

Presentation to the  
Joint Ways and Means Subcommittee on Human Services

# Oregon Department of Human Services Wrap-up

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# Presentation overview

“I love that we get the opportunity to serve others in a way that says we care and we believe in you.”

DHS overview

Trends

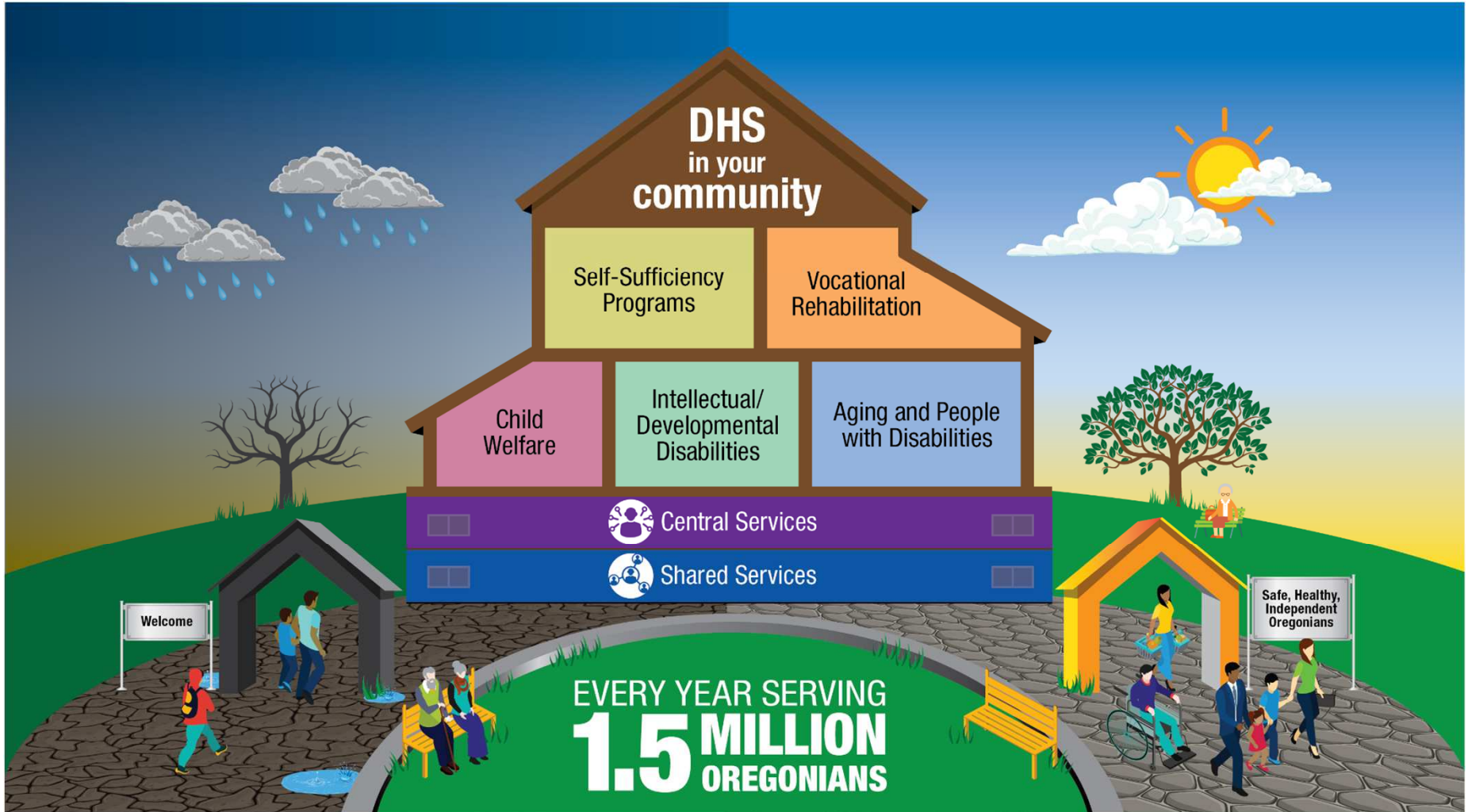
Serving Oregonians

Strategic imperatives

Budget overview

Vision for the future





