



CalWIN

Implementation

Performance Flash Report

New in this issue

CalWIN conversion update

Results from the comfort survey

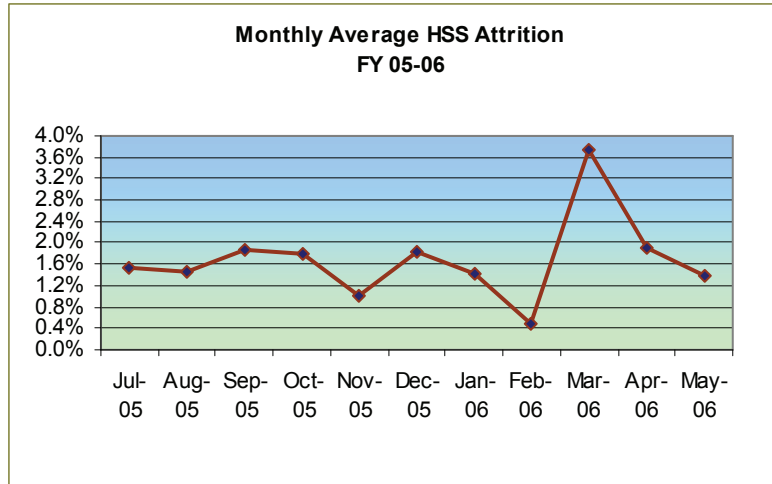
This report of performance data has been prepared for staff involved in the implementation of CalWIN, a new information system launched in June 2006. The results are intended to capture operational impacts of the CalWIN implementation, and will change over time depending upon the phase of implementation. The Project Manager is Ruth Ann Petro, and the lead Executive is Rene Santiago.

Prepared by
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ATTRITION RATE FOR LINE STAFF

The attrition rate is for the Human Services Specialists (HSS) who are line staff. There is no discernible impact of CalWIN implementation on attrition as of May. The average HSS attrition rate this FY 05-06 through May is 1.7%. This is slightly higher than the average in FY 04-05 through May (1.4%). The sharp increase in March is typical as many employees retire in March. Attrition can be both positive (promotions) and negative (terminations).



