

CAL-OAR REPORT SIGNATURE

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

County	
Submission Date	
Cal-CQI Cycle	2021-2026 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	

Sign, scan, and submit the Signature Sheet along with the Cal-OAR Report to your county's SFT site.

CalWORKs System Improvement Plan (Cal-SIP) Report

County: San Bernardino

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Executive Summary

1. Please summarize the performance measures selected for improvement.

The San Bernardino County Transitional Assistance Department (TAD) Welfare-to-Work (WTW) program, in collaboration with internal and external partners and collaborators, has selected the CalWORKs Outcome and Accountability Review (Cal-OAR) performance measure of Engagement Rate for improvement during the July 2021 to June 2026 Cal-OAR cycle. This measure holds the greatest potential for improvement, providing significant benefits to customers and their families.

Focusing on the Engagement Rate will allow staff to better support customers in achieving short-term and long-term goals and enhance opportunities towards achieving self-sufficiency. Meaningful discussions will encourage customers and staff to address barriers and utilize programs to address mental health, Family Stabilization (FS), Home Visiting Program (HVP), Black Infant Health (BIH) program, and other WTW services directly linked to WTW activities. This approach aims to increase transferable skills and enhances opportunities toward achieving self-sufficiency.

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

San Bernardino county TAD/WTW program seeks to improve their performance by implementing the following strategies:

Engagement Rate

Strategy 1: Increase Customer Awareness to Welfare-to-Work (WTW) Program Services for Supportive Services and WTW Activities (With 5 Action Steps).

Strategy 2: Increase Awareness to WTW Activities (With 5 Action Steps).

Strategy 3: Increase Access and Awareness to WTW Supportive Services (With 3 Action Steps).

Strategy 4: Increase Enrollment and Engagement in the Black Infant Health (BIH) Program for WTW Customers (With 5 Action Steps).

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 selects 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

San Bernardino County Transitional Assistance Department (TAD) Welfare-to-Work (WTW) program, which will be referred to as the "TAD/WTW" program throughout this document, utilized tools from the California Department of Social Services (CDSS) and its CalWORKs Outcomes and Accountability Review (Cal-OAR) website to plan and draft the CalWORKs System Improvement Plan (Cal-SIP) report. Tools were tailored to TAD/WTW's specific needs including timelines, partner and collaborator identification, partner and collaborator meetings, mapping, data analysis, and engagement process.

TAD/WTW utilized the Cal-CSA findings to approach our Cal-SIP as an opportunity to continue to dive deeper into our program and services, considering both the customer and staff perspectives and to refine our Cal-SIP strategies and action steps. Despite San Bernardino County initially planning to address three performance measures, we decided to focus solely on the Engagement Rate for the initial Cal-OAR cycle. Recognizing the significant impact of the COVID-19 pandemic on the 2021-2026 Cal-OAR cycle, TAD/WTW identified the Engagement Rate as crucial for improving customer outcomes. Throughout Cal-CSA development and Cal-SIP report creation, our team engaged partners, collaborators, and current/former TAD/WTW customers in focus groups, ensuring ongoing support for our strategies. Regular (bi-weekly) internal Cal-OAR team meetings were conducted to refine our Cal-SIP strategies and action steps continually.

2. Briefly describe past and current system improvement efforts.

TAD/WTW has actively pursued improvement and increased customer engagement through the implementation of WTW incentives. These incentives, initiated before

COVID-19 pandemic, provided monetary incentive for participating in and/or completing specified WTW activities, including curing WTW sanctions. TAD/WTW incentives were designed to increase WTW participation, potentially decrease the sanction population, and assist families in moving toward self-sufficiency. During the initial pilot phase, we identified a gap in WTW staff offering incentives to WTW customers. Additional education and staff training addressed the gap, resulting in a notable increase in incentives offered and issued. Internal reports were generated to help identify customers potentially eligible to WTW incentives and to allow for tracking of incentives issued.

The COVID-19 pandemic impacted the number of customers participating in WTW activities, with many opting for good cause extensions. TAD/WTW continued to offer customers the opportunity to participate without negative action, as well as participating in reduced hours. As part of our Cal-SIP strategies and action steps, we are exploring the expansion of WTW incentives criteria to include additional activities, in an ongoing effort to increase customer participation and our Engagement Rate.