# Trends

Fast-growing population of older adults

Increasing number of people with disabilities

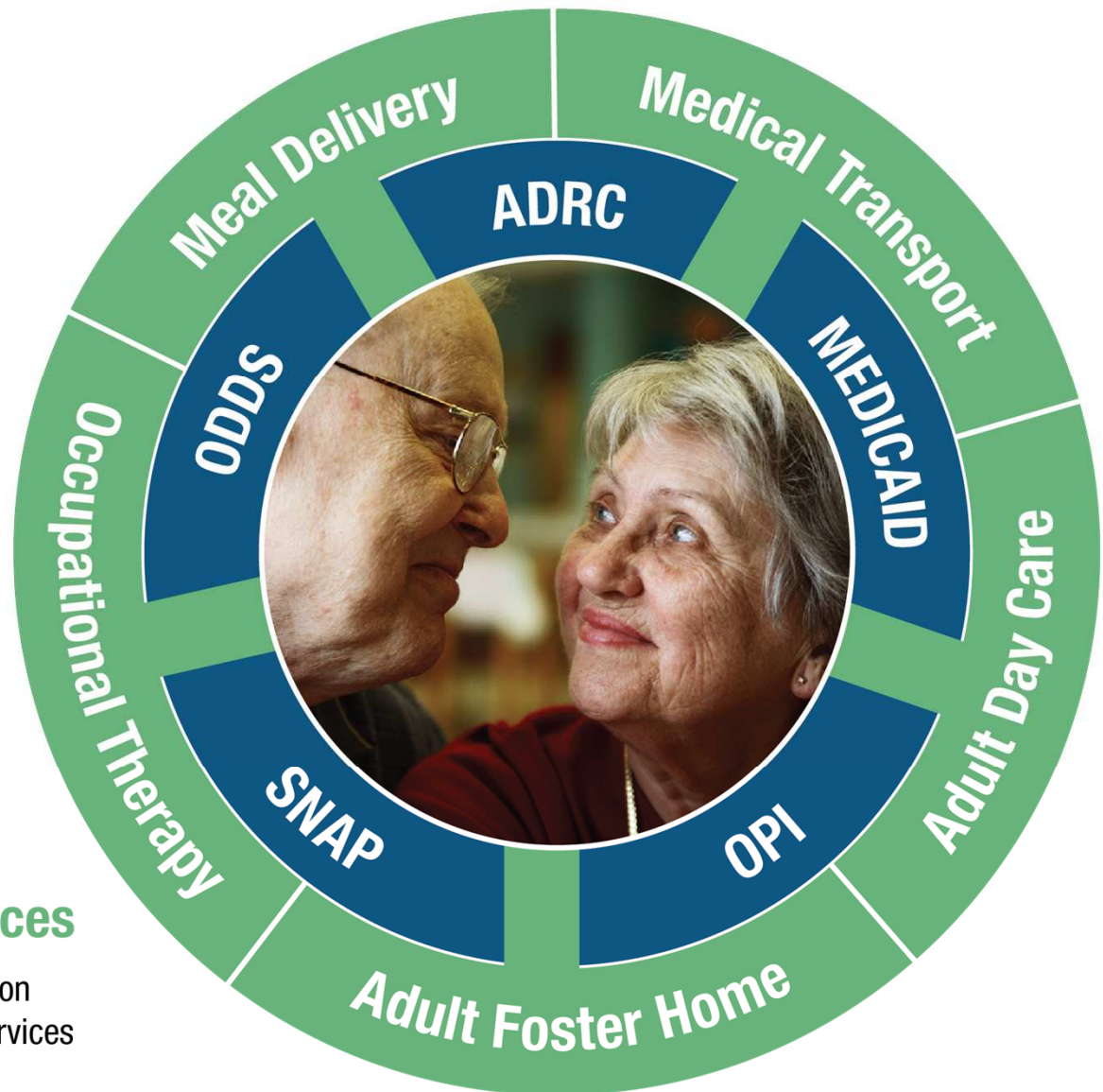
Growing racial, ethnic diversity

Increasing cost of housing

Uncertainties with federal policy, programs and funding



# Meeting the needs of Oregonians



 **DHS Services**

 **Community-based Services**

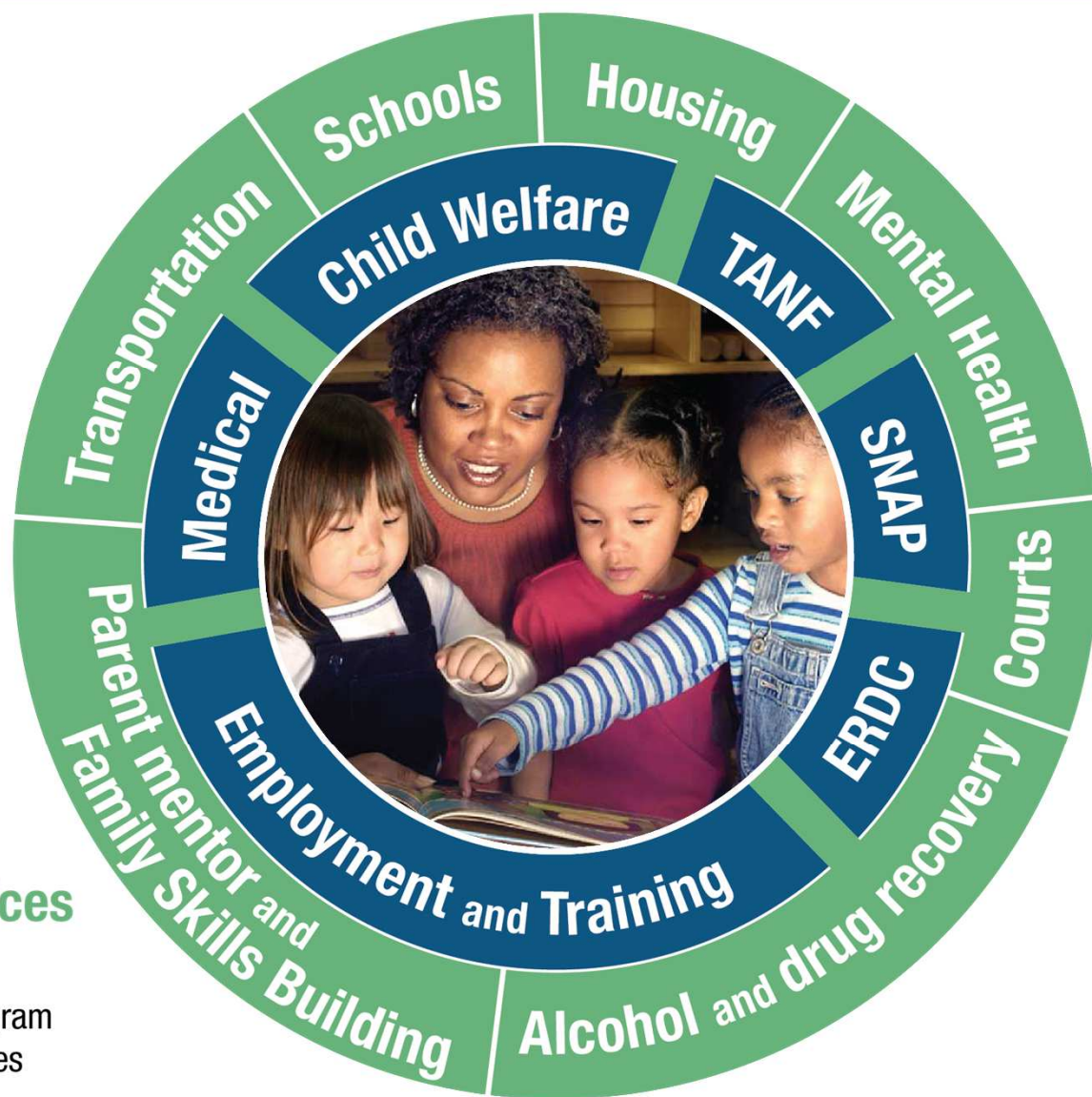
ADRC – Aging and Disability Resource Connection

