



Zero Churn for CalFresh

September 30th, 2014

www.transformcalfresh.org

Alliance to Transform CalFresh

- **Members:**



- **Founded:** 2011
- **Goal:** CalFresh participation to 75% by 2016
- **Approach:** Focused on
 - Consumer experience
 - Data-driven outcomes
 - Statewide excellence for all consumers

ATC Goal for California:

75% CalFresh Participation by 2016

- **Strategy #1:** Maximize ACA and dual-enroll families – most low-income families are eligible for both!
- **Strategy #2:** Reduce churn, to keep eligible people connected to food.
- **Strategy #3:** Deliver same day customer service to most applicants, to make sure all eligible families get the food they need and qualify for ASAP.

Resources

Zero Churn On-line Toolkit:

<http://www.transformcalfresh.org>

Contacts

- **Kim McCoy Wade**, Alliance to Transform CalFresh
kim@mccoywade.org
- **Linda Patterson**, Chief of the CalFresh Branch, CDSS
linda.patterson@dss.ca.gov
- **Tiana Wertheim**, Senior Administrative Analyst, CalFresh Program, SF Human Services Agency
tiana.wertheim@sfgov.org
- **Greg Kunz**, Deputy Administrator, Idaho Department of Health & Welfare
KunzG@dhw.idaho.gov

TRACKING AND TACKLING CHURN

CalFresh Branch Chief
September 2014



Why the focus on churn?

- Although generally doing well on most performance measures, California was not doing well on program participation. Based on Federal Fiscal Year (FFY) 2011 federal data (the latest available), California is behind most of the country in terms of the percentage of eligible people actually enrolled in the SNAP program.
- Enrollment of potentially eligible persons is at approximately 57 percent. This is below the national participation rate of 79 percent. Although there has been continued improvement, last place is not an option!
- We realized that most of our effort had been on outreach but not on retaining the persons already on our caseload.
- While some leave, many reapply which increases work on our end and frustration on their end.

Goal: Increase SNAP Participation

- CDSS, in collaboration with counties, requested that counties undertake a three-year goal-setting process to help achieve increased SNAP participation within their county.
- There are many factors that contribute to individual county program participation, both demographically and economically. The majority of the county plans focused on:
 - in-reach to current Medi-Cal recipients;
 - increasing program outreach to seniors;
 - addressing churning and retention of cases; and
 - the use of technology

What is Churn?

- For almost any social service program, reducing churn saves time for staff and clients.
- Churn rate for reapplications is: the SNAP applications that received benefits in the previous 30 -90 days divided by the total applications received.
- Churn rate for recertifications is: the SNAP cases who had recertifications due who didn't complete them who reapplied within 30 -90 days divided by the total applications received. It is a subset of reapplication churn.
- Measuring this component allows us to identify where we need to make changes. As recertification churn represents almost half our churn we initiated an effort to streamline the recertification process by developing a two page form.

Using Data to Improve Performance

- In support of the county efforts to increase participation using a data-driven approach, the CDSS developed a County Data Dashboard (located at <http://www.cdsscounties.ca.gov/foodstamps/>).
- This public dashboard provides tools and information for counties to evaluate existing participation improvement efforts and make decisions about future ones.
- The increased transparency was appreciated by our advocates and other stakeholders.
- Although our goal was to increase participation, the dashboard would also be a good tool to increase performance in other program priorities or Federal performance measures.

Data on the Dashboard

- The County Data Dashboard includes data in the following areas:
 - Enrollment growth in SNAP. (Rather than participation “rates” since the state and counties have little control over the increase or decline in the eligible population on which rates are based)
 - SNAP cases receiving Medi-Cal (to measure in-reach)
 - Medi-Cal cases receiving SNAP (to measure Express Lane Eligibility);
 - Churn rates for recertifications and for all reapplications (churn is defined as returning within 90 days although 30 days is also included)
 - Active error rates
 - Timeliness for both Expedited Service cases and for 30-day processing

CalFresh Program

This page provides an access point to CalFresh Program Data, Quality Control Error Rates, Timeliness of Application Processing data, QC Handbook, Training Materials, Conference Presentations, ACL's and ACIN's

- [FAAC Meeting Agendas and Summaries](#)
- [Related Links](#)
- [Related Publications](#)
- [CalFresh Feedback](#)
- [Questions and Answers](#)
- [Quarterly Reporting Questions and Answers](#)
- [Special Notices](#)

