Integrating Comprehensive Case Management Strategies Into TANF Programs

Wednesday, May 22, 2013; 1:00 – 2:30 p.m. eastern time

Presenters:

- James Butler, Office of Family Assistance, Administration for Children and Families
- Michelle Derr, Senior Researcher, Mathematica Policy Research
- Mike McCaman, Deputy Director of Workforce Development, Franklin County Department of Job and Family Services, Ohio
- Dean Simpson, Chief of Economic and Family Services within Division of Social Services, Department of Health and Human Services, North Carolina
- Barbara Harris, Child Care Subsidy and Work First Program Manager, Wake County Human Services, North Carolina
- Lesley Smith, Moderator, ICF International

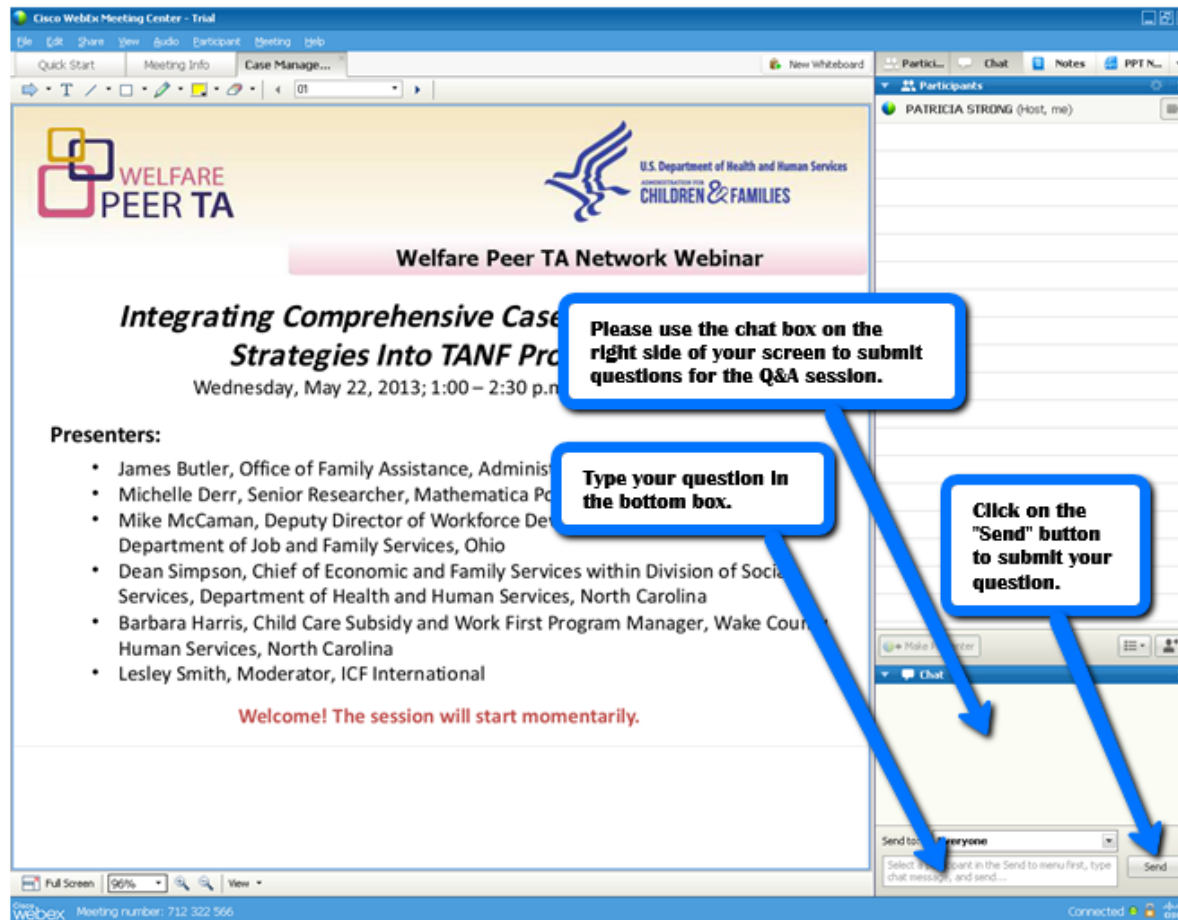**Welcome! The session will start momentarily.**

Welcome and Introductions:

James Butler
Federal Project Officer
Office of Family Assistance

How Do I Ask a Question?