ODDS – Office of Developmental Disabilities Services

OPI – Oregon Project Independence

SNAP – Supplemental Nutrition Assistance Program

# Meeting the needs of Oregonians



**DHS Services**

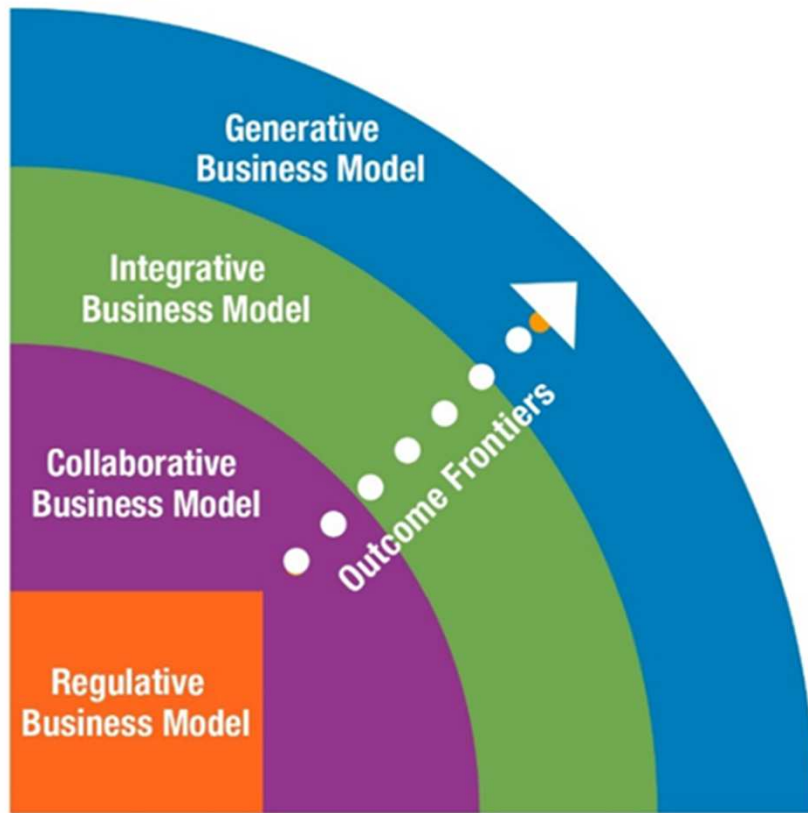
**Community-based Services**

ERDC – Employment Related Day Care

SNAP – Supplemental Nutrition Assistance Program

TANF – Temporary Assistance for Needy Families

Efficiency in  
Achieving Outcomes



Effectiveness in  
Achieving Outcomes

### **Generative**

Using a population-based health and well-being approach to find solutions that get at root causes and are implemented collectively with families and communities.

### **Integrative**

Working across sectors to address problems at their root through data analytics and a customized service array.

### **Collaborative**

Working towards a single-door approach to link services across programs and agencies, easing access and reducing duplication.

### **Regulative**

Accurate and timely administration of programs to assure compliance and integrity; focus on efficiency and accountability for proper use of funds.

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# A clear, unifying direction for our future

*A person-centered delivery system  
that provides services  
in a seamless and integrated manner  
across the entire continuum of life,  
and in strong partnership with other  
public, private and community organizations.*





**To move  
forward  
we must**

- Listen, communicate with staff and providers
- Shift the nature of our relationships with stakeholders
- Leverage the wisdom of communities
- Share stories about the ways we add value in communities
- Allow for a learning environment
- Model our values and culture
- Integrate diversity, inclusion into every aspect of our work
- Honor our commitments to Oregon's Tribes
- Use research, data and analytics to inform decisions
- Move from a siloed to interconnected organization

# Increase meaningful engagement with stakeholders

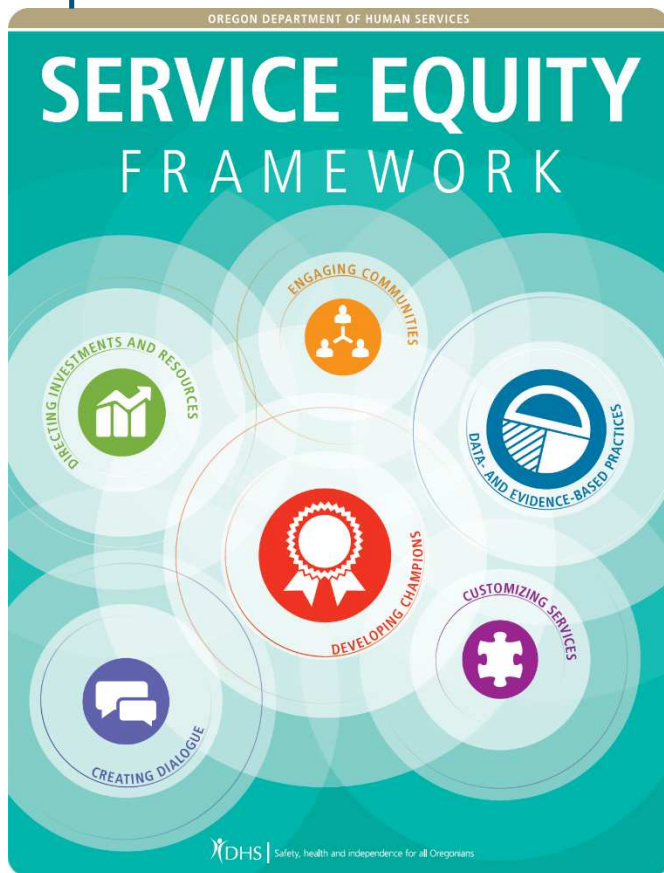
Listen, communicate, shift relationships, leverage community wisdom

DHS Internal Statewide Assessment: Input from 3,500 staff and 90,000 data points collected through seven engagement tools



Child Welfare Listening Tour connected leaders with 2,000 staff and community members in 14 DHS districts so far