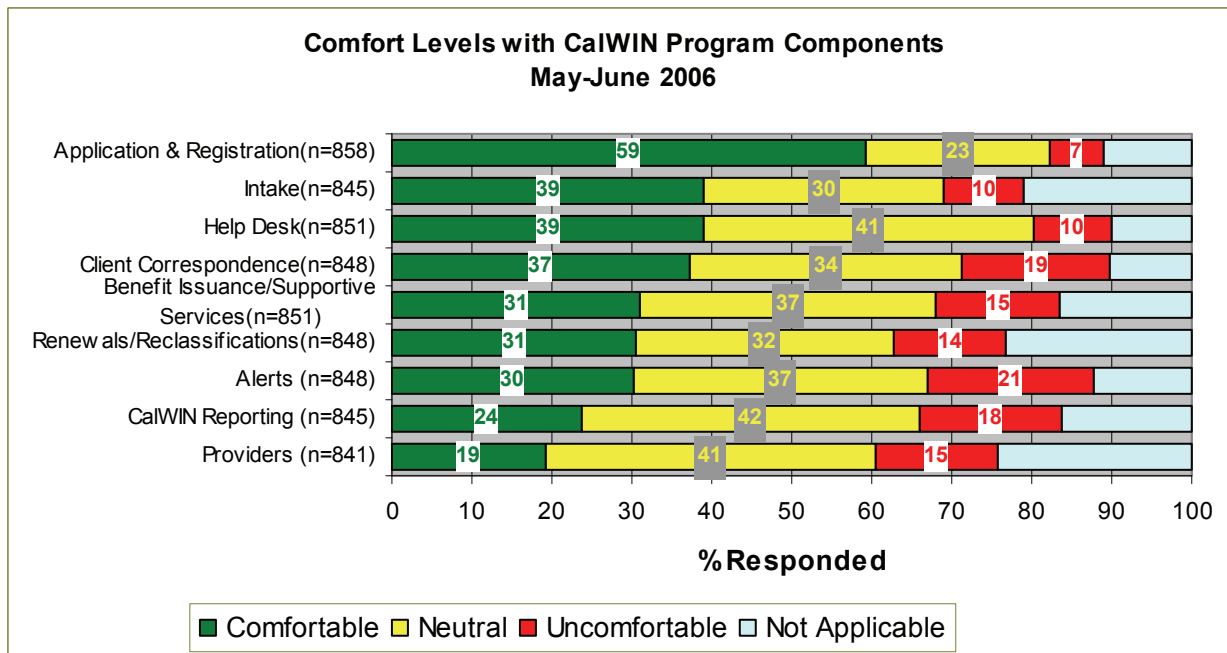
STAFF COMPLETING END USER TRAINING

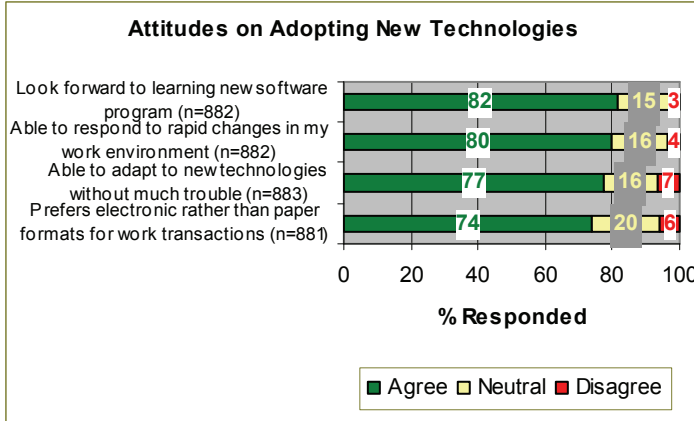
The target of training 1,969 end users by May 26th has been achieved.

COMFORT LEVELS OF USING CALWIN COMPONENTS

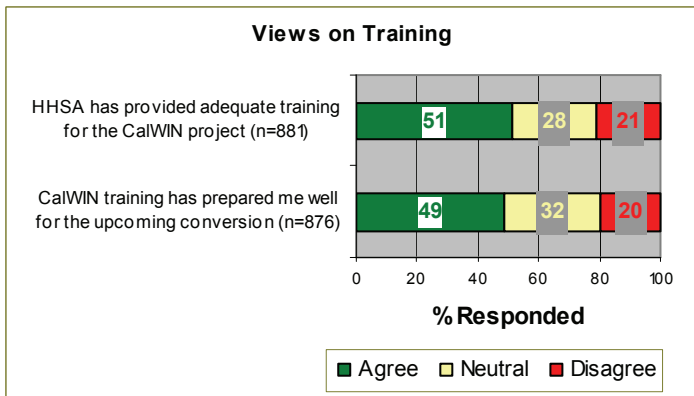
HHSa’s Human Resources Division administered a survey to capture the comfort levels of staff, including Human Services Specialists, their supervisors, and clerical, who use various components of the CalWIN program. The survey was delivered to over 1,800 employees and 926 (50%) responded. Varying numbers of employees responded to each question and the results are shown as a percent of those who responded to each question. For example, 59% of the 858 employees who responded were comfortable with the Application and Registration component of the CalWIN program.

Across all components the results are positive—more staff reported that they were “comfortable” or at least “neutral” than “uncomfortable” in using each of the CalWIN components, which is significant because this survey was delivered very early in implementation (May 30-June 14). These are preliminary results only, and the same survey will be deployed multiple times up to a year after CalWIN implementation in order to monitor any changes over time.