Michelle Derr
Senior Researcher
Mathematica Policy Research

Integrating Comprehensive Case Management Strategies into TANF Programs

May 22, 2013

Webinar for the OFA Welfare Peer TA Network

Michelle Derr

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Defining the TANF Program Approach

- **TANF program approach influences focus of case management**

- **Work first approach – seeing influence of a "business culture"**

- **Focus on addressing personal and family challenges that interfere with work**

- **Use of specialized programs for those with documented physical and mental health conditions**
  - **Removes clients from the general caseload**
  - **Varying program requirements for this population**
    - Total exemption from work activities
    - Participate to their "maximum ability"

Needs of TANF Recipients

- **Different levels of work readiness (e.g., education and work history)**

- **Diverse abilities and service needs**

- **Varying access to resources and supports**

- **Case management needs to be responsive to varying needs and abilities – works best when it's not a "one size fits all" approach**

Role of the TANF Case Manager

- **Initial and ongoing assessment**

- **Employment and service planning**

- **Linking clients to in-house and community services**

- **Motivating, encouraging, and supporting engagement**

- **Individualized soft-skills training/coaching**

- **Monitoring and verifying program participation**

- **Reengaging nonparticipants/initiating sanctions**

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Different Case Management Approaches

- **Individualized case management**

- **Group case management – "Weight Watchers Model"**

- **Use of specialized workers**
  - **Employment services**
  - **To serve clients with personal and family challenges**

Caseload Size and Composition

- **Key considerations:**
  - **Assigned roles and responsibilities (workload)**
  - **Caseload characteristics/client service needs**
    - Use of reduced caseloads for hard-to-employ
    - Reduced caseloads for work-ready

- **Caseload sizes only meaningful when comparing staff with comparable workloads**

Challenges

- **Managing high caseloads/workloads**

- **Engaging clients in program activities**

- **Accessing activities and supports in an environment of limited resources**

- **Enforcing participation while still building trusting relationship with clients**

- **Case manager burnout**

TANF Program Strategies

- **Create a unified, supportive program environment for case managers**
  - Clear program messaging/Mission-driven service environment
  - Resources for supporting workers (e.g., case staffings, team building activities)

- **Hire staff with the right skill set for the TANF service approach**

- **Create clear expectations for clients and staff**

- **Balance accountability with support for clients**

TANF Program Strategies (cont.)

- **Provide meaningful work activities where case managers can play a supportive, motivational role**

- **Train workers on managing caseloads and reporting and verifying participation activities and hours**

- **Create management reports that raise awareness of client/caseload status**

- **Tap into staff experience and expertise (e.g., participation on agency steering committees, formal input process)**

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For More Information

- **Please contact:**
  - **Michelle Derr**
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    - (202) 484-4830

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Mike McCaman
Deputy Director of Workforce Development
Franklin County Department of Job and Family Services, Ohio

OHIO WORKS FIRST FOR FRANKLIN COUNTY

"Integrating Comprehensive Case Management Strategies into TANF Programs"

