

# Department of Human Services

## Workload Report to the 77<sup>th</sup> Legislative Assembly

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### BACKGROUND

In 2009, the 75<sup>th</sup> 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. Excluded from the current workload models are the 24% 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 Continuous Improvement Efforts***

Throughout this report are reflected program-specific 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 the agency-wide Office of Continuous Improvement which supports all five program areas – Child Welfare, Self Sufficiency, Vocational Rehabilitation, Developmental Disabilities and Aging and People with Disabilities – and DHS Operations. This team is responsible for projects related to continuously improving processes, 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 a permanent team devoted to continuous improvement is moving DHS 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 restructuring of the Department of Human Services throughout the 2011-13 biennium, the five program areas have created joint efforts to identify areas of efficiencies or structure adjustments that support a lean system. The major joint areas of continuous improvement accomplished were:

- Merging CAF and SPD Continuous Improvement teams into one DHS team
- Coordination/Consolidation of Disability Determination Units
- Coordinate/Consolidate Children's SSI Units
- Coordination/Streamlining of Legal Process and Legal Affairs
- SNAP Eligibility Improvement Initiative
- Coordination across VR and DD Employment First programs
- Administrative and Support Efficiencies
- Diversity/Service Equity Coordination

In addition to process improvements, staff has identified technology improvements that support each program. OR-Kids, new technology support for the Child Welfare program "went live" in 2011, included in its design were multiple process improvements child welfare staff identified. Additionally, the "DHS Modernization Project," focused on current Self Sufficiency and Aging and People with Disabilities 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 rule changes
- 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***

During the 2009 legislative session the workload model was adopted as the method to determine staffing needs and has been embraced by the DHS – Child Welfare Program (CW). A new data system for Child Welfare, called OR-Kids, went live in August 2011. The system converted data from seven disconnected systems that were used by Child Welfare into a single system. An activity-based survey was conducted in September 2010 to update the model and ensure a baseline was established prior to OR-Kids implementation. Due to the implementation of OR-Kids over the past two years, the agency has not been able to obtain valid data to forecast workload needs in the Child Welfare Program area.

Starting in February 2013, current data for forecasting purpose will be available. Additionally, a new activity-based survey will be conducted in Fall 2013 to identify areas of efficiency and improvement that have been achieved through the new data systems.

**Requirements Increasing or Decreasing Workload Demand**

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

*OR-Kids implementation* took place throughout 2011-13. This is a major electronic system replacement to bring Oregon into compliance with SACWIS regulations. During the initial implementation and for a number of months afterwards the learning curve had a major impact on the workload of all staff in Child Welfare creating a bubble of need. Case workers assumed new data entry responsibilities while learning a new format and system to capture and manage cases. As offices stabilize from the implementation and process changes 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. Measurement of these efficiency gains will happen through the new activity-based time study being conducted in Fall 2013.

**Workload Efficiencies Achieved**

*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.

*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.

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

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, without furlough impact, applied to the fall 2010 forecast are a net overall staffing level of about 70%, in Child Welfare programs.

**Workload Fall 2010 Forecast**

POSITION TYPE:	2011-2013				2013-2015			
	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	1253.7	1734.9	72.3%	-481.2	1253.7	1734.9	72.3%	-481.2

Social Service Assistant	191.5	255.1	75.1%	-63.6	191.5	255.1	75.1%	-63.6
Support Staff	364.0	578.3	62.9%	-214.3	364.0	578.3	62.9%	-214.3
FRS/IVE Specialists	58.9	56.8	103.7%	2.1	58.9	56.8	103.7%	2.1
Field Mgmt/Ldrship Support	220.3	334.5	65.80%	-114.2	220.3	334.5	65.80%	-114.2
Totals	2088.4	2766.1	70.6%	-871.2	2088.4	2766.1	70.6%	-871.2

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 70%. 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 72% 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 smart-hiring freeze in all classification (direct service and non-direct service) that went into effect in December 2011 to achieve the DHS budget allotment reductions and legislatively mandated 5.5% vacancy savings. Due to the freeze while the net staffing level is about 70%, 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 July 2011 address the statewide budget shortfall has reduced the available hours of case work an average of 4 hours per month per worker. Until collective bargaining is completed for 13-15, there can be no data assumption this will continue into the next biennium, therefore the amount of time available is 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 staffing need.

## **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 model was last updated in 2010 following the methods established by Public Knowledge and McKinsey. Since 2010, SSP has continued to see significant caseload growth. 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 TANF-JOBS portion of the model is scheduled for time study updates in Spring of 2013.

