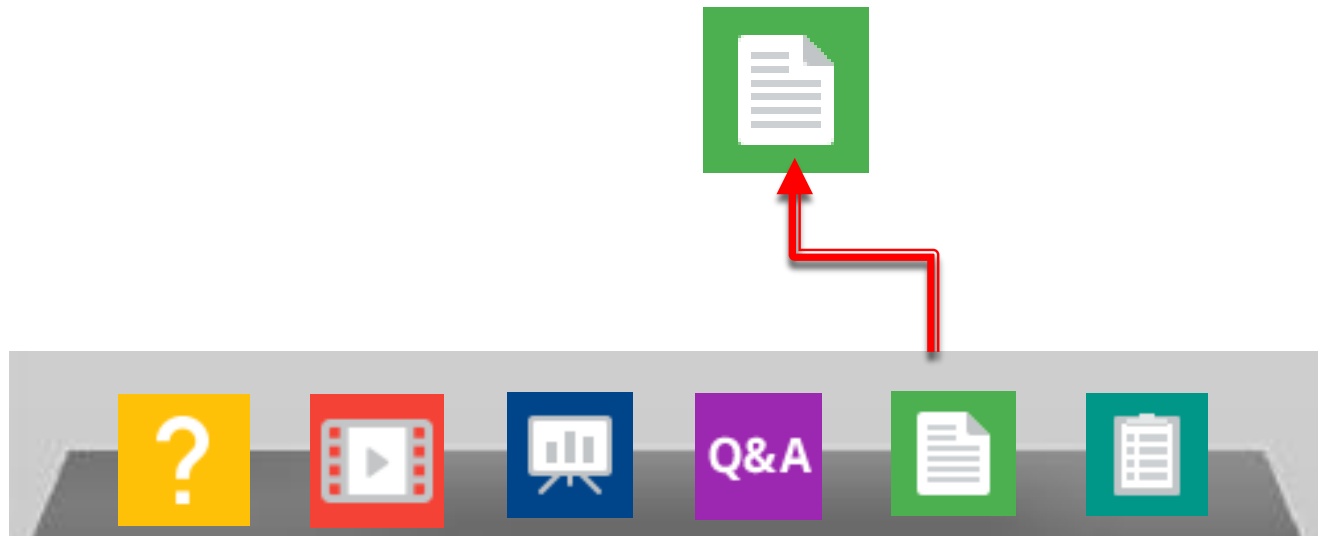


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# Event Materials and Recording

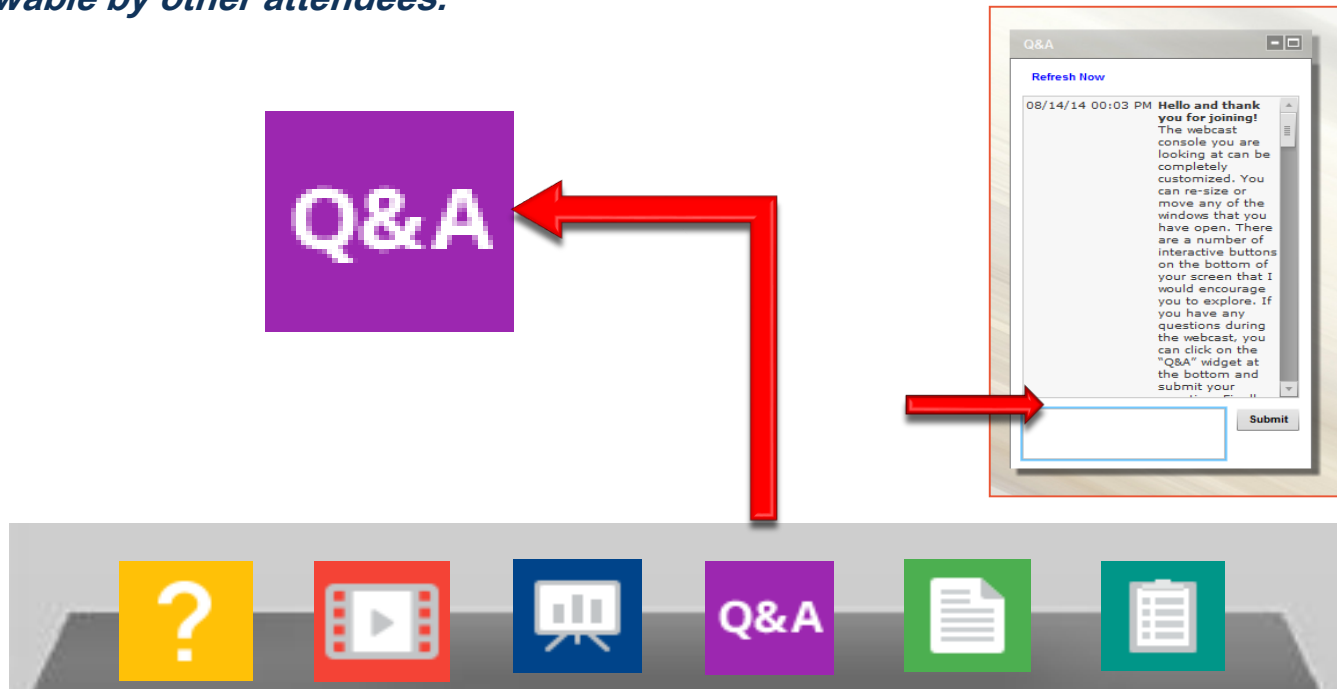
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- The event recording will be available approximately 1 day after the webcast and can be accessed using the same audience link used for the live webcast.
- The recording will also be posted to the website
- To download the slide deck and materials for this presentation, click the “Resource List” widget at the bottom of your screen.



