

Core Metrics

Department of Social and Health Services
**Economic Services
Administration**

PPA | January 2011



Economic Services Administration

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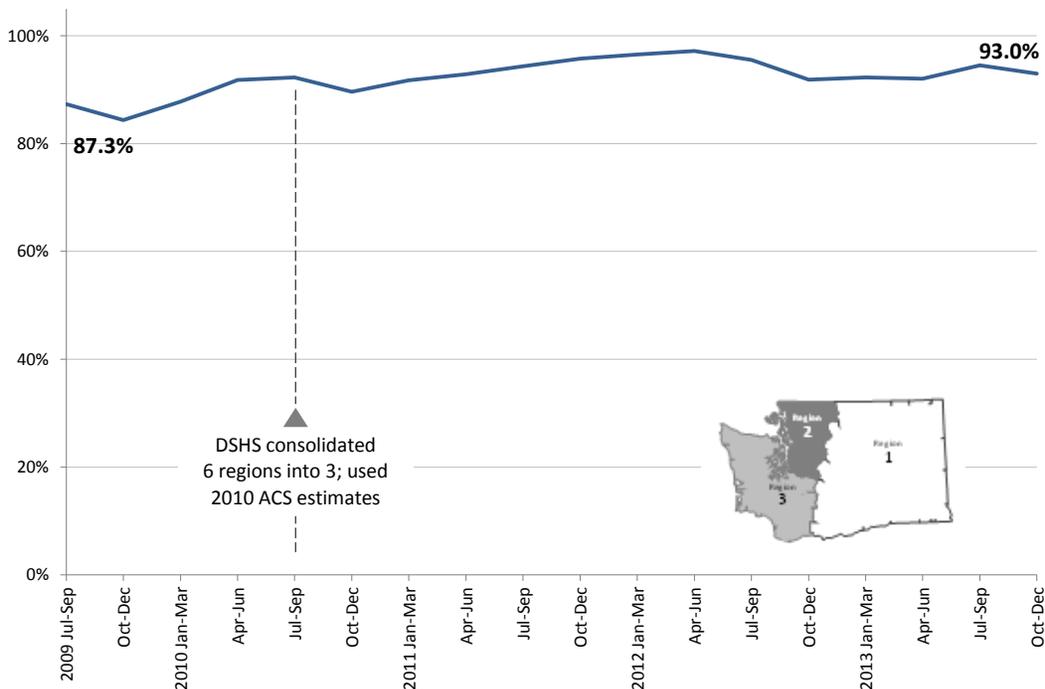
Economic Services Administration



Meet basic needs of clients

Percent of persons at or below 125 percent of Federal Poverty Level who receive Basic Food assistance

Statewide Average



SUMMARY

- Latest data shows an estimated 94.3% of income-eligible persons are accessing the program.
- The program expands and contracts based on the need for food assistance in the state. Basic Food currently brings nearly \$1.7 billion in federal food assistance benefits into Washington's economy.
- Reliance on food assistance continues to be high as the economic recovery continues.

ACTION PLAN

- Last year's demonstration project to test the Supplemental Nutrition Assistance Program (SNAP) Electronic Benefit Transfer (EBT) system as a method of delivering food assistance to children during the summer has been extended another year. This pilot project will provide \$60 a month in food assistance for children in approximately 1,600 households.
- The Department is progressing with the pilot project in Pierce and Yakima Counties. The pilot tests outreach approaches for households that receive the Medicare Low Income Subsidy, but do not receive Basic Food. This \$1 million project, fully funded by USDA Food and Nutrition Service continues through September 2013.
- Take strategies used to reach Medicare Low Income Subsidy households to develop outreach strategies with a broader appeal to underserved households such as elderly persons.

DATA SOURCE: Data Analysis and Research Unit, Office of Assistant Secretary, Economic Services Administration (ESA); supplied by Can Du, Office of Assistant Secretary.

MEASURE DEFINITION: Denominator: The estimated number of people living below 125% of the official poverty level in the State. **Numerator:** Number of Basic Food participants in the month. Quarterly data is an average of the monthly data for the three months in that quarter.

