

Oklahoma Senate Committee on Appropriations

2014-15 Performance Report

Oklahoma Department of Human Services

AGENCY MISSION STATEMENT:

We improve the quality of life of vulnerable Oklahomans by increasing people's ability to lead safer, healthier, more independent and productive lives.

LEAD ADMINISTRATOR:

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GOVERNANCE:

Passage of **SQ 765** led to the abolishment of the Commission for Human Services (Commission) and the implementation of **HB 3137** (2012). Responsibility for governance of the Oklahoma Department of Human Services (DHS) is now vested with the Director of Human Services (Director) who is appointed by the Governor with Senate confirmation. Four citizen advisory panels were created to evaluate core program and administrative areas and to provide advice, information, findings and analysis to the Director on policies and procedures. The four panels established are: Children and Family, Aging, Disability, and Administration.

GOVERNANCE ACCOUNTABILITY:

DHS adheres to applicable laws.

MODERNIZATION EFFORTS:

Please provide a listing of all government modernization efforts undertaken by the agency since July 1, 2010. Additionally, please provide any authorizing statutory changes that prompted the modernization efforts and whether those efforts have led to cost savings or additional cost burden.

Agency Reorganization

Upon passage of House Bill 3134 (2012) which mandated the elimination of the Field Operations Division (FOD) and the vertical integration of all program divisions and staff, FOD was eliminated effective January 1, 2013. Based on their job titles and expertise, FOD staff moved to Child Welfare Services (CWS), formerly Children and Family Services Division or Adult and Family Services (AFS), formerly the Family Support Services Division. This reorganization allocated 4000 front-line workers to either CWS or AFS and created direct-line authority from the decision-maker to the senior executives responsible for the programs.

Pinnacle Plan

The Commission met on January 4, 2012 and approved a settlement agreement in the DG vs. Yarbrough case, a federal class action civil rights lawsuit involving Oklahoma's child welfare system. On March 30, 2012, DHS submitted a first draft of an improvement plan for its child welfare program to a panel of three child welfare experts, known as "co-neutrals," who are monitoring the state's improvements over

Oklahoma Senate Committee on Appropriations

2014-15 Performance Report

Oklahoma Department of Human Services

the next five years. DHS agreed in the settlement to make targeted performance improvements related to the way it cares for children in foster care.

July 1, 2012 marked the official start date of Oklahoma's Pinnacle Plan. The final draft of the Pinnacle Plan was "endorsed" by the co-neutrals on July 25, 2012. A proposed plan for baselines, targets, and measures was submitted on October 8, 2012.

Community Engagement

As part of vertical integration, DHS is seeking to improve community engagement by coordinating outreach to the faith-based community and recruitment of volunteers through a central office. DHS is in the process of developing a strategic plan for community engagement, collaboration and partnerships. The agency currently partners with a variety of faith-based and community organizations to help individuals and families in need. The strategic plan better aligns efforts, more effectively leverages resources and improves collaborative efforts with faith-based and community organizations. AFS county directors are asked to engage their communities and look for opportunities for new and improved partnerships.

INFORMATION TECHNOLOGY (IT) CONSOLIDATION

As of September 16, 2012, the transfer of 294 funded IT positions from DHS to the Office of Management and Enterprise Services, Information Services Division (OMES/ISD) completed IT consolidation as mandated by House Bill 1304 (2011). No state agencies are permitted to keep a Chief Information Officer (CIO), so that position for the agency was eliminated. Data Services Division is now the Office Business Quality and has the responsibilities of:

- ensuring the quality and accountability of service from OMES/ISD is maintained;
- serving as the single point of contact for all DHS or agency IT services;
- overseeing the relationship between DHS and OMES/ISD, including managing the service level agreements and memorandums of understanding;
- reconciling OMES/ISD invoices;
- managing the \$40 million spent for DHS IT;
- conducting IT project portfolio management and prioritization; and
- driving innovative ideas through technology.

Key Government Modernization Efforts by DHS Programs and Offices

Adult and Family Services (AFS)

AFS is responsible for administering the following programs: Child Care Subsidy, Low Income Home Energy Assistance Program (LIHEAP), SoonerCare (Medicaid) eligibility for the aged, blind, and disabled population, State Supplemental Payment (SSP), Supplemental Nutrition Assistance Program (SNAP), and Temporary Assistance for Needy Families (TANF). The AFS director and senior leadership are building processes and procedures to incorporate programs and field staff so all AFS staff are working with the same shared direction and purpose. Reorganization offers an opportunity to reexamine business practices to bring statewide consistency to customer service and efficiency to work processes. For example, AFS senior staff visited small, medium, and large county offices in 2013 and 2014 to observe how personnel interact with clients from the time they walk through the door, conduct interviews, request documentation, and approve or renew benefits. This information is being analyzed. This bottom-up analysis helps communicate and standardize best practices in all offices. It also enables

Oklahoma Department of Human Services

senior staff to visit with front line and supervisory staff to examine personnel issues that may contribute to staff turnover and dissatisfaction.

Financial Services Process Effectiveness Outcomes

In May 2013, DHS won the Governor's Commendation Quality award in recognition of our participation in Adult Daycare Services Phase II. The agency received this Quality award and Commendation in recognition of our innovative solution in government programs. DHS also received a Quality Award and Governor's Commendation for incorporating Trip Optimizer into Speed-e travel which is the agency's travel claims reimbursement system to comply with HB 1035. Effective November 2011, this law requires all state employees to use Trip Optimizer in computing the most cost efficient method of travel over 100 miles per day in instances when the employee does not drive a state owned or leased dedicated vehicle. Incorporating the intent of this legislation into the existing Speed-e travel system makes the process more efficient for employees, minimizes process errors and increases overall process efficiency. Recently, a new category of Quality Award was created for and awarded to DHS in recognition of our compassion and outstanding humanitarian efforts in automating the Foster Care Gifts Tracking system. The Foster Care Gifts project received Christmas gift donations to provide thousands of children Christmas gift donations annually. The new automated process has expedited the entire process and maximized process throughout.

OKDHS Live

AFS is faced with the challenge of determining eligibility for federal and state benefit programs while managing increased workloads and meeting high standards for quality, accuracy and timeliness. OKDHSLive is a people, process, technology and information business model enhancement for eligibility determination. The OKDHSLive website has been deployed since 2012 for benefit renewal for ongoing service delivery. In 2014, applicants with an AFS history were able to apply for food and child care subsidy benefits statewide using OKDHSLive. OKDHSLive promotes quality customer self-service, supports consistent near real-time decision making and preserves face-to-face interaction when staff presence adds the most value for individuals and families in need. AFS uses three regional support centers staffed by DHS social service specialists to centralize as many routine business processes as possible. The support centers are supplemented with one state-wide customer service center designated as first responders for clients assistance with OKDHSLive processes. The OKDHSLive tools provide the ability to quickly shift workloads as needed and allow for more flexible responses to workload management.

The OKDHSLive business model gives AFS the:

- capacity to meet the increased number of applications by sharing caseloads across county and regional boundaries;
- increased use of eligibility automation and management of work flow to allow workers to focus more on family outcomes;
- decreased need for double-filled positions as workloads are concentrated and tasks are specialized; and
- greater client satisfaction and service.

