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CalWORKs 2.0 | Next Generation

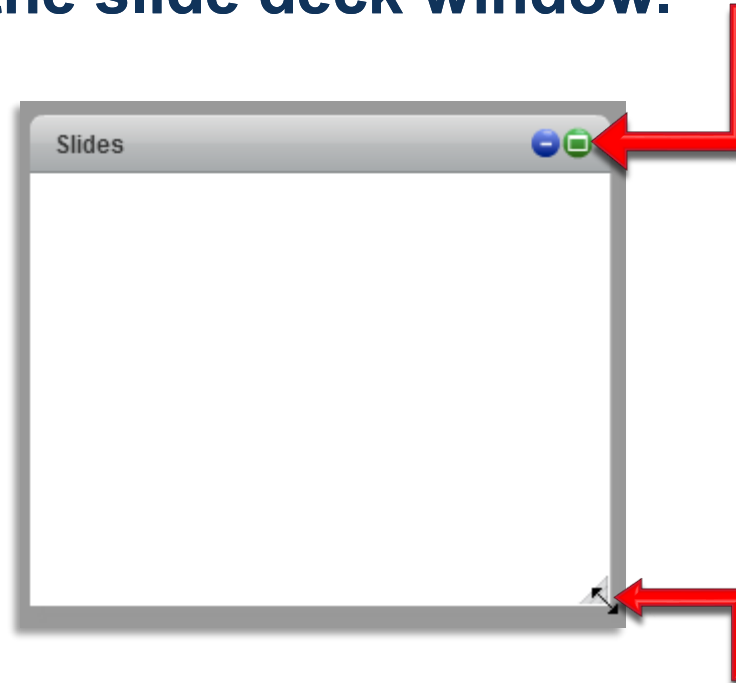# Using the CW 2.0 County Guide to Improve Implementation
Webinar #10

August 29, 2018 @ 2:00–3:00 p.m.