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

In the initial Cal-OAR preparation process, TAD/WTW evaluated how staff entered Orientation and Appraisal activities in the California Statewide Automated Welfare System (CalSAWS), considering the impact on performance measures such as Engagement Rate, Orientation Rate, and OCAT/Appraisal Completion Timeliness Rate.

Initially, staff entered Orientation and Appraisal activities into CalSAWS as one combined activity. Recognizing the need for accuracy, we separated the activities to accurately reflect outcomes for impacted performance measures. This separation successfully aligns with a customer's journey in the TAD/WTW program and allows staff to understand more effectively what is expected during TAD/WTW Orientation versus what occurs during Online CalWORKs Appraisal Tool (OCAT)/Appraisal. Additionally, a customer may complete Orientation, and as part of the process, choose an eligible WTW exemption, eliminating the need for OCAT/Appraisal completion. After the WTW exemption expires, the customer completes OCAT Appraisal as part of the WTW Plan process.

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

San Bernardino County's Countywide Vision Statement is as follows: "We envision a complete county that capitalizes on the diversity of its people, its geography, and its economy to create a broad range of choices for its residents in how they live, work, and play. We envision a vibrant economy with a skilled workforce that attracts employers who seize the opportunities presented by the county's unique advantages and provides the jobs that create countywide prosperity. We envision a sustainable system of high-quality education, community health, public safety, housing, retail, recreation, arts and culture, and infrastructure, in which development complements our natural resources

and environment. We envision a model community which is governed in an open and ethical manner, where great ideas are replicated and brought to scale, and all sectors work collaboratively to reach shared goals. From our valleys, across our mountains, and into our deserts, we envision a county that is a destination for visitors and a home for anyone seeking a sense of community and the best life has to offer.

TAD's Mission Statement aligns with the Countywide Mission Statement, aiming to enhance the quality of life in the communities we serve by providing economic support with accuracy and efficiency. Our commitment emphasizes integrity, respect, and superior customer service.

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.

TAD/WTW selected the Engagement Rate as our measure for improvement. Initially, we anticipated focusing on multiple performance measures. After thorough consideration during our County Self-Assessment (Cal-CSA) and discussion with our Cal-OAR team, staff, and partner/collaborators, we ultimately decided to narrow down our focus to the Engagement Rate. This measure holds the greatest potential for improvement, providing significant benefits to customers and their families.

Focusing on the Engagement Rate will allow staff to support customers in achieving short term and long-term goals and enhance opportunities towards achieving self-sufficiency. Discussions will encourage customers and staff to address barriers and utilize programs to address mental health, Family Stabilization (FS), Home Visiting Program (HVP), Black Infant Health (BIH) program, and other WTW services directly linked to WTW activities, increases transferable skills, and enhances opportunities toward achieving self-sufficiency.

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

Yes. Our partners, collaborators, and current/former CalWORKs customers provided feedback on our selected Engagement Rate performance measure, our associated strategies and action steps. A consistent theme emerged in our discussions, emphasizing the importance of engagement from all perspectives, beginning with the customer. CalWORKs Eligibility staff and WTW staff also play an important role. The recurring message highlighted the potential for increased engagement in WTW activities when customers, partners, collaborators, and staff are knowledgeable and well versed in the WTW services offered, the variety available in WTW activities, and how supportive services can support our customers while participating. This reinforced our selected performance measure and the proposed strategies and action steps for increasing the Engagement Rate.

3. Describe any anticipated interactions with other measures.

Performance measures are interrelated in some way. The Engagement Rate correlates to several Cal-OAR performance measure groupings across initial engagement and ongoing engagement related measures. Although every customer's path in the WTW program is different, our core goal is consistent - to support the customer and their family, fostering opportunities for growth and achieving self-sufficiency through the TAD/WTW program. By increasing a customer's participation through a variety of WTW activities (e.g., participating in Orientation, completing OCAT/Appraisal, etc.) this can

lead to a growth in their education with vocational education/training opportunities or providing Work Experience programs where they can earn income, transferable skills, and job experience which can lead to improvement in the Rate of Exits with Earnings and Wage Progression performance measures.

