

Department of Human Services Workload Report to the 76th Legislative Assembly

Background

In 2009, the 75th Legislative Assembly, passed HB 2123 requiring the Department of Human Services (DHS) to provide a workload report to the Legislature every two years. The workload reports anticipated in that legislation are designed to ensure that the Legislature has a consistent way to create a “point-in-time” snapshot of DHS staffing levels in light of policy and caseload changes that have occurred throughout the last biennium and in light of efficiencies in process DHS has achieved.

The law requires the bi-annual DHS workload reports to address:

- workload increases and decreases over the current biennium;
- workload efficiencies achieved in the current biennium; and
- additional or decreases in direct service delivery staffing needs that exist for the current biennium or that are projected for the next biennium, including a statement of the number of full-time equivalent positions that are vacant on the date the report is prepared or that can be double filled in order to meet any needs for additional staffing.

The law requires DHS to report on staffing levels for employees in classified positions that provide: child welfare services; temporary assistance for needy families (TANF); nutritional assistance (the Supplemental Nutrition Assistance Program, or SNAP); medical program eligibility (OHP and Healthy Kids); services to elderly persons and to persons with disabilities; and vocational rehabilitation services.

Focus on Direct Service Delivery Staff:

As designed, current DHS workload models focus exclusively on the staffing and supervisory levels needed to directly serve Oregonians (96% of DHS staff). Excluded from the current models are the 4% of DHS staff required to support the policy development, training and operations functions within the agency. DHS is currently seeking to identify a way to create and implement a workload model that is inclusive of those support functions. In the mean time, the staffing levels that are the focus of this report focus exclusively on direct service delivery staff.

DHS Transformation Efforts:

Throughout this report are reflected program-specific Transformation, or Continuous Improvement Efforts, and their direct impact on workload for direct service delivery staff. These efforts are staff-led and staff-driven, with the support of Children, Adults and Families (CAF) and Seniors and People with Disabilities (SPD) Continuous Improvement teams. These teams are responsible for projects related to transformation efforts, including the training and coaching of Lean Daily Management System (LDMS). LDMS is the tool that will facilitate the culture change of CAF and SPD to empower workers to think of solutions, work smarter and more efficiently. Having permanent teams devoted to continuous improvement is moving CAF and SPD away from an idea of quick, one-time solutions and towards a culture of continually improving the work of our department and outcomes for the people we serve.

Several improvement initiatives have been developed and are under way today; others are under consideration by leadership for future rollout. LDMS includes avenues for additional improvements to be identified by employees. Success of initiatives is being measured through established sets of data designed to track high-level progress and work flow improvements needed to meet outcomes. Data will be provided regularly for use in adjusting and modifying processes.

Additionally, as part of moving forward with the restructure of the Department of Human Services, CAF and SPD have created joint efforts to identify areas of efficiencies or structure adjustments that support a lean system. The major CAF/SPD joint areas of continuous improvement currently under analysis are:

- Merging Continuous Improvement teams
- Consolidate Hearings and Rules Units
- Coordination/Consolidation of Disability Determination Units
- Coordinate/Consolidate Children's SSI Units
- Coordination of CW and DD Children services
- Coordination/Streamlining of Legal Process and Legal Affairs
- SNAP Eligibility Improvement Initiative
- Coordination across VR and DD Employment First programs
- Administrative and Support Efficiencies
- Repatriation Coordination
- Diversity/Service Equity Coordination

Finally, almost every improvement effort staff identifies has a relationship to the technology that supports each program. OR-Kids, new technology support for the

Child Welfare program area scheduled to “go live” in 2011, includes in its design multiple process improvements child welfare staff have identified. Additionally, the “DHS Modernization Project,” focused on current CAF and SPD eligibility and payment systems, will enhance eligibility worker efficiency and increase business effectiveness by:

- Automating real time eligibility determination
- Centralizing access to consumer information
- Supporting remote workflow/workload management
- Providing enhanced security features
- Allowing faster response to rules changes
- Increasing system adaptability, sustainability, maintainability
- Reducing data and system duplication
- Providing data for informed policy and strategic decision making

In short, as the external consultants who advised DHS on the creation of its workload model acknowledged, there are multiple levers that influence the efficacy of DHS workload staffing levels: the number of staff, the policies staff are required to implement, and the efficiency of DHS work-processes. This report focuses on detail around each of those levers specific to each program area.

