

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

MEETING NOTICE: Zoom ONLY

Join by phone: +1 669 900 9128

Phone Conference ID: 821 6584 8505

Join on your computer or mobile app:

<https://us02web.zoom.us/j/82165848505>

July 13, 2022

9:30 a.m. to 11:30 a.m.

AGENDA

- | | |
|-------------|---|
| 9:30 - 9:31 | 1. Call to Order |
| 9:31 - 9:33 | 2. Action Item: Authorization of Teleconferencing Meeting Option Pursuant to Government Code Section 54953(e).

1) Find that there is a proclaimed State of Emergency
2) Find that State and local officials have recommended measures to promote social distancing |
| 9:33 - 9:37 | 3. Action Item: Approval of June 8, 2022 Meeting Minutes |

PUBLIC COMMENTS

- | | |
|-------------|--|
| 9:37 - 9:47 | 4. <u>Guidelines for Public Comment on Items not listed on the agenda:</u>

➤ Members of the public may request to speak about any issue within the purview of the Board
➤ Each speaker will be limited to three (3) minutes
➤ Board members may not discuss or take action on issues raised during public comment unless the issue is listed in this Agenda |
|-------------|--|

PRESENTATIONS/DISCUSSION ITEMS

- | | |
|---------------|--|
| 9:47 – 10:00 | 5. Presentation Item: The Challenges on Providing Verifications: Anahid Brakke, Chair, Social Services Advisory Board and San Diego Hunger Coalition |
| 10:00 – 11:00 | 6. Discussion Item: Review of Plan to Implement SSAB Eligibility Task Force (ETF) Recommendations: Dr. Alberto Banuelos, Assistant Director, Self-Sufficiency Services, Health and Human Services Agency (HHSA) and Assmaa Elayyat, Chief, Self-Sufficiency Services, Health and Human Services Agency (HHSA) |
| 11:00 – 11:30 | 7. Information Item: Update on Local Response to COVID19 Emergency for all Public Assistance Programs, Waivers, Enrollment, Service Delivery, Data: Assmaa Elayyat, Chief, Self-Sufficiency Services, Health and Human Services Agency (HHSA) |

ADJOURNMENT/ NEXT MEETING

Next regular meeting will be held on August 10, 2022.

ASSISTANCE FOR THE DISABLED:

Agendas and records are available in alternative formats upon request. Contact the Social Services Advisory Board staff contact at 619-338-2932 with questions or to request a disability-related accommodation. To the extent reasonably possible, requests for accommodation or assistance should be submitted at least 24 hours in advance of the meeting so that arrangements may be made. Additional information can be found on the Social Services Advisory board website:

https://www.sandiegocounty.gov/content/sdc/hhsa/programs/ssp/social_services_advisory_board.html

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HEALTH AND HUMAN SERVICES AGENCY
SOCIAL SERVICES ADVISORY BOARD (SSAB)**

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<https://us02web.zoom.us/j/82292469122>

**SSAB Meeting Minutes
June 8, 2022**

Members Present

Jan Spencley
Anahid Brakke
Robin Maxson
Vino Pajanor
Phil Thalheimer
Keara O'Laughlin
Rachel Morineau

Members Absent

Carol Lewis
Buck Martin
Greg Anglea

Staff Present

Rick Wanne, Director Self-Sufficiency Services
Albert Banuelos, HHSA
Adriana Ramirez, HHSA
Allison Boyer, HHSA
Assmaa Elayyat, HHSA
Jeannie Hufford, HHSA
Ida Bell, HHSA
Albert Garcia, HHSA
Michael Schmidt, HHSA
Eric Rubio, HHSA
Darlene Beltran, HHSA
Brenda Vargas, HHSA
Roxanne Hernandez, HHSA
David Hopkins, HHSA
Nanette Hartley, HHSA
Patty Baker, HHSA
Kelly Motadel, HHSA
Amanda Berry, Board/Supervisors District 3
Joshua Bohannon, Board/Supervisors District 4
Kyle Sand, San Diego County Counsel

Guests

Amanda Schultz Brochu, San Diego Hunger Coalition
Devin Ton, San Diego Hunger Coalition
Ashley Jeznach, San Diego Hunger Coalition
Britney Lowery, San Diego Hunger Coalition
Mauricio Medina, San Diego Hunger Coalition
Joseph Kendrick, San Diego Hunger Coalition
Jen Keyes, San Diego Hunger Coalition
Nancy Saavedra, San Diego Hunger Coalition
Amanda Mascia, San Diego Hunger Coalition
Araceli Mondragon, San Diego Hunger Coalition
Nicole Marquel, San Diego Hunger Coalition
Jack Dailey, Legal Aid Society of San Diego
Karla Samayoa, 2-1-1 San Diego
Luis Monteagudo, 2-1-1 San Diego
LaKiesha Wilks, MAAC Project
Ralph Enriquez, Catholic Charities Diocese of San Diego
Dennis Crosby, Catholic Charities Diocese of San Diego

1. Meeting called to order via Zoom at 9:31 by Chair, Anahid Brakke.
2. Authorization of Teleconferencing Meeting Option Pursuant to Government Code Section 54953(e), was approved with all Board Members present voting yes.
3. The May 11, 2022 Meeting Minutes were approved, with all Board Members present voting yes.

4. Public Comments:

- Amanda Berry of District 3: Supervisor Terra Lawson-Remer's office shared the upcoming the County of San Diego Budget Hearings for FY 22/23 and public participation opportunities, as well as the timeline to when the budget voting and when it will take effect.
5. Information Item: Update on Local Response to COVID19 Emergency for all Public Assistance Programs, Waivers, Enrollment, Service Delivery, Data: Assmaa Elayyat, Chief, Self-Sufficiency Services, Health and Human Services Agency (HHSA). Ms. Elayyat provided updates on CalFresh, Medi-Cal, CalWORKs and General Relief flexibilities, waiver expirations and extensions and the recently budgeted CFAP program expansion.
6. Discussion Item: Baby Formula Shortage: All SSAB Members. Dr. Kelly Motadel of the County of San Diego's Medical Care Services Department shared a California Health Alert Network (CAHAN) Memo on the nationwide shortage of infant formulas and its increased risk for inadequate nutrition in infants. This information included the situation/background of the shortage, requested actions of provider and resources for families.
7. Information Item: National Refugee Month: Albert Garcia, Chief, Self-Sufficiency Services, Health and Human Services Agency (HHSA). Ralph Enriquez, Director, Refugee and Immigrant Services, Catholic Charities Diocese of San Diego and Dennis Crosby, Program Manager, Afghan Support Investment Program (ASIP), Catholic Charities Diocese of San Diego. Mr. Ismael Lopez shared the County's opportunity to provide support for the Afghan Evacuees, seeing a total of over 600 individuals over the 2-week event in May. Mr. Dennis Crosby shared the background of the Afghan Support and Investment Project (ASIP) and their main function of providing eligible clients with funding housing assistance for Afghan families transitioning to the United States. Mr. Enriquez shared the San Diego Newcomers Project (SDNP) and the services provided to promote economic and social self-sufficiency among refugees and asylees.
8. Presentation Item: First Quarterly Report on Plan to Implement SSAB Eligibility Task Force (ETF) Recommendations: Dr. Alberto Banuelos, Assistant Director, Self-Sufficiency Services, Health and Human Services Agency (HHSA) and Assmaa Elayyat, Chief, Self-Sufficiency Services, Health and Human Services Agency (HHSA). Dr. Banuelos and Ms. Elayyat presented the Board Letter draft memo that will be shared with the Board of Supervisors on June 15, 2022 where the department is highlighting a very high-level implementation plan with projected implementation dates, following the initial Board Letter presented on March 15, 2022. Open discussion between the SSAB Members and Self-Sufficiency Services followed.

ADJOURNMENT/SET NEXT MEETING:

The meeting was adjourned at 11:28 a.m. Next regular meeting will be held on July 13, 2022.



ITEM #5 THE CHALLENGES ON PROVIDING VERIFICATIONS

Anahid Brakke, San Diego Hunger Coalition





ITEM #6 REVIEW OF PLAN TO IMPLEMENT SSAB ELIGIBILITY TASK FORCE (ETF) RECOMMENDATIONS

Dr. Alberto Banuelos, Assistant Director, Self-Sufficiency Services
Assmaa Elayyat, Chief, Self-Sufficiency Services





ITEM #7

UPDATE ON LOCAL RESPONSE TO COVID-19 EMERGENCY FOR ALL PUBLIC ASSISTANCE PROGRAMS, WAIVERS, ENROLLMENT, SERVICE DELIVERY, DATA

Assmaa Elayyat
Chief, Self-Sufficiency Services





PROGRAM FLEXIBILITIES & WAIVERS

Current Flexibilities & Options

- The following waivers granted by the Food and Nutrition Services (FNS) **have been extended:**
 - Initial application and recertification interviews **September 30th 2022**
 - Telephonic signature **September 30th 2022**
 - Quality control face to face interviews **September 30th 2022**
 - Able Bodied Adults Without Dependents – CA waiver extended through **June 30, 2023**
 - **Reinstatement waiver extended from July 1, 2022 through June 30, 2027**
- The California State Department of Social Services (CDSS) is **requesting additional extensions from FNS on the following waivers:**
 - Initial and recertification interviews (through December 2022)
 - Telephonic signature (through October 2022)
 - Quality Control face to face interviews (through December 2022)



ADDITIONAL UPDATES

- Emergency Allotments
 - **Approved for June, to be issued July 21st**
 - **Approved for July, to be issued August 24th**
 - All CalFresh households receive a minimum allotment of \$95 monthly as of April
- Pandemic EBT (P-EBT)
 - All P-EBT cards have been mailed to young children under 6
 - P-EBT cards for school age children are currently being mailed
 - CDSS is currently drafting the P-EBT 3.0 plan which covers the 2021–22 school year
 - **Requires FNS approval**
- **CFAP expansion to 55+ regardless of immigration status, implementation date TBD**



PROGRAM FLEXIBILITIES & WAIVERS

- Executive Order N-71-20 signed on **June 30, 2020** extends the following provisions until the EO is rescinded or the state of emergency ends:
 - Telephonic/verbal signature on application – **extended permanently**
 - Flexibilities on identity and pregnancy verifications – **extended permanently**
- Initial application interview waiver has expired, interviews for new applications resumed effective December 1, 2021
- **Pregnancy Special Need amount increased from \$47 to \$100**
- **Pregnant applicants can now qualify for CalWORKs during any trimester**
- **Time on Aid increased from 48 to 60 months**



PROGRAM FLEXIBILITIES & WAIVERS

Executive Order N-71-20 signed on **June 30, 2020** extends the following flexibilities until the EO is rescinded, or when the state of emergency ends:

- Annual renewal suspension
- Negative action suspension

Extended program flexibilities that remain in place permanently:

- Telephonic and verbal attestation and signature
- Flexible verification requirements

Public Health Emergency renewed through October 2022 by Federal Administration, DHCS will provide a 60-day notice prior to ending it

Medi-Cal Quality Control (MEQC) reviews resumed effective **December 1, 2020**



POLICY CHANGES

- . Postpartum Care Expansion:
 - . Effective April 1, 2022
 - . Expands Postpartum Care from 60 days to 1 year from the end of pregnancy

 - . Medi-Cal Older Adult Expansion:
 - . Effective May 1, 2022
 - . Expands full scope Medi-Cal to adults aged 50+ regardless of immigration status

 - . Property Limit Increase for Non-MAGI programs:
 - . Effective July 1, 2022
 - . Property limit for one person increases from \$2,000 to \$130,000
 - . Property limit for two people increases from \$3,000 to \$195,000
 - . Increase for each additional person goes from \$150 per person to \$65,000 per person
- Note: State plan to eliminate the asset limit for Non-MAGI programs effective January 1, 2024 is still pending federal approval

SELF-SUFFICIENCY SERVICES



TELEWORK PERFORMANCE SUMMARY JUNE 2022

- Staff Teleworking
 - 42% (1,169, Attendance Average)
- Daily Attendance
 - Feb 2020 – 85% of Staff Attendance
 - June 2022 – 87% of Staff Attendance
- Access Call Center
 - Feb 2020 – 140,000
 - June 2022 – 148,912
 - 6% increase in calls received
- Access Average Speed of Answer
 - Feb 2020 – 8 Minutes
 - June 2022 – 37 Seconds
 - 92% improvement in Average Speed of Answer
- Access Calls Abandoned
 - Feb 2020 – 13,430
 - June 2022 – 1,202
 - 91% Decrease in Abandoned Calls
- Applications Received
 - Feb 2020 – 30,310
 - June 2022 – 32,616
 - Total Apps Feb 20 – June 2022: 1,001,087
- Applications Processed
 - Feb 2020 – 43,000
 - June 2022 – 44,232
 - All applications processed timely
- Increase in Total Recipients
 - Feb 2020 – June 2022 : 349,230
 - 33.8% increase in total recipients
- Benefits Issued Feb 2020 – June 2022:
 - All Programs: \$2,478,108,014
 - CalFresh: \$2,005,837,604
- Performance
 - CalFresh Accuracy Rate : 96%
- Customer Service Satisfaction Rate : 95%



County of San Diego

NICK MACCHIONE, FACHE
AGENCY DIRECTOR

HEALTH AND HUMAN SERVICES AGENCY
1600 PACIFIC HIGHWAY, ROOM 206, MAIL STOP P-501
SAN DIEGO, CA 92101-2417
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PATTY KAY DANON
CHIEF OPERATIONS OFFICER

July 7, 2022

TO: Supervisor Nathan Fletcher, Chair
Supervisor Nora Vargas, Vice-Chair
Supervisor Joel Anderson
Supervisor Terra Lawson-Remer
Supervisor Jim Desmond

FROM: Nick Macchione, Agency Director
Health and Human Services Agency

FIRST QUARTERLY UPDATE ON THE SOCIAL SERVICES ADVISORY BOARD (SSAB) AD HOC ENROLLMENT TASK FORCE (TASK FORCE) TO INCREASE ACCESS AND ENROLLMENT IN COUNTY SELF-SUFFICIENCY PROGRAMS TO SERVE EVERY COMMUNITY MEMBER IN NEED WITHOUT BARRIERS TO ENTRY

On April 6, 2021 (10), the San Diego County Board of Supervisors (Board) requested that the Social Services Advisory Board (SSAB) establish a temporary ad-hoc subcommittee called the Outreach, Accessibility, and Enrollment Ad-Hoc Task Force (Task Force). The Task Force was supported by a County contracted consultant and together they conducted a comprehensive review of enrollment barriers and plans to overcome these barriers for the County of San Diego's (County) self-sufficiency programs. In addition, the Board requested the following:

- For the Task Force to obtain the input of local experts and advocates with knowledge of health and human services in outreach, analyzing, and increasing enrollment in self-sufficiency programs in California;
- For SSAB to provide a monthly status report to the Board describing the Task Force's progress; and
- For SSAB to report the Task Force's initial findings and final recommendations to the Board, the final recommendations were accepted by the Board at the March 15, 2022 Board of Supervisors meeting.

On March 15, 2022 (19) the Board accepted the final recommendations and directed the Chief Administrative Officer to report back quarterly on the progress of implementing the recommendations made by the SSAB Task Force and the recommendations made by the County's Consultant to the SSAB Task Force. This memo serves as the first quarterly update

since the March 15, 2020 Board action.

