Cal-OAR Overview

PRESENTED BY THE CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

Agenda

- Goals and Objectives
- Conceptual Framework
- Cal-OAR Components
- CQI Cycle
- Performance Measures
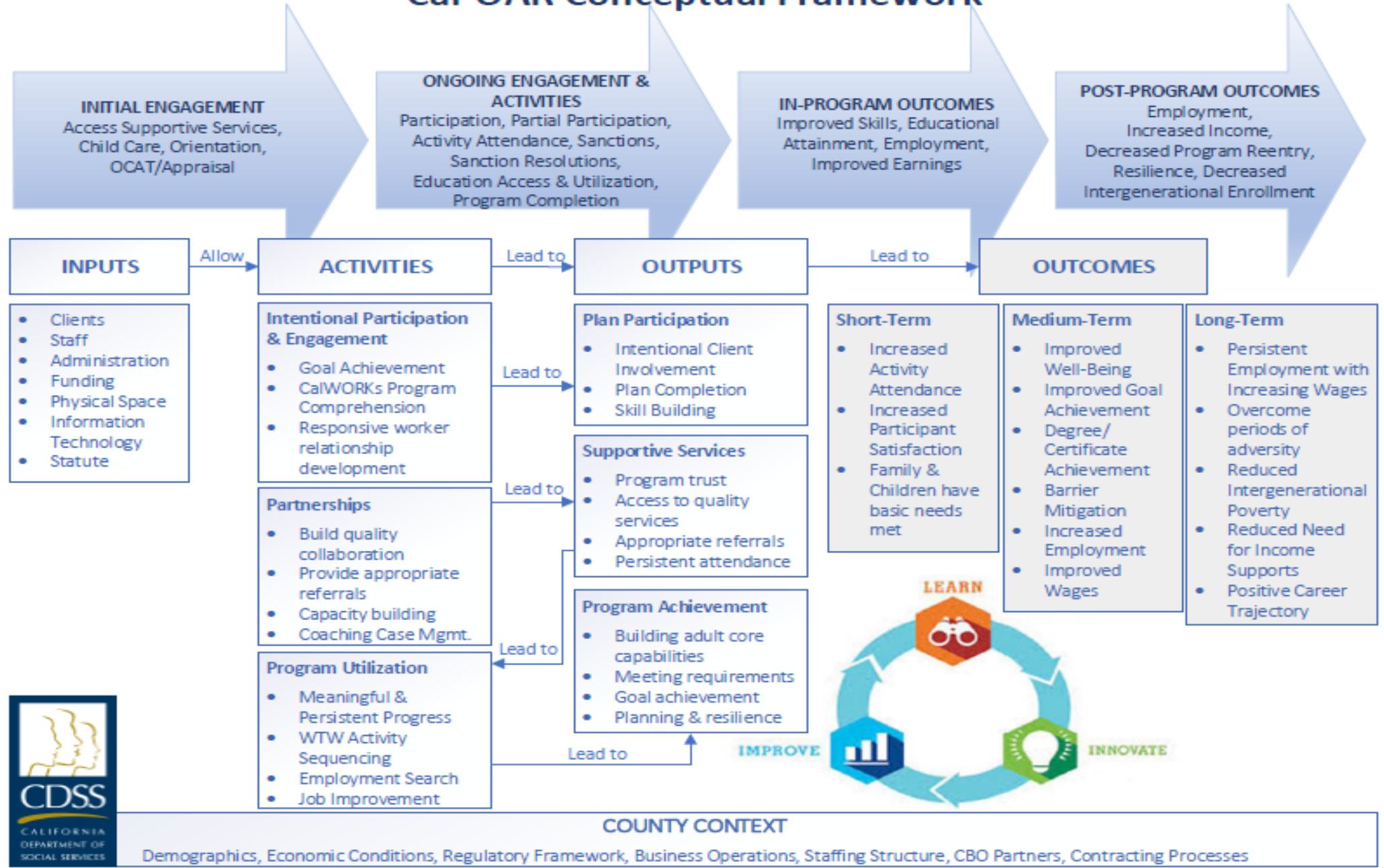- Timelines
- Recap

Goals and Objectives

GOAL: 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.