# Q&A

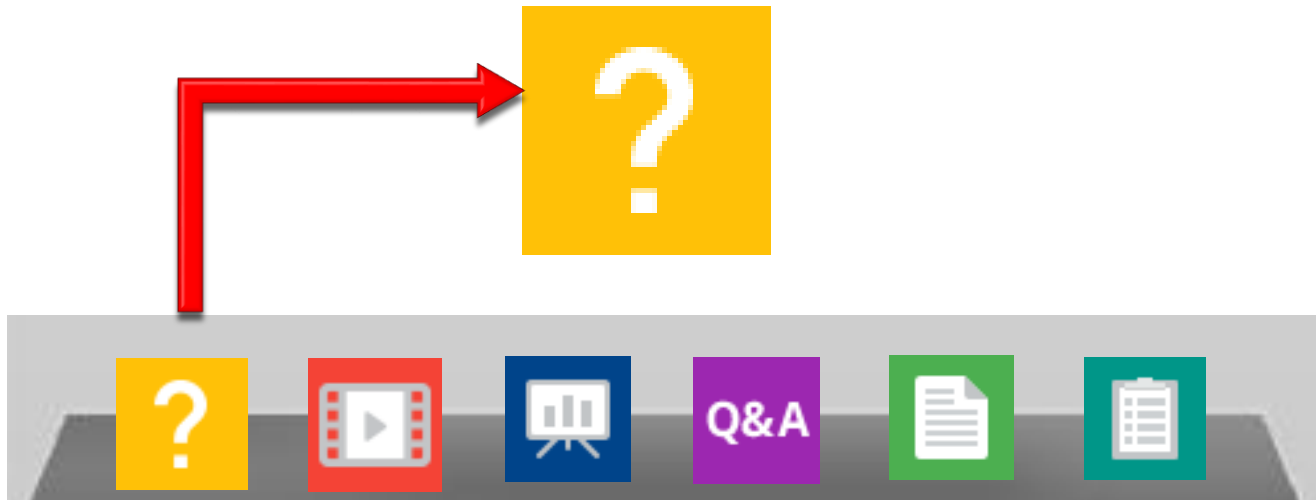
- To pose a question to the presenters or to the group at any time, click on the “Q&A” widget at the bottom and submit your question.
  - *Please note, your questions can only be seen by our presentation team and are not viewable by other attendees.*



# Technical Assistance

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- If you are experiencing technical difficulties, please visit our Webcast Help Guide, by clicking on the “Help” widget below the presentation window.
- You can also click on the Q&A widget to submit technical questions.



# Welcome!

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**Noelle Simmons**  
San Francisco Human Services



# Facilitators

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**Natasha Nicolai**

Mathematica Policy Research



# Goals for this Webinar

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- Review concepts to aid counties in determining county priorities for culture change
- Discuss county goal setting with framing around priorities and outcomes of interest
- Review CW 2.0 goal setting guide
- Review change management concepts
- Review planned implementation supports



# Implementation Webinar Series

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This first webinar covers how to create a county foundation that will support the culture change needed to shift successfully to the CalWORKs 2.0 goal-achievement framework.

The next webinar will cover how to plan for and implement a road test, and will cover a manual with county-appropriate resources.

Future webinar topics will depend on the support that counties request.

