



Edwin M. Lee, Mayor

Department of Human Services
Department of Aging and Adult Services

Trent Rhorer, Executive Director

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: NOELLE SIMMONS, DEPUTY DIRECTOR
JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS *J41*

DATE: AUGUST 18, 2017

SUBJECT: CONTRACT MODIFICATION: **GIV NASSIRI (FOR -PROFIT) FOR PROVISION OF CALFRESH ACCURACY CONSULTING**

	<u>Current</u>	<u>Modification</u>	<u>Revised</u>	<u>Contingency</u>	<u>Total</u>
CONTRACT TERM:	1/1/16-6/30/17	7/1/17 – 3/31/18	1/1/16-3/31/18		
TOTAL CONTRACT AMOUNT:	\$225,000	\$112,500	\$337,500	\$33,750	\$371,250
ANNUAL AMOUNT:	FY 15/16	FY 16/17	FY17/18		
	\$75,000	\$150,000	\$112,500		
Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
MODIFICATION FUNDING:	\$18,000	\$38,250	\$56,250		
PERCENTAGE:	16%	34%	50%		100%

The Department of Human Services (DHS) requests authorization to modify the existing contract with Giv Nassiri for provision of CalFresh Accuracy Consulting for the period of July 1, 2017 to March 31, 2018, in an additional amount of \$112,500 plus a 10% contingency for a new total amount not to exceed \$371,250. The purpose of the modification is to extend the current contract by 9 months, continuing the provision of CalFresh Accuracy Consulting for the Human Services Agency.

Background

The San Francisco’s CalFresh error rate has gone up significantly since 2011, with a particular surge in FY 14/15. HSA has funded this contract as part of an effort to identify causes and to

address the problem.

Services to be Provided

The contractor will continue to manage the redesign of the CalFresh program’s quality assurance process in an effort to improve the accuracy rate of CalFresh payments. This includes designing and implementing processes to track and report data, developing and delivering training, and establishing systems of communications among quality control staff, quality assurance staff, and line eligibility staff. Since the inception of this initiative, the CalFresh Program along with CalWORKs, CAAP and IHSS, and in collaboration with Quality Control and the Information Technology Program, has begun developing an integrated case review tool for supervisors and program specialists. This tool will have a built-in workflow for case reviews, and will collect data to produce productivity, validation, and accuracy reports. The contractor’s experience in developing these tools for other counties makes his participation an essential component of the contract extension. The tool is scheduled to be completed prior to the end of the contract. A key part of this initiative will be to develop a continuous improvement system in which the staff are informed about identified errors and the processes established to reduce repetition of the frequent and high impact errors. The contractor’s efforts will include:

- Establishing a corrective action team approach in all four offices that process CalFresh cases.
- Developing integrated case review tool for data reporting and analysis.
- Continued consulting and implementation of interventions based on data findings.

Location and Time of Services

Consulting and training sessions are held at 1235 Mission Street, 1440 Harrison Street, 170 Otis Street and 2 Gough Street.

Selection

Contractor was selected through Request for Proposals (RFP) # 667 issued September 30, 2015.

Funding

Funding for this Contract is provided by 50% Federal, 34% State, and 16% County Fund.

Attachments

Appendix A-1, Scope of Services

Appendix B-1, Budget

Appendix A-1: Services to be Provided by Contractor

Giv Nassiri
CalFresh Accuracy Consulting
July 1, 2017 – March 31, 2018

I. Purpose of Contract

The purpose of the contract is to help San Francisco's Human Services Agency (SFHSA) institute structure and systems to decrease San Francisco's CalFresh Program Accuracy Error rate to the national average of 4%, or below.

II. Definitions

CalFresh	Formerly known as Food Stamps (also known as SNAP)
SNAP	Supplemental Nutrition Association Program
QC	Quality Control
QA	Quality Assurance
NACF	Non Assistance CalFresh (not on CalWORKs)
PACF	Public Assistance CalFresh (with CalWORKs)
FNS310	Food and Nutrition Services Handbook 310
SFHSA	San Francisco's Human Services Agency

III. Target Population

There are currently approximately 50,000 CalFresh cases in San Francisco, including both Non-Assistance CalFresh cases and Public Assistance CalFresh cases. Approximately 2,000 CalFresh applications are currently submitted per month, and close to 2,000 cases are discontinued monthly. The target population of this contract is the 50,000 existing CalFresh cases and the new applications. The contractor will work with staff/supervisors/managers processing these cases to establish systems to improve and sustain case accuracy.

IV. Description of Services

The contractor shall provide the following services during the term of this contract:

The contractor will lead SFHSA staff in:

- designing and implementing new structure and systems to proactively prevent errors
- identifying error trends
- focusing case review on frequent errors with high financial impact
- identifying root causes and implementing a system of continuous feedback loop
- designing comprehensive monitoring and management reports

- training staff in consistent interpretation and compliance with Food and Nutrition Handbook (FNS310) requirements and reporting of QC discoveries to Program, in order to improve accuracy
- training staff at all levels how to interpret error-detection reports and how to incorporate findings in targeted QA and supervisory reviews, and error detection and prevention based training

A significant part of the work will be developing a proactive ad hoc error prevention reporting system and process customized for SFHSA, and overseeing its implementation. Another significant part of the work will be developing worker, unit, section and building specific accuracy rate and root cause trend reports for recognition, accountability, and targeted efficient training and mentoring of the staff to improve accuracy. The contractor will work in a collaborative way with SFHSA staff to design and implement new business processes and systems.

