

# Department of Human Services

## 2013 Ways and Means Human Services Subcommittee DHS Overview

*Erinn Kelley-Siel, DHS Director*  
March 7, 2013



# Helping Oregonians Reach Their Full Potential

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DHS serves more than 1 million Oregonians each year.

## **During 2012:**

- Food benefits helped more than 1,048,000 people (381,500 of them children) avoid food insecurity and hunger.
- More than 823,900 Oregonians benefitted from OHP medical coverage.
- TANF cash assistance helped stabilize over 56,435 families living in extreme poverty.
- A total of 14,400 low-income families were able to work with child care supports.
- More than 35,360 low-income seniors and people with physical disabilities were helped with activities of daily living.
- Adult and child protective services kept more than 20,000 adults and 10,980 children safe.
- Over 20,290 adults and children with developmental disabilities were supported to live as independently as possible at home or in their home communities.
- More than 8,000 domestic violence victims were offered emergency safety supports.

## Investing in Oregon Communities

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76.47% of DHS budget is spent directly in Oregon communities as direct payments to providers and clients – that number is 94.7% when including direct service staff.

Over \$9.4 million/day is invested in local businesses and workers, including facilities serving seniors and people with disabilities, in-home workers, foster parents, child care providers, social service non-profits, grocers, and many more.

### **In 2013-15, the DHS budget will:**

- Leverage over \$6 billion of federal funding.
- Pay salaries of over 9,000 child care workers.
- Pay salaries of over 25,000 “In-Home Workers” that provide services to Seniors and People with Disabilities.
- Generate \$414 of economic activity monthly through the average Supplemental Nutrition Assistance Program (SNAP) benefit of \$230.
- Support people with disabilities to receive over \$165 million each month in federal disability benefits.

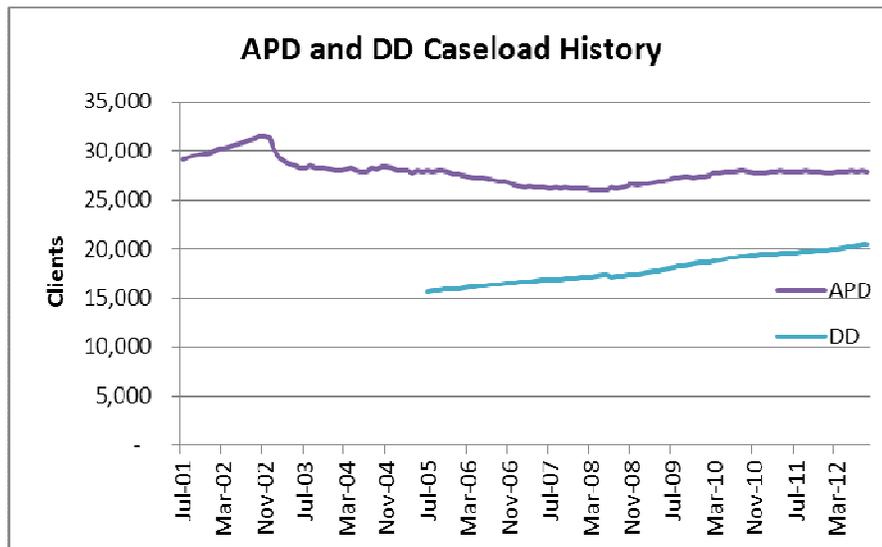
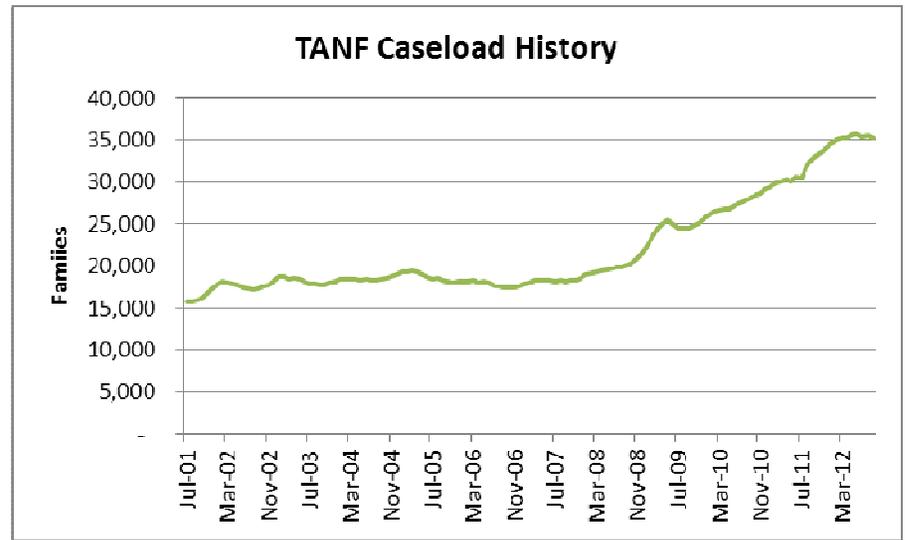
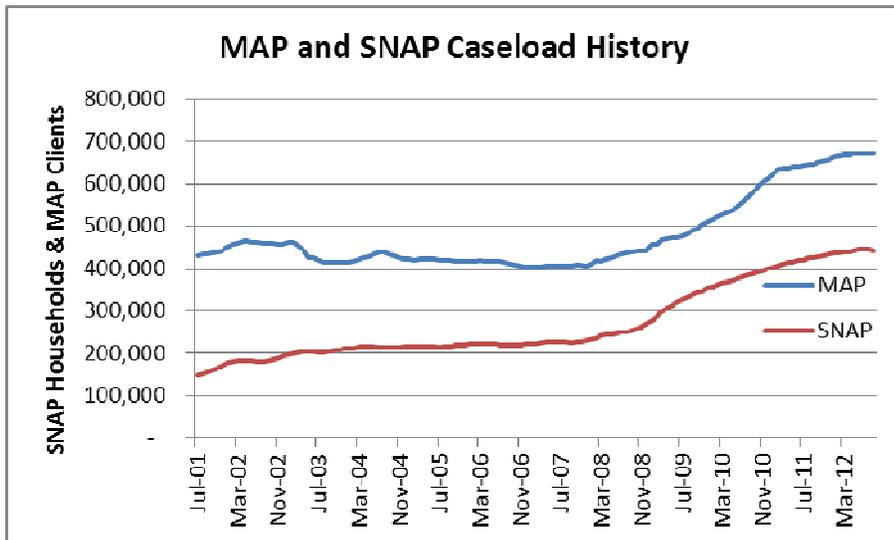
# The Economy and DHS caseloads

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With Oregon unemployment figures remaining high at 8.3% in December 2012 (a slight improvement from the previous month, when the rate was 8.4%), and county unemployment rates ranging from 6.7% to 13.3%, demand for temporary economic help, such as cash and food assistance, remains at record levels.

