

Customer Focused Service Delivery for CalFresh



CFPA CalFresh Forum | Sacramento, CA
October 1, 2015

Rick Wanne, Director Eligibility Operations

“...dedication to the highest quality of customer service delivered with a sense of warmth, friendliness, individual pride and company spirit...”

San Diego County

- 3.2 million residents
 - 5th largest county in the U.S.
 - Urban & rural, from coast to mountains to desert
- 18 municipalities, 18 Indian Sovereign Nations and several unincorporated towns
- 2013 Census estimates
 - White – 47 %
 - Hispanic – 33%
 - Asians – 12%
 - African-American – 6%
 - Native American – 1%



**San Diego County is
4,200 square miles**

San Diego County Government

- Board of Supervisors
- County Administration consists of 5 Groups
 - Health and Human Services Agency
 - Created in 1998, Integrated Delivery System
 - Public-private partnership emphasis
 - \$2+ billion annual budget
 - 6,000 FTEs, 185 advisory boards
 - ~ 1 million customers
 - Land Use and Environment Group
 - Public Safety Group
 - Community Services Group
 - Finance and General Government



Health & Human Services Agency

- Departments
 - Aging & Independence Services
 - Behavioral Health Services
 - Adult Mental Health
 - Children's Mental Health
 - Alcohol and Drug Services
 - Child Welfare Services
 - Public Health Services
 - Eligibility Operations
 - Regional Operations
 - Administration
- Programmatic links to other County groups
 - Probation, Sheriff, Housing, Libraries

Impact the general public (3.2M) and customers at risk and at high risk/need (~1 M)



LIVE WELL SAN DIEGO

Building
Better
Health

Living
Safely

Thriving

Live Well San Diego

- Launched as HHSA ten-year initiative in 2010 and expanded to Countywide strategic vision in 2013
- Healthy, Safe and Thriving initiatives
- Transform service delivery to improve health and social wellbeing:
 - Optimize existing healthcare, public health and social service resources to innovate service delivery, reduce waste and improve outcomes
 - Create local accountability by all, not some
 - Health & Safety-In-All-Policies
 - Promote individual responsibility
 - Connect the Unconnected through modernized IT
 - Advance evidence-based policy-making and planning

The Story of San Diego's Eligibility

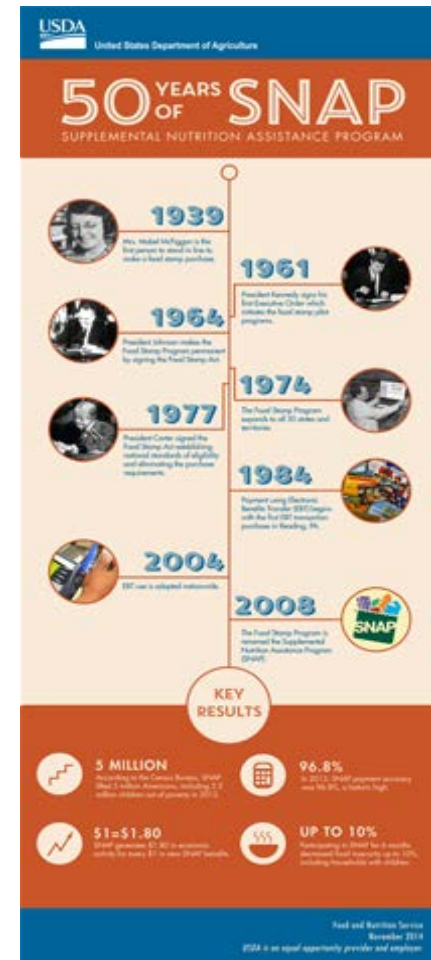
- **Where have we been...**
- **Where are we now...**
- **Where are we going...**

The Story of San Diego's Eligibility

Where have we been...

Where have we been...

Why Customer Service?



Where have we been...

The Need to Transform!

- Welfare Business Model
- Low CalFresh Participation
- Customer Complaints
- State Corrective Action Plans (4)
- Social Services Advisory Board Concerns and Recommendations
- Labor Complaints
- Advocate Complaints
- Media Stories
- Growing Caseloads
- Lost Documents
- Affordable Care Act

Where have we been...

