KPMG Operational and Performance Review of the Social Services Department

KPMG and Social Services Department Response

October 11, 2022
Meeting of the Board of Supervisors
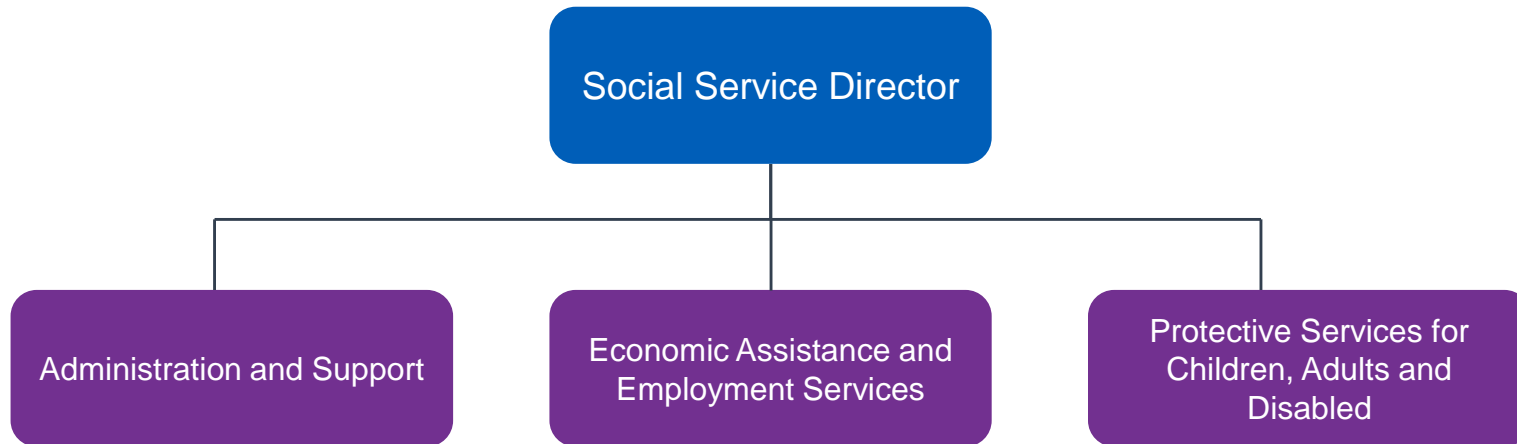
Today's Presentation

Context

- Renew 22 – improve efficiency, effectiveness and customer service of all County operations.
- KPMG selected in May 2019 after competitive process
- Nine departments in first year
  - CEO, HR, GS – complete
  - Public Health and Planning & Development – complete
  - Sheriff, Public Defender – complete
  - Probation, District Attorney – complete
- Three departments in second year
  - Fire - complete
  - Behavioral Wellness – complete
  - Social Services – complete
- Eight departments in third year
  - Clerk-Recorder-Assessor-Elections – paused
  - Community Services – complete
  - Public Health Re-review – currently in review
  - County Counsel - currently in review
  - Public Works – currently in review
  - Agricultural Commissioner, Auditor-Controller, Treasurer-Tax Collector-Public Administrator – to be completed
- All departments to be reviewed over four-year period

Scope

- Compare to best practices to highlight where improvements needed
- Not a financial audit or budget cutting exercise
- Recommendations should result in savings, efficiencies or better performance and outcomes
- Areas of focus - selected with department and CEO's office
- Relies on department cooperation, data availability and interviews
- Scope did not include implementation plans; will be up to departments

Organization Overview: Social Services Department

Staff: 758 FTE
Budget: $190.9 Million

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               │  Social Service Director │
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Administration and Support	Economic Assistance and Employment Services	Protective Services for Children, Adults and Disabled

Improving Performance to Better Serve Our County Residents

Board of Supervisors Presentation

Project Timeline

	2021												2022									
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct

Phase Two — Today

Fire	■	■	■	■	■	■	■	■	■													
Behavioral Wellness			■	■	■	■	■	■	■	■	■	■										
Social Services						■	■	■	■	■	■	■	■	■	■							