Welfare Peer Technical Assistance Network

5.22.13

Ohio Works First (OWF) – Franklin County

- State of Ohio's TANF program

- 36-month time limit

- State Supervised/County Administered

- Four local offices (Opportunity Centers) around Franklin County

- One OWF Center for all work-required TANF cases

- Approximately 3,200 cases

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FOR FRANKLIN COUNTY

Franklin County
Department of Job & Family Services

Staffing Structure
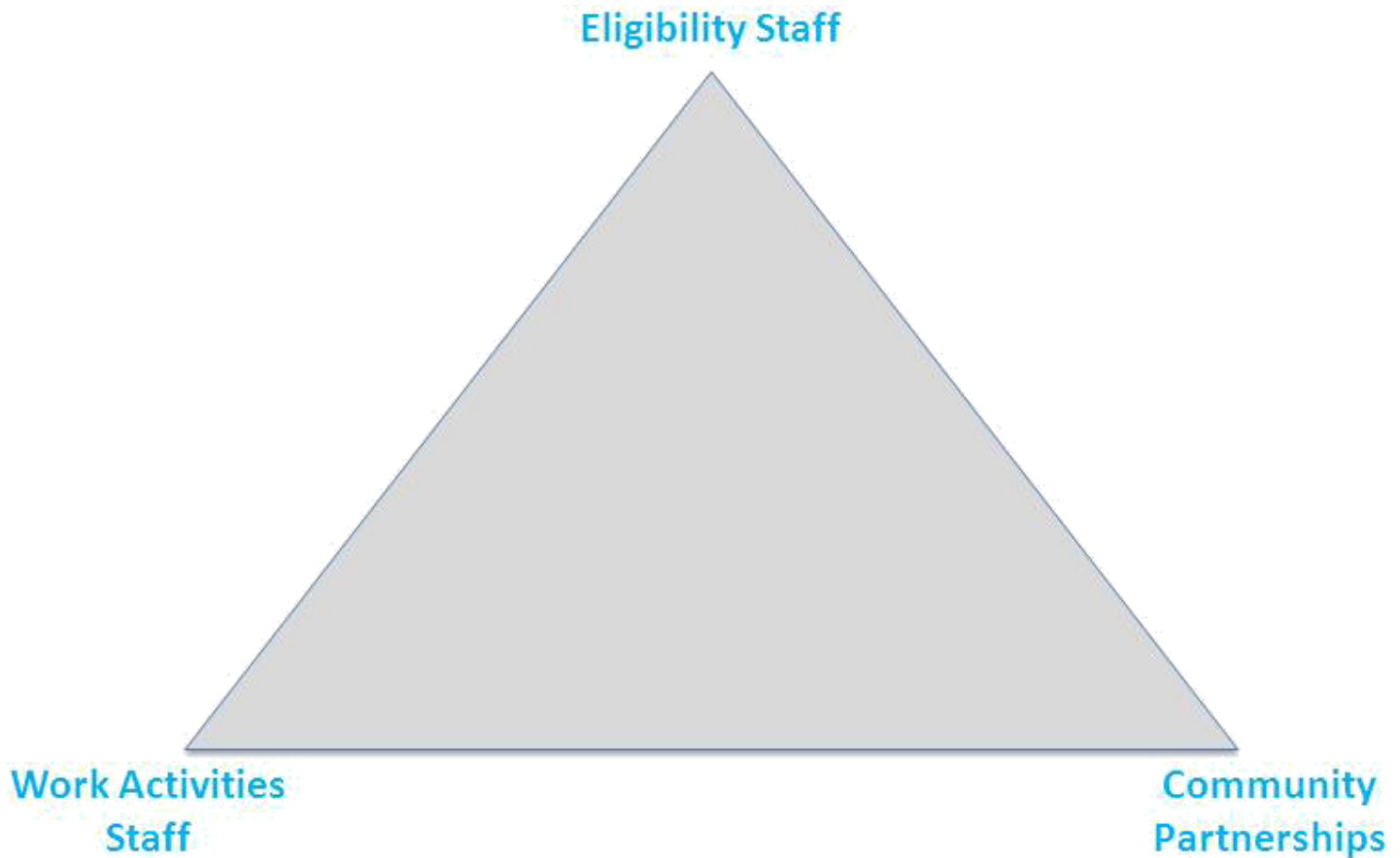
Staffing Roles

Eligibility

- Two eligibility intake units

  - 150-200 interviews per week

  - Combined eligibility and work activity interview

- One ongoing eligibility unit

  - Reapplication interviews

  - Ongoing eligibility maintenance

Staffing Roles (cont.)

Work Activities - Specific units for:

- Time and Attendance tracking
- Ongoing assignment changes (including employment)
- Employment and vendor management
- Sanctions

Community Partnerships

- Work Experience Management
- Refugee-specific services
- Out-stationed case manager at Columbus State Community College

Work Experience Program (WEP) Management

Franklin County Department of Job & Family Services (FCDJFS)	Community Consortium
- Determines eligibility - Makes appropriate work assignments; all WEP participants are assigned to community consortium - Enters monthly hours in State eligibility system - Applies sanctions as needed	- Facilitates applicant assignment - Develops and manages all WEP sites - Assesses and assigns all WEP participants to each work site, managing participation on a daily, weekly, and monthly basis - Addresses barriers to employment and self-sufficiency - Responsible for non-core hours through online ResCare Academy - Makes appropriate sanction referrals to FCDJFS

Staff Training

State-provided

- Work Activity New Worker Training
- Rule changes and/or various topics such as:
  - Deeming
  - Employment and Work Participation
  - Assessments and ADA compliance

