

Workload Report to the 79th 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. The direct service delivery workload models represent over 75% of the entire DHS position authority. The staffing required to support the policy development, training and operational functions within the agency are not represented in these models. DHS is currently seeking to identify a way to create and implement a workload model that is inclusive of these critical support functions. In the mean time, the staffing levels discussed in 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 (OCI) which supports all five program areas – Child Welfare, Self Sufficiency, Vocational Rehabilitation, Intellectual/Developmental Disabilities and Aging and People with Disabilities – as well as DHS Operations. OCI works in partnership with all

DHS programs to identify inefficiencies, improve current processes, promote areas of opportunity, and sustain improvement for the support of staff and delivery of services for clients.

In 2015, OCI provided a comprehensive menu of services in support of the agency. These services include mappings expertise, rapid process improvement events, development of business cases pertaining to many aspects of DHS business, training and development for multiple subjects including Lean Daily Management Systems, project management, and process improvement, facilitation of successful collaborative efforts involving all levels of staff, management and Leadership and metrics analysis and implementation. OCI also supports DHS through active process evaluations and proposals, assistance with implementation and support of varied projects and efforts, coaching for all levels of staff and management, 7-Step Problem Solving and analysis, DHS Management System assistance, and protocol development and implementation, along with other supporting improvement activities. These tools will facilitate the culture change of staff 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.

In addition to 55 improvement initiatives undertaken in 2015-17, OCI has also implemented a state-wide Lean Academy. This Academy intends to build the capacity of DHS staff of all levels to identify, support and implement local process improvements. OCI successfully recruited, trained and began mentorship efforts with the first cohort of the Lean Academy in the year 2015.

Several improvement initiatives have been developed and are under way today; others are under consideration by leadership for future rollout. In addition to process improvements, staff has identified technology improvements that support each program.

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

Child Welfare currently utilizes a workload model to determine staffing level needs associated with program delivery. The model is continuously updated with the most recent timing survey completed in spring 2016. The current model also takes into account the fall 2016 forecasted caseload for 2017-19 as estimated by the DHS Office of Forecasting, Research and Analysis.

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.

Lack of placement types

Across Oregon, there was a decrease in general foster homes by 20% from 2013 to 2015. This lack of resources increased the workload per case. Case workers spend increased time tracking down appropriate foster placements and trying to maintain and sustain placement options of all types.

Workload Efficiencies Achieved

- *Child Welfare Business Systems* project implements 19 protocols within six systems in each of the 16 service districts. The goal is to further standardize child welfare work, create effective and efficient business processes within the protocols, and move data entry and administrative work from casework staff to support staff. As of today, all 19 protocols have been implemented statewide. The result has been a shift to a business model where protocols drive the way work is assigned and completed. A number of efficiencies have been discovered including shared work among counties, implementation of technology-based solutions, and single entry systems.
- *Performance Based Contracting* efforts in Child Welfare field has established applicable protocols consistent with the business systems practices. The results have been a sustainable understanding of protocols and improved child placements and service referrals.
- *Title IV-E Interventions* project has helped development of future state business process plans which directly supports children placed in foster care. The process mapping laid out three intervention models which created a foundation of documentation to support the development of future protocols for implementation.

Overall Impact of Increases and Decreases in Demand on Staffing Needs

The Governor's Budget reduces new staffing to 12-months of funding which means the positions are not available to recruit and fill until July 2018. The result is an overall CW staffing level of 86% in 2017-18 and 90% in 2018-19 of what is earned using the current workload model. The impact of future efficiencies and transformation initiatives not yet implemented and other automation projects will be captured over time through time studies and incorporated into future workload model updates.