Ultimately, Cal-OAR aims to achieve:

- Optimal program outcomes, in consideration to organizational and worker needs

- Optimal client outcomes

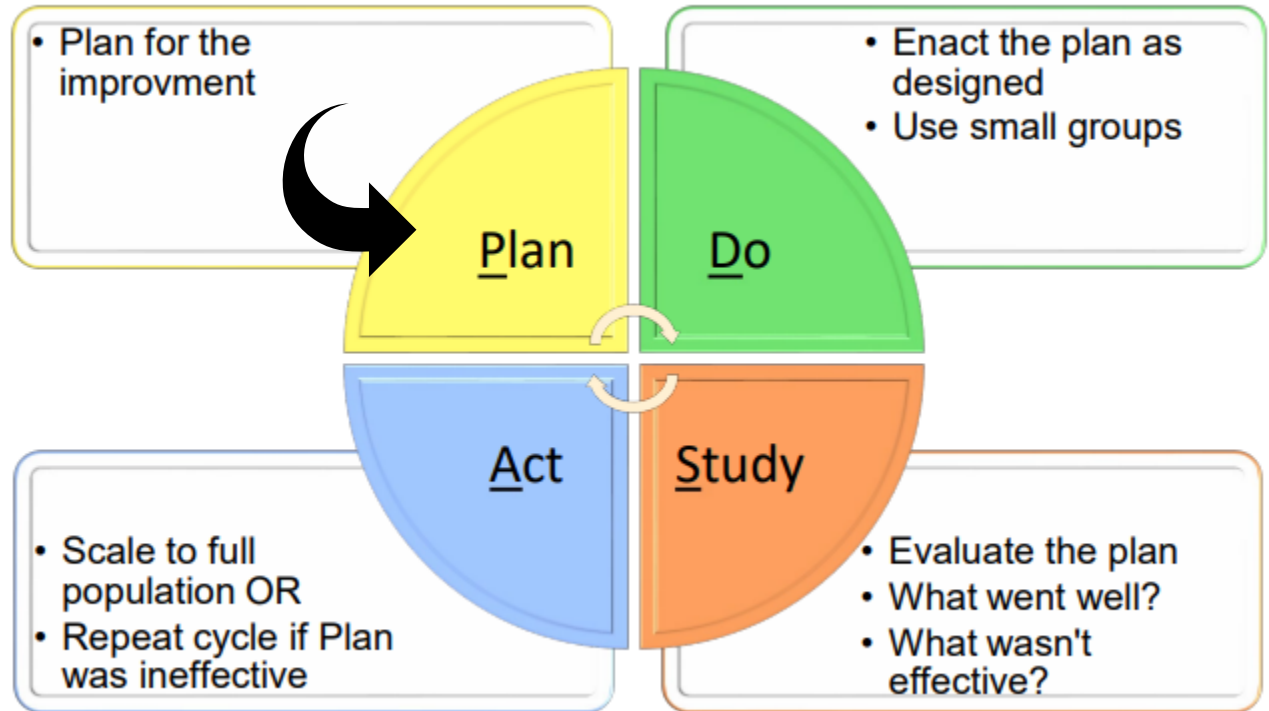- Regulatory and statutory changes, in alignment with the above

Cal-OAR Conceptual Framework

INITIAL ENGAGEMENT
Access Supportive Services, Child Care, Orientation, OCAT/Appraisal

ONGOING ENGAGEMENT & ACTIVITIES
Participation, Partial Participation, Activity Attendance, Sanctions, Sanction Resolutions, Education Access & Utilization, Program Completion

IN-PROGRAM OUTCOMES
Improved Skills, Educational Attainment, Employment, Improved Earnings

POST-PROGRAM OUTCOMES
Employment, Increased Income, Decreased Program Reentry, Resilience, Decreased Intergenerational Enrollment

INPUTS — Allow → **ACTIVITIES** — Lead to → **OUTPUTS** — Lead to → **OUTCOMES**

INPUTS
- Clients
- Staff
- Administration
- Funding
- Physical Space
- Information Technology
- Statute

ACTIVITIES

Intentional Participation & Engagement
- Goal Achievement
- CalWORKs Program Comprehension
- Responsive worker relationship development

Lead to →

Partnerships
- Build quality collaboration
- Provide appropriate referrals
- Capacity building
- Coaching Case Mgmt.