I. Child Welfare Services:

Child Welfare Workload Model Background:

In 2008, McKinsey & company, as independent advisors, were engaged by the Department of Human Services (DHS) to help quantify the Child Welfare Program staffing workload gap. During their evaluation, McKinsey conducted an activity-based (vs. caseload based) workload and staffing analysis, for Social Service Specialist 1’s and Social Service Assistants, which assessed workload per case at the worker level. The analysis provided a view of average time and activity demands, as well as variations driven by case types and differences across regions/branches. As a result of the CW Workload Staffing Study a gap was identified between the staffing capacity and the actual CW workload requirements. The workload model does not measure staffing need for central office positions associated with support of field practice, nor does it measure practice changes that do not impact case work or time associated with completing case work.

During the 2009 legislative session the workload model was adopted as the method to determine staffing needs and has been embraced by the DHS - Children, Adults and Families (CAF). A new activity-based survey was conducted in September 2010 to

update the model and ensure a baseline was established prior to OR-Kids implementation.

Requirements Increasing or Decreasing Workload Demand:

Although Child Welfare hasn't experienced a substantial growth in caseload, since 2008, policy changes and program improvement requirements have had an impact on the workload required per case.

Since the McKinsey workload survey of 2008, the following policy, program and cultural changes have occurred within Child Welfare programs and field offices contributing to an increase in workload:

Continued implementation of the Oregon Safety Model was new in 2007 and finished rolling out across the state in 2008, this included:

- CPS response to reports now within 24 hours in most cases instead of 5 days previously
- Protective Capacity Assessment more comprehensive, rigid and evaluative than the previously used process
- More cross-functional cooperation required to ensure "safety through the life of a case"
- Foster family visits twice a year instead of once a year
- 15 hours training for foster families instead of 10 hours previously

Karly's Law was rolled out across the state in 2007 in response to HB3328 passed in the 2007 Legislative session and encompasses:

- Increase in CPS assessment time associated with physical abused determined Karly's law criteria
- Increases staff work time to transport and coordinate with designated medical providers for assessment
- Increase staffing time necessary for the determination and planning

S.A.F.E. Home Study was rolled out across the state in 2009 which encompasses:

- Increased documentation requirements;
- Increased comprehensive assessment;
- Increased collateral contacts; and
- Increased face-to-face contact by certifiers to every 90 days instead of 180 days.
- Anticipated reduction on work related to an adoption home study (not realized yet)
- Anticipated reduction on out-of-home care investigations (not realized yet)

Engagement of Relatives policy was rolled out across the state in July 2009 in response to SB414 passed in the 2007 Legislative session which encompasses an expanded definition of relatives:

- Increased number of contacts required to notify relatives under the increased definition;
- Increased frequency of when you need to attempt to find relatives
- Increased engagement of relative resources

School Interviews were changed as a result of court case (Greene V. Camreta), in December 2009, which determined that some school interviews had consent issues and armed officers may created a problem in school interviews. Practice began changing in early 2010 resulting in:

- Increased time to locate and interview children associated with an abuse allegation due to the reduced access to children at schools;
- Increased coordination and wait time for school personnel to be present;
- Increased duplication of effort with Law Enforcement Agencies
- In worse case scenarios, increased time and involvement on cases requiring court intervention to have access to the child to conduct the assessment interview

Rate Re-design began in July 2009, in response to a Title XIX Audit, requiring every child in foster care to get a CANS screening and encompasses:

- Increase in referrals for CANS
- Increased central effort to coordinate and manage the scoring and complaints/hearing requests
- Increased staff work associated with supervision plans when necessary
- Decrease in staff work associated with negotiating with Foster Parents for Personal Care funds/needs

Another Planned Permanent Living Arrangement (APPLA) policy change, as a response to the CFSR review and State Program Improvement Plan, in November 2009 encompassed:

- Increase in staff work to establish plans;
- Increase in staff work to review adequacy of plans
- Increase in staff work to maintain and continue to improve plans

Psychotropic Medication policy went into effect in June 2009, as a result of HB3114, and encompasses:

- Increased paperwork
- Increase in active management and oversight by managers
- Increase staff work regarding consultation/education of medication

- Increase staff work getting children into appropriate provider timely
- Increase staff work to educate the foster parent community to the policy and procedures.

Workload Efficiencies Achieved:

The Adoption Unit in Central office has recently revised the Adoption Rules which is anticipated to gain efficiencies when fully implemented in practice. The rule changes reduce the number of formal adoption staffings in order to select a family. In addition we have also increased exploration of relatives, kith and kin, for consideration of adoption resources. Since this efficiency is related to Central Office support of field programs it is not measured in the workload model.

The forms and process for foster/adopt criminal history checks were reviewed and updated. After an initial pilot, the final version was implemented statewide in March 2010 which reduced the number of forms involved in completing a check from 3 to 1 and reduced the turn-around time from 2 - 5 weeks to 1 - 3 days. Efficiencies associated with this change were captured in the most recent activity based survey, however, the change was not significant enough to offset policy and practice changes noted earlier.