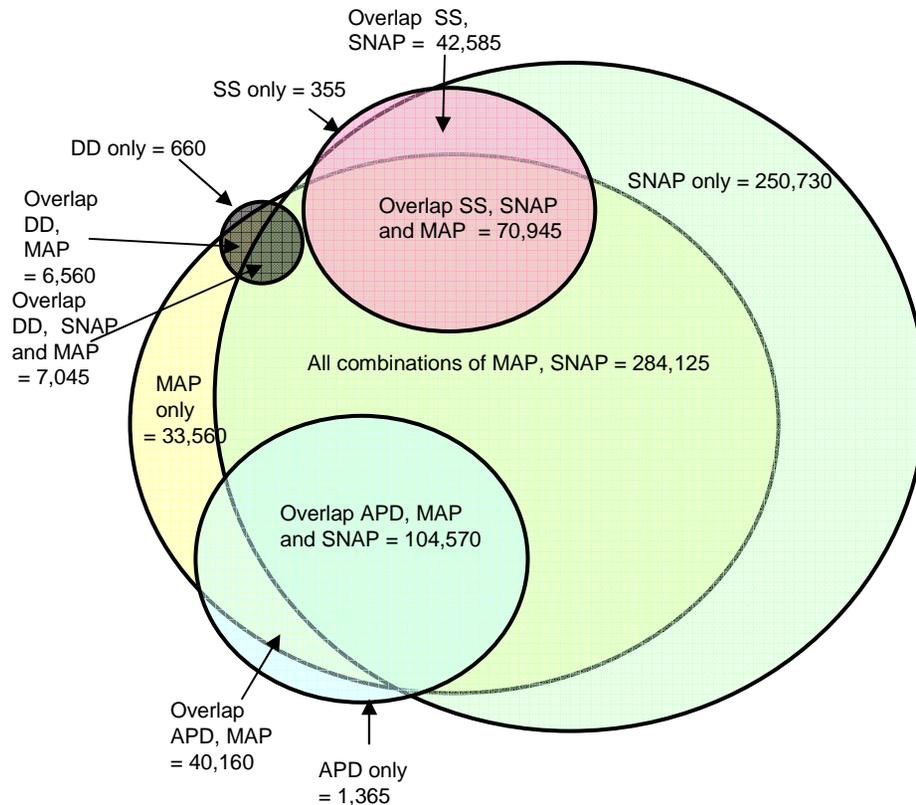
- **Supplemental Nutrition Assistance Program (SNAP)** - An 81.9% increase from April 2008 to October 2012 in households receiving SNAP benefits with more than 15,468 added in the last year. In October 2012 807,034 (1 in 5) Oregonians received SNAP benefits.
- **Temporary Assistance for Needy Families (TANF)** - A 78.3% increase from October 2008 to October 2012 statewide in families receiving TANF benefits with a 321.7% increase in the TANF two-parent program in same period.
- **Developmental Disabilities** – A 16.9% increase from June 2008 to June 2012 statewide for individuals with developmental disabilities needing supportive and comprehensive services.
- **Oregon Health Plan** – A increase of more than 238,000 families, a 55.6% increase, from October 2008 to October 2012 statewide on the Oregon Health Plan.

# Overview of major caseload trends



# 813,300 Adults\* Served by DHS|OHA in 2011

The graphic shows how adults overlap across major program areas.



Participation by number of programs

One program	46.5%
Two programs	24.8%
Three programs	20.7%
Four programs	6.3%
Five or more	1.7%

## Medical Assistance Programs (MAP)

373,565 adults (45.9% of all adults) were eligible for MAP in 2011

- ★ MAP only = 4.1% of all adults
- ★ MAP and SNAP only = 9.3%
- ★ Three or more including MAP = 27.2%

## Supplemental Nutrition Assistance Program (SNAP)

627,450 adults (77.1% of all adults) received SNAP benefits at some time during 2011

- ★ SNAP only = 30.8% of all adults
- ★ SNAP and MAP only = 9.3%
- ★ Three or more including SNAP = 27.1%

## Self Sufficiency Programs (SS) - Mostly TANF

116,030 adults (14.3% of all adults)

- ★ Self sufficiency only = 0.1%
- ★ Self sufficiency, SNAP without MAP = 5.2%
- ★ Self sufficiency, SNAP with MAP = 8.7%

## Aging and People with Disabilities (APD)

146,420 adults (18.0% of all adults)

- ★ APD only = 0.2%
- ★ APD, MAP without SNAP = 4.9%
- ★ APD, MAP with SNAP = 12.9%

## Developmental Disabilities (DD)

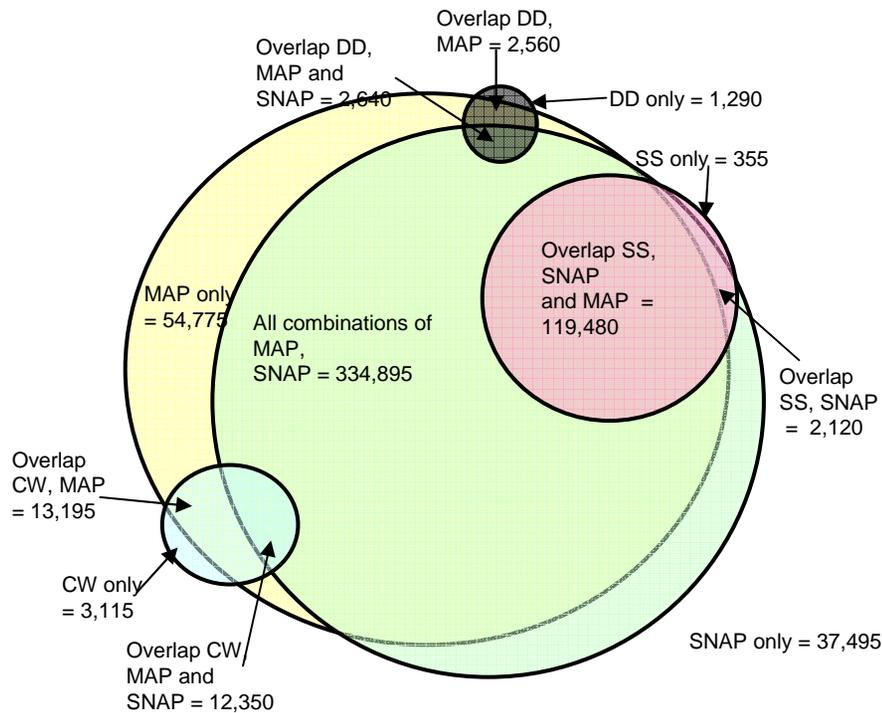
14,475 adults (1.8% of all adults)

- ★ DD only = 0.1%
- ★ DD, MAP without SNAP = 0.8%
- ★ DD, MAP with SNAP = 0.9%

\* Adults = individuals 19 years and older

# 509,590 Youth\* Served by DHS|OHA in 2011

The graphic shows how youth overlap across major program areas.