The Final Findings and Recommendations of the Task Force will enable the County to better understand the root causes of under-enrollment in its assistance programs and to develop new strategies that target San Diego County residents in all communities and ensure qualifying individuals and families are able to easily access available services and benefits, regardless of their race, ethnicity, national origin, religion, gender identity, and/or sexual orientation. To address this, the County developed the following implementation plan to incorporate all the final recommendations. The County contracted consultant developed a set of 30 recommendations that were refined and prioritized by the SSAB Task Force that were consolidated into 24 recommendations. The table below presents the items in the order of priority of the recommendations from the SSAB Task Force along with the targeted completion dates:

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
1	Establish County and Community Based Organization (CBO) initiative to reduce denied applications – with an emphasis on denials related to failure to provide verification. The initiative should include the following activities, as well as any other priorities identified by the County and CBOs during planning and implementation.	<ul style="list-style-type: none"> When waivers expire, consider expanding focus to include denials due to failure to interview. Create additional two-way communication channels (text, chat and video conferencing) so customers can easily ask follow-up questions about their case and check the status of their application. 	<ul style="list-style-type: none"> Analyze data and conduct analysis on application denials due to failure to provide and establish a tracking report that is produced once per month and monitored. Conduct three refresher trainings for staff on alternatives to paper for verification and create desk guides. 	9/1/2022

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
2	Simplify eligibility and redetermination processes and paperwork, including a focus on cash programs (eg, General Relief (GR), Cash Assistance Program for Immigrants (CAPI), County Medical Services (CMS), etc.).	<ul style="list-style-type: none"> Conduct a complete analysis of all GR, CAPI, and CMS program policies and procedures and State laws and regulations, identify opportunities for simplification of eligibility and redetermination. 	<ul style="list-style-type: none"> Implement one or more identified eligibility simplification for redetermination procedures for GR, CAPI, and CMS. 	2/1/2023
3	Benchmark staff workload levels with other counties and states; consider emerging best practices; and monitor, report and balance workload ratios across Family Resource Centers (FRCs) and other County sites. Continue to monitor and increase “first contact resolution.”	<ul style="list-style-type: none"> Research and identify other California County and other State staff workload and performance levels, and best practices. 	<ul style="list-style-type: none"> Continue to produce and distribute 163 daily, weekly, and monthly tracking and monitoring reports for staff work assignments across all offices and balance workload across FRCs. 	Complete
4	Increase equity of access to County Self-Sufficiency Services by (1) hiring and recruiting more bilingual staff so they are consistently accessible and (2) by improving wait times and quality of third-party translation services to better serve clients in threshold and other languages and to lessen the impact on worker performance.	<ul style="list-style-type: none"> Create tracking, monitoring, and performance reports of current baseline staff languages, and create tracking, monitoring, and performance report of County contracted service translation and interpreter providers, in order to better serve customers in their threshold language and increase staff performance. 	<ul style="list-style-type: none"> Increase the current number of bilingual Human Services Specialist (HSS) staff, currently 792 individuals which represents 54% of HSS staff overall. 	9/1/2022

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
5	Give trained CBO assisters access to private, universalized customer and case manager dashboards or databases and data sharing agreements, so CBOs can check on application status themselves and assist their customers with paperwork, appointments, and due dates. Pursue and advocate for this feature in the California Statewide Automated Welfare System (CalSAWS) platform.	<ul style="list-style-type: none"> Advocate for necessary privacy, confidentiality, and legal reforms required in order for CalSAWS to provide CBO assisters the ability to directly access customer application and case information. 	<ul style="list-style-type: none"> CalSAWS to implement CBO access for assisters to directly access customer and case information. 	3/1/2023
6	With a clear statement from the County and through outreach with trusted community partners, address fears among customers living in immigrant, refugee and mixed status households about the use of public benefits affecting their pathways to citizenship (ie, concerns about the Public Charge rule).	<ul style="list-style-type: none"> Identify additional opportunities to educate the public about Public Charge and accessing public assistance benefits. Advocate for local, State, and Federal officials to take official actions and communications regarding Public Charge information. 	<ul style="list-style-type: none"> Increase by 25% the number of available resources on County Self-Sufficiency Services Public Charge webpage. Increase by 25% the number of visits to County Self-Sufficiency Services Public Charge webpage, currently the page averages 183 hits per month. 	10/1/2022

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
7	Assess and adjust the training model to ensure HSS' are empowered and equipped to provide excellent customer service. Include intermittent on-the-job training between program trainings to give trainees experience in an FRC earlier. Create desk guides for difficult forms HHSA cannot fix with examples of completed forms.	<ul style="list-style-type: none"> Review and assess all current training and desk guide materials and identify and eliminate obsolete information, and institute any required new material, and review on a regular basis. 	<ul style="list-style-type: none"> Implement immediate on the job training for new staff hired to provide experience in FRC's and call center as soon as possible. Hired 723 HSS staff since 2020 who are located at their respective FRC or call center location upon hire. 	Complete

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
8	Expand availability of County application assistance by increasing outstationed eligibility workers in high-impact locations.	<ul style="list-style-type: none"> Identify, seek, and invite additional outstationed opportunities for HSS' from CBOs. Continue to measure success of outstationed staff by tracking number of persons contacted and number of applications received and submitted through outstationed sites. 	<ul style="list-style-type: none"> Assess and identify the number of outstationed HSS' currently throughout the County including tracking pre and post outstation statistics. Outstationed HSS' are placed onsite within the community and work closely with CBO's. Currently, a total of 73 outstationed staff support 79 locations across the County and have received and processed a total of 167,657 applications for the 2021/22 Fiscal Year through May. 	Complete

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
9	Review the compensation study for eligibility staff to make sure pay is commensurate with neighboring counties and the County of San Diego's cost of living.		<ul style="list-style-type: none"> • The County engaged a contractor to conduct a salary study for all County classifications, including eligibility staff. Salary and classification comparisons were made with thirteen comparable counties to determine median pay per classification. This salary study was used to prepare for negotiations with the County and Service Employees International Union (SEIU) 221 who represents eligibility staff. • The County and Service Employees International Union (SEIU) 221 have agreed upon a 3-year contract including wage, benefit, and equity cost of living adjustment increases. 	Complete

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
10	The study team and SSAB encourage HHSA and the County Board of Supervisors to embrace the County's deserved leadership role by advocating for meaningful program improvements at the State and Federal level that will enable local systems improvements. In particular, HHSA should advocate for continuing with the positive changes in service delivery created by the pandemic (e.g. eliminating interviews).	<ul style="list-style-type: none"> • Work with County (County Office of Strategy and Intergovernmental Affairs (OSIA)), State and Federal legislative advocates, lobbyists, statewide organizations (County Welfare Directors Association) and policymakers to maintain and advance the benefits of COVID-19 related business process waivers and rules related to eligibility. 	<ul style="list-style-type: none"> • Work with SSAB to submit four or more advocacy letters of support to continue waivers over the next year. 	9/1/2022, and ongoing
11	Leverage and expand partnerships with CBOs that serve prioritized subgroups and are trusted messengers in those communities.	<ul style="list-style-type: none"> • Partner with the County Health and Human Services Agency, Department of Homeless Solutions and Equitable Communities (HSEC), to facilitate access and ease of enrollment into all programs and identify future opportunities for collaboration. 	<ul style="list-style-type: none"> • Increase number of customers assisted in partnership with HSEC with a focus on homeless and disadvantaged subgroups. 	1/1/2023

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
12	Create digestible fact sheets and ensure availability in multiple languages.	<ul style="list-style-type: none"> • Seek trusted CBOs to assist with reaching hard to serve customers within their respective communities. • Seek and retain community input on fact sheet content and language context. • Provide distribute and deliver fact sheets using multiple platforms including: flyers, social media, County website, text campaigns, etc. in order to maximize community distribution. 	<ul style="list-style-type: none"> • Draft six Self-Sufficiency Services fact sheets for all programs in all threshold languages. 	10/1/2022
13	Align County and CBO approaches to outreach with customer preferences.	<ul style="list-style-type: none"> • Participate in existing and newly created CBO monthly and recurring meetings, forums, and convenings to align County and CBO approaches to outreach for customers. • Implement strategies and recommendations from community meetings and convenings in order to maximize reducing barriers to enrollment. 	<ul style="list-style-type: none"> • Participate in at least twelve County and CBO collaboration meetings over the next year. 	3/1/2023

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
14	Conduct cross-program outreach using electronic communication channels.	<ul style="list-style-type: none"> Identify outreach, promotional, educational, and enrollment opportunities across all programs (complete). Combine specific program outreach and educational materials in order to deliver multi-program messaging for enrollment (complete). 	<ul style="list-style-type: none"> Utilize, provide, distribute, and deliver information using multiple platforms including flyers, social media, County website, text campaigns, etc. in order to maximize community distribution. During the 2021/2022 Fiscal Year through May, 142,495 robo calls and 647,867 texts were sent to customers. The Goal is to increase this number by 10%. 	12/1/2022
15	Leverage and expand mobile outreach unit and inter-disciplinary street outreach teams that include HHSA, CBOs, and other agencies.	<ul style="list-style-type: none"> Partner and plan continuous interdisciplinary outreach and enrollment opportunities with the County HHSA HSEC. Identify new opportunities with CBOs to reach those hardest to serve, including persons experiencing homelessness. 	<ul style="list-style-type: none"> Create a tracking and monitoring monthly dashboard report to measure impact. 	Complete

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
16	Streamline phone applications by replicating 211's abbreviated rights and responsibilities approach.	<ul style="list-style-type: none"> Abbreviated rights & responsibilities by the County not allowable under State/Federal regulations, 211 is a contractor and is able to use this method because a telephonic signature is captured, but full Rights & Responsibilities must be provided by the County. The County will identify opportunities to streamline CBO application submission best practices. 	<ul style="list-style-type: none"> Additional research to be conducted to identify measurement of success, if feasible. 	Contingent upon research findings
17	Continue the positive trend related to program churn in CalWORKs, CalFresh, and Medi-Cal.	<ul style="list-style-type: none"> Continue to monitor monthly churn data report for all programs. Identify any positive trends and opportunities to reduce churn, in order to maintain continuous enrollment. 	<ul style="list-style-type: none"> Reduce overall 90-day churn re-application rate of 30%. 	Complete, and ongoing
18	Create an HHSA welcome packet with all of the information customers need to successfully continue their benefits.	<ul style="list-style-type: none"> Work with CBOs and <i>Live Well San Diego</i> partners to gather input on a benefits enrollment welcome packet. Partner with the County HHSA HSEC to facilitate access and ease of enrollment into all programs. 	<ul style="list-style-type: none"> Finalize and implement welcome packet. 	9/1/2022

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
19	Leverage best practices using behavioral economics principles for renewal reminders like HHSA's text reminders and robocalls.	<ul style="list-style-type: none"> Analyze, review, and identify opportunities for improvement to existing Self-Sufficiency Services text and robocall messages. Work with CBOs and other community partners to identify new opportunities for text and robocall messaging in order to support continuous program eligibility. 	<ul style="list-style-type: none"> Increase number of robocall and text messages by 10%. During the 2021/2022 Fiscal Year through May, 142,495 robo calls and 647,867 texts were sent to customers. 	3/1/2023
20	Explore new ways to motivate staff and create incentives for high performers.	<ul style="list-style-type: none"> Continue focusing on opportunities to identify and uplift exceptional customer service delivery by staff. Continue Self-Sufficiency Services leadership initiative including management mentor program, leadership book club, leadership training opportunities, etc. 	<ul style="list-style-type: none"> The County and Service Employees International Union (SEIU) 221 have agreed upon a 3-year contract including wage, benefit, and equity cost of living adjustment increases. Continue utilizing San Diego County employee recognition program for monetary reward and time off. 	Complete, and ongoing

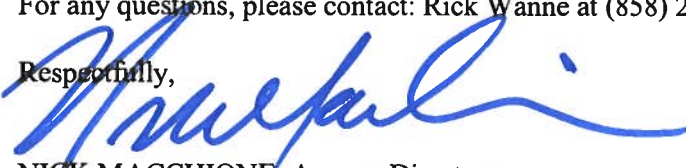
ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
21	HHSA should continue collaboration and building trust with community partners through a lens of equity and inclusion.	<ul style="list-style-type: none"> Work with County Office of Equity and Racial Justice to identify strategies to engage with community, customers, staff, and partners through a lens of equity and inclusion. 	<ul style="list-style-type: none"> Identifying five new entities to engage with who help underserved communities. 	9/1/2022
22	HHSA should begin involving customers as advisors when improving the system.	<ul style="list-style-type: none"> Continue to utilize customer satisfaction survey data to improve system performance. Seek input from customers, CBOs, and community partners on policy and procedure changes when appropriate on an ongoing basis. 	<ul style="list-style-type: none"> Increase number of surveys returned by 10%. During the 2021/2022 Fiscal Year through May, 9,595 surveys were submitted. 	1/1/2023

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
23	HHSA would benefit from procuring organizational development support to help leadership promote the culture and procedural changes throughout the organization.	<ul style="list-style-type: none"> • Work with County Department of Human Resources and HHSA Training and Development Department to increase organizational development and leadership development for staff. • Continue to utilize and enhance organizational and leadership development services from the University of California Davis to support and promote continued positive cultural change throughout the organization. 	<ul style="list-style-type: none"> • Identify and implement at least one organizational leadership level training to help support and promote organizational changes. 	10/1/2022

ITEM	SSAB/TASK FORCE RECOMMENDATIONS	ACTION PLANS	MEASUREMENT OF SUCCESS	EXPECTED DATE OF COMPLETION
24	Pursue with California Department of Social Services (CDSS) a demonstration of a simplified universal application paper packet that uses plain talk in multiple languages, gives applicants a clear explanation of what to expect in the process, and is supported by a mobile-friendly online application with easy-to-understand instructions.	<ul style="list-style-type: none"> • Work with County OSIA, State and Federal legislative advocates, lobbyists, statewide organizations (County Welfare Directors Association) and policymakers to pursue a demonstration pilot of a simplified universal application. • Communicate directly with CDSS leadership on creating an opportunity for a demonstration of a simplified application in multiple languages and supported by mobile friendly application with easy to understand instructions. • Advocate and request CalSAWS to identify any and all opportunities for a simplified application in multiple languages that is mobile friendly and easy to understand. 	<ul style="list-style-type: none"> • Identify and submit advocacy request for simplified universal application to CDSS. • Implement changes if approved. 	11/1/2022

For any questions, please contact: Rick Wanne at (858) 229-5273 or Richard.Wanne@sdcounty.ca.gov.

Respectfully,



NICK MACCHIONE, Agency Director
Health and Human Services Agency

c: Helen N. Robbins-Meyer, Chief Administrative Officer

**COUNTY OF SAN DIEGO
BOARD OF SUPERVISORS
TUESDAY, APRIL 06, 2021**

MINUTE ORDER NO. 10

**SUBJECT: INCREASING ACCESS AND ENROLLMENT IN COUNTY
SELF- SUFFICIENCY PROGRAMS TO SERVE EVERY COMMUNITY
MEMBER IN NEED WITHOUT BARRIERS TO ENTRY (DISTRICT: 3)**

OVERVIEW

The pandemic-induced recession pushed San Diegans to use their savings, rely on food banks, and seek economic support from our County's self-sufficiency programs. CalFresh, CalWORKs, Medi-Cal, Cash Assistance Program for Immigrants, and General Relief are five of San Diego County's self-sufficiency programs that support families during difficult economic times. While enrollment in these self-sufficiency programs is at an all-time high, barriers such as generational stigma, underfunded outreach efforts, racial biases, and misperceptions regarding guidance from the previous federal administration may limit optimal enrollment in these programs - especially at a time when families need this support the most.