County-provided

- 12-week training for new case managers
- Ongoing "refresher" training classes
- Ad Hoc training opportunities as needed
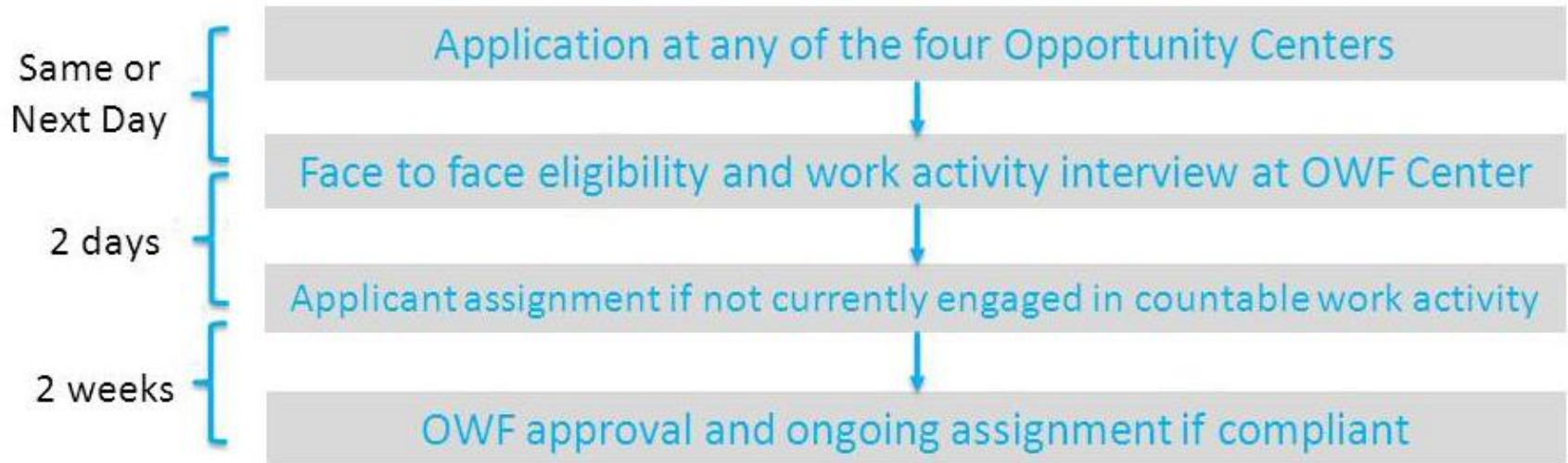
Case Management

Essential elements

- Team approach
- Holistic case management
- High-touch interaction
- Client-oriented outcomes

Frequency of client contact

- Work Experience: no less than weekly
- Monthly expectation from each client
- Monthly reconciliation of all work-required cases
- 12-month reapplication periods with 6-month interim reports

Intake Process

Same or Next Day — Application at any of the four Opportunity Centers

Face to face eligibility and work activity interview at OWF Center

2 days — Applicant assignment if not currently engaged in countable work activity

2 weeks — OWF approval and ongoing assignment if compliant

Data Systems

ResCare WORCS

- Daily electronic referrals from State system
- Ongoing alerts for constant case communication between county and provider
- Participant hours tracked daily, approved weekly, and submitted to county monthly

Internal Data Systems

- Monthly State report manipulation
- State system "scraping"
- Daily internal tracking

Monitoring Progress

- Top agency priority

- Agenda item at each Senior Staff meeting

- Monthly communication of Work Participation Rate (WPR)

- WPR broken down into more tangible measures that are monitored monthly, weekly, and even daily

- Weekly staff meetings

- Daily "Stand-Up" meetings

- Internal targets above minimum compliance

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Franklin County
Department of Job & Family Services

Lessons Learned

- Teamwork

- Community

- Data

- Outcomes vs. Participation: Jobs, Jobs, Jobs!

Work Participation Rate increased from 25% to 50% during Federal Fiscal Year 2012

1,700 OWF clients placed in employment during 2012

Questions?