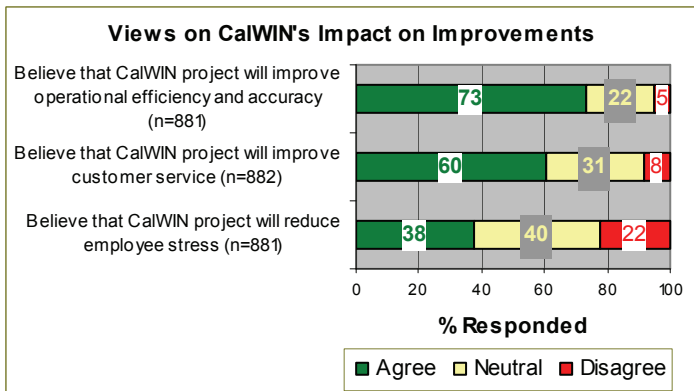




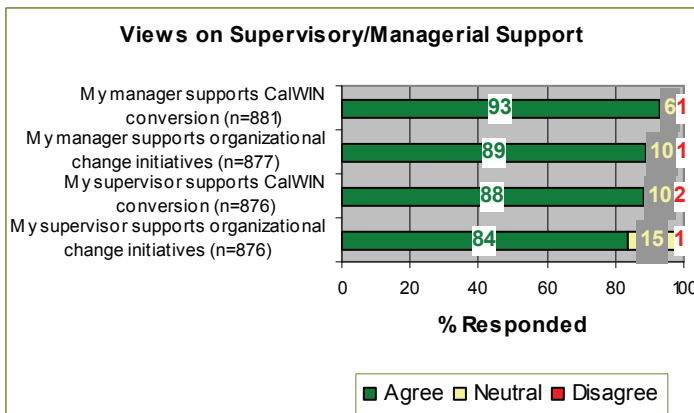
In general, the survey shows very positive attitudes among staff toward adopting new technologies. For example, 80% agreed that they are able to respond to rapid changes in their work environment, and 82% are looking forward to learning a new software program.



About half of the staff feel they are adequately trained and prepared for the CalWIN conversion, the other half are “neutral” or “disagree” that they are ready. The area of training and preparation is where staff appear to be less positive compared to other survey questions about operating in the new CalWIN environment.



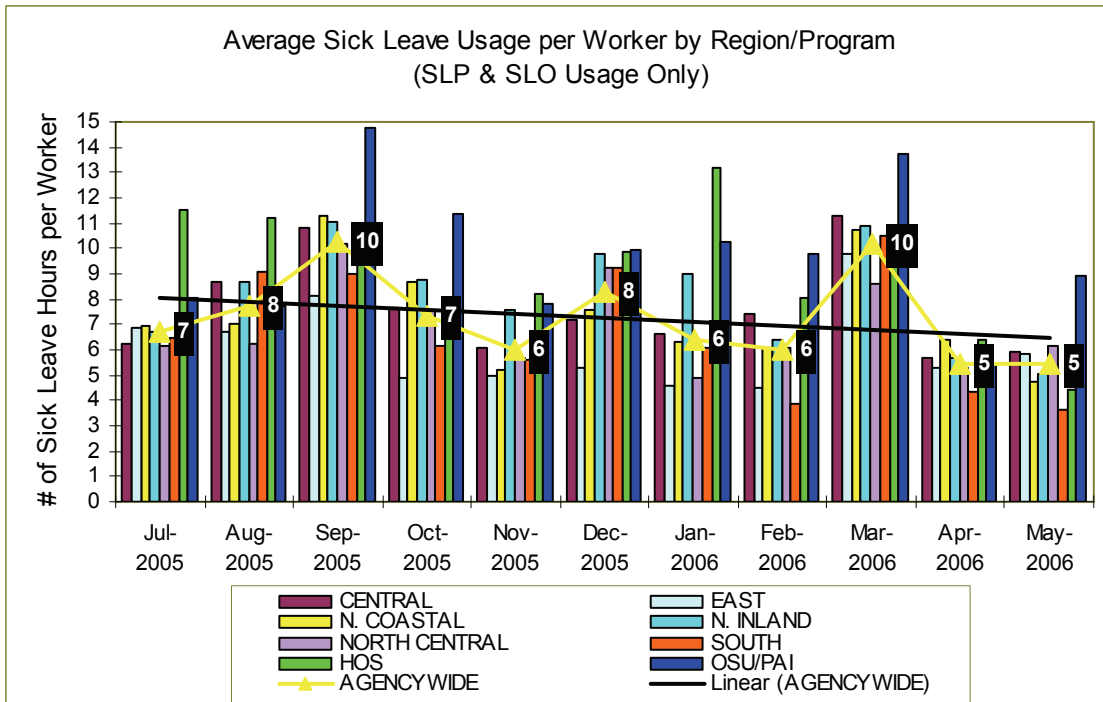
While staff are divided as to whether or not CalWIN will reduce employee stress, they generally agree that the CalWIN project will improve operational efficiency (73%) and improve customer service (60%).