New Relative rules and Family Finder program while having an impact on workload, will improve outcomes for children by supporting relationship building with family supports besides just placement resources. Efficiencies associated with this change relate to mail out savings and are not reflected in the workload model.

Overall Impact of Increases and Decreases in Demand on Staffing Needs:

During the fall of 2010, the time study for caseworkers within the CW workload model was redone as what will be a routine part of maintaining the workload model. The previous workload model time study was updated in 2008. Since 2008, CW has seen significant policy and practice changes as noted above.

The impact of future efficiencies and transformation initiatives not yet implemented and other automation projects will be captured over time through updating time studies.

The net impact of the reviewed updated time study, without furlough impact, applied to the fall 2010 forecast are a net overall staffing level of about 70.5% for 09-11 and 68.7% for 11-13, in Child Welfare programs.

Position Type	Current Position Authority	Positions Earned Forecast	Percent of Earned	Difference Current to Workload Forecast	Current Position Authority	Positions Earned Forecast	Percent of Earned	Difference Current to Workload Forecast
Case Worker (SSS1)	1259.0	1751.4	71.9%	-492.4	1259	1798.52	70.0%	-539.52
Social Service Assistant (SSA)	197.0	257.6	76.5%	-60.6	197	264.49	74.5%	-67.49
Support Staff (OS2)	368.0	583.8	63.0%	-215.8	368	599.51	61.4%	-231.51
FRS/IVE Specialists (HSS2/AS1)	58.0	58.2	99.7%	-0.2	58	59.76	97.1%	-1.76
Field Mgmt/Ldrship Support	224.5	336.3	66.7%	-111.85	224.5	345.4	65.0%	-120.90
Totals	2106.50	2987.32	70.5%	-880.82	2106.50	3067.71	68.7%	-961.21

There continues to be an increased net need in overall staff (no furlough impact is included) to achieve 100% staffing in child welfare services. This includes the need for additional Social Service Specialist, Social Service Assistant, Office Support and related field Management staff. Without any additional staff in 2011-13, child welfare services are projected to have a net staffing level of about 68.7%. It is noted that due to the increased requirements associated with policy changes over the past 3 years, the Social Service Specialist 1 (caseworkers) alone are projected to be have a staffing level of about 70% without any additional staff if all current positions were filled.

Impact of Hiring Freeze and Furloughs on Staffing Capacity:

The current biennium staffing needs and ability to provide timely and comprehensive services in alignment with requirements are compounded by the hiring freeze in all classification (direct service and non-direct service) that went into effect in June 2010 to achieve the DHS budget allotment reductions. Due to the hiring freeze while the net staffing level is 70.5% for 09-11 and 68.7% for 11-13, the positions that are held open to achieve targeted budget savings leaves the actual staffing levels significantly lower.

In addition, mandatory furlough leave that was put into place in October 2009 to address the statewide budget shortfall has reduced the available hours of case work an average of 4 hours per month per worker. There is no assumption at this point that this will continue into the next biennium, therefore the amount of time available was not adjusted due to Furlough Leaves for this report. Should this continue into the next biennium the workload model will need to be adjusted and staffing/workload needs reproduced to accurately reflect the need.

Future Workload Efficiencies Anticipated:

Casey Pilot Project and Disproportionally Work, as these projects move forward from pilot status there will be a positive impact for: children in our care; coordination with community partners; and supports of a broader plan for children currently in permanency plans. However, the increase in meeting preparation, participation in roundtable meetings and other community meetings associated with the Casey Pilot projects will reduce the available time to do direct case work affecting the workload staffing results.

OR-Kids implementation is currently planned for 2011. This is a major electronic system replacement to bring Oregon into compliance with SACWIS regulations. The majority of the McKinsey driven efficiencies were identified with the implementation and acceptance of the OR-Kids system. During the initial implementation and for a number of months afterwards the learning curve will have a major impact on the workload of all staff in Child Welfare creating a bubble of need. Case workers will assume new data entry responsibilities while learning a new format and system to capture and manage cases. As offices stabilize from the implementation and process change associated with OR-Kids the workload need is expected to again balance out. The anticipated benefits of OR-Kids will be to align technology, reduce complexity, modernize, standardize, transform skills, reduce duplicate data entry and increase access to case history for efficient casework.

Child Welfare Discovery and Disclosure standardized process for requests of all child welfare records will produce accurate selected and redacted documents delivered in a timely manner to the appropriate recipients. This will provide consistency in what can and cannot be disclosed and to whom. An online Discovery Analysis Guidelines (DAG) training has been developed and is available to all staff. The training provides an overview of discovery guidelines to the staff that are required to disclose information.