Phase Three

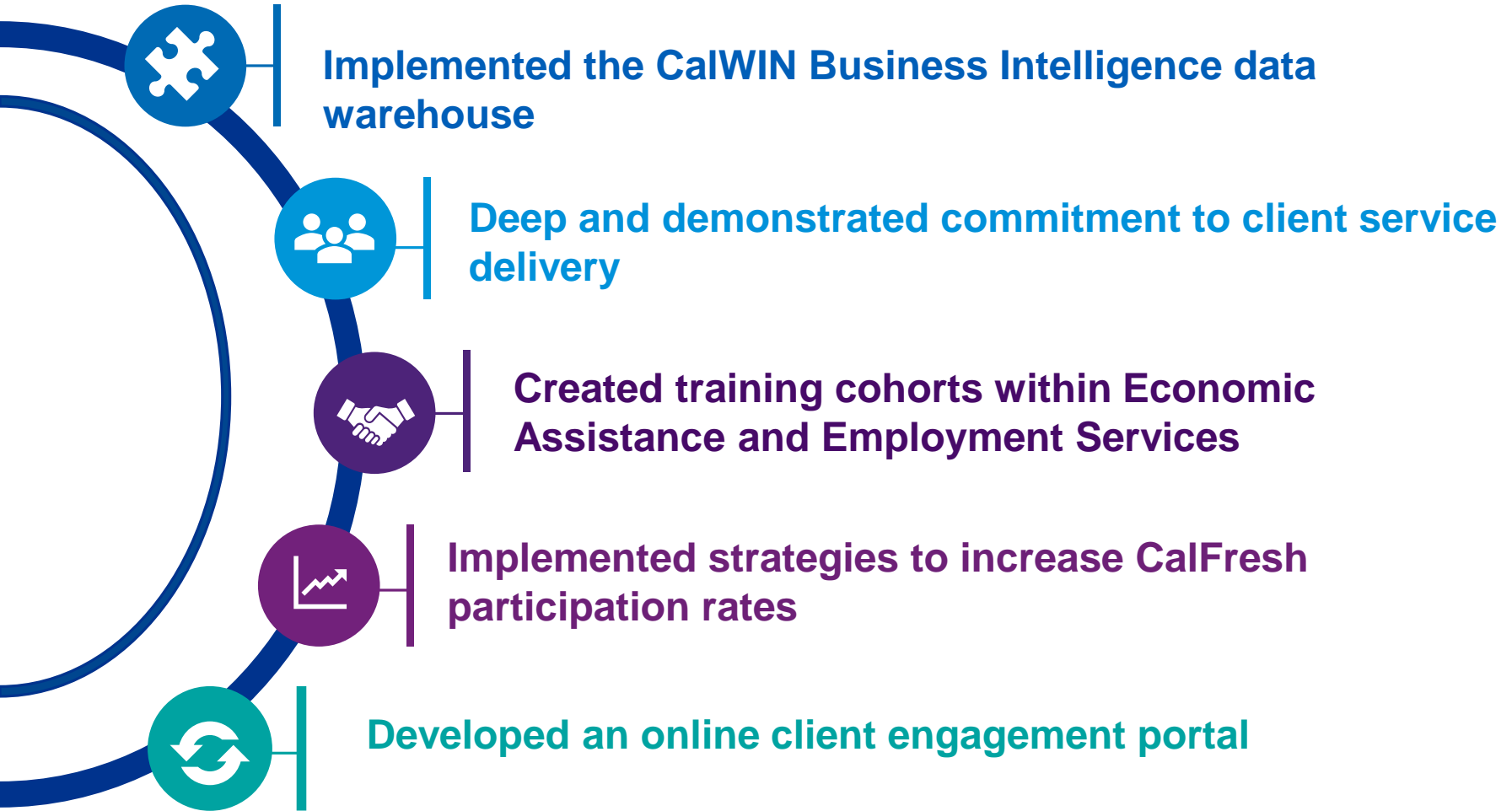|																						
Community Services												■	■	■	■	■	■					
Public Health Re-Review																■	■	■	■	■		
