CalWORKs System Improvement Plan (Cal-SIP) Report

County: Sonoma

Contents

Executive Summary

1. Please summarize the performance measures selected for improvement.

Sonoma County has chosen First Activity Attendance Rate and Engagement Rate as the performance measures targeted for improvement through the CalWORKs Outcomes and Accountability Review (Cal-OAR) and System Improvement Plan (SIP) process. These two county measures are under the State average according to the California Department of Social Services' (CDSS') Phase One Trended Report. Our committee concluded that these two measures are foundational in establishing grounded connections with clients and are likely to be improved with our planned strategies to provide wrap-around supportive services to our families while helping them achieve their employment goals.

The First Activity Attendance Rate reflects clients' initial engagement with their worker and a general understanding of the program. The longer-term Engagement Rate shows the long-term prospects and traction of clients. Notable from the County Self-Assessment (CSA) is that 58% of intake cases are denied due to missed appointments or missing paperwork. When polled, clients, staff and stakeholders are asking for more simplified forms and access to services. Client voice, specifically Spanish speaking clients, expressed concern for their workers' workload. Sonoma is committed to a strong partnership with its Racial Equity Community (REC) group to continue to center voices of clients, in particular BIPOC clients, to ensure utilization of an equity lens as we weave in suggested strategy and action steps.

2. Please provide a comprehensive list of improvement strategies identified within the Cal-SIP.

Sonoma county seeks to improve performance by implementing the following strategies:

1. Include client voice in the implementation of all SIP strategies throughout the SIP lifespan. Hold formal focus groups and key informant interviews annually as part of continuous quality improvement (CQI) process that is representative of SonomaWORKS population (5 Action Steps)
2. Create new activity allowing for mobility mentoring that focuses on life skills and relationship/community strengthening (5 Action Steps)
3. Reduce number of monthly required attendance forms to alleviate client and worker load (5 Action Steps)
4. Introduce Lean Six Sigma principles to streamline operations, forms, procedures. (5 Action Steps)
5. Review disaggregated data and take appropriate actions to ensure similar performance measure outcomes are achieved for all populations (5 Action Steps)

6.   Implement a redesigned Subsidized Employment Program (4 Action Steps)
7.   Provide additional and regular staff training that includes trauma informed care, harm reduction, and self-care (5 Action Steps)
8.   Increase workshop offerings including those requested by clients, provided through internal and partner collaboration (5 Action Steps)
9.   Offer more options for client engagement which includes office, home, field and digital options (as requested through client voice) (4 Action Step

Introduction

The CalWORKs Outcomes and Accountability Review (Cal-OAR) is a local, data-driven program management system that facilitates continuous improvement of county CalWORKs programs by collecting, analyzing, and disseminating outcomes and best practices. As required by Welfare and Institutions Code (WIC) 11523, Cal-OAR consists of three core components: performance indicators, a county CalWORKs self-assessment (Cal-CSA), and a CalWORKs system improvement plan (Cal-SIP).

The Cal-OAR continuous quality improvement (Cal-CQI) process (which includes the Cal-CSA and Cal-SIP) takes place over five-year cycles. The first Cal-OAR cycle commenced on July 1, 2021, with the implementation of Cal-OAR. The Cal-SIP is the second component of the Cal-OAR CQI process. The Cal-SIP is based on the information gathered and reported from the Cal-CSA, wherein each County Welfare Department (CWD) will develop a plan for improving their CalWORKs program. The Cal-SIP will select a measure or set of measures for focused improvements and development to improve the selected performance measures while pairing each Cal-SIP goal with an equity goal and/or strategy.

1. Describe your approach to the Cal-SIP Report

Sonoma County Human Services Department's (SCHSD) Employment and Training (E&T) Division utilized tools and data provided by the California Department of Social Services (CDSS) and the Continuous Quality Improvement (CQI) plan for Sonoma County to create and draft the CalWORKs System Improvement Plan (Cal-SIP) report.

