

2013 WORK PLAN - EAWS

2. Create a successful transition for the shift to regionalized services for EAWS that ensures low-income and other populations who rely on economic supports have access to those benefits in a timely and efficient manner.

#	Initiative Area	Current Status (Where are we now?)	Chosen Target (Where do we want to be?)	Tactics to Close the Gap (How do we get there?)	Measures of Success (How will we know we're there?)	Lead Staff Responsible (Who? By When?)	Progress December 2013
2.a.	Complete the transition of Forward Service (FSC) contracting with EAWS for administering W-2.	Forward Service took over as main W-2 contractor on 1/1/13. They meet regularly with Dane County staff on work flow issues.	FSC continues to contract with us to administer W-2 beyond the 2013 contract.	<ul style="list-style-type: none"> Establish regular and ongoing communications with FSC to work through W-2 service issues. Clearly define roles and responsibilities for Dane County and FSC Staff. 	FSC continues to contract with Dane County in 2014 to administer W-2.	Amy Mendel-Clemens Tony Sis By 12/31/13	EAWS is once again contracting with FSC to provide W-2 eligibility determinations, SSI advocacy and W-2 T case management. Roles have been clearly defined, although we leave room to collaborate on other services we are able to provide. We have a regular management meeting in which ideas and performance measures are shared. FSC has indicated we have been invaluable this last year and they intend to continue to contract with us in the future. We are meeting State performance measures.
2.b.	Complete the transition to contracting with FSC to administer the FoodShare Employment and Training program in Dane County.	FSC took over the FSET contract from Employment And Training Association (EATA) on 1/1/13. Services are still being developed.	FSC will have FSET services available at all ECI sites including Leopold with no service gaps at sites or for individuals.	<ul style="list-style-type: none"> Work with FSC and ECI management to develop a plan for FSET coverage at ECI sites. Clearly defined roles and responsibilities for Dane County and FSC staff. 	<ul style="list-style-type: none"> FSC will be providing FSET services at all ECI sites including Leopold. No identified service gaps for sites or individuals. 	Amy Mendel-Clemens Tony Sis By 12/31/13	<ul style="list-style-type: none"> FSC has rolled out FSET service delivery to all ECI sites as well as identified JFF sites. We have regularly scheduled internal meetings with EAWS and FSC management, as well as a series of meetings with JFF managers to plan our approach to ensure we are meeting their customers' needs. We also offer services at the Job Center, South Madison, Stoughton and Sun Prairie offices. The need for a job developer was identified and one has been hired to serve the Madison area.

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10. Improve the department's ability to protect and strengthen the services it is mandated to provide.

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10.a.	Stabilize and improve customer service for the Income Maintenance programs	We need to increase our performance in order to meet the performance measures set by the state and needed by our customers.	<ul style="list-style-type: none"> The Consortium Call Center will answer an average of 85% or more of calls received by the Call Center. We will process applications timely 95% or more of the time. 	<ul style="list-style-type: none"> Fill vacant positions as soon as possible to keep average workload down. Initiate individual and group refresher training as identified by Quality Control case reviews and customer calls. 	<ul style="list-style-type: none"> The Call Center maintains an average answer rate of 85% or more. Cases are processed timely at least 95% of the time. 	Amy Mendel-Clemens Tony Sis By 12/31/13	<ul style="list-style-type: none"> We staffed up for application processing for the Affordable Care Act. These are project positions, which we filled and fully trained. As permanent staff have left, we have been filling those positions with fully trained, experienced project staff. Capital Call Center has been averaging more than a 90% answer rate for several months in a row. Our application and document processing timeliness exceeds the State's performance measure of 95%. The extra project staff have allowed us to dedicate time to staff refresher training. Our training unit has been offering "mini-trainings" on a regular basis.
10.b.	Explore ways to increase EAWS' presence at other sites in the community	EAWS currently has a presence in Stoughton, all ECI sites, Dane County Parent Council, Access Community Health Centers (ACHC), and with U.W. Medical Foundation.	Identify and pursue having a presence in additional community sites such as South Madison which would enhance customer service and efficiency.	<ul style="list-style-type: none"> Follow up on any identified opportunities to have organizations such as ACHC purchase the services of an ESS. Meet with organizations identifying a need for EAWS presence. 	EAWS has established a presence at sites such as South Madison to enhance our mission while maximizing the use of our personnel.	Amy Mendel-Clemens Tony Sis By 12/31/13	EAWS has established its presence in the South Madison office (employment and training and W-2 case management services) and the Sun Prairie office (employment and training related services). In addition, we now have a contract with Altegra Health for an ESS 0.50 FTE to process Medicare premium assistance applications for Wisconsin residents. These are manual programs and are often missed in the daily workload by agencies. Altegra works to gather information needed to make an eligibility determination and works directly with our designated staff to get determinations made for their customers, keep their cases from closing by facilitating the review process, etc. We have maintained our other contracts for ESS services.

