

**COUNTY OF SAN DIEGO  
HEALTH AND HUMAN SERVICES AGENCY  
SOCIAL SERVICES ADVISORY BOARD**

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**SSAB Meeting Minutes**

**February 9, 2012**

<b><u>Members Present</u></b> Bob Brandenburg Philip Thalheimer Nancy Rorbaugh Linda Blair Forth Sandy Pugliese	<b><u>Staff Present</u></b> Dale Fleming, HHSA Kim Forrester, HHSA Sylvia Melena, HHSA Pat Lopez, HHSA Adrienne Yancey, HHSA Anabel Poole, HHSA
<b><u>Members Absent</u></b> Bruce Abrams Jennifer Tinsley John Hughes Donald Stump	<b><u>Guests</u></b> Marjorie Larson, Daniel Benson, Dan Meyer, Don Davis, Bill Oswald, Derek Staats, Andy Hall, Maria Aceves, Ilene Davis, Jill Esbenshade, Christie Hill, Kristen Clemons, Hannah Gravette

1. Chairman Phil Thalheimer called the meeting to order at 9:37 a.m.
2. Bob Brandenburg motioned to approve the January 12, 2012 minutes. Ms. Nancy Rorbaugh seconded the motion. The minutes were unanimously approved.
3. **Public Comments on Items not listed on the Agenda:**
  - Marjorie Larson, representing SPIN, expressed concern that the \$71,000 InTelegy report told you what SPIN told you in 2009 - that the business process re-engineering project and ACCESS are not working. SSAB plays a key role in families, and SPIN is grateful for the fact that kept this as an item each month. SPIN wants to be included in the solutions. A more relevant evaluation of outcomes should be evaluated so that the process is complete and all will have a better chance of providing food to families and individuals.
  - Ilene Davis representing SPIN, expressed thanks to SSAB for carrying the recommendations forward. She indicated that we are now faced with a system that's profoundly dysfunctional and InTelegy report is first tool to measure. Ms. Davis asked the SSAB to accept the evaluation criteria presented today and use this in future evaluations of performance. Those that work with clients can describe what is happening to them inside the process. Ms. Davis suggested that the voice of employees and clients should always be part of whether the HHSA is performing properly.
  - Dan Meyer, speaking on behalf of the Caring Council, is happy that SSAB is interested in working with Caring Council and SPIN. Because of layoffs and foreclosures more and more people are in need. Churches are bulging because people need help. He thanked the Board for their interest and looks forward to supporting getting a good evaluation.
  - Maria Aceves, speaking on behalf of SPIN, stated that no one has spoken about how to evaluate. Ms. Aceves stated that if SSAB wants to know what's wrong with the process they are encouraged to visit an FRC and talk to the people and the employees.
  - Donald Davis of Caring Council, representing the Caring Council, helped start caring council 12 years ago. Mr. Davis displayed a cartoon about needs not being met. He feels the cartoon is appropriate and that it speaks louder than words. Mr. Davis has concluded that technology will not get the job done. Even in sharing costs with San Francisco, if there is no case management, the effect won't be changed.

PRESENTATIONS/DISCUSSION ITEMS:

4. **Action Item:** Election of SSAB Chair and Vice Chair: At the SSAB Board retreat on January 12, 2012 the Board discussed electing officers for the current year. Mr. Philip Thalheimer was nominated Chair and Sandy Pugliese Vice-Chair for the current term. Bob Brandenburg motioned to approve the nominations. Linda Blair Forth seconded the motion. The motion carried unanimously.
  
5. **Information Item:** Evaluation Framework Proposal – SNAP Work Group Recommendations: Bill Oswald, Caring Council, Supportive Parents Information Network (SPIN): Mr. Oswald shared a presentation entitled “Assessing System Efficiency in Providing Public Benefits.” He stated that their goal is to propose a process, not a product of monitoring of the system’s effectiveness and outcomes that includes feedback from management, workers, and clients. (A copy of the presentation that provides the details of the presentation is attached). Board member Philip Thalheimer said that he is thankful for recognition to the SSAB for their efforts of maintaining this relationship and that they will continue to do so. He indicated as an advisory group, their role is limited to recommending items. Board member Linda Blair-Forth commented on systems driving action. She has seen staff under duress – program may drive action rather than client needs. She recognizes those similar issues. It is important to be sensitive and look at failures and how to improve. Workers are overwhelmed and understaffed. She thinks we need to take a look at delivery systems. There is room for improvement, but she likes Mr. Oswald’s ideas and suggestions. Mr. Don Davis then asked the Board about those that were being hired and if they were starting out by hiring 155 people, are these brand new people that are going to take a long time to assimilate or current workers? Board Member Philip Thalheimer answered that we will picking up with that topic in Agenda Item number seven.
  
6. **Information Item:** Agency Updates: Kim Forrester, Assistant Deputy Director, Strategic Planning and Operational Support, Health and Human Services Agency (HHSA): Ms. Forrester mentioned that now that the InTelegy report has been received, we are now moving in to the next phase which is the design and implementation strategy, for that, Anabel Poole has been selected as the Project Director. Ms. Forrester also announced that effective March 1, 2011, WTW participants will receive payments for ancillary services (example, mileage costs) via EBT card rather than separate check.
  
