



DC | DEPARTMENT of  
HUMAN SERVICES

# DC's TANF Redesign:

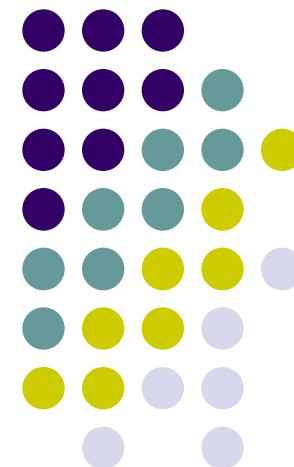
## Implementing a tiered service delivery model

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April 30, 2013

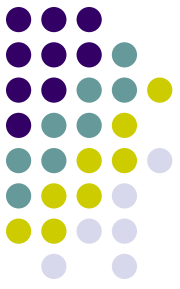


# **THE REDESIGN IMPERATIVES AND KEY ELEMENTS**

# Imperatives to redesign DC's TANF program

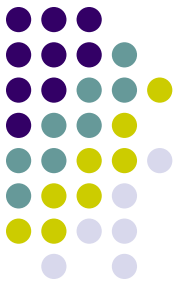


- A growing TANF caseload
- Low participation rate (5-10%)
- “One-size fits all” TANF employment program
- Little attention to barriers to employment
- Introduction of a 60-month time limit



