

Modernizing CalFresh:

Lessons from Other States

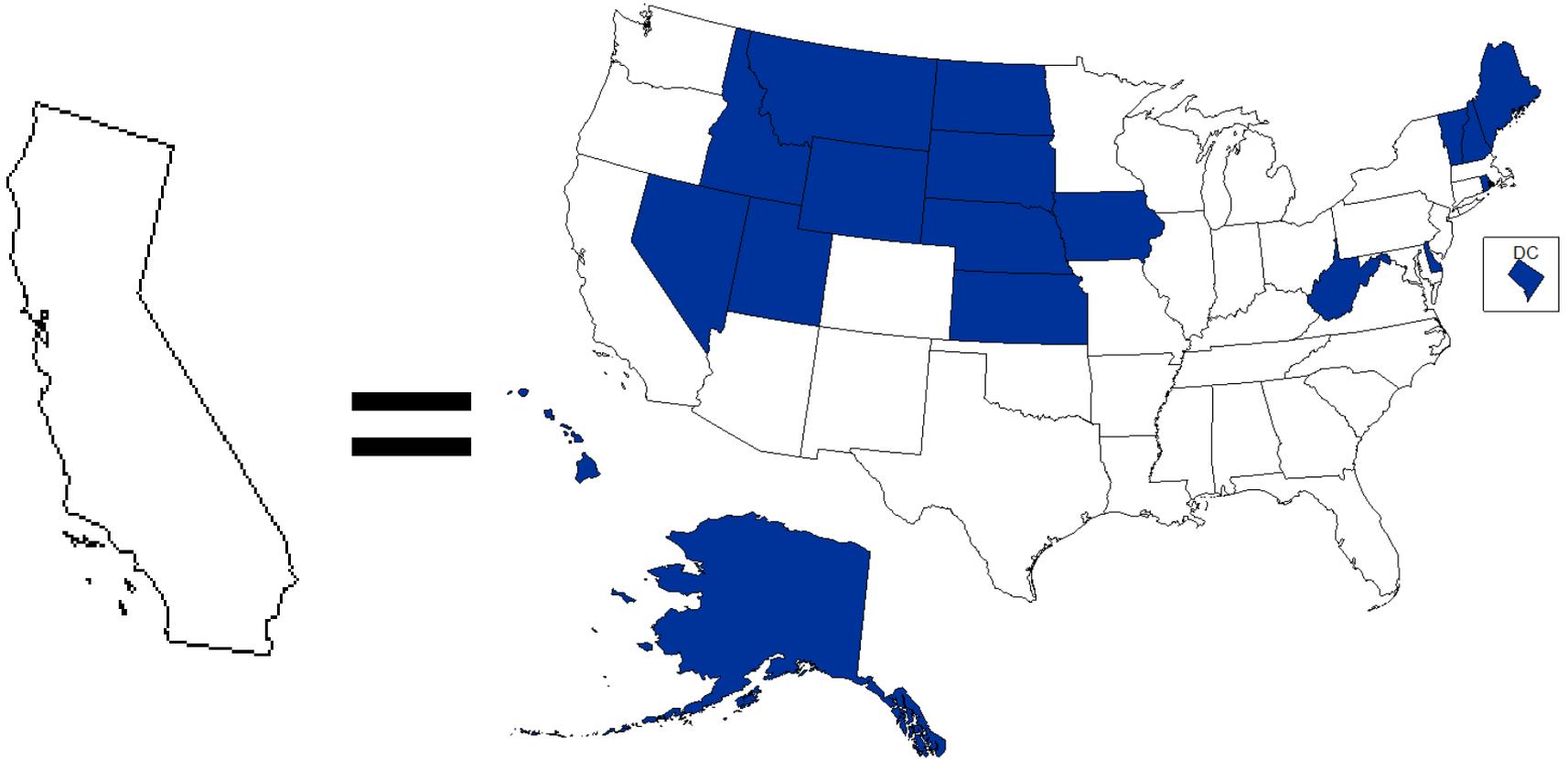
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Center on
 Budget
and Policy
Priorities



Plan for Today

- National Perspective on CalFresh
- Work Support Strategies Initiative
- Retention and Churn
- ACA and CalFresh

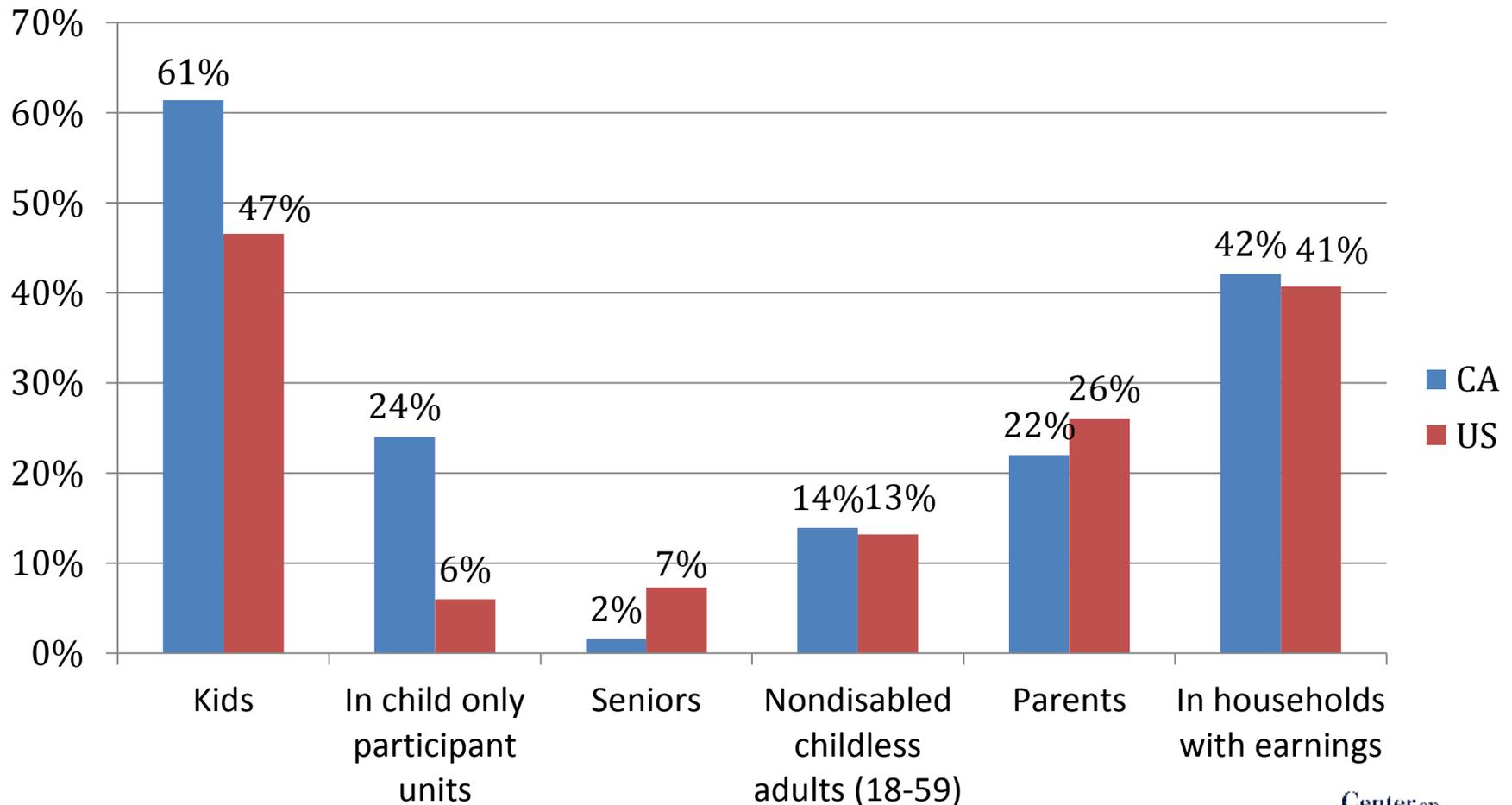
CalFresh is Big!



