

Oklahoma Senate Committee on Appropriations

2015-16 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:

Edward Lake, Director
Sequoyah Memorial Office Building
PO Box 25352
Oklahoma City, OK, 73125-0352
405-521-6462

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.

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 of Business Quality and has the responsibilities of:

- ensuring the quality and accountability of service from OMES/ISD is maintained;

Oklahoma Senate Committee on Appropriations

2015-16 Performance Report

Oklahoma Department of Human Services

- 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, Divisions, 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). As its major modernization effort, AFS is focused on automation of business processes that will accompany OK Benefits. The development of OK Benefits is shared with several other divisions as well as other state agencies. 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. Current budget challenges offer an opportunity to reexamine business practices and work toward consistent customer service and efficient 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 was used to determine technology and business process needs that are now being explored with the Office of Management and Enterprise Services using a grant from the USDA Food and Nutrition Services. This bottom-up analysis helps communicate and standardize best practices in all offices. It also enables senior staff to visit with front line and supervisory staff to examine personnel issues that may contribute to staff turnover and dissatisfaction.

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 Call and Support Centers are a model and you can be expected to share your success with other states" according to a report received from the United States Department of Agriculture Food and Nutrition Services following an audit in August 2015. 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.

Oklahoma Senate Committee on Appropriations

2015-16 Performance Report

Oklahoma Department of Human Services

The OKDHSLive business model gives AFS:

- the capacity to meet the increased number of applications by sharing caseloads across county and regional boundaries;
- the increased use of eligibility automation and management of work flow to allow workers to focus more on family outcomes;
- the 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 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 reduces 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)

APS System Enhancement

The 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 APS supervisors and assigned to APS staff for timely investigations and resolution. This system continues to be enhanced to assist program planners and managers to appropriately allocate 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. APS field staff update investigative interviews and assessments 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. The APS enhancement team is developing a public access link for reporting adult abuse, neglect and exploitation. This link will allow anyone to enter an APS report via the Internet. The information will be recorded and sent directly to the supervisor for review.

Aging Services

No Wrong Door (NWD) Initiative

Oklahoma's NWD initiative was established to provide aging Oklahomans and Oklahomans of any age with a physical, intellectual or developmental disabilities, regardless of income, with a "no wrong door (NWD)" system for information and person-centered counseling regarding long-term services and supports. The initiative encompasses the Aging & Disability Resource Consortium and integral components of the "no wrong door" system to provide streamlined access to public programs, person-

Oklahoma Department of Human Services

centered counseling, sources of referral to person-centered counseling, and the administration/financing of the NWD system. One aspect of the initiative includes a management information system that allows information/data to flow with a client from the initial person-centered plan all the way through follow-up. This case 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 occurred the first week of May 2015.

Health Promotion and Disease Prevention Programs (HPDP)

The aging network in Oklahoma has continued to build an array of evidence-based HPDP programs since the federal Older Americans Act Title IIID requirement became effective in 2012. The ultimate goal is for all Title IIID activities to achieve the highest-level criteria tier, including experimental or quasi-experimental design, with full implementation in a community site, and dissemination of products 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 continue to be made to provide evidence-based HPDP programs at the higher level tiers.

Electronic Voice Verification (EVV) System

The ADvantage Program remains committed to the full and efficient statewide implementation of this system, which electronically tracks and validates services provided to members via telephonic verification.

AIM Redesign

The Older Americans Act (OAA) provides services at the community level through a wide number of partners, chiefly the Area Agencies on Aging. A large number of services are offered through this program and nearly 37,000 Oklahomans were served last year. The largest program is the senior nutrition program where three million congregate and home delivered meals were served to seniors across the state. The primary reporting system for OAA services, known as AIM, is in the process of being redesigned to enhance data availability and timeliness.

