



CalWORKs 2.0 | Next Generation

Culture Change

Webinar #7

February 14th, 2018 @ 2:00-3:00PM

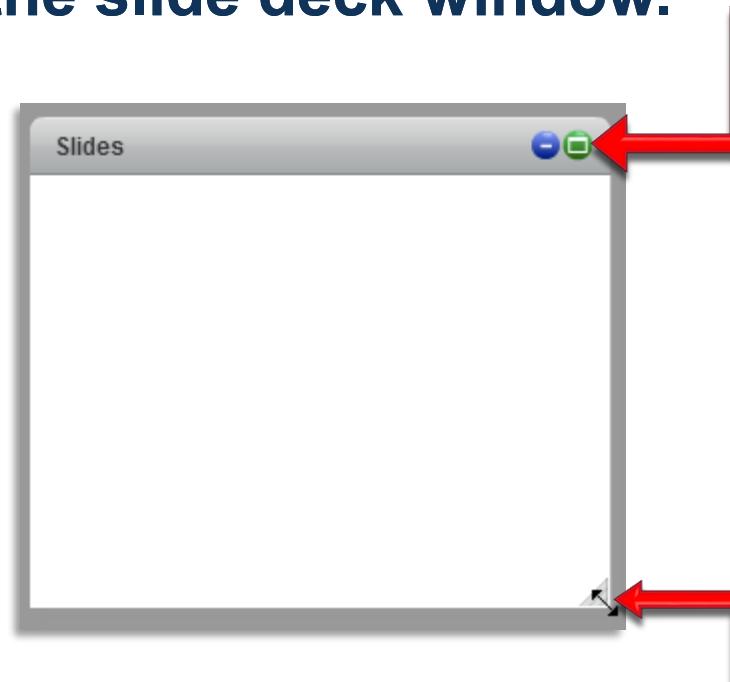
Facilitated by:

Natasha Nicolai, Mathematica Policy Research

Noelle Simmons, San Francisco Human Services Agency

Expand Event Windows

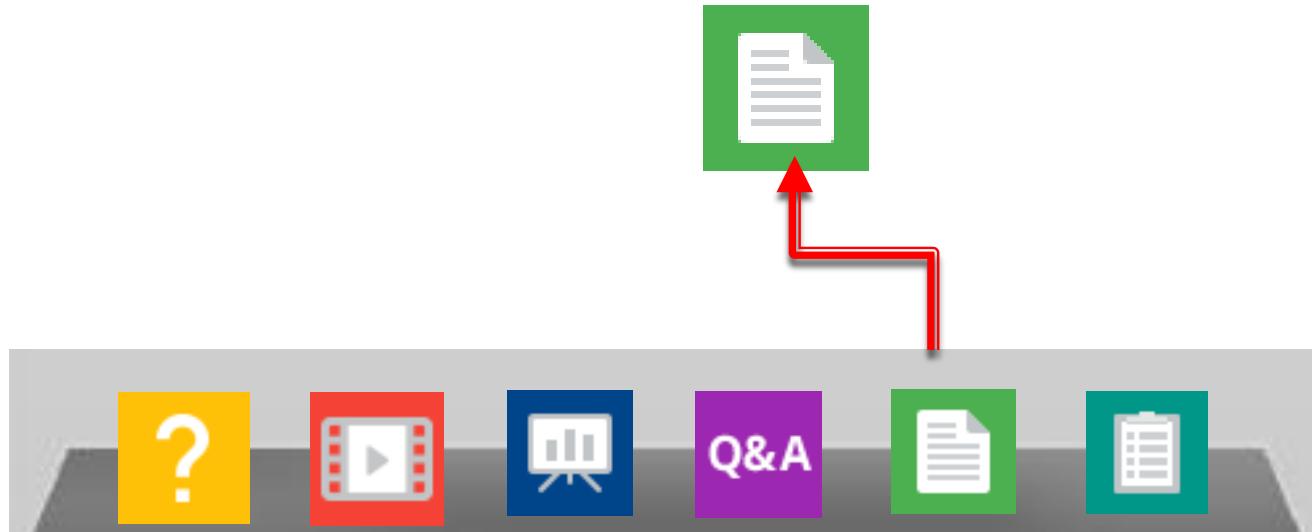
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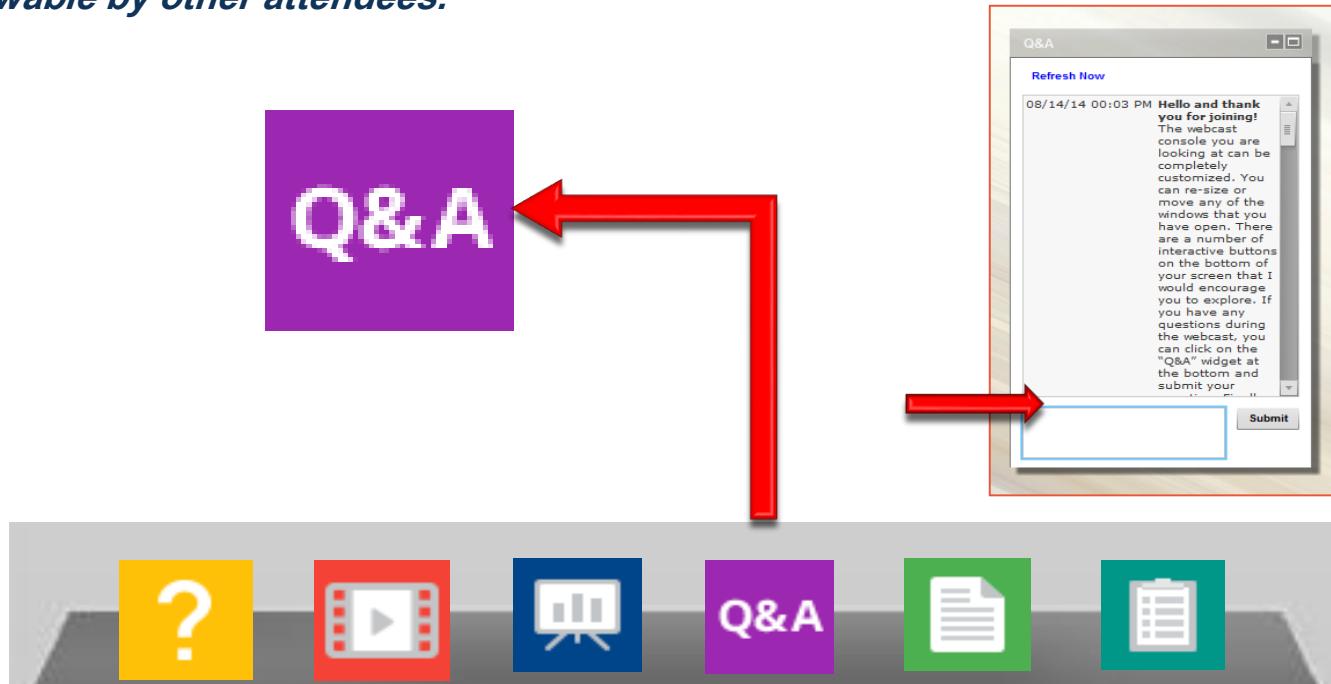
Event Materials and Recording

- The event recording will be available approximately 1 day after the webcast and can be accessed using the same audience link used for the live webcast.
- The recording will also be posted to the website
- To download the slide deck and materials for this presentation, click the “Resource List” widget at the bottom of your screen.