CA is Unique

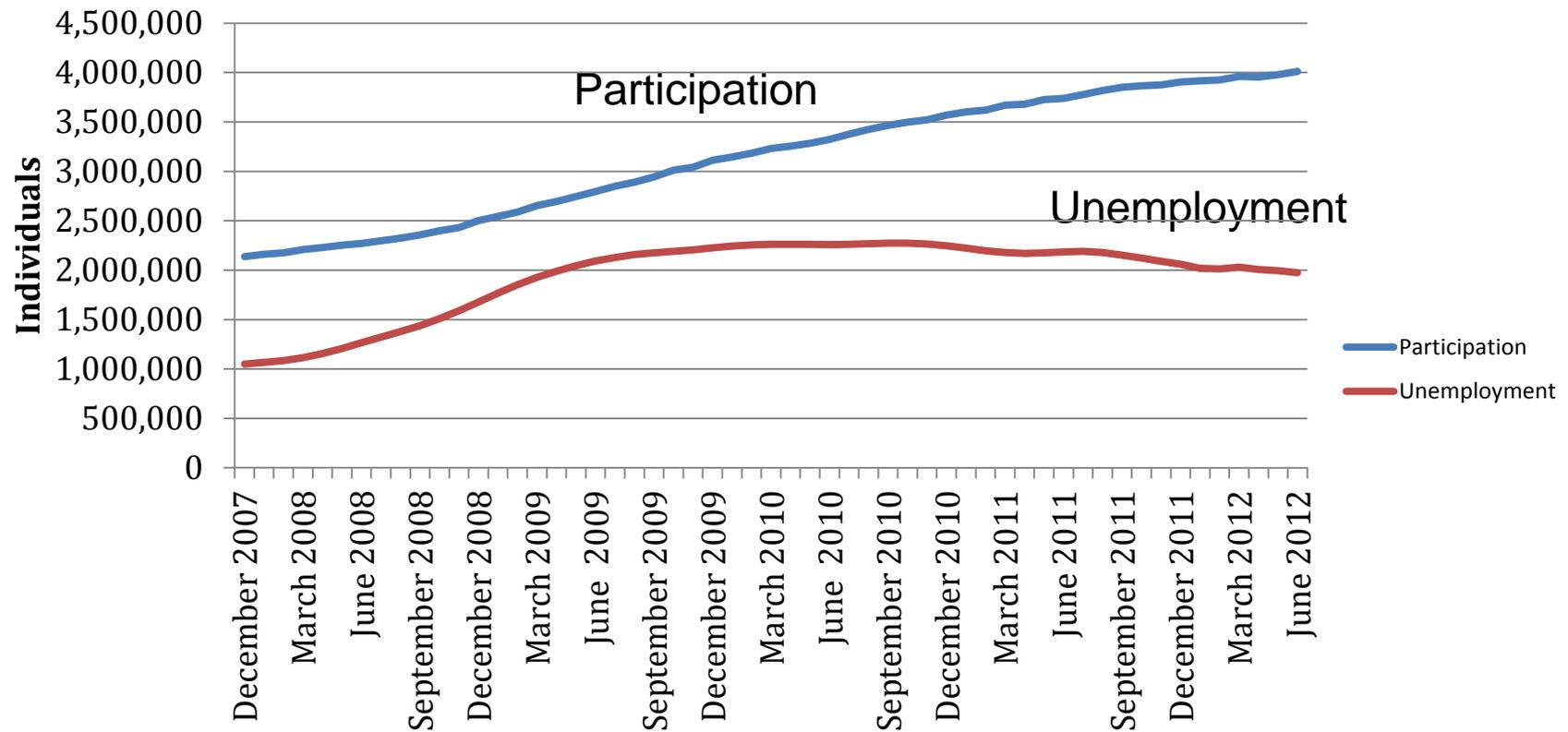
- Cool name!
- Relatively strong Cal Works program — 2nd highest TANF-poverty ratio in country
- Cash-out of SSI
- Diverse population — 27% foreign-born, compared to 13% in U.S.
- County consortia for systems
- Relatively high cost per case
- Large State Deficit: 16.2% of its budget; ranks 6th
- Many heavily engaged stakeholders

CalFresh Has More Children But Fewer Seniors Compared to U.S.

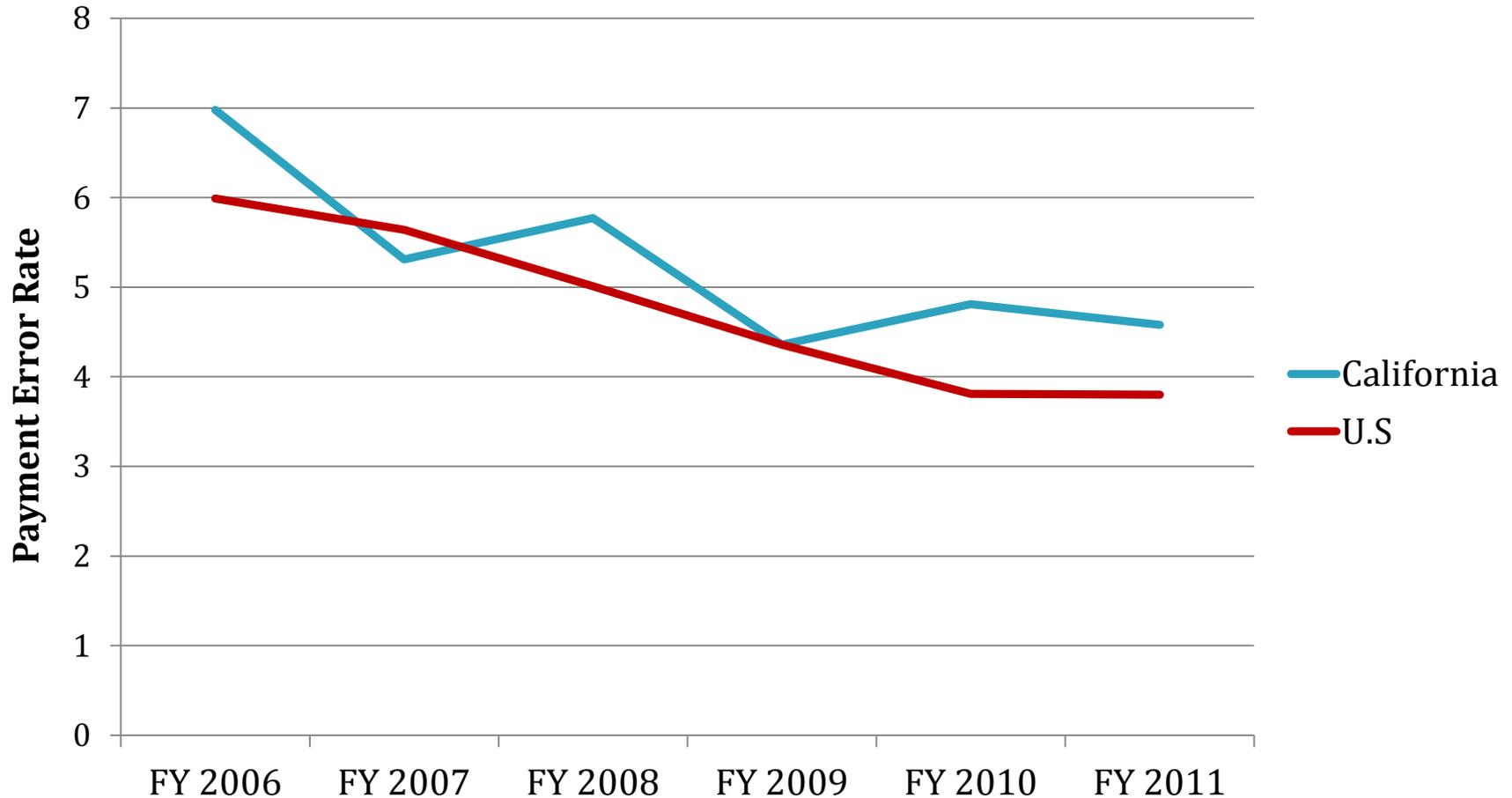


Cal Fresh Has Grown Dramatically in Response to the Recession

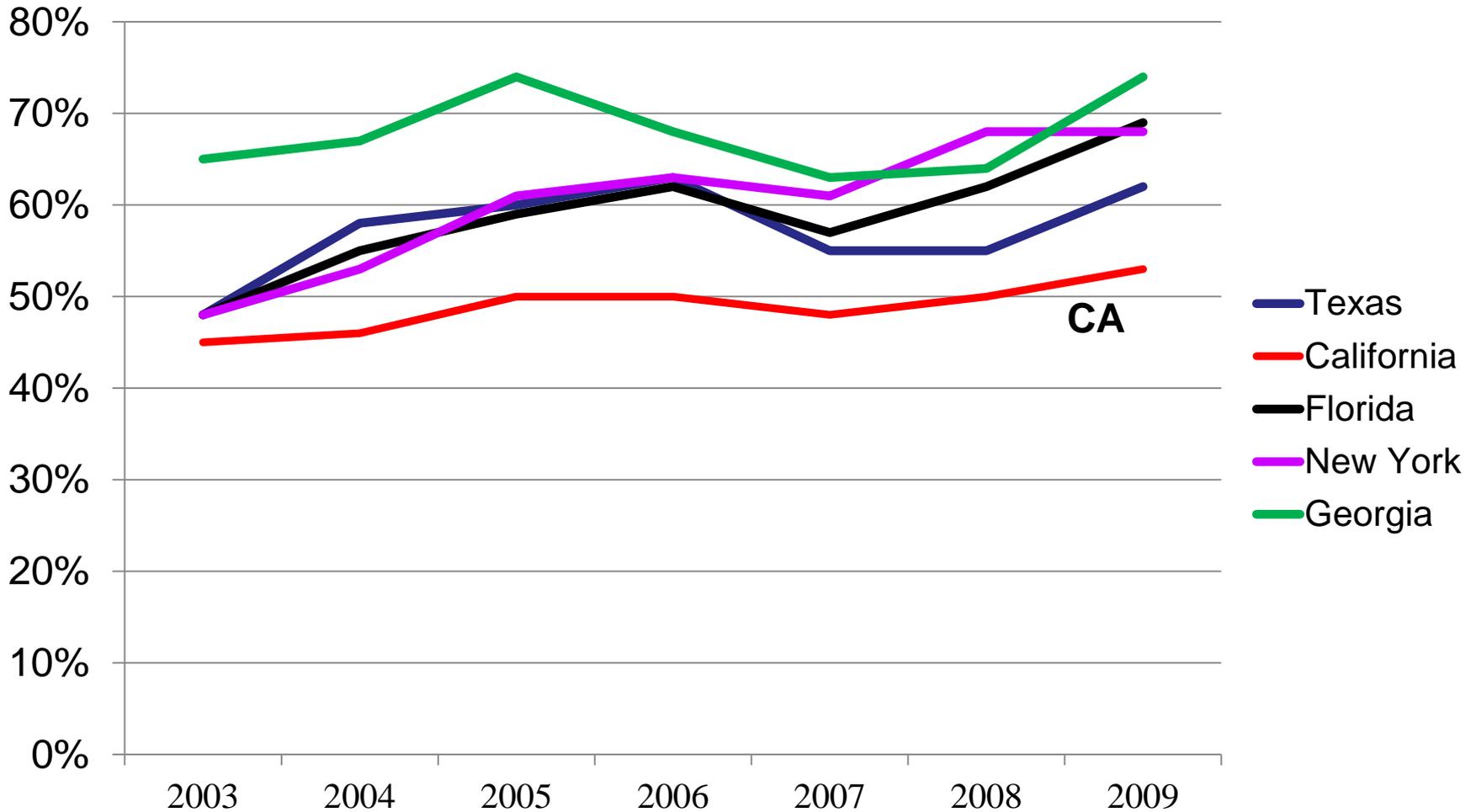
SNAP Participation and Unemployment in California, Dec 2007-June 2012