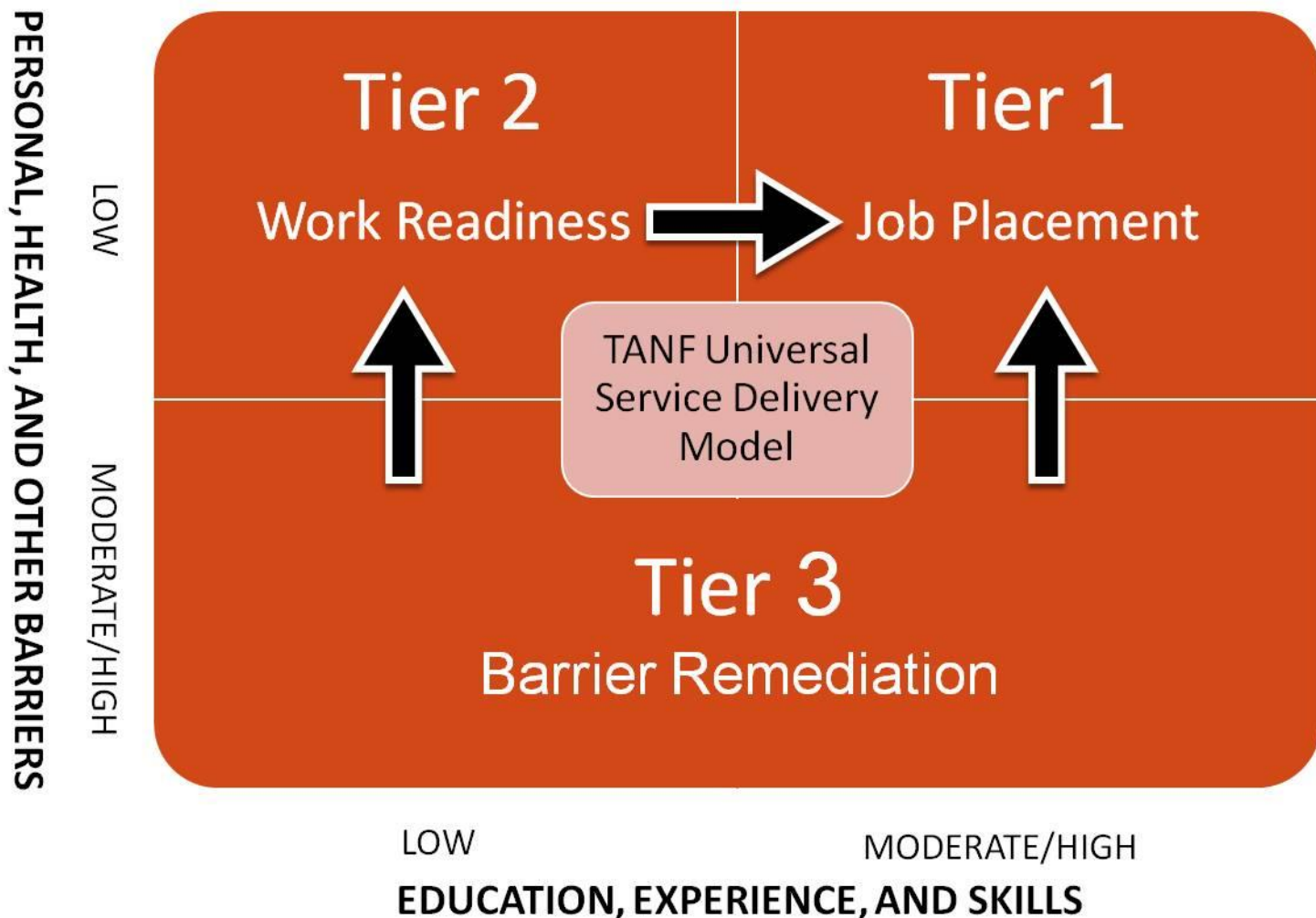
# Key elements of the redesign

- A tiered service delivery model supported by
  - An upfront assessment/screening with individualized referrals
  - Performance based service provider compensation and flexible contract vehicle
  - Employment and barrier remediation service providers working together to provide coordinated and integrated services
  - Cross-agency collaboration to leverage expertise and resources
  - Requisite tools and technology to enable needed capabilities
  - Data-driven decision making and policy formulation



# **TIERS, ASSESSMENT & SERVICE REFERRALS**

# 3-tiered segmentation incorporates work readiness and barriers

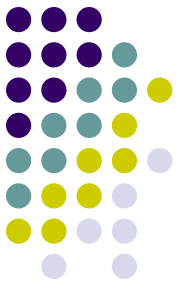


# Participation requirements and services differ by tier



		Education/training completion milestone	Placement in unsubsidized employment
	Education and Skills Enhancement	Employment readiness and placement	Employment retention
<b>Tier 2: Work Readiness</b>	Yes	Yes	Yes
<b>Tier 1: Job Placement</b>	No	Yes	Yes
<b><i>Work participation requirement</i></b>	<i>Hours requirement only</i>	<i>Hours AND core/non-core requirements</i>	<i>Hours AND core/non-core requirements</i>
<b>Tier 3: Barrier Remediation</b>	<ul style="list-style-type: none"> <li>• No federal hours requirement</li> <li>• Customer must comply with activities included in the Individual Responsibility Plan</li> <li>• Created a non-federal “core” work activity: barrier remediation</li> </ul>		