Participation by number of programs

One program	24.3%
Two programs	35.1%
Three programs	28.9%
Four programs	10.1%
Five or more	1.5%

\* Youth = individuals 0-18 years

\*\* Child Welfare client counts include Jan – July only

## Medical Assistance Programs (MAP)

426,835 youth (83.8% of all youth) were eligible for MAP in 2011  
 ★ MAP only = 10.7% of all youth  
 ★ MAP and SNAP only = 27.3%  
 ★ Three or more including MAP = 40.3%

## Supplemental Nutrition Assistance Program (SNAP)

384,640, (75.5% of all youth) received SNAP benefits at some time during 2011  
 ★ SNAP only = 7.4% of all youth  
 ★ SNAP and MAP only = 27.3%  
 ★ Three or more including SNAP = 38.7%

## Self Sufficiency Programs (SS) - Mostly TANF

124,045 youth (24.3% of all youth)  
 ★ Self sufficiency only = 0.1%  
 ★ Self sufficiency, SNAP without MAP = 0.4%  
 ★ Self sufficiency, SNAP with MAP = 23.4%

## Child Welfare (CW) \*\*

29,080 youth (5.7% of all youth)  
 ★ CW only = 0.6%  
 ★ CW, MAP without SNAP = 2.6%  
 ★ CW, MAP with SNAP = 2.4%

## Developmental Disabilities (DD)

6,665 youth (1.3% of all youth)  
 ★ DD only = 0.3%  
 ★ DD, MAP without SNAP = 0.5%  
 ★ DD, MAP with SNAP = 0.5%

# Oregon DHS: Leading Into the Future

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## **The Challenge:**

- Current Environment is “The New Normal”
- Current Operational Framework is Unsustainable

## **The Imperative:**

- Improve current services
- Deliver new services
- Decrease operational costs
- Demonstrate results: Outcomes v. Outputs
- Help Oregonians Reach Their Full Potential

# Oregon DHS: Leading Into the Future

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## What are we about?

- Improving Health & Safety
- Empowering Independence

## What have we learned that works?

- Prevention/Early Intervention
- Person/Family-Driven Approaches

## What's getting in our way?

- Focus on outputs & transactions
- Focus on programs
- Risk aversion
- Outdated technology & business processes

## Oregon DHS: Leading Into the Future

Where We've Been	Where We Are Going
Multiple programs, departments, divisions with own missions, visions	One Department, One Mission, One Vision, Leveraging Program Specialties
Regulative & Compliance Oriented	Outcome & Results Oriented
Policy & Program Focused	Customer Focused
Multiple, Disconnected Data, Eligibility & Technology Services	Integrated & Coordinated Data, Eligibility & Technology Services
Managers Define Solutions	Staff Are Empowered to Partner with Leadership to Create Solutions
Crisis Driven, Reactive, Risk Averse	Anticipatory, Proactive, Innovative
Government Services Operate in Relative Isolation	Collaborative Community & Business Partner

# Oregon Department of Human Services



**DHS DIRECTOR**  
Erinn Kelley-Siel

- COMMUNITY ENGAGEMENT – Margaret Carter
- EQUITY/MULTI-CULTURAL SERVICES – Gloria Anderson
- TRIBAL AFFAIRS – Rick Acevado
- MEDICAL DIRECTOR – Vacant

## DELIVERY

- Brokerages (13)
- Community DD Programs (29)
- State Operated Community Program Homes (23)
- Local APD Offices (34)  
District Offices (12)
- Area Agencies on Aging (17)
- Disability Determination
- Adoption Assistance
- Local Child Welfare Offices (45)  
District Offices (16)
- Local Self Sufficiency Offices (74)
- Vocational Rehabilitation Offices (34)

## PROGRAM DESIGN

- Developmental Disabilities**  
Patrice Botsford / Trisha Baxter
- Aging and People with Disabilities**  
Mike McCormick (d) / Trisha Baxter
- Safety and Permanency for Children**  
Lois Day / Jerry Waybrant
- Self Sufficiency**  
Liesl Wendt / Jerry Waybrant
- Vocational Rehabilitation**  
Stephaine Taylor / Jim Scherzinger

## OPERATIONS

**Chief Financial Officer**  
Eric Moore

- DHS Budget
- Budget Center\*
- Forecasting\*
- Financial Services\*

**Human Resources**  
Carolyn Ross

- Human Resources Center\*

**Communications**  
Gene Evans

- Publications\*
- Forms/Distribution\*

**Legislative and Client Relations**  
Mickey Serice

- Legislative Relations
- Legal Relations
- Rules and Contested Hearings
- Governor's Advocacy Office

**Chief Operating Officer**  
Jim Scherzinger

Internal Audits\*

Business Intelligence  
Angela Long

IT Business Supports  
Trina Lee

Licensing and Regulatory Oversight  
Donna Keddy

Adult Abuse Prevention & Investigations\*  
Marie Cervantes

DHS Continuous Improvement  
Christy Williams

Performance Excellence\*  
Wes Charley

Shared Services Liaison\*  
Jeremy Emerson

- Procurement\*
- Imaging and Records Mgmt.\*
- Facilities\*

Program Integrity  
Chuck Hibner

Payment Accuracy & Recovery\*

\* Denotes a shared services provided to DHS and OHA

# Our Core Values

## Integrity, Stewardship, Responsibility, Respect, Professionalism, and . . .

- *Innovation*
- *Service Equity*

DHS is committed to sustaining a learning culture which seeks to continually improve how we do our work.

*Innovation*

To meet the ever changing needs of the individuals we serve and of our communities, we implement the best and most INNOVATIVE practices. We encourage people at all levels to bring forth new ideas in an open collaborative environment.

 DHS | Safety, health and independence for all Oregonians



INTEGRITY • INNOVATION • RESPECT • SERVICE EQUITY • RESPONSIBILITY • STEWARDSHIP • PROFESSIONALISM

SERVICE EQUITY is a measure of results, not effort.

*Service Equity*

We use individual approaches which are free from bias or favoritism to achieve our common outcomes. SERVICE EQUITY creates an environment of fairness and respect that values, attracts and supports diversity.