Lead to →

Program Utilization
- Meaningful & Persistent Progress
- WTW Activity Sequencing
- Employment Search
- Job Improvement

OUTPUTS

Plan Participation
- Intentional Client Involvement
- Plan Completion
- Skill Building

Supportive Services
- Program trust
- Access to quality services
- Appropriate referrals
- Persistent attendance

Program Achievement
- Building adult core capabilities
- Meeting requirements
- Goal achievement
- Planning & resilience

Lead to →

OUTCOMES

Short-Term
- Increased Activity Attendance
- Increased Participant Satisfaction
- Family & Children have basic needs met

Medium-Term
- Improved Well-Being
- Improved Goal Achievement
- Degree/Certificate Achievement
- Barrier Mitigation
- Increased Employment
- Improved Wages

Long-Term
- Persistent Employment with Increasing Wages
- Overcome periods of adversity
- Reduced Intergenerational Poverty
- Reduced Need for Income Supports
- Positive Career Trajectory

LEARN — INNOVATE — IMPROVE

CDSS — CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

COUNTY CONTEXT
Demographics, Economic Conditions, Regulatory Framework, Business Operations, Staffing Structure, CBO Partners, Contracting Processes

Cal-OAR Components

Continuous Quality Improvement Cycle

Performance Measures

Cal-CQI Process

Cal-OAR Performance Measures

[Phase 0 Performance Measures Guide](#)
[Phase 1 Performance Measures Guide](#)

Accountability vs. Program Management

Accountability (outcome)

- State defined at a high level across all counties
- Medium to long term

Program management (process)

- Short term
- Observable, actionable, and easy to interpret
- Inputs and activities
- Steps between inputs and outcomes

Performance Measure Development

Measures must be…

- Prioritized
- Connected to design, data sources, and use
- Focused on outcomes the program *affects*
- Balanced and comprehensive

Criteria for Selecting Measures

Performance measures should be…

- Quantitative
- Timely
- Actionable
- Standardized
- Understandable
- Minimally burdensome

Performance Measure Themes

Participant Engagement	Participation	Service Delivery	Family and Child Well-Being
Educational Attainment	Employment and Wages	Program Exits and Reentries	

Performance Measures per Theme

Participant Engagement

- Orientation Attendance Rate
- OCAT/Appraisal Completion Timeliness Rate
- OCAT/Appraisal to Next Activity Timeliness
- First Activity Attendance Rate

Educational Attainment

- Education and Skills Development Access Rate
- Education and Skills Development Utilization Rate
- Improved Literacy, Basic Skills and English Language Acquisition
- Community College Progress Rate

Participation

- Engagement Rate
- Sanction Rate
- Sanction Resolution Rate
- Transportation Provision Timeliness Rate

- Employment Rate of Current CalWORKs Individuals
- Subsidized to Unsubsidized Employment Rate
- Wage Progression
- Post CalWORKs Employment Rate

Service Delivery

- Child Care Access Rate
- Homeless Assistance and Housing Support Program Access Rate
- Ancillary Services Access Rate

Program Exits and Re-Entries

- Rate of Exits with Earnings
- Rate of Program Reentries
- Rate of Program Reentries After Exit with Earnings

Family and Child Well-Being

- Home Visiting Transitions to Welfare-to-Work Engagement
- Family Stabilization Transitions to Welfare-to-Work Engagement
- Intergenerational CalWORKs Enrollment Rate