National Core Indicators – Aging & Disabilities (NCI-AD)

Aging Services is nearing the implementation of a national tracking system that focuses on core service metrics in both the aging and physical disability service networks. This effort is intended to modernize data and service collection across all pay sources (Medicaid, Older Americans Act, state funded, etc.) and will allow various comparisons between states, services, providers, and the like.

Child Care Services (CCS)

Child Care Monitoring, Administration and Safety System (CCMASS)

The mobile monitoring information is sent to the Child Care Monitoring, Administration and Safety System. This web based data system stores licensing information from the official case record for over 4,000 licensed programs. This allows for management to see case information without traveling to a county office or the expense of copying and mailing from the county office. CCMASS also sends information to OMES for reporting to the Child Care Locator and public view. This allows parents and the public to locate child care and review their licensing history from the internet.

Surface Pro 3 and Portable Printers

Oklahoma Department of Human Services

CCS licensing staff utilizes a Surface Pro 3 to complete the mobile monitoring process. The Surface Pro 3's allow licensing to not only monitor, but store PDF versions of policy and licensing requirements for easy access in addressing provider concerns. It also allows for a secure Wi-Fi connection (hot spot on DHS issued iPhone) to webmail for sending pictures or monitoring information to management for immediate staffing of concerns or non-compliances. Portable thermal printers were also deployed to the field. This reduced the cost associated with purchasing printer ink cartridges, and has numerous other benefits. The licensing specialist (LS) can print a signed copy of the monitoring visit summary and give it to the provider thus decreasing mailing expenditures, and increasing timely communication with providers and parents.

eXpedite

The monitoring checklist and summary are completed in a computer application called eXpedite. The application is installed on all Surface Pro 3's for mobile monitoring and allows for information to be converted to a PDF and printed for providers in the field. Programs immediately place this information into their compliance file for parents review. Licensing specialists sync the information via a secure Wi-Fi connection (hot spot on DHS issued phones) to the Child Care Monitoring, Administration and Safety System (CCMASS). Once this information is replicated at OMES it goes to the Child Care Locator for public view via the internet.

Licensing Records Office (LRO)

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. The LRO processed 26,200 requests for criminal background reviews in a twelve month period. During 2015, the LRO accomplished a one day turn around in processing the criminal history reviews. Information is evaluated to determine employment or residence in a child care facility. Due to the success of the CCS LRO, all fingerprinting requirements within DHS were consolidated to the Office of Background Investigations.

Child Support Services (CSS)

Allocation

In an effort to ensure all of a noncustodial parent's (NCP) children receive support, CSS changed the way money is applied to an NCP's cases. Previously, the NCP or employer could direct payments to a particular case. As of May 1, 2014 the system will proportionately apply the payment to current support and then arrears on all of the open cases for the NCP, making sure all children benefit.

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 by the end of 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, CSS

Oklahoma Department of Human Services

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.

Automation of Data Exchange

In 2015, CSS will complete an Office of Child Support Enforcement 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.

Child Welfare Services (CWS)

Care Portal

The Care Portal is a web-based tool that allows Child Welfare (CW) staff to communicate needs to community partners who are available to respond. The Care Portal started in Stephens County and will launch next in Tulsa County, with plans to continue expansion. The cost to DHS is minimal. Phase two will link CW staff to volunteers and is anticipated to launch in 2016.

Child’s Passport

The Child's Passport web application is a collaborative effort between DHS, Oklahoma Health Care Authority (OHCA) and Oklahoma State Department of Education (OSDE). The Child’s Passport provides access to foster families and other service providers regarding critical health and educational information for children in DHS or tribal custody. The Child’s Passport contains case information including, but not limited to:

- Medical;
- Educational;
- Court hearing dates;
- Contact information for child's worker, supervisor, and attorney;
- List of known family/kin;
- Reason child came into care;
- General behaviors of the child; and
- Disabilities.

Records are made available to DHS through regular data exchanges with OHCA and SDE, and are stored in the Child Welfare Information System.