Sonoma approached the Cal-SIP as an opportunity to review, improve and create processes, procedures and data while expanding collaboration and resources amongst stakeholders and program. As part of this approach, a project team comprised of program managers, analysts, supervisors, leads, case managers, and community partner representation, was formed to review and recommend performance measures and action as part of the 2021-2026 Cal-OAR cycle. Client and staff voice with input from E&T's Racial Equity Community has been woven into this process to ensure alignment with a racial equity lens and will continue to be so during the SIP lifespan.

Two measures have been identified for 2024-2026 SIP. The goals, strategies, and action steps are foundation setting for the SonomaWORKS program. The improvements will allow for further system optimization of specific programs during the second 5-year cycle, leading to increased measurable outcomes for clients. Tools utilized were Root Cause Analysis and Awareness, Desire, Knowledge, Ability, and Reinforcement (ADKAR).

2. Briefly describe past and current system improvement efforts.

Sonoma's CalWORKs program has been revising services to allow for a more progressive and individualized 2.0 approach. Our objective, which is a shared goal across the HSD E&T Division, is to partner with our clientele to help them reach their goals, while making the process to receive resources and services a little easier. Some changes have been to revise forms and paperwork, removing a lot of the governmental language, focused OCAT interviews to reduce time, offering gradual and flexible activities, incentives, gift cards, client choice for meeting times and location, and client focused goals and objectives.

Through this CQI process, we are continuing to put standard systems in place that will help us to measure improvement, goals, strategies, and action steps. Client, staff and stakeholder voice, Peer Review and application of a Racial Equity lens are now being weaved into our improvement efforts through the CQI process for improvement.

3. Briefly describe the success or failure of those efforts at improving service delivery or programmatic outcomes.

In 2019, Sonoma's CalWORKs program (SonomaWORKS) was on target to implement CalWORKs 2.0 service delivery, providing a more flexible family-centered array of services. Due to COVID-19, the momentum of this shift, slowed down our progression. As we have increased our ability to provide more services through the phases of the pandemic, we have re-implemented and started resuming CalWORKs 2.0 conversations and procedures. We have already seen our engagement numbers increase. Feedback received from staff, partners, clients and our racial equity community group, will help us further our mission to simplify and provide more supportive services.

4. An overview of the CWD's organizational vision and mission (optional).

The Sonoma County Human Services Department strives to support the health, safety and well-being of individuals, families and the community.

Mission
Building upon strengths, we bridge people to opportunity through responsive safety net services.

Vision
People in our community live freely chosen lives up to their full potential throughout their lifespan.

Every day, our programs and services benefit more than 100,000 seniors, veterans, adults, teens, children and people with disabilities, through our four service divisions:

- Adult & Aging helps ensure the safety, independence and well-being of older adults, persons with disabilities, and military veterans and their families.

- Economic Assistance helps low-income and other individuals and families apply for money for food, health care, dental care, financial assistance and other services to meet basic needs.
- Employment and Training provides job search, employment and training services, cash aid, and supportive services for residents, and helps business and other employers find qualified job applicants for positions.
- Family, Youth & Children's Services helps ensure the safety and well-being of children and teens who have been abused, neglected or abandoned.

Section 1: Measures for Improvement and Strategies

Part 1: Measure and Goal Narrative

1. Describe the reason for selecting the measure or programmatic grouping of measures.

Our Cal-OAR CSA and SIP Steering Committees agreed on the first measures selected for improvement; First Activity Attendance Rate and Engagement Rate. These two measures in our county are under the State average when compared to CDSS' Phase One Trended Report. The Committees both concluded that these first two measures are foundational in providing wrap-around supportive services to our families while helping them achieve their goals. The First Activity Attendance Rate shows initial engagement and a general understanding of the program. The longer-term Engagement Rate shows the long-term prospect and traction of clients.

Notable from the CSA, 58% of intake cases are denied due to missed appointments or missing paperwork. When polled, clients, staff and stakeholders are asking for more simplified forms and access to services. Lastly from client voice, specifically Spanish speaking clients say their workers are very stressed, so they do not want to add more on to their workload. This is an additional opportunity for Sonoma's Racial Equity Community (REC) group to suggest strategy and action steps to help alleviate these worries.