Facilitated by:
Natasha Nicolai, Mathematica Policy Research

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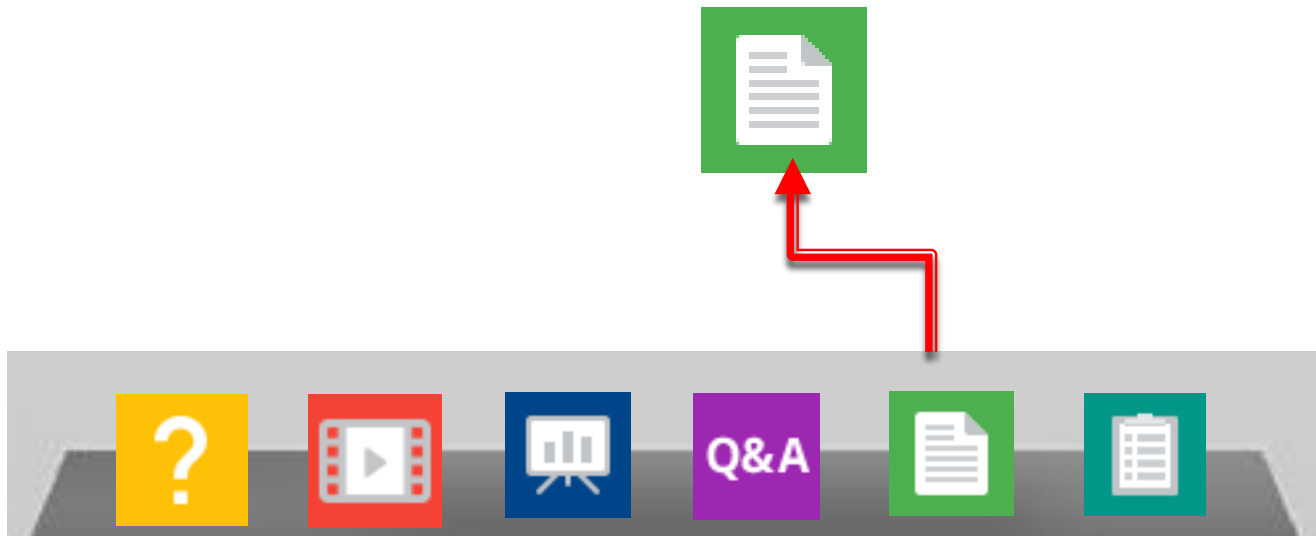
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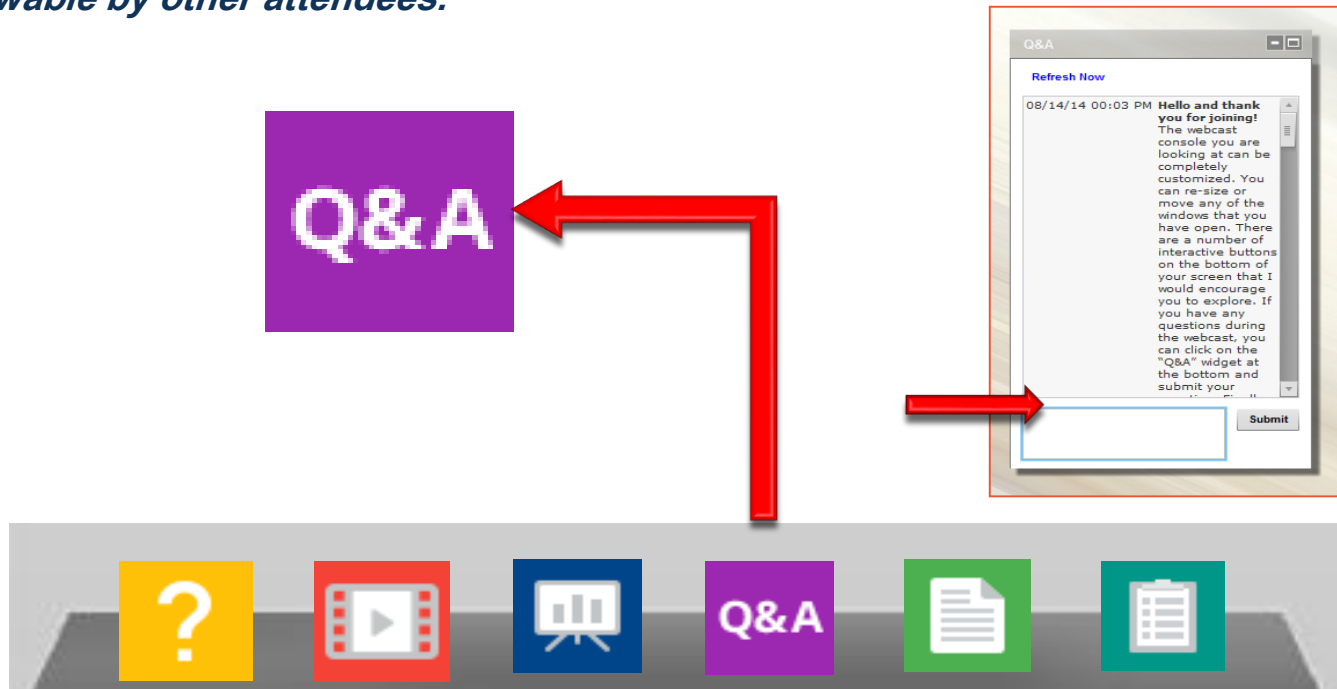
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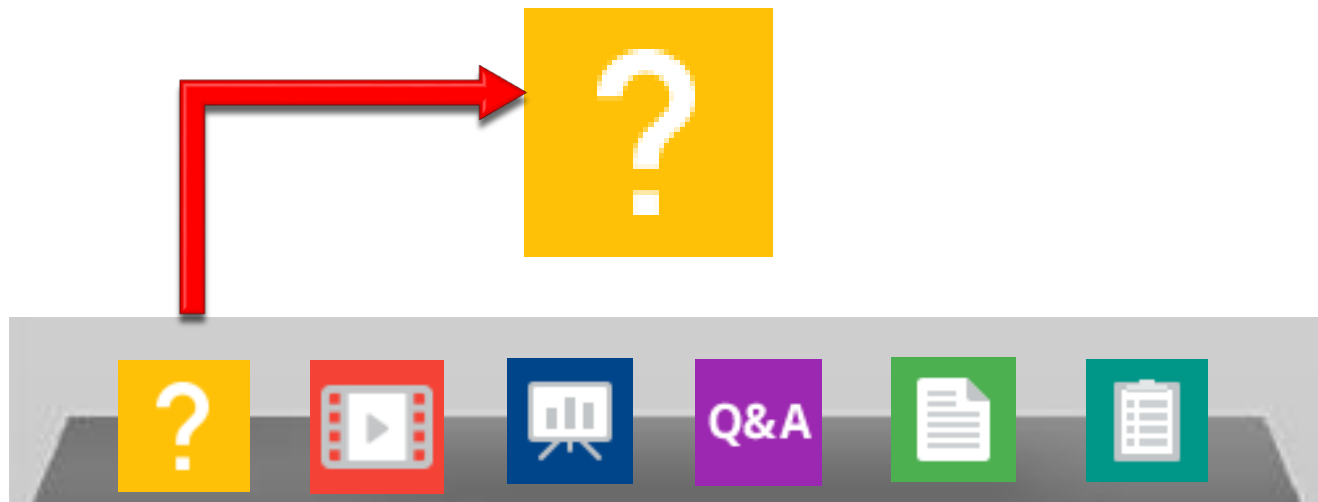
Facilitator

Natasha Nicolai

Mathematica Policy Research

Goals for this Webinar

- **Examine how the guide can help you with implementation**

- **Discover how each tool fits into a continuous quality improvement (CQI) process**