OKDHSLive also serves the long-term strategic objectives of making our services more accessible to current and potential clients with a focus on multiple citizen channels or paths that enable improved customer service to working parents and families making our services more family, work and

Oklahoma Senate Committee on Appropriations

2014-15 Performance Report

Oklahoma Department of Human Services

community-centric and less welfare-centric. The OKDHSLive processes position AFS advantageously for deployment of other efficiency boosting functions such as electronic signature which reduces the need to exchange hard copy documents and reduce processing time currently taken up by this exchange. Also, the electronic uploading of verification documents to a one hundred percent digital case file archive was deployed in November, 2012.

Using internal resources to modify and deploy an established web application obtained without cost from another government entity, DHS was able to quickly and effectively integrate self-service capabilities into existing systems. Along with the accompanying changes in business process, this cost-effective use of technology has enabled the transformation of the service delivery model.

Adult Protective Services

APS System Enhancement

The Adult Protective Services (APS) System Enhancement is an innovative technology solution that assists in tracking and reporting the allegations of abuse, neglect, and exploitation received by DHS. Reported incidents of abuse, neglect, self-neglect, or exploitation are entered into the system by any DHS employee. The allegations are reviewed by supervisors and assigned to workers for timely investigations and resolution. This system continues to be enhanced to assist program planners and managers allocate appropriate resources to meet the demands of the APS program. In 2014, a statewide remote function was implemented that allows an APS specialist to check a case out of the system on a secure and encrypted mobile device where they update investigation interviews and assessments and check it back into the system upon return to the office. This decreases the amount of after the fact transcription and time needed to get critical incident information into the decision making system. In 2014, the APS enchantment team is developing a public access link for reporting adult abuse, neglect and exploitation. This will allow anyone to enter an APS report via the Internet. It will be recorded and sent directly to the assigning supervisor for review.

Aging Services

Aging & Disability Resource Consortium (ADRC) Initiative

Oklahoma's ADRC initiative was established to provide Oklahomans age 60 and older and Oklahomans of any age with a physical, intellectual or developmental disability, regardless of income, with a "no wrong door (NWD)" system for information and person centered counseling regarding long-term services and supports. Integral components of the "no wrong door" system include streamlined access to public programs; person centered counseling; sources of referral to person centered counseling and the administration/financing of the NWD system. One aspect of the ADRC initiative includes a management information system which allows information/data to flow with a client from the initial person centered plan all the way through follow-up. This cases management information system also has a public website with a searchable database of specialized resources who serve the aging and disabled populations. The public release of the website will occur the first week of May 2015.

Waiver Management Information System (WMIS) Redesign

Aging Services'(AS) WMIS is the IT infrastructure that facilitates ADvantage Program services. The services provided to every ADvantage consumer must be authorized by DHS and this system authorizes and tracks services. Although the existing system has been used since the ADvantage Program started in 1994, DHS has continued its extensive efforts this year to review and redesign the system. A Request for Proposal was publically posted November 19, 2014 using the PIPS methodology. More than 20,000

Oklahoma Department of Human Services

people each year rely on these services as an alternative to nursing home care. The redesign is anticipated to include a new “provider portal” access for service delivery providers which will virtually eliminate the transmittal of paper documents by mail or fax, thus improving the delivery of services and creating a greater process efficiency. It will also improve quality assurance and reporting functions which will enhance quality and accountability.

Adult Day Health Electronic Benefits Transaction (EBT) initiative

AS EBT has not only modernized, but also streamlined the processing of claims payment and reporting for the Adult Day Health centers and for AS. The implementation of this initiative for the 32 providers from manual to electronic reporting lessens paperwork, increases cash flow, and allows the providers to review transactions and print reports for boards and sponsoring agencies with ease. This change also permits AS staff to devote more time to program issues rather than focusing on laborious funding and claims procedures. AS serves approximately 463 DHS eligible individuals with state funding to attend these for-profit and not-for-profit Adult Day Health Centers with a duplicated count of over 1,000 individuals. Most people who use this program attend several days if not all days of the work week.

Health Promotion and Disease Prevention Programs (HPDP)

The aging network in Oklahoma has continued to build its array of evidence-based HPDP programs since the federal Older Americans Act Title IIID requirement became effective in 2012. The ultimate goal has been for all Title IIID activities to move toward the highest-level criteria tier, which includes having undergone experimental or quasi-experimental design, full implementation having occurred in a community site and dissemination products having been developed and made available to the public. Due to the high cost of site licensure, staff training and accreditation, and inadequate federal funding available, the majority of the state’s HPDP programs remain at the lowest level tier. Efforts will continue to be made to provide evidence-based HPDP programs at the higher level criteria tiers.

Legal Services (LS) Reporting Improvement initiative

The AS Legal Services Developer established a streamlined system for assessments of LS provided to older Oklahomans throughout the state. Previously, 11 different assessment tools were utilized by each of the 10 Area Agencies on Aging (AAA) and the Interim Administrative Organization (IAO). Under the new process, four standardized quarterly assessment tools have been utilized. The administrative state office of Legal Aid Services of Oklahoma (LASO) is responsible for the first two quarterly assessments, which involve LASO’s policies that implements federal and state law and policy. The individual AAA’s and IAO are responsible for third and fourth quarterly assessments, which involve local practices employed pursuant to the LASO policies. This streamlined system for assessments of LS has resulted in a more uniform, modernized and efficient method of evaluation, saving both time and money.

Child Welfare Services

On-line Foster Parent Application

Child Welfare Services (CWS) completed two additional technology solutions to improve efficiencies for Oklahomans interested in being foster parents and the matching process of families with children. In 2013 DHS developed an online application process for individuals interested in becoming foster or adoptive parents. This provides an easier way to apply and also reduce inefficiencies from lost paperwork, copying, and time lost in transferring documents between offices and individual workers. In 2014, DHS developed and implemented a system to match children’s needs with the capacities of families to meet those needs. This computer matching process is available statewide for all workers to

Oklahoma Department of Human Services

utilize. The Bridge Resource Support Center staff provide the contract agencies with the excel log that identifies possible resource matches when identifying a child for placement.

Mobile Devices for Child Welfare Staff

Child welfare specialists conduct field visits to ensure the safety of children, visit families, and approve foster parents. To improve access to critical information and other tools valuable to ensure their safety along with the children they serve, DHS provided updated technology such as tablets and/or smart phones to all child welfare specialists beginning in 2013. When conducting home visits, immediate access to email, GPS, directory assistance, the web, a camera, emergency numbers and other applications will greatly enhance their work and services offered to children and families.