2. Do partners and collaborators agree this is a measure or programmatic grouping of measures that should be focused on at this time?

Partners, committee, staff and clients agreed on the selected measures for improvement. Using Mural software for the Cal-SIP Steering Committee, a client survey, and staff survey, strategies and action steps were identified to improve the First Activity Attendance Rate and Engagement Rate.

3. Describe any anticipated interactions with other measures.

Sonoma will first target our focus on Initial Engagement and Ongoing Engagement. As these numbers increase, the other two groups, Employment & Wages and Exit & Reentries will increase and decrease respectively. As engagement is increased, our clientele will have more access and opportunity for services and resources, which can help reduce barriers, increase skills, increase income, and aid with goal achievement.

Employment & Wages and Exit & Reentries focus will be weaved in to the Initial and Ongoing Engagement phases as part of a more robust focus on jobs, retention, increased income, life-skills and relationship supports. The four groups, Initial Engagement, Ongoing Engagement, Employment & Wages, and Exit & Reentries are all interconnected.

By utilizing client voice, focus groups, and embedding a Racial Equity Community member with SIP workgroups, it's realistic that Sonoma's outcomes for all groups during the SIP cycle will edge toward more equal outcomes.

4. Describe how the CWD will track performance measure improvement.

SonomaWORKS will monitor results monthly from the Cal-OAR Dashboard and present quarterly to managers/supervisors. Action, course correction, and analysis will be taken by the respective workgroups in each goal/strategy.

Data and report outs will be shared quarterly with staff. The Cal-OAR team will host regular meetings to discuss the development of an ongoing improvements/strategies aligned to increase program engagement.

Additionally, SonomaWORKS will continue engaging our current and former clients and staff through focus groups, interviews, and surveys to keep a pulse on how these changes are working for end users and clients.

Part 2: Goal-level Descriptions

Goal 1: Increase First Activity Attendance Rate to 64% from 40%. Review using Phase 1 Measures from CDSS improving by 1.0% every month within 2 years (for a total of a 24% improvement).
Strategy 1: Include client voice in the implementation of all SIP strategies throughout the SIP lifespan. Hold formal focus groups and key informant interviews annually as part of CQI process that is representative of SonomaWORKS population.

Strategy 2: Create new activity allowing for mobility mentoring that focuses on life skills and relationship/community strengthening.

Strategy 3: Reduce number of monthly required attendance forms to alleviate client and worker load.

Strategy 4: Introduce Lean Six Sigma to E&T Management and Staff to streamline operations, forms, procedures.

Strategy 5: Review disaggregated data and take appropriate action to ensure similar performance measure outcomes are achieved for all populations.

1. Explain the reasoning or methodology which was used to determine this goal.

SonomaWORKS used Continuous Quality Improvement (CQI) tools from the Cal-SIP toolkit provided by CDSS to narrow the focus for this goal to increasing the First Activity Attendance Rate.

During meetings with the Cal-SIP Steering Committee, tools used were Problem Tree (Effects/Problem Statement/Root Cause), ADKAR (Awareness, Desire, Knowledge, Ability, and Reinforcement. Additionally, Strategy Development and Prioritization from the SIP Toolkit to zero in on which measure improvements would benefit clients the

most. Client voice and staff feedback showed a consensus that this was an area of need, specifically asking for many of the selected strategies.

The First Activity Attendance Rate has been problematic for Sonoma County with incomplete data and rates based on a small number of clients in recent years. Sonoma County is below the state average each month and appears to have gone lower into the first quarter of 2022. The timing to focus on this measure is now as we move towards more robust services and in-person meetings.

2. What led the CWD to these improvement strategies?

The strategies and goals were chosen based on a combination of feedback from the Cal-OAR SIP Committee, stakeholders, client and staff voice. Additionally, the E&T Racial Equity Community (REC) group provided feedback and suggestions for action steps in strategy 5. During this SIP cycle, SonomaWORKS was able to delve deeper into client voice through County Self-Assessment (CSA) client focus groups and one-on-one phone calls.