Call Center Performance Monitoring

Performance
Comparison

Sept. 2011

Total Calls

59,969

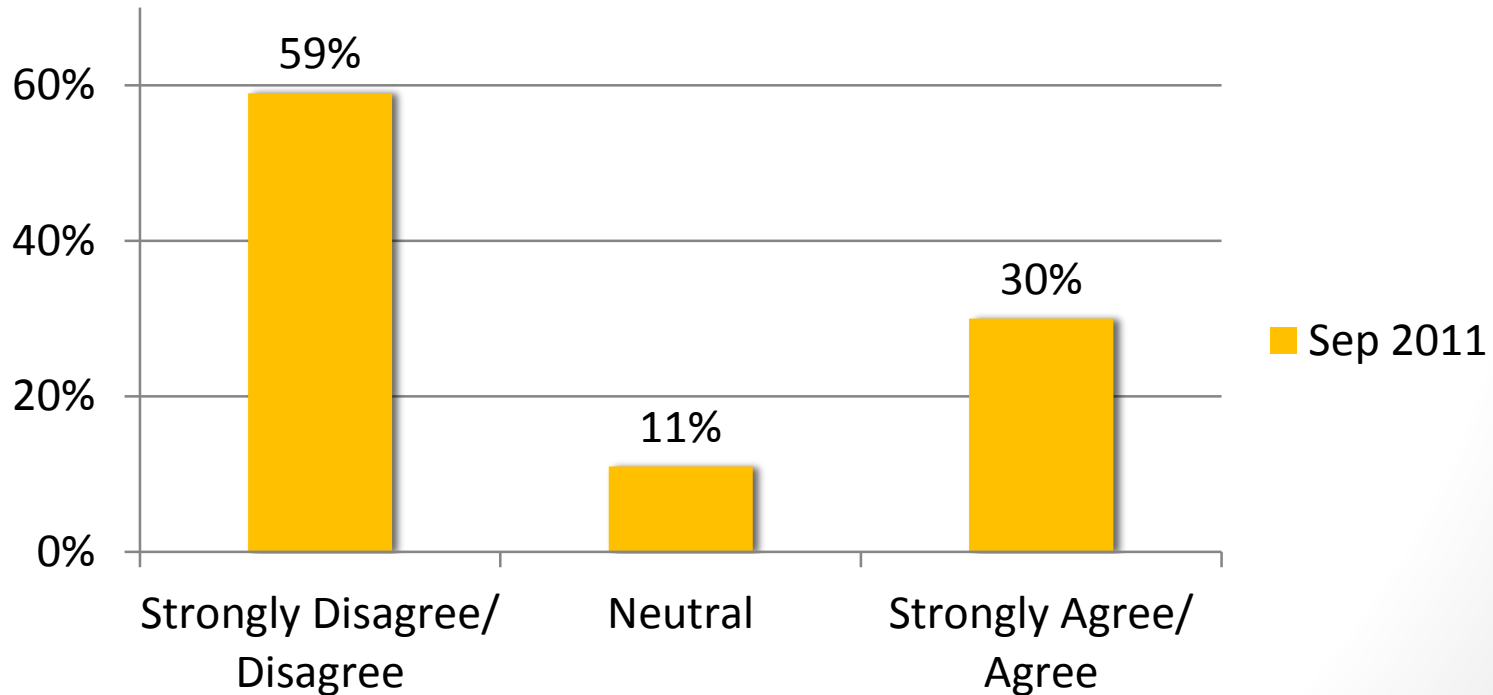
Average Wait Time

39:02

Where have we been...

Customer Service Feedback

"I am satisfied with the Call Center."



Where have we been...

Facilities



Where have we been...

Facilities



Where have we been...

**Affordable Care Act/
Expanded Medi-Cal**



Where have we been...

Affordable Care Act/ Expanded Medi-Cal

- Timely Processing
- Backlog of pending applications peaked at 71,291 cases in May 2014
- System issues
- Large call volume
- Confusing Program Instructions

Where have we been...

Created Tiger Teams

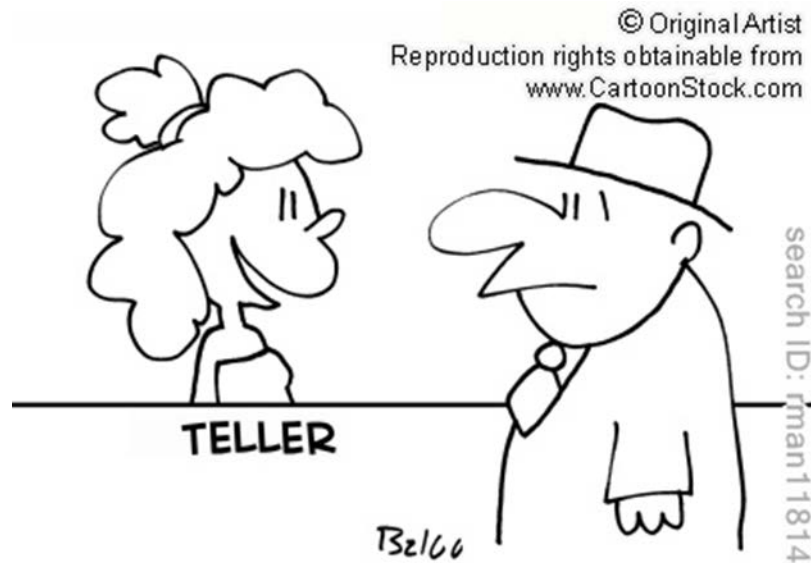
- Customer Service
- Call Center
- Data
- Finance
- Hiring & Training
- Information Technology / Automation
- Operations Oversight
- Document Processing
- Communication
- Leadership Initiative

The Story of San Diego's Eligibility

Where are we now...

Where are we now...

Why Customer Service?



"You're not just a number to us, sir — there's a whole bunch of hyphens and letters, too."

Where are we now...

Corrective Action Plans

2012

- 4 State Corrective Action Plans

2015

- 0 State Corrective Action Plans
- CalFresh Accuracy Rate of 99.23%

Where are we now...

Partnerships with Community Based Organizations

- San Diego Hunger Coalition
- 211 San Diego
- Legal Aid Society of San Diego
- San Diego Food Bank
- Feeding America San Diego
- San Diegans for Healthcare Coverage
- Caring Council of San Diego

Where are we now...