There is a need to further understand the root causes of under-enrollment and develop a new strategy to target all eligible San Diego County residents given the impacts of the pandemic on the most vulnerable. It is concerning that so many individuals are not accessing the very programs designed to alleviate such problems given the sheer number of San Diego County residents who experience food insecurity, lack access to proper healthcare, and are underemployed or unemployed.

San Diego County is currently far behind in enrolling eligible individuals in its self-sufficiency programs. In 2010, the Rose Institute at Claremont McKenna College found that among the twelve largest counties in California, San Diego County was significantly behind in CalFresh, CalWORKs, and Medi-Cal enrollment. In 2013, San Diego County ranked 44th out of 58 California counties in CalFresh enrollment. In 2015, San Diego County only had a 50.9 percent CalFresh enrollment rate.

The County has an obligation to ensure that accessing CalFresh, CalWORKs, Medi-Cal, CAPI, and General Relief sufficiency programs is easy and consumer-friendly for every County resident who is eligible. It has been more than a decade since the County thoroughly reviewed this issue. In 2010, the Board of Supervisors sent a memo to the Chief Administrative Officer requesting that the Social Services Advisory Board (SSAB) address the efficiency and effectiveness of the Supplemental Nutrition Assistance Program (SNAP), now known as CalFresh. The SSAB established a time-limited working group comprised of community-based organizations that had experience working with SNAP to provide recommendations for simplifying the eligibility process and removing perceived barriers that impede program participation.

11 years later, it is clear that the County must once again analyze, understand, recommend, and shift our program priorities to ensure every San Diegan in need obtains any benefits for which they may be eligible. The pandemic has highlighted how important it is that we make sure County benefits work for every San Diegan, regardless of their race, ethnicity, national origin, religion, gender identity, and/or sexual orientation.

I recommend that the Chief Administrative Officer convene a new stakeholder group under the SSAB that is dedicated to addressing the efficiency and effectiveness of the County's CalFresh, CalWORKs, Medi-Cal, CAPI, and General Relief enrollment programs.

RECOMMENDATION(S)

SUPERVISOR TERRA LAWSON-REMER

1. Request that the Chair of the Board of Supervisors send, on behalf of the Board, a letter requesting that the Social Services Advisory Board (SSAB) take the following actions:
 - a. Establish a temporary ad hoc subcommittee called the 'Outreach, Accessibility, and Enrollment Task Force' (Task Force) comprised solely of less than a quorum of the SSAB's members.
 - b. Request the Task Force to undertake a comprehensive review of enrollment barriers and plans to overcome these barriers for CalFresh, CalWORKs, Medi-Cal, Cash Assistance Program for Immigrants, and General Relief in an effort to increase outreach, accessibility, and enrollment for qualifying individuals in San Diego County.
 - c. Request that the Task Force obtain the input of local experts and advocates with knowledge of health and human services in outreach, analyzing, and increasing enrollment in self-sufficiency programs in California.
 - d. Request that the SSAB provide a monthly status report to the Board describing the Task Force's progress.
 - e. Request that the SSAB report the Task Force's initial findings to the Board, along with any interim recommendations no later than October 4, 2021, and to provide a final report and recommendations no later than December 7, 2021.
2. Authorize the Director, Department of Purchasing and Contracting, to procure an agreement in accordance with Board Policy A-87, Competitive Procurement, and upon successful negotiations and a determination of a fair and reasonable price, enter into an agreement for a comprehensive assessment of the County's outreach, enrollment, and accessibility for the CalFresh, CalWORKs, Medi-Cal, Cash Assistance Program for Immigrants, and General Relief programs, examining issues including, but not limited to, application requirements and processes, state and federal regulations, language barriers, technology barriers, customer-centered culture, case management, outreach strategies and tactics, community partner opportunities and staffing levels of eligibility workers, and to provide the Task Force support, as requested.
3. Direct the CAO to return to the Board with consultant-provided initial recommendations no later than October 4, 2021, and final recommendations no later than December 7, 2021.
4. Referred to budget funds sufficient to pay for the contract authorized in Recommendation number 2.

FISCAL IMPACT

There is no fiscal impact to the FY 2020 - 21 CAO Operational Plan with today's recommendation. Costs associated with the consultant will be determined by the Chief Administrative Officer and referred to the FY 2021 – 2022 budget. If approved, Fiscal Year 2021-22 costs and funding are estimated to be up to \$175,000 and will be referred to budget for consideration during the Fiscal Year 2021-22 budget deliberations and adoption. The funding source is a combination of Social Services Administration revenue, Realignment revenue, and General-Purpose Revenues.

BUSINESS IMPACT STATEMENT

N/A

ACTION:

Noting for the record that an Errata was submitted; ON MOTION of Supervisor Lawson-Remer, seconded by Supervisor Fletcher, the Board of Supervisors took the following actions:

1. Requested that the Chair of the Board of Supervisors send, on behalf of the Board, a letter requesting that the Social Services Advisory Board (SSAB) take the following actions:
 - a. Establish a temporary ad hoc subcommittee called the 'Outreach, Accessibility, and Enrollment Task Force' (Task Force) comprised solely of less than a quorum of the SSAB's members.
 - b. Requested the Task Force to undertake a comprehensive review of enrollment barriers and plans to overcome these barriers for CalFresh, CalWORKs, Medi-Cal, Cash Assistance Program for Immigrants, and General Relief in an effort to increase outreach, accessibility, and enrollment for qualifying individuals in San Diego County, including assessing connectivity and its impact on availability of services.
 - c. Requested that the Task Force obtain the input of local experts and advocates with knowledge of health and human services in outreach, analyzing, and increasing enrollment in self-sufficiency programs in California.
 - d. Requested that the SSAB provide a monthly status report to the Board describing the Task Force's progress.
 - e. Requested that the SSAB report the Task Force's initial findings to the Board, along with any interim recommendations no later than October 4, 2021, and to provide a final report and recommendations no later than December 7, 2021.
2. Authorized the Director, Department of Purchasing and Contracting, to procure an agreement in accordance with Board Policy A-87, Competitive Procurement, and upon successful negotiations and a determination of a fair and reasonable price, enter into an agreement for a comprehensive assessment of the County's outreach, enrollment, and accessibility for the CalFresh, CalWORKs, Medi-Cal, Cash Assistance Program for Immigrants, and General Relief programs, examining issues including, but not limited to, application requirements and processes, state and federal regulations, language barriers, technology barriers, customer-centered culture, case management, outreach strategies and tactics, community partner opportunities and staffing levels of eligibility workers, and to provide the Task Force support, as requested.
3. Directed the CAO to return to the Board with consultant-provided initial recommendations no

later than October 4, 2021, and final recommendations no later than December 7, 2021.

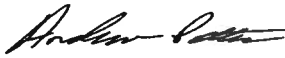
4. Referred to budget funds sufficient to pay for the contract authorized in Recommendation number 2.

AYES: Vargas, Anderson, Lawson-Remer, Fletcher, Desmond

State of California)
County of San Diego) §

I hereby certify that the foregoing is a full, true and correct copy of the Original entered in the Minutes of the Board of Supervisors.

ANDREW POTTER
Clerk of the Board of Supervisors



Signed
by Andrew Potter





COUNTY OF SAN DIEGO

AGENDA ITEM

BOARD OF SUPERVISORS

NORA VARGAS
First District

JOEL ANDERSON
Second District

TERRA LAWSON-REMER
Third District

NATHAN FLETCHER
Fourth District

JIM DESMOND
Fifth District

DATE: March 15, 2022

19

TO: Board of Supervisors

SUBJECT

RECEIVE THE FINAL REPORT ON INCREASING ACCESS AND ENROLLMENT IN COUNTY SELF-SUFFICIENCY PROGRAMS TO SERVE EVERY COMMUNITY MEMBER IN NEED WITHOUT BARRIERS TO ENTRY (DISTRICTS: ALL)

OVERVIEW

Due to the COVID-19 pandemic, an increased number of San Diego County residents now depend on support from resources and services provided by the County of San Diego (County) to combat food insecurity, lack of access to adequate healthcare, and unemployment or underemployment. Although there has been increased enrollment in the County's self-sufficiency programs to historically high levels, such as CalFresh, CalWORKs, Medi-Cal, Cash Assistance Program for Immigrants (CAPI), and General Relief, barriers still exist that prevent qualifying individuals and families from accessing the services and benefits for which they may be eligible.

On April 6, 2021 (10), the San Diego County Board of Supervisors (Board) requested that the Social Services Advisory Board (SSAB) establish a temporary ad-hoc subcommittee called the Outreach, Accessibility, and Enrollment Ad-Hoc Task Force (Task Force) to undertake a comprehensive review of enrollment barriers and plans to overcome these barriers for the County's self-sufficiency programs. In addition, the Board requested the following:

- For the Task Force to obtain the input of local experts and advocates with knowledge of health and human services in outreach, analyzing, and increasing enrollment in self-sufficiency programs in California;
- For SSAB to provide a monthly status report to the Board describing the Task Force's progress; and
- For SSAB to report the Task Force's initial findings and final recommendations to the Board.

On December 7, 2021 (9), the County Health and Human Services Agency returned to the Board to provide the Task Force's initial findings and interim recommendations. Today's action requests that the Board receive the County's Consultant to the SSAB Task Force Final Report and Recommendations (Attachment A) and the SSAB Task Force's Final Report and Recommendations (Attachment B).

SUBJECT: RECEIVE THE FINAL REPORT ON INCREASING ACCESS AND ENROLLMENT IN COUNTY SELF-SUFFICIENCY PROGRAMS TO SERVE EVERY COMMUNITY MEMBER IN NEED WITHOUT BARRIERS TO ENTRY (DISTRICTS: ALL)

This item supports the County's vision of a just, sustainable, and resilient future for all, specifically those communities and populations in San Diego County that have been historically left behind, as well as our ongoing commitment to the regional *Live Well San Diego* vision of healthy, safe and thriving communities. This will be accomplished by identifying and addressing barriers to access and enrollment in the County's self-sufficiency services and programs to ensure individuals and families in need may obtain any benefits for which they may be eligible. Additionally, today's action aligns with the Board's Framework for Our Future, by incorporating an equity lens when developing and implementing programs and services, and ensuring fiscal stewardship of County resources, use of impact data, and contracting processes that align with community priorities.

RECOMMENDATION(S)

CHIEF ADMINISTRATIVE OFFICER'S CER

1. Receive the County of San Diego's (County) Consultant to the Social Services Advisory Board (SSAB) Outreach, Accessibility, and Enrollment Ad-Hoc Task Force (Task Force) Final Report and Recommendations.
2. Receive the SSAB Task Force Final Report and Recommendations.
3. Direct the Chief Administrative Officer to report back to the San Diego County Board of Supervisors quarterly on the progress of implementing the recommendations made by the County's Consultant to the SSAB Task Force and the recommendations made by the SSAB Task Force.

EQUITY IMPACT STATEMENT

Today's action presents recommendations to accept the Final Report and Recommendations of the Social Services Advisory Board (SSAB) Outreach, Accessibility, and Enrollment Ad-Hoc Task Force (Task Force) and the County of San Diego (County) Consultant to the SSAB Task Force as the first step in addressing existing barriers that prevent individuals and families in need from accessing and enrolling in the County's self-sufficiency programs. The Final Findings and Recommendations of the Task Force will enable the County to better understand the root causes of under-enrollment in its assistance programs and to develop new strategies that target San Diego County residents in all communities and ensure qualifying individuals and families are able to easily access available services and benefits, regardless of their race, ethnicity, national origin, religion, gender identity, and/or sexual orientation.

FISCAL IMPACT

There is no fiscal impact associated with these recommendations. There will be no change in net General Fund costs and no additional staff years.

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

This item was presented to the Social Services Advisory Board at its regular meeting on February 16, 2022.

SUBJECT: RECEIVE THE FINAL REPORT ON INCREASING ACCESS AND ENROLLMENT IN COUNTY SELF-SUFFICIENCY PROGRAMS TO SERVE EVERY COMMUNITY MEMBER IN NEED WITHOUT BARRIERS TO ENTRY (DISTRICTS: ALL)

BACKGROUND

As a result of the COVID-19 pandemic, an increased number of San Diego County residents are experiencing food insecurity, lack of access to adequate healthcare, and unemployment or underemployment. Individuals and families depend on various resources provided by the County of San Diego (County) and seek assistance and financial support from the County's self-sufficiency programs. Despite increased enrollment in these assistance programs, barriers still exist that prevent individuals and families in need from accessing the services and benefits for which they may be eligible. Thus, there is a need for the County to take steps once again to further understand the reasons for under-enrollment in its self-sufficiency programs, such as CalFresh, CalWORKs, Medi-Cal, Cash Assistance Program for Immigrants (CAPI), and General Relief, and to address these barriers to ensure access for all San Diego County residents, regardless of their race, ethnicity, national origin, religion, gender identity, and/or sexual orientation.

On April 6, 2021 (10), the San Diego County Board of Supervisors (Board) requested that the Social Services Advisory Board (SSAB) establish a temporary ad-hoc subcommittee called the Outreach, Accessibility, and Enrollment Ad-Hoc Task Force (Task Force) to undertake a comprehensive review of enrollment barriers and plans to overcome these barriers for the County's self-sufficiency programs. The SSAB was also requested to obtain the input of local experts and advocates with knowledge of health and human services in outreach, analyzing, and increasing enrollment in self-sufficiency programs in California, as well as provide to the Board monthly status reports on the Task Force's progress. Additionally, the Board authorized the County to competitively procure and enter into an agreement for a comprehensive assessment of the outreach, enrollment, and accessibility of the County's CalFresh, CalWORKs, Medi-Cal, CAPI, and General Relief programs.

On December 7, 2021 (9), the County Health and Human Services Agency (HHSA) returned to the Board to provide the SSAB Task Force's initial findings and interim recommendations. Today's action requests that the Board receive the County's Consultant to the SSAB Task Force Final Report and Recommendations (Attachment A) and the SSAB Task Force's Final Report and Recommendations (Attachment B). Below is an overview and summary of the overall recommendations.

Summary of Recommendations from the County's Consultant to the SSAB Task Force (Attachment A):

Number	Recommendation
Program Outreach	
1	Leverage and expand partnerships with Community Based Organizations (CBO's) that serve prioritized subgroups and are trusted messengers in those communities.
2	Align County and CBO approaches to outreach with customer preferences.
3	Conduct cross-program outreach using electronic communication channels.
4	Create digestible fact sheets and ensure availability in multiple languages.
5	Leverage and expand mobile outreach unit and inter-disciplinary street outreach teams that include HHSA, CBO's and police.