Timely Permanency for DHS Custody Children and Youth

Specific strategies and efforts to decrease the time it takes to achieve permanency for children in out-of-home care are outlined in the Oklahoma Pinnacle Plan. Some of the strategies include the expansion of services to advance permanency efforts, especially for older youth who need supportive connections. Contract opportunities were realized in 2014 for some of this work. The Oklahoma Trauma-Informed System Implementation is underway. In 2014, behavioral health screenings were piloted for children ages 4 to 17 who visited the Fostering Hope Clinics in Oklahoma City and Tulsa. The expansion of this screening process assists in determining whether additional assessments and, ultimately, services are needed. Addressing trauma and behavioral issues for children is paramount to each child's well-being while in out-of-home care. Great progress has been made on the goal of ending secondary assignments for child welfare workers visiting children placed outside the county of jurisdiction. A staggered implementation approach has assisted child welfare workers throughout this process change. Recent data show marked improvement in meeting this target. The assignment of a single child welfare worker to children and parents improves engagement with families and service delivery.

Developmental Disabilities Services

Developmental Disabilities Services (DDS) Client Contact Manager (CCM)

DDS is implementing modernizations to existing systems to allow staff and providers to perform their jobs more effectively and productively. DDS is developing an interface between CCM and Information Management Systems (IMS) to streamline the performance of the two systems. IMS is the system that maintains client and provider information and generates the authorizations for services and payments to providers. DDS is also developing a level of care interface with the Oklahoma Health Care Authority (OHCA) to allow for electronic approval of Waiver cases. This interface will eliminate the need for mailing hard copies of eligibility information to OHCA.

Financial Services

Direct Cost Certifications

In August 2013, DHS completed an initiative to automate the process of certifying the activity of staff dedicated to certain federal programs. This initiative allows the DHS Cost Accounting and Revenue Enhancement Unit to electronically obtain employee certifications necessary for federal grants reimbursement due to having 100 percent employee dedication to the grant program. The employee certification was a manual process that took 79 days (2 ½ months) and is now completed in approximately two weeks. Because of the reduction in time obtaining the direct cost certifications, DHS is has refocused resources used in this process on additional cost allocation documentation and reporting requested by DHS federal partners.

Reduction of Paper Warrants

Paper warrant issuance to vendor and clients has been the primary payment method for both DHS client benefits and vendor payments. Utilization of paper warrants has an increased manpower requirement, delayed disbursement of benefits and payments, and a higher chance for fraud due to ease of forging a paper document compared to direct electronic payments. By working with other divisions and vendor-partners to accept payments through direct deposit or debit cards, DHS Financial Services has reduced paper warrants to 0.3 percent of all benefit disbursements. Financial Services is working to eliminate paper warrant issuance for Custodial Child Support by December 2015 with plans to reduce or eliminate paper warrant issuance for other funding streams as quickly as possible. The elimination of paper warrants will greatly reduce the chance of fraud, allow repurposing of personnel to more critical DHS areas and provide for a more timely benefit distribution.

Office of Client Advocacy

The Office of Client Advocacy (OCA) provides assistance, conducts investigations and maintains grievance programs to promote client safety, independence, and the delivery of DHS programs or services in a fair, honest, and professional manner.

Advocacy

OCA provided quality advocacy services to over 1,218 Oklahomans with developmental disabilities in 2014. Services were provided to 221 clients transitioning from the Southern Oklahoma Resource Center (SORC) and the Northern Oklahoma Resource Center (NORCE) into community placements. One hundred eighty nine children and adults with disabilities were provided services through OCA's Special Advocacy Program. Additionally, advocates statewide recovered \$11,724.62 for our clients from DDS contracted provider agencies who had mismanaged client funds.

Grievance

OCA has been commissioned to oversee and implement a grievance program for DHS custody children, foster parents, and vulnerable adults established by Title 10A. The purpose of OCA grievance policies and procedures is to provide clients a fair, simple, effective, and timely system of problem resolution with access to procedures through which clients can obtain a thorough review, fair consideration, and correction when appropriate. These policies also ensure that persons filing grievances are free from restraint, coercion, reprisal, or discrimination.

In 2014, the OCA Grievance Unit focused on monitoring of grievance programs within DHS, child care providers for child welfare and DDS contract providers. OCA monitored the local level grievance programs for approximately 323 different outlets, both internal to DHS and contractors. DHS and contracted providers had a timely reporting rate of 69 %. There were a total of 2584 grievances filed and reported to OCA. One thousand eight hundred fifty four of those reported grievances were resolved at the informal Problem Resolution (IPR) level, 619 were resolved at the first level, 106 at the second level, three were resolved at the contested level, one at the Grievance and Abuse Review Committee, and one at the Director's level.

Efforts were made to conduct training with local grievance coordinators to reduce the number of deficiencies found in audits. There were a total of 212 deficiencies written for FY 2014 that consisted of

Oklahoma Senate Committee on Appropriations

2014-15 Performance Report

Oklahoma Department of Human Services

failure to report grievance data, lack of proper notification related to the grievance program, and implementation issues.

Investigations

The OCA Investigations Unit had a total of 1124 open investigations in 2014, involving allegations of abuse, neglect, sexual abuse, sexual exploitation, caretaker misconduct, verbal abuse, financial exploitation, and financial neglect of clients residing at the Robert M. Greer Center, NORCE, and SORC and/or individuals who received DDS in home support waivers; or had Medicaid personal care assistants. Investigations were also conducted involving children residing outside their own homes, in parental, DHS, or Oklahoma Office of Juvenile Affairs custody.

Some significant programmatic changes were implemented by OCA in 2012, including adding investigatory responsibilities for allegations of abuse or neglect, other than allegations of self-neglect for all individuals with intellectual disabilities receiving Home or Community-based Waiver Services. In 2014, OCA processed 1332 referrals of abuse or neglect against vulnerable adults and assigned 482 cases for investigation.

In December, 2012 a specialized Children's Investigations Division (CID) was created to ensure OCA was meeting the expectations set forth in the Pinnacle Plan. In 2014, 439 investigations involving children were assigned to the CID Unit. Eleven cases involving allegations of retaliation against foster parents were assigned. Additionally, Director Lake requested 10 administrative reviews involving child deaths or near-deaths.

Office of the Inspector General

The Office of the Inspector General (OIG) oversees and preserves the integrity of DHS programs and services through prevention, detection, and prosecution of fraud, waste, or abuse by DHS clients, vendors, employees, or the general public. In the last year, OIG has worked to utilize technology to promote more efficient business practices and more accountability of public funds.

The OIG Administrative Review Unit initiated monthly teleconferencing with out-stationed staff. Staff previously traveled from across the state to the OIG office each month for these conferences at an average annual travel cost of \$21,000.00. By reducing the number of conferences held in-person at the OIG office from 12 per year to four, the Administrative Review Unit reduced annual travel costs and saved approximately \$14,000.00.

The OIG Administrative Review Unit also began scanning and uploading Supplemental Nutrition Assistance Program (SNAP) documents into the federal reporting system each day rather than loading information onto discs monthly and mailing them to the regional office of the United States Department of Agriculture (USDA) Food and Nutrition Service (FNS). This has resulted in time saved when preparing the cases for the required federal sub-sample and has removed the possibility of delayed submission or security breaches due to lost or misdirected mail.

The OIG Investigations Unit continues to utilize interstate data matching tools to identify and investigate clients who may be violating federal regulations by receiving duplicate benefits in more than one state concurrently. Over the next few years, OIG will be working with Adult and Family Services (AFS) to expand access to data matching information by implementing an automated alert system.