COUNTY DATA

- [Data Dashboard](#)
 - [How to Use the Data Dashboard](#)
 - [FFY 2014 data](#)
 - [FFY 2013 data](#)
- [Error Rates](#)
 - [Actives](#)
 - [Case and Procedural Error Rate \(CAPER\)](#)
- [Timeliness of Application Processing](#)
- [Caseload information](#)
- [County Caseload Growth](#)
- [Churn Rates](#)
 - [Churn Data FFY 2014](#)
 - [Churn Data FFY 2013](#)
 - [Churn Data FFY 2012](#)
- [Medi-Cal In-Reach](#)
 - [FFY 2014 data](#)
 - [FFY 2013 data](#)

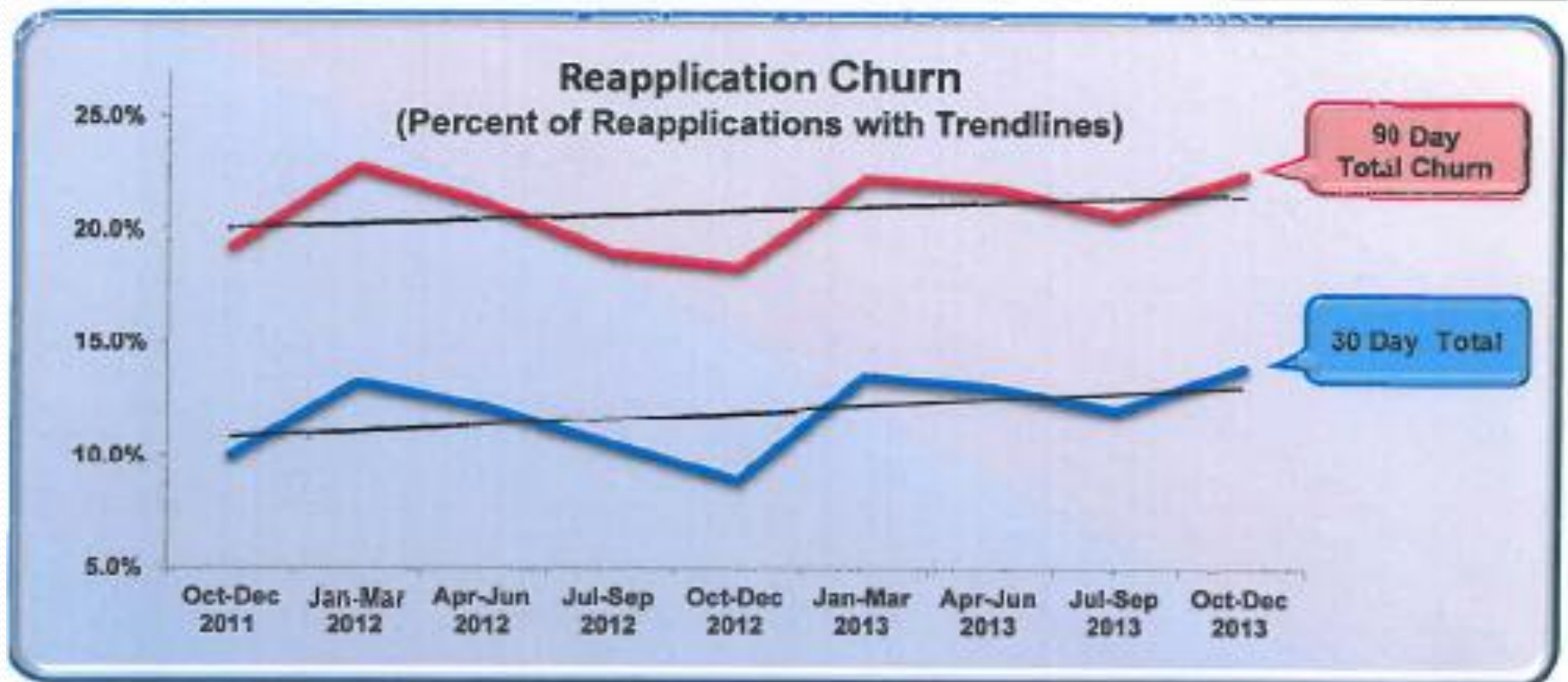
PROGRAM ACCESS & PARTICIPATION

- [State Efforts to Increase Participation February 2013](#)
- [County Plans to Improve CalFresh Participation](#)