Cal-OAR Data Flow

All Measures Calculated by CDSS
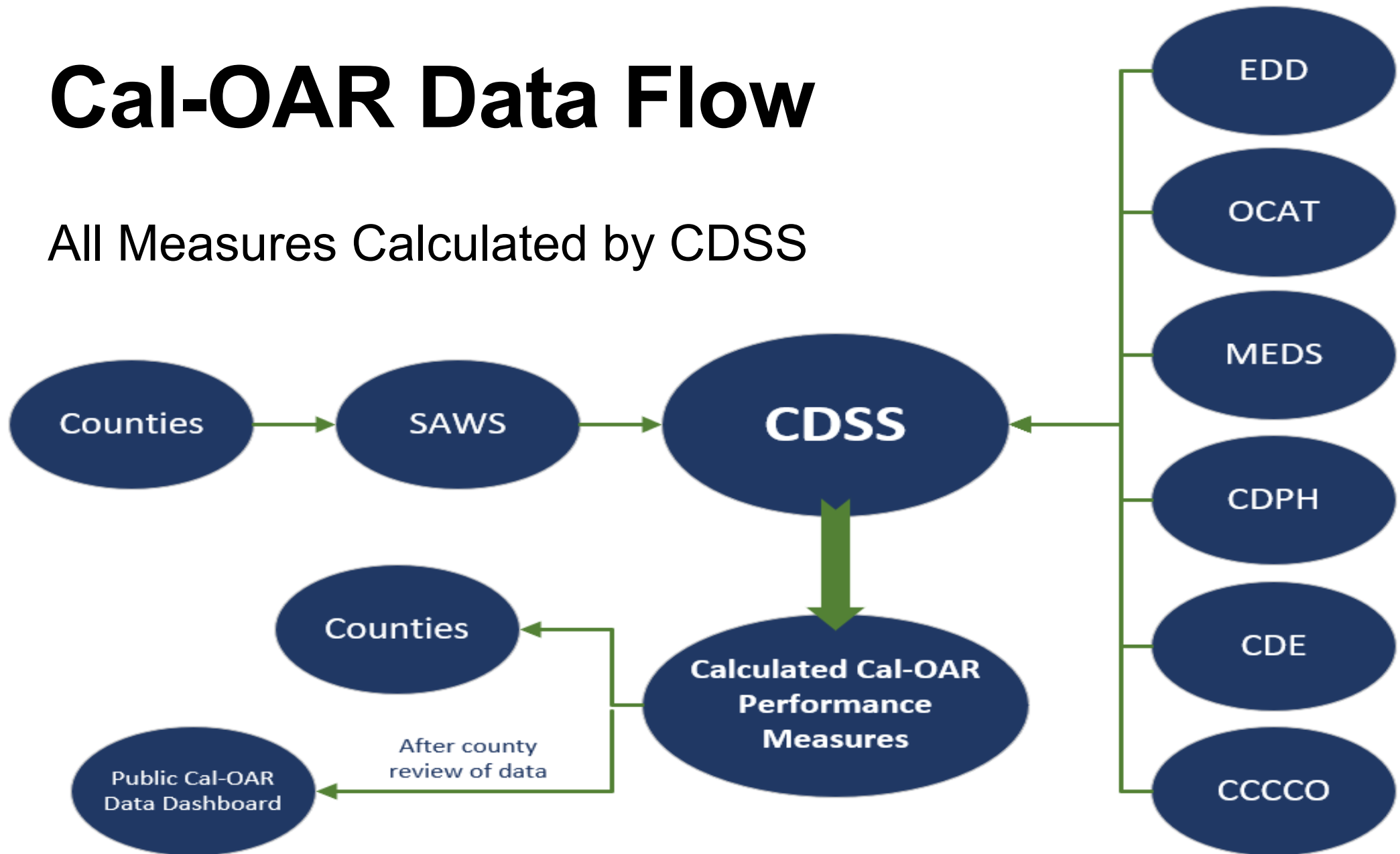
In Hindsight….

- Keep the phased in approach but implement in waves of 2-4 measures at a time

- Establish finite timeframes to validate and make changes

- Project into the future – will terminology remain fresh over time?

- Train with the end user in mind

- Greater emphasis on end goals

Thank you!

Cal-OAR
Continuous Quality Improvement
(Cal-CQI)

County Self-Assessment (Cal-CSA)

- The Cal-CSA includes:
  - Demographic Information
  - Agency Characteristics
  - Stakeholder Engagement & Feedback
  - Performance Measure Analysis
  - Barrier Removal Service Analysis

System-Improvement Plan (Cal-SIP)

- The Cal-SIP includes:
    - Measures selected for improvement
    - Strategies to improve performance
    - Peer Review

Progress Report

- The Progress Report includes:
  - Status of strategy implementation
  - Maintain strategy, or course correct
  - Peer Review update

Cal-OAR Performance Measures

[Phase 0 Performance Measures Guide](#)
[Phase 1 Performance Measures Guide](#)