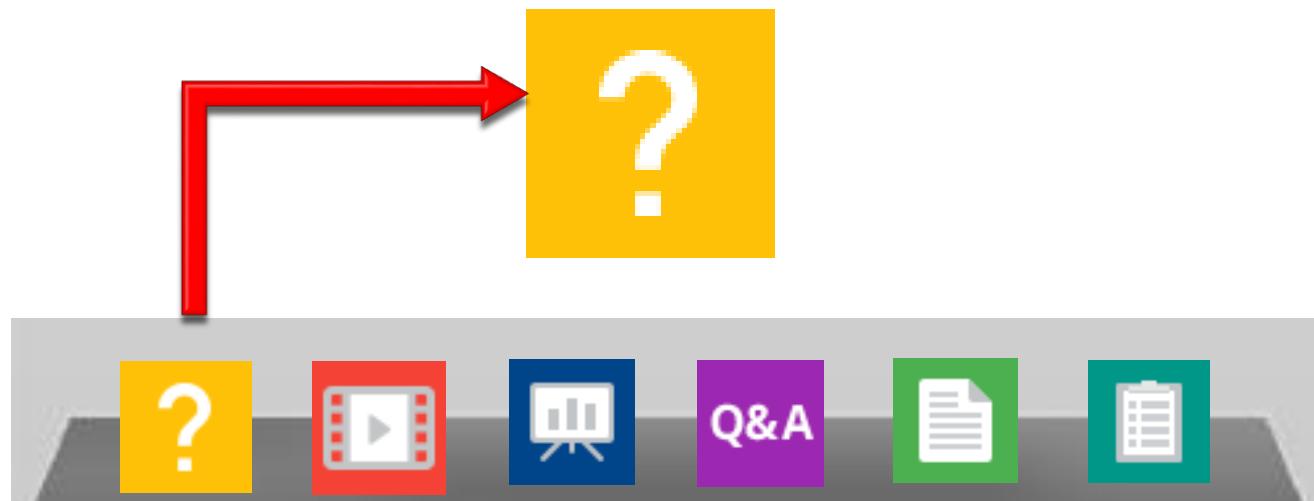
Q&A

- To pose a question to the presenters or to the group at any time, click on the “Q&A” widget at the bottom and submit your question.
 - *Please note, your questions can only be seen by our presentation team and are not viewable by other attendees.*



Technical Assistance

- If you are experiencing technical difficulties, please visit our Webcast Help Guide, by clicking on the “Help” widget below the presentation window.
- You can also click on the Q&A widget to submit technical questions.



Welcome!

Noelle Simmons

San Francisco Human Services



Facilitators

Natasha Nicolai

Mathematica Policy Research



Goals for this Webinar

- Review concepts to aid counties in determining county priorities for culture change
- Discuss county goal setting with framing around priorities and outcomes of interest
- Review CW 2.0 goal setting guide
- Review change management concepts
- Review planned implementation supports

Implementation Webinar Series

This first webinar covers how to create a county foundation that will support the culture change needed to shift successfully to the CalWORKs 2.0 goal-achievement framework.

The next webinar will cover how to plan for and implement a road test, and will cover a manual with county-appropriate resources.

Future webinar topics will depend on the support that counties request.

Webinar Wednesdays - 2 p.m.