Child Welfare Electronic Client Case File (ECCF) is a collaborative project between CAF, the Office of Information Systems (OIS), and OR-Kids to find a solution to multiple initiatives such as the process of discovery of case file, case transfers between offices, information security, archiving of records, storage of closed files, and information sharing between multiple offices. The scope of the initiative is to move child welfare away from paper documents through an ECCF that compliments the OR-Kids system and E-Courts.

II Self Sufficiency Services (TANF, SNAP, Medical):

Self Sufficiency Workload Model Background:

The Self Sufficiency Programs (SSP) currently utilizes a workload model to determine staffing level needs associated with program delivery. The previous workload model time study was completed in 2007. Since 2007, SSP has seen significant caseload growth coupled with an intake model transformation initiative that had an expected outcome of added efficiencies. The Self Sufficiency workload model was updated in 2010 following the methods established by Public Knowledge and McKinsey.

Requirements increasing or decreasing workload demand:

As Oregon unemployment figures remain over 10% with county unemployment rates in December ranging from 6.8% to 18.5%, demand for DHS – Self Sufficiency services include Nutrition (aka SNAP), Medical Assistance and Temporary Assistance to Needy Families (aka TANF) has hit record levels. SNAP has seen a 51% increase from October 2008 to October 2010 statewide; TANF has seen a 39% increase from October 2008 to October 2010 statewide. The increased number of requests for assistance has a direct impact on workload for the staff processing and maintaining these cases.

Healthy Kids Implementation was rolled out in 2009 in accordance with legislation and included outreach efforts along with an expansion of the programs associated with children's medical, including a referral process for families with income over 200% of the Federal Poverty Level. The workload impact of this legislation and the outreach efforts has been an increase in the number of eligibility determinations for applicants seeking children's medical assistance of 33% from October 2008 to October 2010 statewide.

Re-Opening of the Standard Medical Program, in 2009 through the reservation list process resulted in record number of applications being drawn from the reservation list for the last 5 months of 2010 resulting in an increase in the number of adult medical applications being process by the eligibility staff across the state.

Recent Medical Assistance Program policy changes will result in decreases in workload associated with processing medical applications once the learning curve of adjusting to the changes is realized.

Workload Efficiencies Achieved:

Self Sufficiency Non-TANF Intake Model

In addition to recent investments in staffing, a significant initiative was implemented to streamline the Non-TANF eligibility intake process. Streamlining the eligibility determination process for SNAP, Employment Related Day Care and Medical programs rolled out statewide between February and April 2009. Recent time study results show an increased capacity in available per staff time for eligibility activities of

eight percent in eligibility workers and six percent overall attributed to this initiative and narrative guideline efficiency. However, because staffing levels are not at 100% these are not savings that can be recognized fiscally; instead the efficiencies have been reinvested in current eligibility workers to better handle record caseloads.

Streamline Process for Incarcerated Individuals

During the summer of 2009, field staff and individuals from the Office of Payment Accuracy and Recovery (OPAR) determined the most efficient way to identify an incarcerated individual, investigate eligibility based on length of incarceration, and implement appropriate closure action was to centralize the entire process within OPAR's Automation Unit (OAU). A 30-county contract to provide electronic data on individuals incarcerated in Oregon has afforded OAU the ability to use electronic data files to cross reference with self sufficiency databases, eliminating the need for manual look-up and allowing OAU and field staff to reinvest in other work. As a result, cases are now closed in a timelier manner. This efficiency relates to caseload containment and accuracy not directly related to the workload model for activity time savings.

Overall Impact of Increases and Decreases in Demand on Staffing Needs:

During the spring of 2010, the time study for eligibility workers within the SSP workload model was redone as what will be a routine part of maintaining the workload model. The previous workload model time study was updated in 2007. Since 2007, SSP has seen significant caseload growth coupled with an intake model transformation initiative that had an expected outcome for added efficiencies.

As a note; this updated time study did not include TANF case managers. It was felt that due to the current budget constrained TANF JOBS program, the low staffing levels, the extraordinarily high caseloads and a specific management decision to focus on eligibility instead of case management due to these caseloads that a current time study would not be a representative measure of the program

The impact of future transformation initiatives not yet implemented and other automation projects will also be captured over time through updating time studies.

The net impact of the reviewed updated time study, without furlough impact, applied to the fall 2010 forecast are a net overall staffing level of about 75.1% for 09-11 and 71.8% for 11-13, in Self Sufficiency programs. However, it must be noted that again,

due to increased in TANF caseloads, the TANF Case managers have an increased need and are staffed at about 40.6% going into 11-13.