Workload Fall 2016 Forecast

POSITION TYPE:	2015-17 (LAB)			
	Current Position Authority	Positions Earned Forecast (\$15)	Percent of Earned	Difference Current to Workload Forecast
Case Worker	1412.02	1,574.53	89.7%	(162.51)
Social Service Assistant	201.40	231.55	87.0%	(30.15)
Support Staff	427.81	524.84	81.5%	(97.03)
FRS/IVE Specialists	43.30	52.55	82.4%	(9.25)
Leadership Support	38.30	48.10	79.6%	(9.80)
Field Management	203.00	258.00	78.7%	(55.00)
Totals	2325.83	2,689.57	86.5%	(363.74)

POSITION TYPE:	2017-19 GB - YEAR 1 (17-18)				2017-19 GB - YEAR 2 (18-19)			
	Current Position Authority	Positions Earned Forecast (F16)	Percent of Earned	Difference Current to Workload Forecast	Current Position Authority	Positions Earned Forecast (F16)	Percent of Earned	Difference Current to Workload Forecast
Case Worker	1,412.02	1,585.67	89.0%	(173.65)	1473.02	1585.67	93%	(112.65)
Social Service Assistant	201.40	233.19	86.4%	(31.79)	209.40	233.19	90%	(23.79)
Support Staff	427.81	528.56	80.9%	(100.75)	447.81	528.56	85%	(80.75)
FRS/IVE Specialists	43.30	52.06	83.2%	(8.76)	43.30	52.06	83%	(8.76)
Leadership Support	38.30	48.38	79.2%	(10.08)	39.30	48.38	81%	(9.08)
Field Management	203.00	256.97	79.0%	(53.97)	222.00	256.97	86%	(34.97)
Totals	2,325.83	2,704.83	86.0%	(379.00)	2434.83	2704.83	90.0%	(270.00)

There continues to be an increased net need in overall staff 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, and Central Office Supports. With the additional staff requested in Governor’s Budget for 2017-19, child welfare services are projected to have a net staffing level of 86% (year 1) and 90% (year 2).

II. SELF SUFFICIENCY SERVICES (TANF, SNAP, TANF-JOBS):

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 is continuously updated with the most recent timing survey completed in spring 2016. The current model also takes into account the fall 2016 forecasted caseload for 2017-19 as estimated by the DHS Office of Forecasting, Research and Analysis.

Requirements Increasing or Decreasing Workload Demand

Current Economic Environment

There were 393,685 households (694,260 persons) receiving SNAP benefits in November 2016, approximately one-fifth of all Oregonians. SNAP rose rapidly at the outset of 2009 and continued to grow at a steady rate until leveling off in mid-2012. The caseload has declined by 51,031 households since June 2012. There were 23,807 families receiving TANF benefits in November 2016. The TANF caseload underwent nearly uninterrupted growth starting in January 2008 until leveling off in mid-2012. After a seasonal increase in the winter of 2012-2013, the caseload has declined significantly and is currently 13,271 cases below its February 2013 peak. As Oregon unemployment figures have decreased to 5% in November 2016, with county unemployment rates in November 2016 ranging from 3.9% to 7.5%, demand for DHS – Self Sufficiency services including Nutrition (aka SNAP) and Temporary Assistance to Needy Families (aka TANF) remain high.

Client Application Processing Interface (CAPI)

The Client Application Processing Interface (CAPI) allows **clients** to enter SNAP applications online for processing. This directly impacts the clients by creating an additional method for them to apply for benefits. The eligibility workers have to process these applications differently and it has changed their

work over the past year. The workers spend increased time contacting clients and processing returned paperwork through the electronic interface.

Workload Efficiencies Achieved

- *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 was fully implemented in the fall 2013 and has undergone several minor improvements over the past year to gain additional efficiencies.

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 electronic document management systems (EDMS), will also have an impact on staffing levels in 15-17. The impact of these efficiencies will be captured and reported through updated time studies throughout the biennium. In 2013-15 budget, DHS took proactive measures to increase the critical position authority for case managers by converting 163 vacant eligibility worker positions into case manager positions. While the staffing has improved, the Department recognizes that a more realistic ratio that is between 50 and 60 families per case manager allows for the ability to work with families in a more holistic family-centered manner at the same time that eligibility determinations and changes in family circumstances are processed timely and accurately. This also allows for adequate time to work with families who are nearing the TANF time limit or whose youngest children will age out, making the family ineligible for TANF. DHS requested an additional 17 case managers for 15-17 to further increase the case manager staffing levels and support implementation of TANF-redesign.