# Education, skills, and work history determine work readiness



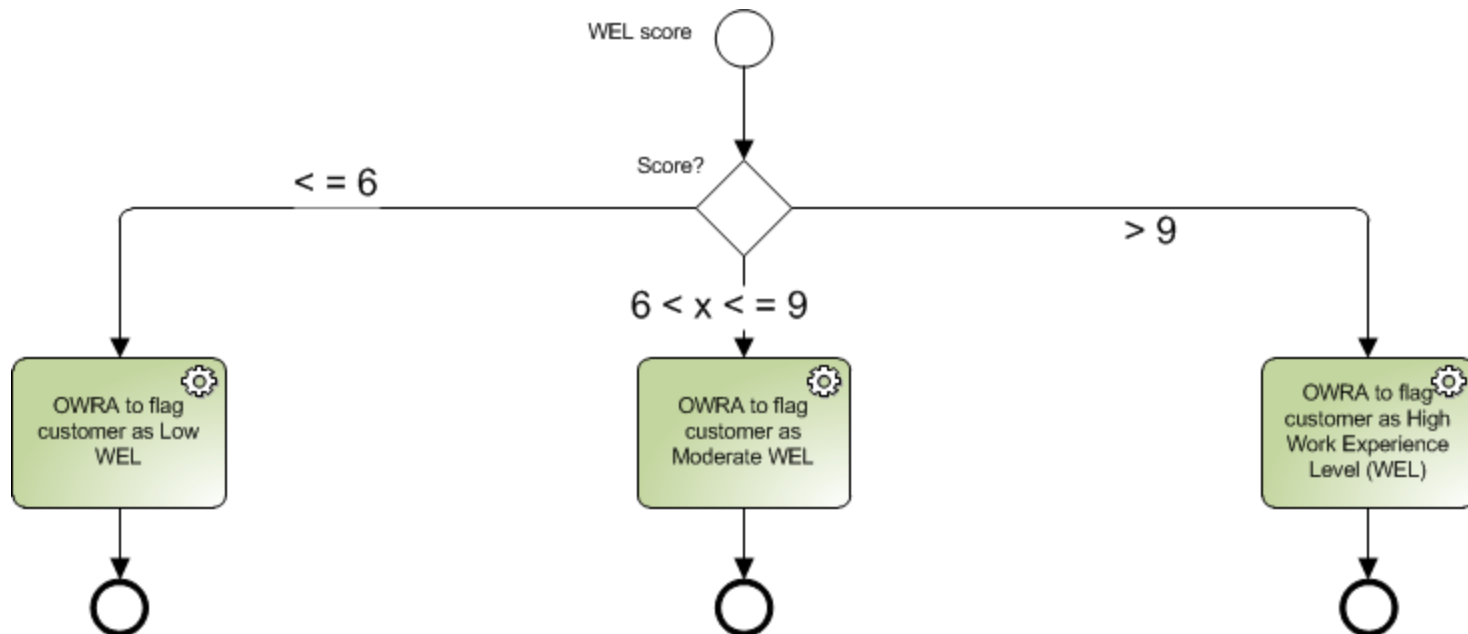
Work Experience Level		Educational Attainment Level		
		High	Moderate	Low
Low	Work ready	Not work ready	Not work ready	
Moderate	Work ready	Potentially work ready	Not work ready	
High	Work ready	Work ready	Work ready	



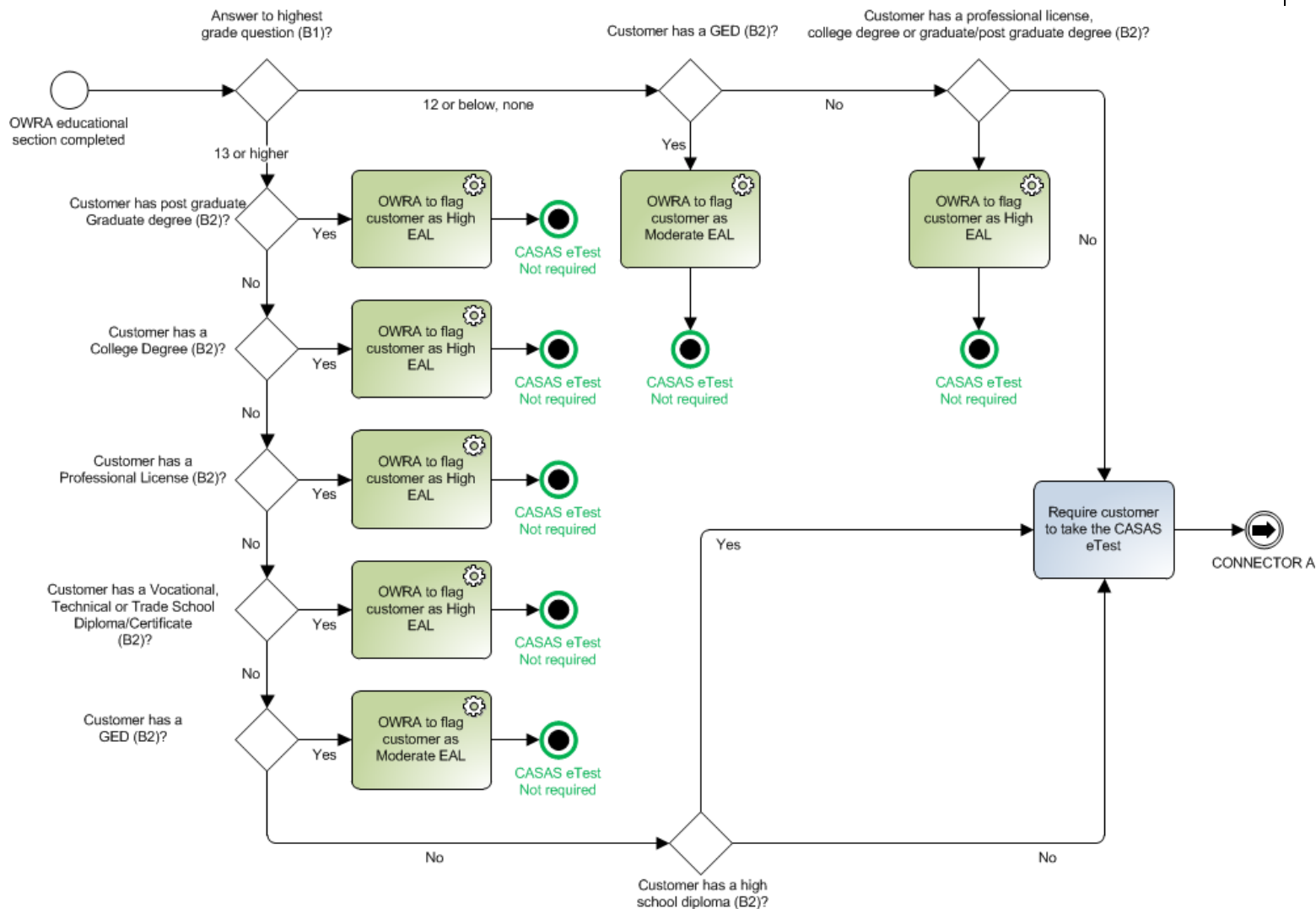
# Work Experience Level (WEL) is based on work history