CA's Growth Coincides with Declining Error Rates



Trends in Participation Rates



Other States' Experiences Relevant to CA

- SNAP = CalFresh
- NY, FL and TX are of a similar size
- Programs co-administered (ACA impact)
- Numerous county-administered states
(e.g. NY, NC, CO, OH, WI)
- Lots of recent innovation and policy change!
- Improved performance during recession

Snapshot of CalFresh

Other Observations?

Work Supports Strategies Initiative

Goal:

Improve the health and well-being of low-income families, stabilize their family and work lives, and enable them to progress in the workforce



The Annie E. Casey Foundation *Helping vulnerable kids & families succeed*



Goals of the Initiative, continued

1. Increasing the share of eligible people that receive and keep the package of work support benefits.
2. Help states deliver benefits more effectively and efficiently, reducing state administrative burdens and the burden on clients.
3. Share lessons learned to inform state and federal policies.

Key Components

- **Work Support Programs**

- SNAP
- Medicaid/ CHIP
- Child Care Subsidies
- Others identified by the state

- **Components**

- Leadership
- Policy
- Business processes and service delivery model
- Data for assessment
- Technology and information systems

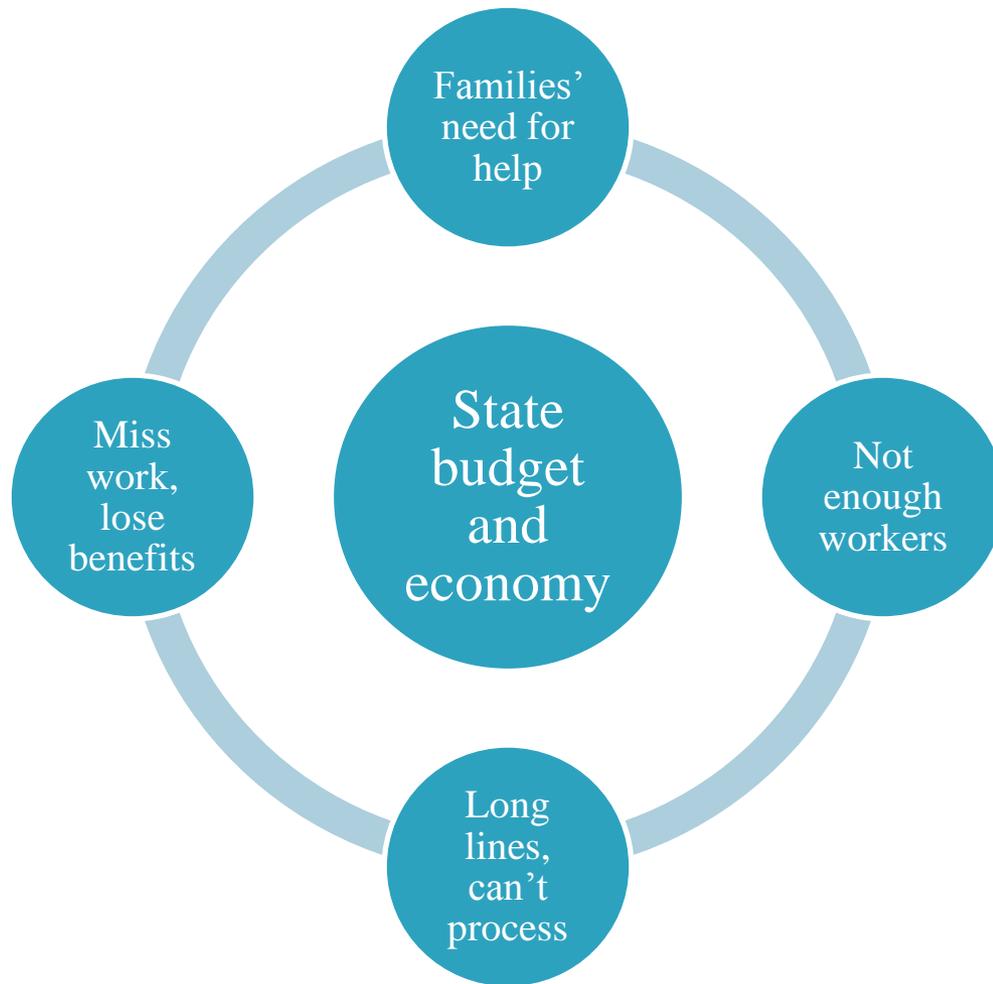
Six States in Phase II

- Colorado
- Idaho
- Illinois
- North Carolina
- South Carolina
- Rhode Island

Benefits to Families

- Work support benefits help low-income families.
- Many families do not get full package.
- Barriers occur at initial application and renewal, i.e. churning.

Families and Workers: Caught in a Cycle



Benefits to States and Workers

- The “Perfect Storm”
- Inefficiencies hurt families and workers more than ever.
- Left alone, the cycle gets worse.
- But interrupting the cycle offers hope.
 - Streamlining WITHIN programs
 - Streamlining ACROSS programs.

Six Emerging Lessons: A Personal Interpretation

1. Even in difficult budget and political settings, states are motivated to innovate.
2. Large-scale innovation is very hard.
 - a. The time has to be right.
 - b. The complexity is extraordinary.

Six Emerging Lessons, continued

3. Complexity requires focus.
4. Complexity requires success along the way.
5. Complexity requires a culture of learning.
6. Policy is important – but not sufficient.

Work Support Strategies

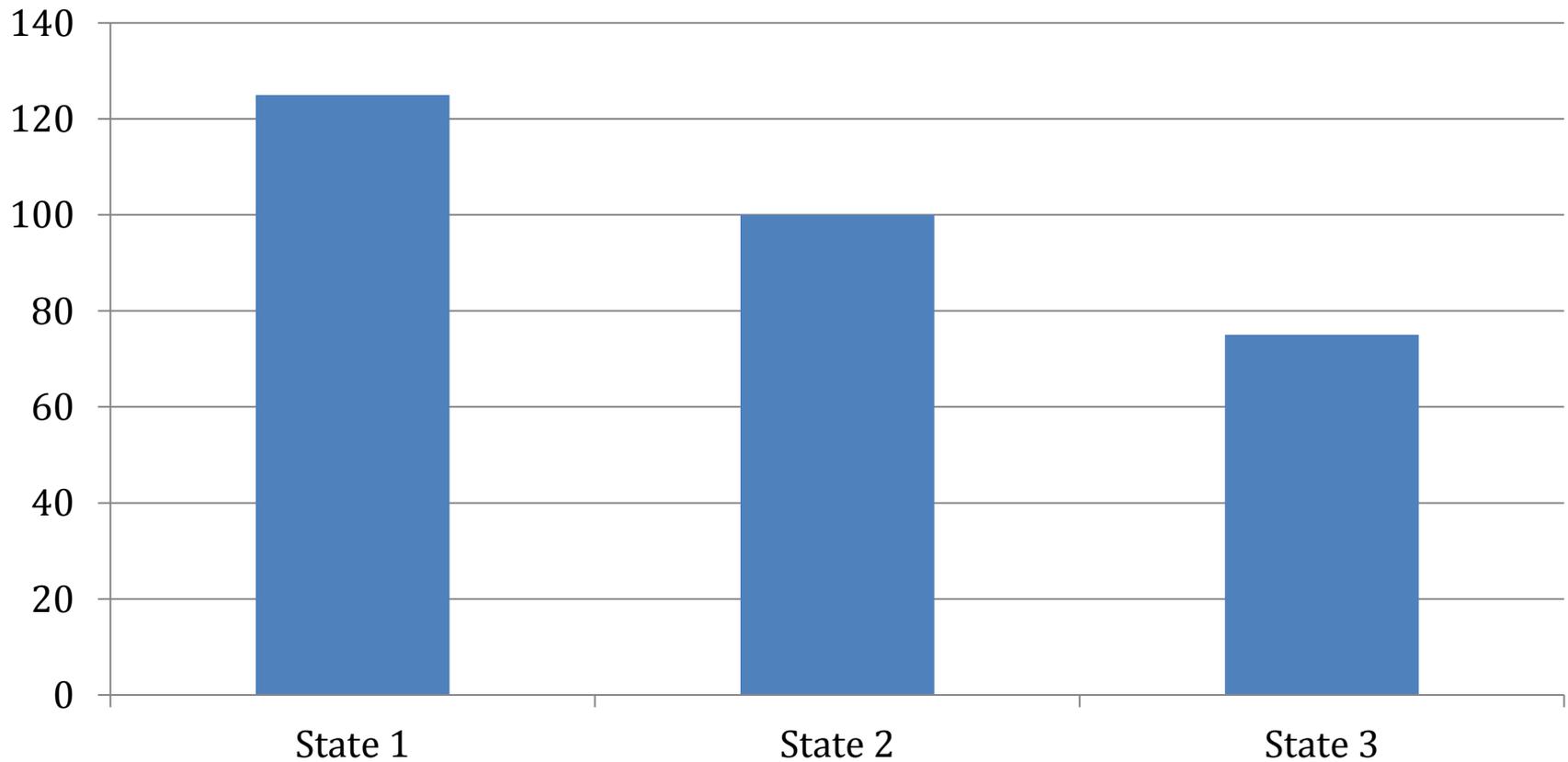
Questions?