## Webinar Wednesdays - 2 p.m.

Today	Culture Change
February 28	Road Tests

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# Tools for Planning Culture Change

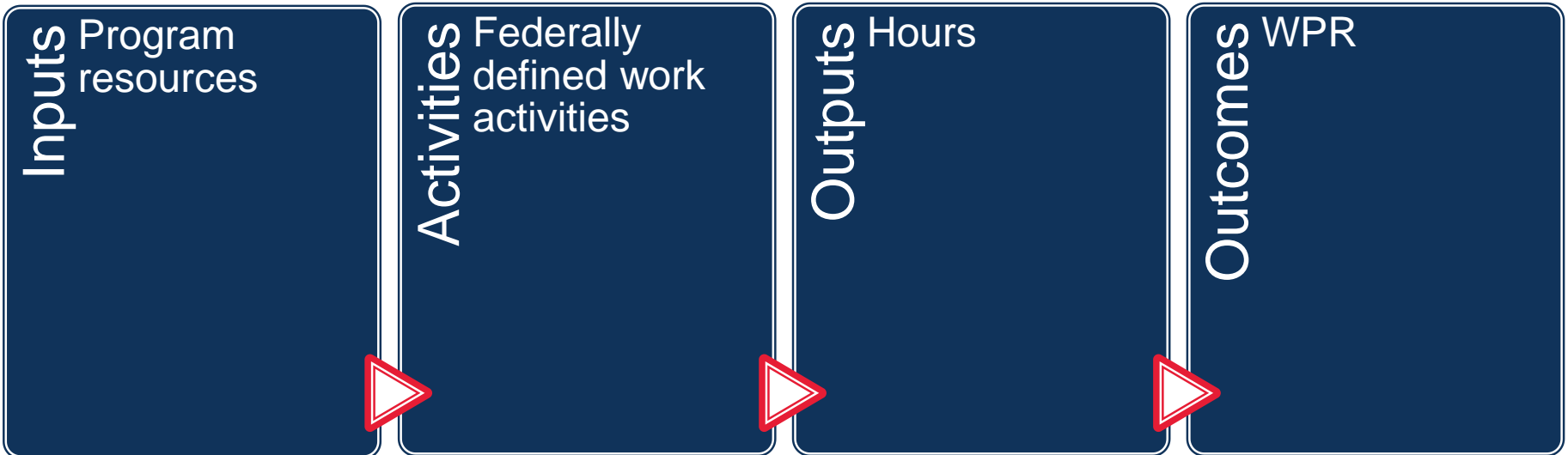
# CalWORKs 2.0- Culture Change Keys

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- **Effective engagement is a necessary first step to helping participants and to decrease sanctions**
- **People will be more motivated to participate when they are pursuing goals that are meaningful and within their reach**
- **Executive function and self-regulation are key to long-term job success and resilience**
- **Positive, supportive relationships are key to building and modeling executive function skills**

# How Outcomes Drive Program Logic: CW 1.0

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# CalWORKs 2.0 Culture Change Keys cont.

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- CalWORKs 2.0 program approach is designed to facilitate improved engagement by increasing choice and customer agency throughout the TANF experience
- CalWORKs 2.0 also encourages skill building through adherence to a goal setting routine, and building meaningful staff interactions
- The effort is about creating a program environment that provides a strong foundation for CW 2.0 program approach to succeed, identifying priority opportunities for change, and providing staff with tools that help them to do their work differently

# How Outcomes Drive Program Logic: CW 2.0

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**Inputs**  
Program resources  
CalWORKs  
2.0 Tools

**Activities**  
CalWORKs  
program offerings and  
case management

**Outputs**  
# Clients engaged  
# Achieving goals  
# Progressing toward higher level engagement  
# Completing activity referrals  
# Meeting federally defined work hours

**Outcomes**  
Clients' skills  
Job placements  
Job retention  
Reduced returns to aid  
Resilience  
Decreased recidivism



# Staff Skills Matrix and Fidelity Tool

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- Provide concrete and discrete elements of staff skills and program activities related to CW 2.0
- Aid counties in thinking critically about program activity modifications and priorities for staff skill development and training opportunities
- Together with the self-assessment, goal-setting guide, and logic model framing – provide a comprehensive model for what CW 2.0 could look like fully implemented in a county
- Should be considered frameworks for program assessment and culture change prioritization

# Reflection on Outcomes and Program Logic

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Take a few minutes to think about how the shift in outcomes for CalWORKs 2.0 is already showing up in your county.

Write in the Q&A box ...

- How is this shift impacting daily operations?
- What challenges are you facing or anticipating?



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# CaIOAR

# CalOAR Aligns with County Goal Setting

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- **Purpose: Develop a local accountability system that is**
  - Responsive to county variations
  - Useful in making county-to-county comparisons
  - Useful for state understanding of county function, program progress, and adequacy and allocation of resources
  - Useful for counties to make internal team and program management decisions
  - Receptive to appropriate accountability and improvement expectations that fall within the existing means of the county
- **Metrics: Benchmarks and continuous quality improvement**
  - Process measures
  - Outcome measures

# CalOAR Will Not Contradict County Goals

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- The state will define a set of standardized (1) process and (2) outcome performance indicators
- Indicators and other information will be incorporated into a county self-assessment tool
- Counties will apply self-assessment tool
- Counties reflect on local variations, resources, perceived performance, and capacity while considering the state-defined performance indicators
- County writes improvement plan with specifications related to results from the self-assessment tool and data collected about performance indicators
- County submits improvement plan to CDSS; CDSS then reviews and certifies plans for completeness annually

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# County Goal Setting

# County Goal-Setting is an Important Component

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- Focuses everyone on the same destination
- Helps keep staff engaged
- Informs how to target limited resources
- Allows county to specifically and strategically make changes

# Your County's Destination

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- On your participant packet or county goal-setting guide, write down one program activity that you would like to focus on.
- As we go through the goal-setting process, jot down notes and thoughts so that you have the beginning of a plan when the webinar ends.
- If you are participating as a team, compare notes as soon as the webinar ends to take advantage of the creative flow and make plans for your next steps together.