- **Take a first step in developing or improving your county's CQI process**

- **Remember: you can ask a question at any time using the Q&A button**

Q&A

Implementation Webinar Series

- **This webinar covers how to use the County Guide to improve implementation**

- **The next webinar will provide frontline staff with strategies for using group workshops to teach, model and practice the GPDR/R framework**

- **Future webinar topics will depend on the support that counties request**

Webinar Wednesdays - 2 p.m.	
Today	**Using CW 2.0 County Guide to Improve Implementation**
September 12	**Implementing CalWORKs 2.0 in Group Settings**

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Center on Budget and Policy Priorities

CWDA
Advancing Human Services for the Welfare of *All* Californians

Where We Are Right Now

- **Congrats to everyone!**

- **Most counties implementing**
  - **Nearly 2/3 of counties road tested or piloted (or are now)**
  - **There is a good mix of targeting by (1) staff, (2) activity, or (3) customer type**

- **Several counties are in the final phases of road testing or piloting their innovations and preparing to scale**

- **More than a few counties have already gone full scale**

- **Everyone has put in lots of work to get to this point– thanks so much to all of you!**

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Poll

- **Please mark the category that best describes you**
  - **County: Testing tools and strategies**
  - **County: Planning for implementation**
  - **County: Implementing county-wide**
  - **State staff**
  - **Support staff or other**

Improving Implementation

- **Now that counties are starting to roll out and scale up, an important consideration is the *quality* of implementation. How to measure fidelity?**

- **High quality implementation is hard to achieve!**
  - **Often takes significant time and resources to get it right**
  - **Road testing/piloting helps identify challenges before scaling up and demonstrate success for staff buy-in**
  - **But some challenges will only be realized during or after scale up**

- **Maintaining quality over time is also a challenge**
  - **Staff turnover makes this especially challenging**
  - **Strong recruitment, an effective onboarding process, and ongoing training help are a good start**

- **Having a process in place to reassess is KEY to quality**

The County Guide is designed to help you with implementation challenges and ongoing assessment!

What's in the County Guide?

- **County self-assessment**

- **County business process assessment (new!)**

- **Program fidelity assessment**

- **County resource map**

- **Introduction to county goal setting**

- **Choosing frontline tools (new!)**

- **Staff skills and attributes**
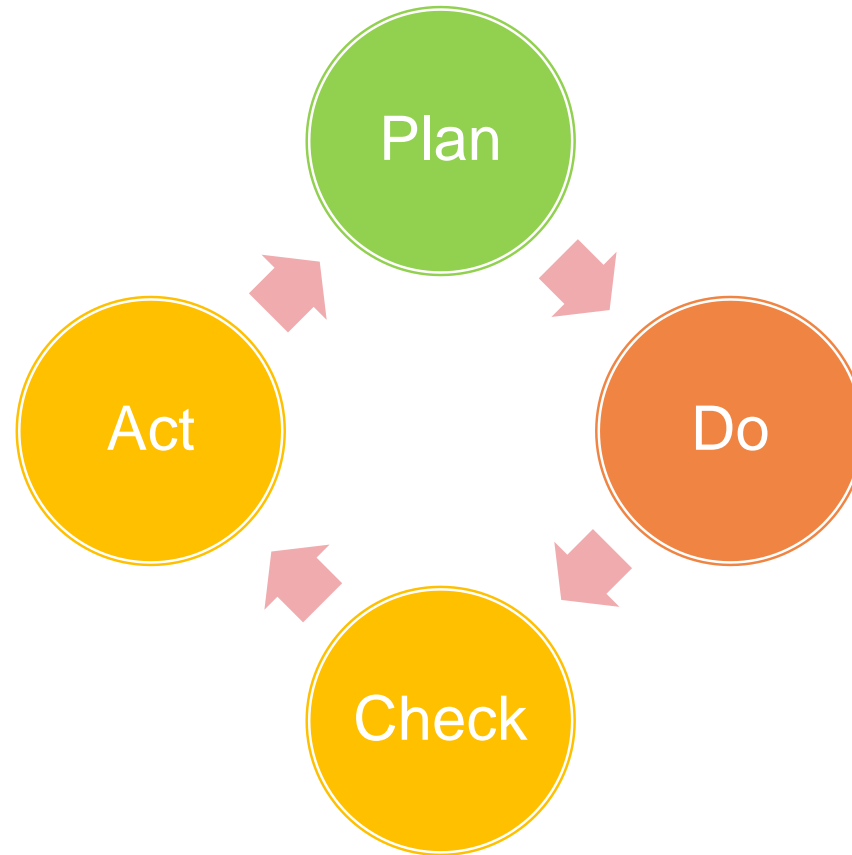
How Can the County Guide Help?