BEST PRACTICES

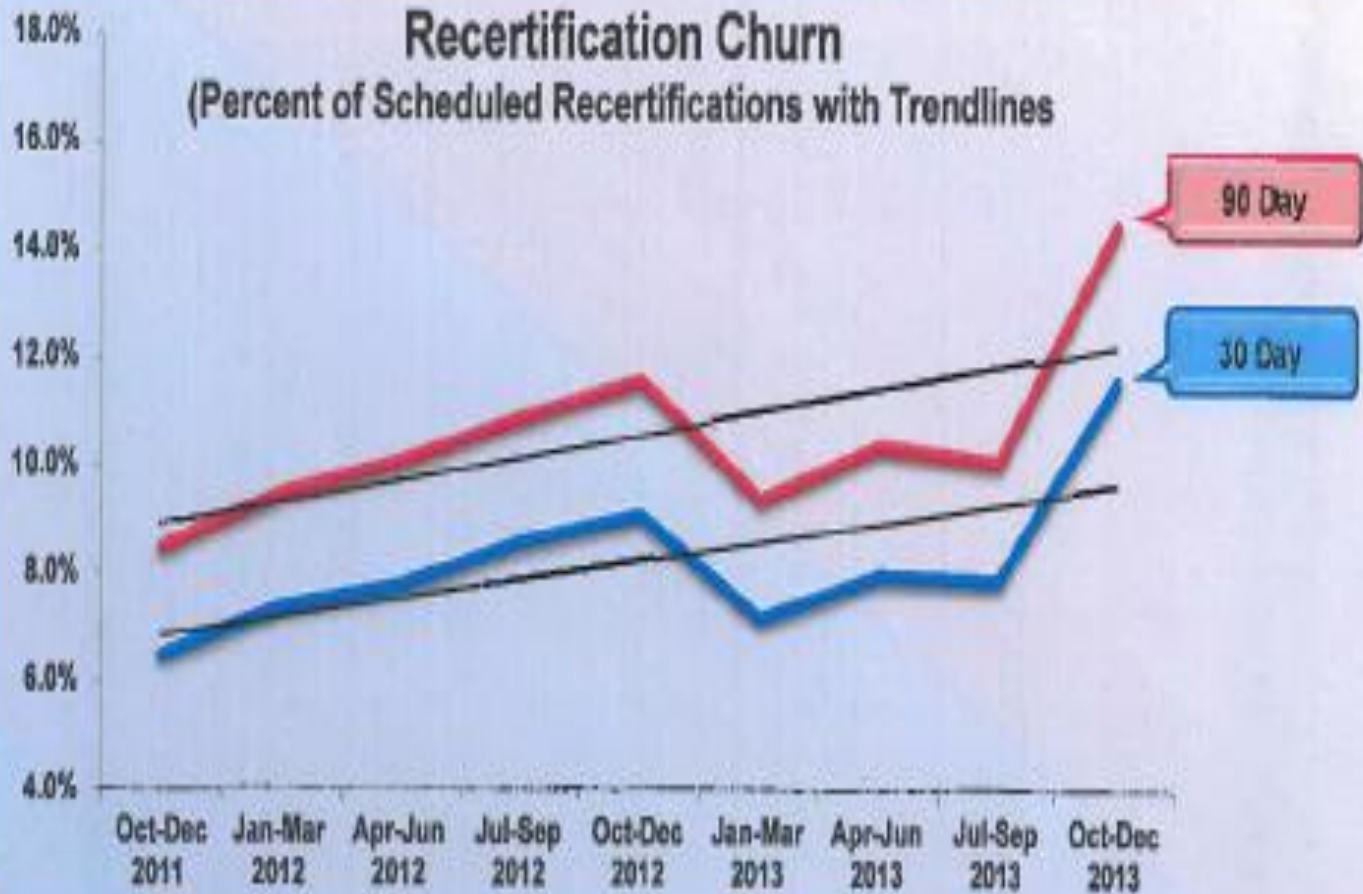
- [Effective Corrective Action Planning](#)
- [Tips For Managers on Achieving Quality Performance](#)
- [Participation](#)
- [Negative Action Campaign - Los Angeles County](#)
- [Negative Processes and Tools - San Bernardino County \(filesize: 4MB\)](#)
- [Placer County Service Center](#)