DATA NOTES: 1 Value can exceed 100% as 125% of poverty is used to approximate federal measure of the Program Access Index (PAI) while households can be eligible for Basic Food with income up to 200% of poverty. *Click below for additional data notes.*

TO DATA: <http://www.dshs.wa.gov/metrics/data/E1.1.xlsx>

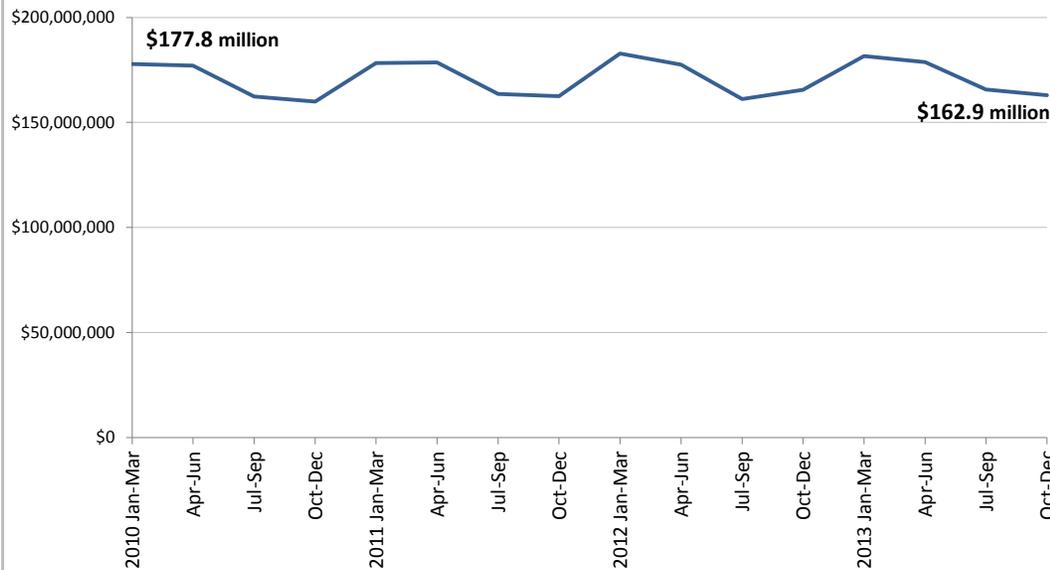
Economic Services Administration



Meet basic needs of clients

Total IV-D (child support) collections to increase to \$708m annually by SFY15

Statewide - Quarterly Totals



DATA SOURCE: Data Analysis and Research Unit, Office of Assistant Secretary, Economic Services Administration (ESA); supplied by Bryan Enlow, Office of Assistant Secretary.

MEASURE DEFINITION: Total child support collections.

DATA NOTES:

TO DATA: <http://www.dshs.wa.gov/metrics/data/E1.3.xlsx>

SUMMARY

- When both parents fulfill their obligation to financially care for their dependent children, poverty is decreased and the health and safety of children, families and communities is enhanced.
- The measure represents the total gross child support collections on all IV-D cases and includes child support payments that are either distributed to families or retained by the state as child support recoveries.
- IV-D collections spike during tax refund season when IRS intercepts often augment regular on-going child support payments.
- Washington ranks 13th in the country in total caseload and ranks 11th in total collections.
- Research indicates that Washington families who receive regular child support use less public assistance benefits (approx. \$122 million less in Medicaid, food and cash assistance in SFY12). Child support is a "cost avoidance" mechanism.

ACTION PLAN

- Invest when possible in automated IT solutions to ensure complete, accurate and timely enforcement actions; creating more efficient processes. Automate withhold to Social Security Administration to intercept lump sum payments and electronic interface with the Department of Fish and Wildlife to automate license suspension and release.
- DCS is working to develop and implement the Child Support Alternative Solutions Program that will refer non-custodial parents to community partners to assist in removing barriers to payment of child support. They are hiring 4 VISTA members to assist.
- Focus on quick and accurate child support order establishment (the legal basis for subsequent collections).