SUBJECT: RECEIVE THE FINAL REPORT ON INCREASING ACCESS AND ENROLLMENT IN COUNTY SELF-SUFFICIENCY PROGRAMS TO SERVE EVERY COMMUNITY MEMBER IN NEED WITHOUT BARRIERS TO ENTRY (DISTRICTS: ALL)

Number	Recommendation
Applications and Eligibility Processing	
6	Pursue with California Department of Social Services (CDSS) a demonstration of a simplified universal application paper packet that uses plain talk in multiple languages, gives applicants a clear explanation of what to expect in the process, and is supported by a mobile-friendly online application with easy-to-understand instructions.
7	Give CBO assisters and outreach workers access to a private, universalized customer and case manager dashboards or databases and data sharing agreements, so CBOs can check on application status themselves and assist customers with paperwork, appointments, and due date.
8	Establish County and CBO initiative to reduce denied applications – with emphasis on denials related to failure to provide verification.
9	Create two-way communication channels so customers can easily ask follow-up questions about their case and check the status of their application.
10	Streamline phone applications by replicating 211's abbreviated rights and responsibilities approach.
Renewals, Recertifications, and Change Reporting	
11	Continue the positive trend related to program churn in CalWORKs, CalFresh, and Medi-Cal.
12	Create an HHSA welcome packet with all of the information customers need to successfully continue their benefits.
13	Simplify redetermination paperwork and forms.
14	Leverage best practices using behavioral economics principles for renewal reminders like HHA's text reminders and robocalls.
15	Improve the redetermination process for General Relief.
16	Conduct refresher training for staff on alternatives to paper for verification and create desk guides.
Program Access	
17	Expand availability of County application assistance by increasing outstationed eligibility workers in high-impact locations.
18	Create desk guides for difficult forms HHSA cannot fix with examples of completed forms.
19	Hire more bilingual staff.
20	Procure improved translation services.
21	Expand and streamline video conferencing options for customers.
22	Address fears about public charge amongst customers living in mixed-status immigrant households.
HHSA County Staffing and Workload Levels	
23	Monitor workload ratios by Family Resource Center (FRC) on an ongoing basis.
24	Explore new ways to motivate staff and create incentives for high performers.
25	Adjust the training model to give trainees experience in an FRC earlier in the training so dropping out happens earlier in the process.

SUBJECT: RECEIVE THE FINAL REPORT ON INCREASING ACCESS AND ENROLLMENT IN COUNTY SELF-SUFFICIENCY PROGRAMS TO SERVE EVERY COMMUNITY MEMBER IN NEED WITHOUT BARRIERS TO ENTRY (DISTRICTS: ALL)

Summary of Recommendations from the SSAB Task Force (Attachment B):

Number	Recommendation
1	<p>Establish County and CBO initiative to reduce denied applications – with an emphasis on denials related to failure to provide verification. The initiative should include the following activities, as well as any other priorities identified by the County and CBOs during planning and implementation.</p> <p>As part of initiative:</p> <ul style="list-style-type: none"> • Conduct refresher training for staff on alternatives to paper for verification and create desk guides. • When waivers expire, consider expanding focus to include denials due to failure to interview. • Create additional two-way communication channels (text, chat and video conferencing) so customers can easily ask follow-up questions about their case and check the status of their application.
2	Simplify eligibility and redetermination processes and paperwork, including a focus on cash programs (eg, General Relief, Cash Assistance Program for Immigrants, County Medical Services, etc.).
3	Benchmark staff workload levels with other counties and states; consider emerging best practices; and monitor, report and balance workload ratios across FRCs and other County sites. Continue to monitor and increase “first contact resolution.”
4	Increase equity of access to County Self-Sufficiency Services by (1) hiring more bilingual staff so they are consistently accessible and (2) by improving wait times and quality of third-party translation services to better serve clients in threshold and other languages and to lessen the impact on worker performance.
5	Give trained CBO assisters access to a private, universalized customer and case manager dashboards or databases and data sharing agreements, so CBOs can check on application status themselves and assist their customers with paperwork, appointments, and due date. Pursue and advocate for this feature in the CalSAWS platform.
6	With a clear statement from the County and through outreach with trusted community partners, address fears among customers living in immigrant, refugee and mixed status households about the use of public benefits affecting their pathways to citizenship (ie, concerns about the Public Charge rule).
7	Assess and adjust the training model to ensure Human Services Specialists are empowered and equipped to provide excellent customer service. Include intermittent on-the-job training between program trainings to give trainees experience in an FRC earlier. Create desk guides for difficult forms HHSA cannot fix with examples of completed forms.
8	Expand availability of County application assistance by increasing outstationed eligibility workers in high-impact locations.

SUBJECT: RECEIVE THE FINAL REPORT ON INCREASING ACCESS AND ENROLLMENT IN COUNTY SELF-SUFFICIENCY PROGRAMS TO SERVE EVERY COMMUNITY MEMBER IN NEED WITHOUT BARRIERS TO ENTRY (DISTRICTS: ALL)

Number	Recommendation
9	Review the compensation study for eligibility staff to make sure pay is commensurate with neighboring counties and the County of San Diego's cost of living.
10	The study team and SSAB encourage HHSA and the County Board of Supervisors to embrace the County's deserved leadership role by advocating for meaningful program improvements at the State and Federal level that will enable local systems improvements. In particular, HHSA should advocate for the continued positive changes in service delivery created by the pandemic (e.g. eliminating interviews).
11	Leverage and expand partnerships with CBOs that serve prioritized subgroups and are trusted messengers in those communities.
12	Create digestible fact sheets and ensure availability in multiple languages.
13	Align County and CBO approaches to outreach with customer preferences.
14	Conduct cross-program outreach using electronic communication channels.
15	Leverage and expand mobile outreach unit and inter-disciplinary street outreach teams that include HHSA, CBOs, and other agencies.
16	Streamline phone applications by replicating 211's abbreviated rights and responsibilities approach.
17	Continue the positive trend related to program churn in CalWORKs, CalFresh, and Medi-Cal.
18	Create an HHSA welcome packet with all of the information customers need to successfully continue their benefits.
19	Leverage best practices using behavioral economics principles for renewal reminders like HHSA's text reminders and robocalls.
20	Explore new ways to motivate staff and create incentives for high performers.
21	HHSA should continue collaboration and building trust with community partners through a lens of equity and inclusion.
22	HHSA should begin involving customers as advisors when improving the system.
23	HHSA would benefit from procuring organizational development support to help leadership promote the culture and procedural changes throughout the organization.
24	Pursue with California Department of Social Services (CDSS) a demonstration of a simplified universal application paper packet that uses plain talk in multiple languages, gives applicants a clear explanation of what to expect in the process, and is supported by a mobile-friendly online application with easy-to-understand instructions.

If today's recommendations are accepted by the Board, HHSA will develop a plan to begin implementation. Additionally, if today's actions are approved, HHSA will report back to the Board quarterly on the progress of implementing the recommendations made by the Consultant to the SSAB Task Force and the recommendations made by the SSAB Task Force.

SUBJECT: RECEIVE THE FINAL REPORT ON INCREASING ACCESS AND ENROLLMENT IN COUNTY SELF-SUFFICIENCY PROGRAMS TO SERVE EVERY COMMUNITY MEMBER IN NEED WITHOUT BARRIERS TO ENTRY (DISTRICTS: ALL)

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

Today's action supports the strategic initiative of Equity (health) in the County of San Diego's (County) 2022-2027 Strategic Plan by creating policies that: reduce and eliminate poverty, reduce disparities and disproportionality, and ensure access for all through a fully optimized health and social service delivery system. Implementing the recommendations put together by the Social Services Advisory Board (SSAB) and SSAB Outreach, Accessibility, and Enrollment Ad-Hoc Task Force will facilitate linkage to the Strategic Plan; in order to address issues within the County's Self-Sufficiency Services programs, these recommendations were developed with input from stakeholders including customers, community-based organizations, County eligibility staff, local experts, and advocates. Removing these barriers to enrollment increases access to critical services and programs and improves service delivery that is sensitive to the needs of all individuals and families in San Diego County.

Respectfully submitted,



HELEN N. ROBBINS-MEYER
Chief Administrative Officer

ATTACHMENT(S)

Attachment A – County of San Diego's Consultant to the Social Services Advisory Board Outreach, Accessibility, and Enrollment Ad-Hoc Task Force Final Report and Recommendations

Attachment B – Social Services Advisory Board Outreach, Accessibility, and Enrollment Ad-Hoc Task Force's Final Report and Recommendations



MONTHLY UPDATES



ELIGIBILITY SERVICES BY THE NUMBERS...

July 2022 (Data Month: June 2022)

PARTICIPANTS

- **CalFresh:** 360,192 recipients, up 8.50% from last year.
 - 124,418 child recipients (0-18), up 3.51% from last year.
 - 76,695 senior recipients (60+), up 20.61% from last year.
- **CalWORKs:** 44,474 recipients, up 19.64% from last year.
 - 31,806 child recipients (0-18), up 7.94% from last year.
 - Welfare-to-Work: 11,768 participants, up 59.13% from last year.
- **CMS:** 23 CMS recipients, up 9.52% from last year.
- **General Relief:** 3,821 recipients, up 59.21% from last year.
- **Medi-Cal:** 973,739 recipients, up 9.63% from last year.
 - 327,583 child recipients (0-18), up 4.87% from last year.
 - 11,999 Medi-Cal Expansion Over 50 Years.

Program	Cases	Recipients	% Change in Recipients		Unduplicated Number of Recipients (June 2021–June 2022)
			Previous Month	Previous Year	
CalFresh	207,527	360,192	0.84%	8.50%	502,533
CalWORKs	15,272	44,474	6.92%	19.64%	58,720
CMS	23	23	9.52%	9.52%	82
General Relief	3,804	3,821	2.83%	59.21%	9,911
Medi-Cal	527,438	973,739	0.69%	9.63%	1,012,468
Total	754,064	1,382,249	0.93%	9.72%	1,118,529**

*Recipients include 351,080 under ACA Medicaid Coverage Expansion.

The number of **unduplicated recipients for **all** programs.

PROCESSING

Applications Registered		
Program	June 2022	FYTD
CalFresh	18,293	210,869
CalWORKs	2,258	24,827
CMS	61	732
General Relief	2,305	25,927
Medi-Cal	9,699	119,467
Total	32,616	381,822

Renewals Generated		
Program	June 2022	FYTD
CalFresh	9,567	114,307
CalWORKs	1,201	14,304
CMS	8	64
General Relief	123	1,204
Medi-Cal	42,392	502,608
Total	53,291	632,487

Periodic Reports Generated		
Program	June 2022	FYTD
CalFresh	14,182	190,255
CalWORKs	947	9,234
General Relief	2	14
Medi-Cal	17	203
Total	15,148	199,706

Documents Imaged	
June 2022	FYTD
419,151	4,733,354

Tasks Created	
June 2022	FYTD
383,683	4,512,939

ACCESS CUSTOMER SERVICE CENTER

Customer Service				
Month	June 2021	June 2022	Change	FYTD
Total Calls	124,938	148,912	23,974	1,771,204
Abandoned	790	1,202	412	25,179
Average Wait Time	0:17	0:37	0:20	0:58

Community Based Organization (CBO)				
Month	June 2021	June 2022	Change	FYTD
Total Calls	4,680	5,272	592	55,700
Abandoned	44	135	91	827
Average Wait Time	0:39	1:48	1:09	1:15

Emails Received	
June 2022	FYTD
4,564	52,251

FAMILY RESOURCE CENTER VISITS

Month	June 2021	June 2022	Change	FYTD
Total Tickets Issued	32,345	32,490	0%	386,897
Average Wait Time (min.)	(*)	(*)	N/A	

* Due to COVID-19 Waivers, Avg time is not available for June 2022

Processing Timeliness Applications, Periodic Reports, and Renewals

CalFresh

- Regular Applications: State required days to disposition = 30 Days
 - San Diego = 16 Days
- Expedited Applications: State required days to disposition = 3 Days
 - San Diego = 2 Days
- Semi-Annual Reporting Timeliness = 93.54%
- Annual Renewal Timeliness = 99.95%

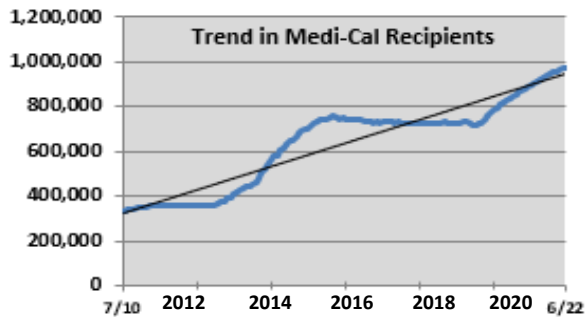
CalWORKs

- Regular Applications: State required days to disposition = 45 Days
 - San Diego = 18 Days
- Immediate Need: State required days to disposition = 1 Day
 - San Diego = 1 Day
- Semi-Annual Reporting Timeliness = 93.45%
- Annual Renewal Timeliness = 99.65%

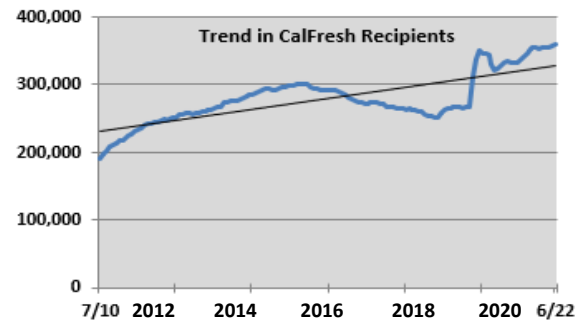
Medi-Cal

- Regular Applications: State required days to disposition = 45 Days
 - San Diego = 20 Days
- Annual Renewal Timeliness = 99.99%

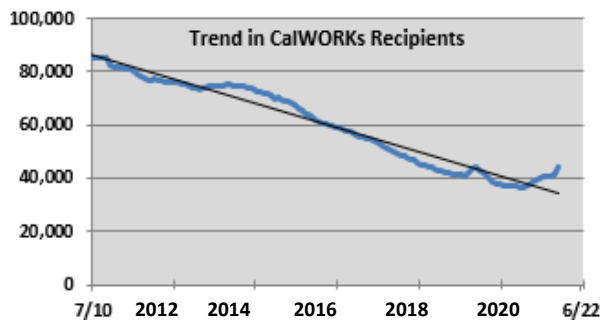
Medi-Cal Recipients		
FY Jul 10	FY Jun 22	191%
334,686	973,739	Increase



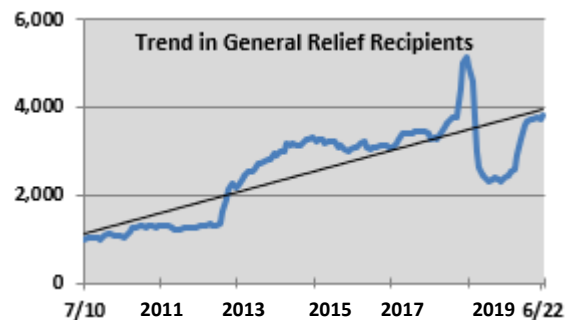
CalFresh Recipients		
FY Jul 10	FY Jun 22	89%
190,667	360,192	Increase