Service Equity  
Managers for every  
program



# Advance equity and inclusion

Integrate into  
every aspect  
of our work

Service Equity Plans and  
dashboards for every  
program

# Honor our commitments to Oregon's Tribes

Improve understanding and partnership across all DHS programs; reduce disproportionality of Indian children in Child Welfare

Improving access to DHS services for Tribal members



Decreasing the number of Tribal children in Child Welfare by 11% in one year

# Build a positive, inclusive and enduring culture

Model values and culture, allow a learning environment, share stories of the value we add in communities



**GOOD WORK! DHS**

“When families fall into crisis, they often turn to us for help. When that happened to the mother of three featured in today’s Good Work!, our Self-Sufficiency Programs were there. Working with the mother, we created the safety and stability the family needed for the children to thrive and for her to re-enter the workforce. And then we hired her. Lauren Winter Garcia is one of many in the DHS workforce who quickly went from client to co-worker. She is a powerful example of how the caring and supportive relationships we build with our clients can help move them beyond even their own best expectations for their futures. I’m proud to have Lauren on our team!”

Fariborz Pakseresh, Director, Oregon Department of Human Services

### Work experience inside DHS “changed entire world” for Self-Sufficiency Program participant

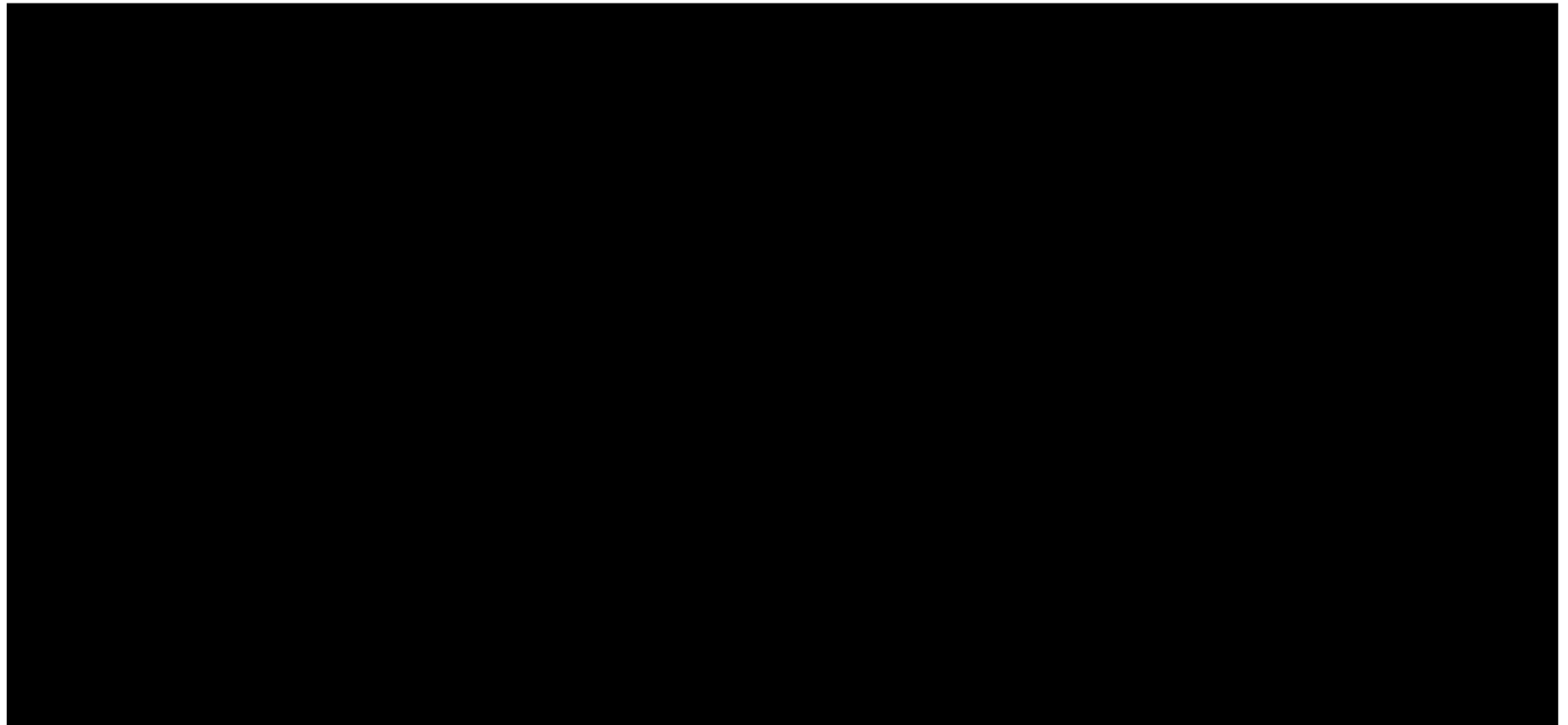
Looking back to 2015, Lauren Winter Garcia said, “I would have never expected to be where I am today.”

At that time, Lauren was a single parent to three children, all under the age of five, after recently separating from an abusive situation. She had no money, no child care so she could look for a job and had been out of the workforce since becoming a parent.

To survive, Lauren went to her local Self-Sufficiency Programs (SSP) office in Santiam and applied for food benefits and temporary cash assistance. She also got

Angi Moltan, OPAR Manager, and Lauren Garcia, OPAR Wage Match Research Specialist Lead and Scanning Team Lead, reflecting on past to present.