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

TAD/WTW will track performance measure improvement in the Engagement Rate using the Cal-OAR Data Dashboard and partnering with eXemplar Human Services to develop additional eXemplar Trigger Alerts for monitoring the Engagement Rate, as well as other performance measures. We currently utilize a Trigger Alert that identifies when no attendance hours have been entered for non-paid activities and anticipate expanding this to include paid activities (i.e., employment).

We will continue hosting meetings with partners and collaborators to elicit direct feedback and foresee surveying staff to assess the positive impact of Cal-SIP strategies and action steps. We will also seek feedback from our customers and are optimistic about the increase in Client Satisfaction Surveys (CSSs) in the future.

Part 2: Goal-level Descriptions

Goal 1: Increase Engagement Rate to 27% from 17%. Review using Cal-OAR Data Dashboard, internal reports, customer and staff feedback improving by 5.0% every 12 months within 2 years (for a total of a 10.0% improvement).

Strategy 1: *Increase Customer Awareness to Welfare-to-Work (WTW) Program Services for Supportive Services and WTW Activities.*

Strategy 2: *Increase Awareness to WTW Activities.*

Strategy 3: *Increase Access and Awareness to WTW Supportive Services.*

Strategy 4: *Increase Enrollment and Engagement in the Black Infant Health (BIH) Program for WTW Customers.*

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

TAD/WTW conducted focus groups and internal meetings to identify barriers and understand the “whys” behind the low Engagement Rate. We further explored the root causes, we sought ways to increase our Engagement Rate with WTW activities, considering both customer and staff perspectives, and gathering insight from partners and collaborators. The COVID-19 pandemic significantly impacted all performance measures, especially the Engagement Rate.

Many ideas centered around increasing the Engagement Rate were presented, and we prioritized those with the most support from our focus groups in conjunction with those within our county’s scope of control. We also analyzed data from the Cal-OAR Data Dashboard to establish our baseline Engagement Rate, determine our goal percentage increase, as well as subpopulation information for developing and focusing our equity component.

2. What led the CWD to these improvement strategies?

Improvement strategies were chosen based on their impact to the Engagement Rate, customers, and staff. Internal and focus group discussions centered around main themes addressing customer impact, providing tools/resources to support staff, and collaborating with county partners to provide additional support in our goal to increase the Engagement Rate. Early on, we identified a gap that needs to be bridged in transitioning customers from CalWORKs intake to WTW services and activities. There is a need for additional support for CalWORKs Eligibility staff to be able to offer information on WTW services and what the customer can expect going forward (e.g., once CalWORKs is approved WTW will contact the customer to attend Orientation, along with what WTW can provide to them through activities and supportive services). Former and current CalWORKs customers highlighted the positive impact of personal connections and empathetic staff interactions. They emphasized the importance of worker guidance on services such as Work Experience (WEX) and how they found their

way into the WEX program only after a worker took the time to explain it and share the benefits. Other partner/collaborators also supported this by identifying the need for staff to be more empathetic to our customer's experience and those directly impacted by poverty and limited resources.

3. Discuss any research or literature that supports the strategies chosen. Cite reference.

TAD/WTW did not use any outside research or literature.

4. Describe the roles of other partners and collaborators in implementing the strategies.

TAD/WTW works closely with many partners and collaborators, including other county departments, the Workforce Development Department (WDD), and community colleges. Throughout our focus group meetings, TAD/WTW consistently highlights our partners/collaborators' vital role in our customers' success in the WTW program and achieving self-sufficiency. Partners also influence our Cal-OAR performance measures through enrollment verification and attendance documentation, which are essential for WTW case information. TAD/WTW desires to continue fostering positive relationships with our partners/collaborators to facilitate a seamless exchange of required information, alleviating the burden on our customers, and allowing them to focus on their WTW participation and program goals (e.g., education programs, mental health activities, etc.).

