



REPORT TO THE STATE EMERGENCY BOARD

DHS Staffing Study

November 2006

RESPONSE TO SPECIFIC INFORMATION REQUEST:

House Human Services Subcommittee during the 2003 Legislative Session

INTRODUCTION

The Department of Human Services (DHS) was directed by the House Human Services Subcommittee during the 2003 Legislative Session to provide an update to the Emergency Board on the Phase 1 implementation plan, and the status of Phase 2 of the DHS Staffing Study.

Public Knowledge, LLC was selected as the contractor to perform the staffing study for Phase 1 & Phase 2. Their recommendation was to move from a caseload standard to a workload standard. The workload standard identifies the primary tasks performed by staff in each program and determines the amount of time it takes staff to perform those tasks. This information is then converted to a workload standard that equates to the number of staff required to perform the work.

The contractor also identified efficiency and effectiveness improvements in each of the program areas covered by the staffing study.

PHASE 1 STATUS UPDATE

Phase I – Program Areas:

- Eligibility for:
 - Food Stamps
 - Medicaid
- Adult Protective Services

Progress to Date:

1) Staffing Standards:

a) The classification of Case Managers and Case Workers has been realigned as follows:

i) Children, Adults & Families (case carrying positions):

Case Manager:	From 353 to 256	=	-97
Human Services Specialist 3:	From 363 to 523	=	+160
Human Services Specialist 4:	From 136 to 38	=	-98
	<u>Fewer Positions</u>	=	<u>-35</u>

The Case Managers and Case Workers from Children, Adults and Families (CAF) are from the Food Stamp and Medicaid programs. The study showed that the division needed to reduce the number of Case Manager positions, increase the number of HSS 3 positions and reduce the number of total positions by 35. The division completed the realignment/reduction in January 2006.

ii) Senior & People with Disabilities (case carrying positions):

Case Managers:	From 715 to 530	=	-185
Human Services Specialist 3:	From 230 to 197	=	-33
	<u>Fewer Positions</u>	=	<u>-218</u>

This was a reduction for the state (DHS), contract AAA's and Transfer AAA's. This was both a position/FTE reduction as well as a special pay reduction. The division completed the realignment/reduction in January 2006.

b) Supervisory Spans of Control:

Public Knowledge examined the ratio for determining supervisory levels in the Phase 1 Report and found them to be well in line with national averages. They determined that Oregon's eligibility supervisors have broader spans of control than most other social services departments in other states. However, supervisors receive support from lead workers and other specialists, which helps to offset the higher ratios.

Oregon's APS supervisors also have broader spans of control than their counterparts in many other states.

c) Food Stamp (FS) and Medicaid:

i) Workload Standard – DHS has developed and tested a process for pulling workload standard reports for Food Stamp and Medicaid eligibility. This will ensure a consistent process to accurately calculate workload standards based on current caseload data. We are in the process of setting up systems and the process to calculate staffing needs based on the workload standard.

d) Adult Protective Services (APS):

- i) Workload Standard – Public Knowledge recommended SPD move toward a workload-based staffing standard. Seventy-five percent of the APS Specialists completed the APS survey, which is one of the first steps in creating a workload standard. SPD will analyze this baseline data and begin to develop the APS workload standard. They plan a completion date of December 2006.

2) Process Improvement, Short-Term Eligibility Efficiencies:

a) Synchronize recertification periods:

- i) CAF implemented the following reapplication mailing changes in July 2006:
 - (1) An application for all programs is mailed when the cases are aligned.
 - (2) A shortened 'Reapplication for Services' form is mailed if they are not aligned.
- ii) The Family Services Manual contains multiple references to the benefits of aligning certification end dates whenever possible.
- iii) The benefits of aligning certification end dates are discussed in both food stamp and medical trainings, such as the 'Certification Period Lengths and Reporting Systems' and 'Tips for Managing a Caseload' classes.

Outcome: The time saved by an Eligibility Worker when a Food Stamp and Medicaid case is synchronized is 10 minutes. The department has 3,163 fewer unsynchronized cases, which equates to 1.69 FTE and a cost avoidance of \$130,130 (TF) and \$65,065 (GF).

b) Streamline the OFSET process:

- i) The following actions were taken by CAF:
 - (1) A policy transmittal was sent to all offices administering food stamp benefits in September 2005.
 - (2) OFSET contracts were updated with clearly defined Contractor responsibilities.
 - (3) The 'Food Stamp Basics' class includes a discussion on the restructured OFSET program and process since October 2005.
 - (4) A NetLink training on OFSET was offered in October 2005 and January 2006. It is now offered on a quarterly basis.
 - (5) An OFSET 'Skills Challenge' was sent to all offices in May 2006.

Outcome: The Eligibility Worker time to complete the OFSET assessment and plan was reduced from 27 minutes to 10 minutes, which equates to 7.5 FTE and a cost avoidance of \$576,583 (TF) and \$288,292 (GF). It is important to note that the 7.5 FTE is spread out across the state. CAF has a total of 523 HSS3s and this represents roughly 1.5% of the total HSS3 population.

Because of this, Eligibility Workers are now able to process incoming mail, answer phone calls, read new policy and emails, etc. Additionally, in some areas, most of these timesavings are now being absorbed by the new Medicaid citizenship verification policy implementation. Others chose to assign additional programs (e.g., TANF or ERDC), to focus more time on accuracy and quality

control, or to process more intakes each day (i.e., an Eligibility Worker is able to see one more client each day or week).