- Worked with Board of Supervisors and community stakeholders to increase CalFresh participation and created Plan with 69 recommendations
- Expanded use of video interviewing to all regions, using web-based technology to allow workers and customers to conduct interactive interviews at different locations
- Embedded Human Services Specialists at local San Diego Food Bank locations
- Partnered with Aging and Independence Services (AIS) to provide CalFresh information to seniors and encourage them to apply for benefits

Where are we now...

- Outstationed 19 Human Services Specialists throughout the county
- Promoted electronic application via My Benefits CalWIN
- Initiated The CalFresh Excellence Plan, an all-day Advance bringing together staff from all levels and developing a comprehensive plan to improve accuracy, timeliness of processing, training, onboarding of new staff, and accountability
- Incorporated CalFresh Community Based Organization education into initial training curriculum for all new Human Services Specialists
- Designated CalFresh Liaisons at all Family Resource Centers (FRC) to ensure effective communication between CBOs and FRC staff
- Launched modern hiring and training program for Human Services Specialists

Where are we now...

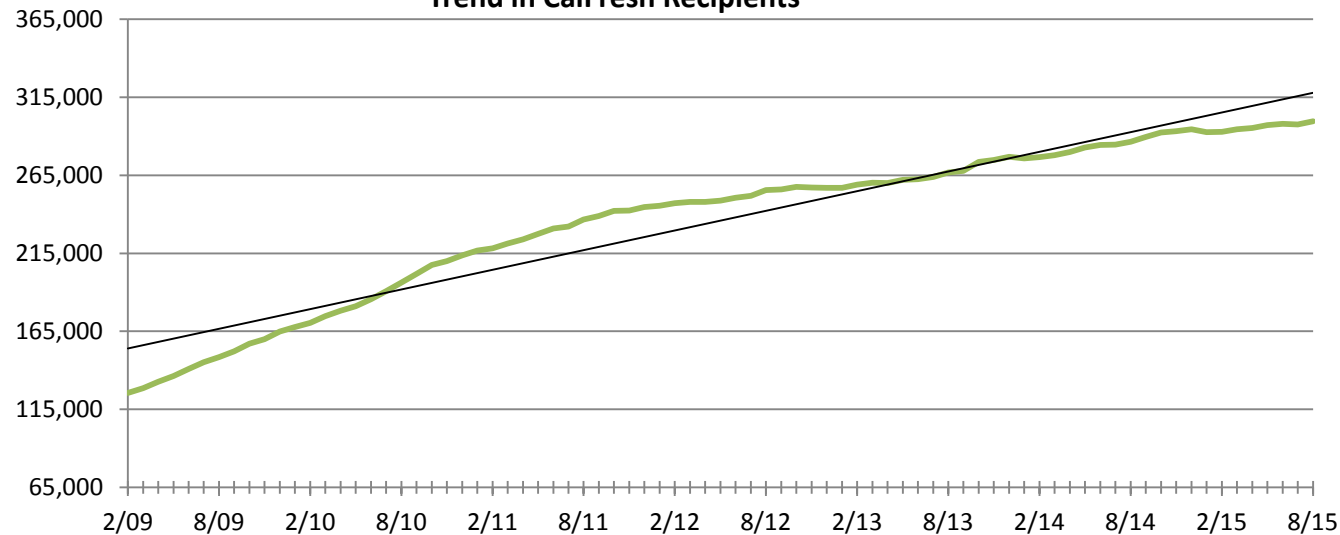
CalFresh Recipients

March 2007
91,939

August 2015
299,677

325%
Increase

County of San Diego
Trend in CalFresh Recipients



Where are we now...