 DHS | Safety, health and independence for all Oregonians



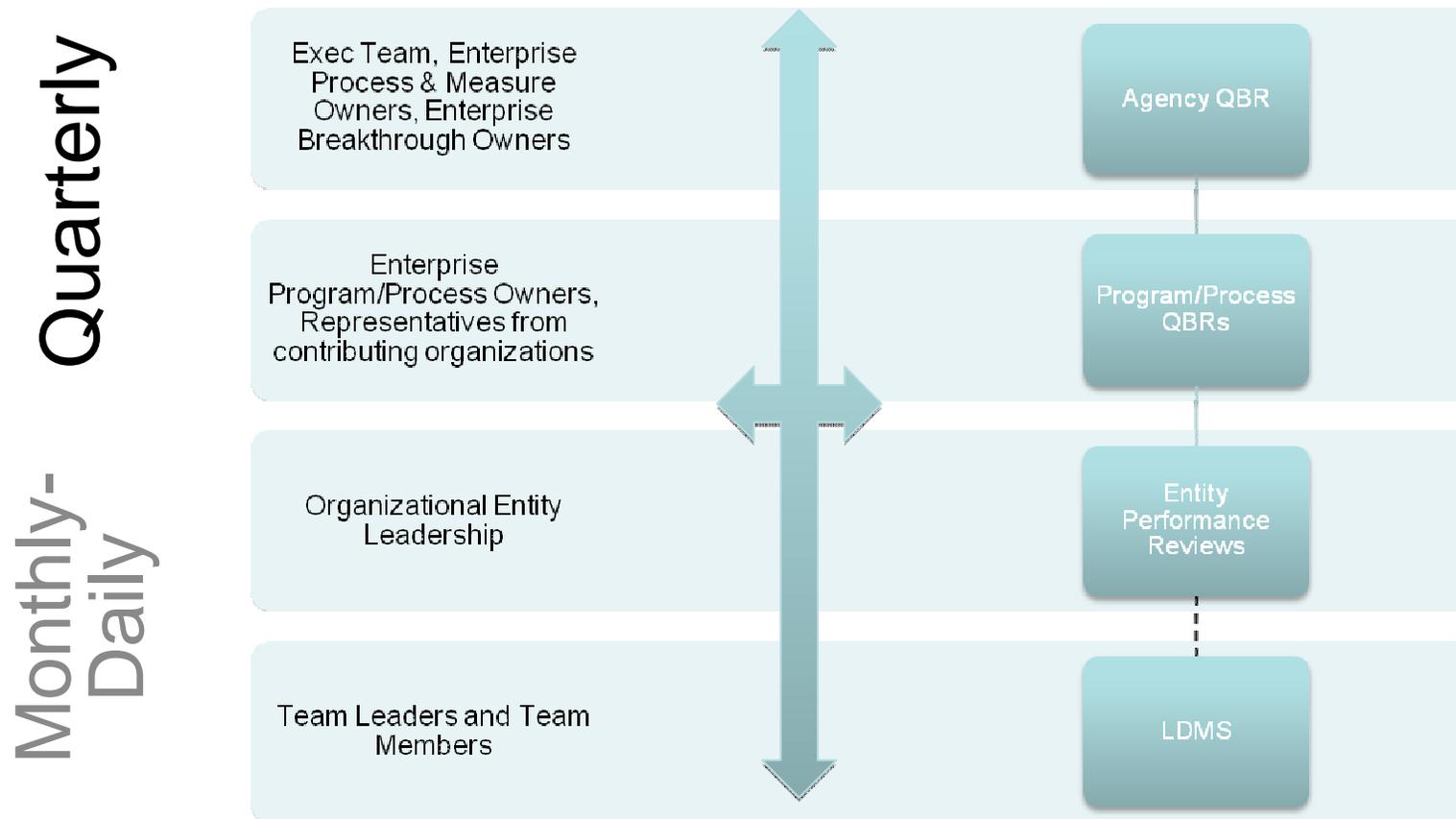
INTEGRITY • INNOVATION • RESPECT • SERVICE EQUITY • RESPONSIBILITY • STEWARDSHIP • PROFESSIONALISM

## DHS Performance Management System

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- Clear statement of outcomes
- Description of processes to achieve outcomes
- Measures of success (outcome and process)
- Owners for each measure
- Written plans to improve outcomes
- Regular “business reviews” of progress
- Tools and training