Practical Learning: Focusing on Retention

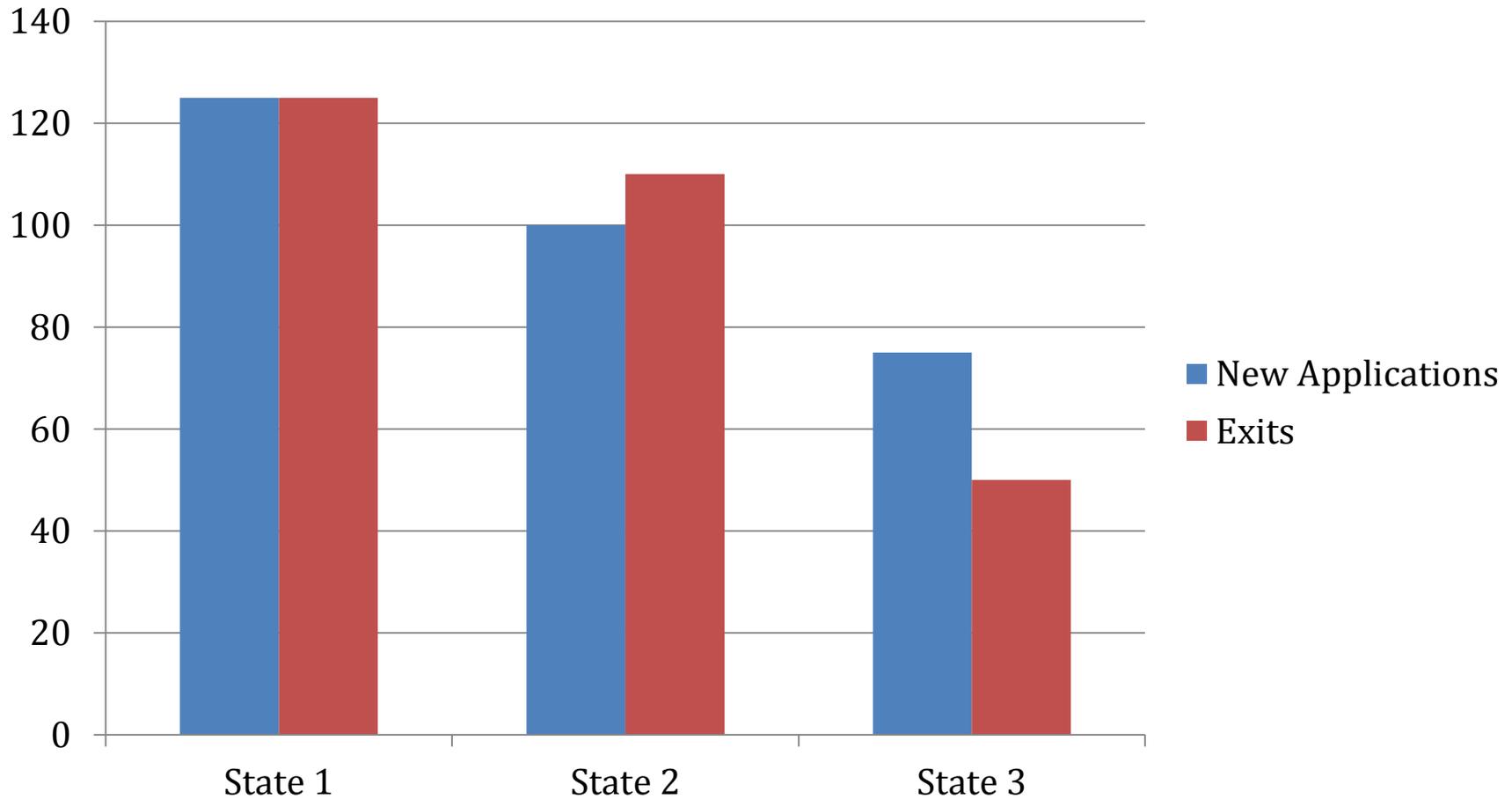
- Eligible households did not all successfully navigate renewals within and across programs.
- Improved efficiencies can help today and under ACA.
- Sometimes it can be easier to address retention than front end processing.
- States struggled to assess the problem with data.

Which State's Caseload Will Grow Faster?

New Applications



State 3 Will Have the Biggest Caseload Increase



Renewal Retention Rates



Impacts participation – don't lose eligible families!

Getting it right pays off

- A huge share of state workload is renewing eligible household's benefits.
- Continuous coverage can create more financial stability for families.

Stopping the revolving door – or churn

- Eligible people who lose benefits just come back -- more work for clients and staff.

What is Churn?



- Eligible clients do not complete the renewal process, typically a procedural denial, and quickly re-enroll.
- Break in enrollment is typically short – 0 to 90 days.
- No fixed definition – will vary by state.

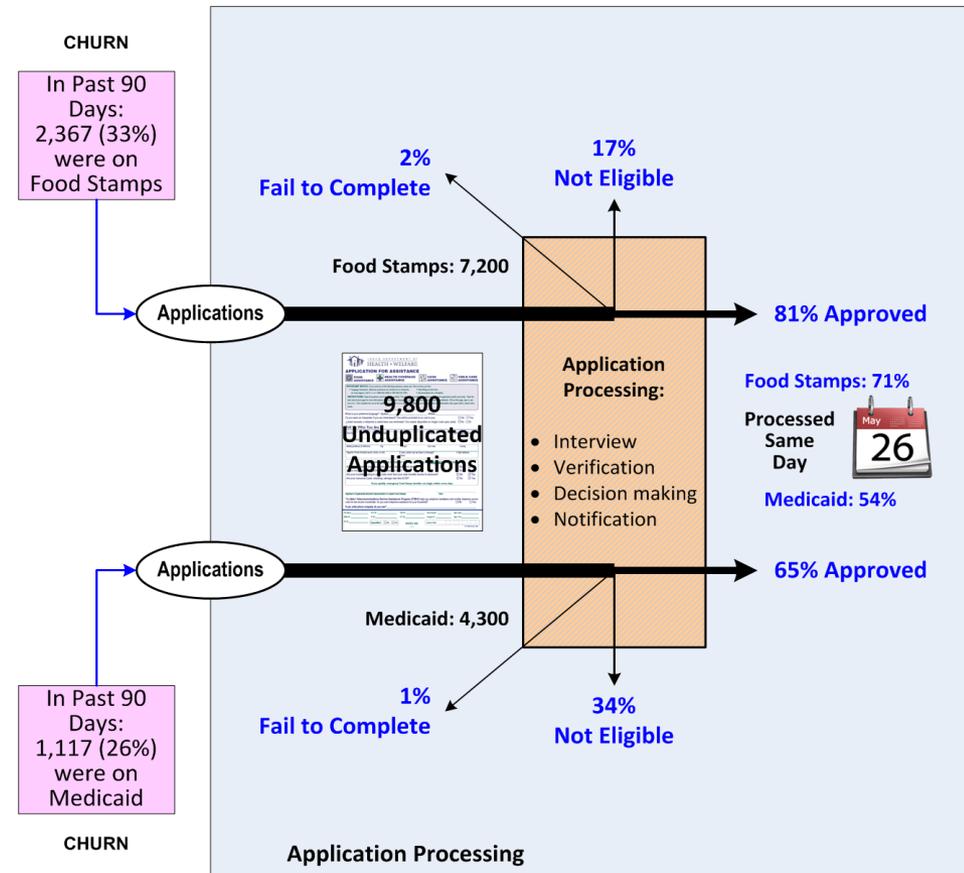
Possible Causes

- States are backlogged and overwhelmed
 - Ex. recerts scheduled after end of cert date
- Paperwork or verification doesn't arrive timely
- Confusion about what is required
- Disconnects across programs
- Recertification timeliness not historically a management focus
- Systems set to auto-close cases on renewal date
 - states and feds do not assess

Idaho's Initial Churn Assessment

For Initial Applications:

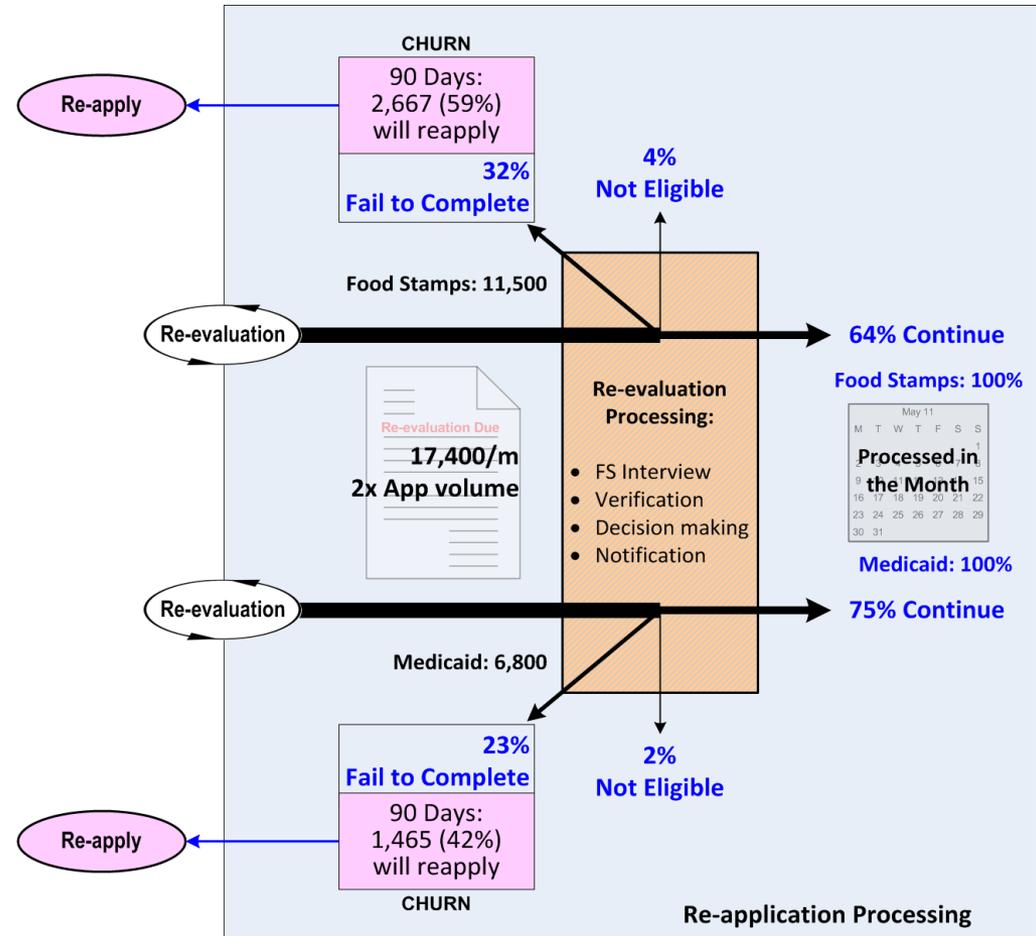
- Only 1-2 percent fail to complete the process.
- But 1/3 of new applicants were recent participants.



Idaho's Initial Churn Assessment, con't.

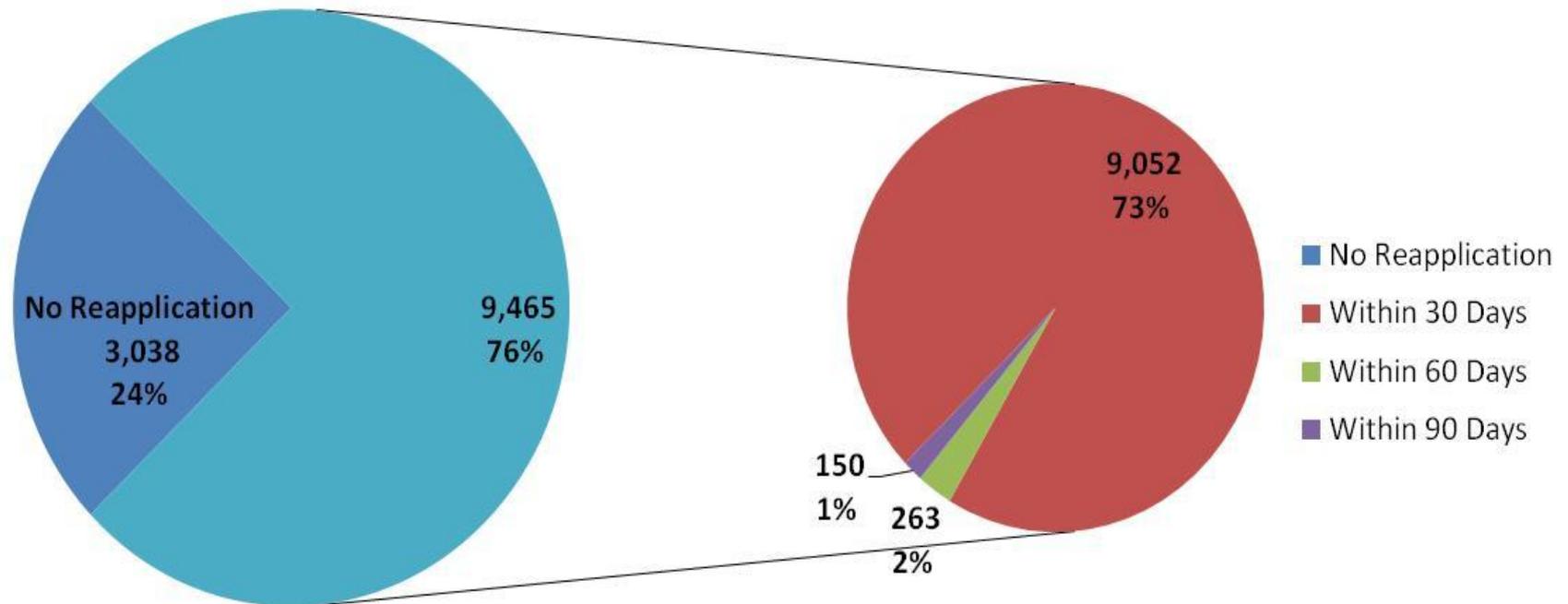
For **Re-evaluations**:

- 23-32% fail to complete
- 40% to 60% of these will reapply.

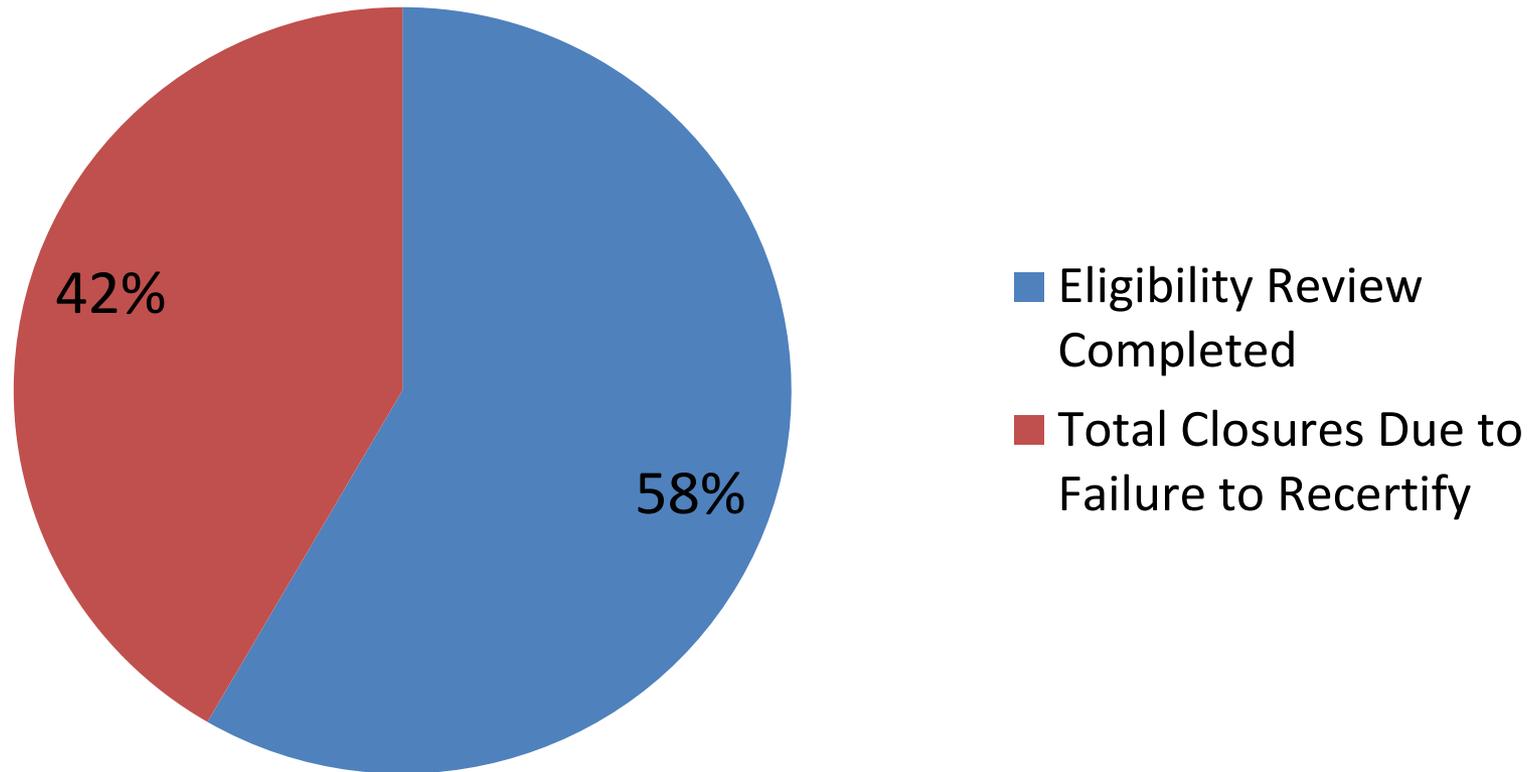


What Share of Closures Return?