County Counsel																				■	■	■
Public Works																						■ →
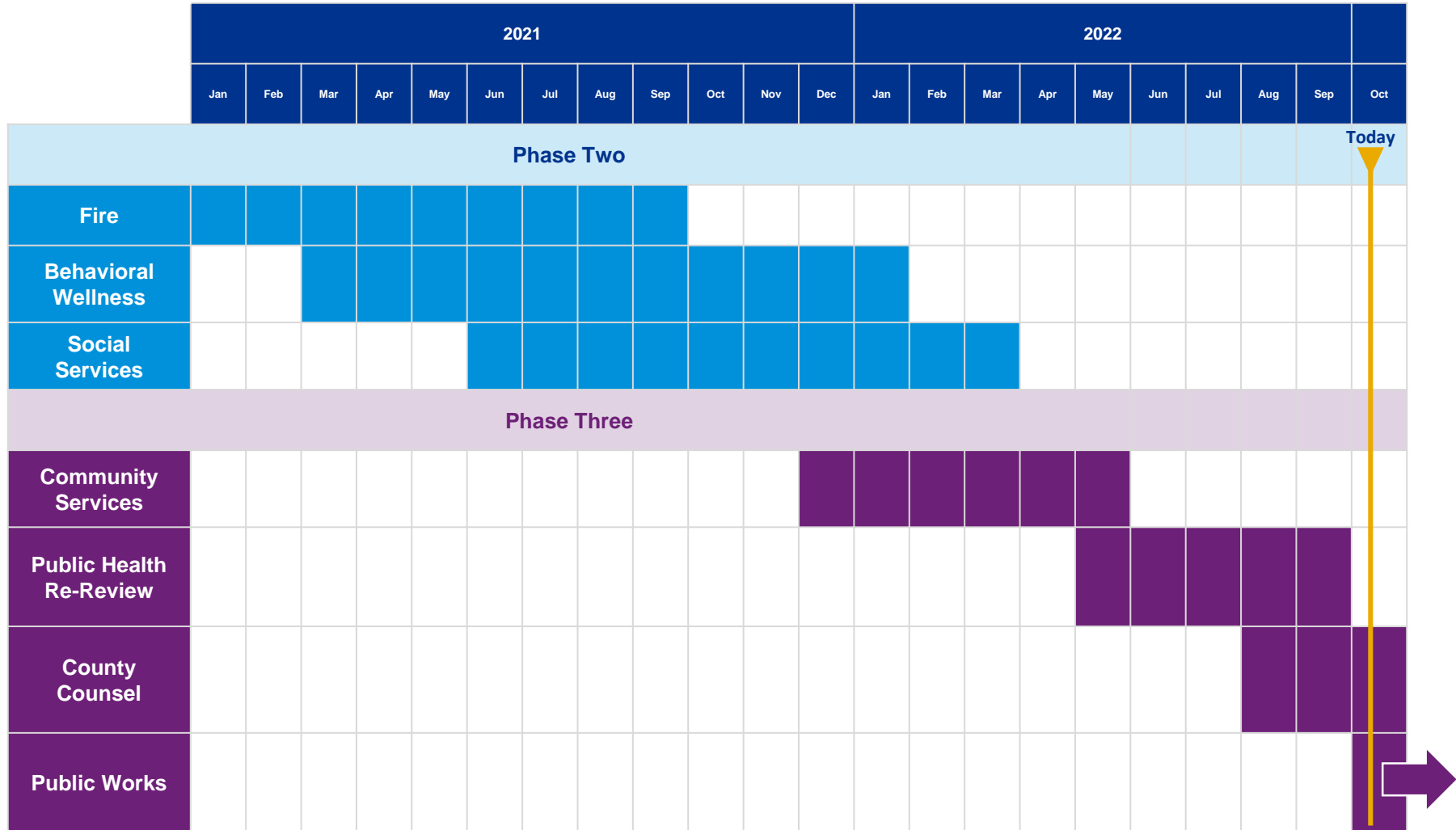
Methodology