CalWORKs Recipients		
FY Jul 10	FY Jun 22	-45%
80,730	44,474	Decrease



General Relief Recipients		
FY Jul 10	FY Jun 22	278%
1,012	3,821	Increase

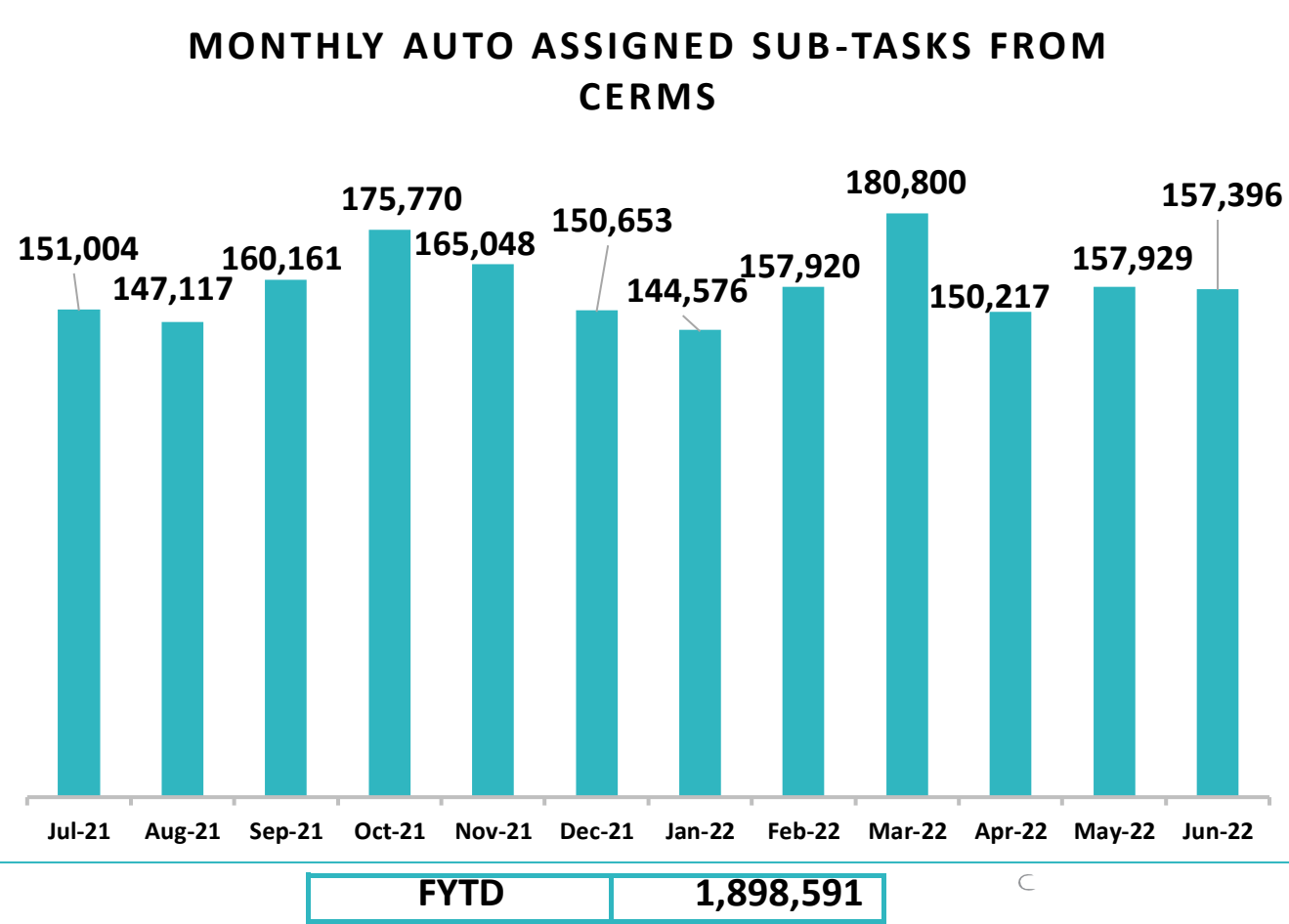
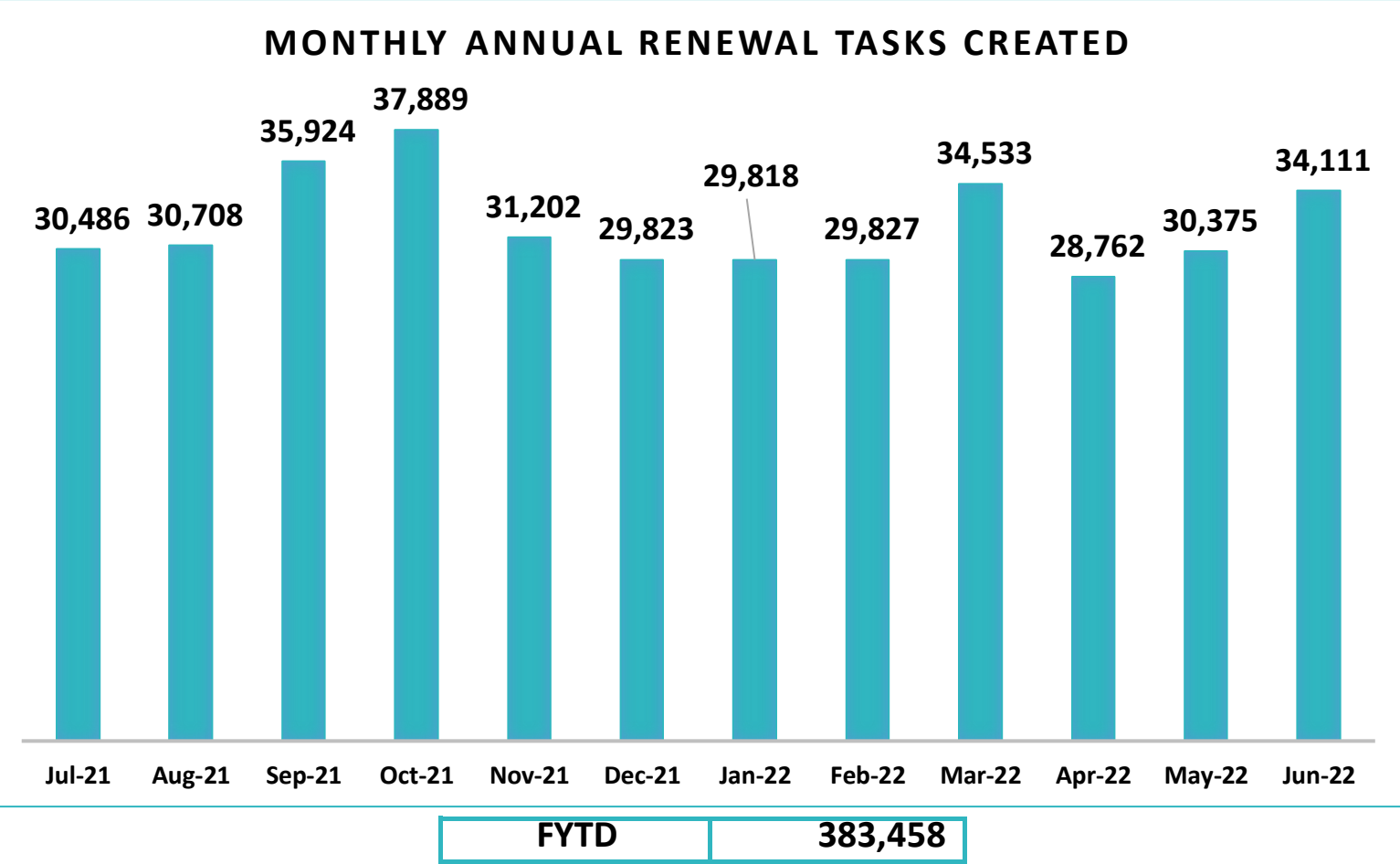