# DHS Business Review Schedule





CORE PROCESSES	OPERATING PROCESSES				SUPPORTING PROCESSES				
	Program Design and Implementation OP1	Direct Service OP2	Protection and Intervention OP3	Provider Regulation OP4	Program Support SP1	Business Support SP2	Workforce Development SP3	Program Integrity SP4	
<b>SUB PROCESSES</b>	<ol style="list-style-type: none"> <li>Developing program scope and implementation strategies</li> <li>Defining metrics and measuring success</li> <li>Prioritizing work and resources</li> <li>Engaging legislatively at the state and federal levels</li> <li>Meaningfully partnering with clients, service delivery staff and partners, business and program support services, and stakeholders</li> <li>Managing partner/contractor performance, including accountability for culturally specific practices and services</li> <li>Accountable for implementation of best-practices and use of data (both quantitative and qualitative) to drive decisions</li> <li>Communicating internally and externally, both proactively and in reaction to specific circumstances</li> <li>Continuously improving processes to maximize staff, IT, and program resources</li> <li>Focusing across programs on client needs and enterprise outcomes</li> </ol>	<ol style="list-style-type: none"> <li>Managing customer relations</li> <li>Developing and engaging partners (Tribal, Equity, Community, Contract / Service)</li> <li>Ensuring equitable access and inclusivity</li> <li>Assessing safety and intervening as appropriate</li> <li>Service delivery                             <ul style="list-style-type: none"> <li>Determining eligibility for program</li> <li>Providing case management services to clients</li> <li>Coordinating with service delivery partners to maximize outcomes for clients and meet needs</li> <li>Partnering with program design and business resources to improve client outcomes</li> <li>Continuously improving processes to maximize staff, IT, and program resources</li> </ul> </li> <li>Ensuring business integrity</li> <li>Meeting program requirements</li> </ol>	<ol style="list-style-type: none"> <li>Identifying at risk groups / individuals</li> <li>Conducting Assessments</li> <li>Responding to eligible clients/residents</li> <li>Analyzing data</li> <li>Developing and designing program</li> <li>Coordinating with licensing / QA</li> <li>Engaging stakeholders</li> <li>Developing prevention strategies</li> <li>Engaging Tribes</li> <li>Providing equity in service delivery</li> <li>Providing culturally specific interventions</li> </ol>	<ol style="list-style-type: none"> <li>Program expectation / writing, developing, and reviewing rules</li> <li>Certifying/licensing</li> <li>Providing technical assistance</li> <li>Training</li> <li>Communicating with stakeholders</li> <li>Collecting and interpreting data</li> <li>Monitoring / Reviewing program</li> <li>Ensuring compliance / Corrective action</li> </ol>	<ol style="list-style-type: none"> <li>Coordinating state and federal legislative activities</li> <li>Improving external and internal communications</li> <li>Resolving client concerns with program actions</li> <li>Identifying systemic problems</li> <li>Supporting service equity improvements</li> <li>Coordinating strengthening of community relationships</li> <li>Coordinating Improvements in tribal relations</li> <li>Improving program data and analysis</li> <li>Documenting and reporting program outcomes</li> <li>Improving IT systems</li> <li>Supporting continuous process improvement</li> <li>Advancing accountability for results</li> </ol>	<ol style="list-style-type: none"> <li>Managing finances</li> <li>Managing places</li> <li>Managing positions</li> <li>Managing information</li> <li>Ensuring business continuity</li> <li>Reporting results</li> <li>Managing procurement</li> <li>Managing documents</li> <li>Collecting revenue</li> </ol>	<ol style="list-style-type: none"> <li>Diversifying Workforce</li> <li>Recruiting, Retaining, and Succession Planning</li> <li>Managing employee performance</li> <li>Coaching, training, and developing staff</li> <li>Developing leadership capacity</li> <li>Ensuring a safe work environment</li> <li>Involving stakeholders</li> <li>Monitoring employee satisfaction</li> <li>Developing professional partners</li> </ol>	<ol style="list-style-type: none"> <li>Identifying and establishing compliance requirements and performance standards</li> <li>Proactively assuring quality</li> <li>Implementing internal and external quality control mechanisms</li> <li>Instituting internal controls</li> <li>Ensuring data integrity</li> <li>Providing technical assistance training</li> <li>Assuring culturally appropriate and equitable services</li> <li>Reporting Compliance                             <ul style="list-style-type: none"> <li>(1) Audits/ reviews related to program integrity</li> <li>(2) Corrective actions implemented</li> <li>(3) Audits with no findings</li> <li>(4) Percent of repeat compliance audit findings</li> </ul> </li> </ol>	
<b>PROCESS MEASURES</b>	<ol style="list-style-type: none"> <li>Sub-process scoring</li> <li>Outcome measure scoring</li> </ol>	<ol style="list-style-type: none"> <li>Equity awareness</li> <li>(1) Field workforce strategy</li> <li>(2) Field workforce to forecast workload</li> <li>Eligibility timeliness</li> </ol>	<ol style="list-style-type: none"> <li>Inclusive disposition of investigations</li> <li>Timeliness of investigation</li> <li>Timeliness of investigation completion</li> </ol>	<ol style="list-style-type: none"> <li>Provider quality improvement</li> <li>Monitoring</li> </ol>	<ol style="list-style-type: none"> <li>Efficiency savings</li> </ol>	<ol style="list-style-type: none"> <li>Business operations customer satisfaction</li> <li>Business operational performance measures</li> <li>Leadership accountability to performance measures</li> </ol>	<ol style="list-style-type: none"> <li>Cultural Competency</li> <li>Performance feedback model –                             <ol style="list-style-type: none"> <li>position descriptions</li> <li>development plans</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>(1) Employee Fraud</li> <li>(2) Client Fraud and Intentional Program Violations (IPV)</li> <li>(3) Client Overpayments</li> <li>(4) Medicaid Provider Fraud</li> </ol>	
<b>PROCESS OWNER</b>	Trina Lee	Sandy Dugan Corissa Neufeldt	Stacey Ayers Marie Cervantes	Donna Keddy	Angela Long Wes Charley	Jeremy Emerson Wes Charley	Lisa Harnisch	Chuck Hibner	
<b>OUTCOME MEASURES</b>	<b>Service Equity O1</b> <ol style="list-style-type: none"> <li>Access</li> <li>Outcomes</li> </ol>	<b>Innovative Services O2</b> <ol style="list-style-type: none"> <li>Innovations Implemented</li> </ol>	<b>Employee Engagement O3</b> <ol style="list-style-type: none"> <li>Employee satisfaction</li> </ol>	<b>Customer Satisfaction O4</b> <ol style="list-style-type: none"> <li>Client Satisfaction</li> </ol>	<b>Fiscally Responsible O5</b> <ol style="list-style-type: none"> <li>On Target Spend</li> <li>Balanced Budget</li> </ol>	<b>Safety O6</b> <ol style="list-style-type: none"> <li>Re-abuse Rate</li> <li>Abuse Rate</li> </ol>	<b>Workforce Diversity O7</b> <ol style="list-style-type: none"> <li>Workforce Diversity</li> </ol>	<b>Community / Business Partnerships O8</b> <ol style="list-style-type: none"> <li>Contract Results</li> <li>External Customer Satisfaction</li> </ol>	<b>People Living as Independently as Possible O9</b> <ol style="list-style-type: none"> <li>In Home Service</li> <li>Successful Employment</li> <li>Progress to Less Restrictive Services</li> <li>Earning Sufficient Wages</li> </ol>
<b>MEASURE OWNER</b>	Carol Lamon	Stephaine Taylor	Carolyn Ross	Gene Evans	Eric Moore	Lois Day	Gloria Anderson Mike McCormick	Trisha Baxter Jerry Waybrant	

## GRB Outcomes & Investment

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### ***Focus: Improved Employment Outcomes***

Temporary Assistance for Needy Families, Vocational Rehabilitation, and Developmental Disability Services have strategic employment goals focusing on youth transition and increasing employment placements. Child Welfare and Aging and People with Disability Services at the table also.

***Strategic partnerships:*** Consumers and Families, Employers, Providers, Pre-K through 12, Higher Education, Employment Department, Contractors, Community Partners, Medical Community. Federal Government.

***Areas of focus:*** School-to-work transitions, assessments, employer outreach, expanded training & skill development opportunities, service delivery innovations, child care & job-support services.

***Results for Consumers:*** Economic stability and independence, improved health and mental health, community inclusion and improved quality of life.

# GRB Outcomes & Investment

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## ***Focus: Long-Term Care (LTC) 3.0***

Oregon has been a recognized leader in LTC, and sustaining that title will require us to address current gaps and anticipate future demographic trends. Currently only 4% of Oregonians over the age of 65 depend on Medicaid to meet their LTC needs. With increasing financial instability among an aging demographic, Oregon's ability to continue providing high quality, cost-effective publicly-funded LTC services is at risk.

***Strategic Partnerships:*** Consumers and Families, Providers, Health/Mental Health Care Delivery System and OHA (CCO), Federal Government.

***Areas of Focus:*** Prevention, innovation, improved services for seniors/people with disabilities with mental health & cognitive impairments, strategic investments to increase in-home and community based care, improved coordination with medical community, and safety.

***Results for Consumers:*** All Oregon seniors and people with disabilities will get the right services - at the right time - at the right place.

# GRB Outcomes & Investment

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## ***Focus: Developmental Disability (DD) System Sustainability***

Oregon's service system for individuals with developmental disabilities is entirely community based. Within the system, 67% of individuals are served at home with family. Oregon is one of only 3 states that does not utilize private or public institutional settings. To maintain high marks in customer satisfaction while managing increasing caseloads and financial instability among families, the system has an urgent need to continue evolving in a financially sustainable manner.

