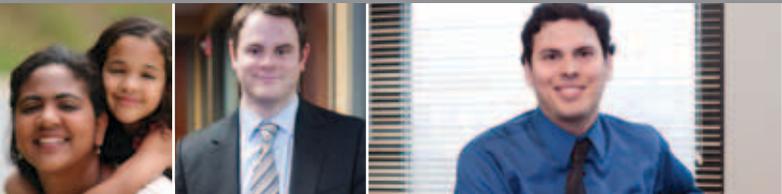


case study: Subsidized Child Care Program Operations



Public Focus. Proven Results.™

THE CLIENT

County of San Diego, California
Health and Human Services Agency (HHS)

THE PROJECT

Welfare to Work and Stage 1 Child Care Program
Management Services

THE CHALLENGE

HHS sought improved customer service and outcomes for its subsidized child care program and greater integration with Welfare-to-Work case management services. In California, Stage 1 Child Care is primarily associated with recipients of Temporary Assistance for Needy Families (TANF) assistance (CalWORKS) who require child care as a supportive service that allows them to participate in Welfare-to-Work activities. The County determined the best means to improve performance and efficiency was to privatize its Stage 1 Child Care Program operations under a set of tough contractual standards and reporting requirements, including

- Granting or denying a case from the application date within 30 days.
- Processing grants, denials, extensions, discontinuances from the date all or any verification is received within 10 days.
- Issuing 99% of Stage 1 Child Care payments within 10 calendar days of receipt of authorized, complete, and accurate attendance sheets.
- Meeting monthly goals for transfers to the Stage 2 Child Care Program.

THE PCG APPROACH

Public Consulting Group (PCG) worked collaboratively with the HHS to optimize the Stage 1 Child Care Program and better serve parents and providers. By analyzing the processes and effort spent on routine work tasks, inefficiencies were resolved by using smarter ways to complete work and by finding the right balance of task-based and case-based assignment of job duties. PCG also introduced information technology to track key metrics of performance, such as time to grant or deny cases and daily payments made, to forecast and address work surges early before they could lead to delays. Using new interfaces with the County's CalWIN IT case management system, improved tracking didn't necessarily mean double data-entry. Lastly, the quality of child care choices made by parents was a central concern. Parents were trained on how to locate quality child care. The training reinforced that licensed child care often is better quality and more reliable, and would help parents avoid disruptions in their ability to stay in the workforce.

THE RESULTS

In 2010, PCG seamlessly transitioned the Stage 1 Child Care Program while maintaining active child care services and provider payments. Between August 2011 and January 2012, the County conducted a series of case reviews to verify PCG's reporting, and the results validated the high standard of excellence that PCG had set. Among the findings,

- PCG had "outstanding accuracy of reporting" payments and achieved 99% payment timeliness in the 2010-2011 fiscal year.
- No concerns were identified regarding processing of child care intake appointments and the granting of cases.
- PCG met or exceeded Stage 2 transfer goals throughout 2011.

"Thank you so much for the quick reply and good customer service. You have been doing a great job...Because of [PCG] I got a job and I still have it and it's over a year now."

Parent responding to an inquiry about an attendance sheet

"My Child Care Specialist was persistent with her communication to me. She treated me with respect...I was like, 'wow', I was so impressed. I was a new provider to subsidized care and didn't know any of the processes, but she didn't stop until I knew all of the policies and had all the appropriate contact numbers. Even though my regular worker was back, she continued to take care of me, servicing me and answering all of my questions. She could have easily said, 'your worker is back, here's her number' but she didn't do that. I haven't seen great customer service like this in a long time."

Debbie Crawford, Child Care Provider