Today	Culture Change
February 28	Road Tests

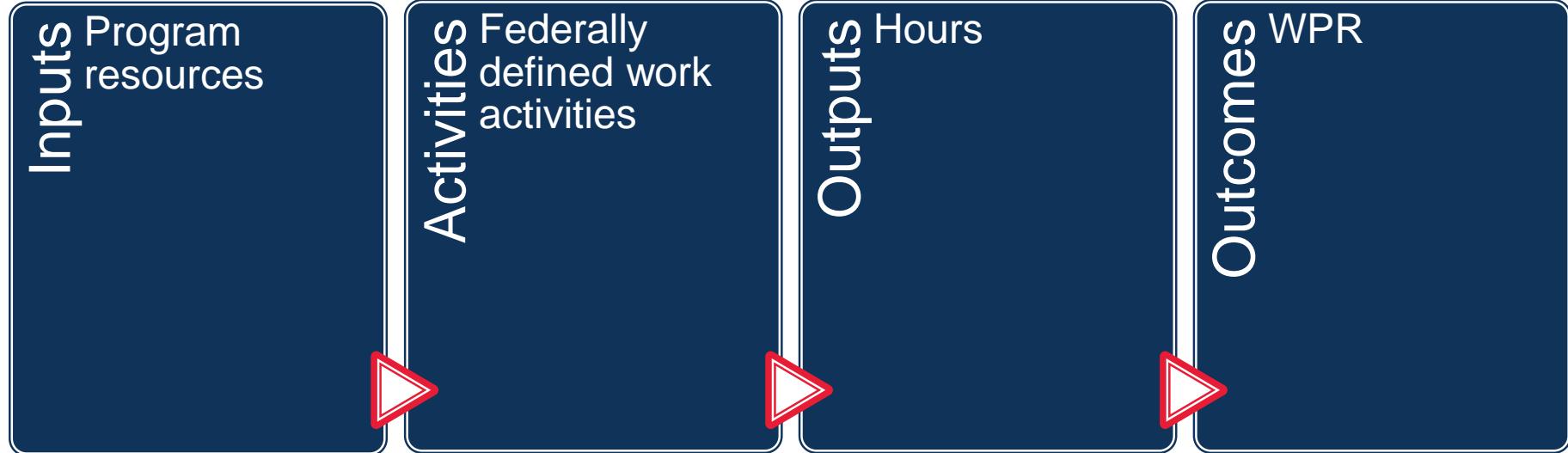
Tools for Planning Culture Change



CalWORKs 2.0- Culture Change Keys

- Effective engagement is a necessary first step to helping participants and to decrease sanctions
- People will be more motivated to participate when they are pursuing goals that are meaningful and within their reach
- Executive function and self-regulation are key to long-term job success and resilience
- Positive, supportive relationships are key to building and modeling executive function skills

How Outcomes Drive Program Logic: CW 1.0



CalWORKs 2.0 Culture Change Keys cont.

- CalWORKs 2.0 program approach is designed to facilitate improved engagement by increasing choice and customer agency throughout the TANF experience
- CalWORKs 2.0 also encourages skill building through adherence to a goal setting routine, and building meaningful staff interactions
- The effort is about creating a program environment that provides a strong foundation for CW 2.0 program approach to succeed, identifying priority opportunities for change, and providing staff with tools that help them to do their work differently

How Outcomes Drive Program Logic: CW 2.0

Inputs
Program resources
CalWORKs 2.0 Tools

Activities
CalWORKs program offerings and case management

Outputs
Clients engaged
Achieving goals
Progressing toward higher level engagement
Completing activity referrals
Meeting federally defined work hours

Outcomes
Clients' skills
Job placements
Job retention
Reduced returns to aid
Resilience
Decreased recidivism

Staff Skills Matrix and Fidelity Tool

- Provide concrete and discrete elements of staff skills and program activities related to CW 2.0
- Aid counties in thinking critically about program activity modifications and priorities for staff skill development and training opportunities
- Together with the self-assessment, goal-setting guide, and logic model framing – provide a comprehensive model for what CW 2.0 could look like fully implemented in a county
- Should be considered frameworks for program assessment and culture change prioritization

Reflection on Outcomes and Program Logic

Take a few minutes to think about how the shift in outcomes for CalWORKs 2.0 is already showing up in your county.

Write in the Q&A box ...

- How is this shift impacting daily operations?
- What challenges are you facing or anticipating?

CalOAR



CalOAR Aligns with County Goal Setting

- **Purpose:** Develop a local accountability system that is
 - Responsive to county variations
 - Useful in making county-to-county comparisons
 - Useful for state understanding of county function, program progress, and adequacy and allocation of resources
 - Useful for counties to make internal team and program management decisions
 - Receptive to appropriate accountability and improvement expectations that fall within the existing means of the county
- **Metrics:** Benchmarks and continuous quality improvement
 - Process measures
 - Outcome measures

CalOAR Will Not Contradict County Goals

- The state will define a set of standardized (1) process and (2) outcome performance indicators
- Indicators and other information will be incorporated into a county self-assessment tool
- Counties will apply self-assessment tool
- Counties reflect on local variations, resources, perceived performance, and capacity while considering the state-defined performance indicators
- County writes improvement plan with specifications related to results from the self-assessment tool and data collected about performance indicators
- County submits improvement plan to CDSS; CDSS then reviews and certifies plans for completeness annually

County Goal Setting



County Goal-Setting is an Important Component

- Focuses everyone on the same destination
- Helps keep staff engaged
- Informs how to target limited resources
- Allows county to specifically and strategically make changes

Your County's Destination

- On your participant packet or county goal-setting guide, write down one program activity that you would like to focus on.
- As we go through the goal-setting process, jot down notes and thoughts so that you have the beginning of a plan when the webinar ends.
- If you are participating as a team, compare notes as soon as the webinar ends to take advantage of the creative flow and make plans for your next steps together.