Process Diagram
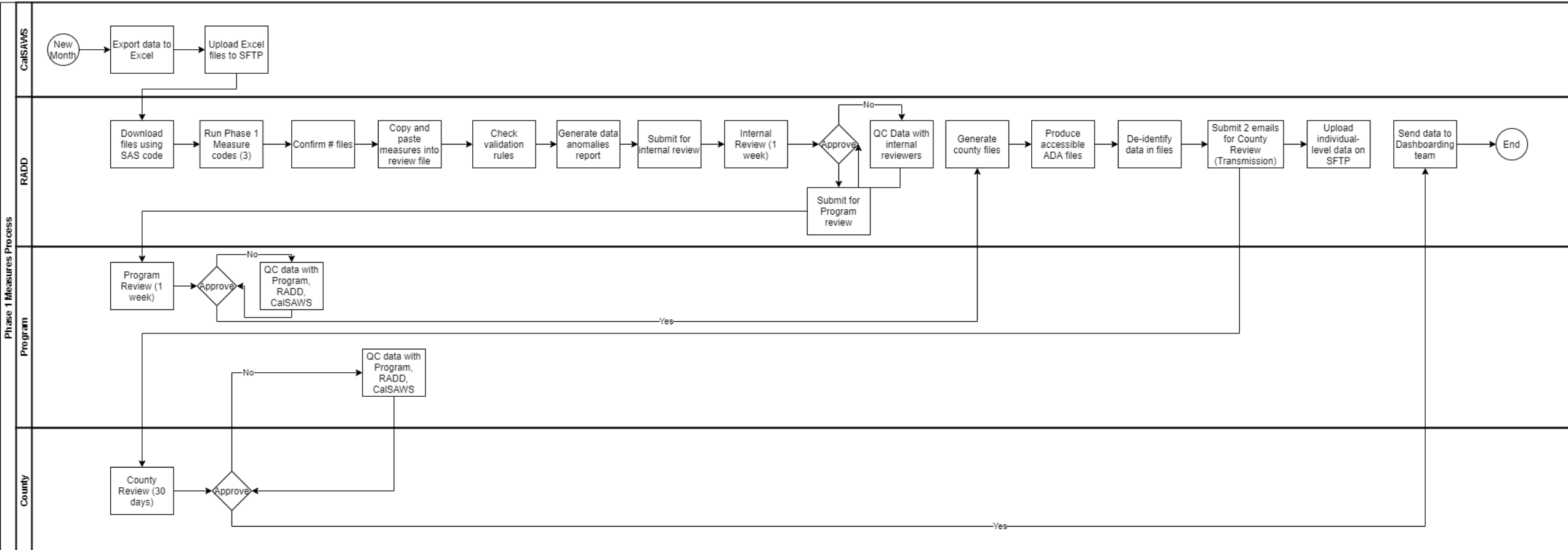
Cal-OAR Performance Measures: Existing Reporting**

Employment Rate of Current CalWORKs Individuals

Wage Progression

Post CalWORKs Employment Rate

Rate of Exits with Earnings

Rate of Program Reentries

Rate of Program Reentries After Exit with Earnings

Intergenerational CalWORKs Enrollment Rate (state level only)

***CDSS will obtain data through existing data sources outside of the SAWS – no new reporting for counties*

Cal-OAR Performance Measures: Phase One

Engagement Rate

Sanction Rate

Sanction Resolution Rate

Orientation Attendance Rate

OCAT/Appraisal Completion Timeliness Rate

First Activity Attendance Rate

Improved Literacy, Basic Skills, English Language Acquisition Rate**

Community College Progress Rate**

CDSS will obtain data through existing data sources outside of the SAWS – no new reporting for counties

Cal-OAR Performance Measures: Phase Two

OCAT/Appraisal to Next Activity Timeliness Rate

Education and Skills Development Access Rate

Education and Skills Development Utilization Rate

Child Care Access Rate**

Homeless Assistance and Housing Support Program Access Rate

Ancillary Services Access Rate

Transportation Provision Timeliness Rate

Subsidized to Unsubsidized Employment Rate

Educational Completion Rate

Home Visiting Transitions to WTW Engagement Rate

Family Stabilization Transitions to WTW Engagement Rate

***CDSS is working with the Alternative Payment Programs and CDE to obtain child care data*

Employment Rate of Current CalWORKs Individuals

Numerator: Current WTW Individuals with a wage record in EDD

Denominator: Current WTW Individuals

Data Source: MEDS and EDD

Frequency of Calculation: Quarterly

Wage Progression

Median earnings of WTW Individuals at the time of entering CalWORKs, two quarters after exiting CalWORKs, and four quarters after exiting CalWORKs.