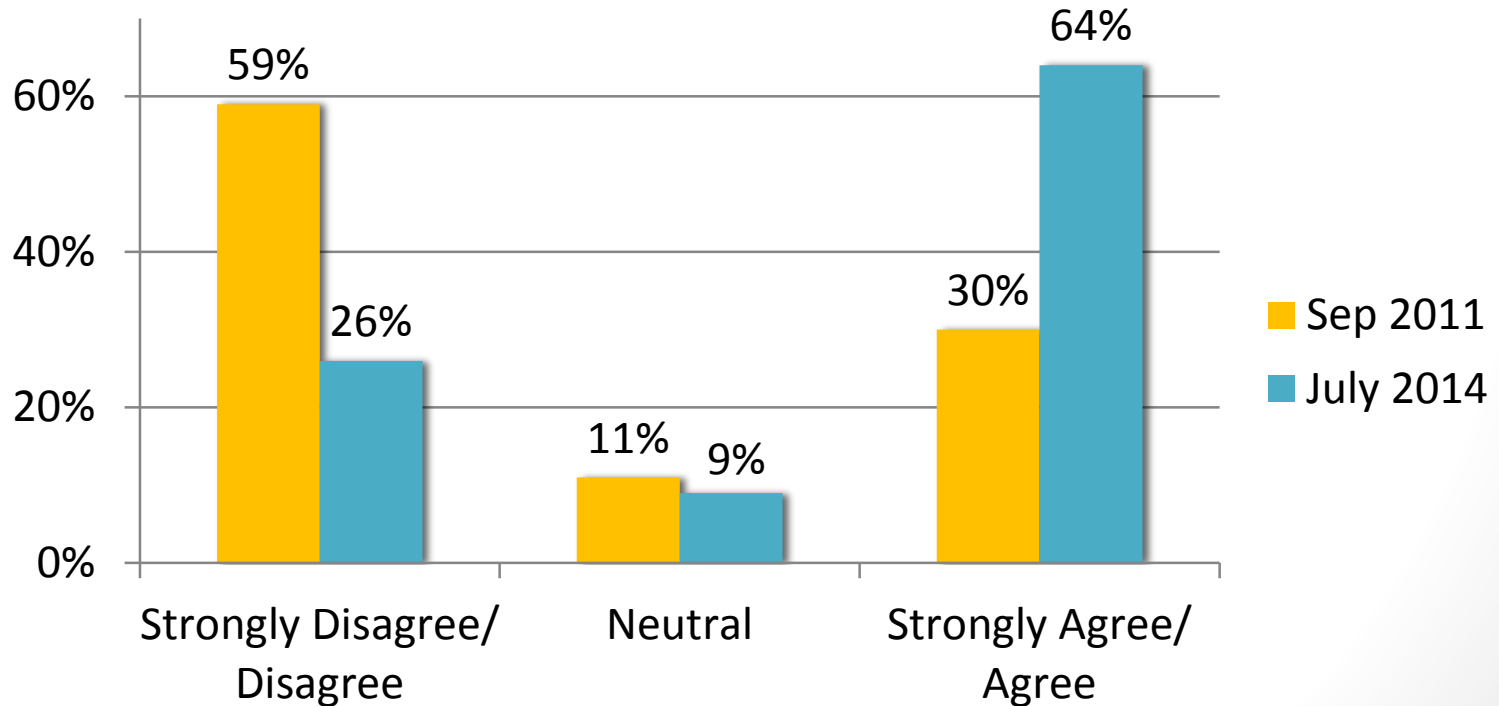
Call Center Performance Monitoring

Performance Comparison	Sept. 2011	July 2015
Total Calls	59,969	108,610
Average Wait Time	39:02	8:53

Where are we now...

Customer Service Feedback

"I am satisfied with the Call Center."



Where are we now...

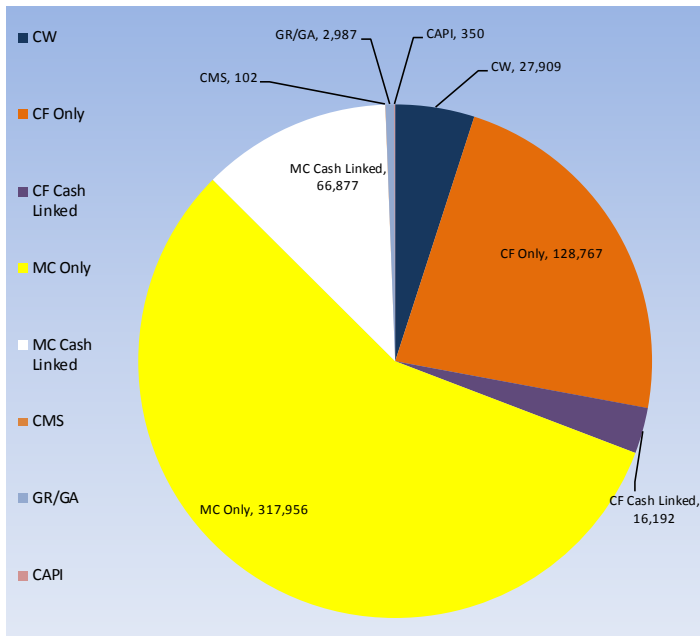
Using Data to Improve Customer Service

HHSa MANAGER DASHBOARD

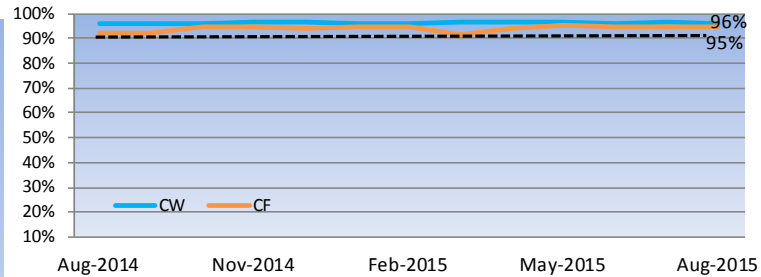
San Diego County

Data Month: August 2015

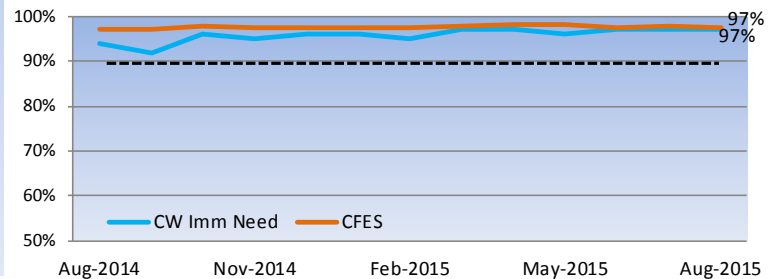
Case Activity Report



Timely Processing Trend Data



CFES & CW IN Timely Processing



Where are we now...