***Strategic Partnerships:*** Self-advocates and Families, Brokerages, Counties, Providers, Employers, Health Care System, Child Welfare System, Vocational Rehab, Feds.

***Areas of Focus:*** Improved service quality, expanded employment opportunities, increased use of technology, streamlined service coordination, more supports for families, and different approach to crisis.

***Results for Consumers:*** Improved access to coordinated, community-based services, improved quality of life through community inclusion, improved health and safety outcomes.

# GRB Outcomes & Investment

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## ***Focus: Safe & Equitable Foster Care Reduction***

In the past seven years, fewer children have had to experience foster care in Oregon. In 2012 Oregon had its lowest rate of FC entry in over five years. However, Oregon believes it can do more to strengthen families, protect kids, and improve life-long outcomes for abused/neglected children.

***Strategic partnerships:*** Children, Youth and Families, Judicial Department/CRB, Tribes, Providers, Attorneys, CASA, Education, Health/Mental Health Care System and OHA (CCO), TANF, DD programs, Communities, Philanthropy, Feds.

***Areas of focus:*** Statewide implementation of SB 964 (2011) (local, community-based services with accountability for results), implementation of a “differential response” model of CW intervention, continued emphasis on relative placements & connections, improved ICWA compliance.

***Results for Children/Youth:*** Stronger families, safer children/youth, reduced disparities, improved long-term outcomes and reduced costs.

# GRB Outcomes & Investment

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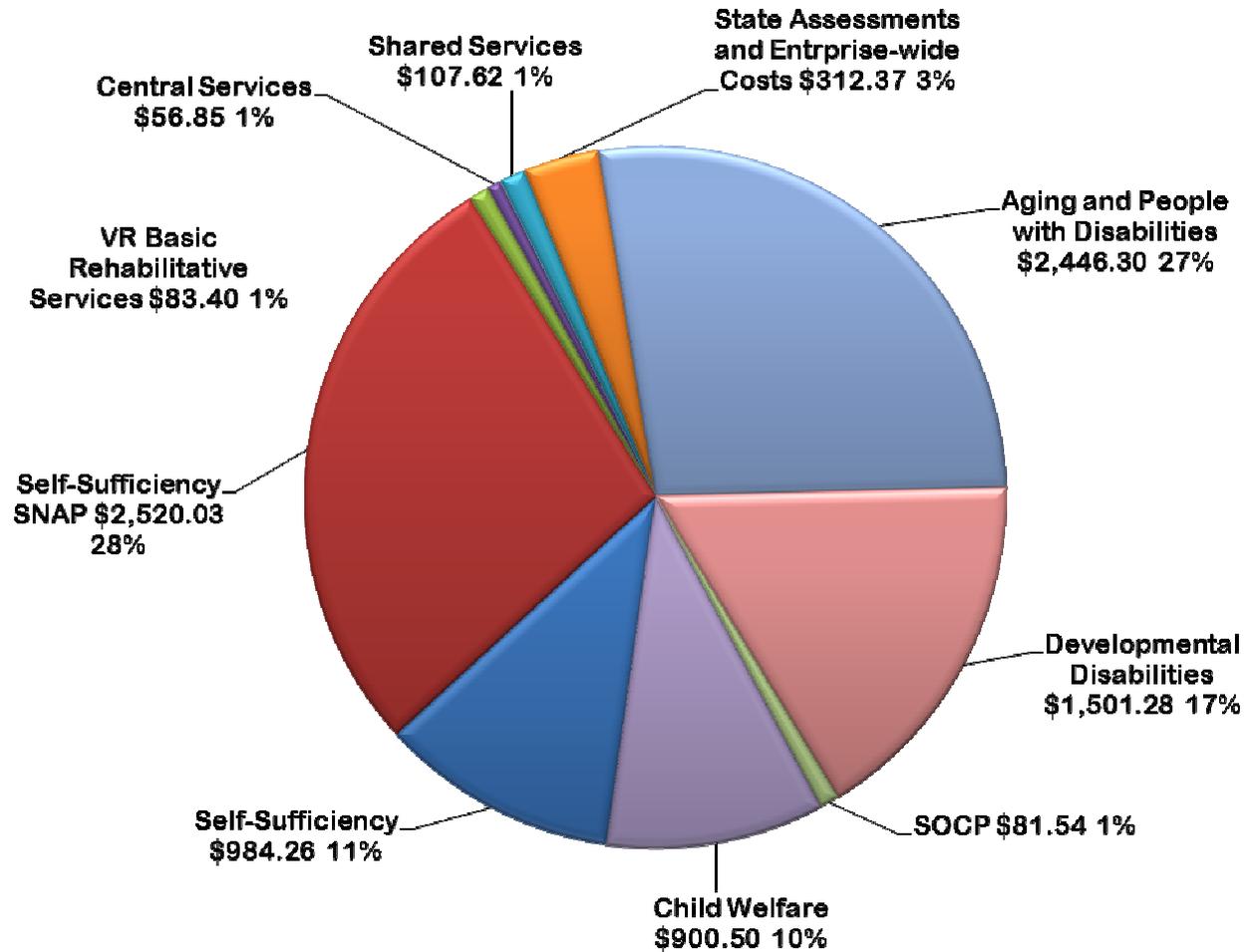
## ***Focus: Modernization (SSP & APD programs)***

***Modernized Service Delivery:*** DHS and its partner agencies are committed to improving the customer experience by creating opportunities for clients to access services in more customized ways and ensuring that clients have the time they need with case managers.

***Modernized Technology:*** The technology component of Modernization will result in new, innovative and more efficient technology systems that will streamline operations in our field offices, giving workers more time with clients and community partners and allowing for less time on paperwork & process. Data interoperability will improve service coordination across programs and service systems and improve program integrity.