Data Source: MEDS and EDD

Frequency of Calculation: Quarterly

Wage Progression (continued)

Measure looks at 2 groups (cohorts) of people.

Cohort 1: Median earnings in first quarter on CalWORKs and median earnings two and four quarters after exiting CalWORKs

Cohort 2: Median earnings in first quarter on CalWORKs and median earnings two quarters after exiting CalWORKs

Consistent with Post CalWORKs Employment Rate cohorts.

Post CalWORKs Employment Rate

Numerator: Former WTW Individuals with wages

Denominator: WTW Individuals that exited CalWORKs within the exit cohort period

Data Source: MEDS and EDD

Frequency of Calculation: Quarterly

Post CalWORKs Employment Rate (continued)

Measure looks at 2 groups (cohorts) of people.

Cohort 1: Exiters with EDD earnings two and four quarters after exiting CalWORKs

Cohort 2: Exiters with EDD earnings two quarters after exiting CalWORKs

Consistent with Wage Progression cohorts.

Rate of Exits with Earnings

Numerator: WTW Individuals who have earnings in the quarter of exit

Denominator: WTW Individuals who exit CalWORKs in the measurement quarter

Data Source: MEDS and EDD

Frequency of Calculation: Quarterly

Rate of Program Reentries

Numerator: WTW Individuals that reenter the program in any month during the 12-month period following exit

Denominator: WTW Individuals that exited CalWORKs within the exit cohort period

Data Source: MEDS

Frequency of Calculation: Monthly

Rate of Program Reentries After Exit with Earnings

Numerator: CalWORKs Individuals that exited CalWORKs with earnings in the quarter of exit and reentered the CalWORKs program within the following 12-month period

Denominator: CalWORKs Individuals that exited CalWORKs with earnings in the measurement quarter

Data Source: MEDS and EDD

Frequency of Calculation: Quarterly

Intergenerational CalWORKs Enrollment Rate

Numerator: CalWORKs Individuals who received at least one month of CalWORKs assistance as children (under the age of 18)

Denominator: Current CalWORKs Individuals

Data Source: MEDS

Frequency of Calculation: Semi-annually

Engagement Rate

Numerator: WTW Active Participants and Exempt Volunteers with attendance hours in an approved activity

Denominator: WTW Active Participants and Exempt Volunteers

Data Source: County data via SAWS

Frequency of Calculation: Monthly

Sanction Rate

Numerator: WTW Sanctioned Individuals who have a reduction in aid due to a WTW Sanction (including those "removed from aid")

Denominator: WTW Active Participants and WTW Sanctioned Individuals

Data Source: County data via SAWS

Frequency of Calculation: Monthly

Sanction Resolution Rate

Numerator: Number of individuals who resolved (with aid restored) their WTW sanction

Denominator: All WTW Sanctioned Individuals in the month preceding the measurement month

Data Source: County data via SAWS

Frequency of Calculation: Monthly

Orientation Attendance Rate

Numerator: WTW Active Participants and Exempt Volunteers who attended orientation

Denominator: WTW Active Participants and Exempt Volunteers scheduled to attend orientation

Data Source: County data via SAWS

Frequency of Calculation: Monthly

OCAT/Appraisal Completion Timeliness Rate

Numerator: WTW Active Participants and Exempt Volunteers who complete an OCAT/Appraisal activity (as noted in SAWS) within 30 days of aid being granted

Denominator: WTW Active Participants and Exempt Volunteers granted aid and required to complete an appraisal

Data Source: County data via SAWS

Frequency of Calculation: Monthly

First Activity Attendance Rate

Numerator: WTW Active Participants and Exempt Volunteers who participated in their first WTW or FS plan activity

Denominator: WTW Active Participants and Exempt Volunteers scheduled to participate in their first WTW or FS plan activity

Data Source: County data via SAWS

Frequency of Calculation: Monthly

Improved Literacy, Basic Skills, and English Language Acquisition Rate

Numerator: WTW Individuals who improved skills by one or more EFL or CTE milestones