Developmental Disabilities Services (DDS)

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. This is a multiphase project that will streamline several DDS processes. DDS has completed the first phase that allows IMS to update CCM with eligibility data. The next phase is the development of a level of care interface with the Oklahoma Health Care Authority (OHCA) to allow for electronic approval of Waiver applicants. This interface will eliminate the need for paper copies of eligibility information, and reduce data entry required by staff.

Oklahoma Department of Human Services

Financial Services

Reduction of Paper Warrants

Paper warrant issuance to DHS vendors and clients has been the primary payment method. 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 February 2016, 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 reassignment of personnel to more critical areas, and provide more timely benefit distribution.

Electronic Timesheet Process

DHS developed an electronic timesheet web application that will be implemented in December 2015. This web application will eliminate over 8,000+ pieces of paper each month and simplify the time tracking process for all DHS employees. The timesheet is accessed using the employees ID and allows tracking for all time worked. Once the timesheet is complete and submitted, electronic workflow forwards the timesheet to the employee's supervisor for their approval. The supervisor is notified via email that the timesheet has been submitted for approval. The supervisor can review the timesheet, make any changes, approve, or deny it. Denied timesheets are forwarded back to the employee. Approved timesheets are forwarded electronically to the respective timekeeper for final entry. Future upgrades to this application will provide direct entry of approved timesheets into the DHS timekeeping system.

Legal Services

DHS Legal Services has adopted a fax to email system designed to eliminate the unnecessary use of paper to produce faxed documents. All faxes are now received and automatically distributed electronically to specifically identified recipients. Additionally, the division is coordinating with the Oklahoma Department of Mental Health and Substance Abuse Services (ODMHSAS) to adopt and adapt its computerized legal request system. Employees within DHS would electronically submit requests for advice and counsel through the system. Any supporting documentation would be scanned and stored in electronic format. Responses to requests for advice and counsel would then be provided in a similar fashion thereby eliminating the risks of miscommunication and ensuring timely and accurate responses that are directly attributable to Legal Services.

Office of Background Investigations

On September 16, 2015 DHS combined the Child Care Services (CCS) Licensing Records Office (LRO) with CWS's fingerprint unit to create the Office of Background Investigations. The DHS Office of Inspector General now has executive oversight of this office.

Prior to the creation of the Office of Background Investigations, CCS LRO streamlined CCS processes through the use of technology and Lean Six Sigma process improvement. This changed the process from a 48 day backlog to same day service. By combining CCS and CWS background units, DHS is able to leverage the improvements and technology to streamline the CWS background investigation process.

Prior to this consolidation, Child Welfare Services staff across the state were making determinations on criminal history and child welfare history. The length of time it took varied from a week to three months with an average of two weeks. This was due to the antiquated database, use of hard cards, mail time,

Oklahoma Senate Committee on Appropriations

2015-16 Performance Report

Oklahoma Department of Human Services

and the difficult time workers had gathering documents. The combined unit is in the process of centralizing the determination process which will provide an electronic request form, yield consistent results, and provide electronic indicators to staff for immediate results once the determination has been made, allowing for electronic capture of all fingerprinting.

In addition, the Office of Background Investigations is working with OMES to analyze ways to cut additional costs by reducing duplicative services.

Office of Client Advocacy (OCA)

Grievance and Foster Care Ombudsman

OCA has the statutory responsibility to oversee and implement a grievance program for DHS custody children, foster parents, and vulnerable adults. 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. The policies also ensure that persons filing grievances are free from restraint, coercion, reprisal, or discrimination.

In FY2015, Senate Bill 1793 was enacted and changed how foster parent complaints and grievances are addressed. To implement these changes and be more responsive to the needs of foster parents, OCA created a Foster Care Ombudsman (FCO) program and has partnered with the Oklahoma Commission on Children and Youth to implement an on-line complaint system. In its first year the FCO has addressed approximately 250 foster care complaints, and provided outreach to 1,100 foster parents through training and education.