County-Level Goals Are the Foundation



County Goal-Setting Process



1. Be explicit about county CalWORKs goals

- Start by defining client success
- Goals should reflect the outcomes you hope to achieve
- Effective goals are:
 - Specific
 - Measurable
 - Attainable
 - Realistic
 - Time-bound
- Focus on a few goals at one time (no more than 3)

2. Identify goals for select core program activities

- Start by defining success for each program activity
- This will lead to a clearer understanding of
 - The purpose of each program activity
 - How the activity contributes to the county goals
- Backward map from success to the program activity and inputs to identify target components required for success

3. Develop system for measuring client progress

- Break longer-term goals into smaller steps
- Create a system for measuring progress
- Many ways to do this:
 - Track participation in program
 - Track participants' progress toward achieving their goals
 - Track progress on CalMAP

4. Review County and Program Goals Regularly

- Establish a formal process for writing, distributing and assessing progress on goals
- Review progress on goals on a regular basis
- Disseminate progress and updated goals to staff
 - This process should be clear, transparent and produce a summary available to all staff

Strategies for Change Management



Manage the Message

- Tell staff in advance that change is coming – give them information about the impending changes in multiple ways over multiple interactions
- Plan strategically in a way that is structured, comprehensive, and thought through end-to-end before release. Staff should get one clear message about change
- Choose key phrases that tie CalWORKs 2.0 to county values and mission – use these in all communication about CalWORKs 2.0
- Assuage fears early by speaking directly to anticipated doubts and using messaging that makes a compelling case against fears

Pilot to Limit Change Fatigue

- Consider targeted staff and/or target participant types for early integration of tools into business processes
- Collect targeted feedback that directly answers most pressing questions and addresses need for understanding
- Stagger scale-up by program component, activity, or staff group – build on successes and knowledge development of early staff implementers
- Provide opportunities for peer learning and sharing early in the implementation and piloting phases
- Avoid full scale-up until after vetting business processes, tracking, and necessary staff skills
- Create routines around the tools and desired change

Change Requires Safety

- Psychological safety is key to learning, creativity, and successful buy-in to change
- Convey the GPDR/R message to staff: “There is no failure, just feedback.” Drive home the message and create space to make mistakes and learn in the process
- Help supervisors provide encouragement, offer safe spaces for learning and asking questions, and reward buy-in
- Provide staff with multiple avenues to provide feedback and innovate

Provide Adequate Support and Staff Training

- Consider delivering training in multiple formats
- Make trainings interactive and build on staff experiences- consider modeling and role playing
- Provide opportunities for peer support- observation, structured feedback, space to share successes and challenges (possibly without supervisors or managers)
- Integrate goal setting tools into regular supervision and management practices
- Use the staff skills matrix to prioritize trainings and skill building opportunities

Share Your Success

Please share in the Q&A box (or the Forum page on the website) a concrete strategy that has been successful for your county. We will collect and share responses on the Forum and Webinar pages on the website.

- **What language or phrases have worked when sharing the message of change with staff?**
- **Where did you start with a pilot or road test?**
- **What was a key strategy that promoted safety for mistakes?**

Questions?



Next Steps

- **Review the county level guide with implementation lead team and initiate goal setting**
- **Devise comprehensive strategic plan to manage change process; create messaging plan**
- **Share strategic plans with county cohorts and implementation support lead**

Implementation Support Opportunities

- One-on-one calls with implementation leads
- Bi-weekly support calls
- Next generation website and forum
- Webinars and newsletters, Wednesdays at 2:00pm
- Video demonstrations of the tools (forthcoming)
- Individual county consultations
- Training from team or UC Davis (forthcoming)
- How to get help: email Calworks2.0@gmail.com

Contact us with any questions

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