### ***Requirements increasing or decreasing workload demand***

#### ***Current Economic Environment***

As Oregon unemployment figures remain over 8% with county unemployment rates in December 2012

ranging from 6.0% to 13.3%, demand for DHS – Self Sufficiency services include Nutrition (aka SNAP), Temporary Assistance to Needy Families (aka TANF), and Medical eligibility determination remain high. The previous biennium experienced record high caseloads which are forecasted to decline 1%. Overall, the high number of requests for assistance has a direct impact on workload for the staff processing and maintaining these cases.

#### *DHS Modernization*

DHS Modernization re-engineers the client experience, the way case workers interact with clients, the interface between the client and DHS, delivery of benefits and replacement of aging technology systems far past their usability. Current manual paper intensive processes, making information sharing extremely difficult, will be automated and streamlined. DHS Modernization has expanded from a singular technology focus to include modernization of the approach DHS uses to perform work and deliver services. Automating eligibility determination will lead to increased accessibility, accuracy and timeliness. Information will be stored and accessed through a data warehouse that supports federal, state and local operational management and statistical reporting. The impact on staffing will not fully be realized until completed implementation over the next biennium; however, any increased efficiency in eligibility will allow DHS to move more resources into a critically understaffed case management function.

#### *Affordable Care Act (ACA) and Medicaid Expansion*

DHS is responsible for determining eligibility for Medicaid programs associated with other support programs currently provided by the department. Currently, DHS determines an average of 78% of all Medicaid eligibility. The Affordable Care Act (ACA) and the Medicaid Expansion will increase the number of Oregonians eligible for medical assistance, through the Oregon Health Authority, or the Tax Credit (APTC), through Cover Oregon. It is anticipated that approximately 191,476 new cases will be processed through DHS in the coming biennia. The full impact of this additional workload is still under review, but expected to have significant impact to staffing levels.

#### ***Workload Efficiencies Achieved***

- *Self Sufficiency Medical Transportation* initiative developed an efficient, standardized and streamlined statewide process of providing reimbursement for non-emergent medical transportation requests for both SS and APD. Clients received 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 improved efficiencies for client reimbursement it did not have an impact in the workload model.
- *Self Sufficiency Ongoing Work* initiative streamlined how mail enters the building, how the documents are routed through the office, who handles the work, and how quickly staff impact the case. The focus was to remove any wasteful steps and insure clients' needs were met as quickly as possible. This initiative is expected to be fully implemented in the Spring 2013.
- *Centralizing EBT card replacement* of lost or stolen cards is expected to reduce lobby traffic and branch workload. Since the Oregon Trail Card Replacement Line began its test period in November, the new work unit has taken 10,600 calls and issued 9,200 replacement cards by mail.

#### ***Overall Impact of Increases and Decreases in Demand on Staffing Needs***

Over the past five years, SSP has seen significant caseload growth coupled with an intake model

transformation initiative that increased efficiencies. The impact of future transformation initiatives not yet implemented and other automation projects, such as Modernization, will also have an impact on staffing levels in 13-15. The impact of these efficiencies will be captured and reported through updated time studies throughout the biennium. However, it must be noted that, due to an increase in TANF caseloads throughout 11-13, the TANF Case managers have an increased need and are staffed at about 35.1% going into 13-15. DHS is taking active measures to increase critical position authority for case managers by converting 176 vacant eligibility worker positions in 13-15 budget.

The net impact, without furlough consideration, based on the Fall 2012 forecast is an overall staffing level of about 66.4% for 11-13 and 71.3% for 13-15, in Self Sufficiency programs.

**Workload Fall 2012 Forecast**

POSITION TYPE:	2011-2013 (post-LAB)				2013-2015 (post-GRB)			
	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	801.9	952.2	84.2%	-150.4	625.9	884.4	70.8%	-258.5
Case Managers	237.0	675.4	35.1%	-438.4	400.0	620.5	64.5%	-220.5
Combined Support Staff	546.0	813.8	67.1%	-267.8	546.0	752.4	72.6%	-206.4
Field Mgmt/Ldrship Support	250.7	324.6	77.2%	-74.0	250.7	299.9	83.6%	-49.2
<b>Totals</b>	<b>1835.5</b>	<b>2766.1</b>	<b>66.4%</b>	<b>-930.5</b>	<b>1822.6</b>	<b>2557.2</b>	<b>71.3%</b>	<b>-734.6</b>

**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 smart-freeze in classifications (direct service and non-direct services) that went into effect in December 2011 to achieve the DHS budget allotment reductions and legislatively mandated 5.5% vacancy savings. Due to the hiring smart-freeze, it must be noted that while the net staffing level is 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 September 2011 to address the statewide budget shortfall has reduced the available hours of SS Field staff an average of 4 hours per month per Field staff. There is no ability in CSL budget process to assume furloughs continue into the next biennium, therefore the amount of time available cannot be adjusted to account for possible furlough leave needs in 2013-15 estimates.

