



## County of Los Angeles Department of Public Social Services

### DPSSTATS (DPSS TOTAL ACCOUNTABILITY, TOTAL SUCCESS)

#### Process

##### DPSSTATS Overview

DPSSTATS is based on a model that has been used successfully in other jurisdictions, such as the New York Police Department and the cities of Baltimore and Los Angeles. The “stats” approach is based on reviewing performance and focusing on results by bringing together all the critical parties within the organization involved in improving performance. The key elements of a stats model includes:

- ❖ Accurate and timely data shared by everyone at the same time.
- ❖ Regular and frequent meetings to review data and develop strategies to improve performance.
- ❖ Relentless follow-up and assessment of the impact of those strategies on performance.

Los Angeles County Department of Public Social Services is one of the first organizations to use the STATS model in a social services environment.

The DPSSTATS process involves monthly DPSSTATS meetings where the Executive Management team, Division Chiefs and key managers come together in one forum to openly discuss issues that result in effective decision-making, thereby eliminating unnecessary paperwork and time delays in getting approvals for policy, program, and fiscal changes, as well as equipment hardware and software acquisitions.

##### Meeting Frequency/Reporting Groups

DPSSTATS meetings are held monthly. Four different groups, represented by the responsible Division Chief, report at DPSSTATS at established intervals:

- **Line Operations**, which includes district and regional operations from the Bureau of Workforce Services (CalWORKs, General Relief, Medi-Cal, and GAIN) and Bureau of Special Operations (In-Home Supportive Services). Meetings are held quarterly.
- **Program**, which includes CalWORKs & GAIN/CSBG, General Relief & CalFresh, and Medi-Cal/ In-Home Supportive Services divisions. Meetings are held semi-annually.
- **Administrative Group 1**, which includes Contract Management; Research, Evaluation, and Quality Assurance; Customer Service Center; Financial Management and Fiscal Management Branch. Meetings are held semi-annually.
- **Administrative Group 2**, which includes Human Resources; Program Compliance; Information Technology; Eligibility Systems; and Fiscal Compliance Section. Meetings are held semi-annually.

##### Performance Measures

DPSSTATS maintains an inventory of more than 200 different performance measures. The measures come from a variety of sources including, Performance Counts!, Department Head Goals, managers' MAPP goals, State or federal standards, or current Departmental priorities. New measures are constantly being developed and explored through the STATS process. Divisions may recommend measures for themselves or for other operations in the Department. The measures chosen for a particular meeting are determined by the Chief Deputy and the Assistant Directors.

## **Performance Measures (Continued)**

While the measures reviewed at STATS often change, the following set of core measures are reviewed prior to each Line meeting and presented in a separate document at the start of the meeting. Office Managers that meet all of the applicable core measures are recognized with stars on their nameplates for each meeting where they have achieved the established targets.

- CalWORKs, CalFresh, and General Relief Offices - All Application Processing, CalFresh Error Rate and Medi-Cal Redetermination Processing
- IHSS Line Operations - Application Processing, Reassessment Processing, and Residual Cases
- GAIN Regions - Participants Not in a Component, WtW Education and Training and/or Employment Rate, Unassigned GAIN Pool and WtW Plans Signed within 90 Days
- Medi-Cal Districts - Application Process, Redetermination Processing, MAO Retention/Ongoing Eligibility and MEDS Alerts Processing

## **Data**

Data for DPSSTATS comes from a variety of systems and sources, including LEADER, GEARS, CMIPS, MAPPER, Oracle databases, stand alone applications such as PHASE, and manual data (Excel and Access).

Data is pulled from existing published reports (mostly Line and Program data), provided by reporting divisions (usually Administrative data) or pulled directly by DPSSTATS staff when data is not readily available through other sources.

## **Programming of DPSSTATS Slides**

The DPSSTATS staff uses Excel to develop data models and to create a visualization of Departmental data for analysis. This includes bar graphs, line graphs, pie charts, etc.

DPSSTATS slides generally contain one main measure and two to four supportive measures. The supportive measures are provided to help "tell the whole story." For example, CalWORKs Application Processing may be displayed with district caseloads and vacancy data. For Line meetings, most performance measures are shown at the Department, Division and District levels.

## **DPSSTATS Book Distribution**

Approximately one week prior to the meeting, the DPSSTATS book is released to all Departmental managers and guests. It includes questions for presenting chiefs to address at the STATS meeting. Additionally, there are often questions for other managers who play a role in the presenting chief's ability to meet his/her target. For example, the Human Resources chief may be asked to report on efforts to fill vacancies, or a Program chief may be asked to explain what actions are being taken to address a specific issue. Questions regarding previous commitments may also be included.

## **At the Meeting**

Most meetings are approximately three hours long and follow a structured format, including established seating for Division Chiefs and above. The Chief Deputy or designate functions as the facilitator. DPSSTATS meetings are mandatory for all Division Chiefs and above, as well as the reporting chiefs' immediate subordinates. The meetings start promptly on time.

At the meeting, presenting chiefs attempt to cover each measure in 5-7 minutes, addressing the questions previously provided. Additional questions are often asked by Executive Management and additional discussion is generated. In these instances the time frame is often exceeded.

## **Follow-up**

All DPSSTATS meetings are audio recorded, and minutes are developed from the tapes. Commitments made at the meeting are documented and provided to divisions for a status each month. The updated commitments are provided at each meeting and the status of high priority commitments are discussed during the meeting, when appropriate.