The OCA Grievance program monitored the local level grievance programs for approximately 320 different outlets, both internal to DHS and contractors. There were a total of 2043 grievances filed and reported to OCA. 1681 of those reported grievances were resolved at the informal problem resolution (IPR) level, 279 were resolved at the first level, two at the second level, three were resolved at the contested level, and one at the Grievance and Abuse Review Committee. No Grievances were elevated to the Director's level in FY 2015.

During this fiscal year, a focus was placed on training local grievance coordinators to ensure compliance and to improve agency responsiveness in order to timely resolve issues before they escalate into a grievance.

Office of the Inspector General (OIG)

OIG has moved the referral management unit and their job duties from the Investigations Unit to the Administrative Review Unit. This allows more efficient reviews of all fraud complaints which are reported to the Inspector General. The Referral Management Unit will assume all duties when conducting interstate data matching to identify clients who may be violating federal regulations by receiving duplicate benefits in more than one state concurrently. The Investigations Unit will continue to conduct the investigations once a match has occurred with an Oklahoma client.

The OIG Investigations Unit's new approach to investigating stores who traffic in food stamps has returned program savings to USDS in the amount of \$203,859.81 and almost \$10,000 dollars in court

Oklahoma Department of Human Services

ordered restitution. The Investigative Unit has been successful in obtaining permanent disqualifications for store owners and clerks who have been found guilty of food stamp trafficking.

Office of Planning Research and Statistics (OPRS)

OPRS provides an online survey tool for all DHS divisions to use. Divisions use the Business Enterprise Survey Tool (BEST) to eliminate paper and pencil tracking, forms, conduct field assessments, event registrations, and collect electronic data. The tool helps automate evaluation. BEST has reduced the number of documents created on paper that subsequently require data entry into a data base. The tool has a dashboard to show aggregated survey responses and the ability to transfer data into Excel spreadsheet for more complex data sets. It helps evaluate the effectiveness of trainings, new programs, and employee and customer process improvement projects. In the past 36 months, OPRS has developed and deployed 692 online surveys.

Beyond elimination of manual entry of paper surveys, the agency is saving on postage and mailing for data collection.

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

Adult and Family Services

Farmers Market/Senior Farmers Market

The Electronic Payments Systems unit of Financial Services along with Aging Services, 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 Electronic Benefits Transfer (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.

Adult Protective Services

Information Management System

In September 2015, Adult Protective Services received a \$300,000 federal grant to enhance its management information system. The two year project will: 1) increase information about the outcomes of individuals served by APS; 2) expand data collection on clients' and perpetrators' characteristics; 3) improve information on services provided by and referred to by APS; 4) increase information about changes that occur between the opening of a case and its closing as a result of APS intervention; and 5) upgrade Oklahoma's data collection efforts to be consistent with the NAMRS national effort. In the process, the project will ensure that information is relevant to significant partners that serve special populations, particularly the multiple Tribal Nations that exist in Oklahoma.

The project seeks to achieve the following measurable initial outcomes: a) enhanced ability to identify gaps in service provision and uptake at the individual and collective levels; b) improved knowledge of client and perpetrator characteristics, including patterns of abuse and neglect; and c) increased knowledge of workers' activities and effectiveness, as measured by changes that result from an APS intervention.

Oklahoma Department of Human Services

Aging Services

Lifespan Respite Grant

This federal grant is an “exception” grant and serves people who are not eligible for any other respite program, or program that has a respite component such as ADvantage, home health, hospice, and Veteran's Administration. The University of Oklahoma (OU) Health Sciences Center determines eligibility and issues the vouchers. Respite is a temporary break for full-time, primary caregivers and helps prevent burnout and abuse.