Key Performance Indicators	Oct-Dec 2011	Jan-Mar 2012	Apr-Jun 2012	Jul-Sep 2012	Oct-Dec 2012	Jan-Mar 2013	Apr-Jun 2013	Jul-Sep 2013	Oct-Dec 2013
Timeliness - 30 Day	96.7%	96.5%	97.7%	97.8%	97.5%	96.5%	97.4%	97.4%	96.9%
Timeliness - Expedited	92.3%	92.7%	94.0%	94.2%	93.9%	93.7%	94.3%	93.2%	94.2%
Active Error Rate	3.70%	3.40%	4.00%	3.60%	3.20%	3.10%	3.19%	2.96%	N/A
30 Day Total Churn - % of Reapplications	10.0%	13.2%	12.1%	10.5%	8.9%	13.5%	13.0%	12.0%	13.9%
90 day Total Churn - % of Reapplications	19.2%	22.7%	21.1%	18.9%	18.3%	22.2%	21.8%	20.6%	22.4%
30 Day - % of Scheduled Recertifications	6.5%	7.4%	7.8%	8.6%	9.1%	7.2%	8.0%	7.9%	11.6%
90 Day - % of Scheduled Recertifications	8.5%	9.5%	10.1%	10.9%	11.6%	9.4%	10.4%	10.1%	14.5%
Average Days to Approval					13.9	13.3	13.3	14.9	14.6
Average Days from NEC to Recertification					34.3	18.7	18.9	23.5	30.5



Recertification Churn

(Percent of Scheduled Recertifications with Trendlines)



Inspiring Improvement

- In tracking churn, we were able to identify how implementation of certain policies affect churn.
- The charts shown indicate an uptick in recertification churn at the time of implementation of the ACA and semi-annual reporting (SAR).
- CDSS expects that implementation of SAR will eventually lower churn.
- In addition, implementation of efforts to streamline procedures, like the revised recertification process should lead to improved churn rates.
- Additionally, we can identify which counties have low rates of churn and examine their procedures and share with others.

In Closing

- I am very encouraged at the continued efforts of the our counties and all the dedicated staff who work in social services programs who endeavor to do the best job possible. Hopefully attacking the churn issue will help relieve their workload and reduce client frustration.
- I am always happy to hear of ideas for program innovation and improvement. Please feel free to share your ideas. My email address is: linda.patterson@dss.ca.gov
- Questions?

Promptly



- **Simple message**
- **Clear call to action**

CalFresh
(Food Stamps):
Your CalFresh
benefits may stop
at the end
of this month.
Questions?
Call (415) 558-1001.

CalFresh
(Estampillas de
Comida):
Sus beneficios de
CalFresh podrían
descontinuar al
final de este mes.
¿Preguntas? Llame
al (415) 558-1001.

糧食券:
你的糧食券福利
可能會在本月底
停止. 有問題嗎?
請致電
(415) 558-1001.

Tiana.Wertheim@sfgov.org
San Francisco Human
Services Agency

Unnecessary client turnover

- 15% “churn” or enroll and fall off within 3 months
- Many clients don't know when they are discontinued
- Mail reminders and processes are difficult



NOTICE OF ACTION
Food Stamps Termination

COUNTY OF SAN FRANCISCO

STATE OF CALIFORNIA
HEALTH AND HUMAN SERVICES AGENCY
CALIFORNIA DEPARTMENT OF SOCIAL SERVICES



PO Box 7988
San Francisco, California 94120-7988
San Francisco County

Notice Date : 06/12/2013
Case Name : Rebecca Ackerman
Case Number : 1373241
Worker Name : Food Assistance
Worker Number : VENG
Telephone : (415) 558-1001
Worker Hours : 8:00 AM- 12:00 PM, 12:00 PM - 5:00 PM
24Hour Information :
Address : 1235 Mason ST
San Francisco CA 94103-2705

2036 1236270-3625ALETTER1.47 20

VENG

Rebecca Ackerman
53 Potomac ST
San Francisco CA 94117-3356



Questions? Ask your Worker.

State Hearing: If you think this action is wrong, you can ask for a hearing. The back of this page tells you how. Your benefits may not be changed if you ask for a hearing before this action takes place.

As of 06/30/2013, the County is stopping your cash aid and/or Food Stamps.

Here's why:

As of the 11th of this month, the County has not received your quarterly report (QR 7) due this month.

TO STOP THIS ACTION, the County must RECEIVE your COMPLETE report no later than the FIRST WORKING DAY OF NEXT MONTH.

The information you give us may change or stop your cash aid and/or Food Stamps.

If you turn in a complete QR 7 anytime next month that shows you are eligible for cash aid and/or CalFresh benefits, your benefits will start from the day you turn in the form.

Medi-Cal: This notice DOES NOT change or stop Medi-Cal benefits. If there is a change in your Medi-Cal Benefits, you will receive another notice. Keep using your plastic Benefits Identification Card(s).

Food Stamps Only:

You must report any new household members and their social security numbers. If you have already reported a new member but not their social security number, it must be reported now.

If you need help in completing the quarterly report, the County will help you to do so. Please contact the County and ask for help.