- **The information and tools in the guide can help you develop a CQI process**

- **CQI processes:**
  - **Start with outcomes of interest and goals**
  - **Assess how implementation is going and whether progress toward goals and outcomes is evident**
  - **Identify where improvement is needed**
  - **Identify and plan for how to improve**
  - **Check to see whether the changes helped with goals and outcomes**
  - **Consider whether to make additional changes to (1) activity design, (2) training, (3) resources, or (4) goals**

Poll Question

- **What CQI Activities Does Your County Already Do?**
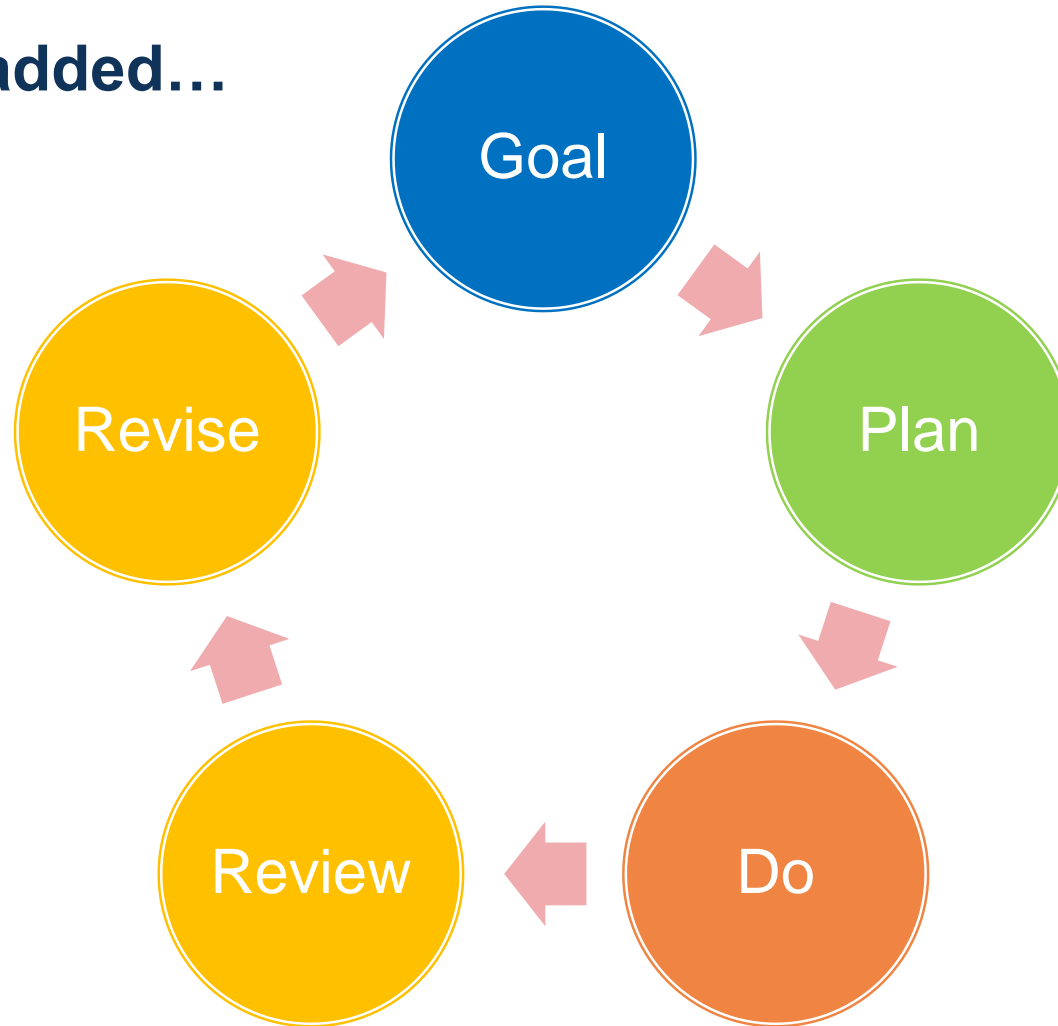
  – **Please share in the Q&A box.**

A Common CQI Model

This process looks familiar….

It's Basically GPDR/R!

With goal added…

A circular cycle diagram with the following stages: Goal → Plan → Do → Review → Revise → (back to Goal)