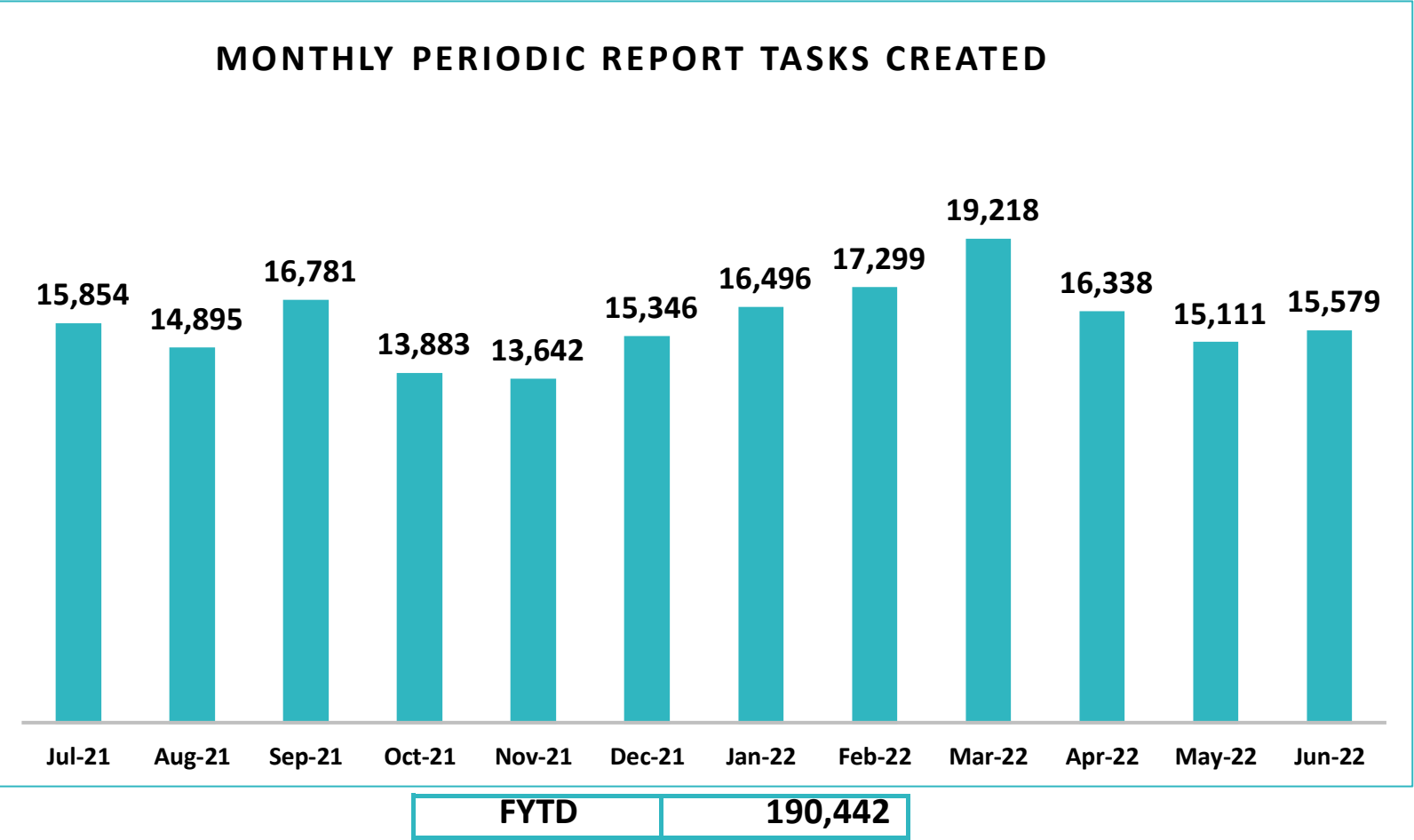
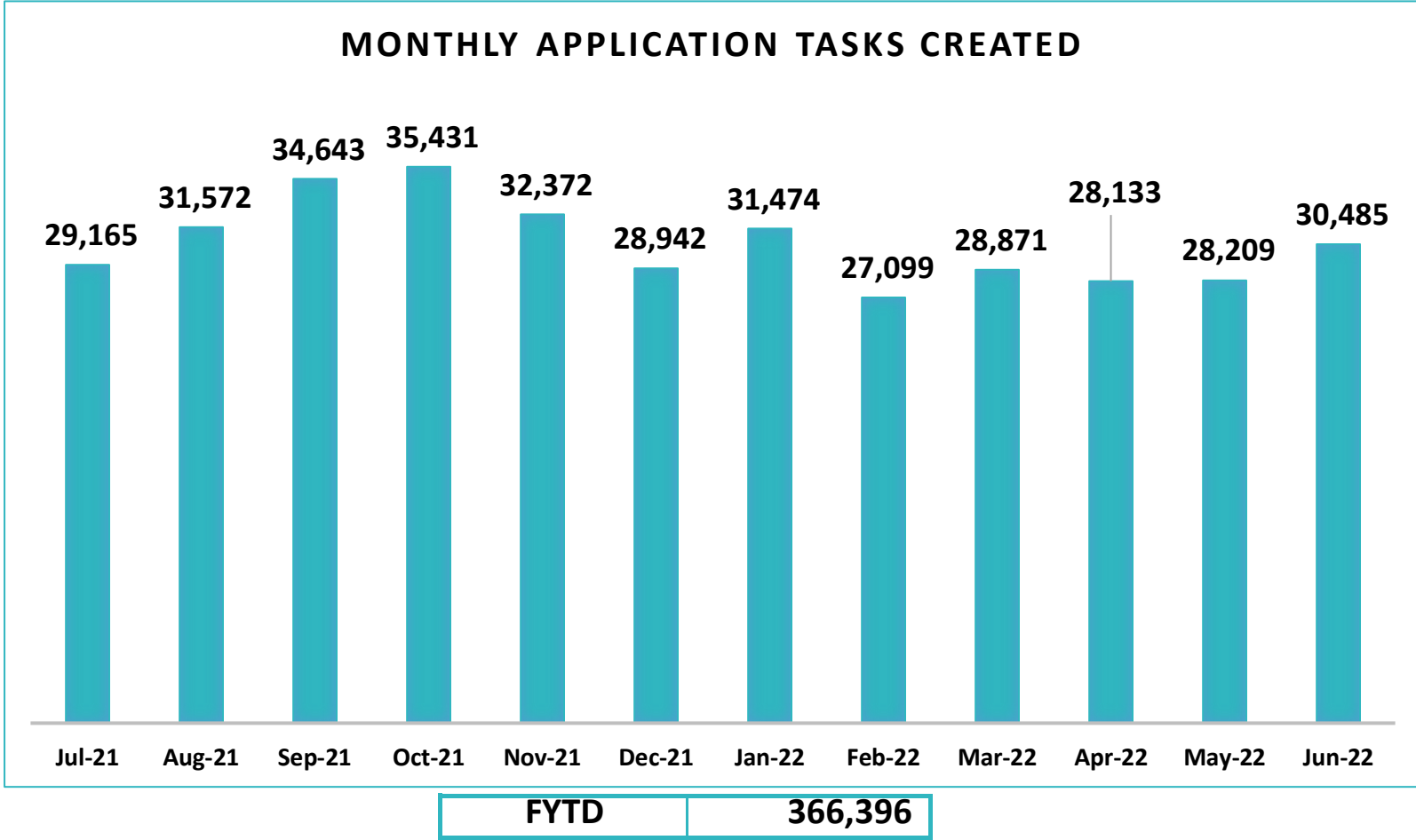
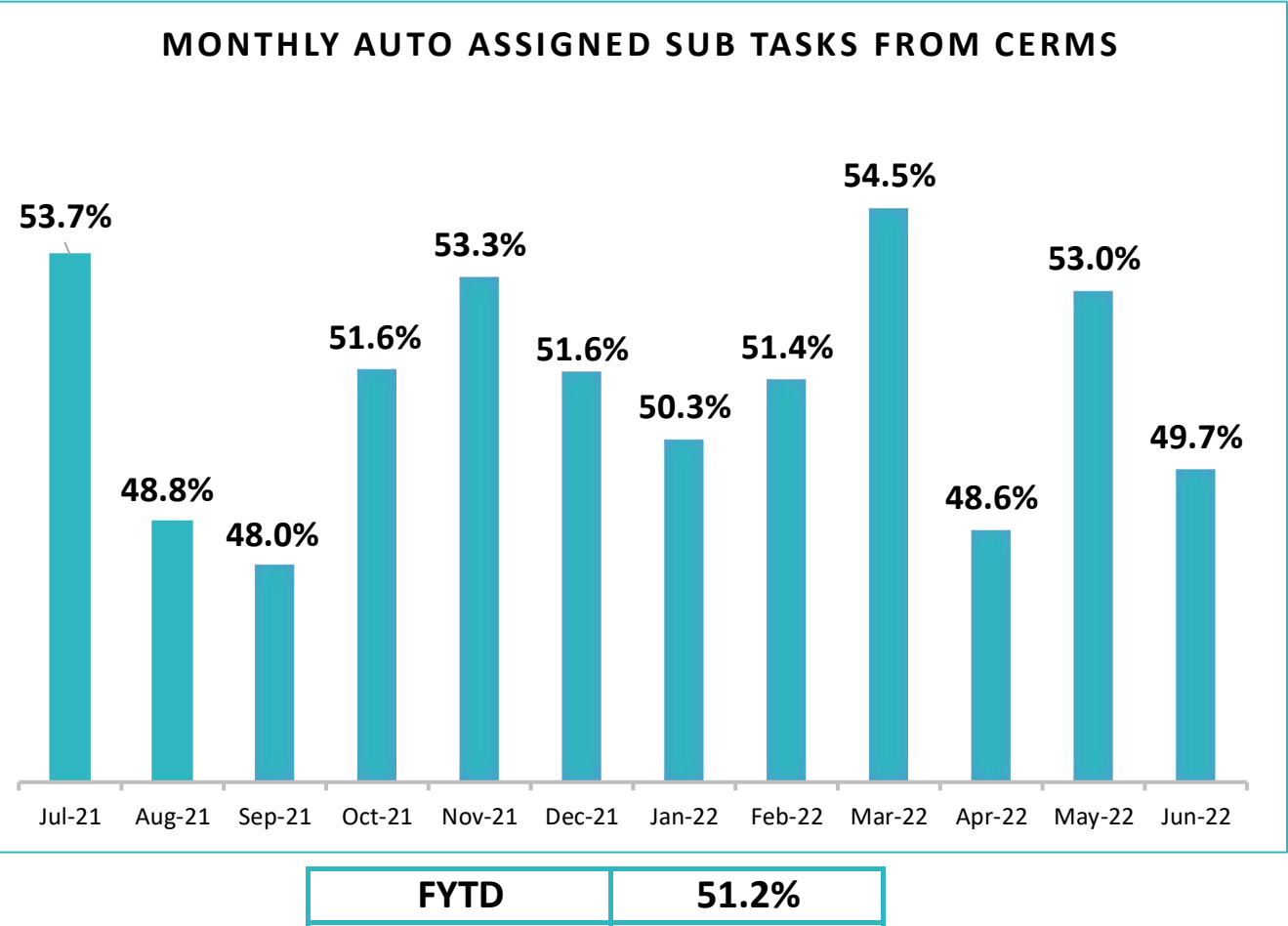
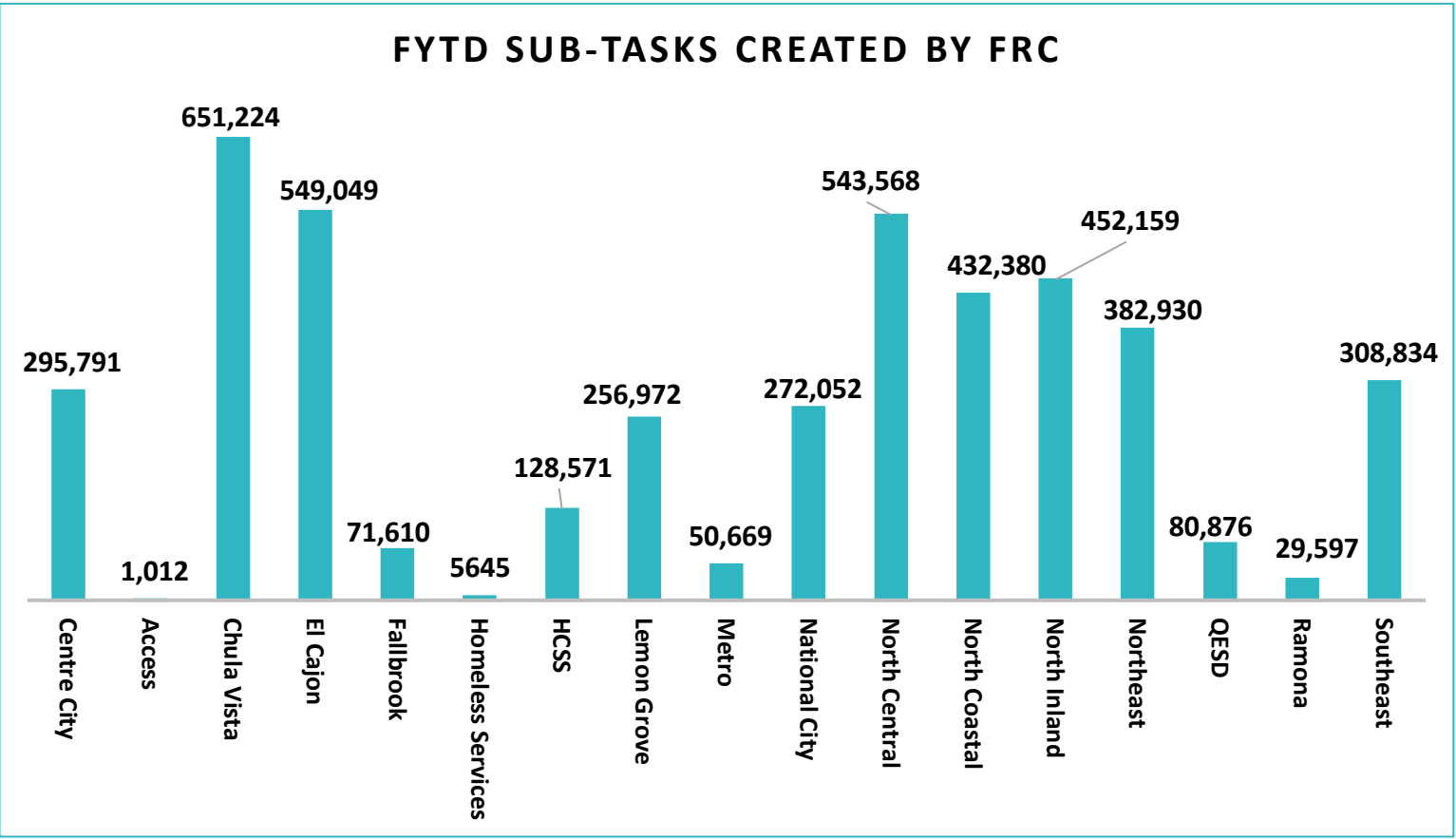
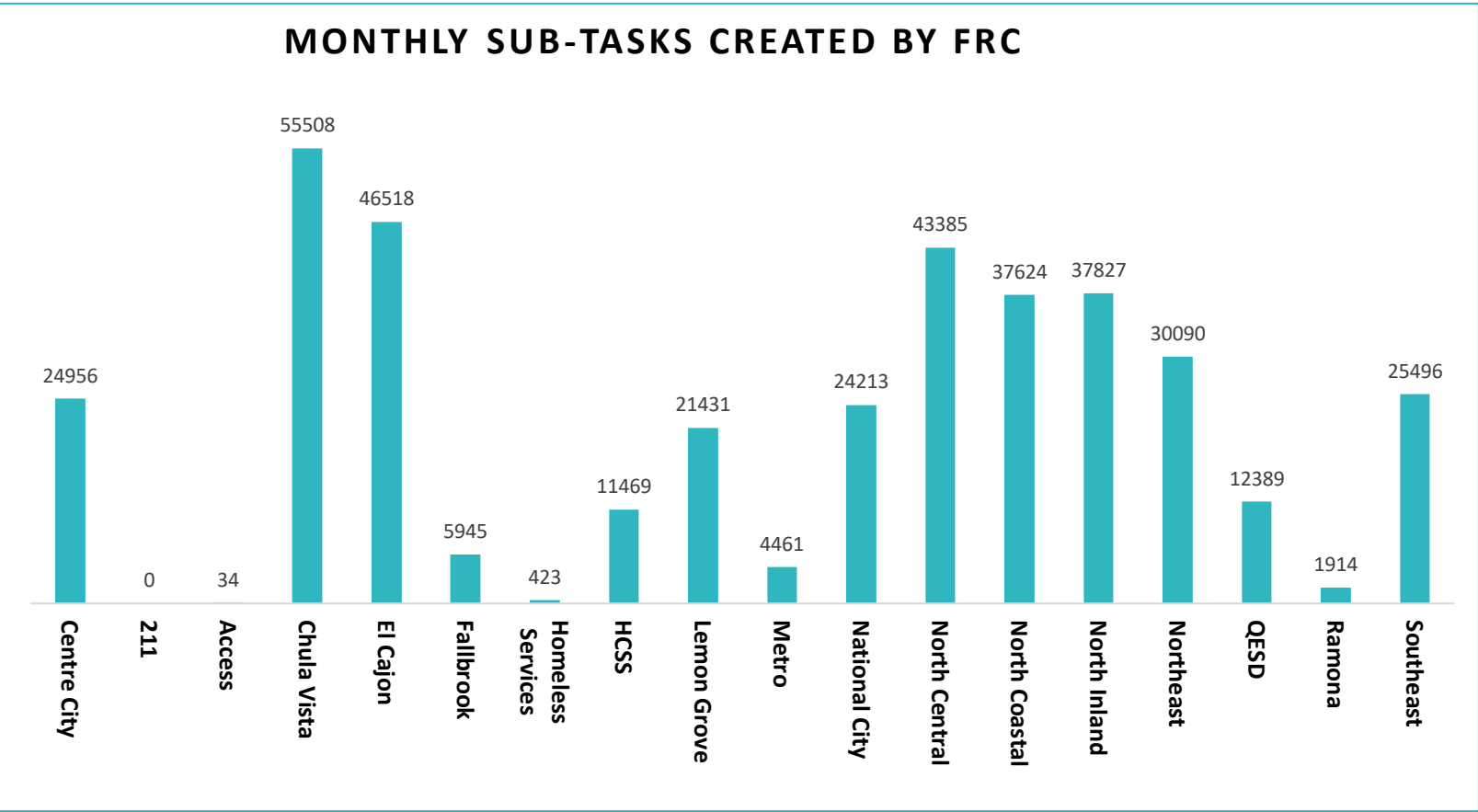
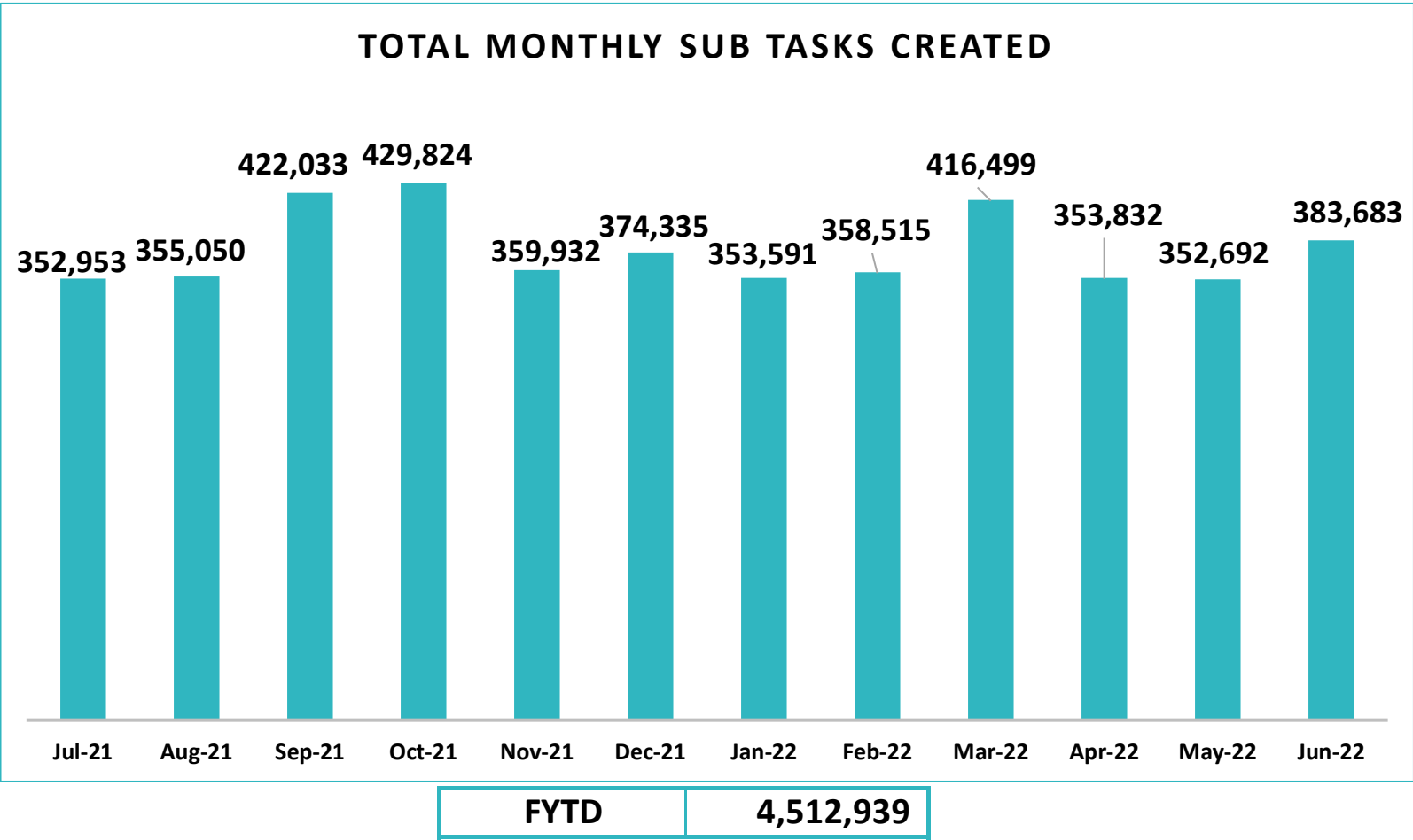