NA 960 X QR (7/04) CWRCA/FS Disc - No Quarterly Status Report on File

Rules: These rules apply. You may review them at your welfare office: Food Stamps Manual Section(s): 63-103(n), 63-508.6, MPP: 40-105.1, 40-181.22

YOUR HEARING RIGHTS

You have the right to ask for a hearing if you disagree with any county action. You have only 90 days to ask for a hearing. The 90 days started the day after the county gave or mailed you this notice.

If you ask for a hearing before an action on Cash Aid, Medi-Cal, Food Stamps, or Child Care takes place:

- Your Cash Aid or Medi-Cal will stay the same while you wait for a hearing.
- Your Child Care Services may stay the same while you wait for a hearing.
- Your Food Stamps will stay the same until the hearing or the end of your certification period, whichever is earlier.

If the hearing decision says we are right, you will owe us for any extra Cash Aid, Food Stamps or Child Care Services you got. To let us lower or stop your benefits before the hearing, check below:

Yes, lower or stop: Cash Aid Food Stamps Child Care

While You Wait for a Hearing Decision for:

Welfare to Work:

You do not have to take part in the activities. You may receive child care payments for employment and for activities approved by the county before this notice.

If we stop your other supportive services payments will stop. You will not get any more payments, even if you go to your activity.

If the county will pay for other supportive services, they will pay the amount another way to you. This notice is not.

- To get those supportive services, you must go to the activity the county told you to attend.
- If the amount of supportive services the county pays while you wait for a hearing decision is not enough to allow you to participate, you can stop going to the activity.

Cal-Learn:

- You cannot participate in the Cal-Learn Program if we told you we cannot serve you.
- We will only pay for Cal-Learn supportive services for an approved activity.

OTHER INFORMATION

Medi-Cal Managed Care Plan Members: The action on this notice may stop you from getting services from your managed care health plan. You may wish to contact your health plan membership services if you have questions.

Child and/or Medical Support: The local child support agency will help collect support at no cost even if you are not on cash aid. If they now collect support for you, they will keep doing so unless you tell them in writing to stop. They will send you current support money collected but will keep past due money collected that is owed to the county.

Family Planning: Your welfare office will give you information when you ask for it.

Hearing File: If you ask for a hearing, the State Hearing Division will set up a file. You have the right to see this file before your hearing and to get a copy of the county's written position on your case at least two days before the hearing. The state may give your hearing file to the Welfare Department and the U.S. Departments of Health and Human Services and Agriculture. (W&I Code Sections 10850 and 10950.)

TO ASK FOR A HEARING:

- Fill out this page.
- Make a copy of the front and back of this page for your records.
- If you ask, your worker will get you a copy of this page.
- Send or take this page to:

Appeals Unit, Department of Human Services
P.O. Box 7988
NA
San Francisco, CA 94120-7988

- OR
- Call toll free: 1-800-952-5253, or for hearing or speech impaired who use TDD, 1-800-952-8349.

To Get Help: You can ask about your hearing rights or for a legal aid referral at the toll-free state phone numbers listed above. You may get free legal help at your local legal aid or welfare rights office.

BAY AREA LEGAL AID
1035 Market Street
6th Floor
San Francisco, CA 94103
(415) 962-1300

Coalition of CA Welfare Rights
1901 Alhambra Blvd
Sacramento, CA 95816
(916) 736-0616

GAAP
ENGLISH CALFRESH ONLY
276 Golden Gate Avenue
San Francisco, CA 94102-3706
(415) 928-8191

If you do not want to go to the hearing alone, you can bring a friend or someone with you.

HEARING REQUEST

I want a hearing due to an action by the Welfare Department of _____ County about my _____

Cash Aid Food Stamps Medi-Cal
 Other (list) _____

Here's Why: _____

- If you need more space, check here and add a page.
- I need the state to provide me with an interpreter at no cost to me. (A relative or friend cannot interpret for you at the hearing.)
My language or dialect is: _____

NAME OF PERSON WHOSE BENEFITS WERE DENIED, CHANGED OR STOPPED _____

BIRTH DATE _____ PHONE NUMBER _____

STREET ADDRESS _____

CITY _____ STATE _____ ZIP CODE _____

SIGNATURE _____ DATE _____

NAME OF PERSON COMPLETING THIS FORM _____ PHONE NUMBER _____

- I want the person named below to represent me at this hearing. I give my permission for this person to see my records or go to the hearing for me. (This person can be a friend or relative but cannot interpret for you.)

NAME _____ PHONE NUMBER _____

STREET ADDRESS _____

CITY _____ STATE _____ ZIP CODE _____

Notice of Action

Confusing NOAs

Effective 10/01/2013, your Food Stamp benefits are changed from \$200.00 to \$200.00 each month.