Workload Fall 2010 Forecast

Position Type	2009-2011				2011-2013			
	Current Position Authority	Positions Earned Forecast	Percent of Earned	Difference Current to Workload Forecast	Current Position Authority	Positions Earned Forecast	Percent of Earned	Difference Current to Workload Forecast
Combined Eligibility Workers	920.0	982.2	93.7%	-62.2	920.0	1069.6	86.0%	-149.6
Case Managers	236.0	593.9	39.7%	-357.9	236.0	580.8	40.6%	-344.8
Combined Support Staff	620.0	788.0	78.7%	-168.0	620.0	825.2	75.1%	-205.2
Field Mgmt/Ldrship Support	271.0	362.9	74.7%	-91.9	271.0	377.3	71.8%	-106.3
Totals	2047.0	2726.9	75.1%	-679.9	2047.0	2852.9	71.8%	-805.9

Impact of Hiring Freeze and Furloughs on Staffing Capacity:

The current biennium staffing needs ability to provide timely and comprehensive services in alignment with requirements are compounded by the hiring freeze in all classifications (direct service and non-direct services) that went into effect in June 2010 to achieve the DHS budget allotment reductions. Due to the hiring freeze, it must be noted that while the net staffing level is 75.1% for 09-11 and 71.8% for 11-13, the positions that are held open to achieve targeted budget savings leaves the actual staffing levels significantly lower.

In addition, mandatory furlough leave that was put into place in October 2009 to address the statewide budget shortfall has reduced the available hours of SS eligibility staff an average of 4 hours per month per eligibility staff. There is no assumption at this point that this will continue into the next biennium, therefore the amount of time available was not adjusted due to Furlough Leaves for 2011-13 estimates. Should this continue into the next biennium the workload model will need to be adjusted and staffing needs reproduced to accurately reflect the need.

Future Workload Efficiencies Anticipated:

Self Sufficiency Medical Transportation initiative is developing an efficient, standardized and streamlined statewide process of providing reimbursement for non-emergent medical transportation requests for both CAF and SPD. It is anticipated that clients

will receive their medical reimbursement between one to two days of making the initial request, reducing the cycle time from between three and four days. While this initiative will improve efficiencies for client reimbursement it will not have an impact in the workload model.

Self Sufficiency Healthy Kids is a new initiative where OHP staff, Continuous Improvement Unit, and DMAP are working together to investigate and identify the barriers to processing applications and determine eligibility for Healthy Kids. The team identified several areas needing process improvements, including improving forms and notices to clients and continue to build efficiencies and provide services to clients applying for Healthy Kids in a timelier manner. It is not yet known if this initiative will have an impact on the workload model for Self Sufficiency.

Self Sufficiency Ongoing Work initiative will streamline how mail enters the building, how the document is routed through the office, who should handle the type of work, and how quickly staff can impact the case. The focus is to remove any wasteful step and insure clients' needs are met as quickly as possible. This initiative is expected to have an impact on the workload model once implemented.

Self Sufficiency TANF Intake initiative is currently being rolled out and streamlines the TANF intake process statewide. The process relies on a point of entry tool used to ensure clients get to the right worker at the right time and resources the non-mandatory client intakes with eligibility workers which supports the TANF intake system allowing TANF clients to be seen for an eligibility intake within four days of their initial request for services. This change decreases the number of days a client waits to be seen and receive critical benefits, including support service payments that assist clients with clothing for interviews, transportation, child care, housing, medical, and utilities. This initiative is expected to have an impact on the workload model once implemented.

III Services to Seniors and People with Disabilities:

Requirements Increasing or Decreasing Workload Demand:

Following the staffing study commissioned in 2008 at the direction of the legislature, the McKinsey report found significant variance between the level of front line staffing afforded by the existing caseload standards used to earn staff and the actual workload effort required to complete the tasks, duties and responsibilities required by state and federal mandate, meet consumer expectations for service, and assure the health and safety of vulnerable Oregonians. In 2009, although SPD did not receive approval to

shift from existing caseload staffing methodology to a workload model, it did adopt the workload measurement model for all new work required by federal or state program changes and for work that did not have caseload standards assigned previously. As a result, SPD is able to more accurately determine necessary staffing levels. It has developed the expertise to better predict fluctuating levels of needed staff as program requirements are increased or decreased, as well as anticipate and measure workload decreases in order to adjust staffing levels or deploy staff differently based upon efforts to streamline work processes and other efficiencies implemented.