3. Discuss any research or literature that supports the strategies chosen. Cite reference(s), if applicable.

The three articles noted below aided in the support for chosen strategies. The articles discuss client engagement at various levels in the relationship. Topics include immediate feelings, engaging cross-culturally, engagement at every interaction, purpose of Social Work Interviews, get to know the individual's personal narrative, and letting the client lead.

The articles reinforce our decision to start with the noted strategies and aligns with CalWORKs 2.0 (E&T 2.0) as part of our SIP.
Citations:

- Mahmood, Mohd Ali. "The Generalist Social Work Practice: Engaging the Client." BROMOHD, BROMOHD-The Practice, 7 Nov. 2021, www.bromohd.com/post/the-generalist-social-work-practice-engaging-the-client.

- National Health Care for the Homeless Council. (December 2013). Tip Sheet: Strategies for Building Client Engagement. [Author: Sarah Knopf-Amelung, Research Associate.] Nashville, TN: Available at: www.nhchc.org.

- "Engaging in the Beginning Stage." For the Helpers by the Helpers, 31 Mar. 2009, 2105rocks.wordpress.com/the-beginning-stage/engaging-in-the-beginning-stage/.

4. Describe the roles of each partner and collaborator in implementing the selected strategies.

Partner and collaborator feedback were instrumental in forming the strategies to increase the First Activity Attendance Rate. This feedback was gathered from focus groups, one-on-one phone calls, staff voice, peer reviews, and the Cal-SIP Steering Committee. Sonoma included client and staff voice for the SIP. This allowed for broader input as to what the groups would like to see during the Cal-OAR 5-year cycle. The peer review played a large part in forming goals and strategies to improve upon.

Sonoma will continue to reach out to partners, E&Ts Racial Equity Community, client and staff for feedback and share updates in the quarterly newsletter that is sent out. Surveys will be sent out periodically to check in and ask for feedback on how the process is going, revising direction as needed.

5. Identify any staff education and training needs, and include any technical assistance needed to implement strategy and achieve goal.

Staff training is a key component to both goals and most of the action steps. One specific action item is to increase training hours per year for each staff member. This would include all mandatory HSD trainings, call-back training (reminder classes), CalWORKs 2.0 refresher, Introduction of Lean Six Sigma process, COVID Fatigue, Peer Support, Trauma Informed Care trainings, customer service and cultural humility, small group case review collaboration across E&T Division, etc.

We are fortunate to have a Staff Development and IT team to help us fill in the gaps, but would be interested in more cross-county collaboration around innovation and best-practices.

6. Describe how the CWD plans to mitigate and/or address both known internal and external barriers to achieve this goal.

The main external barrier is engagement, whether it's first activity or ongoing. COVID helped to contribute to loss of engagement as well. Following targeted strategies and having an action plan will increase engagement because it follows the client and staff voice. Increasing training hours for staff allows Sonoma to reintroduce CalWORKs 2.0, spending time on cross cultural learning, and keep an eye on outcomes with a racial equity lens.

Internally, we must continue to look at how we are approaching the work we do and the community we serve. Are we offering meaningful services or running a system or process because that is currently meeting the needs of our clientele and program goals or is it because this is just how it has always been done? Change can be difficult, and culture shifts slow. Streamlining operations, policy, procedures, forms and task will

invigorate staff and clients will appreciate the less "busy work" to meet program requirements.

Sonoma will continue to utilize staff voice and have a member from our Racial Equity Community (REC) in each workgroup. This allows for feedback from our end users, and making sure all communities are thought of during the planning and implementation phase.

7. Describe how your facility will continuously evaluate each action step taken to see if improvement is being achieved. (e.g., tracking tools, meetings, monitoring, etc.) Include who will be responsible for follow up and compliance.

SonomaWORKS will break out strategies into small workgroups that include a team leader, program manager and/or a supervisor, a REC member and staff. Groups will meet at least once monthly to implement action steps. There will be a monthly roll up report out to the executive management team covering progress, implementation, data, results and any other items that come up through this process. A quarterly report out and newsletter will be provided by the Cal-OAR manager and data analyst that will include client voice results. Cal-OAR phase one data will continue to be updated and shared. Follow-up and compliance will be managed by program leadership in SonomaWORKS.