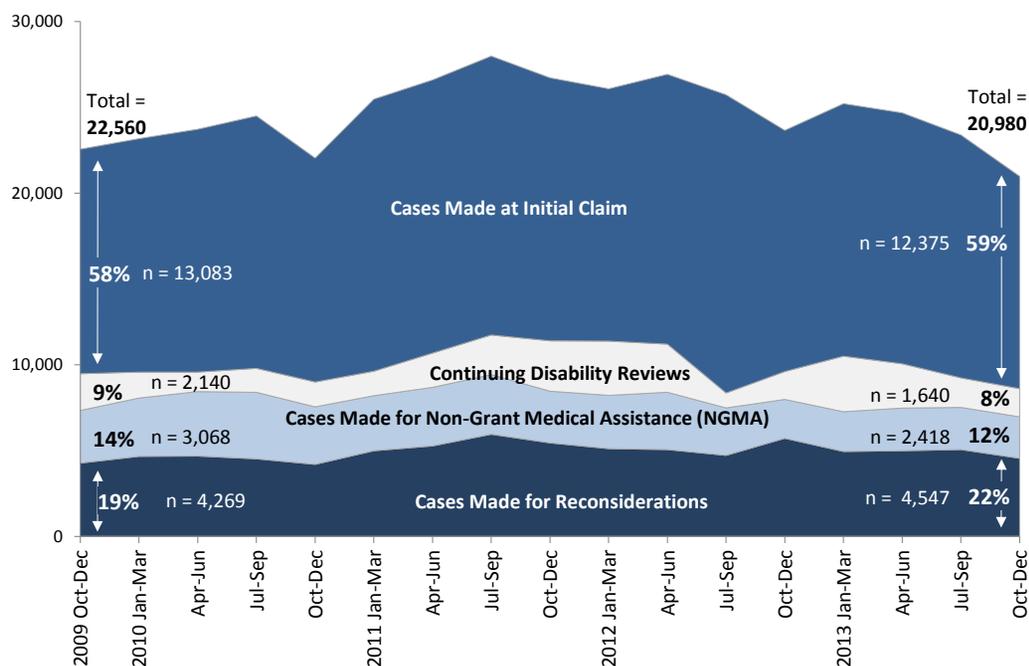
Economic Services Administration



Meet basic needs of clients

Total number of disability determinations

By quarter



DATA SOURCE: Division of Disability Determination, Economic Services Administration; supplied by Jim Yerxa, Division of Disability Determination, ESA.

MEASURE DEFINITION: Total number of disability determinations made during the federal fiscal year.

DATA NOTES: 1 NGMA = Non-Grant Medical Assistance. 2 CDR = Continuing Disability Reviews. 3 Total number of disability determinations made during the federal fiscal year.

TO DATA: <http://www.dshs.wa.gov/metrics/data/E1.6.xlsx>

SUMMARY

- **Initial Claims:** Measures the number of people who received an eligibility decision, whether approved or denied, on their initial, or first time, application for Supplemental Security Income and/or Social Security Disability Insurance.
- **Continuing Disability Reviews:** Measures the number of people who received a review of their Supplemental Security Income and/or Social Security Disability Insurance benefits, and a decision whether to continue or cease their benefits.
- **Non-Grant Medical Assistance:** Measures the number of people who received an eligibility decision, whether approved or denied, on their application for Non-Grant Medical Assistance.
- **Reconsiderations:** Measures the number of people who received an eligibility decision, whether approved or denied, when they filed a reconsideration, or second review, of their initial application for Supplemental Security Income and/or Social Security Disability Insurance.
- Clearance numbers vary significantly from month-to-month, as the Social Security Administration’s work year captures four weeks in some months and five weeks in others. Plus, months like November and December include holidays where DDDS office closures reduce the number of clearances DDDS can process in those months.

ACTION PLAN

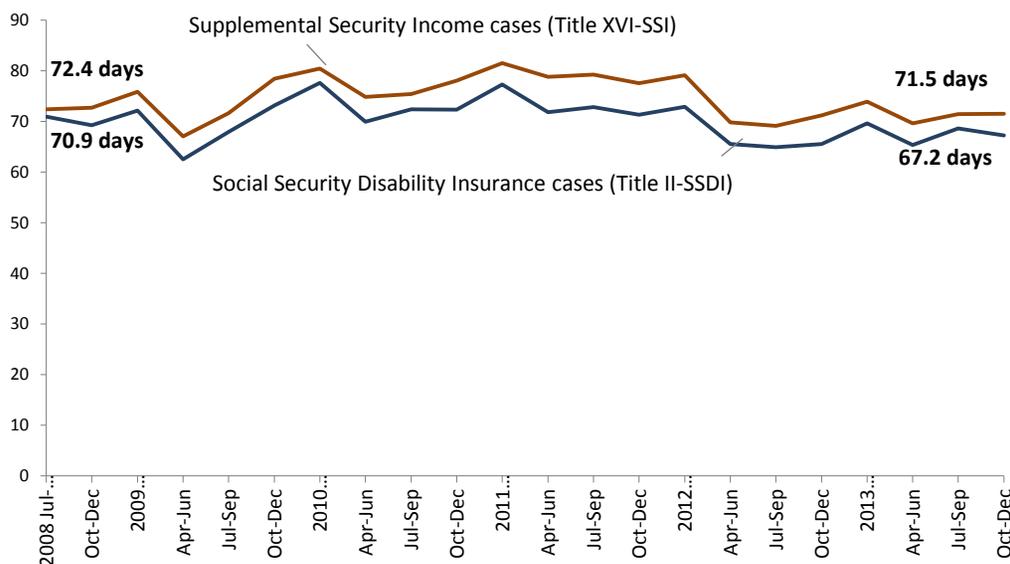
- DDDS is currently on track to successfully meet its FY2013 performance goals; however, with staff attrition and the current SSA hiring freeze, DDDS could face future difficulties in meeting FY2013 and 2014 performance goals.

