

# The National Safety Net Scorecard:

## A New Framework for Assessing Safety Net Programs

The existing system of data collected by federal agencies to evaluate safety net programs does not adequately assess program delivery because it does not capture the human experience of accessing services.

This new National Safety Net Scorecard is a more meaningful set of metrics that could be used to effectively assess the true state of the current program delivery landscape and measure progress over time. These metrics would reframe what quality service looks like for benefits administration, driving us closer to a human-centered safety net.

Safety Net delivery and progress should be measured against these three key indicators of program success:



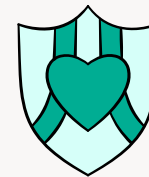
### Equitable Access

- Online Accessibility
- Mobile Accessibility
- Call Center Accessibility
- Local Office Accessibility
- Application Burden
- Customer Satisfaction



### Effective Delivery

- Application Outcomes
- Procedural Denials
- Timeliness
- Expedited Service (SNAP)
- Interview Completion
- Notifications
- Verifications
- Renewals
- Churn



### Compassionate Integrity

- Participation Rate
- Accuracy
- Appeals/Hearings





# Equitable Access

Accessibility means removing barriers so that all people can easily access services across languages, racial and ethnic identities, ages, and levels of ability. It also means providing a dignified, respectful, and welcoming experience that makes it as easy as possible to access benefits. An accessible program has many open doors that successfully and equitably invite in all eligible people.

## Online Accessibility

Is the online experience of the service simple and easy to use?

- % of applications submitted via paper, desktop, mobile, landline phone, in person
- % of applications with at least one verification document submitted electronically among applications where verification was required
- Of website visitors who begin the application process, % who are unable to successfully create an account, if applicable.
- Of website visitors who begin the application process, % who are unable to successfully complete remote identity proofing, if applicable

## Mobile Accessibility

Does the service work easily on a mobile phone?

- Of applications submitted online, % of applications submitted from mobile, tablet, and desktop
- % of recertifications and periodic reports completed via mobile, tablet, and desktop

## Call Center Accessibility

Is the call center easily accessible to all users?

- Average # of calls per day
- Average call wait times (By language)
- Call abandonment rate: % of calls dropped before the customer speaks to an agent (By language)
- First call resolution rate: % of issues resolved with one call (By language)

## Local Office Accessibility

Are in-person locations easily accessible to all visitors?

- # of visitors to each local office relative to staffing ratios
- Average wait times (By language)

## Application Burden

How difficult is the application process for the service?

- Average # of minutes to complete an application and renewal, via desktop and mobile
- Application completion rate: # of complete, submitted applications compared with applications started via desktop or mobile (By language)

## Customer Satisfaction

How satisfied are clients with the application experience?

Measure customer satisfaction rates via user responses to these recommended questions:

- How easy or difficult was it to complete the application?
- How confident were you about which programs to apply for?
- How confident are you that you answered the questions correctly?
- How confident are you that you know what the next steps in the process are?



## Effective Delivery (1 of 2)

Safety net programs should operate smoothly to serve all people who are eligible. Programs need to get things right the first time—like determining someone’s eligibility and calculating the correct benefit amount—so the experience can be fast, easy, and positive for clients.

### Application Outcomes

Who is approved and who is denied for benefits?

- Total application volume: # of cases per week/month
- % approvals and denials:
  - °By application type (online, mobile, in person, paper, landline phone)
  - By race/ethnicity, language preferences, and other key demographics
  - By annual household income (e.g. \$0, 100% FPL, over 100% FPL)
  - By common denial reasons

### Procedural Denials

How many applicants are denied for reasons outside of financial eligibility?

- % of applicants denied for procedural or administrative reasons

(By denial reason (e.g. missed interview, missing documents))

(By race/ethnicity, language preferences, and other key demographics)

### Timeliness

How long does it take for people to receive benefits?

- Average # of days from application date to determination, for both approvals and denials (by expedited and regular service)
- Average # of days from case approval to EBT card activation
- % of Medicaid determinations completed within 24 hours
- % of SNAP applications determined within the mandated time frame (30 days for regular, 7 days for expedited service)
- % of Medicaid applications determined within the mandated time frame (45 days for regular, 60 for disabled)

### Expedited Service (SNAP)

Are clients who qualify receiving reliable expedited service?

- % of applications processed as expedited
- % of expedited applications processed within 7 days
- % of expedited participants whose benefits continue

### Interview Completion

Are clients able to complete the required interview?

- % of interviews completed over the phone
- # of cases denied for missed interview (By language and other key demographics)

### Notifications

Are notifications effective at reaching clients?

- % of clients opted in for text messages
- % of clients opted in for email
- % of email notifications opened
- % of notices returned as undeliverable (by paper and email)

### Verifications

Are clients able to submit accurate verification documentation?

- % of cases that request verification
- % of cases denied for missing verification (by race/ethnicity, language preferences, and other key demographics)



## Effective Delivery (2 of 2)

Safety net programs should operate smoothly to serve all people who are eligible. Programs need to get things right the first time—like determining someone’s eligibility and calculating the correct benefit amount—so the experience can be fast, easy, and positive for clients.

### Renewals

Are clients able to successfully renew their benefits?

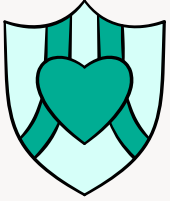
- % of SNAP periodic reports approved and % denied
- % denied for form not returned
- % denied for missing verifications
- % of SNAP recertifications approved and % denied
- % denied for form not returned
- % denied for missed interview
- % denied for missing verification
- % of SNAP periodic reports and recertifications submitted online
- % Medicaid renewals approved and % denied
- % renewals completed ex parte (By MAGI / Non MAGI)
- % denied for form not returned
- % denied for failure to submit verification
- % of cases that lose benefits mid-certification (By reason)

### Churn

How often are clients churning off of programs they are eligible for?

- % of new applicants that received benefits in the past 60 days
- % of cases with a renewal or report due that then reapply for benefits within the following 30, 60, 90 days (By periodic report vs. recertification)





# Compassionate Integrity

People should receive the benefits to which they are entitled. Benefits should be delivered correctly according to policy, and people should benefit to the fullest extent from available policy flexibilities.

## Participation Rate

Is the program reaching everyone who's eligible, with a focus on identifying and prioritizing populations that are often underserved by government?

- # of SNAP participants compared with the total # of estimated eligible people
- # of Medicaid participants compared with the total # of estimated eligible people
- Participation rates by race/ethnicity, language, age group, and other demographic markers
- Cross-program enrollment rates (e.g. % of Medicaid enrollees who are also enrolled in SNAP, % of SNAP households with a child under six who are also enrolled in WIC, etc.)
- % of applicants who are applying for the first time

## Accuracy

How accurate are benefit allotments?

- Total amount of overpayments and underpayments as a share of issuance
- % of cases with overpayments
- % of cases with underpayments
- Accuracy of determinations
- % of cases inaccurately denied
- % of cases inaccurately approved
- # of overpayments filed against clients
- % for intentional program violation
- % for agency error
- % for household error

## Appeals/Hearings

How smooth and responsive is the appeals process?

- # of appeals made
- % of appeals where the agency decision is upheld
- % of hearings where agency decision is reversed