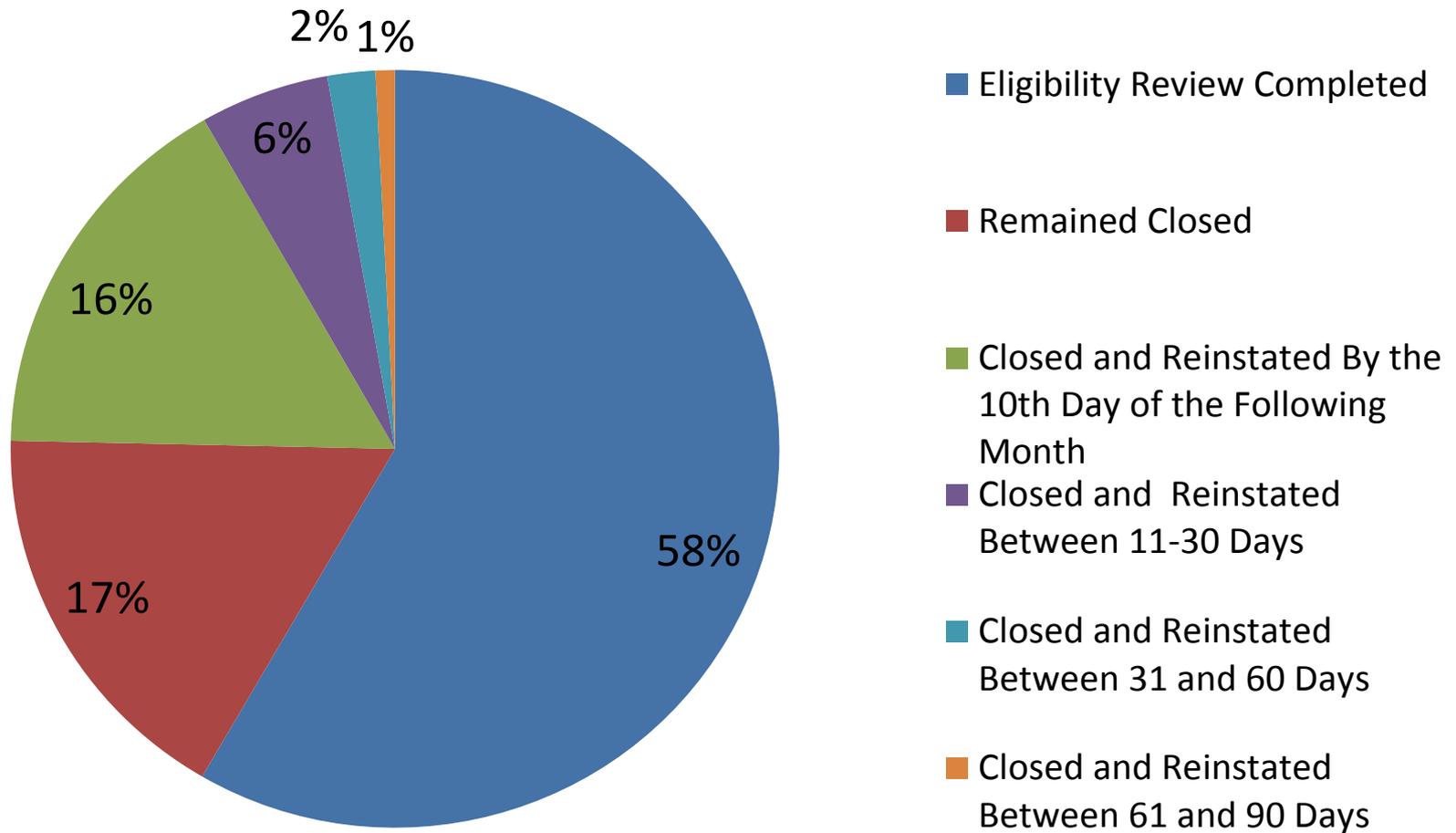
Share of Closed SNAP Cases that Reapply within 90 Days



Case Study: WA State Recertification



Case Study: WA State Recertifications

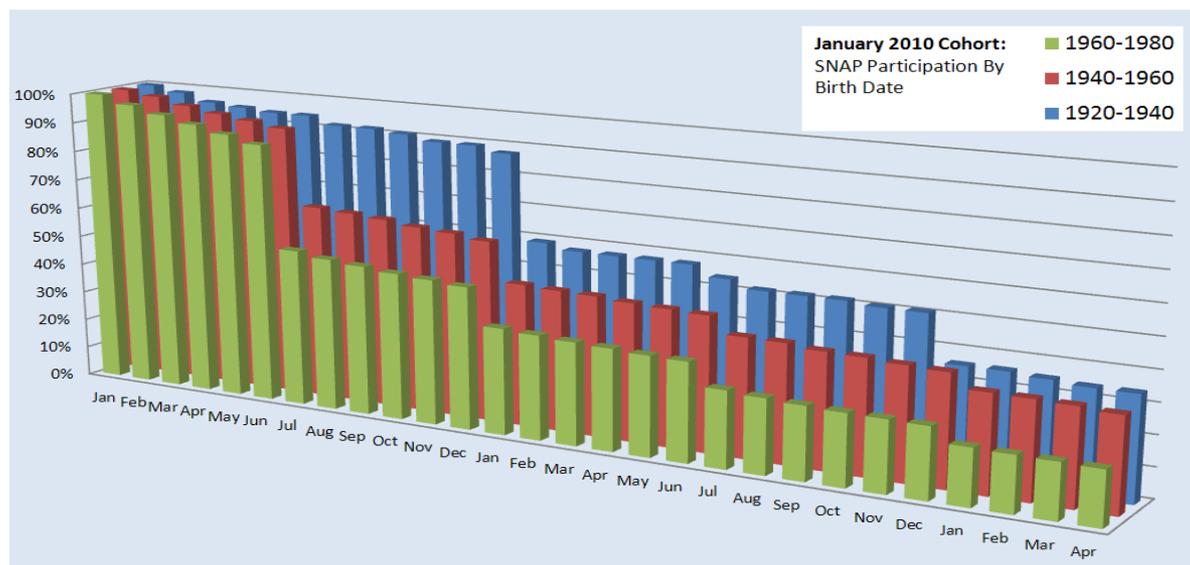
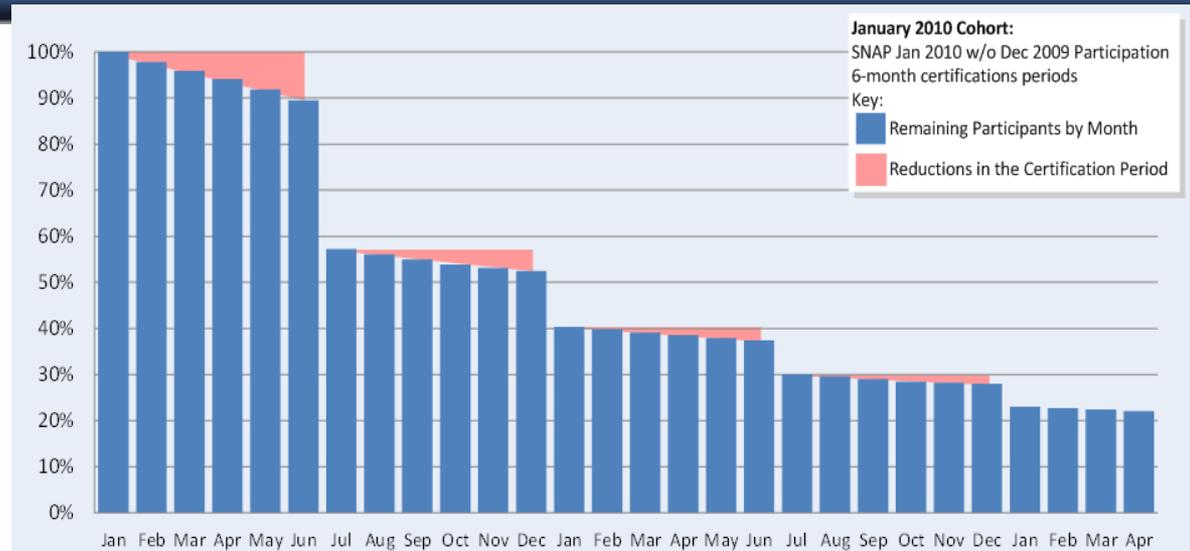


Reducing Churn

- Reduce Preventable Closure Risks
 - Use the longest certification periods available
 - Reconnect quickly — break-in service options
 - Combine, align, cross leverage across programs
- Address Gaps
 - Dedicated staffing or renewal unit – be flexible!
 - Focus on the pieces of the process:
 - autoclosure
 - returned mail
 - reconsider forms, including pre-populating
 - More options: phone and internet
- Set a Goal and Measure Success

Assessing Impact of Renewals Over Time

- Evaluate distinct populations.
- Assess policy and process changes.
- What happens to those that leave – do they return, and when;
- What characteristics describe those that use services over long periods.