During the current biennium, workload for eligibility specialists, disability analysts, case managers, and adult protective service specialists increased as SPD programs experienced continued increases in the numbers of people accessing services. One of the drawbacks to being tied to the present caseload staffing model is that it does not take into account the work efforts related to the labor intensive intake and eligibility determination process for applicants who are ultimately found to be ineligible and do not become part of the caseload count. This has been particularly problematic as the demand for assistance and services has increased due to the negative economic circumstances impacting Oregonians during '09-'11, as well as continued significant increases in the population of seniors and, to a lesser extent, people with disabilities.

Low Income Subsidy Program: Workload increased as a result of the implementation of changes to the federally required Low Income Subsidy (LIS) Program, which is part of the Medicare Modernization Act and provides assistance with co-pays, deductibles and premiums for large numbers of people previously over income for such assistance. The Medicare Improvements for Patients and Providers Act of 2008 directed states to treat LIS applications as Medicaid applications. Although applications are made directly to the Social Security Administration (SSA), we are required to determine applicants eligible for all other potential programs as well. Because the data received from SSA contain minimal applicant and contact information, a great deal of follow up work is required by staff to process each request. Additionally, the list of LIS requests must be checked frequently by staff to prevent a delay in services.

Strength-based Case Management Training: In 2009, SPD implemented a partnership with Portland State University to professionalize and more cost-effectively provide case managers with the training needed to effectively engage with clients and develop strength-based care planning abilities in order to assure higher quality service delivery and more cost-effective outcomes for our long term care service clients. Case managers subsequently may invest more time with their clients, however, the investment and stronger partnership with them in developing care options and planning in greater depth at the beginning of their relationship will ultimately affect client care outcomes and consumer satisfaction more positively. In turn, it is

anticipated this stronger partnership will result in less workload related to crisis management, failed placements, and more cost-effective service provision.

Complexity of Adult Protective Service Workload: Investigations increased somewhat during the biennium, however, the larger workload impact is due more to increased complexity and labor intensive investigations and follow-up activity related to the demand for higher standards of evidence and documentation, work with law enforcement and courts related to prosecution, and civil case pursuit of abuse, particularly involving financial exploitation and the restitution of assets.

Complexity of Client Situations: Likely due to the negative economic circumstances impacting Oregonians during '09-'11, we have seen an increase in married couple applicants which often require more labor intensive intake processes such as resource assessments. Additionally, we are seeing an increase in complex Community Based Care placement needs, such as convicted sex offenders, clients with Traumatic Brain Injuries, clients with severe behavioral issues, and clients with heavier care needs in general. Such complex placements require additional staff time in searching for, securing and maintaining placements with limited resources and providers available.

SPD's reduction in workforce during the biennium and the hiring freeze have increased workload for the remaining staff.

Workload Efficiencies Achieved:

SPD has employed several initiatives to decrease workload and increase efficiencies in work processes throughout the biennium. In 2010, it began a full roll out of the Lean Daily Management System and associated tools throughout the organization, which is expected to be complete by July 1, 2011. LDMS is practiced in many local SPD and AAA offices throughout the state and the numbers fully adopting the practices continue to increase each month. Most work units within central office employ the system in their daily work. Many local offices have increased the efficiency of their workflow practices and business processing times, positively impacting customer service and somewhat reducing the anxiety and frustration of workers coping with both the increased demand for services as well as the reduction in workforce due to the vacancy factor and hiring freeze, which SPD instituted in November of 2009.

SPD has a field-driven Operations Committee, which meets monthly and works proactively to streamline workload and field staff duties related to the implementation of new program directives or policy changes.

In February 2008, SPD and AAA local office staff and SPD central office staff came together to participate in a "Rapid Process Improvement" session. The Process to be improved was the initial application and intake for both service and non-service cases. The group's work continues today and many of the efficiencies gained were realized

during the current biennium. Changes implemented based on the group's recommendations include clarification of various processes and form usage; updates to various forms and web pages; electronic submission of some forms; use of dual monitors by eligibility staff to reduce processing times; policy alignment with CAF regarding the reapplication process; and other minor process changes to reduce processing times.

In the current biennium, SPD has moved to an electronic provider enrollment, authorization and payment system for home delivered meals, adult day services, and other provider payments. These systems previously utilized work intensive and error prone authorization and billing processes. These improvements also improve customer satisfaction as providers are paid more timely.

During the biennium, clarifications in policy were made allowing case managers to complete a shortened assessment for certain clients in nursing facilities. The clarification also included situations in which a case manager would not have to complete a new assessment at all. These changes slightly increased case manager time available to focus on other tasks.

Numerous changes were made to the Presumptive Medicaid Disability Determination Team (PMDDT) referral process, and overall processing times were reduced. Changes included discontinuation of use and revisions to various forms, creation of various tools and updates to the worker guide.