# A culture of safety



# Use research, data and analytics to make decisions

Research agendas, research-based tools,  
program evaluation, cross-system data sharing

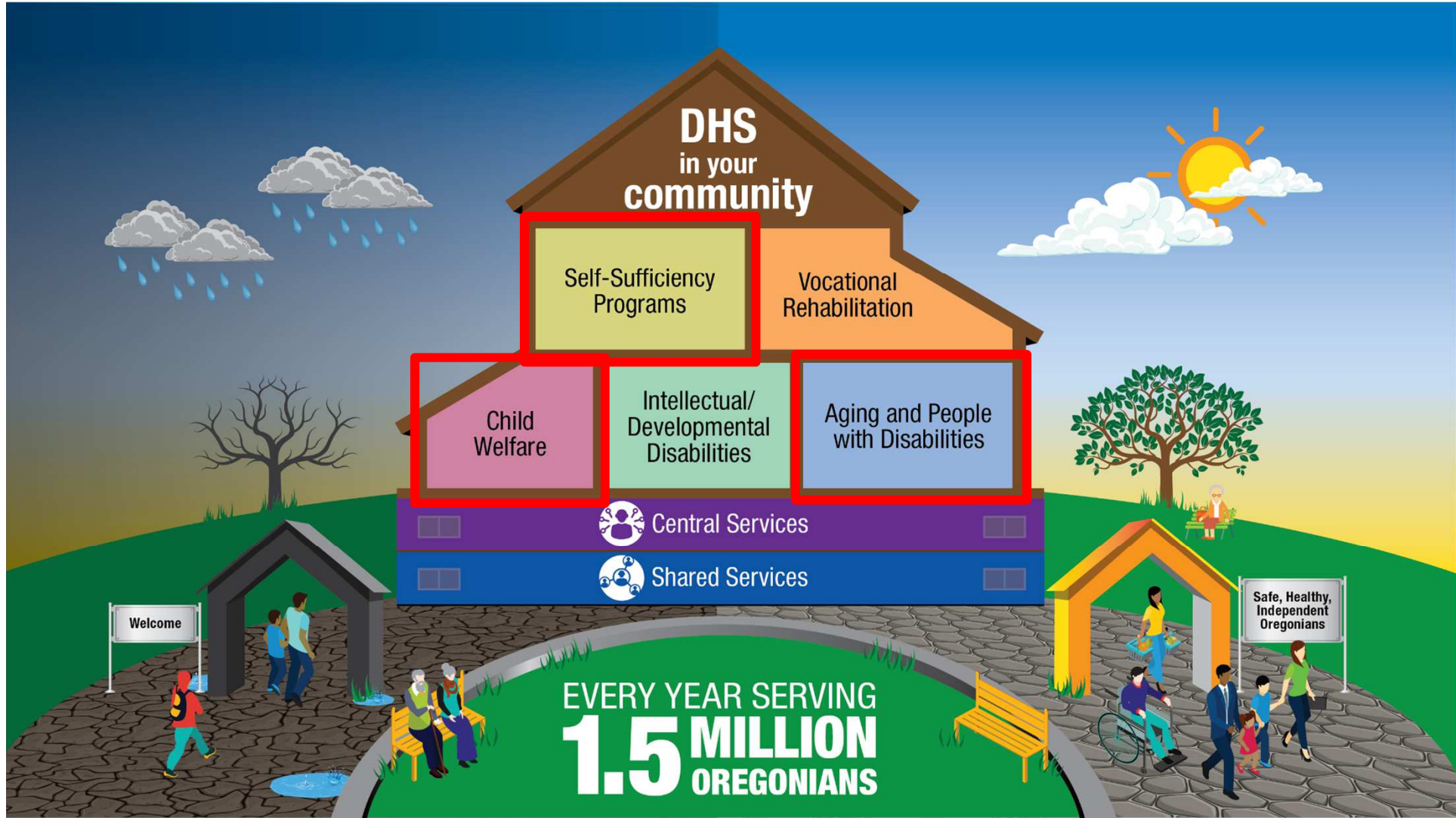


# Research and analytics

- Collaborate in the development of research agendas for each program
- Develop research-based tools to help inform decisions for both policy and field operations
- Support the development of data-informed decision-making in each program
- Evaluate program effectiveness and service matching
- Enhance cross-system data sharing and collection to improve service delivery across the continuum







# Projects in progress

## Screening Tool



## Pay for Performance



## Capacity and Service Matching



# Screening tool

- Oregon is unique in using a tool for identifying safety risks in screening calls coming into the hotline
- Oregon's system responds to 40% of the lowest risk allegations and 60% of the highest risk allegations – creating little variability in assignment
- These data indicate that our current practice underestimates high risk allegations and overestimates low risk allegations



# Screening Tool



## % New Placement (in 2yrs)

Score	# in Level	% in Level	% Actually Assigned	...of those Assigned	...of those closed	Overall	Relative Risk
4	4,329	3%	67%	62%	40%	55%	+8 x
3	30,310	21%	55%	20%	11%	16%	+2 x
2	88,043	61%	47%	4%	2%	3%	-2 x
1	21,650	15%	34%	1%	0.4%	0.6%	-12 x
<b>Overall</b>	<b>144,332</b>	<b>100%</b>	<b>47%</b>	<b>10%</b>	<b>4%</b>	<b>7%</b>	

Low-----High

# Screening tool

**OR-Kids** Desktop > Screening Reports > Screening Probability Score

**Screening Information**

Case Name: TEST, CASE    Screener: SCHROEDER, KRISTY M.    Response Time: Within 24 hours    Report Type: CPS  
 Date/Time Score Created: 11/20/2018 02:01 PM    Date/Time Report Received: 11/20/2018 01:39 PM    Report ID: 3098782

**Screening Probability Score**

Abuse Types	Children in Screening	DOB	Age	Gender	Relation	Probability Score	Lower Probability		Higher Probability	
							1	2	3	4
Physical Abuse	TEST, CHILD	03/03/2003	15	F	Child - Biological	Placement Score	[Bar chart showing score 2: 2 green, 1 yellow, 1 orange, 0 red]			
						Assignment Score	[Bar chart showing score 2: 2 green, 1 yellow, 1 orange, 0 red]			

**Probability Score**

	Lower Probability		Higher Probability	
	1	2	3	4
Placement Score: 2	[Bar chart showing score 2: 2 green, 1 yellow, 1 orange, 0 red]			
Assignment Score: 2	[Bar chart showing score 2: 2 green, 1 yellow, 1 orange, 0 red]			

I have reviewed the Probability Scores.