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Dean Simpson
Chief of Economic and Family Services
Division of Social Services
North Carolina Department of Health and Human Services

NC FAST
Overview of Case Management System and Implementation Schedule

May 22, 2013

P7 Preparation Timeline
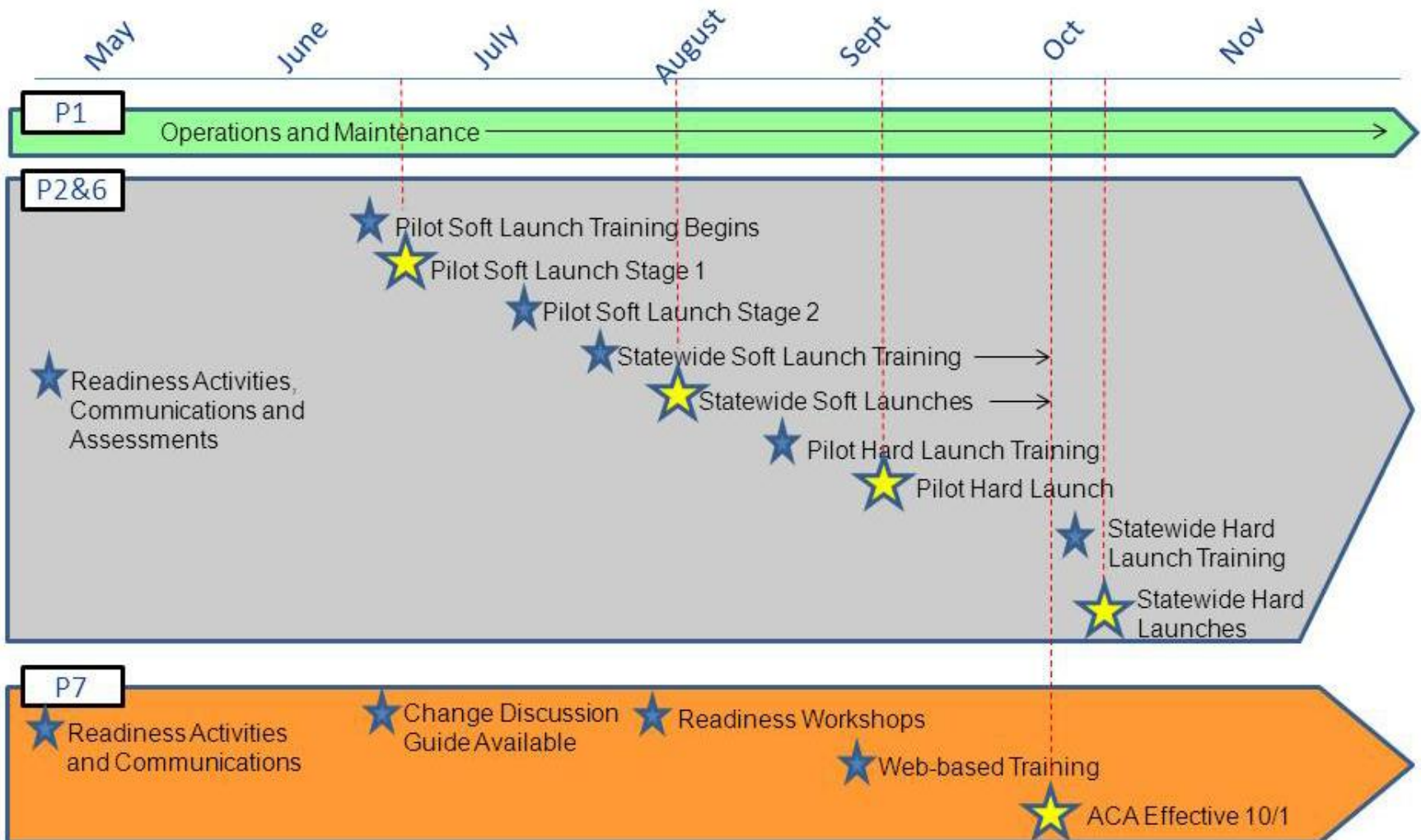
Barbara Harris
Child Care Subsidy and Work First Program Manager
Wake County Human Services, North Carolina

Dimensions of Work First

Work First Philosophy

- North Carolina's Work First Program is based on the premise that parents have a responsibility to support themselves and their children.

- Work First is an employment-focused program designed to help families become self-sufficient.

- Work First emphasizes three strategies:
  - Diversion
  - Work
  - Job Retention

Eligibility Requirements

- Must have a child under the age of 18.

- Must be a U.S. citizen or qualified immigrant.

- Must reside in the county in which an application is made.

- Must meet income and resource requirements.

- Must meet the required degree of kinship to the child.