Across the board, staff agree that their supervisors and managers are supportive of organizational change and the CalWIN conversion. More than 80% of staff agree that change initiatives are embraced in the Agency.

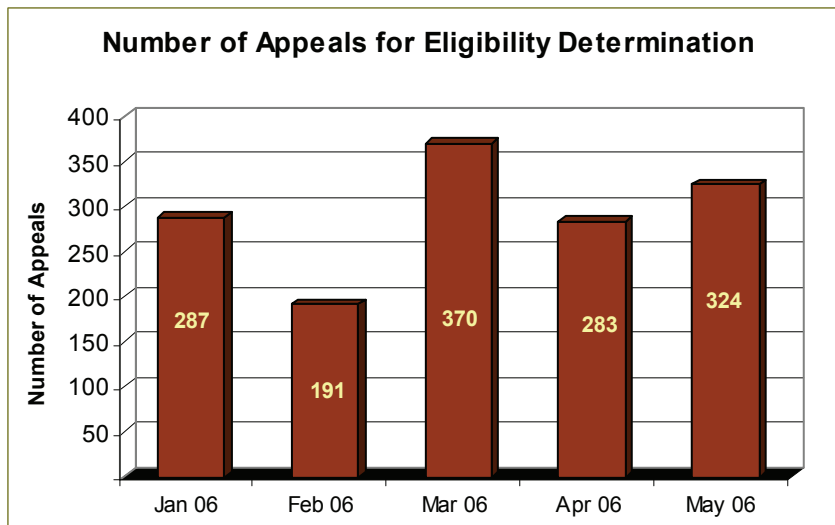
SICK LEAVE USAGE BY LINE STAFF

The sick leave usage is for the Human Services Specialists (HSS) who are line staff. The types of sick leave included in this analysis are: SLP (personal sick leave) and SLO (sick leave other for caring for family). The Agencywide HSS sick leave average had reached a high of 10 hours per month per worker in September 2005 and again in March 2006. The latest data (May 2006), however, continues to show a much lower Agencywide average of 5 hours per worker similar to the usage in the previous month. Several units had above average sick leave usage between January and March of 2006—however, most programs and regions appear to have stable sick leave usage during the months immediately before CalWIN “Go Live” in June.



* Foster Care not included because of lack of comparable data.

NUMBER OF APPEALS REGARDING ELIGIBILITY DETERMINATION

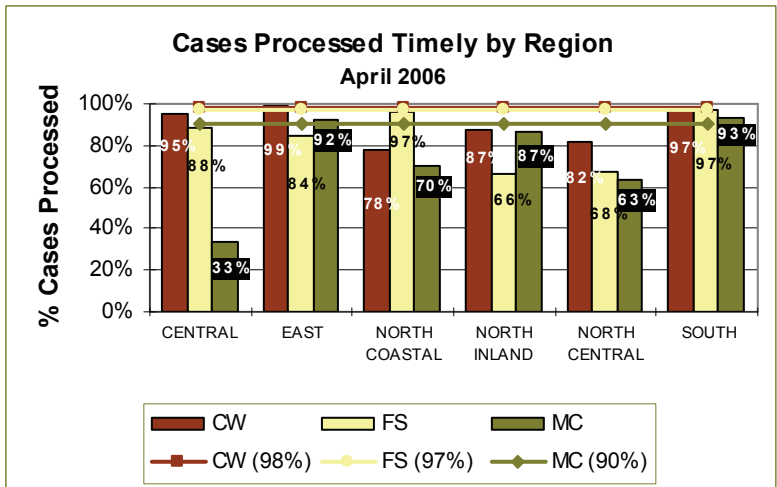
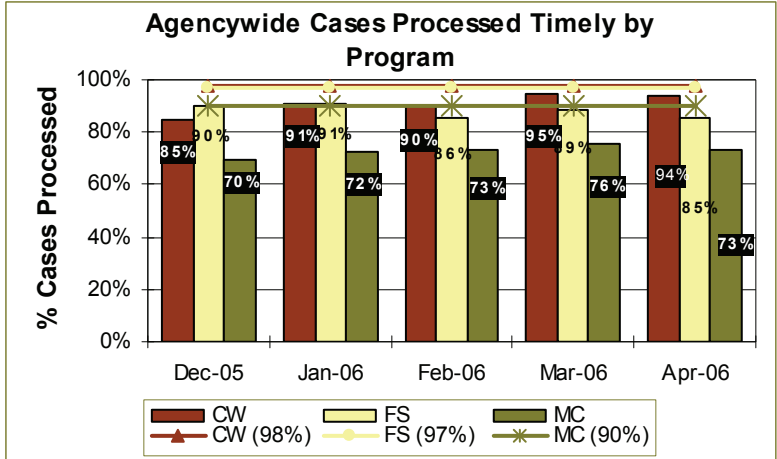