In the fall of 2010, use of the Monthly Reporting System (MRS), a time consuming and labor intensive system used by clients to report changes to their situation, was eliminated. While most SPD cases were removed from the MRS previously, the elimination did provide a small reduction in workload.

Additional systems improvements that began in 2008 related to workload reduction for case managers using the Client Assessment and Planning System continue to be made, gradually increasing the number of automated forms available to workers, although the work slowed significantly due to central office staff reductions and the hiring freeze.

Overall Impact of Increases and Decreases in Demand on Staffing Needs:

Overall, SPD staffing levels are under 84% of what is earned using the current workload model. Because staffing levels remain below 84%, any savings recognized through transformation initiatives and workload efficiencies are not recognized fiscally. Instead, these savings are reinvested in current staff to handle caseload growth, to maintain our accuracy rates, and to keep backlogs and processing times within reasonable standards.

SPD did not update the time studies for eligibility workers or case managers during this biennium, largely because several efficiency efforts were implemented later in the biennium, so a current time study would not be a representative measure of the workload. Time studies were completed for APS Specialists and Adult Foster Home Licensing staff. The impact of current and future workload efficiencies, future transformation initiatives not yet implemented and other automation projects will be captured over time through updates to time studies for various classifications affected.

The net impact of the Fall 2010 forecast is a net staffing level of about 84% for 09-11 and 81% for 11-13 in programs delivered by SPD and AAA local office staff. It should be noted, however, that due to the DHS hiring freeze and AAA workforce reduction actions, the actual staffing levels are perhaps as much as 10% less than these figures indicate in terms of “boots on the ground”.

Workload Fall '10 Forecast

SPD (State offices) Field Only	2009-2011 Reshoot New Survey Data (2010)				2011-2013 Forecast New Survey Data (2010)			
	Current Position Authority	Positions Earned *Forecast	Percent of Earned	Difference Current to Workload Forecast	Current Position Authority	Positions Earned *Forecast	Percent of Earned	Difference Current to Workload Forecast
Position Type								
Case Managers	253	293	86.35%	-40	253	292	86.64%	-39
APS Specialists	58	83	69.88%	-25	58	79	73.42%	-21
PAS / Diversion / Transition	38	38	100.00%	0	38	38	100.00%	0
Eligibility Workers (HSS3)	119	151	78.81%	-32	119	167	71.26%	-48
Paraprofessionals (HSA2)	22	25	88.00%	-3	22	29	75.86%	-7
Support Staff (OS2)	137	151	90.73%	-14	137	155	88.39%	-18
Field Mgmt/Ldrship Support	43	60	71.67%	-17	43	65	66.15%	-22
Totals	670	801	83.65%	-131	670	825	81.21%	-155

Workload Fall '10 Forecast

SPD (State offices) + AAA Field	2009-2011 Reshoot New Survey Data (2010)				2011-2013 Forecast New Survey Data (2010)			
	Current Position Authority	Positions Earned *Forecast	Percent of Earned	Difference Current to Workload Forecast	Current Position Authority	Positions Earned *Forecast	Percent of Earned	Difference Current to Workload Forecast
Position Type								
Case Managers	562	623	90.21%	-61	562	621	90.50%	-59
APS Specialists	104	176	59.09%	-72	104	168	61.90%	-64
PAS / Diversion / Transition	73	73	100.00%	0	73	79	92.41%	-6
Eligibility Workers (HSS3)	248	322	77.02%	-74	248	356	69.66%	-108
Paraprofessionals (HSA2)	56	54	103.70%	2	56	62	90.32%	-6
Support Staff (OS2)	286	321	89.10%	-35	286	330	86.67%	-44
Field Mgmt/Ldrship Support	101	128	78.91%	-27	101	139	72.66%	-38
Totals	1430	1697	84.27%	-267	1430	1755	81.48%	-325

Future Workload Efficiencies Anticipated:

In the fall of 2010, SPD conducted statewide field staff and management focus groups on potential workload efficiencies and possible program changes to decrease workload. Several efficiencies were implemented statewide almost immediately as a result, local offices and work units are working independently on other local process improvements, and workgroups are being formed to address a host of other workload improvement ideas and initiatives. SPD is also working on a joint initiative with CAF to create efficiencies in eligibility programs, information systems and mutually shared processes that will positively impact workload.

IV Office of Vocational Rehabilitation Services:

Requirements Increasing or Decreasing Workload Demand:

In January 2009, the Office of Vocational Rehabilitation Services (OVRS) entered into an Order of Selection (OOS), a tool authorized under federal law to control caseload based on resources available to serve the eligible populations. Under the OOS, OVRS was required to prioritize individuals for services based on the severity of their disability. OVRS had to prioritize clients for the majority of the biennium. With diligent management, however, in the fall of August 2010, was able to serve all individuals on the wait list.