- If able-bodied, must register for work and participate in required work-related activities.

- Time Limited (24 - State/60 - Federal)

Work First Process

- Orientation

- Family Assessment

- Eligibility Requirements/Application

- Employment Services

- Followup

Work First Application

- 45 days to process an application

- Average processing time is 24 days

- Wake County policy requires applications to be processed within 5 days of receiving the last piece of requested information

- *(Mail-in applications are not accepted)*

Types of Cases

- Child Only (Payee) – cases that do not include an adult

- Work First Benefits include one or both parents

- Refugee Assistance

- 200% Crisis Intervention/TANF-EA

Supportive Services include but are not limited to:

- **Employment Services**

- **Short-Term Training**
(CNA, Hospitality, Food Service)

- **Vocational Testing**
(Community Workforce Solutions)

- **STEPS Class**
(3-Week Curriculum Facilitated by Wake Tech)

- **Benefit Diversion**

- **Child Care**
(For Mandatory Participants)

Supportive Services include but are not limited to: (cont.)

- **Transportation Assistance**
(Bus Passes, Gas Cards, Van Service)

- **Financial Assistance**
(Rent Deposit, Eviction, Utilities Assistance)

- **Domestic Violence Counseling**

- **Substance Abuse Counseling**

- **Family Counseling**

- **Mental Health**
(Psychologist Available 20 Hours a Week)

Mutual Responsibility Agreement (MRA)

- Work First policy requires Assessments, Applications and the signing of the Mutual Responsibility Agreement (MRA) to be done face-to-face.

- MRA must be completed at least once every 90 days or when a change occurs.

- Able-bodied parent(s) are required to sign an MRA.

Benefit Diversion

- Benefit Diversion is a cash payment alternative to traditional Work First Family Assistance (WFFA).

- Supports families in accepting and maintaining employment.

- A one-time lump sum payment.

- Medicaid is provided for the Benefit Diversion period.

- Appropriate referrals to child support, child care assistance, and other community partners and resources.

- Will not extend beyond 3 months.

Other Dimensions of Work First

- Job Bonus

- Evaluation of Medicaid

- New Process -- Child Daycare

- Special Projects -- JobBoost II

- Goals and Measures

On the Horizon

- NC Fast
- De-Linking of Medicaid
- Benefits Issuance Card
- Reauthorization of TANF

Services are provided at:

Swinburne
220 Swinburne Street
Raleigh, NC 27620
(919) 212-7000
(Mondays, Wednesdays, & Thursdays)
Beginning at 7:30 a.m.

Eastern Regional Center (ERC)
1002 Dogwood Drive
Zebulon, NC 27597
(919) 404-3900
Mondays – Thursdays
8:15 a.m. – 12 noon

Northern Regional Center (NRC)
350 East Holding Avenue
Wake Forest, NC 27587
(919) 562-6300
Tuesdays & Thursdays
8:30 a.m. -12:30 p.m.

Millbrook
2809 East Millbrook Road
Raleigh, NC 27604
(919) 431-4000
Tuesdays
8:30 a.m. – 3:00 p.m.

Southern Regional Center (SRC)
130 North Judd Parkway N.E.
Fuquay Varina, NC 27526
(919) 557-2501
Tuesdays & Thursdays
8:30 a.m. - 2:30 p.m.

Barbara Harris

Child Care Subsidy & Work First Program Manager

Wake County Human Services

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Resources

TANF Recipients with Barriers to Employment, May 2012 (http://www.urban.org/publications/412567.html)
This brief by the Urban Institute summarizes the strategies that States use to help TANF recipients with barriers to employment. It reviews the limited research evidence on the short- and long-term effects of employment- and treatment-focused interventions.

Effective Case Management: Key Elements and Practices from the Field, June 2011 (https://peerta.acf.hhs.gov/index.cfm?event=viewTopic&sectionTopicId=13&topicId=3&tabtopic=3&sectionId=2&nav=3)
Mathematica Policy Research prepared the "Effective Case Management: Key Elements and Practices from the Field" brief for the U.S. Department of Labor's Employment and Training Administration. This issue brief provides examples of key elements and practices for effective case management in the workforce system. They share examples of State and local tools, processes, and policies designed to create or improve case management. An annotated list of additional resources is also included.