**Future Workload Efficiencies Anticipated**

Last year, Self Sufficiency staff from around the state submitted more than 100 Continuous Improvement Action Sheets through our Lean Daily Management System (LDMS). The SSP Operations Improvement Committee has reviewed each of these sheets suggesting ideas for agency-level changes that create efficiencies, increase quality of work and improve outcomes for our customers. In addition, four cross program teams worked to provide recommendations on a service delivery model of the future that is flexible, client-centered and results-oriented.

**III. AGING AND PEOPLE WITH DISABILITIES SERVICES:**

### ***Aging and People with Disabilities Workload Model Background***

To date, DHS has utilized a caseload model for allocating and assessing staffing levels for APD field delivery. Leadership became increasingly concerned that the model didn't accurately reflect all the work required of the service delivery staff. DHS and AAA leadership agreed to undertake the development of a new workload model to capture an accurate snapshot of the current work.

Workload models are fundamentally different from caseload models. A caseload model estimates the number of staff needed based on ratios per caseload. It assumes all workers are progressing on their caseload 100% of the time. In contrast, a workload model is activity-based and measures the time required per case and includes the additional work, not directly related to caseload, that is required by the staff members themselves. It also takes into account time an individual worker is taken away from their work (e.g. holidays, sick leave, continuous improvement activities and advanced training).

The APD Workload Model is complete and has been run for the 2013-15 staffing allocations. The model takes into account the official fall 2012 forecasted caseload for 2013-15 as estimated by the DHS/OHA Office of Forecasting, Research and Analysis.

### ***Requirements Increasing or Decreasing Workload Demand***

#### ***Complexity of Adult Protective Services Workload***

Adult Protective Services continues to receive an increasing number of potential abuse reports – increasing by 1,000 reports in 2011. However, the larger workload impact is due to increased complexity, 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 allegations, particularly involving financial exploitation and the restitution of assets.

#### ***Complexity of Client Situations***

The negative economic circumstances impacting Oregonians is increasing the complexity of client situations. The APD caseload has seen an increase in married couple applicants which often require more labor intensive intake processes such as resource assessments. Additionally, there is an increase in complexity of Community-based Care placement including clients who are convicted sex offenders or have higher care needs such as traumatic brain injuries, severe behavioral issues, and bariatric needs. Such complex placements require additional staff time in searching for, securing and maintaining appropriate placements with limited resources and providers available.

#### ***DHS Modernization***

DHS Modernization re-engineers the client experience, the way case workers interact with clients, the interface between the client and DHS, delivery of benefits and replacement of aging technology systems far past their usability. Current manual paper intensive processes, making information sharing extremely difficult, will be automated and streamlined. DHS Modernization has expanded from a singular technology focus to include modernization of the approach DHS uses to perform work and deliver services. Automating eligibility determination will lead to increased accessibility, accuracy and timeliness. Information will be stored and accessed through a data warehouse that supports federal, state and local operational management and statistical reporting. The impact on staffing will not fully be realized until completed implementation over the next biennium; however, any increased efficiency in eligibility will allow DHS to move more resources into a critically understaffed case management function.

#### ***Affordable Care Act (ACA) and Medicaid Expansion***

DHS is responsible for determining eligibility for Medicaid programs associated with other support

programs currently provided by the department. Currently, DHS determines an average of 78% of all Medicaid eligibility. The Affordable Care Act (ACA) and the Medicaid Expansion will increase the number of Oregonians eligible for medical assistance, through the Oregon Health Authority, or Tax Credits (APTC), through Cover Oregon. It is anticipated that approximately 191,476 new cases will be processed through DHS and OHA in the coming biennia. The full impact of this additional workload is still under review, but expected to have an impact to staffing levels.

**Workload Efficiencies Achieved**

*Lean Daily Management System*

APD has employed several initiatives to decrease workload and increase efficiencies in work processes throughout the biennium. In 2010, APD began a full roll out of the Lean Daily Management System and associated tools throughout the organization. LDMS is now practiced in local APD offices throughout the state. Work units within central office are also utilizing the system in their daily work. The intent is to increase the efficiency of team workflow practices and business processing times, which positively impacts customer service and reduces the anxiety and frustration of workers coping with the increased demand for services as well as the reduction in workforce due to vacancy factors and the smart-hiring freeze, which DHS instituted in December 2011.