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10.c.	Meet the increased workload that implementation of the Affordable Care Act will generate for the Capital Consortium	Major changes will be made to BadgerCare+ and how the county runs this program based on implementation of the Affordable Care Act. The State has proposed increased funding in the Governor's budget bill that will support a two year ramp up to support implementation of the Affordable Care Act.	Have adequate staffing to meet the increased need of our Dane County and Capital Consortium customers who are leaving BC+ for the Marketplace and those on the BadgerCare Core plan waiting list that will be applying for BadgerCare.	Accept the increased funding from the State, determine a reasonable plan for staffing up and then back down at the end of the 2-year implementation period.	We will meet the State's performance measures for our call center and application timeliness as individuals are transitioning off and on BadgerCare as a result of the ACA.	All EAWS Supervisory and Management Staff By 12/31/13	The implementation of the expansion of BadgerCare in Wisconsin was delayed. However, we hired and trained staff and utilized them to increase our performance, identify efficiencies and ready ourselves for the increase in workload. We show early indications that we will easily meet the coming workload.

12. Improve staff competency and knowledge base

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12.a.	Increase Supervisor proficiency in monitoring staff and maximizing their staff's performance versus goals.	Supervisors currently use a variety of tools for monitoring the performance of their staff. The State is developing additional tools.	<ul style="list-style-type: none"> Standardize the reports and data that Supervisors use for monitoring. Train Supervisors on analysis and follow-up action for reports and other data used for monitoring. Supervisors will use identified reports and data to manage staff. 	<ul style="list-style-type: none"> Develop a Supervisor tool which shows what data and reports need to be reviewed and at what frequency. Participate on workgroups with the State as they develop management tools; ensure our managers are trained to use the new tools as they are implemented. 	Supervisors are using identified reports and data to manage staff and following up with workers as needed. (This will be evident in our ability to meet and maintain state mandated performance standards and will also be included in staff and management evaluations.)	All EAWS Supervisory and Management Staff By 12/31/13	<ul style="list-style-type: none"> We have been participating in workgroups at the State level to develop enhanced reports or agency snapshots that give us monthly statistics on our performance in all the areas in which the State is measuring us. One of our supervisors developed an agency workload tool which measures where we are on a daily basis. That same supervisor also developed a "score card" tool for supervisors to use to evaluate their staff on a monthly basis. We will set a minimum number of cases that must be reviewed based on consistent criteria. These reviews will be incorporated into the annual review process, used for identifying individual improvement plans, etc. We are meeting State performance standards.

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12.b.	Work with staff to ensure maximum competency of our staff during the transition to the new work flow model and as the Affordable Care Act starts to be implemented late 2013.	Income Maintenance (IM) workers changed to a new work model on 1/1/13 with a mix of case management and call center duties. We are still making adjustments to the workload and scheduling. Major changes will be made to BadgerCare+ and how the county runs this program based on implementation of the Affordable Care Act.	<ul style="list-style-type: none"> • Have established achievable goals for ES staff and monitor whether or not workers are able to meet the performance measures. • Workers complete all initial training, new training, and refresher training for Contact Center Anywhere (CCA) software and Patient Protection and Affordable Care Act (PPACA) to ensure smooth transitions for customers with little or no disruption in our service to them. 	<ul style="list-style-type: none"> • ESS utilizes all State online training for Call Center functions. • Supervisors perform quality control on CCA calls taken by staff. • Monitor performance with regard to timely case processing. • Affordable Care Act information and training is disseminated as it is made available. • Local training and forms developed as needed for the changes. 	<ul style="list-style-type: none"> • We will meet the established performance measures, individually and as an agency. (Agency performance measures are provided on a monthly, quarterly and annual basis from the State. Individual staff performance will be included in staff evaluations.) • Preparation and transition is made to the Affordable Care Act Exchange model for medical insurance without disruption to our service to customers. 	All EAWS Supervisory and Management Staff. By 12/31/13	<ul style="list-style-type: none"> • We utilized the State online training materials and a revised in-house training schedule to train the project positions. We managed to trim the training down to six weeks and by most accounts, staff were better prepared to take a caseload more quickly. Experienced staff completed all State training offered for CCA and PPACA. • We are meeting or exceeding the State's performance measures in all categories. • In general, customer feedback surveys are more positive as we have implemented a "one touch" approach to all of our contacts with customers either in person at the front desk or over the phone.