Best and Promising Practice Research, WorkFirst Washington, December 2010 (http://www.workfirst.wa.gov/reexam/reexamdocs/Introuction.pdf)
This document provides a review of evidence-based promising practices in TANF case management as compiled by Washington State's WorkFirst Best Practice Research Group. This group consisted of researchers and subject matter experts from government and private organizations.

Webinar: Wraparound Services for Tribal TANF Participants, March 2012
(https://peerta.acf.hhs.gov/index.cfm?event=viewTopic&sectionTopicId=6&topicId=6&tabtopic=6&sectionId=1&nav=6)
Wraparound services use a team-based approach to case management services that involves a variety of support systems, which allows the case management service to be shaped to the needs of the service recipient. In March 2012, the Welfare Peer TA Network hosted a webinar regarding wraparound services for TANF participants. This webinar, "Implementing Wraparound Services in Tribal TANF," describes ten principles of wraparound services, each individual's role for service delivery, four phases of practices within the services, and six themes for implementation.

Motivational Interviewing: Creating a Culture of Work and Academic Achievement, July 2010
(https://peerta.acf.hhs.gov/index.cfm?event=viewTopic&sectionId=1&sectionTopicId=8&topicId=8&tabtopic=8&nav=8)
The Welfare Peer TA Network held a one-day training on July 16, 2010 for the Workforce Solutions Texoma Board in Denison, Texas. The Motivational Interviewing: Creating a Culture of Work and Academic Achievement training helped attendees identify strategies to successfully motivate TANF participants to work and/or further their academic achievement, and addressed the need to motivate TANF participants in Texas who are coded as exempt to participate in employment-related activities.

Online Work Readiness Assessment (OWRA) Tool, 2013 (https://peerta.acf.hhs.gov/tanftc/)
OWRA is a Web-based suite of resources, tools, assessments, and guidelines that help case managers engage participants in work-focused activities that lead to long-term self-sufficiency. OWRA provides case managers with the tools, methodology, and process to ask assessment questions, integrate new participants into the TANF program, and strengthen service delivery linkages with other agencies.

Case Management in Child Protection, 2013
(https://peerta.acf.hhs.gov/index.cfm?event=viewTopic&sectionTopicId=18&topicId=8&tabtopic=8&sectionId=2&nav=8)
The U.S. Department of Health and Human Services, Administration for Children and Families, Child Welfare Information Gateway has a Case Management in Child Protection resource page that provides child protective services' (CPS) interventions. CPS interventions may provide case management services during or following investigations or initial assessments for interested individuals. CPS case management involves working with families to establish goals, creating plans to achieve the goals, providing services to meet needs identified in assessments, monitoring progress toward achievement of the goals, and closing cases when goals have been achieved.

The Case Load Capacity Calculator, 2013
(https://peerta.acf.hhs.gov/index.cfm?event=viewTopic&sectionTopicId=60&topicId=20&tabtopic=20&sectionId=2&nav=20)
The Case Management Society of America (CMSA) launched a tool for case managers, the Case Load Capacity Calculator (CLCC), which provides an opportunity to begin laying the foundation for evidence-based caseloads for a variety of settings. The CLCC is an online information-exchange platform that allows case managers to track and compare their case loads to their peers in similar settings and conditions.

Case Management Strategies for Successful Jail Reentry, September 2012
(https://peerta.acf.hhs.gov/index.cfm?event=viewTopic&sectionTopicId=14&topicId=4&tabtopic=4&sectionId=2&nav=4)
The Urban Institute released a brief entitled "Case Management Strategies for Successful Jail Reentry." In 2007, the National Institute of Corrections partnered with the Urban Institute to develop and test a comprehensive Transition from Jail to Community (TJC) model for effective jail-to-community transition. The TJC model and initiative advanced systems-level change and local reentry through collaborative, coordinated jail-community partnerships. This brief presents the TJC Initiative's approach to case planning and draws upon the implementation experiences of six TJC learning sites, all of which implemented elements of the TJC case management process.