KPMG commenced the review of the Social Services Department in August 2021. The purpose was to identify strengths and opportunities to improve the overall operational efficiency, effectiveness, and service delivery provided by the County.

Commendations

Implemented the CalWIN Business Intelligence data warehouse

Deep and demonstrated commitment to client service delivery

Created training cohorts within Economic Assistance and Employment Services

Implemented strategies to increase CalFresh participation rates

Developed an online client engagement portal

Current and Recommended Operating Model

◆ Current State
◆ Target State

Service Delivery Model	Lack of formalized caseloads and utilization targets across all divisions	1	Caseloads and utilization targets are not formalized and regularly analyzed against staff performance	3	4	Formalized caseloads and utilization targets across the Department which are tracked on a weekly basis	Optimized workload schedule and staff utilization
Data and Reporting	Lack of standard guidance on reporting	1	Data analysis requires significant institutional knowledge with little written guidance on process	3	Written and formalized guidance in place for data analysis processes	5	Established written processes for data analysis

Social Services Department Recommendations

Workload and Workflow Management

Client Service Delivery

Application and Case Management

Data Performance and Outcome Measurement

Technology

Administrative services

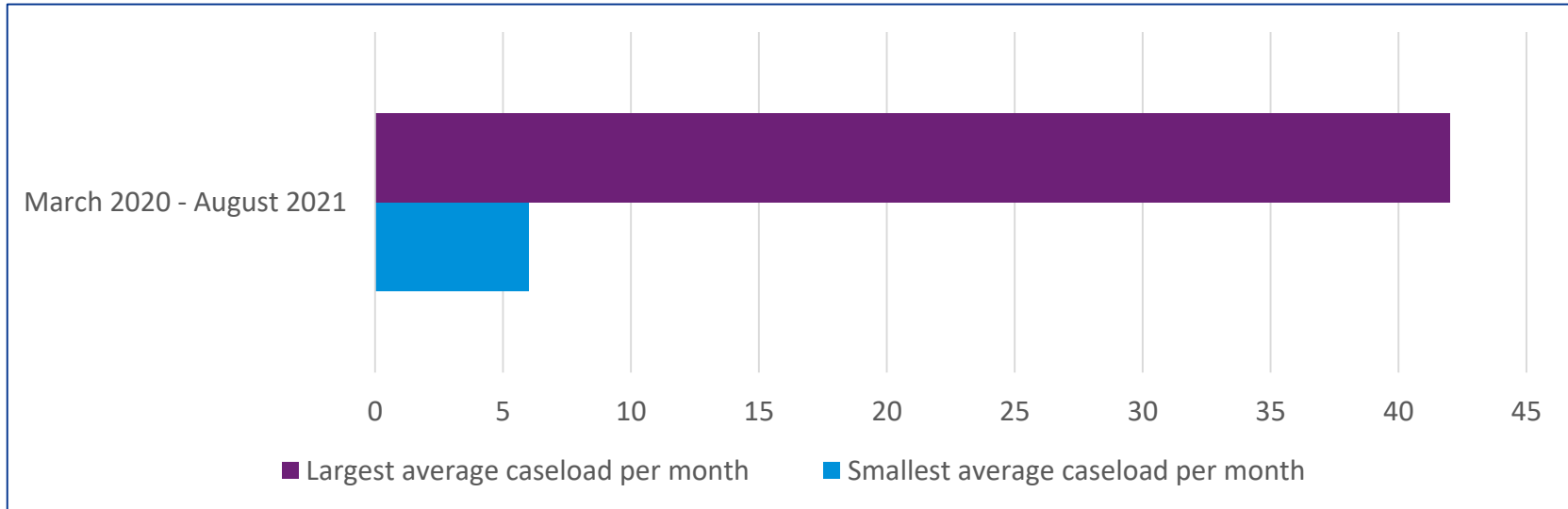**Learning and Development**

Succession Planning

Integration and Collaboration of County Services

Staff Utilization

Developing formalized performance measures for staff utilization will enhance the client experience across Economic Assistance and Employment Services by helping to ensure clients receive assistance in the most efficient and effective way possible. Additionally, it will enhance client service delivery across Protective Services by helping to ensure staff are continuously focused on increasing the amount of direct client services provided.
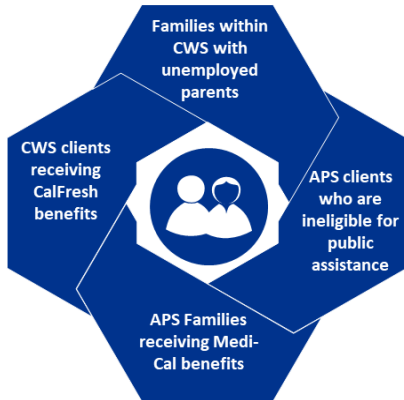
KPMG Analysis of CWS Caseloads

March 2020 - August 2021

■ Largest average caseload per month   ■ Smallest average caseload per month

*CWS caseload data was analyzed from March 2020 through August 2021, given that Safe Measures can only provide data for an 18-month period.
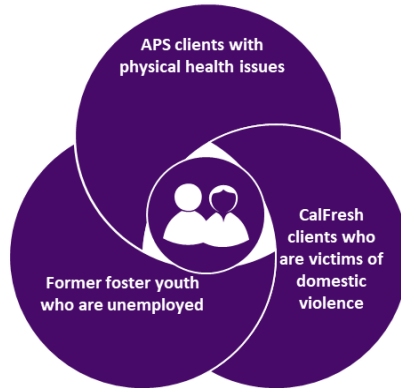
Identify High-Utilizers