ELIGIBILITY SERVICES BY THE NUMBERS...

September 2015 (Data Month: August 2015)

PARTICIPANTS

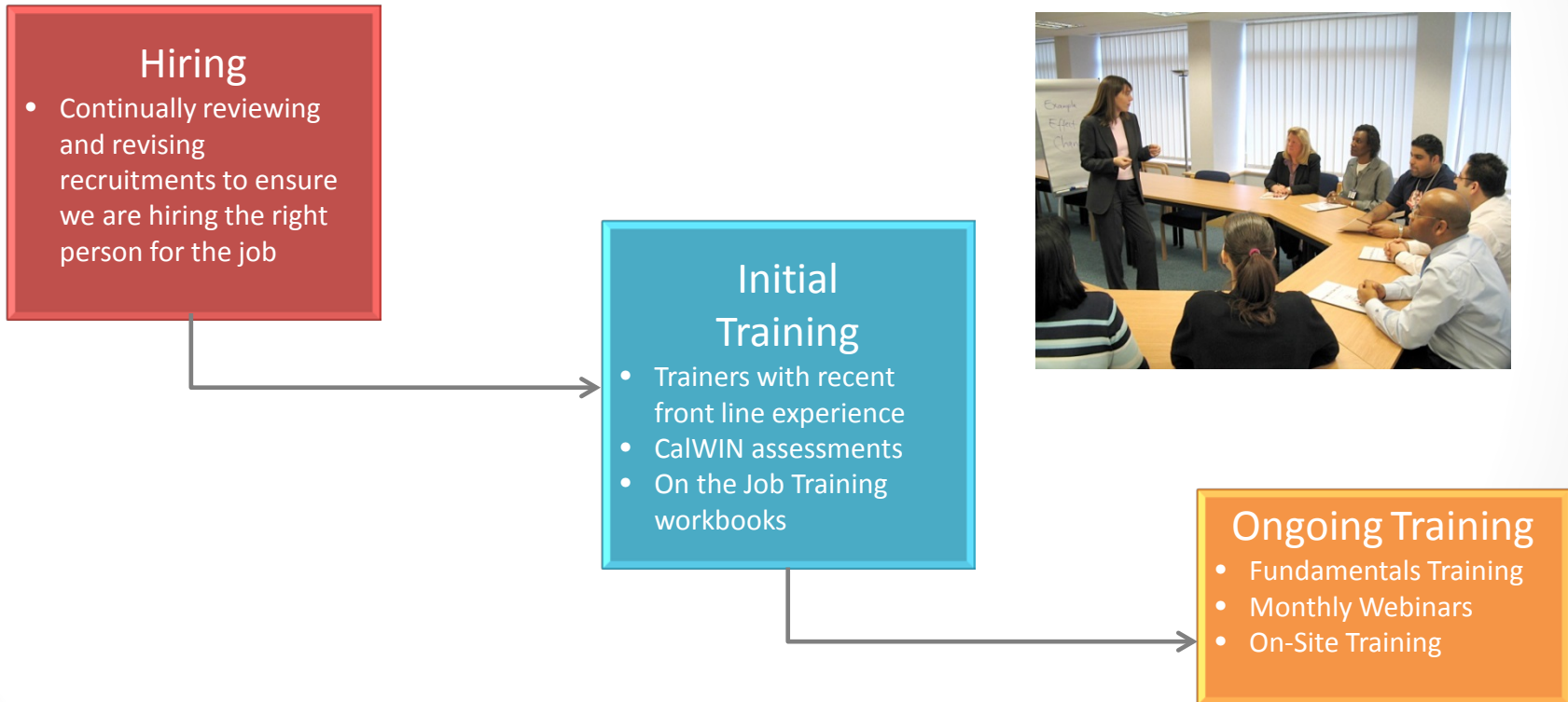
- CalFresh: 299,677 recipients, up 4.62% from last year.
 - 144,014 child recipients, up 1.17% from last year.
 - 21,724 senior recipients, up 18.23% from last year.
- CalWorks: 70,191 recipients, down 6.34% from last year.
 - Welfare-to-Work: 12,879 participants, down 3.08% from last year.
- CMS: 102 CMS recipients, down 72.73% from last year.
- General Relief: 3,004 recipients, up 27.99% from last year.
- Medi-Cal: 714,096 recipients, up 23.47% from last year.



Program	Cases	Recipients	% Change in Recipients	
			Previous Month	Previous Year
CalFresh	144,959	299,677	0.71%	4.62%
CalWorks	27,909	70,191	0.40%	-6.34%
CMS	102	102	3.03%	-72.73%
General Relief	2,987	3,004	3.02%	27.99%
MediCal	384,833	714,096	2.29%	23.47%
TOTAL	560,790	1,087,070	1.73%	15.34%

Where are we now...

Hiring / Training



Where are we now...

Customer Service Survey



Dear Customer,

The County of San Diego is committed to provide every one of our customers with a positive experience and we would like to hear your thoughts. Your input will help us provide exceptional service and your responses will be kept strictly confidential, if requested. Thank you for your participation.

Please fold and seal the survey at the perforated line, and place in a drop box at a Family Resource Center or a US Mailbox.