Economic Services Administration

Meet basic needs of clients

The average time to process initial disability determinations for Social Security Disability Insurance cases (Title II-SSDI), and for Supplemental Security Income cases (Title XVI-SSI)

Average days to process by quarter



SUMMARY

- Social Security disability benefits are critical to individuals with disabilities to meet their basic needs, and timely processing is essential.
- Initial Disability Determinations are eligibility decisions, whether approved or denied, on an individual's initial, or first time, application for Supplemental Security Income (Title XVI-SSI) and/or Social Security Disability Insurance (Title II-SSDI).

ACTION PLAN

- Focus on making timely disability determinations and achieve greater efficiencies in disability case processing to improve services:
 - Increase IT functionality
 - Change support staff duties to increase their engagement in disability case processing

DATA SOURCE: Division of Disability Determination, Economic Services Administration; supplied by Jim Yerxa, Division of Disability Determination, ESA.

MEASURE DEFINITION: The average time (number of days) from when DDDS receipts an initial claim, to when DDDS makes a determination and sends the claim back to the Social Security Administration field office.

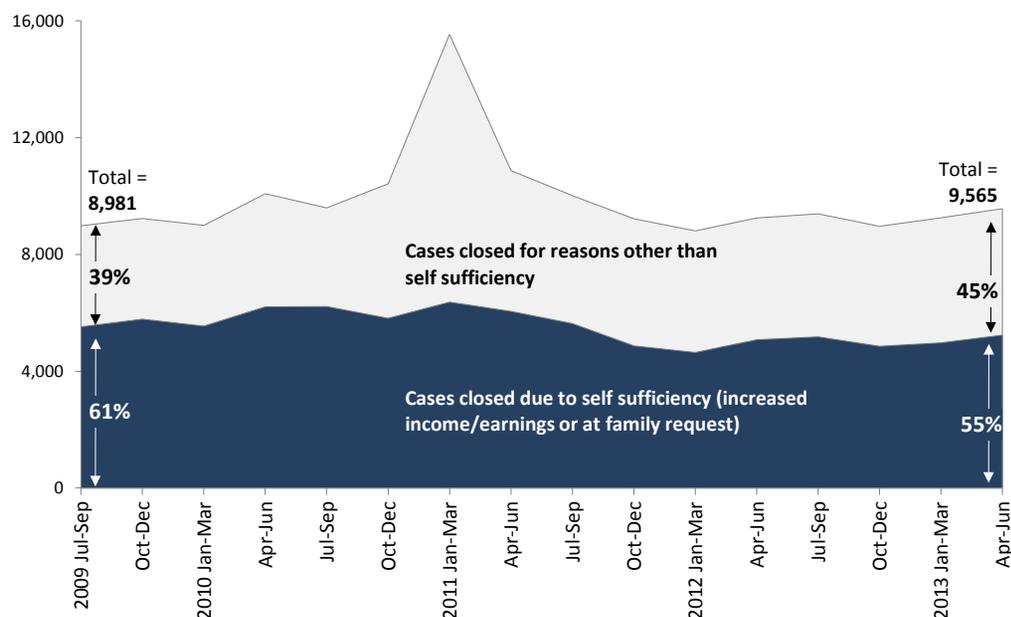
DATA NOTES: 1 Initial Disability Determinations are eligibility decisions, whether approved or denied, on an individual's initial, or first time, application for Supplemental Security Income (Title XVI-SSI) and/or Social Security Disability Insurance (Title II-SSDI).

TO DATA <http://www.dshs.wa.gov/metrics/data/E1.7.xlsx>

Increase client self-sufficiency

Percent and number of families who leave public assistance (TANF) due to increased income/earnings or at their request

Statewide Average



DATA SOURCE: Data Analysis and Research Unit, Office of Assistant Secretary, Economic Services Administration (ESA); supplied by Can Du, Office of Assistant Secretary.

MEASURE DEFINITION: Denominator: Total number of WorkFirst case closures in the month and neither the AU nor any client on the AU received TANF/SFA in any one of the subsequent three months. Excludes child-only cases. **Numerator:** The number of cases closed due to self-sufficiency (increased income/earnings or at family request). This includes the total number of WorkFirst case closures in denominator with the following reason codes: (a) child support more than the grant (324); (b) excess net income (331); (c) exceeds earned income limit (334); (d) change in child support payment (507); or (e) AU requests closure (557). Excludes child-only cases.

DATA NOTES:

TO DATA: <http://www.dshs.wa.gov/metrics/data/E2.1.xlsx>

SUMMARY

- This measure reflects a portion of the WorkFirst caseload that is comprised of families who are able and capable of achieving self-sufficiency.
- The historical trend shows an average of 50% to 60% of monthly closures are due to self-sufficiency reasons as opposed to procedural reasons.
- The chart shows a decrease in the ratio of self-sufficiency exits to other exits. This shift is likely due to policy changes implemented including a 15% grant reduction and TANF time limit terminations in February 2011, and Means Testing and Time Limits for Child Only TANF cases in November 2011.
- The absence of available jobs and the need to compete with non-TANF job seekers has a negative impact on the number of families who exit due to employment.