In May, 324 appeals were filed. This is 41 more appeals than during April. Based on the experience in other counties, the number of appeals could increase dramatically after CalWIN implementation because clients are confused by multiple notices and/or find errors in notices they receive as a result of conversion. While efforts are underway to prevent this from occurring here in San Diego, we will not know whether or not we succeeded until after CalWIN implementation.

% CASES PROCESSED TIMELY

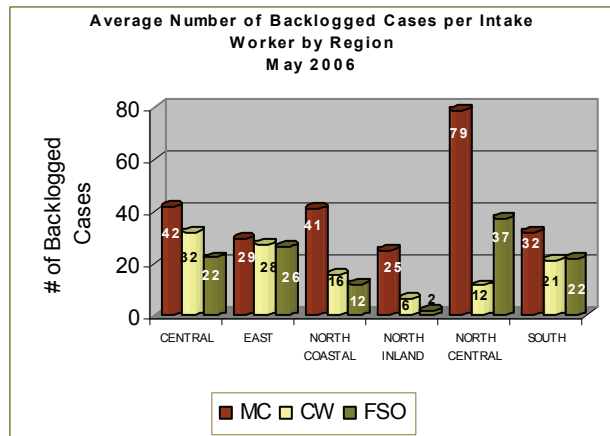
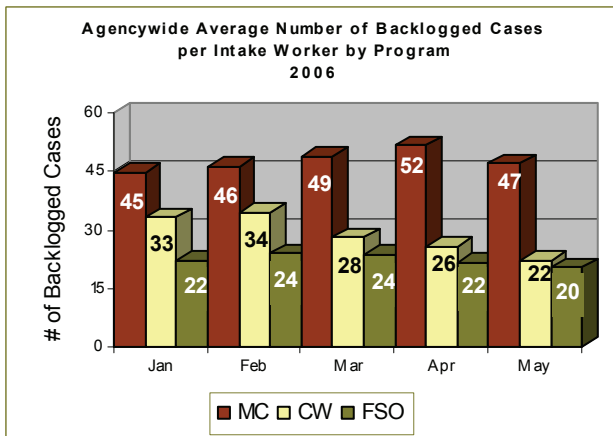
The Agency continues to face challenges meeting all of its case processing timeframes, but timeliness does not appear to have worsened in the months preceding CalWIN implementation. In April 06, 94% of CalWORKS cases were processed timely (w/in 45 days) compared to target of 98%, 85% of Food Stamp cases were processed timely (w/in 30 days) compared to target of 97% and 73% of Medi-Cal cases were processed compared to target of 90% (w/in 45 days). Although performance appears to be worse for Medi-Cal, the State contributes to delays because cases based on disability are pending until the State makes a final determination.

Performance by Region by program does vary, as displayed in the Cases Processed Timely by Region chart. No Region made all three targets, but South Region performed best in April 2006.