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The County Tools Fit into GPDR/R
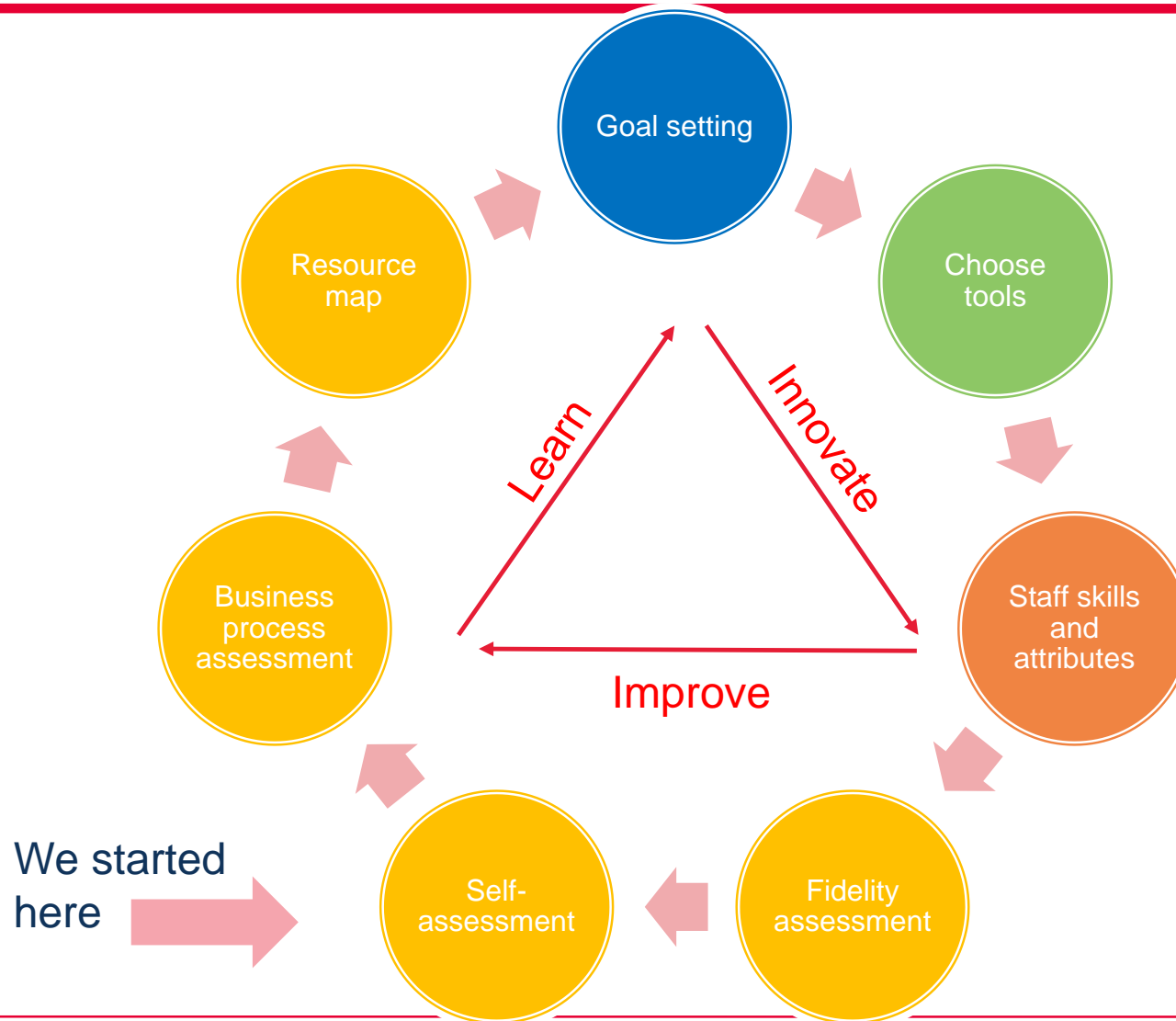
Poll Question

- **Which tool are you most interested in learning more about today?**

  – **Answer in pop-up poll box**

County Self-Assessment is the Starting Point

Exhibit 2. The County Self-Assessment

Instructions: Add check marks to the column(s) that best represent your current implementation of CalWORKs.

- **In place:** Item is part of the system and "evidence" of this component is observable and/or measurable.[1]
- **Partially in place:** Part of the component has been established, the component has been conceptualized but not fully used, or the component exists, but is not being utilized on a regular basis. Indicate extent of implementation.
- **Not in place:** The component does not exist or has not yet been initiated. Indicate level of interest in implementing the component.

		MARK ONE PER ROW					
		PARTIALLY IN PLACE			NOT IN PLACE		
	IN PLACE	Almost fully in place	Partly in place	A few steps taken	Very interested	Somewhat interested	Not at all interested
I. Program approach							
1) Evidence-informed, goal-focused achievement program framework							
- System design and actions are aligned and framed around explicit achievable goals	☐	☐	☐	☐	☐	☐	☐
- Well-defined services are aligned with the characteristics, needs and aspirations of the caseload	☐	☐	☐	☐	☐	☐	☐
- Draws upon behavioral science theory and best available research evidence (e.g., self-regulation, executive functioning, behavioral insights, and trauma informed care)	☐	☐	☐	☐	☐	☐	☐
2) Institutionalization of program framework							
- Clarity and consistency between the program vision, guiding principles, staff expectations, and program outcomes with regard to goal achievement	☐	☐	☐	☐	☐	☐	☐