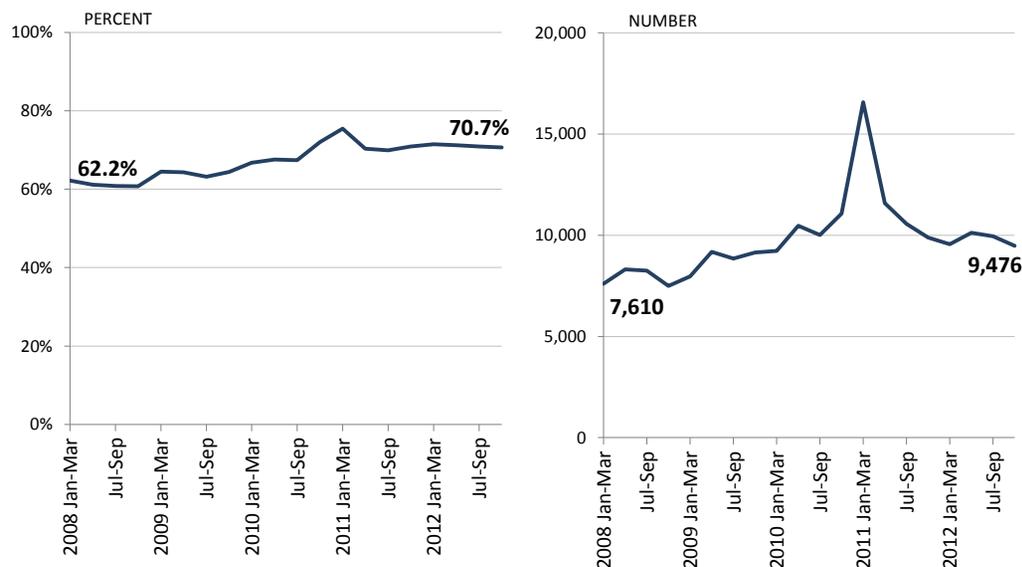
ACTION PLAN

- Improve parent engagement in strength-based, family-focused activities that move them along their pathway to self-sufficiency.
- Increase countable hours for parents participating but not meeting the rate.
- Move more parents to work through engagement in work preparation activities such as Job Search, Commerce work programs and Education and Training programs and expanded use of Work Experience (WEX) community service.

Increase client self-sufficiency

Percent and number of adults who exit TANF and remain off TANF for 12 consecutive months

Statewide



SUMMARY

- Monitors the success of families who have exited TANF and who remained off the program for 12 consecutive months.
- This provides an historical look at families who exited the program one year ago.
- The trend has been increasing since 2008.
- In January 2011, TANF hardship extension criteria were restricted resulting in a one-time spike in terminations.
- A decline in the number of families who are able to successfully remain off of TANF would indicate social and/or economic conditions that are having an adverse effect on these vulnerable families.
- This measure will not provide insight into more recent exits.

ACTION PLAN

- Improve parent engagement in strength-based, family-focused activities that move them along their pathway to self-sufficiency.
- Increase countable hours for parents participating but not meeting the rate.
- Move more parents to work through engagement in work preparation activities such as Job Search, Commerce work programs and Education and Training programs and expanded use of Work Experience (WEX) community service.

DATA SOURCE: Data Analysis and Research Unit, Office of Assistant Secretary, Economic Services Administration (ESA); supplied by Can Du, Office of Assistant Secretary.

MEASURE DEFINITION: Denominator: Total number of TANF adults exiting the program in the month. Numerator: Total number of TANF adults exiting the program and remaining off TANF for at least 12 consecutive months.