The net impact based on the fall 2016 forecast is an overall staffing level of about 76.9% for 17-19, in Self Sufficiency field delivery.

Workload Fall 2016 Forecast

POSITION TYPE:	2015-17 (post-LAB)				2017-19 GRB			
	Current Position Authority	Positions Earned Forecast (\$15)	Percent of Earned	Difference Current to Workload Forecast	Current Position Authority 17-19	Positions Earned Forecast (F16)	Percent of Earned	Difference Current to Workload Forecast
Eligibility Workers	648.00	848.60	76%	(200.60)	648.00	820.51	79.0%	(172.51)
Case Managers	400.00	511.80	78%	(111.80)	441.00	602.24	73.2%	(161.24)
Eligibility Leads	58.00	53.00	109%	5.00	58.00	74.59	77.8%	(16.59)
Support Staff	548.41	680.20	81%	(131.79)	432.38	569.1	76.0%	(136.72)
Community Resource Coordinators	37.47	32.00	117%	5.47	37.00	54.75	67.6%	(17.75)
Engagement Specialists	33.00	32.00	103%	1.00	59.00	54.75	107.8%	4.25
Support Lead	24.00	56.68	42%	(32.68)	38.00	51.74	73.4%	(13.74)
Supervisors	117.47	123.10	95%	(5.63)	141.63	185.64	76.3%	(44.01)
Totals	1,866.35	2,337.38	79.8%	(471.03)	1855.01	2413.32	76.9%	(558.31)

Future Workload Efficiencies Anticipated

Self Sufficiency staff from around the state continue to submit Continuous Improvement Action Sheets through our Lean Daily Management System (LDMS). The SSP Operations Improvement Committee

reviews each of these sheets suggesting ideas for agency-level changes that create efficiencies, increase quality of work and improve outcomes for our customers. SSP continues to work toward achieving a service delivery model of the future that is flexible, client-centered and results-oriented. As a cornerstone to the service delivery of the future SSP is invested in *Self Sufficiency Training Redesign* which transforms the training design and delivery systems within SSP. This strategic planning process will take advantage of the current strengths of the SSP Training Unit, while providing the foundation for SSP Service Delivery changes by leveraging education; skills; technology; innovation; and adult education methods to further develop the ability of our employees to accurately and efficiently serve their customers. Benefits of training redesign at this time include: decreased travel, providing more regionally based training, offering role specific training and strengthening support of new employees.

III. AGING AND PEOPLE WITH DISABILITIES SERVICES:

Aging and People with Disabilities Workload Model Background

In 2013-15 DHS introduced a new APD/AAA workload model which captured an accurate snapshot of the current workload associated with delivering services within the Aging and People with Disabilities system. The model is continuously updated with the most recent case manager time study completed in spring 2016. The current model is also takes into account the fall 2016 forecasted caseload for 2017-19 as estimated by the DHS Office of Forecasting, Research and Analysis.

Requirements Increasing or Decreasing Workload Demand

Complexity of Adult Protective Service Workload

Adult Protective Services continues to receive and increasing number of potential abuse reports. 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

The complexity of client situations continue to increase, as does the population of older Oregonians presenting themselves for assistance within our offices. The APD caseload has seen an increase in married couple applicants which often require more labor intensive intake processes such as resource assessments. Additionally, 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 placements with limited resources and providers available.

K Plan Implementation

The K Plan provided additional new services to Oregonians receiving State Plan services. Case Managers saw increased workload related to new additional services offered through the K plan that must be discussed with clients, coordinated, and approved. Since the Department moved all of the services we

had been providing in our waiver into the K Plan for APD, we were able to add the additional service of Waivered Case Management as a waived service. This additional service has specific timeframes and additional responsibilities that were added to the workload of Case Managers.