[Close](#)

Real time estimates to support data-informed decision-making

Considers two outcomes for every child named on a report:

- Probability of an out-of-home placement within 2 years
- Probability of a future assignment following a closed at screening report

# Pay for performance

- ORRAI Research can identify families with children at greatest risk for entering the Child Welfare system
- Creates an opportunity for DHS to incentivize service providers in diverting children and families most at risk of entering the system
- Creates data-informed contracting while improving outcomes
- Approach and methodology can be replicated with contracted service providers in other DHS programs



# Capacity

Provides data to the characteristics of children and families involved in the Child Welfare system:

- Approximately 72% of cases reviewed involved use of drugs and alcohol at the time of removal
- Over 85% of the children placed into substitute care had one or more physical, mental or behavioral issues
- In the cases where the current removal was due to physical abuse, 49% of the families reported experiencing moderate to severe domestic violence
- In cases where the current removal was due to physical abuse, 68% of the families had a primary female caretaker who was abused as a child



# Capacity

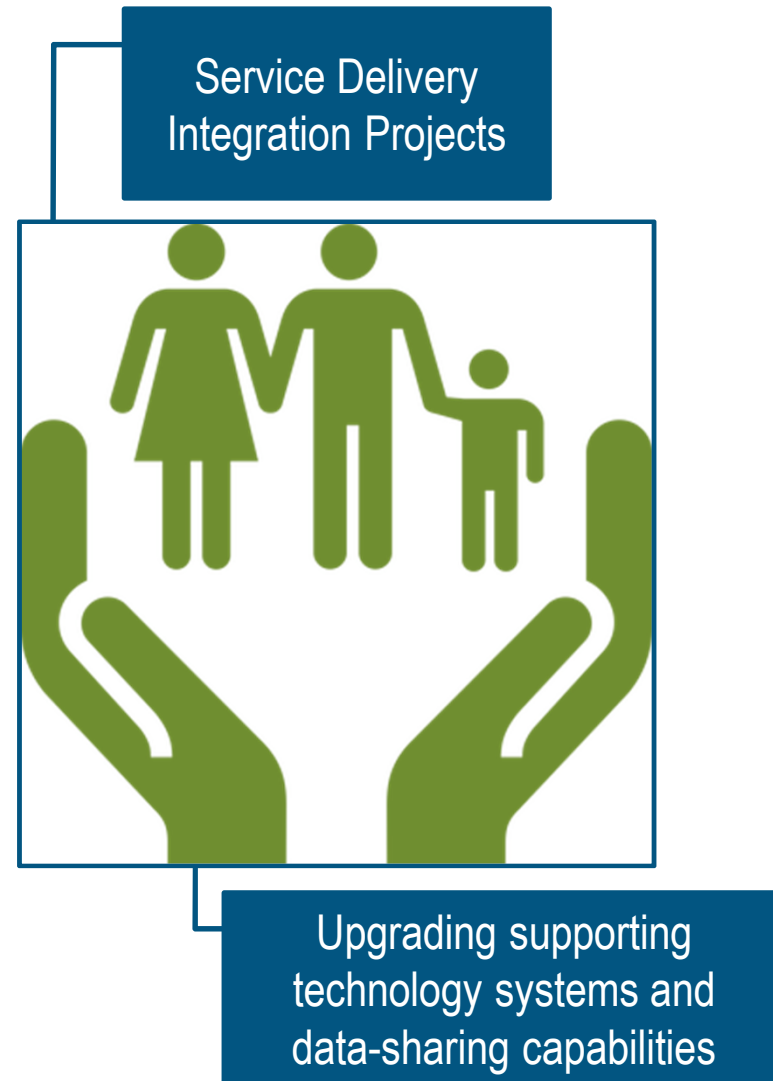
- Identifies the ideal system size to appropriately serve the current population based upon child physical, mental, and behavioral health needs
- Preliminary results indicate an increase in family foster care specifically in the following areas:
  - High-needs behavior supports
  - Rapid access to mental health and crisis support
  - Children with developmental disabilities
- Preliminary results indicate a potential decrease in the need for behavioral residential placement if behavior and crisis services were readily available in family foster care





# Become an interconnected organization

Working across DHS programs, strong partnerships for meeting unique local needs





# National recommendations for Human Services innovation

- Develop innovative delivery mechanisms; identify and target upstream points of intervention more effectively
- Implement more robust, cost-effective approaches to administrative functions such as accounting and reporting
- Design optimal, better coordinated, and integrated service packages
- Deepen partnerships and networks
- Use “big data,” invest in next-generation technology to support data-sharing and more robust outcomes analysis

*“Given the web of interconnected needs and challenges, the optimal treatment often isn’t a single service but a coordinated and integrated response designed to address both immediate needs and longer-term root causes.”*

Source: A NATIONAL IMPERATIVE: Joining Forces to Strengthen Human Services in America