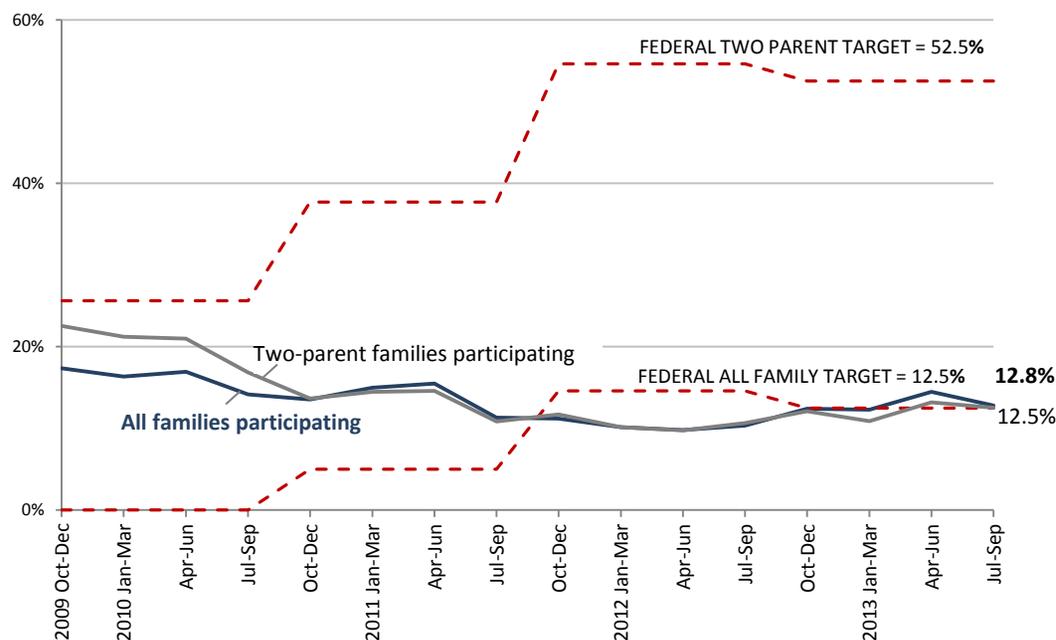
DATA NOTES: 1 Data reporting dates reflect Adult client "Exit Month."

TO DATA: <http://www.dshs.wa.gov/metrics/data/E2.2.xlsx>

Increase employment of clients served by DSHS

Percent of families meeting federally mandated work participation requirements

Statewide Average



SUMMARY

- Federal requirements limit what can be included as “countable” in calculating the Federal Work Participation Rate. Given those constraints, many adults who are engaged in appropriate activities will not be reflected in this chart.

ACTION PLAN

- Improve parent engagement in strength-based, family-focused activities that move them along their pathway to self-sufficiency through:
 - Completing staff training in Motivational Interviewing
 - Implementing the improved Assessment
 - Develop and test TANF PRISM tool
 - Focus deployment of WorkFirst staff on Case Management
- Increase countable hours for parents participating but not meeting the rate.
- Move more parents to work through engagement in work preparation activities such as Job Search, Commerce work programs and Education and Training programs and expanded use of Work Experience (WEX) community service.

DATA SOURCE: Data Analysis and Research Unit, Office of Assistant Secretary, Economic Services Administration (ESA); supplied by Can Du, Office of Assistant Secretary.

MEASURE DEFINITION: Number and percent of parents participating at federal requirements for All-Family and Two-Parent Family caseloads.

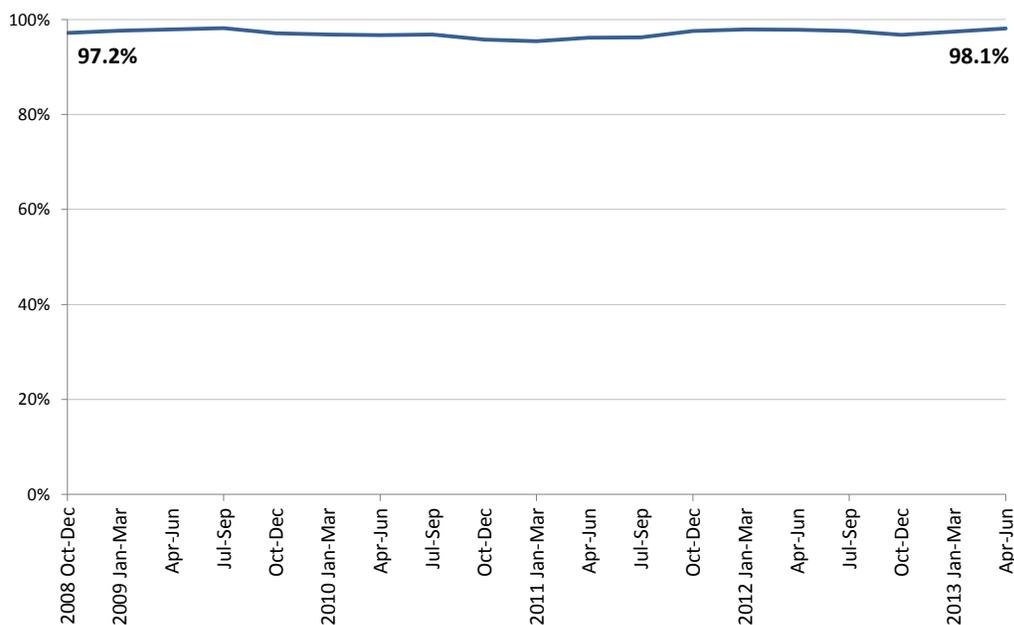
DATA NOTES: 1 Due to refresh cycle which captures actual hours of participation, most recent month always reflects fewer hours. Refresh cycle takes 3 months - First Look (doesn't reflect hours captured in EJAS), First Refresh (reflects EJAS hours), and Second Final Refresh (final hours captured). 2 Quarterly figures represent averages for the three months in the quarter.