Goal 2: Increase Engagement Rate to 44% from 20%. Review using Phase 1 Measures from CDSS improving by 1.0% every month within 2 years (for a total of a 24% improvement)

Strategy 1: Implement a redesigned Subsidized Employment Program

Strategy 2: Review disaggregated data and take appropriate action to ensure similar performance measure outcomes are achieved for all populations.

Strategy 3: Provide additional and regular staff training that includes trauma informed care, harm reduction, and self-care.

Strategy 4: Increase workshop offerings including those requested by clients, provided through internal and partner collaboration.

Strategy 5: Offer more options for client engagement which includes office, home, field and digital options (as requested through client voice)

1. Explain the reasoning or methodology which was used to determine this goal.

SonomaWORKS used Continuous Quality Improvement (CQI) tools from the Cal-SIP toolkit provided by CDSS to narrow our focus for this goal to increase the Ongoing Engagement Rate.

During meetings with the Cal-SIP Steering Committee, tools used were Problem Tree (Effects/Problem Statement/Root Cause), ADKAR (Awareness, Desire, Knowledge, Ability, and Reinforcement. Additionally, Strategy Development and Prioritization from the SIP Toolkit to zero in on what measure improvements would benefit client success. Client voice and staff feedback showed a consensus that this was an area of need, specifically asking for many of the selected strategies.

Sonoma County's Engagement Rate remains lower than the state average. Prior to and during the start of Cal-OAR, Sonoma County has been through Natural Disasters (Fires, Floods) Public Safety Power Shutoff (PSPS), HSD Evacuation Shelter Operations, Public Health Emergency (PHE), and have seen 30% of childcare spots eliminated. During the PHE, there was no requirement to participate in Welfare to Work activities nor turn in attendance.
The strategies and action steps for Goal 2 will begin to address Sonoma's lower engagement rates. With the ability to be out in the community, client choice and suggestion, having more flexibility in what/how we offer services, we are confident engagement will increase.

2. What led the CWD to these improvement strategies?

The strategies and goals were chosen based on a combination of feedback from the Cal-OAR SIP Committee, stakeholders, client and staff voice. Additionally, the E&T Racial Equity Community (REC) group provided feedback and suggestions for action

steps in strategy 2. During this SIP cycle, SonomaWORKS was able to delve deeper into client voice through County Self-Assessment (CSA) client focus groups and one-on-one phone calls.

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The three articles noted below aided in the support for chosen strategies. The articles discuss client engagement at various levels in the relationship. Topics include immediate feelings, engaging cross-culturally, engagement at every interaction, purpose of Social Work Interviews, get to know the individual's personal narrative, and letting the client lead.

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Sonoma will continue to reach out to partners, clients and staff for feedback and share updates in the quarterly newsletter that is sent out. Surveys will be sent out periodically to check in and ask for feedback on how the process is going, revising direction as needed.

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Staff training is a key component to both goals and most of the action steps. One specific action item is to increase hours per year per staff member for training. This would include all mandatory HSD trainings, call-back training (reminder classes), CalWORKs 2.0 refresher, Introduction of Lean Six Sigma process, COVID Fatigue, Peer Support, Trauma Informed Care trainings, customer service and cultural humility, small group case review collaboration across E&T Division, etc.

We are fortunate to have a Staff Development and IT team to help us fill in the gaps, but would be interested in more cross-county collaboration around innovation and best-practices.

6. Describe how the CWD plans to mitigate and/or address both known internal and external barriers to achieve this goal.

The main external barrier is engagement, whether it's first activity or ongoing. COVID helped to contribute to loss of engagement as well. Following targeted strategies and having an action plan will increase engagement because it follows the client and staff voice. Increasing training hours for staff allows Sonoma to reintroduce CalWORKs 2.0, spending time on cross cultural learning, and keep an eye on outcomes with a racial equity lens.