FTA Section 5310 Transportation Program

The FTA Section 5310 Transportation grant is a federal program for purchasing vehicles for non-profit and certain governmental entity service providers. Purchases are prioritized to counties not previously covered by the 5310 program, a specialized transportation program that serves individuals over the age of 65, and individuals with disabilities. The program is 80% federally funded. Modernization efforts have been successful thus far in streamlining application and program processes. Aging Services was recently approved to expand the program to Oklahoma City.

Child Care Services

Child Care Center Requirement Revision

The Governor signed the new combined requirements for child care centers, day camps, drop-in, out-of-school time, part-day and programs for sick children with an effective date of 1-1-16. Major areas of revision include: professional development, parent communication, health and safety for children, and emergency preparedness. Child Care Services in partnership with OU Center for Public Management created an online training program for providers. This technology has helped train providers in a way that is convenient and cost effective for providers and timely.

Oklahoma Professional Development Registry

The Oklahoma Professional Development Registry is a web-based statewide data base where early childhood educators and child care staff register and track training. Participation increased by 47% during FY 15. 65% of participants have a certificate or degree in early care and education. The data base provides valuable information about the early childhood workforce that will be used to target resources to improve the quality of child care.

Child Support Services

Right-Sizing Orders Initiative

CSS developed a procedural guide and training as part of implementation of the policy it developed effective September 2015. The revised policy establishes and modifies child support orders and judgment payments to reflect parents’ current circumstances and actual income, unless the evidence supports imputing income. This encourages noncustodial parents to comply with child support orders and results in consistent and reliable support collections for the children involved. The guide addresses cases where the noncustodial parent has one case or multiple cases and includes best practices, scenario calculations, worksheets, checklists, customer letters, pleadings, orders, and reports to guide staff how to modify child support orders. The focus for CSS in 2016 will be on modification of orders to reflect these best practices.

Oklahoma Department of Human Services

ProSe/ProBono

CSS has finalized several pro se resource packets that may be helpful to its customers. Forms currently available:

- Pro Se Income Withholding Order (Instructions and Forms): This packet is for users who wish to initiate, amend, or terminate an Income Withholding Order. It is for use in cases where CSS is *not* providing services for example, closed or pass-through cases. If the user completes the form online, it will automatically calculate the withholding amounts for each pay period based on the total monthly support amount. It is also possible for the user to print the form and complete it, including the calculations, manually. Instructions are provided for both methods.
- Pro Se Paternity Challenge Packets: These packets are for use by customers wishing to challenge an Acknowledgment of Paternity or Presumption of Paternity. They are designed for use in administrative court, which means users must have an open case. If the challenge is filed and requires a Guardian ad Litem, CSS staff should assist customers by transferring the challenge action to district court.
- Pro Se Paternity Challenge Samples: These packets can be given to customers to show what the completed challenge forms look like.
- Statewide Motion for Hearing: This packet is for use by CSS customers to request a hearing before the Office of Administrative Hearings on a variety of issues.

Child Welfare

P3-OKC

In September 2015, DHS received \$700,000 in start-up funds for a three-year pilot project called Oklahoma City's Performance Partnership Pilot (P3-OKC). The program will test innovative outcome-focused strategies to achieve significant improvements in education and employment for youth with foster care experience. Oklahoma City's Performance Partnership Pilot will assist youth in foster care to complete education requirements for high school graduation, post-secondary education, and employment. Career Academies, Communities In Schools, and Check & Connect are the evidenced-based and promising practices in education that will be used in the project. The project will target youth in Oklahoma City Public Schools 14-18 years of age and provide transition services after graduation for post-secondary and employment services.

The P3-OKC is a benefit to clients and key stakeholders in that it leverages existing sources of state and federal funding and requires state agencies to improve coordination towards achieving to better outcomes for youth with foster care experience. P3-OKC will be led by the Department of Human Services in partnership with Metro Technology Centers, Oklahoma City Public Schools, and the Central Oklahoma Workforce Investment Board. Other strategic partners include the Oklahoma Department of Rehabilitation Services, Oklahoma Commission on Children and Youth, Oklahoma Lawyers for Children, CASA of Oklahoma County, Inc., NorthCare, and the National Resource Center for Youth Services. The University of Oklahoma Anne and Henry Zarrow School of Social Work will conduct the independent evaluation.