Supporting Process Changes in a County Administered State

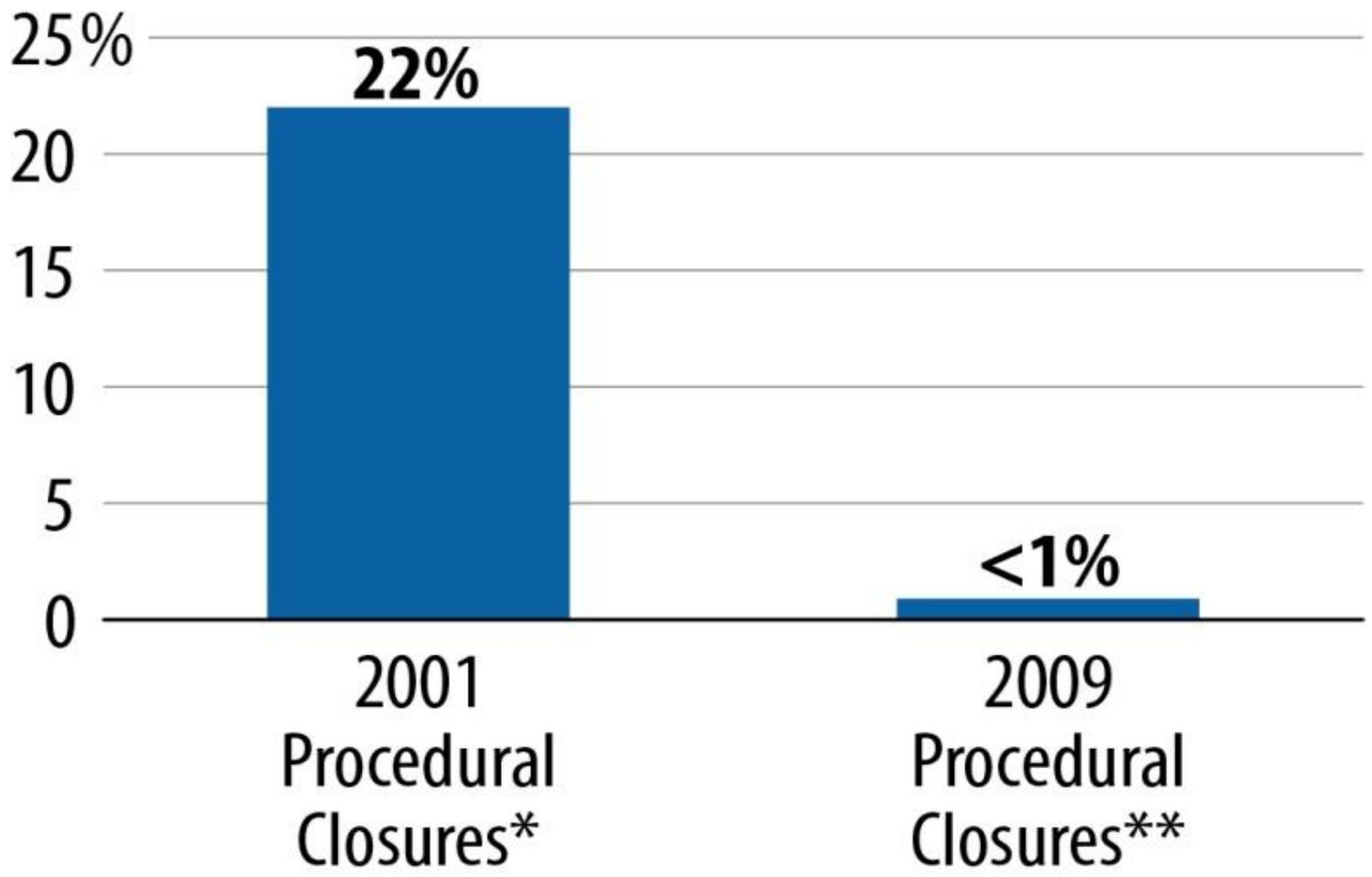
- CO – using foundation funds, CO hired a consultant to work with the 10 largest counties on renewals.
- NC – creating a “practice model” to facilitate communication, cross county exchange and the establishment of shared performance benchmarks.

Assessing Renewals

- Rethink success — is it getting clients to finish *your* process or redesigning a process that's easier for them and for staff?
- Measure and diagnose —
 - How big is the problem?
 - Where are the issues?
 - Consider autoclosures!
 - State vs. county role



By Simplifying the Medicaid Renewal Process, Louisiana Reduced Procedural Closings



Retention and Churn

Thoughts?

What has your county tried?

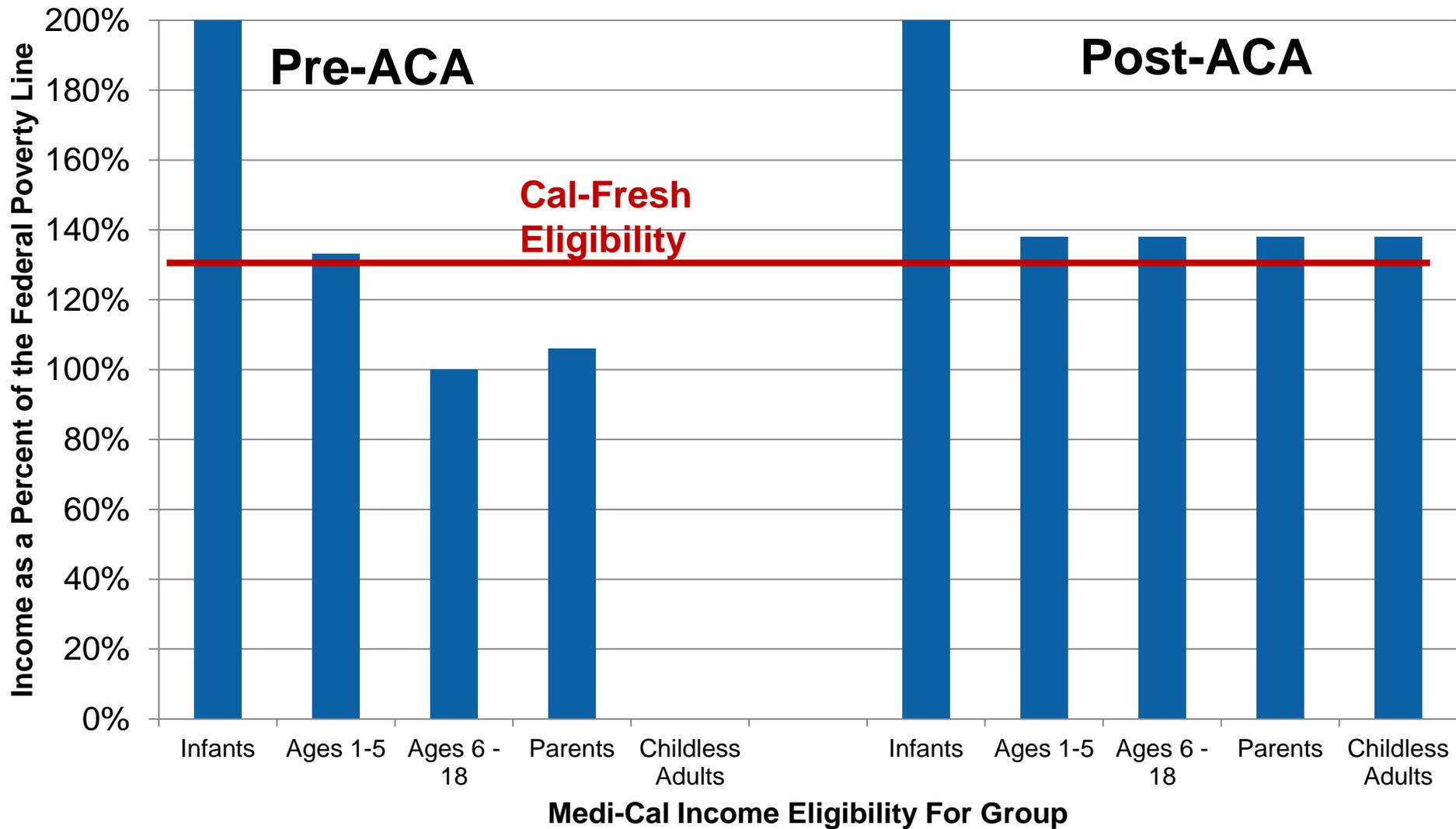
ACA Has Important Implications for SNAP

- Medicaid option to expand to a minimum coverage group.
- Simple, easy application and enrollment systems are required under the law.
- Expectations for new health systems to be interoperable with human services systems.
- Enhanced federal matching available (including for integrated systems)