Thank you.

Did you know?

You can do these things without coming into a Family Resource Center:

- ◆ Apply for Benefits
- ◆ Check on your Benefit Amount
- ◆ Report Changes
- ◆ Submit Verifications and Reports
- ◆ Order an Electronic Benefit Card (EBT)
- ◆ Submit Renewal Documents

Please use the resources below to access our services:

My Benefits CalWIN www.mybenefitscalwin.org	Access Call Center 1-866-262-9881
CalWIN Mobile App www.sandiegocounty.ca.gov	US Mail County of San Diego P.O. Box 85031 San Diego, CA 92186-9920



Eligibility Customer Satisfaction Survey

POSITIVE = POSITIVE
APPROACH = EXPERIENCE



Where are we now...

QMATIC Lobby Management



- Prioritize customers to appropriate services
- Enhance efficiency in customer service
- Reduce lobby wait times
- Create and track FRC lobby visits
- View and analyze wait and service times

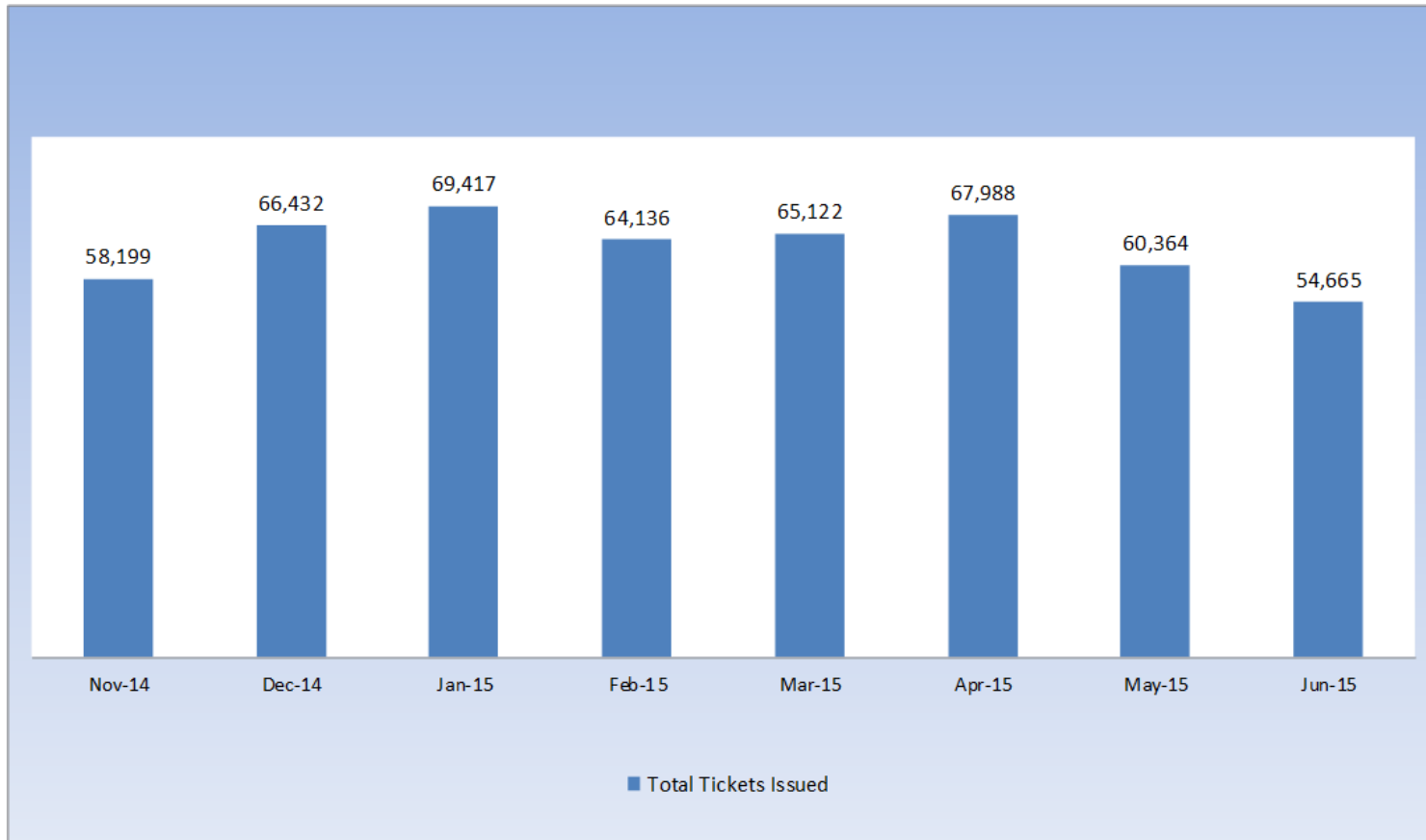


It's simple and quick!
Select your language
Select your reason for your visit
Take your ticket and wait for your number to be called