# Coos and Curry Counties: Snapshot

Population  
**86,550**  
6.75% less growth  
than state average

Median age  
**50.2**  
11 years older

Veterans  
**11.8**  
4.8% more

Disabled <65  
**15.6**  
5.4% more

4-year degree+  
**19.9**  
12.4% less

Graduation  
**64%**  
11% less

Pop. per sq. mile  
**24.1**  
15.8 less

# Coos and Curry Counties: **Economy**

Median Household  
Income **\$41,684**  
\$14,436 less than  
state average

Unemployment  
**6.7%**  
1.8% more

Labor force  
**49.1%**  
13% less

In poverty  
**18.7%**  
5.5% more

Children in poverty  
**25.5%**  
8.5% more

SSI recipients  
**6.5%**  
1.7% more



# Demonstration project



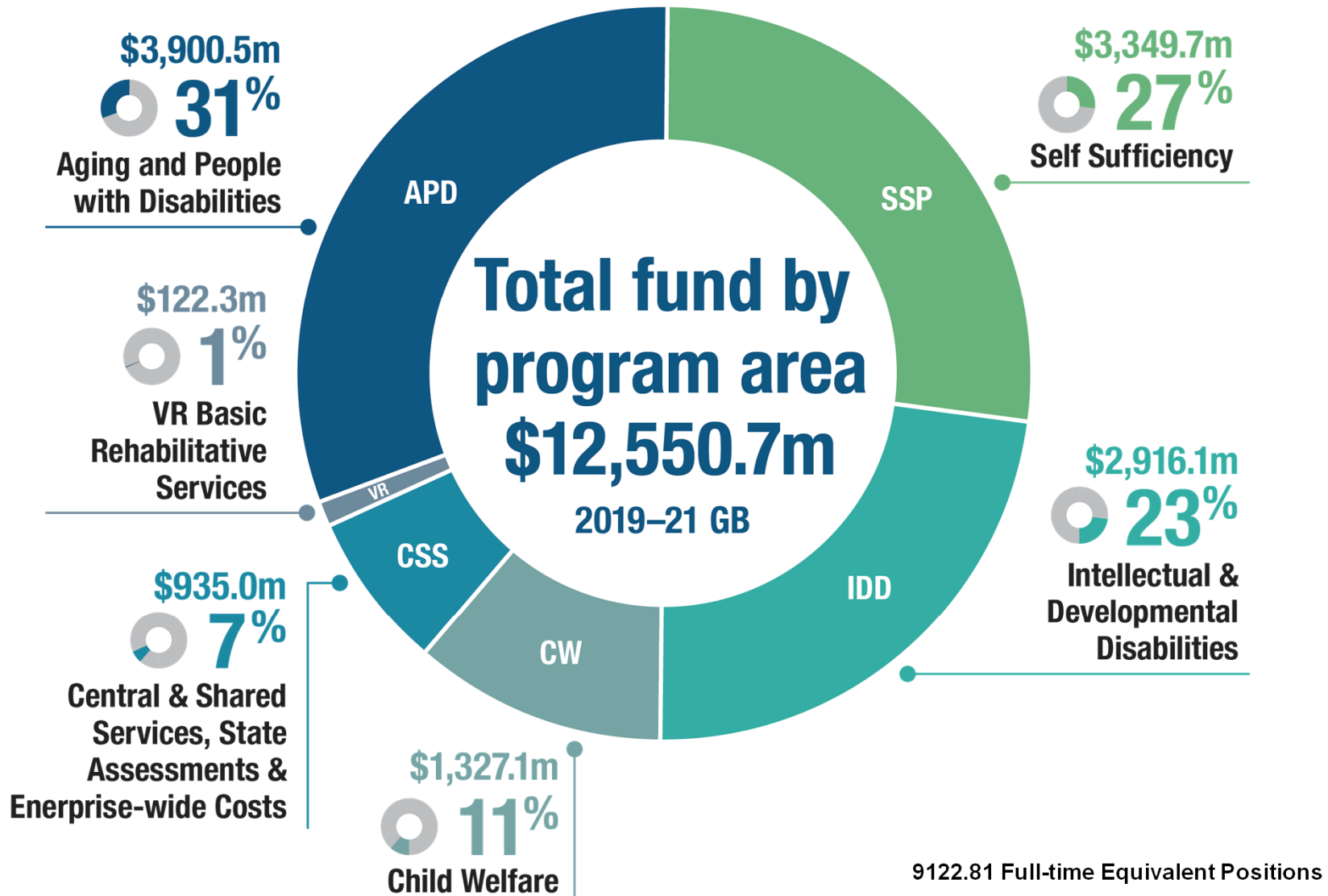
## Objectives

- Person-centered, integrated service delivery supported by partners
- Statewide framework with local flexibility to meet unique community needs

## Key questions

Are the way services are currently delivered:

- Meeting the needs?
- Achieving the intended outcomes?
- Comprehensive and responsive enough?
- Creating long-term, sustainable impact?





**\$623 Million**  
**5%**

**Other Funds**

**\$3.8 Billion**  
**30%**

**General Funds**

**\$8.1 Billion**  
**65%**

**Federal Funds**

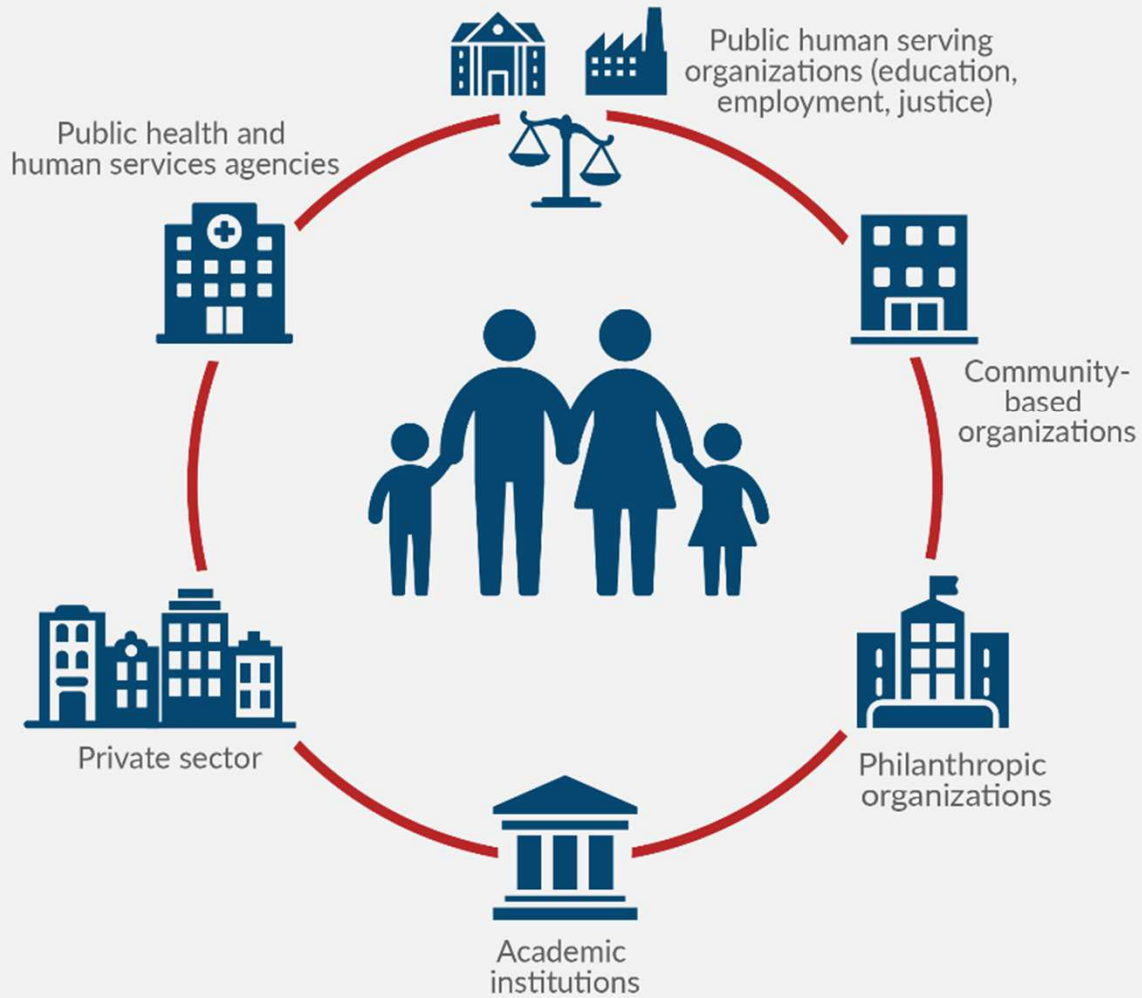
**Program  
Budget by  
Fund Type**  
2019–21 GB