- 1) Evaluate Business Process
 - a. Document current business process
 - Interview all representative staff to evaluate current business processes and identify the model's strengths and challenges.
 - Via interviews and data-collection, identify frequent and high impact errors and their root causes.
 - b. Develop and document a new business process
 - c. Present Findings and Recommendations in written report and live presentation. Include work plan, contingencies, risks and proposed timeline.
- 2) Serve as a consulting resource and an active committee member for developing (in collaboration with the IT Program) a Universal Case Review Tool for all ESSS benefits programs. Prior to the development of the Universal Tool, develop a customized proactive ad hoc error prevention reporting system and process. The reporting system will be used to identify and correct errors proactively and as a training tool for supervisors and workers who correct those errors. Oversee implementation of the interim tool. Engage/train/supervise designated staff (QA/Supervisors/Management/Workers) in using the tool.
- 3) Develop management monitoring reports that identify root causes of errors, their frequency and impact, identify where errors are happening by worker, unit, section, building; track worker accuracy rates. Develop metrics/reports needed for supervisors, managers and executives to see trends and monitor accuracy rates. Train staff/supervisors/managers in how to read reports and use findings to inform process improvements.
- 4) Establish and manage committees with staff from QC/QA/Program, such as: Steering & Oversight, QA Review Consistency and Error Prevention Panel,

Corrective Action Committee, Data Reporting & Analysis, and Accuracy Training.

- 5) Provide training to staff on consistent compliance with FNS310 requirements, and reporting of findings to staff in order to improve CalFresh Program Accuracy.
- 6) Train QA staff by engaging them in developing error prevention, ad hoc reports based on root cause analysis of their findings and QC findings. Work with QA Supervisor/CalFresh (CF) Analyst to write memos on how errors were discovered, what steps could be taken to correct them, and what steps to take to prevent those errors from re-occurring.
- 7) Establish a structure within Program to promote efforts to improve CF Accuracy as a positive initiative (not “catching” workers mistakes), recognize employees for their accuracy rate improvement efforts and motivate staff to be part of the solution to improving accuracy.

V. Location and Time of Services

Consulting and training sessions are held at 1235 Mission Street or at another location designated by HSA.

VI. Service Objectives

On an annual basis, the Contractor will meet the following Service Objectives:

- 1) Document current business process – in month 3
- 2) Develop and document a new business process – in month 8
- 3) Develop a SFHSA customized proactive ad hoc error prevention reporting system – in month 3, and ongoing monthly
- 4) Develop data tracking reports and protocol – in month 8, and ongoing monthly
- 5) Develop and manage Corrective Action Team/Committees – in month 3, and ongoing monthly
- 6) Provide data to Program based on QC reviews – in month 3, and ongoing monthly
- 7) Train CalFresh staff in Quality Assurance – in month 3, and ongoing monthly
- 8) Develop system to recognize staff for accuracy rate improvement efforts – in month 8, and ongoing monthly

VII. Outcome Objectives

- 1) Currently, the QC error rate is down to 5.5%. Throughout the duration of the extension, we plan to further reduce the error rate down to 2.5%.

- 2) Through continued random supervisor and Quality Assurance full-case reviews, increase all Section accuracy rates to at least 95%.
- 3) Reduce client-caused errors by 50%, by a) organizing intake and recertification shadowing efforts to determine how specific information, or lack thereof, being delivered to the clients is leading to client-caused errors b) work with Program staff to develop a tool to track intake and recertification shadowing outcomes, and use data to inform in-house training, and individual staff focused training.

VIII. Reporting Requirements

- 1) **Business Process Evaluation** report and presentation due by no later than 3 months into the contract
- 2) The contractor will provide a **monthly** report of activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives. Monthly status report will be presented as it compares to work plan/timeline presented in Business Process Evaluation. The contractor will enter the monthly metrics in the CARBON database by the 15th of the following month.
- 3) The contractor will provide a **quarterly** report of activities, referencing the tasks as described in Section VI & VII - Service and Outcome Objectives. The contractor will enter the quarterly metrics in the CARBON database by the 15th of the month following the end of the quarter.
- 4) The contractor will provide an **annual** report summarizing the contract activities, referencing the tasks as described in Section VI & VII- Service and Outcome Objectives. This report will also include accomplishments and challenges encountered by the contractor. The contractor will enter the annual metrics in the CARBON database by the 15th of the month following the end of the program year.
- 5) The contractor will provide Ad Hoc reports as required by the Department.
- 6) For assistance with reporting requirements or submission of reports, contact:

Taninha Ferreira, HSA SFBN Operations Manager,
Taninha.ferreira@sfgov.org

Elizabeth Léone, HSA Contracts Manager
Elizabeth.leone@sfgov.org

IX. Monitoring Activities

- 1) Program Monitoring: Program monitoring will include case review results from QC, both on dollar error rate and case error rate; measurable reduction in proactively identified errors, consistent and calibrated QA and Supervisory

review results and back-up documentation for reporting progress towards meeting service and outcome objectives.

Appendix B-1: Calculation of Charges

Giv Nassiri
CalFresh Accuracy Consulting
July 1, 2017 – March 31, 2018

- I. Contractor shall be paid according to the following fee schedule. The hourly rate of \$160 is all inclusive.

CalFresh Accuracy Consulting	Estimated Units (hours)	
July 1, 2017 – March 31, 2018	~703 @\$160	\$112,500
Total		\$112,500

Total Contract **\$ 112,500**

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Total Not to Exceed **\$ 112,500**

- II. Contractor shall submit invoices on a monthly basis. Invoices shall detail the services provided, the staff providing the service, the number of hours provided, and the dates of service provision.
- III. Contractor shall submit Monthly Status Reports with their invoices. Verification and approval of the work detailed in the Monthly Status Reports and the invoices by program staff is required for payment.
- IV. The total amount of the contract shall not exceed **\$112,500**.