Performing an analysis of high utilizers across social services programs will allow the Department to formally identify clients with multifaceted needs, formulate strategic client cohorts, evaluate any gaps in service offerings, proactively address any identified gaps, and provide additional support in navigating services.
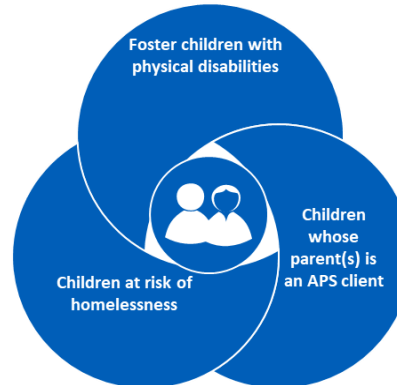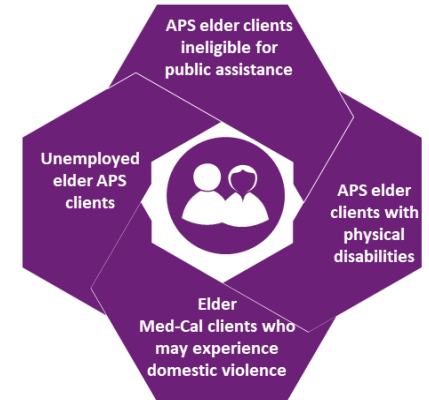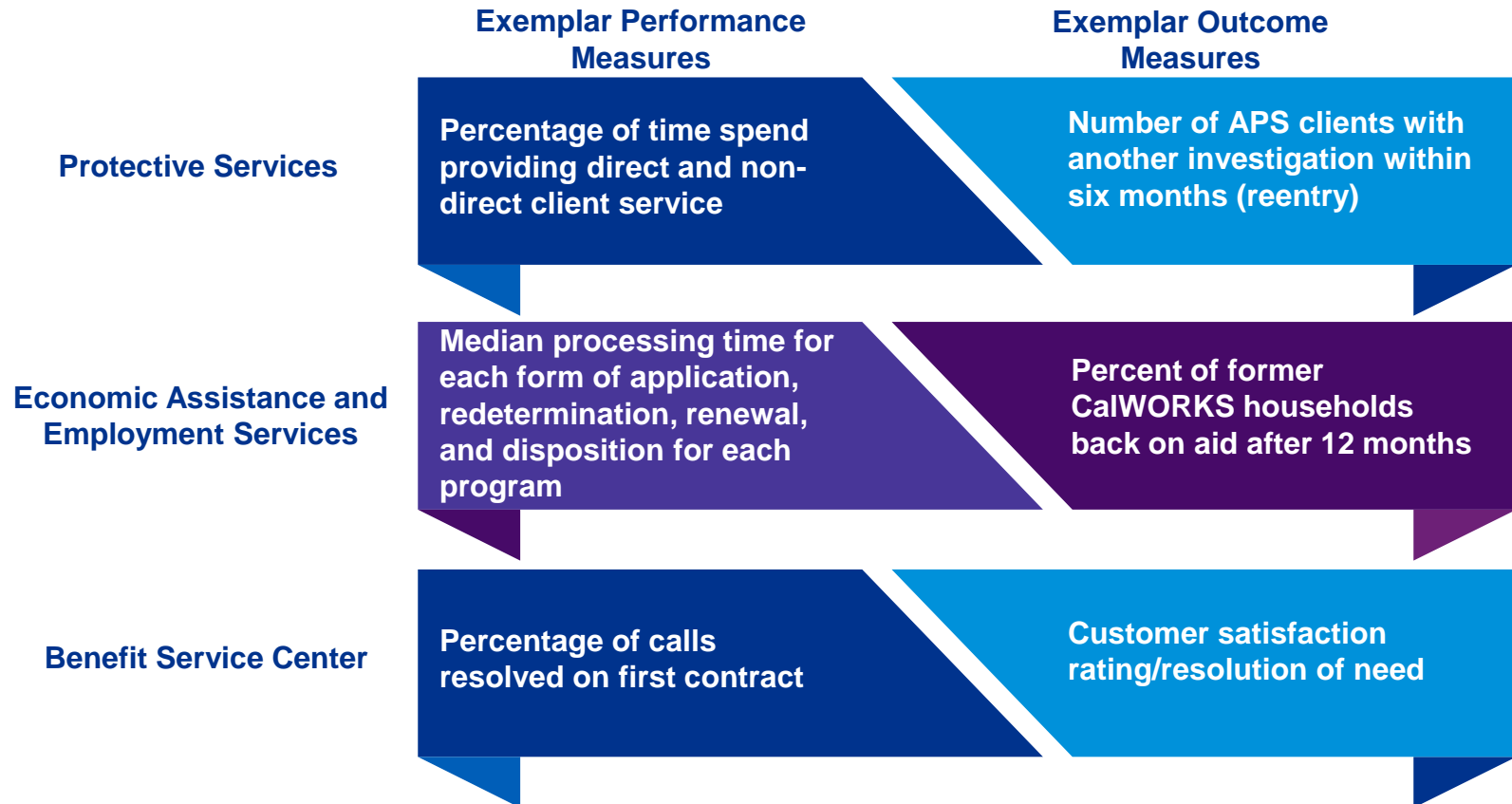
Example of Strategic Cohorts