Monthly Self-Sufficiency Services Performance Dashboard (FY 21/22)

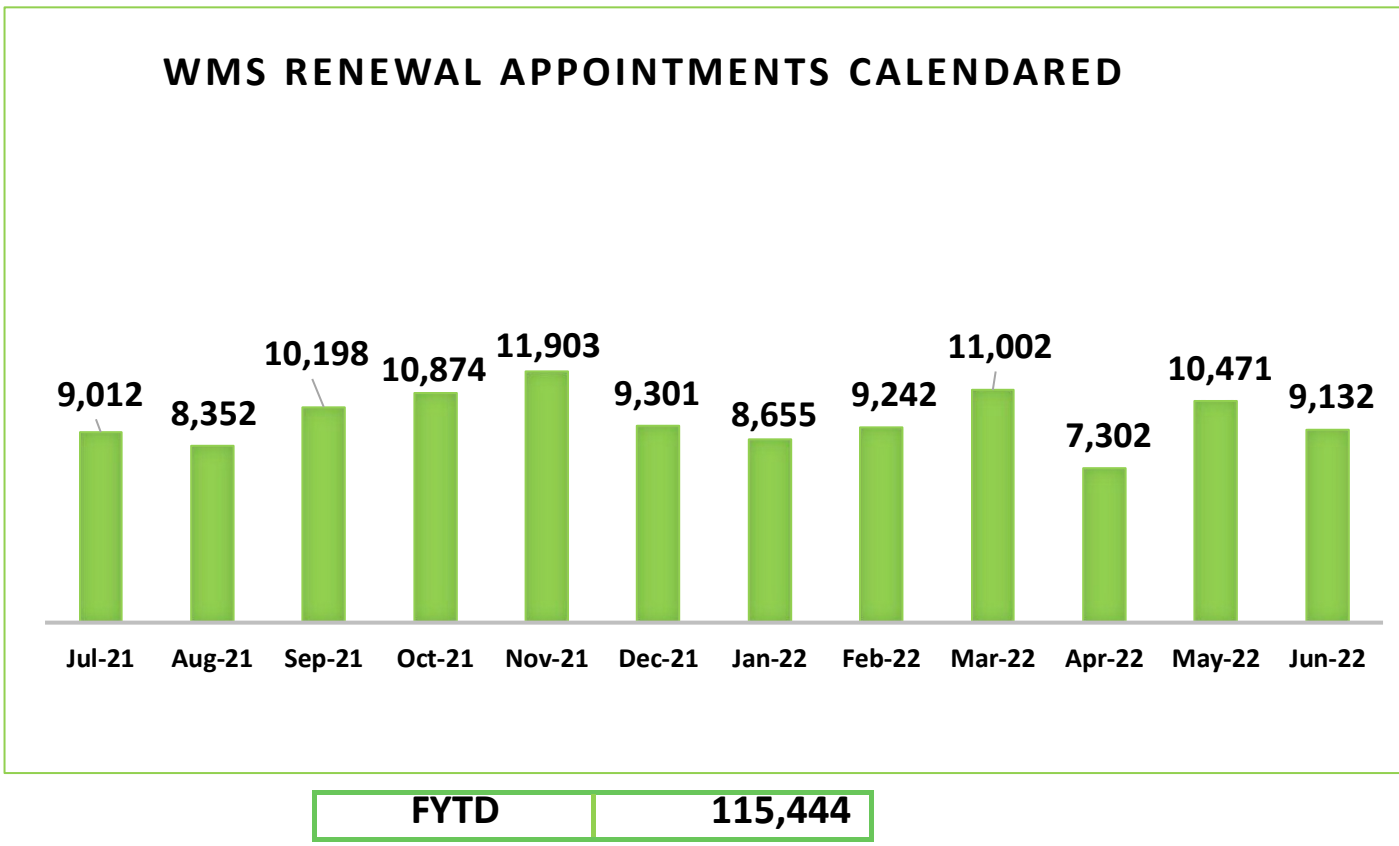
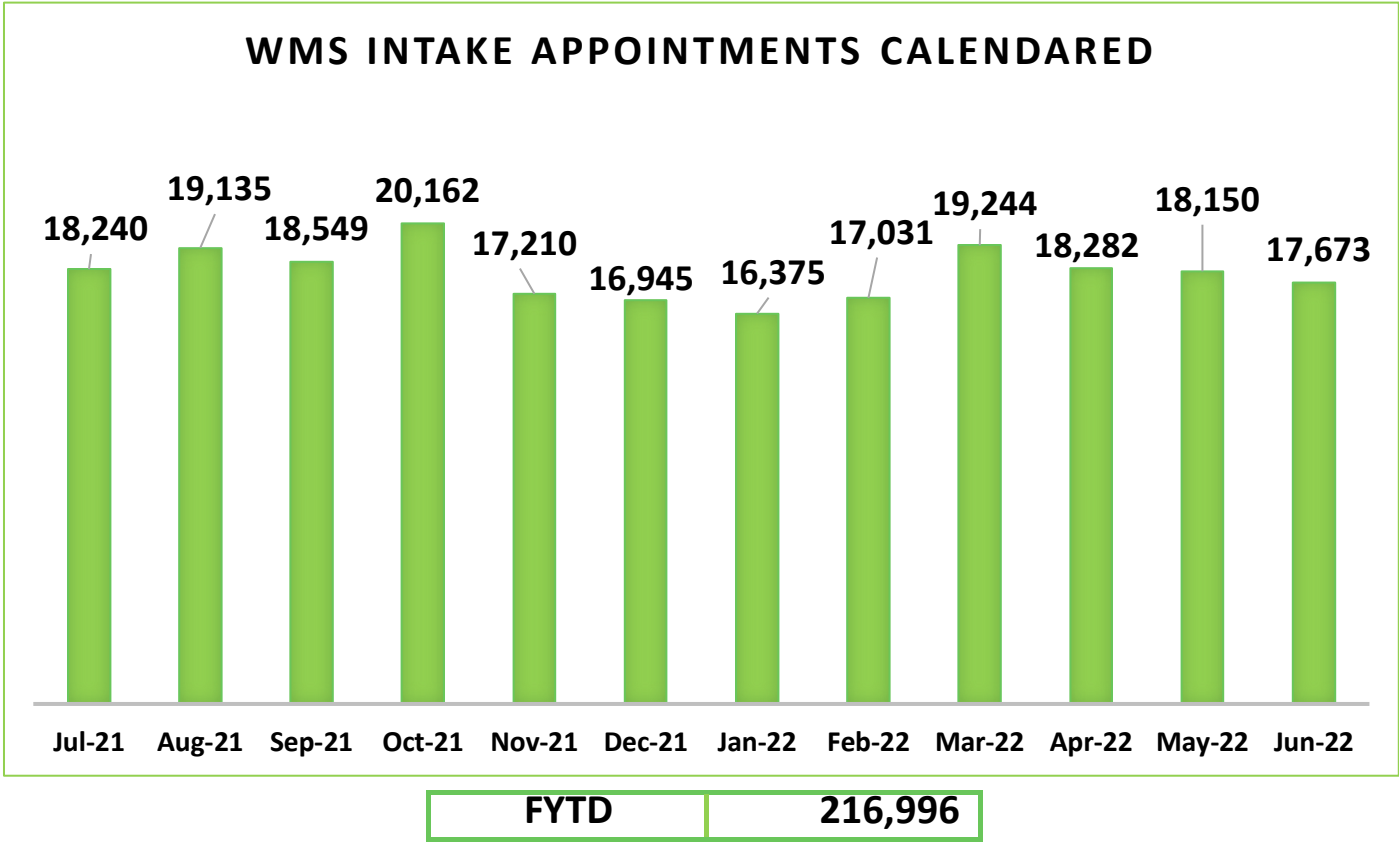
San Diego County

Data Month : June 2022

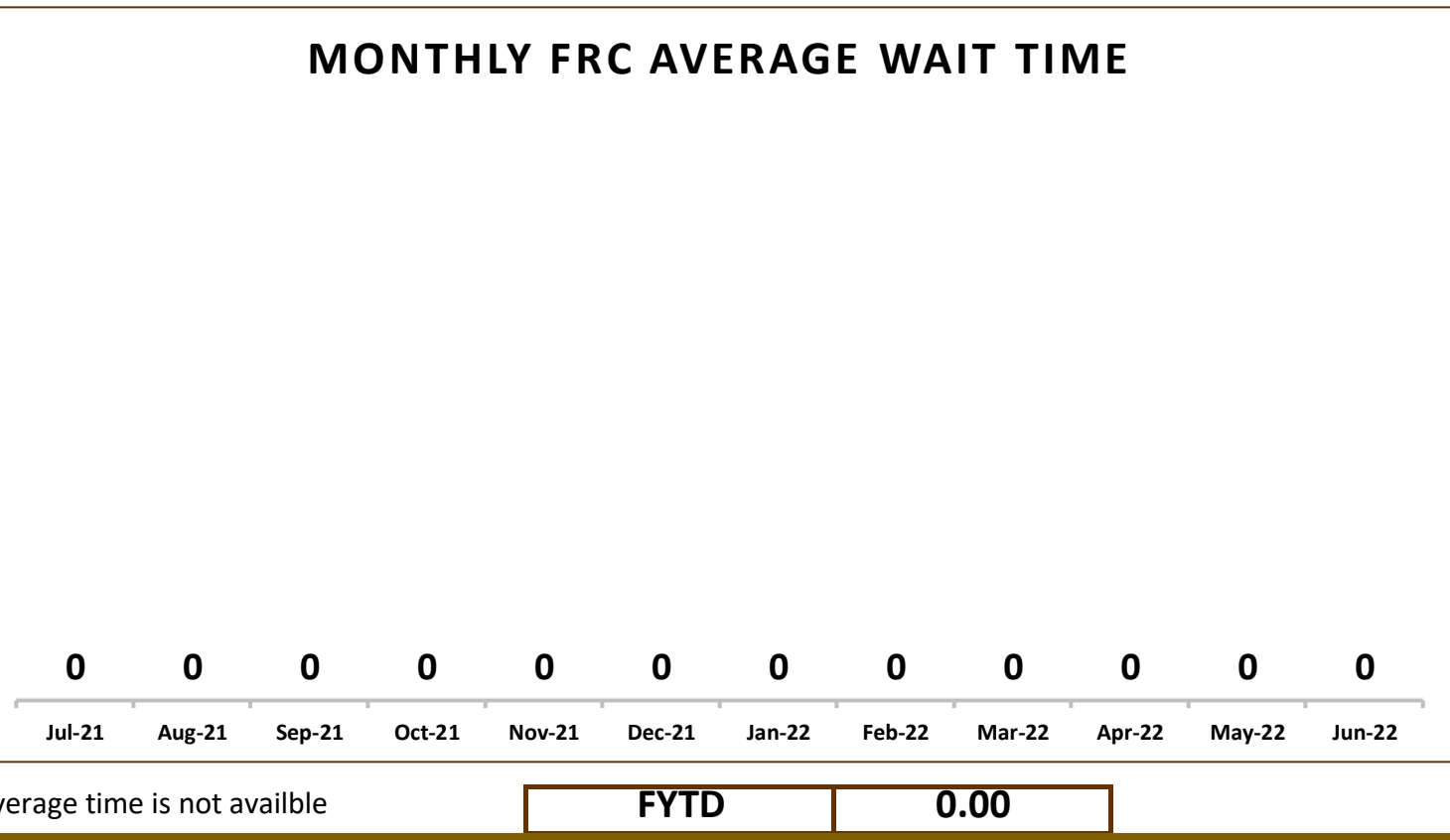
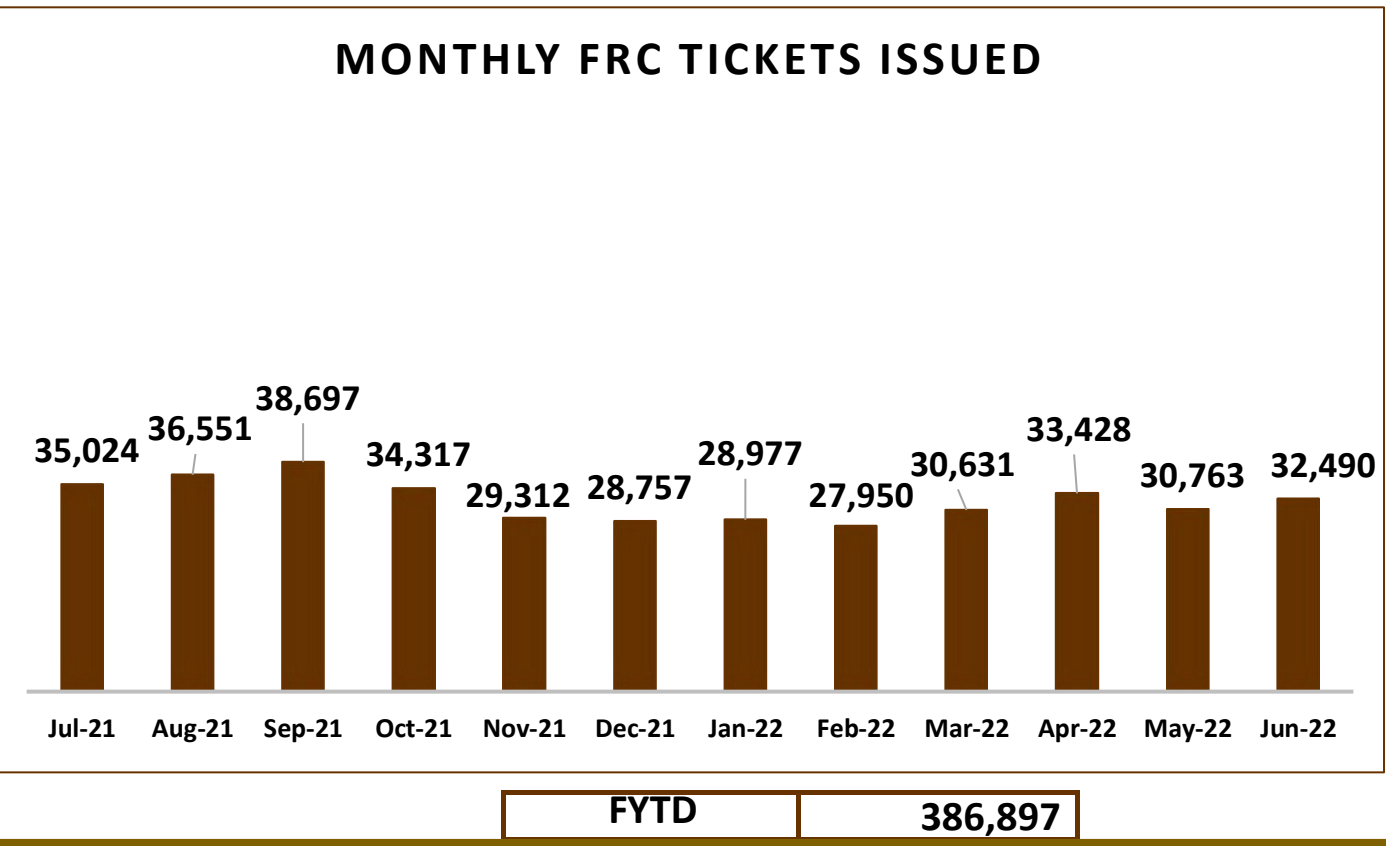
Work Management System (WMS) Subtasks Created