Because of the OOS and the controls it put on caseload increases, OVRS did not update its Workload Staffing Model during the 09/11 biennium. OVRS plans to fully update its workload model during the 2011/13 biennium.

Workload Efficiencies Achieved:

During the 2009/11 biennium, OVRS began and is in the process of implementing a series of program improvements designed to streamline paper processes and increase automation of specific functions (*see below*).

Overall Impact of Increases and Decreases in Demand on Staffing Needs:

The Public Knowledge Staffing Study of 2006 indicated that VR should increase its counselor positions by an additional 41 FTE. It also stated that support staff should be increased by 20 FTE and Counselor Supervisors (Branch Managers) should increase by 4 FTE.

OVRS increased by one Branch Manager in 2009 then had to cut that position in 2010 as part of the management allotment reductions. Counselor FTE and Support Staff FTE have remained constant during the 09/11 biennium.

Future Workload Efficiencies Anticipated:

OVRS continues to work toward becoming paperless. The ability to acquire and review medical documentation to determine eligibility electronically should increase Counselor efficiency. OVRS is reviewing the potential of eliminating its purchase order process (Authorizations for Purchase) in favor of using the electronic benefit cards currently being used by SNAP and other DHS programs. This would eliminate the process of issuing a purchase order, receiving and reconciling invoices and authorizing payments. These efficiencies will be incorporated into the new OVRS workload study in 2011/13.

V. CAF/SPD Vacancy Report:

The following numbers are based on staffing as of the end of December 2010. These numbers do not include any actions (retirements or hires etc.) that may have taken place at the end of the month. December is traditionally a high month for retirements.

Total CAF (Field and Central Support) is budgeted for 4961 positions and 4830.46 FTE. At this staffing level CAF-field offices are budgeted at 70.5% in Child Welfare and 75.1% in Self Sufficiency. This is based on the workload models used to calculate the staffing capacity needed to fully complete all work in each area. However, as indicated below, actual staffing capacity is much lower due to the number of positions held vacant for budget balancing purposes. As of December Child Welfare and Self Sufficiency are both actually staffed significantly below 70%.

SPD is budgeted for a total of 2118 positions and 2097.7 FTE. Medicaid program field staffing is at 80%. This is based on the workload model used to calculate the staffing capacity needed to fully complete all work in that area. However, as indicated below, actual staffing capacity is much lower due to the number of positions held vacant for budget balancing purposes. As with CAF staffing levels within SPD programs are actually staffed below the budgeted percentage.

In addition, many services administered by the Seniors and People with Disabilities Division are administered by local partners. Approximately half of SPD's services for aged and physically disabled individuals are administered by local Area Agencies on Aging (AAAs). With the exception of Umatilla County, all developmental disability programs are administered by local Community Developmental Disability Programs (CDDPs).

Both AAAs and CDDPs are funded through an equity model that computes the costs that would be incurred if the State ran the office. AAAs are currently funded at a 90% equity level, while CDDPs are currently funded at a 95% equity level.

The table below also includes a calculated estimate of budgeted positions and FTE and the related vacancies for the local staff to ensure a more accurate context for SPD staffing levels.

DHS - December 2010 Open Position Report				
This report shows the net number of budgeted positions that are vacant, adjusting for				
	Total Budgeted Positions	Total Budgeted FTE	Net Vacant Positions	Net Vacant FTE
CAF	4,961	4,830.46	384	362.19
SPD - Staff	2,118	2,097.70	198	145.49
Total	7,079	6,928.16	582	507.68
<i>SPD - Contracted Community Staff*</i>	2,186	2,165.05	204	150.16
<i>Total Including Calculated Contracted Staff</i>	9,265	9,093.21	786	657.84

*SPD Contracted Staff numbers are calculated estimates for reference purposes but are not included in the total position and FTE authority. Many services administered by SPD are administered by local partners. Approximately half of SPD's services for aged and physically disabled individuals are administered by local Area Agencies on Aging (AAAs) and with the exception of Umatilla County, all developmental disability programs are administered by local Community Developmental Disability Programs (CDDPs). Both AAAs and CDDPs are funded through an equity model that computes the costs that would be incurred if the State ran the office. AAAs are currently funded at a 90% equity level, while CDDPs are currently funded at a 95% equity level.

Conclusion

These reports are a critical way for the agency and for policy makers to track the fluidity of staffing levels within the Department of Human Services. As policies are enhanced to improve client service and client outcomes, as caseloads change due to both internal (budget reductions) and external (the economy) controls, and as work-flow processes are improved and streamlined, the Department appreciates the opportunity to update the Legislature on its direct service delivery staffing levels.