Internally, we must continue to look at how we are approaching the work we do and the community we serve. Are we offering meaningful services or running a system or process because that is currently meeting the needs of our clientele and program goals or is it because this is just how it has always been done? Change can be difficult and culture shifts slow. Streamlining operations, policy, procedures, forms and task will invigorate staff and clients will appreciate the less "busy work" to meet program requirements.

Sonoma will continue to utilize staff voice and have a member from our Racial Equity Community (REC) in each workgroup. This allows for feedback from our end users, and making sure all communities are thought of during the planning and implementation phase.

7. Describe how your facility will continuously evaluate each action step taken to see if improvement is being achieved. (e.g., tracking tools, meetings, monitoring, etc.) Include who will be responsible for follow up and compliance

SonomaWORKS will break out strategies into small workgroups that include a team leader, program manager and/or a supervisor, a REC member and staff. Groups will meet at least once monthly to implement action steps. There will be a monthly roll up report out to the executive management team covering progress, implementation, data, results and any other items that come up through this process. A quarterly report out

and newsletter will be provided by the Cal-OAR manager and data analyst that will include client voice results. Cal-OAR phase one data will continue to be updated and shared. Follow-up and compliance will be managed by program leadership in SonomaWORKS.

Section 2: Peer Review

Peer county/counties selected for collaboration and consultation:
San Mateo and Santa Cruz County

1. Discuss how the Peer Review process impact Cal-SIP development.

Sonoma County participated in the peer review process with San Mateo and Santa Cruz Counties. Both counties were chosen using the CDSS Phase One Trended Report of measures, as both counties are of similar caseload size and were showing to have creative and higher successes in areas we are striving to improve.
There were many notable insights from San Mateo and Santa Cruz counties. Sonoma plans to implement or further explore some of these items in the future; single monthly attendance forms, Implement a redesigned Subsidized Employment Program, increased collaboration with our in-house One Stop Career Center (Job Link), Lean Six Sigma system implementation, Computer Purchase Program, digital survey for continued client voice, yearly booklet noting services (paper and/or digital), ongoing and return to work training for staff, and reintroduction of CalWORKs 2.0.
The process has not only positively impacted Sonoma's Cal-SIP development, but given us an opportunity to build a much larger community of support. This has been especially important due to the COVID-19 Pandemic and the need to reconnect with community. Since the peer reviews, all three counties have continued to support and share information regarding Cal-OAR while providing many other program tips and best practices.

2. Discuss steps taken to conduct peer review.

Prior to the submission of Sonoma's County Self-Assessment (CSA), Santa Cruz, San Mateo, and Sonoma opted to collaborate in reciprocal Peer Reviews. Although population size of the counties vary, the overall CalWORKs caseload is similar in size. The counties originally collaborated via email, agreeing upon the following:
1. Each county will host the other two peer counties in person, at their home office
2. Host County will provide an agenda and presentation utilizing the CDSS Cal-SIP Peer Review Toolkit, prior to meeting date
3. Presentation to provide information on internal/external program structure, composition of staff, daily operations, demographics, and CSA Measure considerations for SIP.

3. Briefly summarize observations and action items from Peer Review process.

Peer review partners shared business processes and provided feedback during in-person meetings as well as in writing following the presentation. Overall, they felt our approach to client services was good, but that we may benefit by simplifying some of our business processes and forms in order to increase First Activity Attendance and Engagement Rates. Potential Action items based on observations and suggestions:

- Reduce number of client attendance forms and collect only monthly

- Pre-pay monthly transportation

- Provide incentive ($25.00) for one attendance submission monthly

- Implement a redesigned Subsidized Employment Program
  Streamline forms, procedures, and processes (Lean Six Sigma)
  More collaboration and resource sharing across division (E&T, HSD, One Stop
  Operator-Job Link)

- Ongoing training for employees covering trauma, self-care, recovery and
  recognition of the impact of wildfires and COVID-19

Section 3: Target Measure Summary

Goal: 1

Increase First Activity Attendance Rate to 64% from 40%., Review using Phase 1 report from CDSS improving by 1.0% every 1 month within 2 years (for a total of a 24.0% improvement).