*Operations/Continuous Improvement Governance Committee*

APD continues to utilize a field-driven Operations Committee, which meets monthly and works pro-actively to streamline workload and field staff duties related to the implementation of new program directives or policy changes. This committee will soon merge with the Continuous Improvement (CI) Governance committee which is reviewing and prioritizing all CI suggestions received through the LDMS process.

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

Overall, APD staffing levels are under 85% of what is earned using the current workload model. Because staffing levels remain below 85%, any savings recognized through continuous improvement initiatives and workload efficiencies are not recognized fiscally. Instead, these savings are reinvested in current staff to handle caseload growth and complexity, to maintain our accuracy rates, and to keep backlogs and processing times within reasonable standards.

The net impact of the Fall 2012 forecast is a net staffing level of about and 86.7% for 11-13 in programs delivered by APD and AAA local office staff. It should be noted, however, that due to the DHS smart-hiring freeze and AAA workforce reduction actions, the actual staffing levels are as much as 10% less than these figures indicate in terms of “boots on the ground”.

In addition, many services administered by the Aging and People with Disabilities are administered by local partners. Approximately half of APD's services for aged and physically disabled individuals are administered by local Area Agencies on Aging (AAAs) and funded through a 95% equity model.

**APD Workload Fall 2012 Forecast**

APD STATE FIELD ONLY POSITION TYPE:	2011-2013 (post-LAB) CASELOAD				2013-2015 (post-GRB) WORKLOAD			
	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 Managers	253	273.63	92.5%	-20.63	258	286.46	90%	-28.46
APS Specialists	58	78.81	73.6%	-20.81	115	78.81	146%	36.19

PAS / Diversion / Transition	38	43.7	87.0%	-5.7	38	43.71	87%	-5.71
Eligibility Workers (HSS3)	119	170.66	69.7%	-51.66	155	178.9	87%	-23.9
Paraprofessionals (HSA2)	22	19.27	114.2%	2.73	22	18.32	120%	3.68
Support Staff (OS2)	137	104.62	131.0%	32.38	137	108.94	126%	28.06
Field Mgmt/Ldrship Support	43	55.74	77.1%	-12.74	40	57.78	69%	-17.78
<b>Totals</b>	<b>670</b>	<b>746.43</b>	<b>89.8%</b>	<b>-76.43</b>	<b>765</b>	<b>772.92</b>	<b>99.0%</b>	<b>-7.92</b>

AAA + APD STATE FIELD POSITION TYPE:	2011-2013 (post-LAB)				2013-2015 (post-GRB)			
	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 Managers	519.97	591.45	87.9%	-71.48	574.73	619.86	92.7%	-45.13
APS Specialists	133.56	168.76	79.1%	-35.20	200.45	168.76	118.8%	31.69
PAS / Diversion / Transition	89.22	104.68	85.2%	-15.46	95.94	104.7	91.6%	-8.76
Eligibility Workers (HSS3)	277.16	358.95	77.2%	-81.79	342.04	375.78	91.0%	-33.74
Paraprofessionals (HSA2)	40.93	41.81	97.9%	-0.88	42.35	39.74	106.6%	2.61
Support Staff (OS2)	237.14	223.83	105.9%	13.31	254.84	232.98	109.4%	21.86
Field Mgmt/Ldrship Support	96.79	119.77	80.8%	-22.98	103.03	124.13	83.0%	-21.10
<b>Totals</b>	<b>1394.77</b>	<b>1609.25</b>	<b>86.7%</b>	<b>-214.48</b>	<b>1613.38</b>	<b>1665.95</b>	<b>96.8%</b>	<b>-52.57</b>

NOTE: The % of earned number is expected to go down as a result of April 2013 reshoot and a new Spring 2013 forecast.

### **Future Workload Efficiencies Anticipated**

#### *Electronic Provider Enrollment*

APD 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.

## **IV. DEVELOPMENTAL DISABILITIES SERVICES:**

### **State Operated Community Programs (SOCP) Workload Model Background**

DHS has developed a workload activity-based model for the State Operated Community Programs (SOCP). The model is designed to staff client care houses statewide with the appropriate number and type of staff to adequately care for clients and ensure staff and client safety. The SOCP houses operate in a 24 hour, 7 day a week environment. This type of staffing requires models be built to achieve a 100% staffing level while accounting for vacation time and sick leave. The model allocations allow staffing to be adjusted based on specific housing characteristics (e.g. medical, crisis) and the number of houses in operation.