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

Additional training for both Eligibility and WTW staff was identified and added to our action steps, incorporating extra topics and regular ongoing education/training. Trainings will cover WTW services, available WTW activities, and supportive services. Feedback from Eligibility staff highlighted the need for more knowledge about WTW to promote services with customers during the CalWORKs application process. WTW staff feedback emphasized unfamiliarity with certain activities they do not deal with regularly (e.g., Black Infant Health program or contracted Vocational Education/Training providers), which causes them to shy away from discussing the program with customers. During our Cal-SIP report cycle, additional training materials and resources will be developed to support staff in these areas, build their knowledge, and comfort level. We will continue to seek staff feedback to address any additional knowledge gaps. We aim to have our contracted WTW providers present their services to our staff for increased familiarity with the services they offer and how they can best utilize them for the customers. Presentations can take place virtually, in person, or at the contracted provider's location. We also want to provide our partners/collaborators with additional resources on WTW services, activities, and supportive services, so they can support our efforts to increase the Engagement Rate and customer success for our shared customer base.

We identified the need to initiate Cal-OAR Roadshows to TAD offices to promote Cal-OAR awareness. With changes in staffing and new hires, it was discovered that some staff may be unfamiliar with Cal-OAR and how CalSAWS entries impact performance measures. Resources and tools are being developed, and a marketing campaign that will commence during the Cal-SIP Report cycle will provide staff with an understanding of Cal-OAR, resources and tools locations, the impact of CalSAWS entries on performance measures (e.g., Cal-OAR Data Entry Tools), and how Cal-OAR performance measures impacts the families we serve.

These efforts are anticipated to have a positive impact to our overall Engagement Rate.

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

External barriers, such as the lack of affordable housing and the increasing homelessness in our county and throughout California, directly impacts the ability of WTW customers to successfully participate in the WTW program, ultimately impacting our WTW Engagement Rate. While the TAD/WTW program offers services to mitigate housing issues, a severe crisis can make it challenging for customers to accept assistance.

An internal barrier heavily impacted by the COVID-19 pandemic, and a consistent theme among our peer review counties, is staffing. TAD/WTW is actively hiring WTW Employment Services Specialists (ESSs) in an effort to be fully staffed, anticipating ongoing attrition. Staffing levels impact both CalWORKs and WTW programs, affecting staff morale, availability to effectively manage caseload changes, and to devote the time/resources for optimal case management services to WTW customers.

Another internal barrier identified during our Cal-SIP development is the need for staff buy-in, crucial for the success of the Cal-OAR process and our Cal-SIP strategies and action steps. TAD/WTW will focus on educating staff about Cal-OAR, its impact on customers, and how staff actions affect our Engagement Rate. Involving staff in focus groups and meetings will ensure their feedback is used and incorporated in our Cal-SIP Report cycle.

TAD/WTW does not foresee any new program funding or plans to redirect resources.

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.

TAD/WTW will systematically monitor and analyze the Engagement Rate using data from the Cal-OAR data dashboard, internal reports, and feedback from customers and staff. Throughout the Cal-SIP report cycle, TAD/WTW will monitor and track changes in the Engagement Rate following the completion of each strategy and action step, making adjustments when identified in the progress reporting phase. Customer, staff, and

partner/collaborator feedback will be sought throughout the Cal-SIP Report cycle through surveys, focus groups, and unit meetings/huddles.

TAD/WTW hired a WTW Program Specialist to assist with WTW special projects, including Cal-OAR and Cal-SIP monitoring. The TAD/WTW Management team (comprised of TAD Operations Managers and WTW Supervisors) will monitor Engagement Rate trends once additional internal reports are developed; these internal reports will be created during our Cal-SIP Report cycle. TAD/WTW will continue to monitor the Engagement Rate to determine if additional tracking tools to assist in monitoring Cal-OAR performance measures are warranted (e.g., Customer Service Observations, Cal-OAR targeted case reviews, supervisory calls to customers following WTW appointments, etc.). Following the final submission of the Cal-SIP Report, TAD/WTW will continue to monitor and evaluate the impact of our Cal-SIP strategies aimed at improving outcomes for the CalWORKs families TAD/WTW serves.