Developmental Disabilities Services

Following the September 1, 2015 rate reduction to service providers, DDS implemented meaningful administrative relief to help offset the impact of the reductions. The policy changes provide relief to programmatic service requirements and administrative audit requirements. DDS collaborated with the

Oklahoma Department of Human Services

provider community to develop the amendments while continuing to ensure the provision of quality services.

Financial Services

Consistent Excellence initiative

For 2015, CSS continued its Consistent Excellence Initiative, a statewide project to find and implement best practices. With over 206,000 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 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.

Movement of Benefits to Electronic Delivery

DHS Financial Services is moving all benefit delivery to 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 convert the remaining funds to electronic delivery as quickly 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

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. The 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.

No Wrong Door (NWD) Initiative

As described earlier in this document, this initiative grants consumers better access to needed services, support for long-term care and help with living in the community independently. A visible portion of the initiative is the centralized information web portal system, Aging & Disability Resource Consortium. This initiative has now become a multi-agency effort with key support from ODMHSAS, OSDH, OHCA, the Oklahoma Department of Rehabilitative Services (DRS), and others. Also, this initiative is being targeted to help fulfill the Executive Council's (the group appointed to follow the Governor's Blue Ribbon Panel on developmental disabilities) work via Executive Order to provide a "a regular, periodic dissemination of information about resources to individuals on the waiver services request list that are specifically tailored to each individual's need."

Child Care Services

Staff Training

Due to budget constraints, CCS cancelled the annual statewide and supervisory training conferences for staff. CCS utilizes technology for savings and efficiencies. All licensing staff were trained through Lync In sessions titled Lunch and Learn. During the past 12 months, staff has been trained on 10 different topics specific to licensing.

Child Support Services

CSS Automation of Internal Revenue Services (IRS) Confidentiality Training

Since CSS has access to confidential 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 to a central reporting person. The process is now automated and all training is completed on-line and training records are retained electronically for easy accessibility. This automation has allowed for a reduction in cost and improved compliance.

CSS Implementation of Distance Learning and “Just in Time” Training

CSS has led the agency in increasing the use of technology to provide online training to contain and reduce costs. In one year, CSS realized over \$1 million in cost savings and won a Governor’s Award. In 2015, CSS shared the lessons it learned agency-wide to implement additional savings.

Centralized Case Initiation Center

In 2014 and 2015, CSS evaluated its case initiation process with a goal of better handling the increasing volume of Medicaid, TANF and childcare subsidy mandatory case referrals. CSS determined this process could be improved for staff and customers by centralizing all case initiation functions to create “ready to work” child support cases to be assigned to CSS district offices. Partnering with the OU Center for Public Management, the centralized Case Initiation Center (CIC) began processing electronic case referrals. By the end of 2015 more than 1/3 of the CSS offices had been transitioned to the CIC. All CSS offices are expected to be transitioned to the CIC by June 2016.

Transition Imaging to CSS

In 2015, DHS was required to decentralize its Statewide Imaging Center as a result of budgeting. CSS, in partnership with the OU Center for Public Management, was able to transition the imaging of more than 1.2 million pages of employer and paternity acknowledgement pages with no substantial interruption in the child support business processing by local district offices. CSS & OU immediately implemented process improvement practices to speed the imaging process for the key documents and is now partially equipped for increased imaging in the future. CSS will be able to destroy duplicate copies of records now stored in 32 file cabinets in the CSS State Office.