County Self-Assessment is the Starting Point

- **Go-to tool for assessing your program broadly**
  - **Helps identify strengths and weaknesses**
  - **Can be used repeatedly to assess county over time**

- **Most counties completed it late last year**

- **Revisit this tool after county-wide implementation to check current status**

- **Then use this tool annually or semiannually. Try to make it a regular part of county strategic planning.**

Business Process Assessment

- **This takes a deeper dive into county processes and structures that cultivate an environment for staff to be successful**

- **Staff at multiple levels should complete this, but the information learned will be most useful for administration staff**

- **Like the county self-assessment, this should be implemented on a regular schedule (annually or semiannually)**

Program Fidelity Assessment

- **The fidelity tool defines what we mean by CalWORKs 2.0**

- **It's a (possible) benchmark to aim for**

- **Use it for the first time when you think you are getting close to strong implementation**

  - **Consider using this tool as part of supervision or staff development plans**

  - **This is also a useful next step to get greater detail about program areas that demonstrated needing room for improvement as part of the county self-assessment process**

New Facilitation Guide

Step 4: Report out on the results

- Facilitate a group discussion about items they identified as Quick Wins. These relatively low effort but high impact items should be prioritized first.
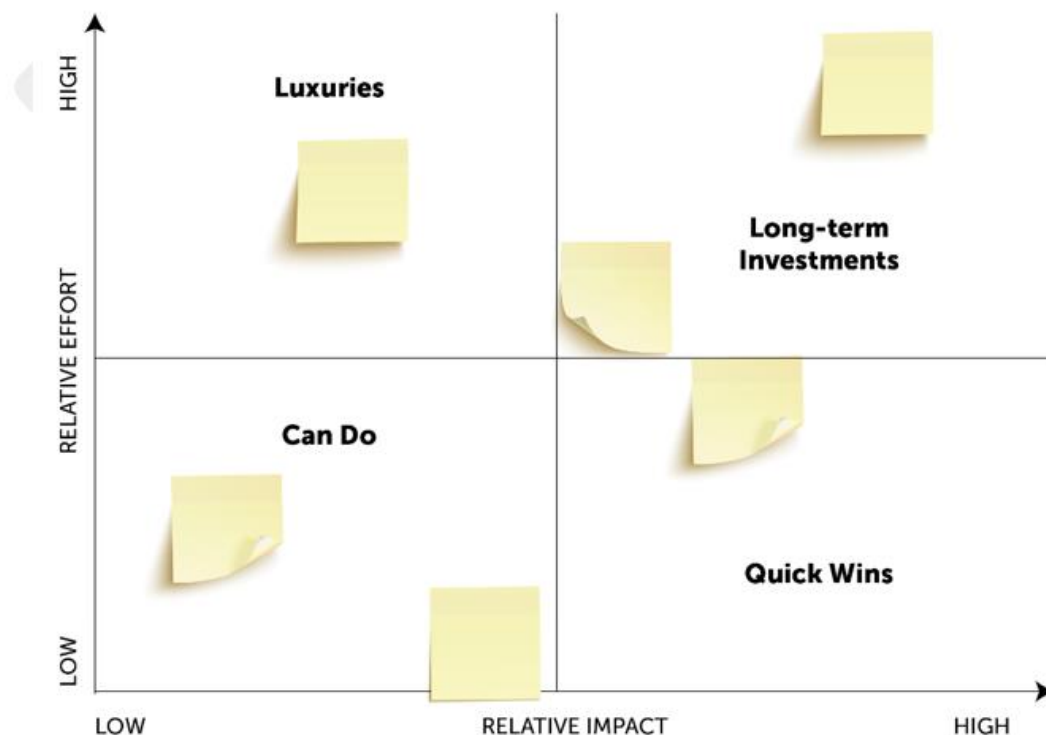
County Resource Map

- **Detailed list of the services and resources available in your county**

  - **Also an important tool to identify gaps and align resources!**
  - **You may already have a list of services, but this keeps it updated and relevant**

- **Populated by one or a few people for the entire county**

  - **Distributed to all frontline staff**

- **Services and resources are organized by customer eligibility so staff can easily find the relevant information**

# County Goal Setting is a <u>Critical</u> Component

- **Focuses everyone on the same destination**

- **Helps keep staff engaged**

- **Informs everyone how to target limited resources**

- **Allows county to target strategic changes**

Key Program Components: How can we create a stronger goal achievement framework in each of our program components?

One-on-One Interactions: How might we support frontline staff and clients to successfully set and achieve goals?