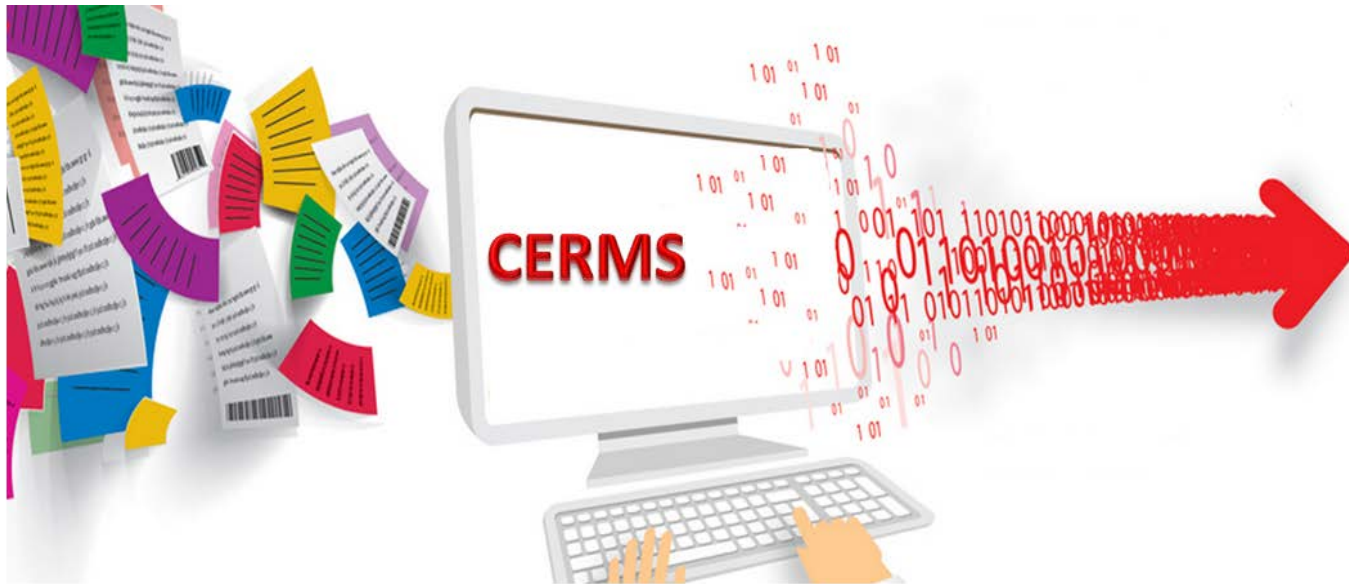
Where are we now...

Qmatic Lobby Counts FY 14/15

Health and Human Services Agency



Where are we now...



Documents Imaged FY 14-15

6,379,262

Where are we now...

Program Guides



Writing

- Audience
- Style Guide
- Supporting Documents



Feedback

- Line Staff and Supervisors
- Community Partners
- Advocates



Sign-Off

- Streamlined
- Conference Call
- Turnaround

Where are we now...

Trauma Informed Service Delivery

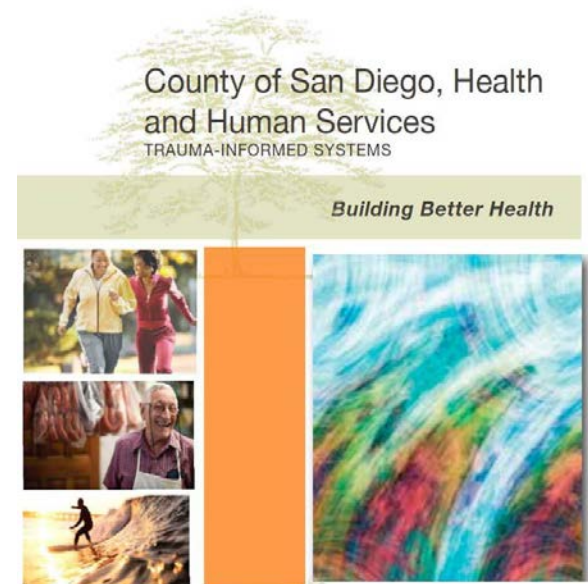
- Understanding Trauma
- Compassionate Communication
- Self-Care for Employees
- Integration of Trauma-Informed Practices through training and ongoing communication with employees

Where are we now...

Trauma Informed Service Delivery

Principles

- Understanding Trauma and its Impact
- Promote Safety
- Ensure Cultural Competence
- Support Client Control, Choice and Autonomy
- Sharing Power and Governance
- Integrating Care
- Healing Happens in Relationships
- Recovery is Possible



Where are we now...

HEART Initiative

JOURNEY TO A POSITIVE CUSTOMER EXPERIENCE



MISSION

Provide exceptional customer service.

VISION

The audacious vision is that all of our customers will have a positive experience.