Section 2: Peer Review

Peer county/ counties selected for collaboration and consultation:

- Los Angeles
- Riverside

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

The Peer Review process had a positive impact on San Bernardino County TAD/WTW's Cal-SIP development. Los Angeles, Riverside, and San Bernardino County collectively hosted initial Peer Review meetings in their respective counties. These meetings proved invaluable, fostering discussion on business structure, Cal-CSA findings, and strategies for Cal-SIP implementation. It was insightful to understand the differences and similarities between counties and their impact on customer service, revealing shared circumstances. The Peer Review process facilitated collaboration and camaraderie amongst the counties.

During the Peer Review process, Riverside County shared its success with incorporating the Client Satisfaction Survey (CSS) into its Orientation/Appraisal process, increasing the number of CSSs completed, and inspiring TAD/WTW to adopt a similar process. We incorporated the CSS QR code and an informational slide into our internal WTW Orientation PowerPoint presentation. Additionally, Los Angeles County shared resources they developed for Cal-OAR marketing and data entry related to Cal-OAR performance measures. TAD/WTW modified and adapted some of these resources as part of our Cal-SIP strategies/action steps.

2. Discuss steps taken to conduct peer review.

During the Cal-CSA development, Riverside, Los Angeles, and San Bernardino counties agreed to partner for the Peer Review process. San Bernardino partnered with Riverside due to their proximity, shared similarities, and common characteristics such as geographical make up, CalWORKs/WTW customer base (customers often transfer between both counties), use of CalSAWS, same Cal-OAR Cohort, and the potential to share similar performance measures. It was also deemed advantageous to partner with Los Angeles due to its vast size, comparable caseload size, selected Engagement Rate performance measure, and shareable knowledge derived from participating in a different Cal-OAR Cohort. In total, three Peer Review meetings were held prior to our Cal-SIP submittals. Riverside county initiated and hosted the first Peer Review meeting, followed by Los Angeles and San Bernardino counties. Meetings were held in person, and a hybrid-remote option was offered for those who could not attend in person. The Peer Review meetings were held in between the Cal-CSA and Cal-SIP submittals.

Each county customized CDSS's Peer Review toolkit example to create agendas, covering Cal-CSA portions, supporting documents (e.g., maps of the host location, access to WI-FI, engagement flyers, workflow charts, virtual meeting options), and office

tours. During both the Riverside and San Bernardino County host meetings, tours of the offices were provided. Los Angeles was unable to provide an office tour but provided a descriptive image of its county makeup and services. Discussion topics included performance measures, Cal-CSA findings, anticipated focuses, best practices, and data-related issues/concerns. Counties also shared items, with San Bernardino County presenting our WTW incentive policy and eXemplar Triggers for case management actions. While the agendas provided an overall guidance, the Peer Review process naturally encouraged open communication, fostering insightful conversations among all attendees.

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

Peer Review counties provided feedback on selected performance measures and discussed proposed Cal-SIP strategies and action steps, sharing lessons learned from past experiences. All counties identified the need for additional training, focusing on foundational skills for WTW staff, enhancing empathy for shared customers, and bridging the gap and transition between CalWORKs and WTW.

Riverside shared information on a company which provides virtual lenses for scenario-based experiences, inspiring TAD/WTW to explore expanding staff training emphasizing empathy and understanding of what it is like to live a day in our customers lives. Los Angeles County identified data inconsistencies, sharing findings and strategies for staff awareness of the importance of correct CalSAWS entries, valuable for Cal-OAR data reviews. Both Riverside and Los Angeles shared how they conducted roadshows on Cal-OAR, a practice TAD/WTW plans to incorporate into our Cal-SIP action steps. We look forward to continuing the strong partnership developed during our Peer Review meetings.

Section 3: Target Measure Summary

Goal 1: Increase Engagement Rate to 27% from 17%., Review using Cal-OAR Data Dashboard, internal reports, customer, and staff feedback improving by 5.0% every 12 months within 2 years (for a total of a 10.0% improvement).

Performance Measure: Engagement Rate

Baseline Result: 17%

Cal-SIP Start Time: 5/1/2024	Progress Report #1: 5/23/2025	Progress Report #2: 6/26/2026	Cycle End Date: 6/30/2026
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Strategies, Action Steps, and Tracking Improvement:

Strategy 1: Increase Customer Awareness to Welfare-to-Work (WTW) Program Services for Supportive Services and WTW Activities.