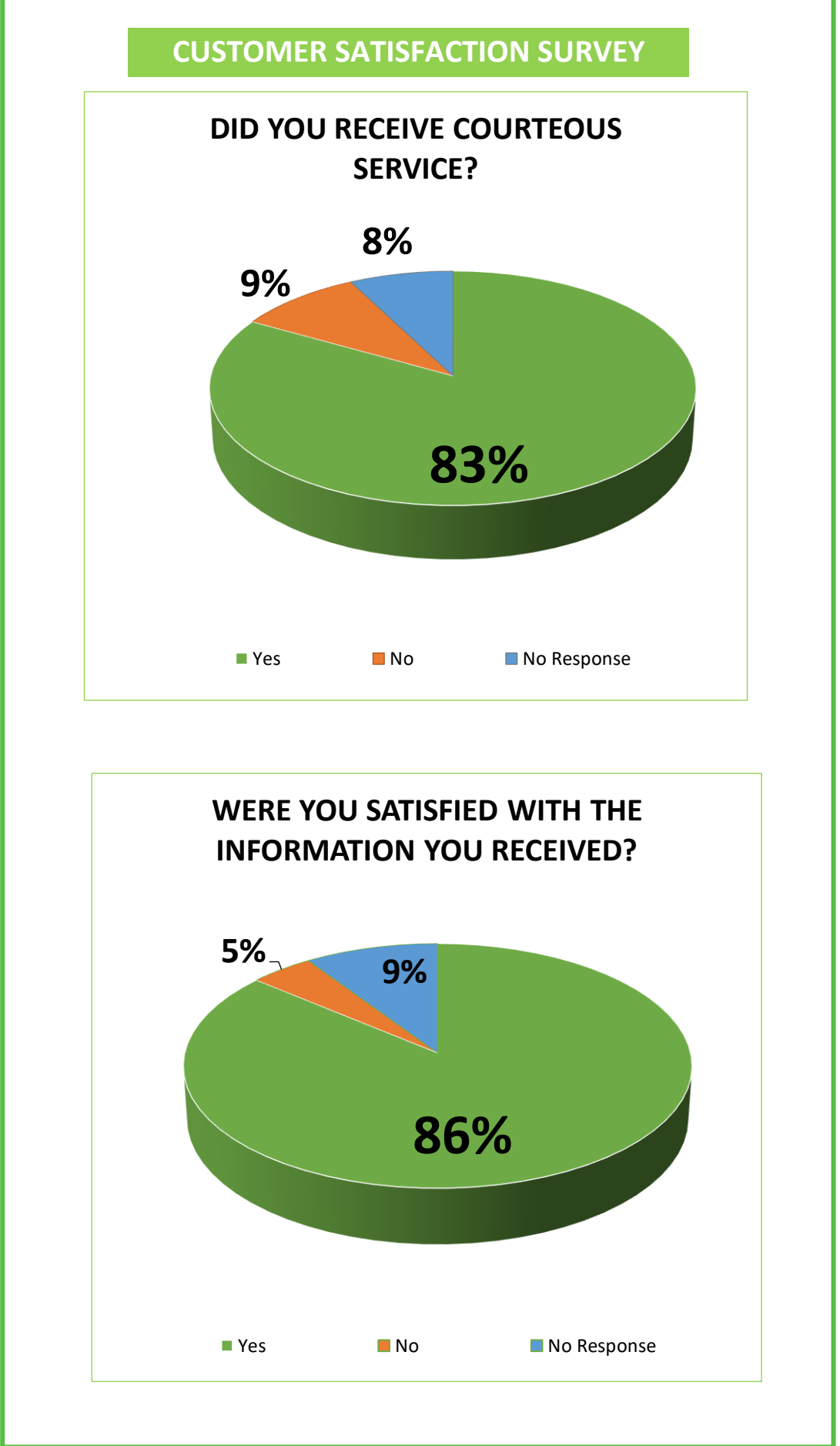
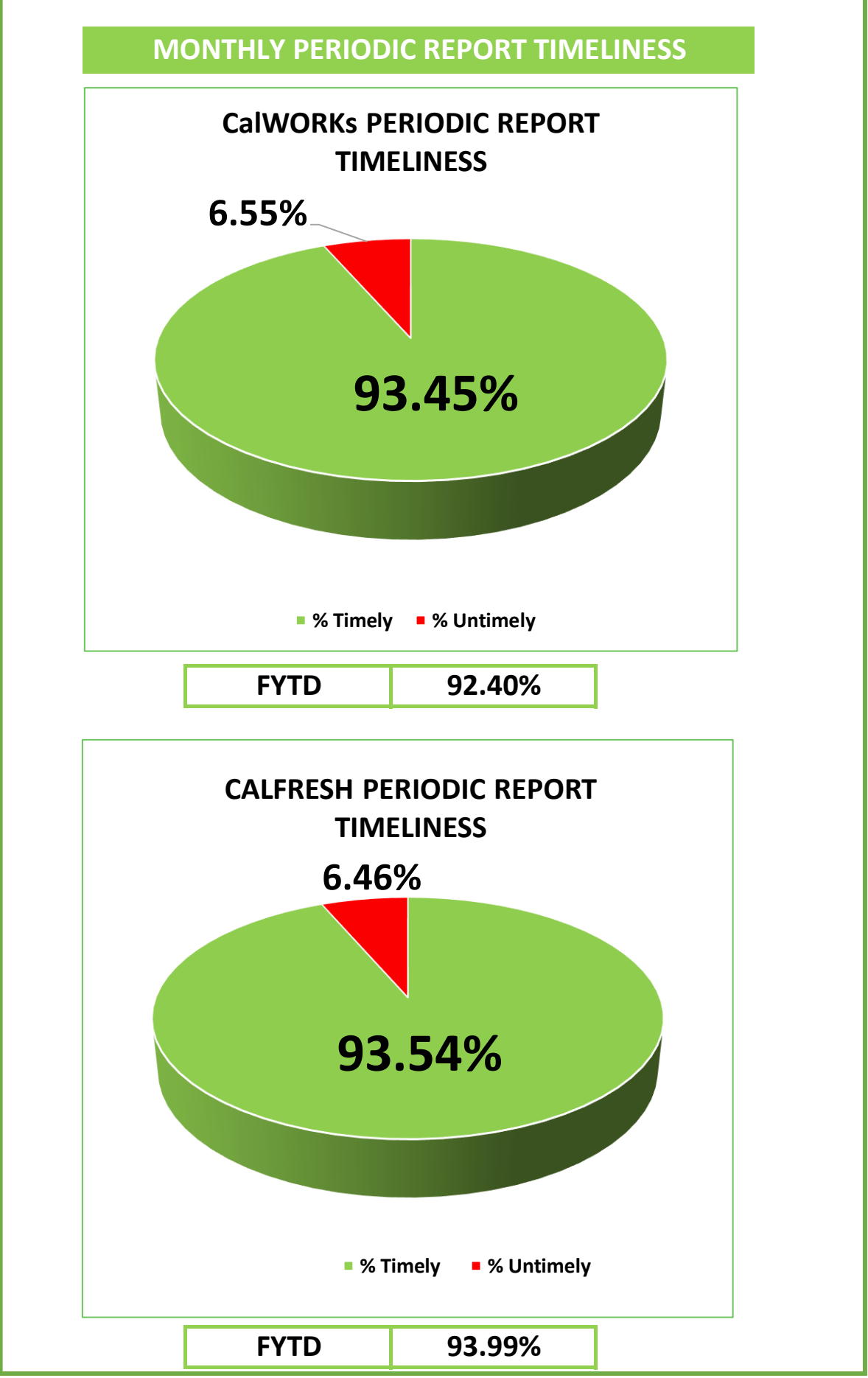
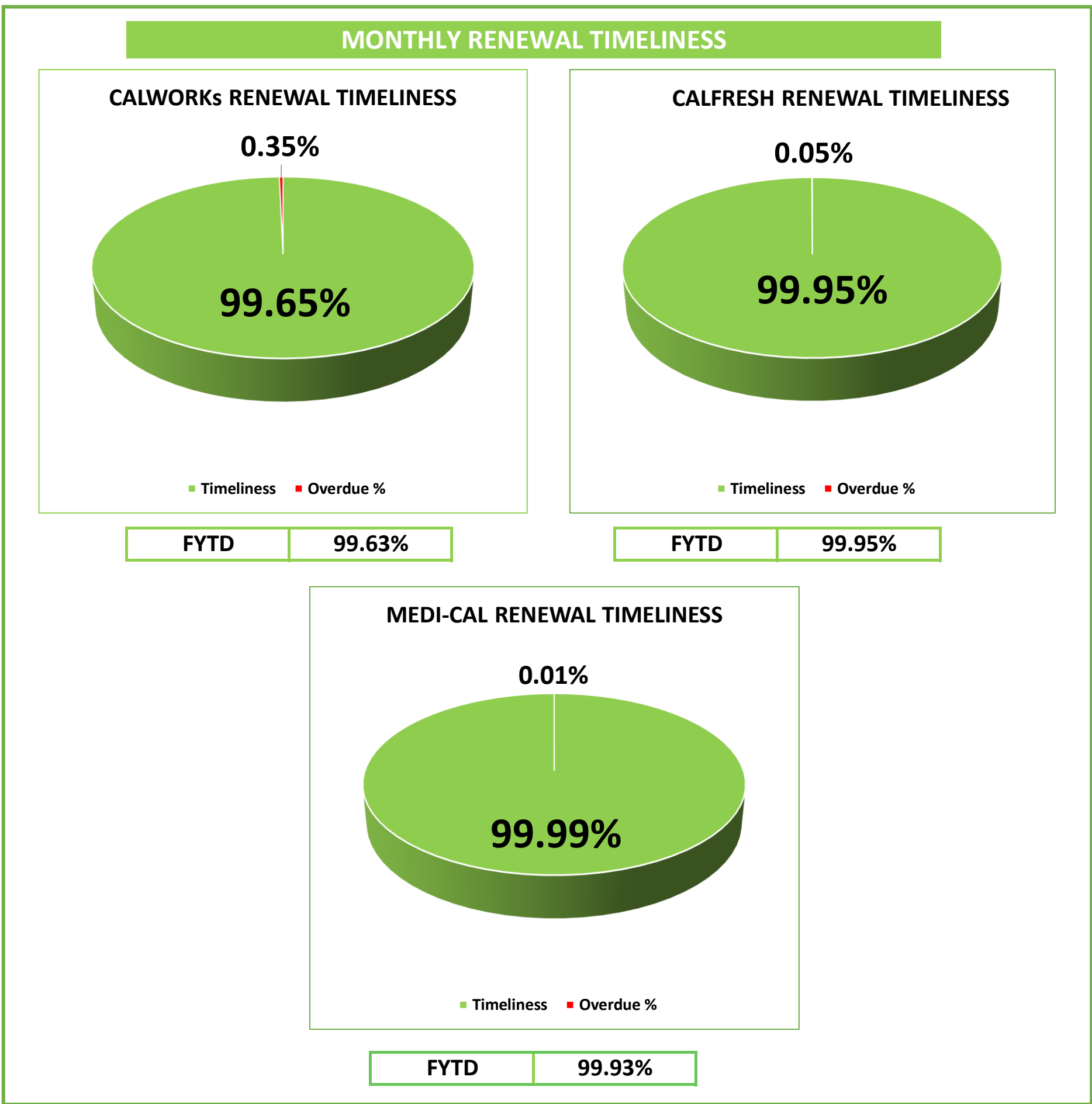
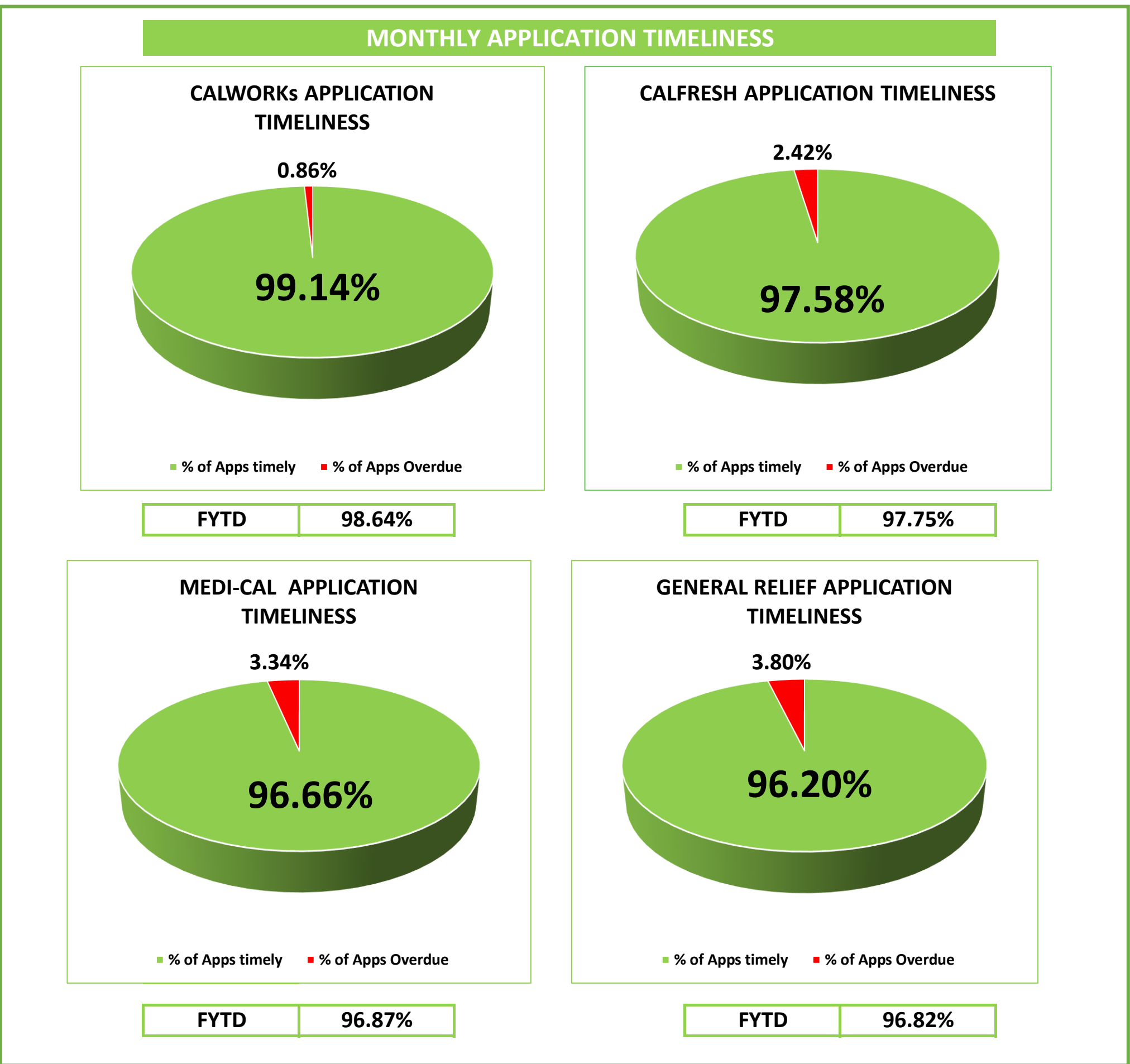
MONTHLY WMS CALENDARED APPOINTMENTS



LOBBY MANAGEMENT



CASE PROCESSING PERFORMANCE (CALWIN)



ACCESS CALL CENTER