Due to the closure of six SOCP houses throughout 2011-13, DHS had the opportunity to develop the new model and restructure staffing levels within its current position authority. The result is adequate staffing levels that meet programmatic recommended levels and the ability to abolish 40 positions.

### **Workload Fall 2012 Forecast**

SOCP - POSITION TYPE	2011-2013			2013-2015		
	Current Position Authority	Positions Earned Forecast	Percent of Earned	Current Position Authority	Positions Earned Forecast	Percent of Earned
Mental Health Tech	526.0	N/A	100%	491.0	491.0	100%
Mental Health Tech Leads	0.0	N/A	100%	20.0	20.0	100%
Mental Health Nurses	30.8	N/A	100%	23.5	23.5	100%
Vocational Behavioral Techs	37.38	N/A	100%	36.0	36.0	100%
Respiratory Techs	3.0	N/A	100%	2.0	2.0	100%
Field Supervisors	29.0	N/A	100%	26.0	26.0	100%
SOCP Operations/Mgmt	31.5	N/A	100%	21.0	21.0	100%
<b>TOTAL</b>	<b>657.68</b>	<b>N/A</b>	<b>100%</b>	<b>619.5</b>	<b>619.5</b>	<b>100%</b>

### ***Impact of Hiring Freeze and Furloughs on Staffing Capacity***

It is imperative that SOCP staff be able to provide timely and comprehensive services in alignment with program requirements. The difficulty of maintaining active staffing levels is compounded by the hiring smart-freeze in all classifications (direct service and non-direct services) that went into effect in December 2011 to achieve the DHS budget allotment reductions and legislatively mandated 5.5% vacancy savings.

In addition, mandatory furlough leave that was put into place in July 2011 to address the statewide budget shortfall has reduced the available FTE approximately by 10 FTE. In a 24-7 operation, this forces mandated overtime and temporary hires to cover critical shifts. There is no ability in the budget process to assume furloughs continue into the next biennium, therefore the amount of time available cannot be adjusted to account for possible furlough leave needs in 2013-15 estimates.

### ***Programs Administered by Partners***

With the exception of SOCP and Umatilla County, all developmental disability programs are administered by local Community Developmental Disability Programs (CDDPs) and DD Brokerages.

Both DD Brokerages and CDDPs are funded through an equity model that computes the costs that would be incurred if the State ran the office. CDDPs and DD Brokerages are currently funded at an 85% equity level.

## **V. 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. With diligent management, OVRs has been able to serve all individuals on the wait list since the Fall of August 2010.

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 2013-15 biennia.

### **Workload Efficiencies Achieved:**

During the 2011-13 biennia, OVRS has continued to implement 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:**

#### *Lean Daily Management System*

OVRS has employed several initiatives to decrease workload and increase efficiencies in work processes throughout the biennium. In 2010, OVRS began a full roll out of the Lean Daily Management System and associated tools throughout the organization, which is in the process of being completed. LDMS is now practiced in OVRS offices throughout the state and the numbers fully adopting the practices continue to increase each month. The implementation of this system has led to several cost-saving improvements including a continuous improvement sheet put forth by field staff regarding the group purchasing of bus tickets. Most work units within central office already employ the system in their daily work. The intent is to increase the efficiency of team workflow practices and business processing times, which positively impacts customer service and reduces the anxiety and frustration of workers coping with the increased demand for services as well as the reduction in workforce due to vacancy factors and the smart-hiring freeze, which DHS instituted in December 2011.

#### *Paperless Systems*

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 2013-15.

## **V. DHS Vacancy Report:**

The following numbers are based on staffing as of the end of December 2012. 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 DHS field delivery areas are budgeted for 5445.48 FTE. At this position level, DHS field areas are collectively budgeted at 77% of workload earnings. 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% and APD field is staffed at only 84%.

### ***DHS – December 2012 Vacant Position Report for Field Delivery***

This table shows the net number of budgeted positions that are vacant due to mandated savings and natural attrition in the field delivery areas. They do not account for planned hiring of key positions within the current DHS Staffing/Budget plans.

AGENCY AREA	Total Budgeted FTE	Current Staff Count	Net Vacant Positions
Child Welfare Field	2088.4	1935.4	153
Self Sufficiency Field	1835.5	1488.1	347.4
Aging & People with Disabilities Field	670	608.2	61.8
Developmental Disabilities - SOCP	657.68	579.5	78.18
Vocational Rehabilitation - Field	193.9	208.9	-15
<b>Field Delivery Total</b>	<b>5445.48</b>	<b>4820.1</b>	<b>625.38</b>

**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.