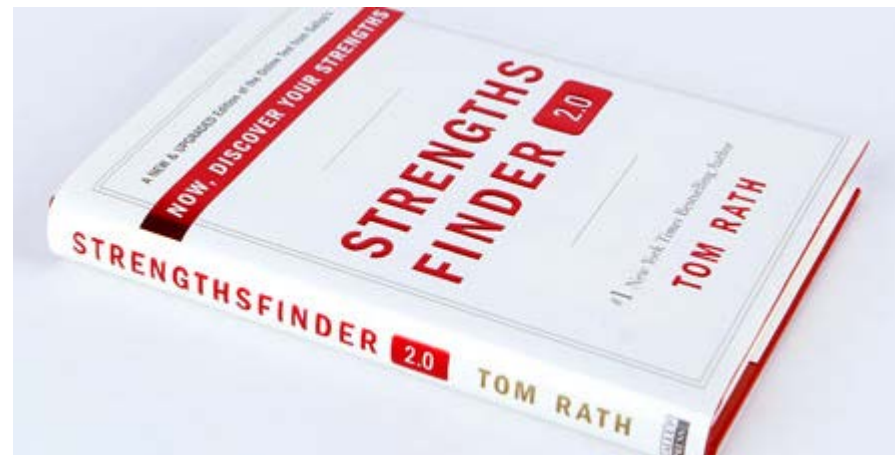
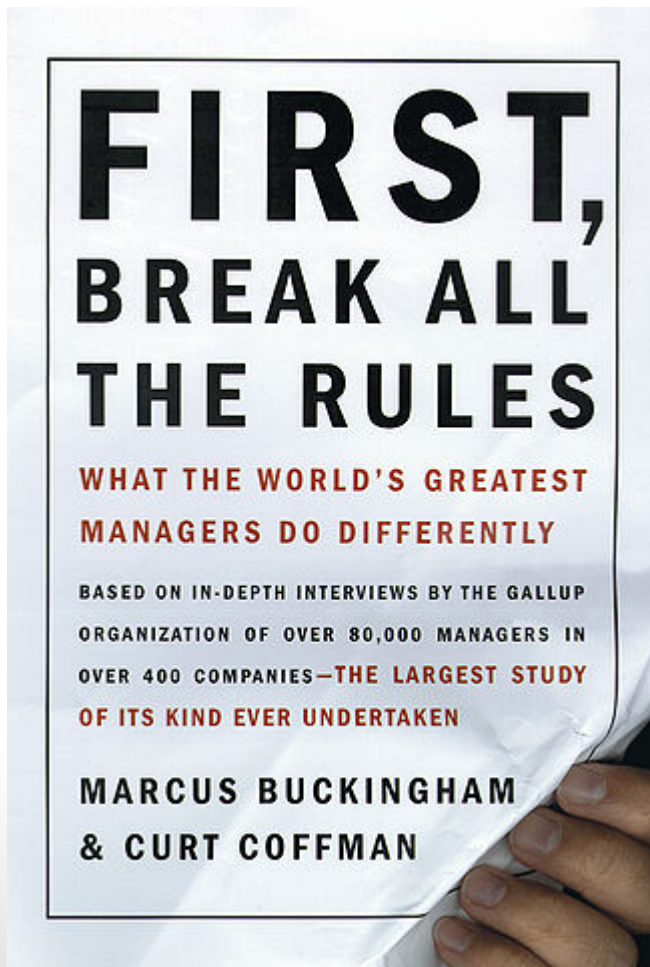
COMMITMENT

We commit to using a **positive approach** to provide customers with a **positive experience**.

HELPFULNESS
EXPERTISE
ATTENTIVENESS
RESPECT
TIMELINESS

Where are we now...

Strengths Based Leadership & Management



Where are we now...

Facilities



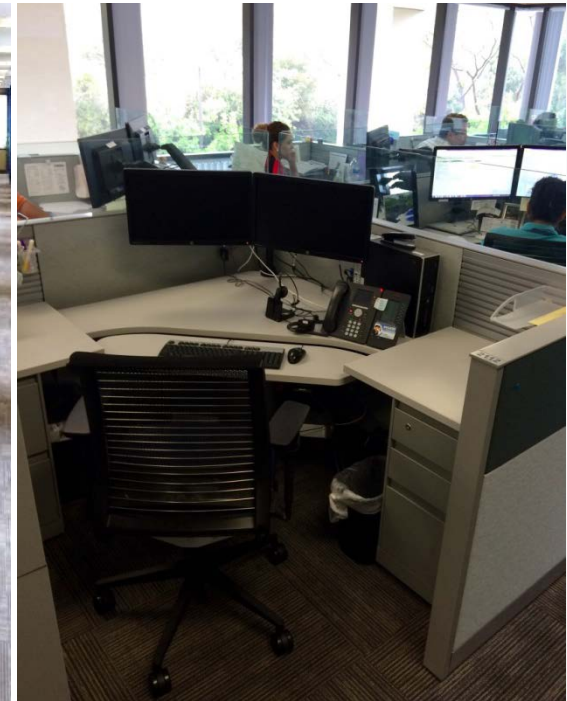
Where are we now...

Facilities



Where are we now...

Facilities



The Story of San Diego's Eligibility

Where are we going...

Where are we going...

Continuously Improving

- Innovation in Customer Service
- The Culture of Eligibility
- Enhanced Communication
- Leadership Development
- Service Delivery
- Advanced Organizational Efficiency
- Engagement with Community Partners
- Transparency
- Facilities

Where are we going...

Technology Advancements

Automated Call Messages

- CalFresh Renewals
- CalFresh Status Reports

Text Messaging

- CalFresh Status Reports
- CalFresh Renewals
- **Coming Soon** – Initial Appointment



“We have a strategic plan.
It’s called doing things.”

Herb Kelleher
Former CEO, Southwest Airlines

Questions ?

Contact

Rick Wanne

Richard.wanne@sdcounty.ca.gov

619-338-2869