Oklahoma Senate Committee on Appropriations

2014-15 Performance Report

Oklahoma Department of Human Services

The OIG Investigations Unit also continues to use fraud analytic software to identify convenience stores whose SNAP transactions are indicative of SNAP trafficking. From this information, OIG can also identify SNAP benefit recipients whose transactions are indicative of trafficking at the store. OIG can then initiate investigations on both the store and the recipients.

Child Care Services

Child Care Restricted Registry

Section 405.3 of Title 10 of the Oklahoma Statutes mandated the registry be implemented by July 1, 2010. DHS created rules to establish and maintain a child care worker registry, accessible to the public and individuals working in the facility through an on-line database. The automated system avoided potential costs of \$95,000 for staffing to maintain a manual system.

Fingerprint Implementation

Oklahoma Child Care Facilities Licensing Act was amended by Senate Bill 674 in 2011 to require criminal history records searches that include fingerprinting of program owners, entities and operators, program directors, employees, and adult residents in facilities. Child Care Services (CCS) implemented the legislation in January, 2014. The fingerprinting process includes “rap back,” a notification from the Oklahoma State Bureau of Investigation to DHS of subsequent criminal activity by individuals whose criminal background checks were completed pursuant to the requirements of the Oklahoma Child Care Facilities Licensing Act. “Rap back” is a savings for individuals working in child care as they only submit fingerprints one time prior to working in a program.

Oklahoma Professional Development Registry

The Oklahoma Professional Development Registry located at <http://www.okregistry.org> is a web-based statewide data base where early childhood educators register training opportunities and child care teachers locate and register for training. Quality Rating and Improvement System (QRIS) policy was revised in 2012 to include criteria requiring teachers caring for children in programs to become Registry participants. Once all educators and child care teachers are registered and training is tracked, the data base will provide valuable information about the early childhood workforce in Oklahoma such as turnover, number in the profession, credentials and professional development needs. The data is used to streamline and target resources to improve the quality of child care by improving the professional development of early childhood teachers.

Child Support Services

CSS Business Intelligence software

In June 2014, DHS was honored with an Award of Distinction by Information Builders International (IBI) for innovative use of business intelligence and integration technology. IBI is a leader in Business Intelligence (BI) and analytics, information integrity and integration solutions.

The organizations recognized were RainTree Oncology Services, The Wendy’s Company, Butler Health System, Principal Finance Group, Axiom EPM and the Oklahoma Department of Human Services.

DHS was recognized with the Humanitarian Award for its work in using BI technology to help caseworkers with performance activities in the areas of food and nutrition, housing, **Child Support Services** and Office of the Inspector General.

Replacement of Case Management System

CSS, in partnership with OMES, is replacing its legacy case management system with a DHS enterprise solution. The existing system, OSIS, has been in place since 1992. The contract for development and implementation of the new system is expected to be awarded Fall 2015.

Alternative Payment Methods

Oklahoma ranks near the bottom in unbanked individuals at 10.9%, compared to 8.2% nationally. Many of these individuals work for cash, or they conduct their financial activities solely in cash. Traditional collection methods do not work for our child support program when trying to collect from this group of individuals. In addition, some want to abide by their court order to pay support, but are unable to do so because our collection models have been limited.

To accommodate the unbanked community, a team formed to research alternative payment methods that would meet the needs of our customers. Child Support Services (CSS) implemented three new payment methods catering to the unbanked, people in between jobs, members of the “underground” or cash economy, and more. These methods have, so far, brought in a steady flow of new collections that otherwise may not have been collected.

Modernization of Data Exchange Agreements

CSS is seeking updated agreements and data exchanges with the Oklahoma State Department of Health, Department of Corrections and Health Care Authority. In each case the data request will increase the effectiveness of child support efforts to provide reliable support to families. In addition, CSS is anticipating that improvements in the data exchange will also benefit other divisions of DHS in their program administration.

State Disbursement Unit Vendor Change

CSS used the opportunity of an expiring vendor contract for its payment processing operations to improve the overall process and restructure responsibilities. In evaluating and awarding the contract to a nationally recognized leader in state disbursement unit (SDU) operations, CSS will save an estimated \$600,000 annually while improving customer service. The reassignment of the previous SDU task of processing new child support applications to another part of CSS will save an additional \$60,000 per year.

Federal Interoperability Grant

A partnership between OMES-ISD, OHCA and DHS program areas of CSS, CWS and AFS accepted and completed a federal Office of Child Support Enforcement (OCSE) interoperability grant project. The final deliverable was developed by this group and was accepted and published by the federal OCSE. This report is posted on the federal Administration for Children and Families website for all states to us a guide and roadmap for future interoperability projects.

All Payments Electronic

In 2015, CSS will complete a project converting all remaining paper warrants to electronic payments.

Oklahoma Department of Human Services

Automation of Data Exchange

CSS, in 2015, will complete an OCSE federal grant project to automate a data exchange between the State of Texas and Chickasaw Nation IV-D programs and the Oklahoma Tax Commission to intercept past due child support debt. This project will bring in additional collections for families.

Specific Government Modernization that has resulted in better services for citizens or less burden for businesses

Supplemental Nutrition Assistance Program (SNAP)

In 2009 DHS changed the SNAP food benefit issuance date from the first of the month to three staggered issuance dates on the 1st, 5th, and 10th of the month. The change allows clients access to and the 3,200 participating retailers to stock, more fresh fruits and vegetables. It also eliminated bare shelves at the end of the day, which benefits not only clients but provides more stock for the general public.

Farmers Market/Senior Farmers Market

The Electronic Payments Systems unit of Financial Services along with AS, the Oklahoma Department of Agriculture and the Kerr Foundation recruited farmers markets from around the state to bring SNAP or Senior benefit purchases to local markets via EBT. Oklahoma is the first state in the nation to handle senior benefits through an EBT card format. From April 2014 to September 2014 there were 3500 separate EBT transactions made by seniors totaling over \$71,500. This money went back into Oklahoma communities and local farmers' pockets. It also allowed low-income seniors to purchase fresh local produce.

Long-Term Care Ombudsman

The Office of the State Long-Term Care Ombudsman ceased printing long-term care facility inspection reports from the Oklahoma State Department of Health (OSDH). This became feasible only after OSDH made all inspection reports for nursing homes, assisted living centers and residential care facilities available online. This change has resulted in savings in personnel hours for printing, filing and the cost of paper and toner. Previously, paper copies of the reports were maintained and shared as part of the Ombudsman program's role as advocate and information source for long-term care facility consumers.

Child Care Provider Website

In an effort to provide real-time information, DHS partnered with Xerox State and Local Solutions to develop a provider website. A child care provider focus group from around the state provided input and helped test the system prior to implementation. The system allows child care providers to see authorizations, children in attendance and payment information in real time. This saves providers the time of calling for information or waiting on confirmations in the mail. Future enhancements include the posting of provider notices, eliminating the need and cost of mailing.