TO DATA: <http://www.dshs.wa.gov/metrics/data/E3.1.xlsx>

Maintain fiscal stewardship

Food assistance payment accuracy rate

Statewide Average



DATA SOURCE: Quality Assurance; supplied by Cheryl Talmage, Office of Quality Assurance.

MEASURE DEFINITION: Statewide Quality Assurance Basic Food Accuracy Rate.

DATA NOTES: 1 Reported rates are cumulative for the federal fiscal year (starting each October),

TO DATA: <http://www.dshs.wa.gov/metrics/data/E4.2.xlsx>

SUMMARY

- Washington continues to maintain a very high rate of payment accuracy that is consistently above the national average.
- Continued high performance can be attributed in part to the development of workload management tools that can prioritize work to ensure that time-sensitive changes impacting benefits are processed by deadline.
- Pre authorization audits are used to target attention on cases with a statistically-higher risk of payment errors for a second look before benefits are authorized. Data from these reviews are also used to identify root cause of errors to identify training and performance needs.

ACTION PLAN

- In order to continue an excellent rate of payment accuracy and ensure program integrity, the Department continues to pursue strategies that may yield better results. These include:
 - Reviewing all case errors in the process review panel to discuss the root cause of the errors, potential mitigation of the errors, and strategies for improving future performance.
 - Working with USDA Food and Nutrition Service and their vendor to mine SNAP household data and disqualified recipient data for the purposes of building profiles of households at greater risk of fraud. The profiles FNS develops with Washington's assistance will be shared with other states to focus efforts on preventing and investigating fraud.
 - The Department continues to pursue SNAP policy waivers and adopt state option rule changes, to eliminate error-prone rules that simplify procedures and reduce staff workload.
 - Audit Plus, a new audit tool with reports libraries was implemented July 22 and will focus on auditing case actions by worker. Audit Plus collects data and increases accountability via direct feedback to staff. Increased accuracy is anticipated.

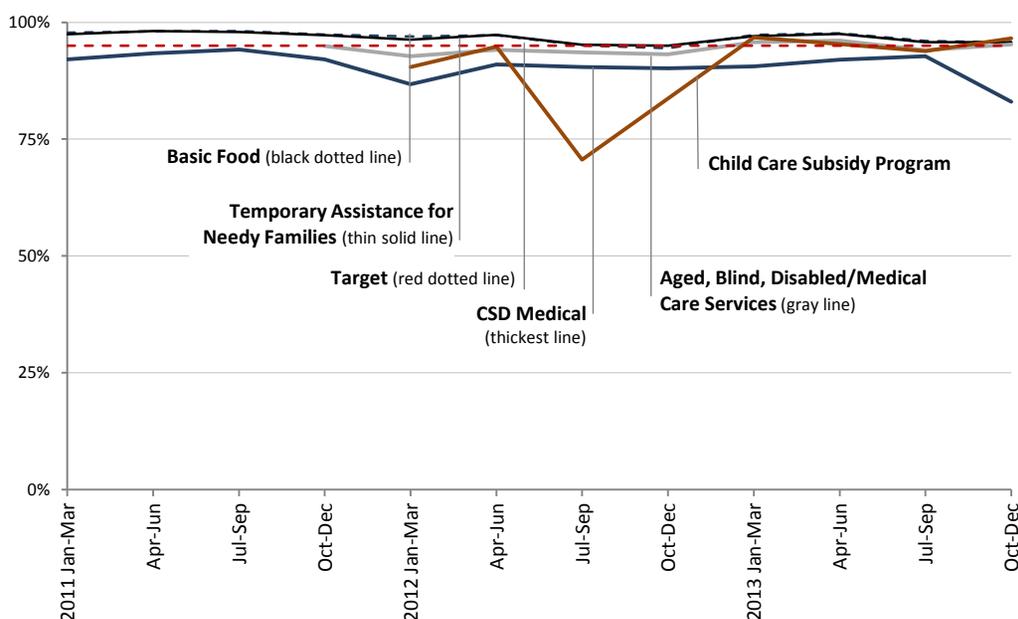
Economic Services Administration



Increase efficiency

Timely economic services application processing - Percent within Federal Standards of Promptness by Program

Percent within federal SOP by program



SUMMARY

- These are the federal and state measures of application processing timeliness.
- The federal standard of promptness (SOP) is as follows:
 - 30 days for cash, childcare and food programs
 - 45 days for ABD/MCS
 - 15 days for pregnancy medical
 - 60 days for non-grant medical
 - 30 days for all other medical
- CSD regularly exceeds application processing standards for the majority of programs.
- CSD’s LEAN based, same day service model, contributes to ensuring applications are processed as quickly as possible and well within standards of promptness. CSD’s workload management tools are also designed to prioritize pended applications that are approaching the processing due date.
- In recent months, childcare application processing time has improved due to recent staffing increases and focus on performance, and now exceeds the standards of promptness.