Families
- Families within CWS with unemployed parents
- CWS clients receiving CalFresh benefits
- APS clients who are ineligible for public assistance
- APS Families receiving Medi-Cal benefits

Adults
- APS clients with physical health issues
- Former foster youth who are unemployed
- CalFresh clients who are victims of domestic violence

Children
- Foster children with physical disabilities
- Children at risk of homelessness
- Children whose parent(s) is an APS client

Vulnerable and Elderly Population
- APS elder clients ineligible for public assistance
- Unemployed elder APS clients
- APS elder clients with physical disabilities
- Elder Med-Cal clients who may experience domestic violence

Develop Enhanced Performance Measures

Developing formalized performance and outcome measures will provide the Department with a greater understanding of program effectiveness, as well as potential gaps in service offering, allowing the Department to better tailor programs to meet the needs of the target population.

	Exemplar Performance Measures	**Exemplar Outcome Measures**
Protective Services	Percentage of time spend providing direct and non-direct client service	Number of APS clients with another investigation within six months (reentry)
Economic Assistance and Employment Services	Median processing time for each form of application, redetermination, renewal, and disposition for each program	Percent of former CalWORKS households back on aid after 12 months
Benefit Service Center	Percentage of calls resolved on first contract	Customer satisfaction rating/resolution of need

SOCIAL SERVICES KPMG REPORT RESPONSE AND PLAN

October 11, 2022

CLIENT SERVICE DELIVERY

DSS appreciates KPMG's commendation for the Department's deep commitment to client service delivery.

Recommendation Summary	Department Response Summary	Department Timeline Summary
1.1 Conduct an analysis of high utilizers of services across the Department's programs.	DSS agrees with the intent of the recommendation as it pertains to coordinating services within the Department and will continue to utilize data, "No Wrong Door" and "Horizontal Integration" to ensure effective service delivery to shared clients within DSS programs.	Ongoing for DSS internal service delivery efforts. January 2024 for efforts across departments.
1.2 Bolster technology solutions to increase client access across Economic Assistance and Employment Services.	DSS agrees. This is an ongoing strategic priority. Implementation of CalSAWS in April 2023 will further streamline and enhance our technology solutions.	The actions related to this recommendation will be a strategic focus for the Department in FY 2023-24.
1.3 Regularly evaluate eligibility criteria for the General Relief program.	DSS will work with the CEO's Office to determine the path forward related to this recommendation.	July 2023 – Consult with CEO. January 2024 – Any potential proposal to be presented to the Board of Supervisors by this date.
1.4 Employ differential shifts within Adult Protective Service (APS) and Child Welfare Services (CWS).	DSS agrees to further evaluate our current flexible scheduling model.	Further evaluation will occur by the end of June 2023.

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APPLICATION & CASE MANAGEMENT

DSS appreciates KPMG's numerous commendations for the Department's initiatives to improve the areas of application and case management.