- ii) SPD has a negligible number of Food Stamp household members to whom the OFSET policy applies. SPD will apply policy changes developed by CAF for clients applicable to OFSET rules.

3) Intermediate-Term Investments:

- a) Evaluate enhanced Electronic Document Management System (EDMS): DHS is implementing an enhanced electronic document management system (EDMS) with the MMIS Replacement Project. The OHP Central Processing Center will be using this technology in October of 2006. They are rolling it out in 2 phases with phase 1 beginning in October. The date for phase 2 is pending. In phase 2, they will be implementing a workflow model. The other eligibility programs: Food Stamps, Daycare and TANF will be evaluating the effectiveness of using this technology after the start up at the Central Processing Center. A workgroup has been formed that is working on the business case plan and the goal is to have a written plan completed in the next 6 months. This workgroup is assisting with the development of the potential business benefits and possible funding sources.
- b) Evaluate Eligibility Systems Integration Options: CAF has visited three other states to look at their integrated eligibility systems. CAF is now developing a business case plan. An ISS 8, Jess Fretwell, was hired in June of 2006. He is analyzing our current system and gathering information on what the future needs will be. A policy option package has been submitted regarding a new eligibility system. The estimated start date is December 2006.

4) Long-Term Transformation:

- a) Develop an automated APS Specialist system: An Internet-based 'Facility Investigation Report' has been implemented that is used by both state and Area Agency on Aging (AAA) staff for community based care, such as Adult Foster Home, Assisted Living Facility, etc.
- b) Develop a long-range APS human resources plan: The Adult Protective Services administrative rules were revised effective July 1, 2005 to more clearly state program expectations and desired outcomes. Mandatory training is being delivered to SPD/AAA staff and community partners and is available on a regular training schedule.

Effective October 2005 a new state classification (Salary Range 24) for Adult Protective Service Workers was implemented. The new classification includes increased requirements related to minimum qualifications of education, experience and training specific to the work to be performed. A Bachelor level degree or AA degree with associated experience is now a minimum requirement, and demonstration of desired work-related competencies have been included.

- c) Develop an automated APS tracking system:
 - i) A change request has been submitted to update and improve the APS module in ORACCESS to simplify and create workload efficiencies for the Client Assessment and Planning System tool (CAPS).
Estimated completion: 12-18 months
 - ii) A workgroup was formulated and identified business requirements for enhancing and modifying the APS module within the existing ORACCESS system. The Lane County system was studied and many elements of their business flow were incorporated into the ORACCESS business requirements planning document. OIS has projected approximate expense and timelines for this project and it is in a high to moderate category of priority in the info systems projects queue. Estimated completion: Undetermined due to limited funding and OIS resources.

Phase II – Program Areas:

- Temporary Assistance to Needy Families (TANF)
- Employment Related Day Care (ERDC)
- Vocational Rehabilitation
- Long Term Care Case Management

Progress to Date:

- 1) Public Knowledge delivered the Executive Summary on August 21, 2006 and Final Report on October 30, 2006. The department and Public Knowledge are reviewing and validating the Final Report.

CONCLUSIONS AND NEXT STEPS

Phase I – Program Areas:

- Eligibility for:
 - Food Stamp
 - Medicaid
- Adult Protective Services

Planned Activities:

- 1) Staffing Standards:
 - a) Adult Protective Services (APS)
 - i) Workload Standard – Analyze baseline data and begin to develop the workload standard as reported earlier in this Report. Estimated completion date: December 2006
 - b) Food Stamp (FS) and Medicaid
 - i) Workload Standard
 - (1) Automate the process of gathering and calculating the data
 - (2) Update the Workload Standard for the ‘Streamlined OFSET Process’ improvement.

- (3) Annually update the workload standard based on program, system, or process improvement changes. This will begin with the implementation of the Deficit Reduction Act. Estimated Start Date: February 2007
- 2) Process Improvement, Short-term eligibility efficiencies:
- a) Synchronize recertification periods: SPD will work collaboratively with CAF and SPD field managers as needed to adopt best practices and policy changes to synchronize food stamp and medical recertification and financial eligibility re-determinate dates.
 - b) Strengthen screening and orientation procedures
 - i) Estimated Start Date: September 2006
 - c) Further engage partners in the intake process
 - i) CAF estimate Start Date: November 2006
 - ii) SPD will analyze and review by July 2007
 - d) Better utilize certain computer-based productivity tools
 - i) CAF has discussed and analyzed this suggestion in several forums from August 2005 to May 2006. The development of a plan is scheduled to begin in December 2006.
 - ii) SPD is analyzing, acquiring and testing a few technology-based tools to be used in the field that may increase the efficiency of case managers and Adult Protective Service Specialists which are limited to portable copy machines, tablet-style computing devices, and improvements related to laptop speed and reliability. These will be evaluated in December 2006.
 - e) Continue to evaluate alternative intake processes
Estimated Start Date: February 2007
- 3) Intermediate-term investments:
- a) Develop an Internet-based common front-end: Jess Fretwell, the Project Manager assigned to evaluate the new CAF eligibility system will assess the feasibility of an internet-based common front-end system.

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Planned Activities:

- 1) The Steering Committee will meet to discuss and develop a Phase III Implementation Project Plan.