Financial System Improvements

DHS has operated a system to electronically process employee travel claims since 1999 called "Speed-e-Travel." This system was updated in a very short timeframe to interact with the Trip Optimizer system and allow staff to comply with the requirements of HB 1035 (2011) while maintaining efficient electronic processing.

Oklahoma Department of Human Services

DHS has built and written several uploads that take large electronic invoices from vendors such as AT&T and Centrex and convert those electronic invoices into the detail entry for payment with very little staff time and has created interfaces for electronic submission and payment of invoices in the integrated financial system.

Lastly, DHS has developed processes within the integrated financial system to automate and streamline the process of gathering data and documenting efforts on federal programs in order to appropriately allocate expenses to federal grants.

Movement of Benefits to Electronic Delivery

The DHS Financial Services is currently working to move all benefit delivery to either Electronic Funds Transfer or benefit cards by December 2015. DHS identified all payment methods and grouped them according to payment streams called funds. These funds span all DHS programs and units and are related by the manner in which the payments are made. Of the 17 DHS funds identified, 10 are currently 100 percent electronic. DHS is working with OMES and vendors to have as many funds converted to electronic delivery as possible. Previous electronic payment initiatives are saving at least \$5 million per year in administrative costs.

What steps has the agency taken to cut costs and/or eliminate waste? Are there efforts that have been successful which you believe could serve as a model for other state agencies seeking to keep costs minimal?

AGING SERVICES

Adult Day Health Electronic Benefits Transaction (EBT) initiative

As described earlier in this document, the Aging Services (AS) EBT initiative was supported by adult day services providers and has not only modernized, but has also streamlined the processing of claims payment and reporting for the adult day health program. This initiative was recognized with a state award and a multi-divisional team has further refined program processes by incorporating the Lean Six Sigma methodology.

Legal Services (LS) Reporting Improvement initiative

As described earlier in this document, the AS LS developer is streamlining the assessment process for legal services by incorporating a singular tool used by the 10 Area Agencies on Aging (AAA) and Interim Administrative Organization (IAO).

Oklahoma Aging Advocacy Leadership Academy (OAALA) program

Following the receipt of a prestigious national award in FY2013 for its Oklahoma Aging Advocacy Leadership Academy (OAALA) program, OAALA has continued its tradition of distinction. The National Association of States United for Aging and Disability ([NASUAD](#)) honored OAALA with its "Excellence in Volunteer Services Award" in Washington, D.C. OAALA identifies, trains, and develops volunteer leaders to advocate on aging issues and to effect social change related to aging. With volunteer change agents who know and understand the aging and disabled population, older Oklahomans and those with disabilities know they have committed leaders to advocate successfully for their unique needs. The program is largely sponsored through a partnership with the Choctaw Nation.

Oklahoma Department of Human Services

Aging & Disability Resource Consortium (ADRC) initiative

As described earlier in this document, AS ADRC initiative grants consumers better access to needed services, support for long-term care and help with living in the community independently via a centralized information web portal system.

Waiver Management Information System (WMIS) redesign

As described earlier in this document, AS continues its extensive efforts to review and redesign the (WMIS) system to administer the ADvantage program through a request for proposal process.

Disaster Recovery Contract

In the fall of 2011, the scope of the information technology recovery services contract with IBM was reduced and consolidated with OMES and CompSource into a statewide recovery contract.

Child Welfare Services

Child Welfare Services Vertical Integration

Several efficiencies are being realized through reorganizing child welfare from the two division approach of a policy division devoted to child welfare policy and a field division where front line staff were devoted to a specific program area in either child welfare or family support services and a leadership team assigned responsibilities to both program areas. Now there is a singular focus of child safety from the front line staff to the top of leadership, no more competing priorities between the two program areas pulling for leaderships time and effort, a more simplistic organizational structure allowing front line staff more access to leadership, and a leadership team that contains only leaders with child welfare knowledge and experience.

Child Welfare Workforce: Competent and Committed

Child Welfare Services experiences high turnover rates for child welfare staff, hiring and training approximately 500 each year. The costs to onboard and train new staff are high not only in dollar amounts, but more importantly, the impact on children and families. Research shows every time a worker changes, the child and family's time to reunification or adoption slows tremendously, leaving the case open for months longer than necessary. This toll on families and the system will be curbed by new hiring, training, and retention strategies. Assessments will be conducted for new hires that will improve the selection process. Upon completion of training, new staff are now required to pass competency exams before being assigned a workload. If they fail the test after two attempts, they are not retained. Supervisor to worker ratios of 1:5 will improve supervision and support to front-line staff thereby improving the quality of work and experience working with children and families. In 2013, a new field training program became available for all front line staff with assigned mentors guiding them in the field through their first 90 days after the initial classroom training. In 2012, child welfare staff received the first 5-year incremental increase in their salary that will eventually bring them to a competitive regional salary. Through these efforts, retention of child welfare staff will improve so significant progress can also be made on reducing caseloads. Adding newly allocated staff is important and will make a difference, but retaining the staff and ensuring they are competent and committed to the work will have a large impact on caseloads. The goal is to achieve the caseload standards for front-line staff by June 30, 2016 so the work is more manageable.

Oklahoma Department of Human Services

Centralized Hotline

As part of the settlement of a class action civil rights lawsuit against DHS, the agency has implemented the Oklahoma Pinnacle Plan, the improvement plan for child welfare services. Along with agency restructuring and an increase in the number of child welfare workers, the settlement also includes efforts to provide quicker response times to abuse calls to the statewide abuse and neglect hotline. In 2009, legislation amended 10A O.S. § 1-2-101A and required DHS to create a centralized hotline for reporting child maltreatment. By January 2012, the hotline was accepting calls statewide and making standardized screening decisions previously left to each county office. Response time to calls placed to the statewide abuse hotline and the recurrence of long wait times is gradually dropping. Data concerning incoming calls to the hotline was collected from July 1, 2014 to December 31, 2014. The average time to answer an incoming call fluctuated from a low of 2 minutes 36 seconds to a high of 9 minutes and 38 seconds with current average answer times at 3 minutes and 18 seconds for January 2015. A review of the longest wait times for callers continues in assessing the relationship between incoming calls and staff levels at a given time to make adjustments for processes and hotline reaction techniques to anomalous call-in flow episodes and peak moments. Current hiring and new staff training trends project goals of 90% answered calls and less than 3 minute average wait times to be achieved by Spring or early Summer of 2015. The overall rate of completed reports continues to rise 4-5% each year. [The Hotline](#) answered over 52,000 calls this state fiscal year with over 5 months left in SFY 2015.

CHILD SUPPORT SERVICES

Consistent Excellence initiative

For 2015, Child Support Services (CSS) will continue its Consistent Excellence Initiative, a statewide project to find and implement best practices. With over 205,000 open cases, CSS staff knows that only by sharing tried and proven strategies and procedures can the program hope to offer the best possible service to so many deserving Oklahoma families. Committees involving subject matter experts, caseworkers and program attorneys have been formed to solicit best practices from all areas served by the statewide program, which will then become standard operating procedures to be implemented across the state.