Recommendation Summary	Department Response Summary	Department Timeline Summary
2.1 Update current standard operating procedures, communication response time standards, and regular supervision across the Department.	DSS agrees with the need to have consistent interpretation and implementation of internal policies and standards. We achieve this through multiple means.	Ongoing. Recently implemented utilization of Task Management Tool (TMT) for Eligibility Intake staff (June 2022) and currently underway is a new document imaging system (December 2022).
2.2 Strengthen the lead worker model within the Economic Assistance and Employment Division's Santa Maria Office.	DSS is further expanding the multi-program model beyond Santa Barbara and Lompoc to the Santa Maria offices.	As of June 2022, all DSS regional offices have Multi-Program Intake Units to strengthen the lead worker model.
2.3 Develop specialized units within the Benefits Services Center (BSC).	DSS agrees and consistently utilizes specialized units which are created and adapted in response to client and programmatic needs.	Ongoing. This will be reviewed annually during the BSC strategic planning process or more often as business needs arise.
2.4 Develop case prioritization and triaging methods in the BSC.	DSS agrees and further evaluation of our current triaging methods and task prioritization is currently underway in preparation for CalSAWS implementation.	Ongoing. CalSAWS related improvements will occur during FY 2022-23.

WORKLOAD & DEMAND MANAGEMENT

DSS appreciates KPMG's numerous commendations for the Department's initiatives to improve the areas of workload and demand management.

Recommendation Summary	Department Response Summary	Department Timeline Summary
3.1 Perform a workload analysis to ensure efficient staffing structure aligned to demand across APS, CWS, and Economic Assistance and Employment Services.	DSS agrees with the intent and already utilizes programmatic and staffing data to ensure this alignment within the constraints of our operations.	Ongoing. DSS will continue to assess and adjust processes on an ongoing basis to ensure our staffing structure remains aligned with demand in real time and within our resources.
3.2 Evaluate current scheduling methods and staffing levels in the BSC to develop an automated scheduling system.	DSS agrees with the intent and the CalSAWS system includes an integrated scheduling component. The Department added 10 Eligibility positions for the BSC in FY 2022-23.	CalSAWS will launch in April 2023, which includes the integrated scheduling component.

DATA, PERFORMANCE & OUTCOMES MEASUREMENT

DSS appreciates KPMG's commendations for implementing the CalWIN Business Intelligence data warehouse.

Recommendation Summary	Department Response Summary	Department Timeline Summary
4.1 Develop outcome-based measures, in addition to state-mandated measures, to assess the effectiveness of programs within the Department and increase identification of high utilizers.	DSS agrees and has a significant number of measures that we utilize in addition to those mandated by the State and Federal government. DSS continues to look towards meaningful outcomes based on key performance metrics and will work with our other Health and Human Services (HHS) partners to reflect these measures as the HHS departments collectively identify and assess the needs of high utilizers.	Ongoing. The creation and refinement of our measurement tools is an ongoing practice that occurs in support of program development and regularly scheduled program reviews. We will refine our reporting metrics with the FY 2023-24 budget development cycle.
4.2 Develop performance measures to accurately demonstrate staff utilization and capability to enhance client outcomes through effective service delivery.	DSS highly values staff being as efficient and effective as possible in a highly dynamic environment. We utilize a number of measures to assess performance and outcomes and we are collaborating with all departments on the HHS Community Wellbeing Dashboard.	January 2023 – launch of the HHS Community Wellbeing Dashboard. We will refine our reporting metrics with the FY 2023-24 budget development cycle.
4.3 Identify an employee(s) who can be trained as a data professional, in conjunction with CEO's Office.	DSS agrees with the recommendation and looks forward to collaborating with the County's new Chief Data Officer.	Departmental staffing needs will be identified by January 2023 and January 2024 for the subsequent years' budgets.

ADMINISTRATIVE SERVICES

DSS is fully engaged with the County's ERP project to address improved efficiencies in these areas.

Recommendation Summary	Department Response Summary	Department Timeline Summary
5.1 Develop an automated leave management system within the current Human Resources system to enhance understanding of high leave of absence rates.	DSS agrees that we are in need of an automated leave management system to eliminate manual monitoring and management of leaves of absence within our department. Until ERP implementation, DSS will continue to utilize current leave management methods.	Continue work on Countywide Leave of Absence Committee and collaboration on ERP implementation. The ERP Human Resources module has an expected go-live date of March 2024.
5.2 Develop a fund utilization dashboard to track the performance and usage of funding and streamline reporting processes.	DSS agrees that we will benefit from more robust financial tracking and reporting. We will be moving to a new fiscal management system as part of the county's overall ERP.	The ERP Financial module has an expected go-live date of August 2023.

LEARNING & DEVELOPMENT

DSS appreciates KPMG's commendation on the Department establishing cross-trained teams.