Performance Measure: First Activity Attendance Rate

Baseline Result: 40%

Cal-SIP Start Time: 02/1/2024	Progress Report #1: 02/21/2025	Progress Report #2: 03/27/2026	Cycle End Date: 06/30/2026

Strategy 1: Include client voice in the implementation of all SIP strategies throughout the SIP lifespan. Hold formal focus groups and key informant interviews annually as part of CQI process that is representative of SonomaWORKS population

Action Steps for Strategy 1:
- Action Step 1: Collaborate with Planning, Research, Evaluation, and Engagement (PREE) to focus questions that help identify client needs, want, and wish they had to aid with barriers/obstacles hindering participation and/or engagement
- Action Step 2: Hold annual focus groups and incorporate client feedback into Cal-OAR Cycle and update accordingly.
- Action Step 3: Utilize incentives for client participation
- Action Step 4: Create quick 5 question survey for clients to answer
- Action Step 5: Utilize Human Service Aides to survey applicants (phone and/or email) asking why they don't show for appointments or fail to provide documents at intake and take appropriate action

Strategy 2: Create new activity allowing for mobility mentoring that focuses on life skills and relationship/community strengthening

Action steps for Strategy 2:

- Action Step 1: Utilize Staff Development to produce a training to roll out to all ETS' and ETC's, wrap vocational testing and basic career development into this activity
- Action Step 2: Introduce Progressive Case Management including Community Resource Navigator
- Action Step 3: Reintroduce CalWORKs 2.0
- Action Step 4: Provide a yearly run booklet of services county wide with worker contact info on the front cover

- Action Step 5: Initial and in between activities can be used to work on small goals, life skills, and building trust and community.

Strategy 3: Reduce number of monthly required attendance forms to alleviate client and worker load

Action steps for Strategy 3:

- Action Step 1: Form small committee to pilot the creation and utilization of a single attendance form
- Action Step 2: Implement simplified single form
- Action Step 3: Provide online options for clients to obtain new attendance form. Allow in person and on-line options for submission
- Action Step 4: Continue to offer incentives

Strategy 4: Introduce Lean Six Sigma to E&T Management and Staff to streamline operations, forms, procedures.

Action steps for Strategy 4:

- Action Step 1: Collaborate with Staff Development to roll out this strategy with clear expectations, timeline, and process
- Action Step 2: Create and roll out training to SonomaWORKS Leadership team so they can bring it to their units
- Action Step 3: Create workgroup after initial training to streamline and reduce waste
- Action Step 4: Take improvement action quarterly, celebrate efficiency changes and track progress/ share
- Action Step 5: Direct Assign Assessments to reduce client time in between activities by weeks

Strategy 5: Review disaggregated data and take appropriate action to ensure similar performance measure outcomes are achieved for all populations

Action steps for Strategy 5:

- Action Step 1: Use disaggregated Data and offer Progressive Case Management to groups that have lower outcomes. These currently are Asian, Hispanic, and Native American/Pacific Islander and Other Language (Not English or Spanish) Threshold languages
- Action Step 2: Create a procedure and process to address racism at providers locations and implement E&T wide
- Action Step 3: Provide quarterly training for staff members on customer service and cultural humility. These trainings will include traditions and customs of Native

American Communities. A new community will by highlighted every
quarter
- Action Step 4: Revisit the policy for letting clients move to a different caseload, if a BIPOC client expresses concerns about feeling threatened or
unsafe
- Action Step 5: Ensure that bilingual staff have the time and resources needed to devote to their clients, so that appointments with Spanish-speaking clients don't feel rushed

Tracking: SonomaWORKS will break out strategies into small workgroups that include a team leader, program manager and/or a supervisor, a REC member and staff. Groups will meet at least once monthly to implement action steps. There will be a monthly roll up report out to the executive management team covering progress, implementation, data, results and any other items that come up through this process. A quarterly report out and newsletter will be provided by the Cal-OAR manager and data analyst that will include client voice results. Cal-OAR phase one data will continue to be updated and shared. Follow-up and compliance will be managed by program leadership in SonomaWORKS.