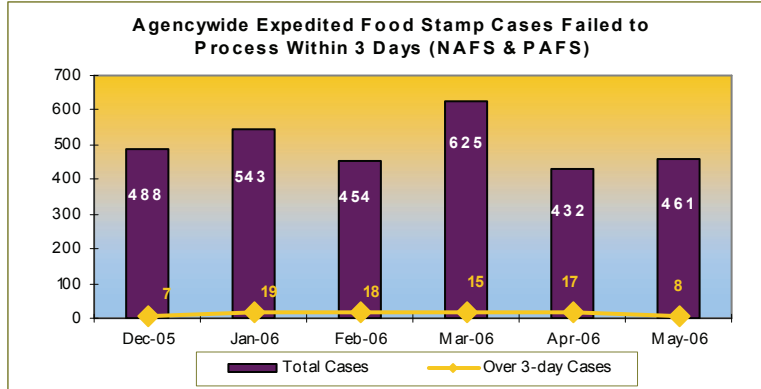
AVERAGE NUMBER OF BACKLOGGED CASES

Backlogged cases (pending and active) continue to be a concern across all programs—CalWORKs, Food Stamps and Medi-Cal—but particularly Medi-Cal. In general, Medi-Cal program had the most backlogged cases and N. Central Region appear to be particularly affected. It is unclear whether or not CalWIN implementation (specifically, pulling staff for End User Training) is exacerbating this problem since it is a long-standing one. This does not include cases that are “unassigned-pending intake”.



NUMBER OF FOOD STAMP EXPEDITED SERVICES CASES FAILED TO PROCESS TIMELY

Federal and State regulations require that certain Food Stamp cases (referred to as Expedited Services or FSES) are processed within 3 days—both Public Assistance (PAFS) and Non-Assistance Food Stamps. In May 2006, a total of 461 expedited cases were processed. Of those, 8 cases (2%) were not processed timely. Based on the data below, there has been no significant change in timeliness in processing expedited cases. Delays are typically due to technical errors in cases, not delays in benefits to clients. Both **N. Coastal and South Regions** processed all expedited cases timely.



Timely Processing Failures by Region-May 06



100% at target

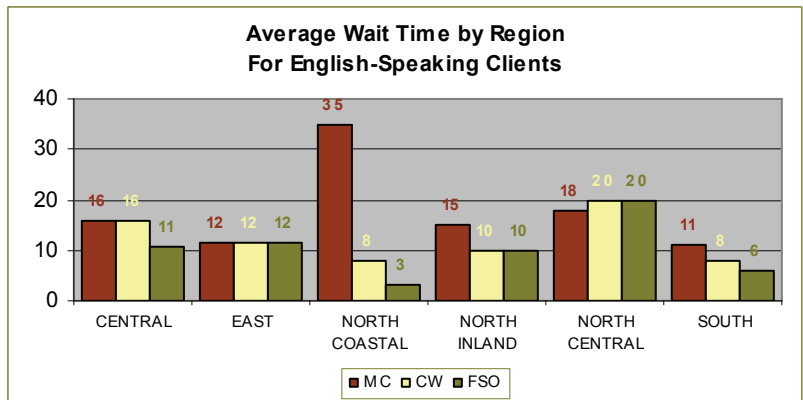
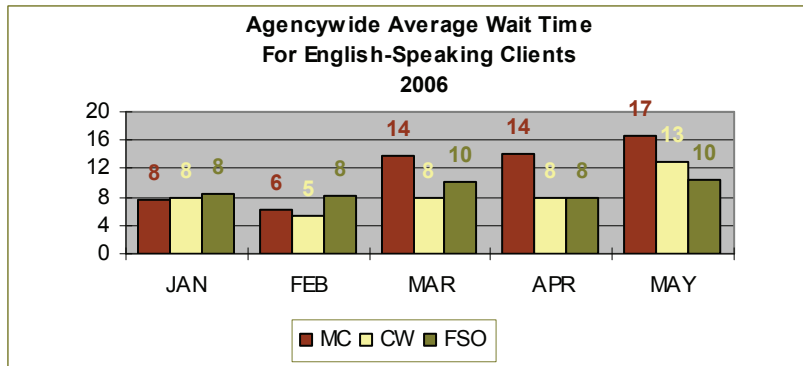


Not meeting target

	Total PAFS	Over 3 Day PAFS		Total NAFS	Over 3 Day NAFS
Central	0	0	Central	183	3
East	5	0	East	71	3
North Coastal	4	0	North Coastal	38	0
North Inland	1	0	North Inland	18	1
North Central	1	0	North Central	13	1
South	3	0	South	124	0