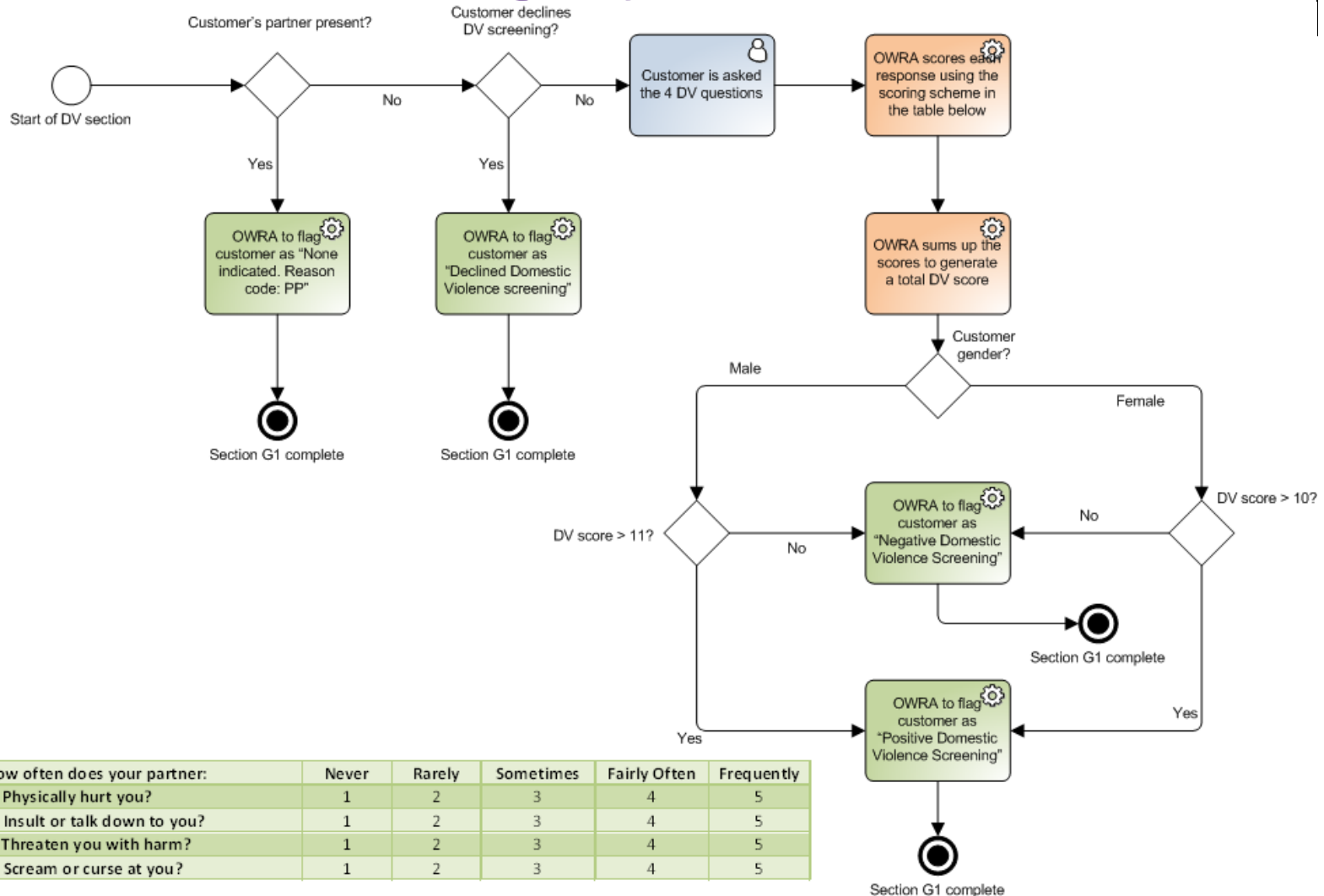
Cumulative length of customer's work experience	End date of most recent work experience	Average length of customer's work experiences	Points assigned
> 60 months	Currently employed	> 12 months	4
24 months < x <= 60 months	Ended in the last 6 months	6 < x <= 12 months	3
12 months < x <= 24 months	Ended in previous 7-24 months	3 < x <= 6 months	2
0 < x <= 12 months	Ended in previous 25-60 months	0 < x <= 3 months	1
Never held a paying job	Ended over 60 months ago or never held a paying job	Never held a paying job	0