# County-Level Goals Are the Foundation

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# County Goal-Setting Process

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# 1. Be explicit about county CalWORKs goals

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- Start by defining client success
- Goals should reflect the outcomes you hope to achieve
- Effective goals are:
  - Specific
  - Measurable
  - Attainable
  - Realistic
  - Time-bound
- Focus on a few goals at one time (no more than 3)

## 2. Identify goals for select core program activities

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- Start by defining success for each program activity
- This will lead to a clearer understanding of
  - The purpose of each program activity
  - How the activity contributes to the county goals
- Backward map from success to the program activity and inputs to identify target components required for success

# 3. Develop system for measuring client progress

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- Break longer-term goals into smaller steps
- Create a system for measuring progress
- Many ways to do this:
  - Track participation in program
  - Track participants' progress toward achieving their goals
  - Track progress on CalMAP

## 4. Review County and Program Goals Regularly

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- Establish a formal process for writing, distributing and assessing progress on goals
- Review progress on goals on a regular basis
- Disseminate progress and updated goals to staff
  - This process should be clear, transparent and produce a summary available to all staff

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# Strategies for Change Management

# Manage the Message

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- **Tell staff in advance that change is coming – give them information about the impending changes in multiple ways over multiple interactions**
- **Plan strategically in a way that is structured, comprehensive, and thought through end-to-end before release. Staff should get one clear message about change**
- **Choose key phrases that tie CalWORKs 2.0 to county values and mission – use these in all communication about CalWORKs 2.0**
- **Assuage fears early by speaking directly to anticipated doubts and using messaging that makes a compelling case against fears**

# Pilot to Limit Change Fatigue

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- Consider targeted staff and/or target participant types for early integration of tools into business processes
- Collect targeted feedback that directly answers most pressing questions and addresses need for understanding
- Stagger scale-up by program component, activity, or staff group – build on successes and knowledge development of early staff implementers
- Provide opportunities for peer learning and sharing early in the implementation and piloting phases
- Avoid full scale-up until after vetting business processes, tracking, and necessary staff skills
- Create routines around the tools and desired change

# Change Requires Safety

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- **Psychological safety is key to learning, creativity, and successful buy-in to change**
- **Convey the GPDR/R message to staff: “There is no failure, just feedback.” Drive home the message and create space to make mistakes and learn in the process**
- **Help supervisors provide encouragement, offer safe spaces for learning and asking questions, and reward buy-in**
- **Provide staff with multiple avenues to provide feedback and innovate**



# Provide Adequate Support and Staff Training

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- Consider delivering training in multiple formats
- Make trainings interactive and build on staff experiences- consider modeling and role playing
- Provide opportunities for peer support- observation, structured feedback, space to share successes and challenges (possibly without supervisors or managers)
- Integrate goal setting tools into regular supervision and management practices
- Use the staff skills matrix to prioritize trainings and skill building opportunities

# Share Your Success

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Please share in the Q&A box (or the Forum page on the website) a concrete strategy that has been successful for your county. We will collect and share responses on the Forum and Webinar pages on the website.

- What language or phrases have worked when sharing the message of change with staff?
- Where did you start with a pilot or road test?
- What was a key strategy that promoted safety for mistakes?

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# Questions?

# Next Steps

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- Review the county level guide with implementation lead team and initiate goal setting
- Devise comprehensive strategic plan to manage change process; create messaging plan
- Share strategic plans with county cohorts and implementation support lead

# Implementation Support Opportunities

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- One-on-one calls with implementation leads
- Bi-weekly support calls
- Next generation website and forum
- Webinars and newsletters, Wednesdays at 2:00pm
- Video demonstrations of the tools (forthcoming)
- Individual county consultations
- Training from team or UC Davis (forthcoming)
- How to get help: email [Calworks2.0@gmail.com](mailto:Calworks2.0@gmail.com)

# Contact us with any questions

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- **Natasha Nicolai, Mathematica Policy Research**  
[nnicolai@mathmatica-mpr.com](mailto:nnicolai@mathmatica-mpr.com)
- **Noelle Simmons, San Francisco County**  
[noelle.simmons@sfgov.org](mailto:noelle.simmons@sfgov.org)