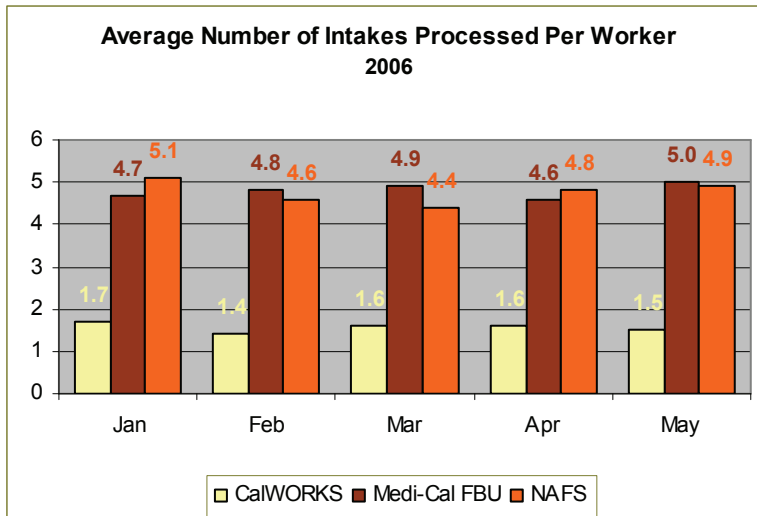
AVERAGE WAIT TIME BETWEEN SCREENING AND INTAKE

Average wait time (or days out)—referring to the time elapsed in days between a client applying for assistance and obtaining a regular appointment—appears to be increasing across all programs, but particularly Medi-Cal. Wait times are similar for both English and Spanish-speaking clients. As of May 06, Medi-Cal averages 17 days out, CalWORKs averages 13 days out, and Food Stamps averages 10 days out. Clients in North Coastal Region seemed to be particularly affected by the longer wait times. The increase in wait time occurred the same month that CalWIN End User Training was initiated, which may explain some of the increase.



INTAKE PRODUCTIVITY BY WORKER

The average number of daily intakes per worker by key programs (CalWORKS, Medi-Cal and Food Stamps) reflects changes in worker productivity over time. Based on the data below, there has been no significant change in worker productivity. This is a very positive finding given workers were also preparing for CalWIN implementation. As of May 06, one Human Services Specialist handles the intake of, on average, 1.3 CalWORKS cases, or 4.6 Medi-Cal cases, or 4.5 Food Stamp cases. These data also appear in the Personnel Utilization Report.



* The calculation of intake numbers for May do not include the period when WCDS was down beginning at 2:00 pm on Friday, May 26th through the end of May.

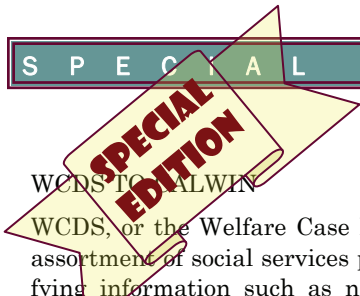
POST GO-LIVE SNAPSHOT OF DATA CONVERSION

This measure will capture successful conversion (EBDC or Eligibility Determination and Benefits Calculation) of cases by office. These data will reflect the anticipated workload for each office to clean up cases that did not successfully convert from the current CDS system to the new CalWIN system.

Coming Soon

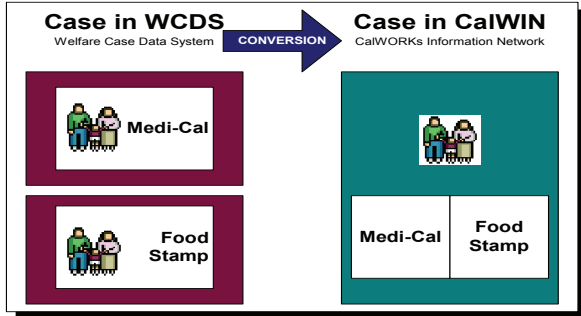
AVERAGE DATA COLLECTION TIME/LENGTH OF TIME SPENT ON INTAKE INTERVIEWS

The length of time spent on the intake interview is anticipated to increase post-CalWIN implementation, but decrease over time as staff become more comfortable working with the system. This measure will draw from data tracked by the HHSA CalWIN Command Center for State reporting purposes, beginning in June when CalWIN was implemented.