Denominator: WTW Individuals enrolled in ESL, ABE, ASE, or CTE programs

Data Source: California Community Colleges Chancellor's Office

Frequency of Calculation: Annually

Community College Progress Rate

Numerator: WTW Individuals who are in good standing with the Community College

Denominator: WTW Individuals enrolled in Community College

Data Source: California Community Colleges Chancellor's Office

Frequency of Calculation: Annually

OCAT/Appraisal to Next Activity Timeliness Rate

Numerator: Individuals in the Denominator who were scheduled for their next activity within 30 days of OCAT/Appraisal completion

Denominator: WTW Active Participants and Exempt Volunteers who completed an OCAT/Appraisal in the measurement month

Data Source: Cal-OAR 19A data file (SAWS)

Frequency of Calculation: Monthly

Educational and Skills Development Utilization Rate

Numerator: Individuals within the denominator who enrolled in any approved education or training activity in the measurement quarter.

Denominator: WTW Active Participants and Exempt Volunteers in the measurement period.

Data Source: Cal-OAR 19D data file (SAWS)

Frequency of Calculation: Quarterly

Education and Skills Development Access Rate

Numerator: Individuals in the Denominator enrolled in an approved education or training program

Denominator: WTW Active Participants and Exempt Volunteers who expressed interest in an education or training program, and have not completed an education or training program while receiving CalWORKs assistance

Data Source: Cal-OAR 19D data file (SAWS) and OCAT

Frequency of Calculation: Quarterly

Child Care Access Rate

Numerator: Individuals within the denominator receiving subsidized child care in the measurement period.

Denominator: WTW Active Participants and Exempt Volunteers who indicated a need, and are eligible for, subsidized child care.

Data Source: Cal-OAR 19E data file (SAWS), CDE, and Alternative Payment Programs

Frequency of Calculation: Semi-Annually

Homeless Assistance and Housing Support Program Access Rate

Numerator: Of the denominator, unduplicated count of HA and HSP receipt within 30 days of the request or referral

Denominator: Unduplicated count of HA requests and HSP referrals within the measurement month

Data Source: Cal-OAR 19A data file (SAWS)

Frequency of Calculation: Monthly

Ancillary Services Access Rate

Numerator: Individuals in the Denominator who received ancillary services.

Denominator: WTW Active Participants and Exempt Volunteers who indicated a need for ancillary services.

Data Source: Cal-OAR 19 data file (SAWS)

Frequency of Calculation: Monthly

Transportation Provision Timeliness Rate

Numerator: Individuals in the Denominator who received at least one transportation service within one quarter of aid being granted.

Denominator: WTW Active Participants and Exempt Volunteers granted aid in the previous quarter.

Data Source: Cal-OAR 19C data file (SAWS)

Frequency of Calculation: Quarterly

Subsidized to Unsubsidized Employment Rate

Numerator: Individuals in the Denominator who transition to Unsubsidized Employment within three quarters after their Subsidized Employment ends.

Denominator: Subsidized Employment participants who exited Subsidized Employment in the measurement quarter

Data Source: Cal-OAR 19D data file (SAWS) and EDD

Frequency of Calculation: Quarterly

Educational Completion Rate

Numerator: Individuals within the denominator who completed an educational program resulting in a diploma, certificate, or equivalent, within six months of exiting CalWORKs.

Denominator: Former WTW Individuals who participated in education while on CalWORKs assistance who exited CalWORKs in the measurement period.

Data Source: Cal-OAR 19E data file (SAWS), MEDS, and CCCO

Frequency of Calculation: Annually

Home Visiting Transitions to WTW Engagement Rate

Numerator: Denominator individuals who have verified participation (attendance) in an approved WTW activity within 3 months of the measurement month.

Denominator: WTW eligible individuals who finished their HVP participation in the measurement month

Data Source: Cal-OAR 19E data file (SAWS) and CDPH

Frequency of Calculation: Semi-Annually

Family Stabilization (FS)Transitions to WTW Engagement Rate

Numerator: Individuals in the denominator that participated in an approved WTW activity within 3 months of the measurement month

Denominator: Individuals in FS cases that exit the FS Program in the measurement month

Data Source: Cal-OAR 19B data file (SAWS)

Frequency of Calculation: Monthly