

Department of Human Services 2009-11 Policy Option Package

Division Name: Seniors and People with Disabilities

Policy Option Package Initiative: Seniors and people with disabilities live safely and independently in their communities.

Policy Option Package Title: SPD Field Staff Training

Policy Option Package Number: 303

Summary Statement:

This POP provides essential tools and training for field staff in order to provide better outcomes for DHS's clients and Oregon's communities. This POP also provides a comprehensive, integrated approach to service excellence by strengthening the effectiveness of assessment and services planning; preventing errors in programs, quality, cultural appropriateness, and accountability; and increasing public confidence in the delivery of services. Recruitment and retention of a qualified workforce is a major contributor to positive outcomes for seniors and people with disabilities, and staff with relevant education, experience and training are more likely to stay in human service agencies. This POP requires 8 positions.

- 1. WHAT WOULD THIS POLICY OPTION PACKAGE (POP) DO AND HOW WILL IT BE IMPLEMENTED?** This Policy Option Package will implement a training program for SPD in order to better support staff and ultimately clients and their communities. The training program would provide for a well-trained and skilled workforce knowledgeable in programs and policies and able to better serve Oregon seniors and people with physical disabilities. This would be accomplished through several enhancements:
- Add six Training and Development Specialist 2's, one Administrative Specialist 1 and one Principal Executive Manager D. This will provide for the efficient delivery of consistently available training for front-line staff that will give them the information and direction necessary to administer the complexities of state and federal financial eligibility policies accurately and effectively. It will provide the capacity for ongoing staff development and skills training aimed at improved client assessments and effective, sustainable person-centered service planning. These trainers would deliver trainings regionally as much as possible, rather than having staff travel to Salem. This will decrease the amount of time local staff spend away from their office, increasing the time spent with clients and decreasing travel and per diem costs significantly.
 - E-Learning: SPD will develop complementary and appropriate training modules that are presented via E-Learning, net-link and video conferencing to increase efficiency and supplement essential classroom modules.
 - SPD is developing a training partnership project with PSU in order to enhance professional social work skills development in case managers, ensuring competence in social work skills development. This project requires a dedicated staff resource to work with PSU on training model development and presentation in order to assure the integration of knowledge and skills with our specific programs, services and client populations.

2. **WHY DOES DHS PROPOSE THIS POP?** The Transformation Initiative that the Department is currently undertaking has identified significant need for training of staff that will move DHS towards being a world-class organization. Staff often have to wait months for particular types of training that is essential to doing their jobs properly. SPD administers many complex programs and having a trained workforce will lead to improved services for clients and increased administrative accuracy in the delivery of benefits and services.
- Staff require more on-going training. SPD has no full time trainers for about 510 Case Managers and 265 Eligibility Specialists. We presently rely upon six policy analysts who are only able to devote small portions of their time to dedicated training activities or to workforce development. Staff turnover rates have increased dramatically in the past two years and are likely to continue with the increased retirement rate of our workforce.
 - E-Learning, net link and video conferencing will enable workers to receive training on selected topics more quickly and efficiently than traditional methods and can be delivered at much less expense to the agency, but do require staff resources for development, production/presentation and continued updating as policies and program factors change.
3. **HOW DOES THIS FURTHER THE AGENCY'S MISSION OR GOALS?** This package furthers the agency mission by providing staff with the tools, skills and knowledge to work effectively with seniors and people with physical disabilities to remain as independent as possible, to sustain them with the supports they need to maintain quality lives in their home communities, and to assure they receive timely and accurate benefits and access to the services they require in order to maintain health and safety. The POP also addresses DHS Core Values for professionalism.
4. **IS THIS POP TIED TO A DHS PERFORMANCE MEASURE? IF YES, IDENTIFY THE PERFORMANCE MEASURE. IF NO, HOW WILL DHS MEASURE THE SUCCESS OF THIS POP?** Yes.

KPM #2: Seniors Living Outside of Institutions – The percentage of Oregon’s seniors who are living outside of institutions.

KPM #35 (proposed): Food Stamp Accuracy – The percent of accurate QC payment rate.

KPM # 11: Food Stamp Utilization – The ratio of Oregonians served by food stamps to the number of low-income Oregonians.

5. DOES THIS POP REQUIRE A CHANGE(S) TO AN EXISTING STATUTE OR REQUIRE A NEW STATUTE? IF YES, IDENTIFY THE STATUTE AND THE LEGISLATIVE CONCEPT.