# Educational Attainment Level (EAL) is fine-tuned using CASAS



# Screening for other barriers using well-tested, highly predictive tools



# Identification of personal barriers trigger in-depth assessment



#	SECTION	INDICATOR	RECOMMENDED ACTION
1	Demographics	Customer is a teen parent	Refer customer to TPAP
2	Demographics	Customer is 60 and over	Offer to process exemption. Explain customer can voluntarily participate while exempt
3	Demographics	Customer is a single custodial parent with a child under 12 months	Offer to process exemption. Explain customer can voluntarily participate while exempt
13	Employment/Education	Customer is deemed work ready	Refer customer to a Job Placement Service Provider
14	Employment/Education	Customer is deemed potentially work ready	Refer customer to a Job Placement Service Provider OR Work Readiness and Placement Service Provider
15	Employment/Education	Customer is deemed not work ready	Refer customer to a Work Readiness and Placement Service Provider
16	Education	Customer may have learning disabilities	Employment service provider to complete learning disability inventory and make educational accommodations
17	Education	Customer may have learning disabilities and has an educational functioning level equal or less than grade 7	Refer customer to APRA for psychological evaluation
26	General Health	Customer may be in her 2 <sup>nd</sup> or 3 <sup>rd</sup> trimester of pregnancy	Offer to process exemption. Explain customer can voluntarily participate while exempt
27	General Health	Customer may have a health challenge to working	Offer to process exemption/POWER enrolment. Explain customer can voluntarily participate while exempt
28	Mental Health	Customer is likely to be well	Informational purposes only
29	Mental Health	Customer is likely to have a mild disorder	Informational purposes only
30	Mental Health	Customer is likely to have a moderate mental disorder	Refer customer to DMH for in-depth mental health assessment
31	Mental Health	Customer is likely to have a severe mental disorder	Refer customer to DMH for in-depth mental health assessment
32	Substance Abuse	Customer declined alcohol and substance abuse screening	Informational purposes only
33	Substance Abuse	High Substance Disorder Score	Refer customer to APRA for in-depth substance abuse assessment
34	Substance Abuse	Moderate Substance Disorder Score	Refer customer to APRA for in-depth substance abuse assessment
35	Substance Abuse	Low Substance Disorder Score	Informational purposes only

# Custom PDF reports summarize assessment results and outcomes



questionnaire.pdf - Adobe Acrobat Professional

File Edit View Document Comments Forms Tools Advanced Window Help

Create PDF Combine Files Export Start Meeting Secure Sign Forms Review & Comment

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assessment.pdf - Adobe Acrobat Professional