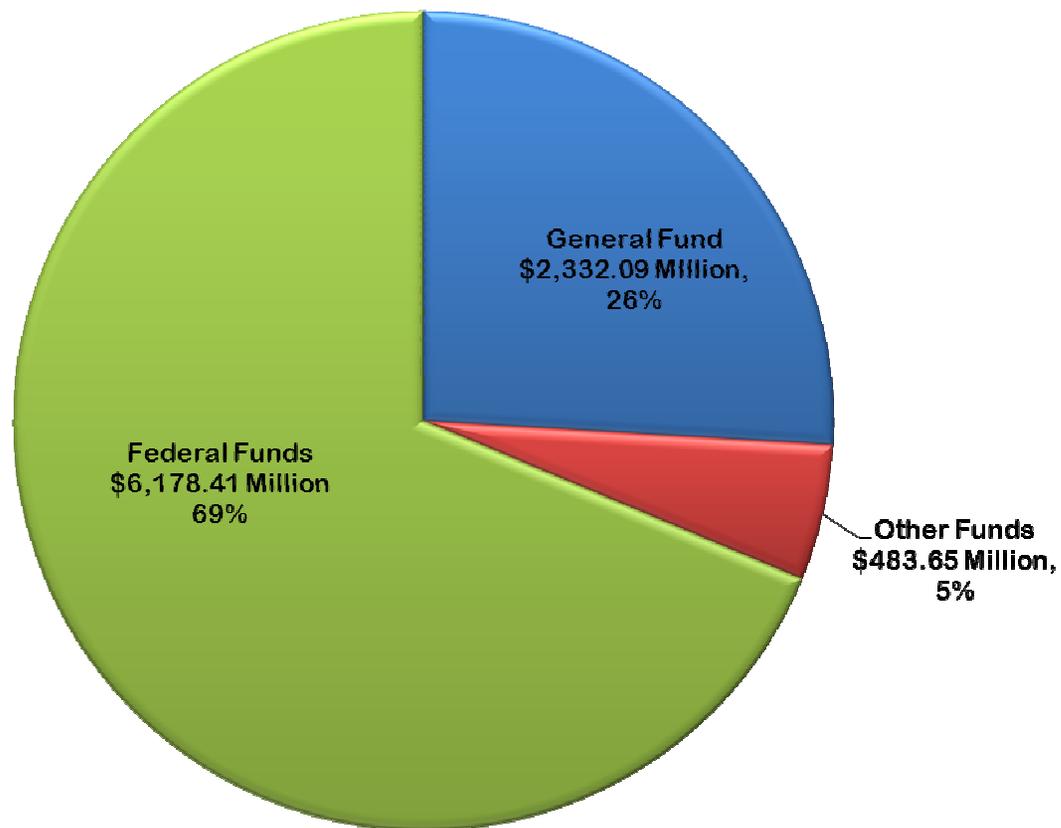
***Results for Consumers:*** Better access to DHS/OHA programs and more meaningful time with their case managers to help them along their journey to self-sufficiency and independence.