# Maximum Supervisory Ratio (MSR)

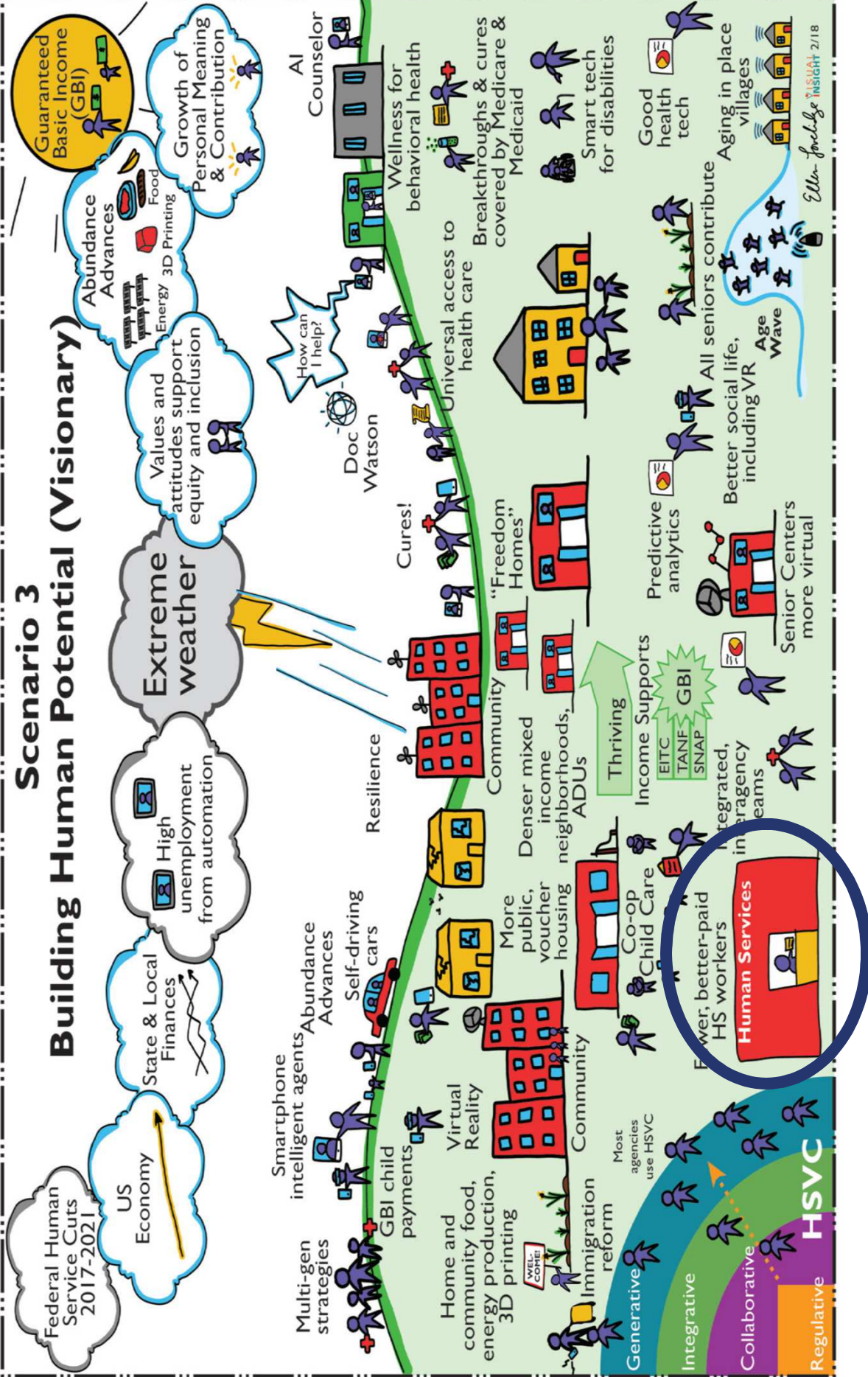
- DHS Actual Supervisory Ratio (ASR) as of August 2018 was 1 to 10
- DHS proposes an MSR of 1 to 8.39
  - Serves most vulnerable Oregonians
  - Far below industry standards
    - Child Welfare standard is 1 to 5/7
    - Adult Protective Services is 1 to 5.56
  - Supervisors in rural areas cover multiple offices across large geographical areas
  - Programs are large, complex with different funding streams with specific requirements
  - Few non-working managers who only supervise staff



# The Human Services Ecosystem



# Scenario 3 Building Human Potential (Visionary)



# Coming up next:

3/28/19: Joint presentation with the Oregon Health Authority on Shared Services



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