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GOVERNMENT OF THE DISTRICT OF COLUMBIA  
DEPARTMENT OF HUMAN SERVICES  
ECONOMIC SECURITY ADMINISTRATION  
TANF COMPREHENSIVE ASSESSMENT

DC | DEPARTMENT of HUMAN SERVICES

**Assessment Overview** - continued

For [REDACTED]

**INDICATORS AND RECOMMENDED ACTIONS**

Assessment Section	Indicators	Recommended Action
Demographics	Customer is a single custodial parent with a child under 12 months	Offer to process exemption. Explain customer can voluntarily participate while exempt
Substance Abuse	High Substance Disorder Score	Refer customer to APRA for in-depth substance abuse assessment
Education	Customer's Educational Attainment Level is High	Informational purposes only
Mental Health	Customer is likely to be well	Informational purposes only

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# Reports and assessments tracked in a case management system



Case 00 [REDACTED]

### Orientations

	#	Date	Status	Site
<a href="#">Edit</a>	1	12/3/2012	Completed	OWO @ 2100 MLK

[Create New Orientation](#)

### Core Assessments

	#	Date	Status	Assessed By	Site	Assessment Overview	Assessment Questionnaire
<a href="#">Edit</a>	1	12/3/2012	Completed	McQueen, Kimberly	OWO @ 2100 MLK	<a href="#">View</a>	

[Create New Core Assessment](#)

### CASAS Assessments

No CASAS assessments were found for this customer.

[Create New CASAS Assessment](#)

### Specialized Assessments

No specialized assessments were found.

[Create New Specialized Assessment](#)

### Eligible Exemptions

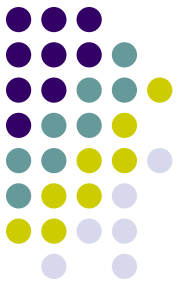
No eligible exemptions found.

My Profile Log Out

- Home
- View Service Provider Capacity
- Current Customer
- Lookup Customer
- Setup New Customer
- Manage Pending Assessments
- Manage Pending Initial IRPs
- Manage Pending Initial IRP Updates
- Reports
- Service Provider Administration
- User Administration

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# In-depth assessments or service referrals after upfront screening



The screenshot displays the CATCH System web application. The browser address bar shows the URL `http://10.1.154.25/Intake/InitialIRPDetail.aspx`. The application has a sidebar menu on the left with options like Home, View Service Provider Capacity, Current Customer, Lookup Customer, Setup New Customer, Manage Pending Assessments, Manage Pending Initial IRPs, Manage Pending Initial IRP Updates, Reports, Service Provider Administration, and User Administration. The main content area is divided into several sections:

- Goals, Strengths and Barriers**
  - Goals and aspirations:** M█████ is interested in obtaining her GED. Customer would like to work in security, food services, and/or housekeeping.
  - Strengths and skills:** Customer enjoys working with people, completing housekeeping tasks, and she has experience working in security.
  - Barriers to employment and self-sufficiency:** Customer does not have a high school diploma or GED.
- Work Participation Requirements**
  - TANF required hours:** As per DHS Requirement
  - Required Hours:** 30.00
- Next Steps**
  - Steps that the customer must take:**
    - ☐ Complete orientation
    - ☐ Complete core assessment
    - ☐ Complete CASAS assessment
    - ☐ Complete specialized assessment
    - ☐ Submit documentation to DHS to support his or her exemption claim(s)
  - Steps that DHS must take:**
    - ☒ Assign customer to one or more service providers
    - ☐ Submit an exemption request on behalf of the customer
- Recommended Service Providers:**

