

# Eligibility Operations Review Tiger Team

Findings and Recommendations Summary:

**Communication**  
**Operations Oversight**  
**Hiring & Training**



*Live Well, San Diego!*

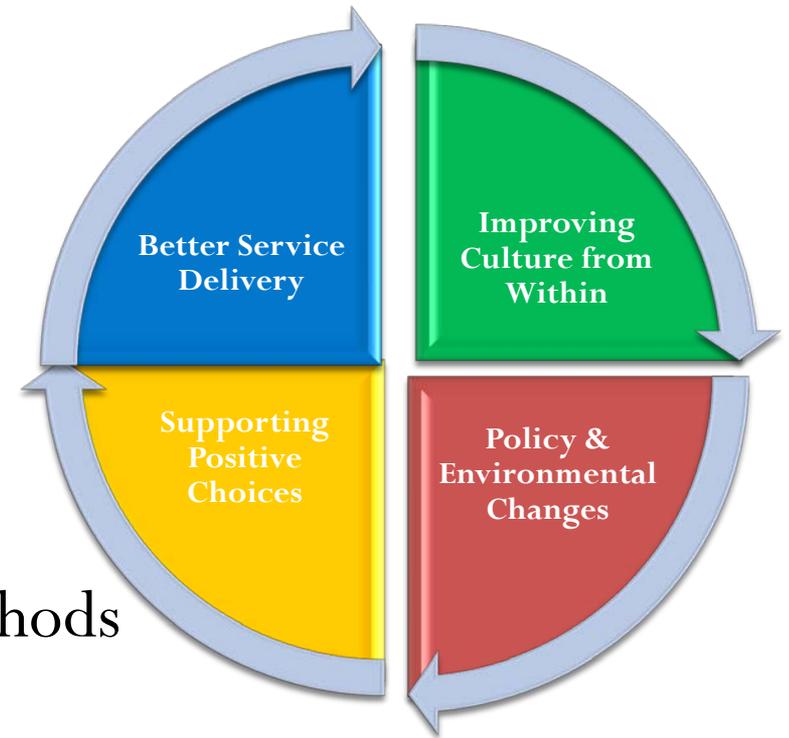
# What Guides Us?

## LWSD! Pillars

- Building a Better Service Delivery System
- Improving the Culture from Within
- Supporting Policy and Environmental Changes
- Supporting Positive Choices

## Established Research Methods

- Voice of the Customer
- Data-driven recommendations
  - Based on what we know, not what we feel
- Discovery Process



# Voice of the Customer

- Staff interviews/focus groups:
  - 420 Line Staff/Supervisors:
    - 322 Eligibility Workers (HSSs)
    - 77 Supervisors (SHSSs)
    - 9 Program Specialists (PSs)
    - 12 Corrective Action Supervisors (survey and interviews)
  - 14 Program/Operations Managers
  - Other Counties and States
- FRC Customers: 381 surveys collected
- Ongoing dialog with advocacy organizations.



# Voice of the Customer – FRC Surveys

- 381 surveys collected, most at end of July and beginning of August.
- Evenly distributed across offices.
- Results included:
  - 60% reported their visit was 1 hour or less.
  - 91% agreed that the staff person who assisted them was courteous.
  - 89% agreed that the staff who assisted them were knowledgeable and easy to understand.
  - 79% agreed the office was professional and welcoming.
  - 83% agreed they were satisfied with their experience that day.



# Recommendations

## Listen to Employees and Customers and Provide Feedback.

- Support a culture of openness
  - Customer satisfaction surveys
  - Staff surveys to gauge employee satisfaction, program knowledge, need for tools and resources
- Provide information on new program requirements or changes to customers
- Improve consistency and flow of information to staff
- Operations Research



# Recommendations

## Redesign of Program Guide material.

- One place for instructions
- Readability, ease of understanding
- Search capability

## Improve Policy and Automation System planning, design and implementation.

- Focus on team approach
- Be proactive in development and design



# Recommendations

## Develop a Strategic Hiring Plan.

- Define a hiring schedule which will allow for flexibility to provide additional trainings as needed
- Include attrition rates to forecast staffing needs