Here's why:

Your utility cost has changed. When your utility cost changes, the amount of Food Stamps you are eligible to receive changes.

As of 06/30/2013, the County is stopping your cash aid and/or Food Stamps.

Here's why:

As of the 11th of this month, the County has not received your quarterly report (QR 7) due this month.

TO STOP THIS ACTION, the County must RECEIVE your COMPLETE report no later than the FIRST WORKING DAY OF NEXT MONTH.

The information you give us may change or stop your cash aid and/or Food Stamps.

If you turn in a complete QR 7 anytime next month that shows you are eligible for cash aid and/or CalFresh benefits, your benefits will start from the day you turn in the form.

Medi-Cal: This notice DOES NOT change or stop Medi-Cal benefits. If there is a change in your Medi-Cal Benefits, you will receive another notice. Keep using your plastic Benefits Identification Card(s).

Food Stamps Only:

You must report any new household members and their social security numbers. If you have already reported a new member but not their social security number, it must be reported now.

If you need help in completing the quarterly report, the County will help you to do so. Please contact the County and ask for help.

What does it take?

- Interface btw Promptly and CalWIN /C-IV /Leader
- Opt-in consent (text, email): For new apps/RRR & mailer
- A field to store cell #s, and for consent
- Determine message, timing, audience
- Train workers in consent, FAQ

Promptly success:

- 5,800 clients signed up since November 2013
- 1,200 text reminders sent
- 3 languages (English, Spanish, Chinese)
- 471 calls to the CalFresh call center
- 39% response rate
- Outcome data is under evaluation (churn reduction, user experience)
 - *“I was grateful for the text because I moved around a lot this year and my mail hasn’t caught up.”*
 - *“I live with a bunch of roommates and sometimes the mail doesn’t end up in the right hands.”*
 - *“I thought I might be cut off, but getting the text made if definite.”*

Idaho's

Approach to CHURN:

- **Customer-centric**
- **Data Driven**
- **Cost Effective**

A light blue map of Idaho is positioned on the left side of the slide. The map is semi-transparent, allowing the text below it to be visible. The text 'Idaho' is written in a large, bold, dark blue font, and 'Self Reliance – Benefit Programs' is written in a smaller, bold, dark blue font below it.