WCDS TO CALWIN

WCDS, or the Welfare Case Data System, was based on an assortment of social services programs in which basic identifying information such as names, social security numbers and dates of birth for each family or individuals were duplicated in each program in order to determine eligibility and to calculate appropriate benefits within that program.



CalWIN, on the other hand, is a fully integrated system where a family's information critical for eligibility determination is entered only once. With this method of case consolidation, conversion to CalWIN is expected to bring increased cost efficiencies by reducing errors in tracking families between programs.

Conversion Rates Across California

Table 1	San Diego	Orange	Alameda
All WCDS Cases Sent	328,828	274,500	208,004
Number of Active Cases Sent	186,542	198,613	116,749
Active Conversion Rate	99.95%	99.97%	99.97%
Active Cases Failed Conversion	87	55	33
Active Cases with EDBC Run	135,391	152,922	92,278
EDBC Total	89.07%	87.59%	75.70%
EDBC Pass and Match	44.44%	55.00%	36.44%

The 18 counties that chose to transition from WCDS to CalWIN represent 40% of the state's caseload. As the 17th county to join the CalWIN system, San Diego leads the predecessors by sending a caseload of 328,828 into the conversion process. Along with those cases, San Diego County converted 994,537 person-records.

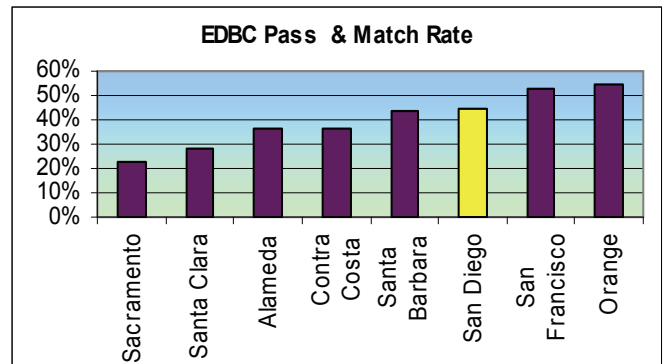
Among the CalWIN implementers, San Diego County has only a few counterparts in terms of large case volume. Orange, the county with next largest caseload, has 20% fewer cases. Despite its large caseload, San Diego County's conversion process was relatively smooth, converting all but 413 cases from the total cases sent. Of the active cases, the new system absorbed 99.95%, leaving only 87 cases to be manually transferred.

ELIGIBILITY DETERMINATION & BENEFITS

CALCULATION (EDBC)

The active cases with eligibility determination and benefits calculation codes require successful conversion from WCDS to the CalWIN system so that clients can continue to receive the benefits that they used to under the old system.

San Diego County sent 186,542 currently active cases to be converted to CalWIN with a success rate of 99.95%. When cases from various programs were consolidated into one case based on family status, all active cases were consolidated into 136,182 cases. Of the 136,182 consolidated cases, all but 791 cases were processed through EDBC (See Table 1).



60,172 (44.44%) of the cases that processed through EDBC had 100% match between the WCDS system and the CalWIN system. 43,273 (31.96%) had minimum one member per case with at least one aid code not matching but were able to pass into the CalWIN system. Clients in both these groups will continue to receive their benefits without any particular issues. Clients in 31,946 (23.60%) cases, however, will need case clean up before they are able to receive appropriate benefits.

CalWIN IN ACTION

Table 2	Week 1	Week 2	Week 3
Transactions Processed	6,239,053	8,236,946	8,645,294
Peak Users	851	888	935
On-line Authorizations	18,882	32,232	38,829
EDBC Results	96447	137970	152553
EDBC Results per Peak User	113	155	163

Three weeks after the conversion, CalWIN program is continuing to flourish. By week three, over 38,000 on-line authorizations have taken place at the weekly rate of 163 authorizations per peak user. 24% of the discrepant cases have already been cleaned up and authorized into the CalWIN system. As Human Services Specialists continue to gain experience in handling various components of the CalWIN program, we see increasing efficiencies and improved performance promising excellent service outcomes.