No

6. WHAT ALTERNATIVES WERE CONSIDERED AND WHAT WERE THE REASONS FOR REJECTING THEM? Maintaining the status quo was rejected as an option due to the critical nature of accurate, consistent and appropriate services in these programs and the vulnerable nature of the clients impacted. The status quo has been the strategy for the last several years and has caused us to exceed capacity in training sessions and degrade our ability to provide for staff development necessary to effectively serve clients. Staff turnover rates have increased due to both an aging workforce and growing difficulty in administering increasingly complex programs without adequate training and staff technical support.

7. WHAT WOULD BE THE ADVERSE EFFECTS OF NOT FUNDING THIS POP? Inconsistent practice, inaccurate benefit determinations, misapplied/misinterpreted policy, potential federal sanctions and penalties for excess program errors and low performance are potential adverse impacts associated with not funding this POP. Increased risks to clients’ health and safety, unstable non-sustainable service plan provision and increase in clients unnecessarily placed or maintained in institutional care settings. Continued frustration of workers who are asked to do more for and with seniors and people with physical disabilities without being adequately provided the knowledge and skills necessary to do this competently is also an adverse impact, and increases administrative costs as well.

8. WHAT OTHER AGENCIES (STATE, TRIBAL AND/OR LOCAL GOVERNMENT) WOULD BE AFFECTED BY THIS POP? HOW WOULD THEY BE AFFECTED? Transfer AAAs would be affected by this POP. They will be included in all trainings offered by SPD.

9. WHAT ASSUMPTIONS AFFECT THE PRICING OF THIS POP?

Implementation Date: 10-1-09

End Date (if applicable): None

a. Will there be new responsibilities for DHS? Specify which division(s) and describe their new responsibilities.

- | | |
|--|--|
| <input type="checkbox"/> Administrative Services | <input type="checkbox"/> Addictions and Mental Health |
| <input type="checkbox"/> Children, Adults and Families | <input type="checkbox"/> Public Health |
| <input type="checkbox"/> Division of Medical Assistance Programs | <input checked="" type="checkbox"/> Seniors and People With Disabilities |

No new responsibilities, but enhancing current responsibilities in SPD.

b. Will there be new administrative impacts? Specify which office(s) and describe how it will be affected.

- | | |
|---|--|
| <input checked="" type="checkbox"/> Human Resources | <input type="checkbox"/> Payment Recovery |
| <input type="checkbox"/> Information Security (privacy) | <input type="checkbox"/> Investigations and Training |
| <input type="checkbox"/> Document Management (imaging) | <input checked="" type="checkbox"/> Facilities |
| <input type="checkbox"/> Audit and Consulting | <input type="checkbox"/> Contracts |
| <input checked="" type="checkbox"/> Information Services (IT) | <input type="checkbox"/> Budget |
| <input type="checkbox"/> Financial Services (Accounting) | <input type="checkbox"/> Other (Specify) |

Adding staff to SPD will require additional HR recruitment efforts. Additional space may be required in some offices, resulting in Facilities expenses. New IT equipment will be required, affecting Information Services.

c. Will there be changes to client caseloads or services provided to population groups? Specify how many in each relevant program. No. However, well-trained staff will more easily be able to encourage clients to choose lower-cost services that can meet their needs. We would not expect any new clients as a direct result of training, but the long-term care caseload may shift between types of services, potentially decreasing higher institutional care costs.

d. Will it take new staff to implement and maintain? For each classification, list the number of positions and the number of months the positions will work in each biennium. Specify if the positions are permanent, limited duration or temporary. Attach position descriptions.

1 Principal Executive/Manager D / X7006
6 Training and Development Specialist 2s / C1339
1 Administrative Specialist 1 / C0107

All positions start 9/1/09 and will be 21-month positions, permanent full-time.

- e. **What are the start-up costs, such as new or significant modifications to computer systems, new materials, outreach and training?** None other than standard allocation for new positions.
- f. **What are the ongoing costs?** All costs are ongoing.
- g. **What are the potential savings?** No direct savings, however increased training results in improved accuracy and consistency of service delivery across the state, reduced turnover rates for staff, and better outcomes for clients. Additionally, well-trained staff will have the skills and knowledge to fully recognize and assist in the diversion and transition of clients from institutional to community-based settings when that is desired and appropriate to meet their needs, which will result in lower program costs over time.
- h. **Based on these answers, is there a fiscal impact?**
Yes, ongoing positions.
- i. **What are the sources of funding and the funding split for each one? Include grant names and fund type, such as “Medicaid, General and Federal Funds.”**
Medicaid Federal Funds and General Funds.
- j. **Contact Name:** Jeanette Burket 947-5064