CSS Automation of IRS Confidentiality Training

Since CSS has access to confidential Internal Revenue Service (IRS) information, the division is required to assure strict compliance with IRS protection of information. Previously, each employee was required to watch a video, sign an affidavit and send it into a central reporting person. The process is now automated and all training is done on-line and training records are kept easily accessible and retained electronically. This automation has allowed for a reduction in cost and compliance.

Other Initiatives

Bond Issue Refinancing

DHS began the process of refunding the 2000 and 2002A Bond Series in 2012. Doing so will save the agency approximately \$669,378 in interest costs, which will be re-invested in a new bond series to fund \$10 million in new projects. Debt service on the new bond will not exceed the current budgeted debt service. Additionally, the new bond will be paid off in 11 years, rather than the typical 15 years.

Imaging Client Records

DHS staff handles millions of pieces of client paperwork each year and continues to look for ways to reduce the amount of paper being generated and stored. The effort to store files electronically allows

Oklahoma Department of Human Services

staff to minimize or even reduce the need for additional file storage and reduces the time spent requesting duplicate documentation or searching for misfiled documents. DHS AFS files are now 100% digital except for historical archives which are being scanned or aged out of the system. A decentralized scanning process was recently implemented that allows any office serving clients to immediately upload a document and index it to a client's online record in real time. Additionally, in December, 2012 the OKDHSLive website allowed a client to upload a document securely to their file from any site with internet access. DHS also continues to experience reductions in paper usage (over 430 fewer cases of copy paper in FY 2014 vs. FY 2012) in spite of higher client numbers.

Postage

Due to initiatives such as address cleansing, reconsideration of the necessity of certain client notifications, and improved mail size management, DHS is sending nearly 1.8 million fewer pieces of mail and has maintained a nearly constant postage budget, in spite of continual United States Postal Service postage increases.

Multi-Function Printer Contract

DHS was able to use the usage information gathered from its prior multifunction printer (print, copy, scan, and fax) contract to reduce the number of printers under the new contract and to leverage its volume to help the state negotiate a more favorable rate on its new statewide agreement for multifunction printers. DHS is currently the only agency that pays for its multifunction printers on a cost per copy basis. The revised contract is saving \$400,000.

Personal Computer Self-Maintenance

PC self-maintenance eliminated third party support for out-of-warranty devices, assumed self-maintenance, redeployed/repurposed devices, and saved \$500,000 in the last two years.

LiveMeeting

Use of LiveMeeting eliminated a contracted service, brought functionality and administration in-house via Microsoft LYNC, and created \$45,000 in savings annually.

Software Licensing Audits

Audits of software and hardware maintenance contracts to eliminate excess licenses and right-size maintenance/support service levels. Example: VOCUS: eliminated service for a \$50,000 savings annually.

Lean/Six Sigma Process Improvement Projects

- **Procurement Paradise** – The IT procurement process was streamlined to eliminate non-value added steps, enhance flow and ensure stability and compliance. Average total time for internal contract award was reduced from 58 days to 19 days.
- **Clearance Level** – AFS data exchange discrepancies were not being verified and applied to ongoing eligibility decisions within the required 30 day time period 15 percent of the time. This process was analyzed, wasted steps were removed, and flow within the process was increased to allow for the timely and efficient verification of income eligibility data.
- **SLAM (Stream Lining Access Management)** – The process used for employees to get appropriate system access caused delays in obtaining the access, rework and lost productivity. The process was documented in detail with bottlenecks and redundancies identified and removed, efficiencies realized, and staff made more aware of the security process.

Oklahoma Department of Human Services

- **The Huddle** – AFS training content and delivery for field staff was based on requests from the field thereby making it unpredictable due to inconsistent involvement of key staff in some AFS sections. The results were unreliable or incorrect delivery of benefits to customers of DHS seeking assistance from inconsistently trained personnel. The AFS training process was documented, analyzed and improved to ensure consistency and accuracy.
- **OTHER (Offer-to-Hire Enhancement Research) Team** – The length of time and complexity of the hiring process had resulted in the loss of potential hiring candidates – causing delays and rework in filling positions. The hiring process and associated data were analyzed, improved and standardized. Edits were implemented to reduce errors in the data; improvements were made in the human resource system to enhance workflow; manual forms were automated thereby reducing the waste of motion; and users were adequately trained to use the enhance system.

CORE MISSION:

What services are you required to provide which are outside of your core mission? Are any services you provide duplicated or replicated by another agency? Are there services which are core to your mission which you are unable to perform because of requirements to perform non-core services elsewhere?

Adult and Family Services (AFS)

The AFS partners with our stakeholders to ensure program and fiscal accountability by:

- developing clear, concise policy for staff and providers;
- providing training for staff and providers; and
- monitoring and evaluating service and benefit delivery.

The **Child Care Subsidy Program** helps low-income parents pay for child care, which allows them to work and/or complete their education or training. Child care is also provided in critical situations to help prevent neglect, abuse or exploitation of children. Only licensed and contracted child care homes and centers are eligible to participate in the Child Care Subsidy program so that children in families with low incomes receive quality care. Providing quality child care services assures each child in care has the opportunity to develop, learn and grow in a positive environment.

The **Low Income Home Energy Assistance Program (LIHEAP)** provides winter heating, energy crisis, and summer cooling assistance to eligible low-income households during specific application periods throughout each year. An allocated percentage of LIHEAP funds are provided to the Department of Commerce for weatherization services activities. Low-income and vulnerable households are then able to apply the share of their monthly household income that would have been applied to their energy bills to other immediate or critical needs.

The Oklahoma Health Care Authority (OHCA) and DHS share **Medicaid eligibility determination**, though currently there is very little overlap in this service since this is provided for separate and distinct Medicaid populations. DHS determines **Medicaid** eligibility for the aged, blind, and disabled population. This helps ensure underserved and vulnerable populations have access to health care. There are no services we are required to provide which are outside the core mission.

Oklahoma Department of Human Services

DHS receives federal Title V block grant funds to administer the **Children with Special Health Care Needs (CSHCN)** program. State law requires that CSHCN be housed at DHS but in most states this function is through the state health department.

The **Supplemental Nutrition Assistance Program (SNAP)** ensures that individuals and families in need are better able to meet their nutritional needs.

Temporary Assistance to Needy Families (TANF) ensures individuals and families in need are able to move toward self-sufficiency through better employment opportunities and overcoming obstacles by promoting job preparation, work and marriage; prevent and reduce out-of-wedlock pregnancies; and encourage the formation and maintenance of two-parent families. Oklahoma state law requires DHS to collaborate with Oklahoma Employment Security Commission, Department of Commerce, State Department of Health, State Department of Education and other state agencies as appropriate in administering the TANF program and reaching its goals.

The **State Supplemental Payment** program is mandated to be in DHS and no other agencies duplicate this program or have expressed an interest in taking over this service. OHCA has expressed interest in administering Medicaid for this population, but not the requisite money payment and according to federal law the two cannot be separated.

Some states may have multiple agencies delivering TANF, child care quality and/or licensing and Child Care Subsidy but Oklahoma has reduced this redundancy by operating all three programs through DHS.