# DHS GRB Budget – \$8,994.20 Million

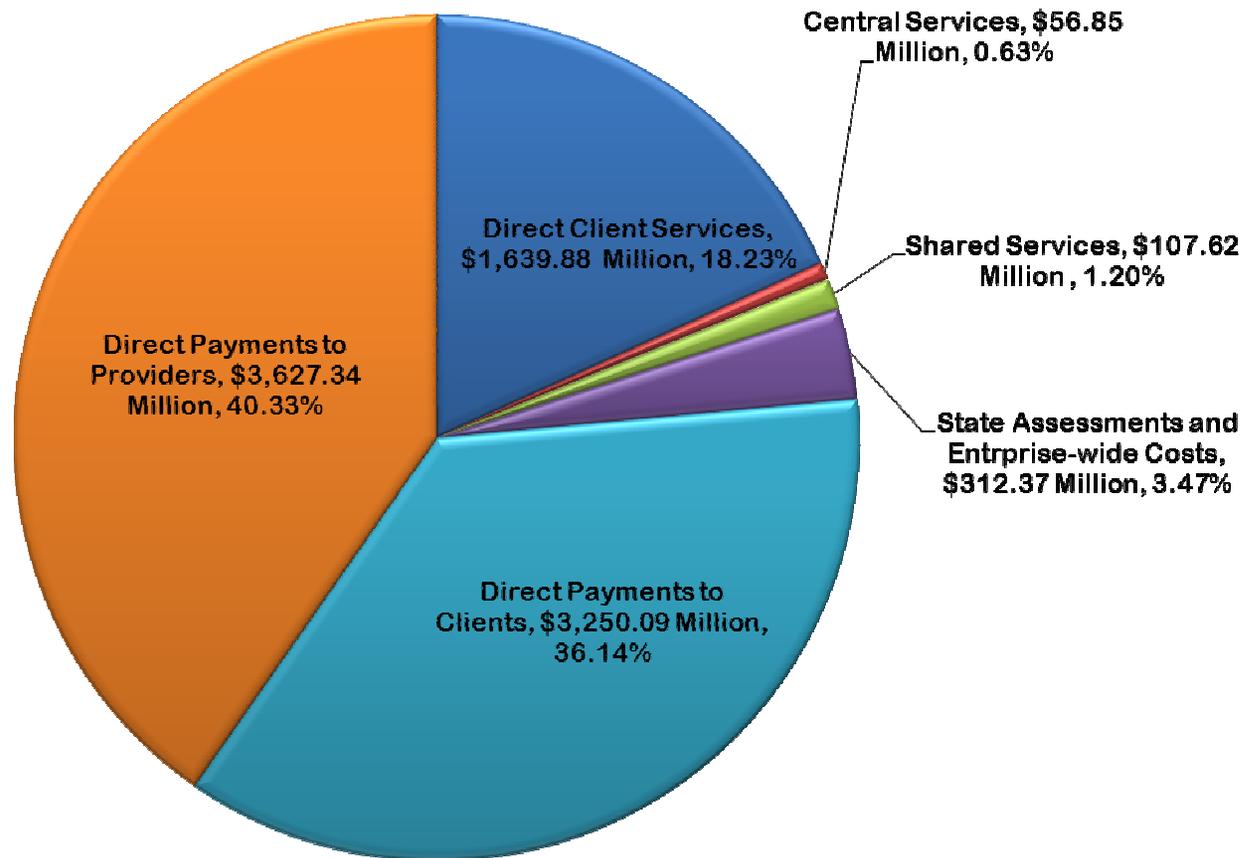


## DHS GRB Budget by Fund Type – 69% Federal Funds

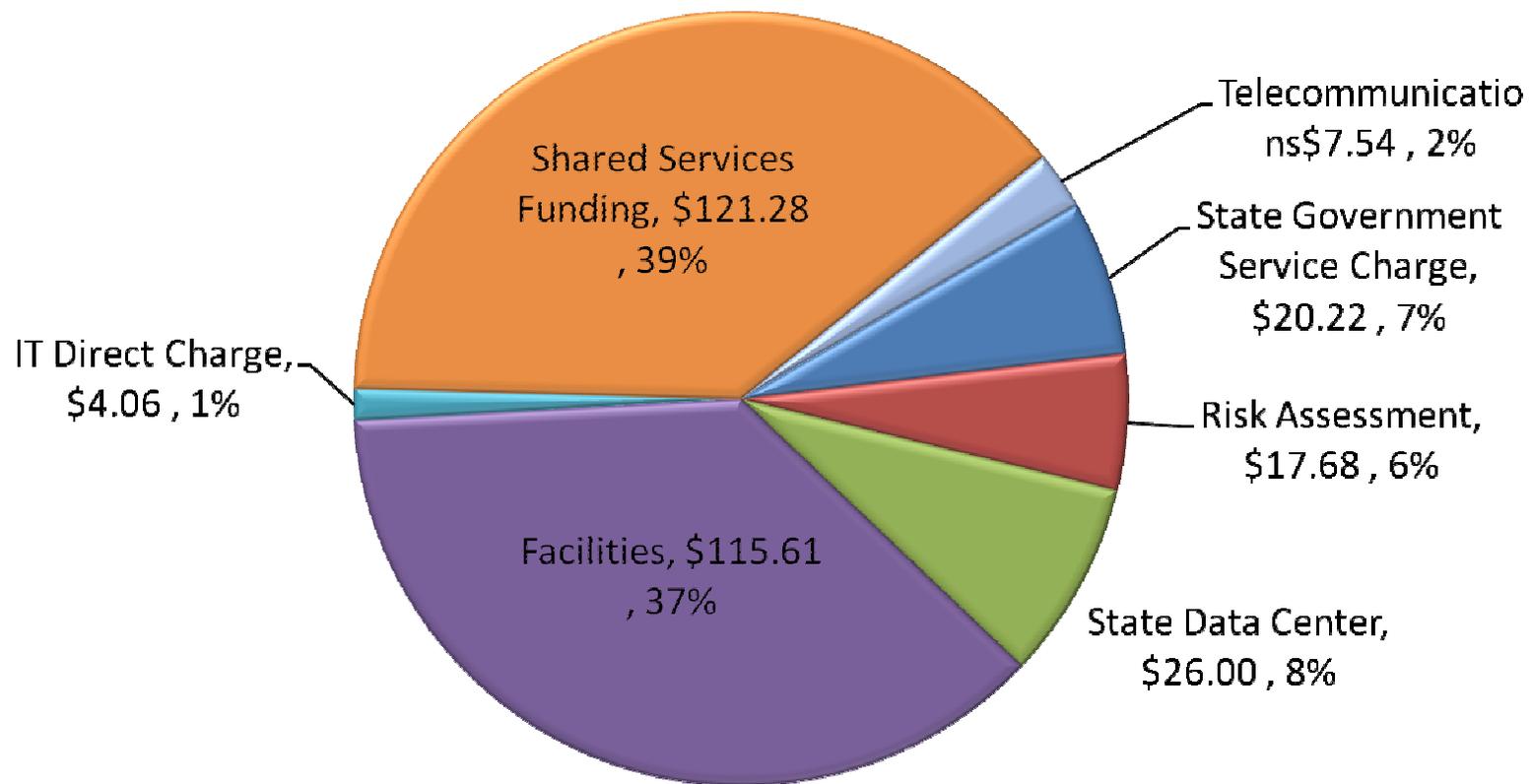
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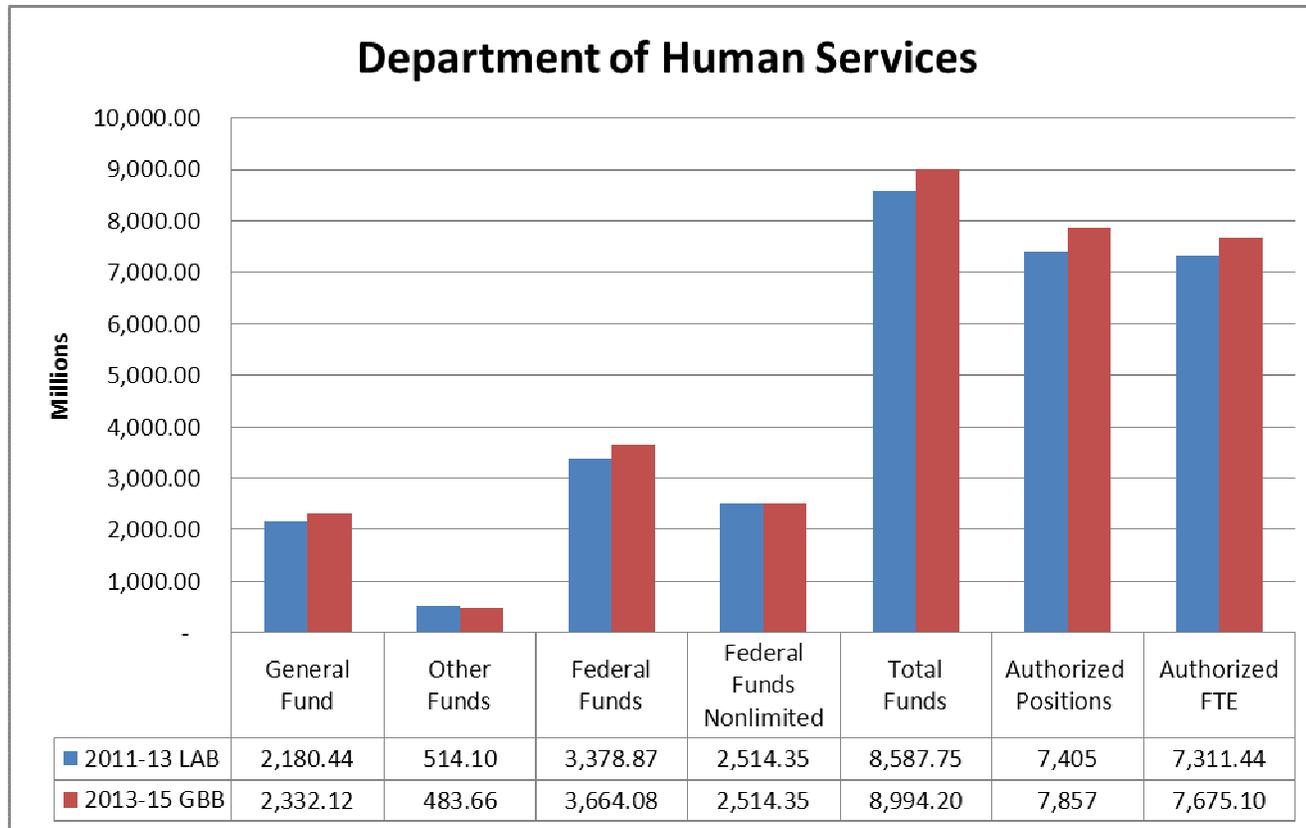
# DHS GRB Program Budgets – 94.7% in Direct Payments, Services



# DHS Assessments, Rent and IT -- by type, 2013



## Comparison of Dec 2012 2011-13 DHS LAB with 2013-15 GRB



This represents a 4.52% increase in Total Funds

# Wrap-Up

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## Coming Up Next Week:

***March 11*** – Office of Vocational Rehabilitation Services

***March 13*** – Self Sufficiency Programs

***March 14*** – Developmental Disability Programs

- **Who We Serve**
- **2011-13 Program, Policy and Budget Issues**
- **Performance Outcomes & Strategic Focus**
- **Opportunities/Challenges for 2013-15 Budget**

# Department of Human Services

[www.oregon.gov/dhs](http://www.oregon.gov/dhs)

*Safety, Health and Independence for all Oregonians*