Idaho

Self Reliance – Benefit Programs

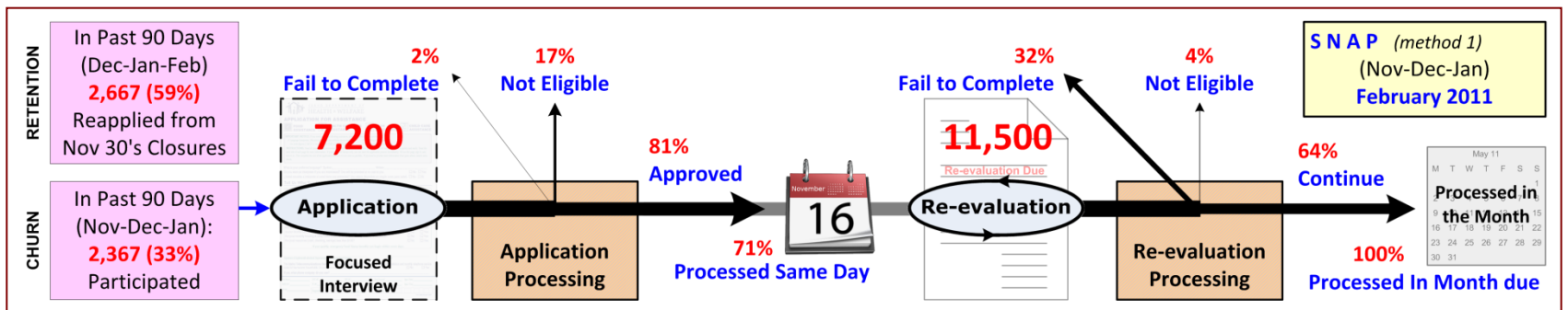
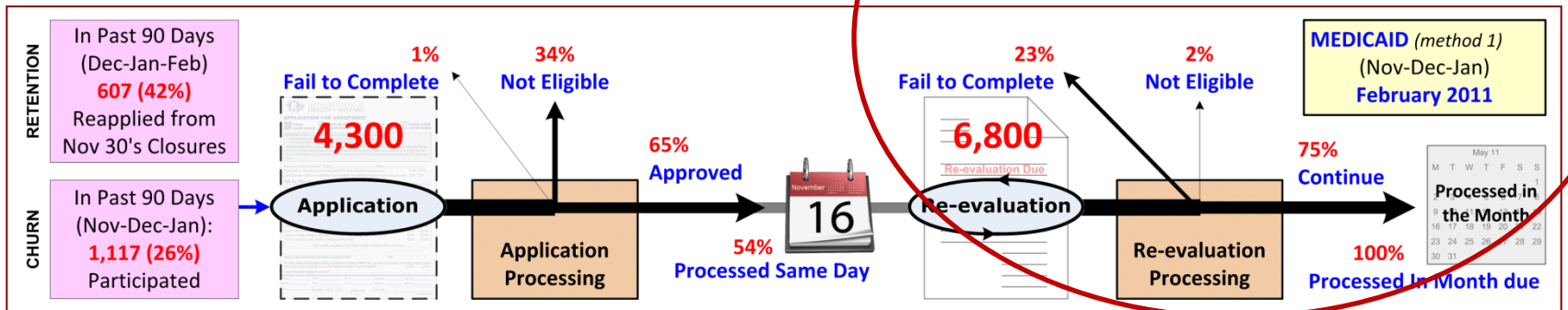
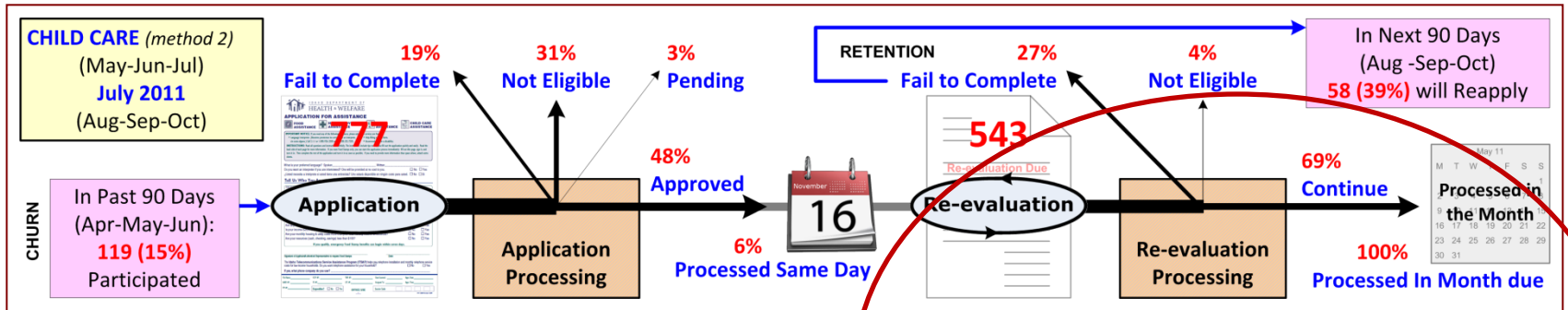
Greg Kunz