ACTION PLAN

- Evaluate which medical programs are contributing to missed SOP – by 7/31/13.
- Identify targeted initiatives for improvement based on the analysis - recommendations by 8/31/13.

DATA SOURCE: Data Analysis and Research Unit, Office of Assistant Secretary, Economic Services Administration (ESA), supplied by Can Du.

MEASURE DEFINITION: Percent of applications processed within federal standard of promptness (SOP) by program.

DATA NOTES: 1 Target is 95% of applications processed within the pertinent federal standard of promptness (SOP).

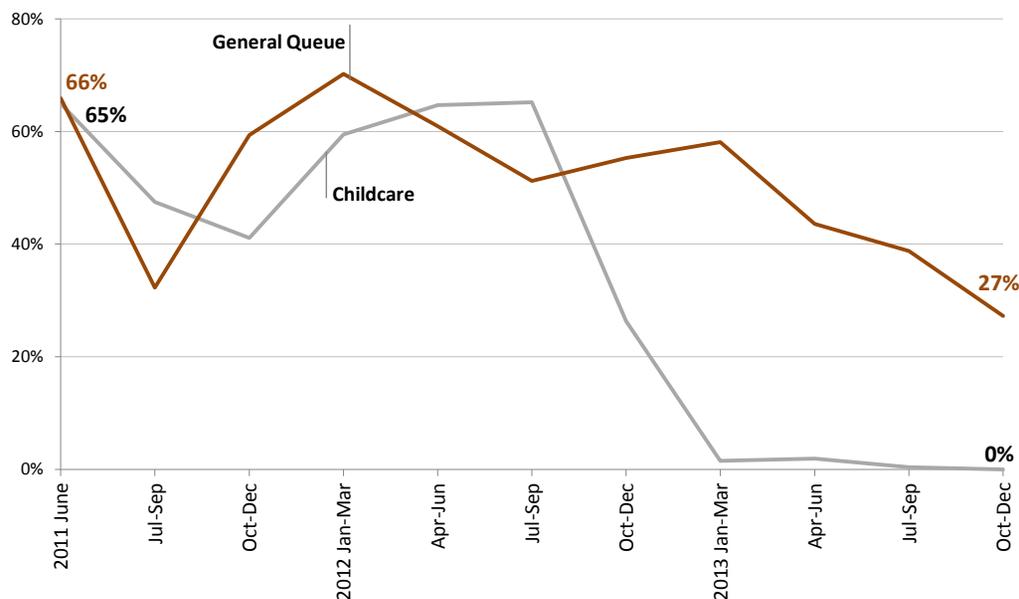
TO DATA: <http://www.dshs.wa.gov/metrics/data/EX.1.xlsx>

Economic Services Administration

Increase efficiency

Community Services Division Call Center forced disconnect rate by queue

Statewide Average



DATA SOURCE: Consolidated Technology Services (CTS); supplied by Shawn Hartline.

MEASURE DEFINITION: Rate by which calls encounter the “all agents are busy” message and must attempt the call again.

DATA NOTES:

SUMMARY

- This is a service access measurement for doing CSD business by phone.
- The childcare queue has been operating at well above standard for the past several months due to increased staffing, focus on performance, and non-peak volumes due to seasonality.
- The general queue continues to experience insufficient staffing to meet regular and peak demand. This is now the primary focus for increasing performance in CSD, using a three-fold approach (see action plan).

ACTION PLAN

- **Focus on plans to improve access to the general queue:**
 - *Hiring – prioritize hiring for general queue phone teams*
 - *Shared Workload Project - the Call Center will develop phone triage procedures to increase call flow efficiency and will shift focus on performance to front-end phone activities.*
- **CSD will purchase Call Center business technology including:**
 - *Workforce optimization software to allow for sophisticated call volume and workload modeling to optimize workforce assignment*
 - *Work outcome tracking tools to measure first contact resolution expectations*
 - *Other performance management/accountability tools to assess and monitor quality and production*

TO DATA: <http://www.dshs.wa.gov/metrics/data/EX.2.xlsx>