Child Welfare Services

Title IV-E Waiver

The Title IV-E Waiver is a mechanism that allows Child Welfare to use federal funding that was once only available for children in state custody, to be used for family preservation and prevention services. The preservation and prevention services are implemented when there is no threat of harm to a child in remaining in their home. The preservation and prevention services are time limited and are designed to teach families necessary skills to remain intact. Preservation and prevention services can result in a reduction of overall costs when compared to state custody.

Oklahoma Senate Committee on Appropriations

2015-16 Performance Report

Oklahoma Department of Human Services

Human Resource Management (HRM)

Since FY 2010, the HRM Employment Services Unit (ESU) averaged 14,700 paper applications per year. With the approval of the Pinnacle Plan, the number of paper applications increased significantly. In order to gain efficiencies in the application process, ESU began migrating from manually receiving internal applications for job announcement to using JobAps, the State of Oklahoma's enterprise announcement system in December 2012. This was possible due to the system upgrades to the JobAps system and partnering with OMES-Human Capital Management, OMES-Information Services Division, DHS-HR Services unit, and DHS Communications. The new process was implemented in November 2014. This change allowed employees applying to complete an on-line profile in JobAps.

Other Department-wide Initiatives

Quality Service

In the fall of 2014, DHS began a Quality Service initiative, a new approach to improving customer service both internally and externally. This initiative is founded on a model created by the Disney Institute. Quality Service Standards have now been created and behavioral expectations are clearly communicated for each standard. The DHS Quality Standards are Safety, Integrity, Professionalism and Compassion. This initiative also focuses on employee engagement and listening to the voice of the customer, including each other as customers within the agency. 2015 has primarily been a planning year for this initiative. The overall goal is for all employees to abide by the behavioral expectations associated with Quality Service initiative. Within each division, the improvements pursued are proposed and developed by groups of staff at all levels across the state. This initiative also includes a pledge of commitment, changed behavioral content and ratings for performance management, rewards and recognition for excellent behavior, interview questions and guidelines for hiring, guides for supervisors to utilize for employee coaching discussions, and involves leadership from all levels of the organization.

Strategic Planning

Beginning in 2013, DHS embarked on a new strategic planning process that requires more alignment within the organization and yields both an overall DHS strategic plan and 18 corresponding division-level plans. This means that all divisions within the department have specific objectives, action plans and important results aligned with department goals focused on building and sustaining stronger Oklahomans, a stronger workforce, stronger communities and stronger business practices. The new process assists DHS in determining the allocation of resources according to a strategic vision for each service delivery area as well as an opportunity to ensure divisions are focused on cost and time saving efficiencies, outcome measurement, employee engagement and retention, customer service, process improvements and results. The new planning process also requires divisions to create and develop strategic thinkers who can sustain this type of strategic planning and alignment, involves more staff in planning processes, and creates buy-in and investment in agency strategic plans. Accountability and oversight for objective accomplishment and progress is required as a part of the new planning process. The process is also designed to assist divisions in making decisions for resource allocation and keeps the agency continually focused on improvements.

Multi-Function Printer Contract

DHS negotiated 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.

Multi-Function Printer Optimization

Because of the reorganization within DHS over the last several years, an assessment was made of DHS printers to ensure the correct size printer was in use as well as the correct quantity and location. As a result of this study, DHS was able to eliminate 203 printers at an expected savings of \$250,000 in 2016.

Cell Phone Optimization

In 2015 a project was initiated to review the cell phone issuance process and usage analysis to ensure cell phones were properly approved with necessary funding in place prior to the cell phone order and to ensure cell phones were being utilized by staff. As a result of this study, 700 cell phones were found to have not been used for over two months. As a result, 625 of the cell phones were deactivated at a savings of approximately \$200,000. A regular maintenance process was developed to check cell phone usage on a quarterly basis to ensure all cell phones being paid for by DHS are necessary and utilized.

Landline Optimization

In 2015 a project was initiated to look at all DHS landlines to validate expenses. As a result of this project, 383 landlines were found to either not be a DHS number or no longer necessary. Working with OMES, these landlines were discontinued at a savings of \$80,000.