Adult Protective Services

Adult Protective Services (APS) protects vulnerable adults from abuse, neglect, self-neglect or exploitation. For APS, protection of persons with mental illnesses is limited because of the lack of community-based services and limited state dollars to meet the needs of that population.

The **AIDS Coordination and Information Services (ACIS)** is a comprehensive psycho-social-medical case management program for individuals and families living with HIV/AIDS. Case managers coordinate services to meet both social services and psychological/medical needs of DHS clients. Included is an assessment for all services accessible through DHS, access to medical care and treatment, eligibility and access to prescription assistance programs, insurance premium and co-pay assistance, Social Security Disability, linkages to legal services, housing assistance, and HIV home health assistance. Services are either provided directly or arranged and coordinated by ACIS staff, meeting the agency mission helping people living with HIV/AIDS live safer, healthier, more independent and productive lives.

ACIS is uniquely different from other HIV case management programs. There are no income or resource limits required to qualify for ACIS case management. Other HIV case management programs are federally funded through Ryan White Part B and are limited to serving only individuals 18 years of age or older whose incomes are at or below 200% the Federal Poverty Level. This excludes many working individuals and families who would be left without access to medical care and treatment because of the low-income eligibility cap for Ryan White funded case management. Additionally, the ACIS case management program is the only single program that covers all 77 counties in Oklahoma.

Oklahoma Senate Committee on Appropriations

2014-15 Performance Report

Oklahoma Department of Human Services

There are no services which are core to our mission that go unmet. ACIS staff are charged with identifying, arranging, and following-up on all needed services by the HIV/AIDS clients being served. The responsibilities of ACIS staff regularly involve interacting with the medical community, legal services, pharmaceutical companies, insurance programs, Social Security Administration, Immigration Services, the Oklahoma State Department of Health, the Department of Corrections, and Adult Protective Services.

Aging Services

DHS Aging Services (AS) is responsible for 17 major programs, all of which are part of its core mission. Beyond the 17, the division is involved in other related initiatives such as Grandparents Raising Children (GRC), Prisoner Reentry, Minority Aging, and the Oklahoma Aging Advocacy Leadership Academy (OAALA) referenced previously. Additionally, the division operates a large number of grant funded programs. None are duplicated or replicated to any sizeable degree and some programming results in cooperative agreements with fellow state agencies such as, Oklahoma Department of Commerce, Oklahoma Health Care Authority, and Oklahoma Insurance Department. The division is currently not in the position of being unable to offer required programming at the sacrifice of offering non-core services.

Child Welfare Services

Child Welfare Services Prevention and Protection Unit conducts statutorily required Child Abuse and Neglect Information System (CANIS) checks of private adoptive parents to assist the court in determining whether the prospective adoptive home is safe for the child.

The Child Welfare Services Administrative Services Unit is designated by the Oklahoma State Bureau of Investigation as the agency responsible for processing all private adoption and child care-related national criminal background search requests based on fingerprints. Although these services are provided for non-DHS-involved children, the service falls within the agency's core mission and strategic plan of improving the quality of life of vulnerable Oklahomans by increasing people's ability to lead safer, healthier, more independent and productive lives and providing services that support and strengthen the family and protect its members. The Technology and Governance Unit fulfills many requests to provide statistical reports for outside entities.

A possibility for duplication exists in the DHS Independent Living Program in the following areas: (1) life skills assessments and instructions; and (2) career exploration and career exposure. Life skills assessments are utilized by the Oklahoma State Department of Education (OSDE) for youth with an Individualized Education Plan (IEP). In many of the school districts, the same life skills assessment (Casey Life Skills Assessment) is utilized by the OSDE and DHS. For youth receiving independent living services through DHS, seminars and workshops are provided that include career exploration and career exposure. These skills can also be accessed by referring to other state agencies such as Oklahoma Department of Commerce and Oklahoma Department of Rehabilitative Services. The agencies are aware of these potential duplications and both the Governor's Youth Council on Education and Economic Development and the Statewide Transition Work Group, consisting of representatives of state agencies and local community providers, are meeting to refine processes to avoid duplication and maximize service delivery.

Foster care services are replicated for children in DHS custody as contracted out by DHS. Adoption services are provided by private agencies that do not provide services to children in DHS custody. DHS

Oklahoma Senate Committee on Appropriations

2014-15 Performance Report

Oklahoma Department of Human Services

may contract with a private agency to provide supervision for a trial adoptive family that resides out-of-state or out of the country and contracts out some services for interstate compact on the placement of children (ICPC) adoptive processing and ICPC case monitoring.

There are services that require supports by contractors but none that can't be performed because of non-core service requirements. For example, permanency planning specialists have difficulty performing some of the identified services or supports for their independent living age youth because of the other core service demands for the families and younger children on the caseloads. To ensure the independent living youth receive the services they need, the independent living program contracts with the University of Oklahoma National Resource Center for Youth Services to provide a portion of the independent living services to accomplish meeting the core mission of independent living.

Developmental Disabilities Services

The mission of the Developmental Disabilities Services (DDS) is to design and operate a service system centered around the needs and preferences of citizens with developmental disabilities by: enabling persons with developmental disabilities to lead healthy, independent, and productive lives to the fullest extent possible; promoting the full exercise of their rights as citizens of their communities, state, and country; and promoting the integrity and well-being of their families. DDS operates the Home and Community-based Waiver services programs. These programs furnish an array of services that assist eligible individuals to live in the community and avoid institutionalization. In Fiscal Year 2014, Home and Community-based services helped 5,369 Oklahomans with developmental disabilities receive services in community settings. We do not provide duplicate services provided by other entities or agencies.

Child Care Services

Child Care Services (CCS) is not required to provide any services which are outside of their core mission. CCS does not provide any services that are duplicated or replicated by another agency. There are no services that are core to the CCS mission which they are unable to perform because of requirements to perform non-core services.

Child Support Services

Child Support Services (CSS) has a number of core functions that we are obliged to perform under the mandates of Part IV-D of the federal Social Security Act and applicable state laws and regulations. These include establishing and enforcing paternity and child support and medical support orders and collecting arrearages. No other state agency provides these functions. There are many secondary functions that aid us in these efforts and that we are encouraged to work with other entities to pursue, such as establishing referral networks for customers with community agencies and services, but these are not strictly part of our core functions and do not interfere. Our largest impediment to fulfilling our core obligations is lack of adequate resources to meet the needs of customers; CSS has more than 200,000 cases that need our assistance, but our resources are only sufficient to provide one caseworker for every several hundred cases that need our help.

PRIVATE ALTERNATIVES:

Are any of the services which are performed by the agency also performed in the private sector in Oklahoma? In other states? Has the agency been approached by any foundation, for-profit or not-for-profit corporation with efforts to privatize some of the functions of the agency?

Adult and Family Services

DHS funds or partially funds several community programs using the **Children with Special Health Care Needs (CSHCN)** portion of the Title V block grant; including the Oklahoma Family Network, the Oklahoma Infant Transition program and several other programs at the University of Oklahoma Health Sciences Center (OUHSC). In the past, the State Department of Education, the Oklahoma Family Network and SoonerSUCCESS program (at OUHSC) have been interested in administering CSHCN funds. However, there is currently no duplication of CSHCN services with others.