Action Steps:

- Initiate enhancements to WTW Resource Rooms with additional marketing materials on WTW program services overview (e.g., what is the WTW program), supportive services, and activities.
- Promote the WTW program, supportive services, and available WTW activities at CalWORKs/CalFresh Outreach events and develop Resource Events/Fairs for WTW customers (e.g., outside of traditional office hours).
- Increase marketing of the WTW program, supportive services, and WTW activities on social media and within TAD office lobbies.
- Provide additional trainings and resources to CalWORKs Eligibility and WTW staff on what WTW services are available (i.e., overview of the WTW program, supportive services and available WTW activities).
- Work with county partners/collaborators to help market WTW program services (i.e., supportive services and available WTW activities) to our shared customer base (e.g., partner trainings and informational materials).

Strategy 2: Increase Awareness to WTW Activities.

Action Steps:

- Expand staff training topics with additional resources (e.g., barriers, barrier removal, domestic violence, trauma, and empathy) and provide more frequent trainings for staff to support referrals to appropriate WTW activities to increase engagement.
- Create resource materials (e.g., At-A-Glance flyers, reference guides, job aids, demos/videos) for staff focusing on WTW activities, supportive services, required

case management actions, and other items/actions needed to enhance customer engagement and success.

- Initiate county roadshows to promote WTW services, engagement, and Cal-OAR for all TAD offices.
- Work with county partners/collaborators to understand the importance of WTW engagement/participation, documentation/attendance needed for WTW customers, including working collaboratively to obtain accurate documentation timely, on the customer's behalf.
- Create a rotational schedule with WTW Contracted Providers for service presentations to staff within WTW offices including educational tours with Contract Providers (e.g., staff visits to Contracted Providers for vocational tours for programs offered).

Strategy 3: Increase Access and Awareness to WTW Supportive Services.

Action Steps:

- Expand WTW Incentives criteria for other WTW activities, such as completion of assessment and enrollment in the Black Infant Health program.
- Expand Eligibility and WTW staff training on available WTW supportive services; includes additional marketing materials on what WTW supportive services are offered.
- Work with county partners/collaborators to understand what WTW supportive services are offered, along with marketing materials on supportive services.

Strategy 4: Increase Enrollment and Engagement in the Black Infant Health (BIH) Program for WTW Customers.

Action Steps:

- Remarketing of BIH program materials for WTW and eligibility staff.
- Adding BIH program presentations from Department of Public Health staff in unit/office meetings.
- Trainings for Eligibility and WTW staff on BIH program.
- Adding BIH information to the WTW Orientation PowerPoint presentation.
- Piloting BIH program focus in a smaller set of WTW offices.

Tracking Improvement:

TAD/WTW will systematically monitor and analyze the Engagement Rate using data from the Cal-OAR data dashboard, internal reports, and feedback from customers and staff. Throughout the Cal-SIP report cycle, TAD/WTW will monitor and track changes in the Engagement Rate following the completion of each strategy and action step, making adjustments when identified in the progress reporting phase. Customer, staff, and

partner/collaborator feedback will be sought throughout the Cal-SIP Report cycle through surveys, focus groups, and unit meetings/huddles.

TAD/WTW hired a WTW Program Specialist to assist with WTW special projects, including Cal-OAR and Cal-SIP monitoring. The TAD/WTW Management team (comprised of TAD Operations Managers and WTW Supervisors) will monitor Engagement Rate trends once additional internal reports are developed; these internal reports will be created during our Cal-SIP Report cycle. TAD/WTW will continue to monitor the Engagement Rate to determine if additional tracking tools to assist in monitoring Cal-OAR performance measures are warranted (e.g., Customer Service Observations, Cal-OAR targeted case reviews, supervisory calls to customers following WTW appointments, etc.). Following the final submission of the Cal-SIP Report, TAD/WTW will continue to monitor and evaluate the impact of our Cal-SIP strategies aimed at improving outcomes for the CalWORKs families TAD/WTW serves.