## Build flexibility and evaluation into training program.

- Based on need, evaluate initial training
- Provide additional refresher trainings
- Include FRC Ops, Program, and Automation in training development
- Work with Operations, Appeals, Corrective Action and others to build-in a training evaluation component that monitors success of training (initial, refresher, on-the-spot, etc...) and identifies additional needs

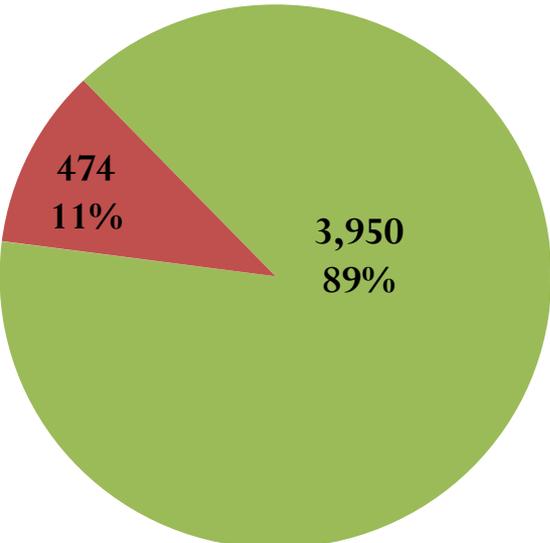


# Update on Pending Applications



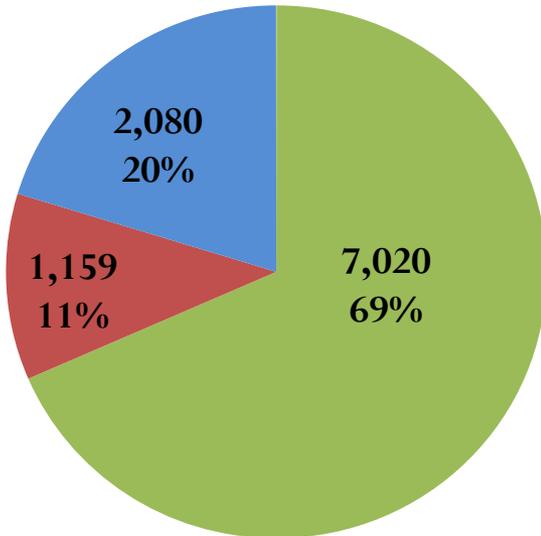
# Pending Applications – August 2012

### CalFresh Pending Applications



■ Within Timeframe      ■ Over Timeframe

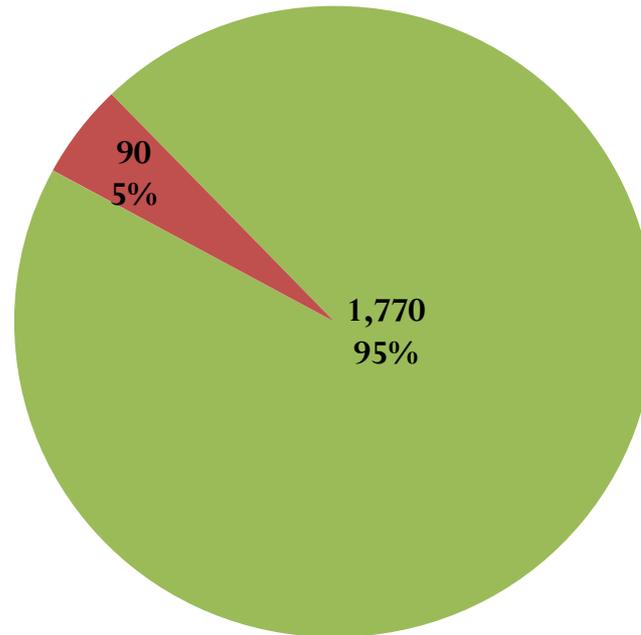
### Medi-Cal Pending Applications



■ Within Timeframe      ■ Over Timeframe/DDSD  
■ Over Timeframe

# Pending Applications – August 2012

CalWORKs Pending Applications



■ Within Timeframe

■ Over Timeframe

# Questions?

# Thanks!