7. **Information Item:** Supplemental Nutrition Assistance Program (SNAP) Work Group Update: Adrienne Collins Yancey, Senior Program Manager CalWORKs, CalFresh, Child Care, Anabel Poole, Special Project Manager, Strategic Planning & Operational Support, Health & Human Services Agency (HHSA): Ms. Forrester indicated that in March a full report will be provided that details the progress on the SSAB SNAP Work Group 69 Recommendations. This coincides with the one year anniversary of the staff analysis of the recommendations provided to the Board of Supervisors. Ms. Yancey provided an overview of the progress to date on the recommendations. Additionally, she provided the following statistical information:
  - CalFresh had 245,458 total recipients in January 2012, up 0.3% from last month, 133,529 child recipients and 10,564 senior recipients, achieving 120.5% of the SNAP goal to add 50,000 by 2012.
  - There were 12,506 applications in January, up 3.7% from last year.
  - Timely processing for November and December was at 90%. In January 2012, timely processing increased to 96% in part due to a change in functionality that allows the County to identify those to accommodate the client. .

Dale Fleming, Director, Strategic Planning and Operational Support,. Ms. Fleming wanted to que up the InTelegy presentation. She mentioned that HHSA did the InTelegy report as a subset of the 69 recommendations. It goes beyond CalFresh and looks at the entire system. She expressed that HHSA is not happy with the way the entire system is working and that is why the report was commissioned. The

report should resonate with the 69 Recommendation process because we gave them that report, an expressed picture and what we wanted it to look like. HHSa wanted an assessment of what the system looks like now and what could a potential path look like for where we want to be. This is a first step, a hypothesis, based on data.. The County is committed to ensure that there are multiple ways to access (mail, email, phone, 2-1-1, online, office) to accommodate clients' preferences. We need to maintain FRCs so those that need one on one are available. Ms. Fleming stated that she appreciates many of Mr. Oswald's comments, in particular, „you get what you measure". As an agency, we need one person to take a look at the entire system and implementing the InTelegy report which is going to require hiring, recruitment, technology, ongoing measurement and analysis. In doing this we will be restructuring the way we manage the eligibility process and eligibility program. Ms. Fleming explained that the first step was to appoint Anabel Poole as Project Director in overseeing the implementation of this plan, she will have ready access to many avenues where she can get decisions made as quickly as necessary and in a thoughtful way.

Ms. Poole provided a short introduction of her experience. Including she is a Black Belt in Lean Six Sigma overseeing three projects and working with Green Belts. She expressed the importance of the voice of the customer and trying to find a way to deliver service and replicating that throughout the agency. She stated that the InTelegy report is very high level. She addressed the questions regarding staff that Mr. Davis had asked earlier in the meeting indicating that we will need to balance experienced and new workers throughout the agency. Ms. Poole presented the InTelegy report and acknowledged that many of the findings were not a surprise and validated information received from the 69 Recommendations and the community. Board member Linda Blair-Forth asked if the staffing projections were based on other counties. Ms. Poole responded that it is based on comparable counties with call centers and caseloads similar to those of San Diego County. Nancy Rorbaugh mentioned that she would like to go to the ACCESS call center to understand pressures and how problems are being resolved and what the County is starting with and where they are going to get to. Ms. Poole stated that she could arrange that. Ms. Fleming discussed the current statistics of call times. Stating that call times went from 39 minutes in September-October to 25 minutes November-January just by adding a few staff members.

Board member Bob Brandenburg stated that this is his 18<sup>th</sup> year on this board and from day one he has been advocating to establish an Operations Research (OR) group in house indicating all successful organizations have an OR group and re-emphasized the need for this group to avoid problems and delays. He suggested the need for OR analysts that are degreed professionals. These would be people watching, measuring, testing and detecting problems long before they manifest themselves to management.

Mr. Brandenburg moved that the SSAB formally advise the Board of Supervisors and the Director of this agency to establish an Operations Research group. Sandy Pugliese seconded the motion. Linda Blair-Forth asked if the county is held or restricted to what Mr. Brandenburg is suggesting. Ms. Fleming responded that they County will have to go through HR and Civil Service to create essential job functions. Board Member Philip Thalheimer mentioned that San Diego had a group like this in 80s and 90s and the rule would be fairly similar to what Mr. Brandenburg is discussing. It did happen 20 years ago, maybe it can happen now. The motion carried unanimously.

**ADJOURNMENT/SET NEXT MEETING:**

Philip Thalheimer adjourned the meeting at 11:15 a.m. Linda Blair-Forth moved and Sandy Pugliese seconded.

The next regular meeting will be held on **April 12, 2012, Mills Building, 4<sup>th</sup> Floor, Room 436 A/B, 1255 Imperial Avenue, San Diego, 9:30 a.m. to 11:30 a.m.**

***The SSAB Minutes were written and submitted by Jessica Francis.***