County Level: What are our program goals and how do we communicate them? How might we simplify/ strengthen our processes to bolster success?
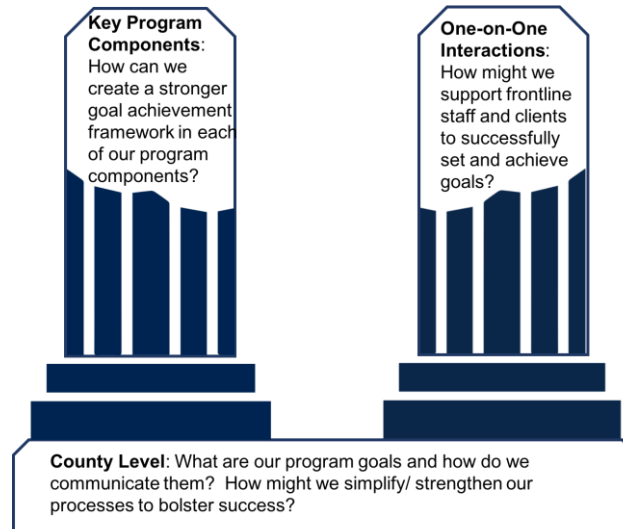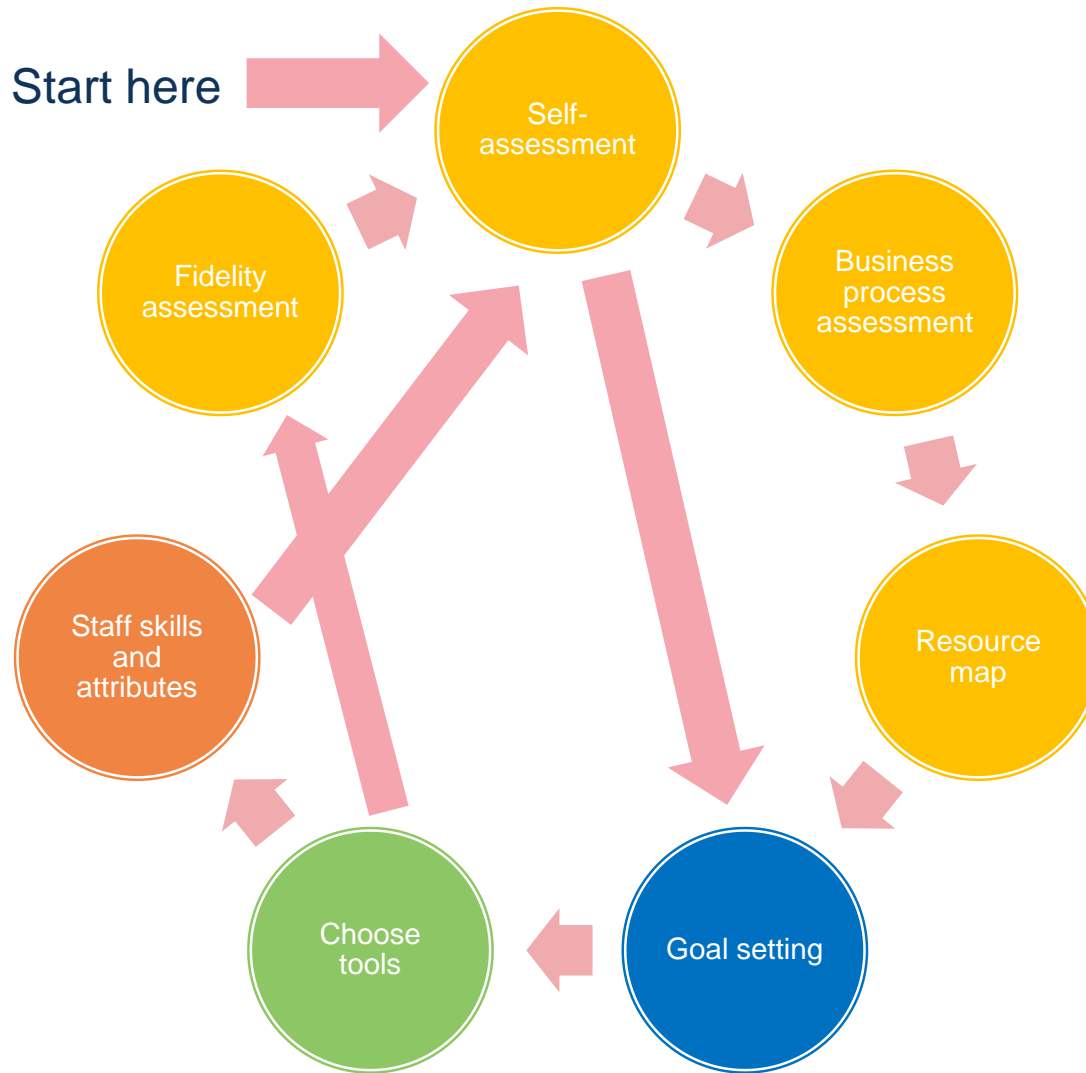
Choosing Frontline Tools