Supply Warehouse Ordering/Asset Management Upgrade

In 2014, DHS began development of a web application that would enhance the Supply Warehouse ordering process. The process involved using a green screen AS400 application that simply had the item number, short description, and quantity needed. The order fulfillment process was then very manual at the warehouse. This new web application provides technology that allows the item number and quantity desired, and a picture of the item and an extended description. Once ordered, the fulfillment process uses a bin location system identifying where the items are located and an electronic scanning system to ensure the correct item is picked to fulfill the order. Additional warehouse and inventory functionality is also included. In 2016, this application will be enhanced to also include DHS asset management as well.

DHS Mobile Office

DHS responds to most statewide emergencies to provide benefits to families in need. One challenge to these emergency responses is access to computers, cell phone, internet and other critical services needed to distribute DHS benefits. DHS invested in the beginnings of a mobile office that allows DHS to respond with adequate computer support to distribute benefits within the emergency area, but also has redundant services that will allow access as long as there is at least one major carrier that has cell phone service. This mobile office has scalability built in to grow to handle larger incidents as conditions escalate. As a result of this enhancement, DHS can better provide services to citizens who have become in need of assistance due to circumstances beyond their control.

Enterprise Videoconferencing

DHS has invested in a project to set up 27 locations within the state to allow high definition videoconferencing that can be used for trainings and meetings, but also meets court specifications to allow legal proceedings to occur. This project is expected to significantly reduce travel requirements for DHS staff, citizens and judges involved in DHS legal proceedings.

Oklahoma Department of Human Services

Central Site Server Consolidation

In 2015 DHS consolidated 277 individual servers into four large blade servers that resulted in better performance to staff and citizens as well as significantly reduced maintenance costs, licensing, and staff.

Decentralization of Imaging Center to Divisions

In 2015 DHS decentralized its imaging center back to the respective divisions. This project led to a savings of \$626,000 and an analysis of what documents really needed to be imaged by the respective divisions. All of the scanning equipment was repurposed to the divisions and divisional imaging staff were identified and trained. As a result of this project, the divisions are now responsible for imaging needed documents which has improved accountability and reduced the number of necessary imaging.

Fleet Management

DHS replaced division-level management of agency fleet with centralized fleet management. Through purchasing of new vehicles and reassignment of vehicles that were driven less than 12,000 miles per year, DHS saved \$120,000 in employee travel reimbursement in FY-2015. By FY-2017 the annual savings are expected to exceed \$500,000.

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

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.

Adult Protective Services

There are several program areas that involve situations that may be construed as not integral to the mission of APS. These include placement coordination for certain offenders released from incarceration, placement coordination for certain incompetent individuals, aftercare for those individuals discharged from hospitals without public benefits, and temporary guardianships extending beyond the exigent circumstances that warranted APS involvement.

Child Welfare Services

A possibility for duplication exists in the DHS Successful Adulthood program in the areas of life skills assessments and instructions and career exploration and career exposure. Life skills assessments are utilized by 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 successful adulthood 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 DRS. 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

Oklahoma Department of Human Services

and local community providers, are meeting to refine processes to avoid duplication and maximize service delivery.

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

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 be with one entity in the state (DHS in Oklahoma). There are numerous private and public entities that provide the same case management services DHS does for the Medicaid population; for example Area-wide Aging, Community Action Program, OSDH, and Head Start.

Child Support Services

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. 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 services are provided through private vendors, and one CSS local office is operated by a community action program. We work through cooperative arrangements with the OU Center for Public Management to run some of the CSS special projects, such as the statewide call centers for customers and their employers, and private vendors operate some other specialized projects such as the DHS State Disbursement Unit. The limitations federal law places 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.

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, 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. 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.

Oklahoma Senate Committee on Appropriations

2015-16 Performance Report

Oklahoma Department of Human Services

Developmental Disabilities Services

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