WSS States Very Focused on ACA

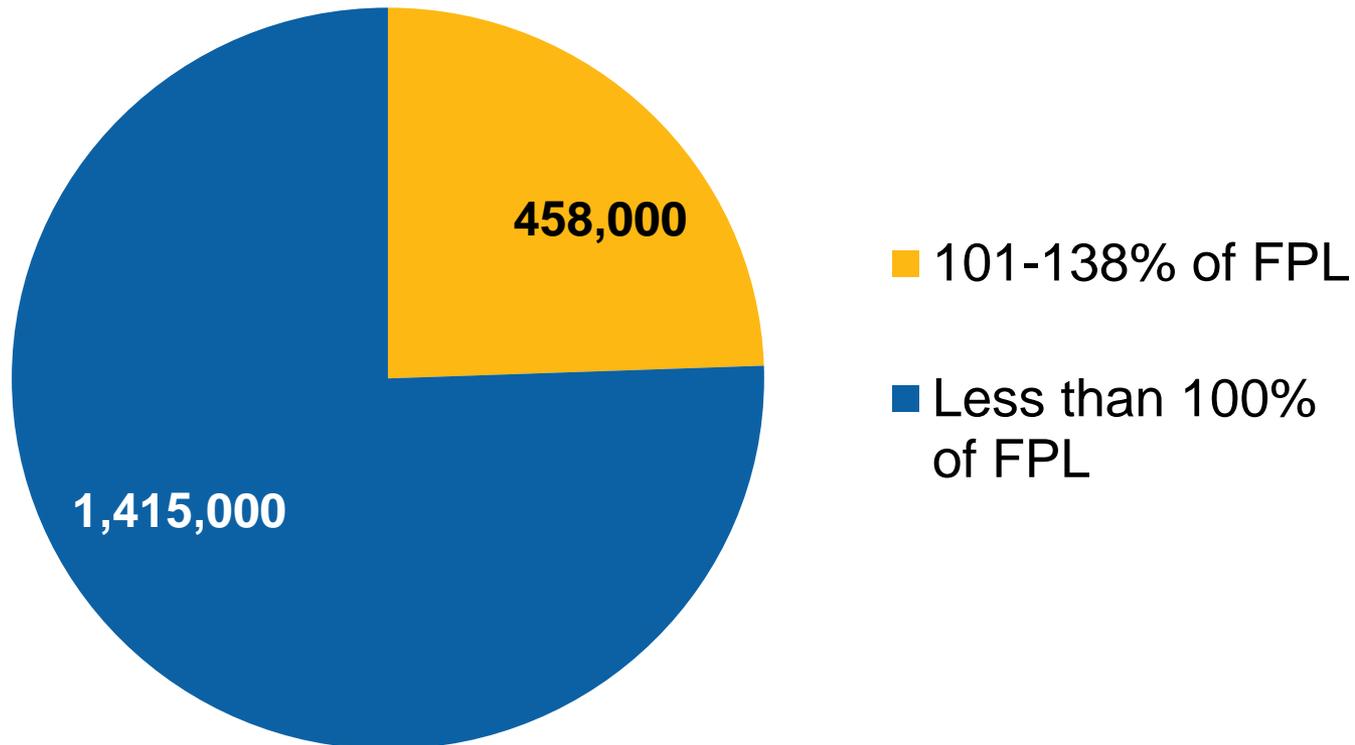
- Planning for:
 - major changes to Medicaid eligibility
 - increased Medicaid caseloads (with or without expansion)
 - new service delivery expectations
 - need to cooperate with exchange
- Improving systems today prepares for the operational challenge of the ACA.

Cal-Fresh and Medi-Cal Will Have Similar Income Eligibility



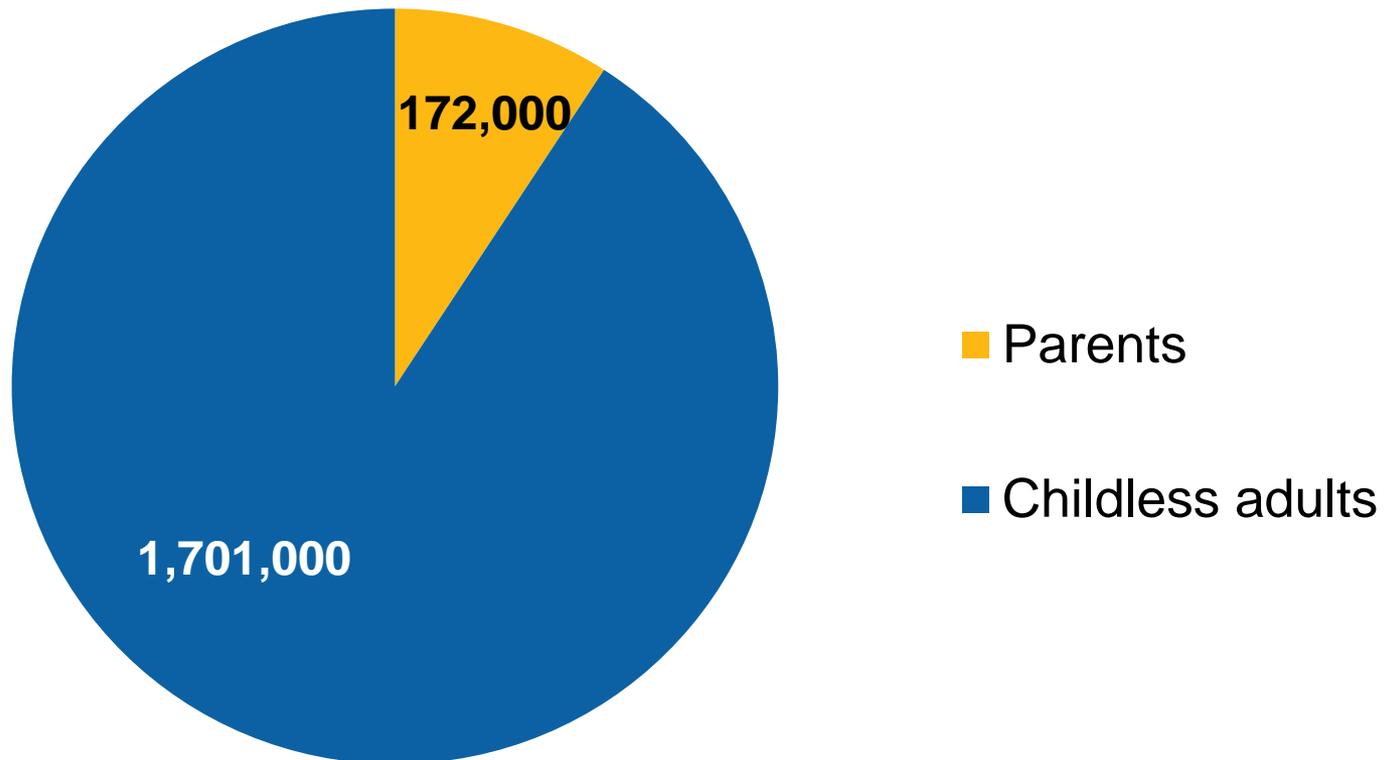
Most Newly Eligible Uninsured Adults in CA Have Income Below the Poverty Line

Uninsured Adults Newly Eligible for Medicaid Under the ACA, Less than 138% and 100% FPL, in CA

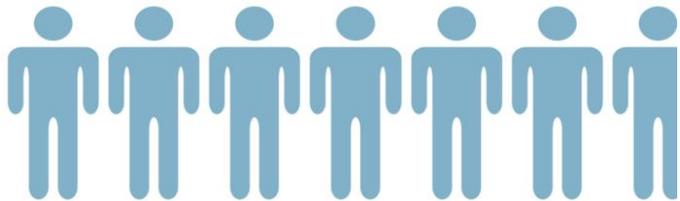


In CA Newly Eligible Are Mostly Childless Adults

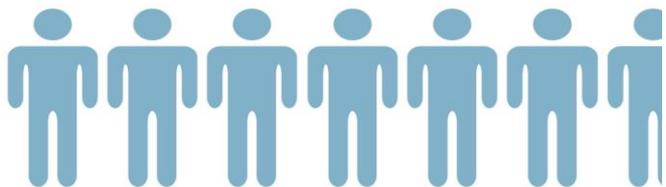
Uninsured Adults Newly Eligible for Medicaid Under the ACA, Less than 138% FPL, in CA



Huge Overlap Between CalFresh and Expanded MediCal



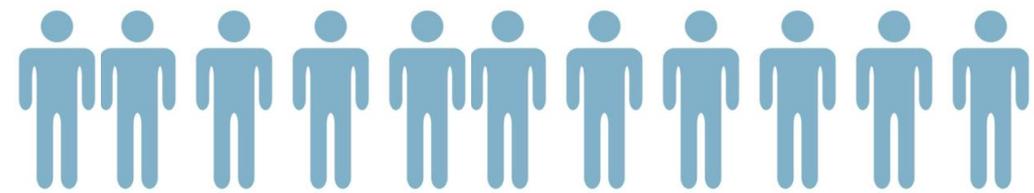
6.7 million non-elderly people will be eligible for CalFresh



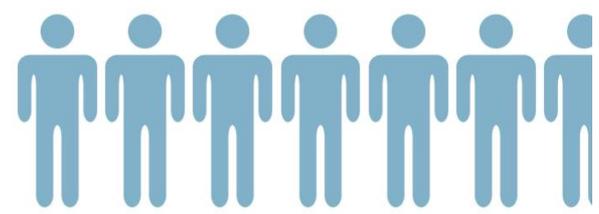
Of them, 6.6 million or 98% will also be eligible for Medi-Cal

60% of Medi-Cal Eligible People Will Be Eligible for CalFresh

10.9 million Medi-Cal Eligible



6.6 million will also be CalFresh eligible



ACA and CalFresh

How will ACA affect the process in your county?

What will that mean for CalFresh?

Wrap Up

- National interest in CalFresh
- WSS model and other states' experiences may prove useful
- Improving retention is a key focus in other states
- Assess the challenge and opportunity of ACA
- Think big!

For more information on WSS:

- To hear from the state cabinet secretaries:
<http://www.urban.org/events/firsttuesdays/Improving-Access-to-Services.cfm>
- For updates:
<http://www.urban.org/worksupport/>
- Coming soon: Lessons Learned from the Phase I Evaluation (September 2012)

Additional Questions? Thoughts?

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