Numerous private and public agencies have expressed interest in determining **Medicaid eligibility** but each group is interested only in distinct subsets of the Medicaid population. One of the major barriers to this is building a computer system that feeds eligibility into the Medicaid Management Information System (MMIS) which federal law requires to be with one entity in the state (DHS in Oklahoma). There are numerous private and public entities that provide the same case management services we do for the Medicaid population; for example Area-wide Aging, Community Action Program, Oklahoma State Health Department, and Head Start.

It is a federal requirement that only staff protected by a state merit system perform eligibility determination functions for **SNAP**. SNAP coordinates with other agencies/non-profits to provide food assistance to low-income families; for example, the Regional Food Bank of Oklahoma and the Community Food Bank of Eastern Oklahoma. SNAP contracts with Oklahoma University, Oklahoma State University and the Chickasaw Nation to provide nutrition education to recipient families using federal funds specifically allocated to DHS for this purpose.

DHS is the designated agency for administering the **TANF block grant** and has never been approached by any public or private organization as an alternative. DHS has contracts and/or agreements with the Oklahoma Department of Mental Health and Substance Abuse Services, Department of Libraries and State Department of Education for Literacy, GED, ESL and Adult Basic Ed classes; Department of Career and Technology and Higher Education for education and training; and contracts with other public entities to provide services to community needy persons. DHS also contracts with the private sector for some services; for example, the Regional Food Bank, Whiz Kids, and the Boys and Girls Club for youth mentoring services; and Public Strategies, Inc. for family formation services.

Some states contract out overpayment collections for SNAP, Child Care Subsidy and Medicaid to private collection agencies. AFS has not been approached by outside entities with efforts to privatize the division's functions.

Adult Protective Services

DHS **Community Adult Protective Services** is the only social service agency that investigates abuse, neglect, and exploitation by family caregivers outside of nursing facilities. DHS APS Long Term Care staff are tasked with investigating all types of abuse, neglect, and exploitation by staff in nursing facilities. Other types of services and investigations are completed by the Oklahoma State Health Department, the ombudsman from the Office of Client Advocacy, and the State Attorney General's office. The Oklahoma State Health Department only investigates facilities' policy questions related to abuse, neglect, or exploitation. (For instance, whether policy exists and facility trained staff in policy.) The ombudsmen are advocates for nursing facilities' residents and are not investigators. They are there to ensure that the

Oklahoma Senate Committee on Appropriations

2014-15 Performance Report

Oklahoma Department of Human Services

residents are satisfied regardless of whether abuse, neglect, or exploitation exists. They only respond to the will expressed by residents. The Attorney General only investigates criminal abuse leaving a wide array of uninvestigated problems.

Some states contract with private non-profit agencies to provide adult protective services. These states have inconsistent response and services are not uniform. Training and investigations are left to the local area and vulnerable adults are left at risk. Thirty four states have APS programs similar to Oklahoma's model.

There are limited private non-profit agencies that provide **HIV case management** but they are restricted to serving individuals whose income is at or below 200 percent of the federal poverty level. All states and territories receive Ryan White funds for case management; however, these funds are geographically limited to the state of the grantee of record. DHS has not been approached by any foundation, for-profit, or non-profit corporation or agency seeking to privatize HIV case management services because it would not be cost-effective for them to do so.

Aging Services

The majority of Aging Services services are already delivered through contracts with private entities, many of which are not-for-profit. Approximately 94 percent of all aging network services are offered through this medium and the division works with nearly 800 contractors. Examples would include the Area Agencies on Aging, adult day health providers, and ADvantage providers. In terms of potential for additional privatization, the division continues to look for ways to lesson contractor reliance on DHS funding. This would help with sustainability and fiscal strength and ultimately help the providers and those we serve in the network. There are many divisional examples of private entities helping support key initiatives, like the example given with the Oklahoma Aging Advocacy Leadership Academy (OAAALA).

Child Welfare Services

Public and Private partnerships are being expanded to support children and families involved with the child welfare system. Collaboration with the DHS office supporting faith-based and community initiatives and other external partners, the CWS will finalize a two-year strategic plan focused on recruitment and support of resource families. The 111 Project and Count Me In 4 Kids have been implemented with the Office of Faith-Based and Community Initiatives (OFBCI). Submissions from private agencies have been received in response to a DHS request for proposal for partnerships in recruitment, retention and support for non-relative resource parents and treatment foster homes. The awards for the resource family partners were realized in 2013. Targets for the recruitment of new foster homes are negotiated with the child welfare experts monitoring the Oklahoma Pinnacle Plan. There has been a recent surge in the number of new foster homes through this partnership. The Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) is partnering with DHS to increase the number of children involved in child welfare services who are also served through Systems of Care (SOC). Beginning in 2013, this partnership focused on counties in Region 4. Recent data show improvement in stabilizing some out-of-home placements and using SOC to work with older youth in need of supportive connections while in out-of-home care.

Developmental Disabilities Services

Private for-profit and not-for-profit agencies currently provide all of DDS's direct services.

Oklahoma Department of Human Services

Child Care Services

The private sector does not perform any of the licensure services that Child Care Services (CCS) performs. CCS has many contracts with not-for profit entities and educational institutions that extend their services which are core to their mission. No foundation, for-profit or not-for-profit corporation has contacted CCS regarding privatization.

Child Support Services

Child Support Services (CSS) serves all 77 counties in our state through a network of 42 local and specialized offices. As our staff is made up of licensed Oklahoma attorneys and caseworker/paralegals, we have the ability to seek remedies in all district and administrative courts throughout the state, as do any other Oklahoma attorneys. Although our work is highly specialized, a customer can hire an Oklahoma attorney to collect their child support, usually for a fee or for a percentage from one-third to one-half of the collections. However, certain enforcement remedies and access to information in federal and state databases about income and location of parties to child support cases are limited to child support agencies, like CSS, operating under Part IV-D of the federal Social Security Act V-D and, in some instances, the agencies' contracted vendors. These include financial institution data matching (FIDM), state and federal tax refund intercept, passport denial, new hire reports, unemployment matching and offsets, lottery offsets, mandatory matching on workers compensation and personal injury claims, credit bureau referrals , and employment records from all states.

CSS also has the ability to do intergovernmental case processing with other IV-D programs. In 13 offices, services are provided by district attorney staff through a contractual arrangement, in two other offices we provide services through private vendors, and one CSS local office is operated by a community action program. We also work through cooperative arrangements with the University of Oklahoma Center for Public Management to run some of our special projects such as our statewide call centers for customers and their employers, and private vendors operate some other specialized projects such as our State Disbursement Unit.

DHS has been approached by private vendors and non-profits who seek to run some portion of our operations from time to time and evaluations are made on a case-by-case basis to such proposals. The limitations federal law place upon the ability of private vendors to access remedies and information under the Social Security Act are always a concern when considering contractual arrangements instead of utilizing regular state resources. There are also nine sovereign tribal nations located in Oklahoma that provide child support services under Title IV-D of the Social Security Act. CSS works with these tribal IV-D programs to ensure no duplication of effort.