Recommendation Summary	Department Response Summary	Department Timeline Summary
6.1 Enhance training for AOPs to better prepare staff for administrative responsibilities and Department processes.	DSS agrees with the intent of this recommendation and will be exploring the development of additional training after CalSAWS implementation.	July 2023 - Begin assessment of AOP training needs. October 2023 - Formalize recommendations and present to EOT for adoption within the annual training plan. January 2024 - June 2025 - Deliver training.
6.2 Expand cross-training efforts across District Offices for Economic Assistance and Employment Services programs.	DSS agrees and is currently undertaking these efforts.	August 2022 – First round of cross-training completed. Cross-training will occur annually in June.
6.3 Develop consistent staff training across all regions within APS to allow for staff performance improvement and skills development.	DSS agrees with this recommendation and is in the process of developing standardized induction training for APS staff.	Piloted in FY 2022-23.

SUCCESSION PLANNING

DSS appreciates KPMG's commendation for the Department's training cohort efforts.

Recommendation Summary	Department Response Summary	Department Timeline Summary
7.1 Help ensure annual training is evaluated and deemed part of employee expectations to foster consistency in staff development in consultation with County HR and Labor Unions.	DSS agrees with the intent of the recommendation. Addressing employee training is something that routinely occurs in performance evaluations currently even though it isn't specifically addressed in the templates provided.	March 2024 – In conjunction with the ERP Human Resources module expected go-live date. The implementation of a countywide learning management system within the ERP will facilitate DSS being able to better establish, track, and evaluate training requirements.
7.2 Continue to pilot the reduced timeline for eligibility worker induction training within Economic Assistance and Employment Services and assess feasibility of further shortening training to help alleviate staffing shortages.	DSS agrees with the intent of the recommendation, however, recent efforts are not a pilot. No further modifications to the training program are currently planned pending CalSAWS implementation.	Completed in July 2021.

TECHNOLOGY

Recommendation Summary	Department Response Summary	Department Timeline Summary
8.1 Integrate technology systems to create an integrated data hub to obtain a 360-degree view of the client to enable coordinated service delivery.	DSS agrees with the desired outcomes of the recommendation. The CEO's office is working with the HHS departments to create a Coordinated Entry System as well as an HHS dashboard. DSS participates as a stakeholder in both projects.	FY 2022-23 - HHS data system and dashboard.

FY 2023-24 - Coordinated Entry System. |
| 8.2 Develop a service level agreement (SLA) for communication standards between Central IT and Department IT to enhance coordination and formalize update processes and timelines. | DSS agrees with the recommendation. DSS IT meets with Central ICT on a quarterly basis, however, we agree that a more formal agreement regarding communication standards would enhance coordination, processes, and timelines. | July 2022 - Initiate discussion with Central ICT regarding development of SLA.

October 2022 - Review draft SLA with Central ICT.

January 2023 - Finalize SLA with Central IT. |
| 8.3 Develop written procedures for enabling mobile access to internal systems for APS and CWS to enable staff to enter notes while out in the field. | DSS agrees with the recommendation. Additionally, DSS is planning to pilot docking stations for social workers to enhance their ability to work more efficiently and utilize technology while in the field. | December 2022 - Develop and distribute procedures for enabling mobile access for internal systems. |

INTERAGENCY COLLABORATION OF COUNTY SERVICES

DSS appreciates KPMG's numerous commendations for the Department's deep commitment to client service delivery.

Recommendation Summary	Department Response Summary	Department Timeline Summary
9.1 Conduct an analysis of high utilizers of services across County programs to identify shared clients and gaps in existing service and collaboration efforts.	DSS agrees with the intent of the recommendation. The CEO's Office is working with the HHS departments to develop technology to identify high utilizers within the HHS departments individually and collectively. The data gathered on an ongoing basis will assist individual departments and the HHS departments collectively to better address the needs of high utilizers.	Continue work with CEO and other HHS departments with specific timeline for the achievement of technological and service delivery goals to be established collectively.
9.2 Enhance collaboration and communication across Behavioral Wellness, Community Services Department, and criminal justice agencies to improve client service delivery.	DSS agrees with the intent of the recommendation. As stated in previous sections, DSS will be a full participant in the development of additional data sharing and data communication activities with the other HHS departments, Community Services Department, and Criminal Justice agencies and will augment our extensive interagency communication processes as needed.	Continue work with CEO and other agencies with specific timeline for the achievement of technological and service delivery goals to be established collectively. October 2022 – Facilitate standardized communication (below the Director level) among departments to discuss the recommendations of the report to enhance collaborative service delivery.

KPMG

Questions