Deputy Administrator

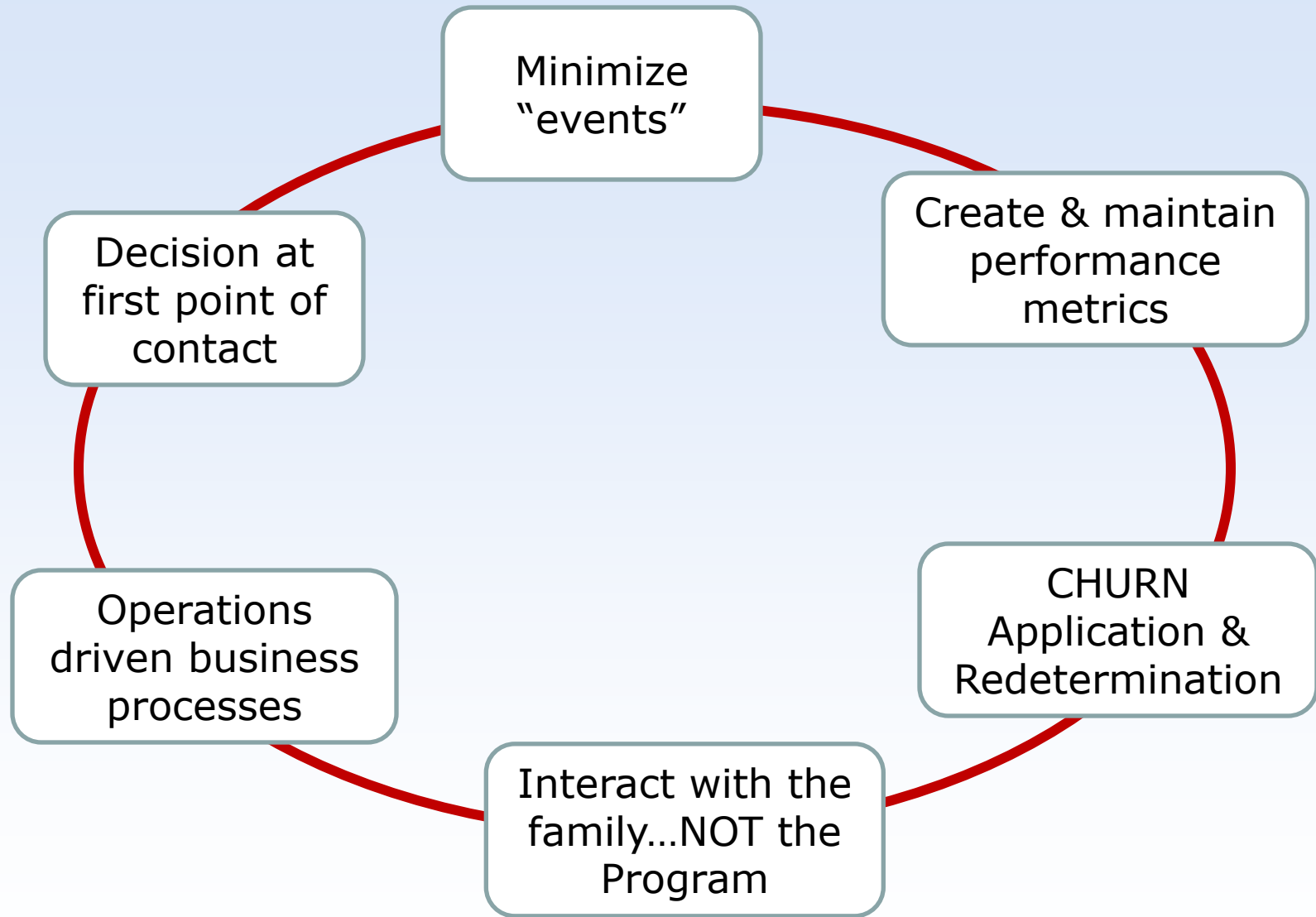
Idaho Department of Health & Welfare

What is CHURN...why focus on it??

Application & Re-evaluation Analysis: Child Care – Medicaid – S N A P



...but it is more than CHURN, it's the whole!



Idaho's Performance Improvements

Idaho's Service Delivery Performance for SNAP

Historical FNS Measures of Program Performance							New Idaho Measures of Program Performance			
FFY & SFY	QC Payment Error		QC Negative Error		QC Timeliness		SNAP Admin \$	Same Day	Days to Approval	Task Resolution
	Rate	National Ranking	Rate	National Ranking	Rate	National Ranking	\$/Case/Mo	% Approved on Application Day	Average Time to Approval	% Case Tasks Completed ≤ 5 days
2004 (sanction)	9.05%	51st	13.22%	50th	90.41%	29th				
2005 (sanction)	8.34%	48th	10.68%	45th	86.79%	37th				
2006 (bonus)	4.64%	18th	7.67%	39th	83.06%	43rd		< 2%	> 20 Days	
2007	4.44%	18th	5.20%	26th	80.00%	48th	\$42.35	~6%	15 days	
2008 (bonus)	3.59%	12th	0.72%	3rd	91.32%	16th	\$39.20	~20%	11 Days	
2009	2.69%	11th	2.76%	8th	94.81%	11th	\$30.72	~25%	8 Days	
2010 (bonus)	3.32%	18th	2.39%	6th	98.24%	2nd	\$19.80	72.2%	2 Days	96%
2011 (bonus)	2.52%	5th	1.97%	4th	99.06%	1st	\$15.16	71.3%	2 Days	99%
2012 (bonus)	2.49%	14th	10.02%	5th	99.28%	1st	\$16.15	71.8%	2 Days	98.7%
2013	1.86%	14th	14.19%	15th	99.43% projected	1st projected	\$16.56	73.0%	2 Days	99.4%

What we do for CHURN...

1. Pre-populate forms sent to customers
2. Phone-based re-evaluations
3. Use phone interactions to resolve issues
4. Limit effort required by the customer
5. Help families obtain necessary verifications
6. Minimize the re-evaluation “event”
7. Learn from other Program policies/processes

Q & A for All

Coming Soon...

- More ATC webinars & on-line toolkits on strategies to transform CalFresh Participation:

#3: Providing Same Day Service – Nov 2014

- This and all previous webinar materials & other resources posted at www.transformcalfresh.org

The Alliance thanks its funders:



KAISER PERMANENTE®



**CALIFORNIA
HEALTHCARE
FOUNDATION**