- **A new section provides some guidance for thinking about which frontline tools to use in your county**
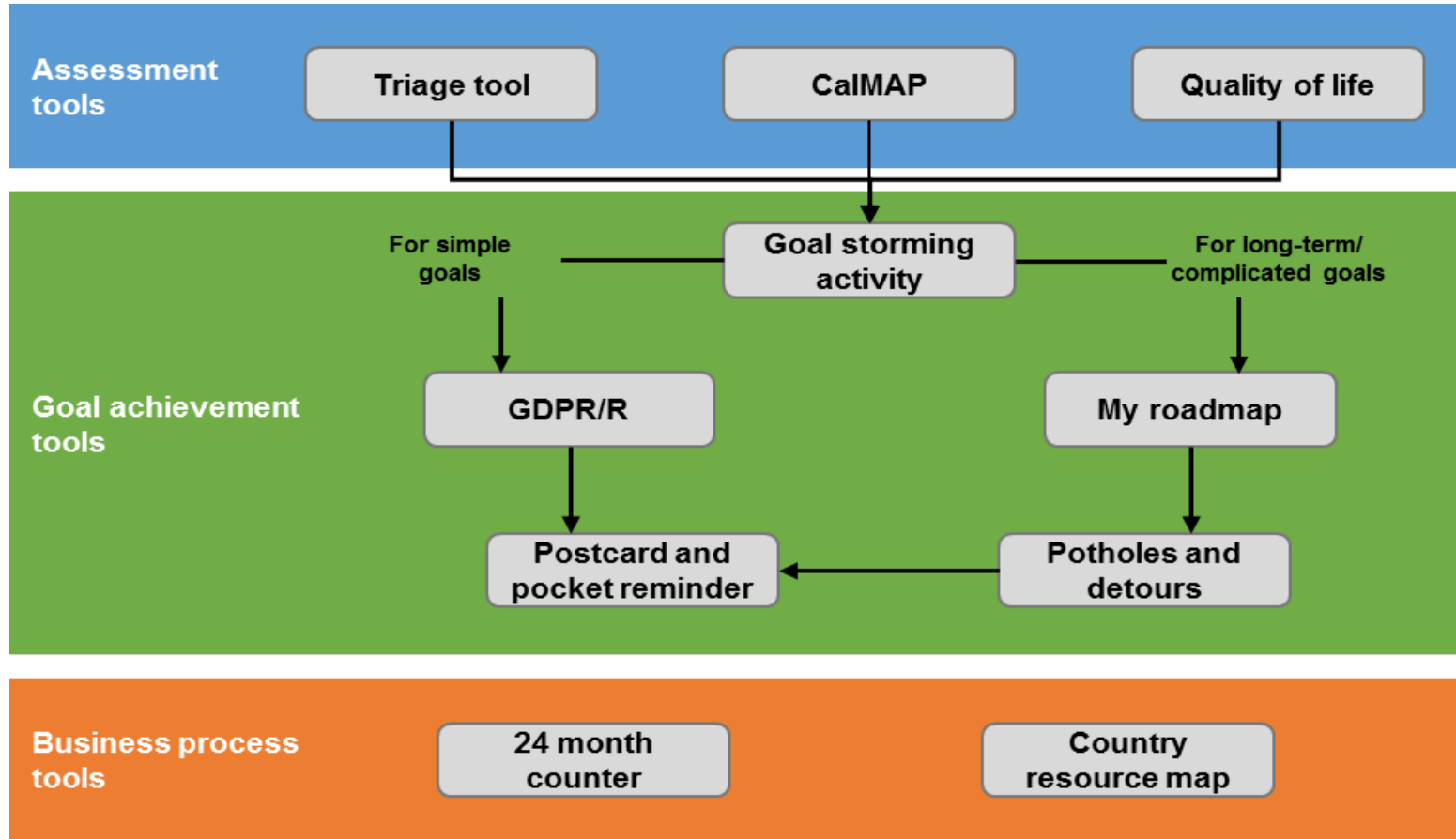
Staff Skills Matrix

- **Provide concrete and discrete elements of staff skills and program activities related to CalWORKs 2.0**

- **May help identify**
  - **Staff skills and training needed**
  - **Modifications in program activities**
  - **Staff classification**
  - **Hiring needs or limitations**

In Reality, This Is More Iterative

Start here → Self-assessment → Business process assessment → Resource map → Goal setting → Choose tools → Staff skills and attributes → Fidelity assessment

CalOAR

CalOAR Aligns with County Goal Setting

- **Purpose: Develop a local accountability system that is**
  - Responsive to county variations
  - Useful in making county-to-county comparisons
  - Useful for states to understand 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 CQI**
  - Process measures
  - Outcome measures

CalOAR Will Not Contradict County Goals

- 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

Questions?

Action Moment

- **Write down a next step your county can take to begin developing or improving your CQI process.**

  – **See the space for this in your participant packet.**

Next Steps

- **Begin talking in your county about developing a formal CQI process or improving the process you already have**

- **Check out the latest County Guide on the CalWORKsNextGen.org website**

Contact Us with Any Questions

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