Level	Service Provider Type	Name
Primary	Work Readiness	GRANT ASSOCIATES - WRSP

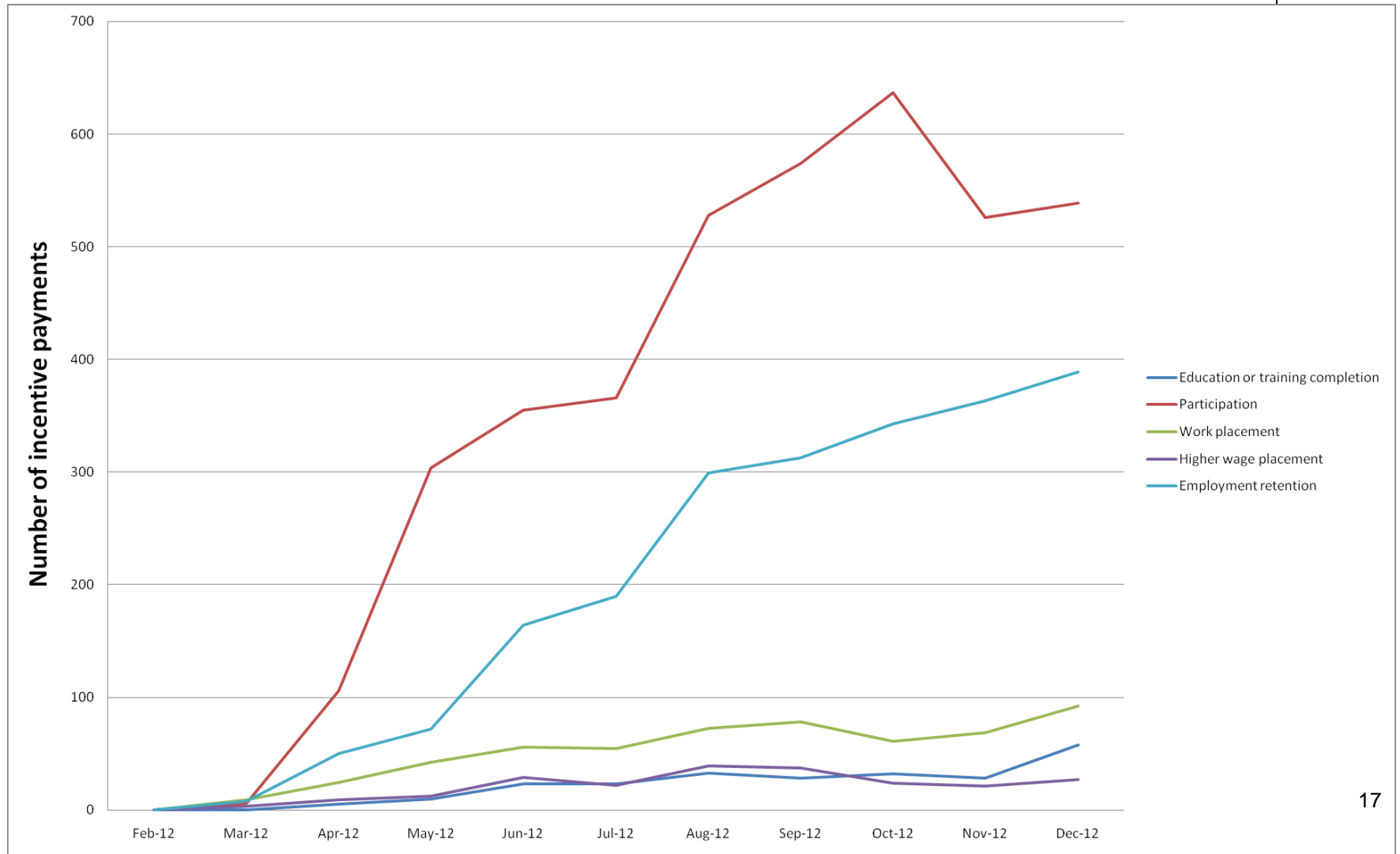
The Windows taskbar at the bottom shows the time as 8:35 AM on 4/28/2013.



# LESSONS LEARNED



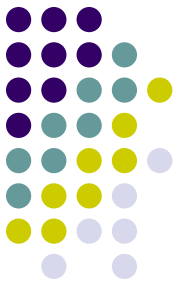
# Continuous improvement and tuning is critical to ensure results





# Lessons learned

- Take time to critically think through your goals, circumstances and limitations
- Based on goals, identify quantifiable measures of success. Let those measures drive both your messaging as well as guide your critical decision points – tell a story
- Calibrate expectations
- Recognize internal and external capacity



## Lessons learned – cont.

- Must have staff, assets and infrastructure in place
- Ability to scale
- Ability to capture data
- Everything cannot be done at once – there must be deliberate urgency
- Develop a model that is internally consistent and keep the business process simple