Webinar -- Case Management: A Tribal Perspective, July 2012
(https://peerta.acf.hhs.gov/index.cfm?event=viewTopic&sectionTopicId=16&topicId=6&tabtopic=6&sectionId=2&nav=6)
Kauffman & Associates Incorporated hosted a webinar entitled "Case Management: A Tribal Perspective." This webinar introduced Tribal involvement in case management, a major step for Tribes to enhance access to long-term services and supports. The webinar discussed key issues surrounding Tribal case management, including what is case management, why Tribal case management, Federal and State Medicaid regulations, the certification process, how to address issues of cultural competency, and State-Tribal agreements.
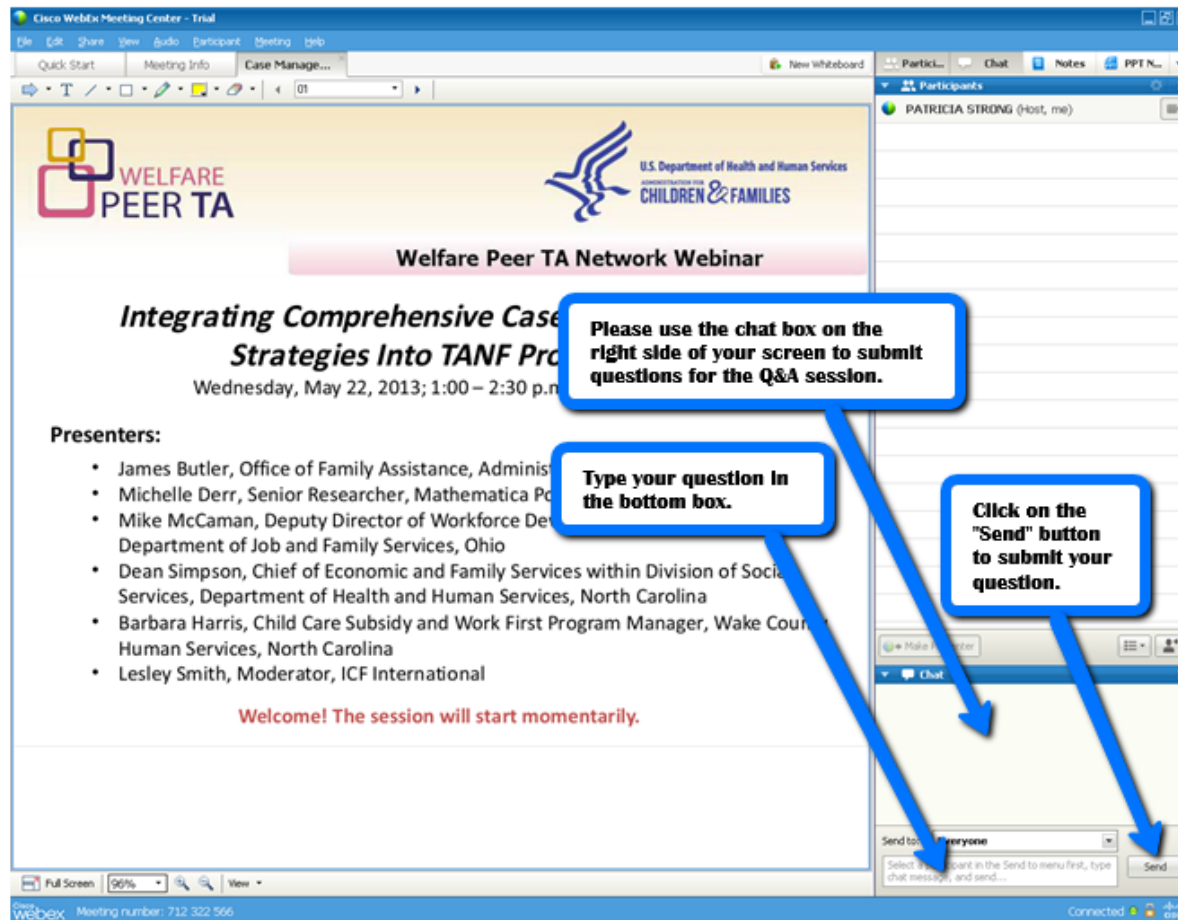
Question and Answer Session

Please remember to provide your feedback on this webinar by answering the brief poll that will appear on the right side of your screen. Thank you.

THANK YOU for attending the webinar!

A transcript and audio recording will be available shortly on the Welfare Peer TA Network Web site at https://peerta.acf.hhs.gov/.

We'd like to hear from you regarding future webinar topics. Please submit your ideas by e-mail to peerta@icfi.com.

Please help us to expand our network and reach a greater number of people by directing interested colleagues from your local and State networks and agencies to https://peerta.acf.hhs.gov/.

Please be sure to register for additional upcoming webinars through the Welfare Peer TA Network Web site.