Goal 2:

Increase Engagement Rate to 44% from 20%, Review using Phase 1 Report from CDSS improving by 1.0% every 1 month within 2 years (for a total of a 24.0% improvement)

Performance Measure: Engagement Rate

Baseline Result: 20%

Cal-SIP Start Time: 02/01/2024	**Progress Report #1:** 02/21/2025	**Progress Report #2:** 03/27/2026	**Cycle End Date:** 06/30/2026

Strategy 1: Implement a redesigned Subsidized Employment Program

Action steps for Strategy 1:
- Action Step 1: Connect and collaborate with local providers for certificate programs in demand, including a clerical certificate
- Action Step 2: RFP for reimagined program
- Action Step 3: Connect and collaborate with Sonoma County Job Link, combine services/follow regulations of what's possible
- Action Step 4: Work with County of Sonoma HR and SEIU for limited term (9 month) paid position as part of program

Strategy 2: Review disaggregated data and take appropriate action to ensure similar performance measure outcomes are achieved for all populations

Action steps for Strategy 2:
- Action Step 1: Use disaggregated Data and offer Progressive Case Management to groups that have lower outcomes. These currently are Asian, Hispanic, and Native American/Pacific Islander and Other Language (Not English or Spanish) Threshold languages
- Action Step 2: Create a procedure and process to address racism at providers locations and implement E&T wide
- Action Step 3: Provide quarterly training for staff members on customer service and cultural humility. These trainings will include traditions and customs of Native American Communities. A new community will by highlighted every quarter
- Action Step 4: Revisit the policy for letting clients move to a different caseload, if a BIPOC client expresses concerns about feeling threatened or unsafe
- Action Step 5: Ensure that bilingual staff have the time and resources needed to devote to their clients, so that appointments with Spanish-speaking clients don't feel rushed

Strategy 3: Provide additional and regular staff training that includes trauma informed care, harm reduction, and self-care

Action steps for Strategy 3
- Action Step 1: Provide training and workshops that acknowledge COVID and its impacts; how to move forward
- Action Step 2: Offer ongoing Trauma Informed Care trainings and re-introduce CalWORKs 2.0
- Action Step 3: Regular call back trainings that address changes to the programs and provide job expectations
- Action Step 4: Case review and collaboration trainings/discussion across SonomaWORKS/HART/Job Link in small groups to facilitate learning and care coordination
- Action Step 5: Continued training covering the transfer of stress from staff to clients and on rapport building

Strategy 4: Increase workshop offerings including those requested by clients, provided through internal and partner collaboration.

Action steps for Strategy 4:
- Action Step 1: Create a workshop on Balancing client needs vs their children's needs
- Action Step 2: Create a workshop on Budgeting or how to stretch CalFresh
- Action Step 3: Create a workshop on Trauma and tips on how to build resilience
- Action Step 4: Create a workshop on how to set up and use a digital calendar
- Action Step 5: Create a workshop on Self-Employed

Strategy 5: Offer more options for client engagement which includes office, home, field and digital options (as requested through client voice)

Action steps for Strategy 5:
- Action Step 1: Have a call back training on Field Visits that goes over why, how, safety, and creating community
- Action Step 2: Utilize South County and CBO Offices to meet with clients, including their homes or in the community
- Action Step 3: Supervisors and Leads follow up on tracking appointment types
- Action Step 4: Utilize new Mobility activity to meet client needs

Tracking: SonomaWORKS will break out strategies into small workgroups that include a team leader, program manager and/or a supervisor, a REC member and staff. Groups will meet at least once monthly to implement action steps. There will be a monthly roll up report out to the executive management team covering progress, implementation, data, results and any other items that come up through this process. A quarterly report out and newsletter will be provided by the Cal-OAR manager and data analyst that will include client voice results. Cal-OAR phase one data will continue to be updated and shared. Follow-up and compliance will be managed by program leadership in SonomaWORKS.