Modified Adjusted Gross Income (MAGI)

MAGI (OHA Medical plus APD Long Term Care Options) - APD/AAA offices are now assessing and authorizing long term care for individuals determined by OHA to be eligible for MAGI medical.

Home Care Worker provider time capture

APD/AAA offices implemented a new Home Care Worker (HCW) payment voucher for in home services. The more complex form is a place to record the daily time a HCW works for an APD consumer. HCW's were also moved to a twice a month payday schedule. This timesheet change was a result of union bargaining and the overtime decisions by Department of Labor.

Workload Efficiencies Achieved

- *Electronic Provider Enrollment* changed the way APD field pays providers. APD 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.
- *Client Application Processing Interface (CAPI)* allows clients to enter SNAP applications online for processing. This improvement directly impacts the clients by creating an additional method for them to apply for benefits. The eligibility workers have to process these applications differently and it has changed their work over the past year. The necessary process improvements were directly incorporated into the ongoing work model for SSP.
- *Electronic Document Management System (EDMS)*: In 2015- 2016 APD/AAA offices implemented scanning of all Medicaid caseload documents into an electronic document management system. Electronic documents allow workers to access the case file in any location. This project discontinues the archiving of the paper records locally and at the DHS archive building in Salem.

Overall Impact of Increases and Decreases in Demand on Staffing Needs

The Governor's Budget reduces new staffing to 12-months of funding which means the positions are not available to recruit and fill until July 2018. The result is an overall APD/AAA staffing level of 81.4% in 2017-18 and 90.8% in 2018-19 of what is earned using the current workload model. Because staffing levels remain below 100% of the need, 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 2016 forecast is a staffing level of approximately 81.4% (year 1) and 90.8% (year 2) of the workload need for 2017-19. These services are delivered by state APD and AAA local office staff.

APD Workload Fall 2016 Forecast

AAA + APD STATE FIELD POSITION TYPE:	2015-2017 (LAB)			
	Current Position Authority	Positions Earned Forecast (\$15)	Percent of Earned	Difference Current to Workload Forecast
Case Managers	634.30	670.54	94.6%	(36.24)
Licensors (CS2)	56.70	35.82	158.3%	20.88
APS Specialists	152.73	181.09	84.3%	(28.36)
PASS / Diversion / Transition	93.09	104.70	88.9%	(11.61)
Eligibility Workers (HSS3)	319.97	386.22	82.8%	(66.25)
Paraprofessionals (HSA2)	69.12	67.71	102.1%	1.41
Support Staff (OS2/AS1)	316.97	356.33	89.0%	(39.36)
Field Mgmt/Ldrship Support	122.48	150.2	81.5%	(27.72)
Totals	1765.35	1952.61	90.4%	(187.25)

AAA + APD STATE FIELD POSITION TYPE:	2017-19 GB - YEAR ONE (17-18)				2017-19 GB - YEAR TWO (18-19)			
	YEAR 1 Current Position Authority 17-18	Positions Earned Forecast (F16)	YEAR 1 Percent of Earned	YEAR 1 Difference Current to Forecast	YEAR 2 Current Position Authority 18-19	Positions Earned Forecast (F16)	YEAR 2 Percent of Earned	YEAR 2 Difference Current to Forecast
Case Managers	634.30	766.05	82.8%	(131.75)	727.98	766.05	95.0%	(38.07)
Licensors (CS2)	56.70	45.15	125.6%	11.55	60.42	45.15	133.8%	15.27
APS Specialists	152.73	217.44	70.2%	(64.71)	183.95	217.44	84.6%	(33.49)
PASS / Diversion / Transition	93.09	104.70	88.9%	(11.61)	93.09	104.70	88.9%	(11.61)
Eligibility Workers (HSS3)	319.97	395.59	80.9%	(75.62)	331.62	395.59	83.8%	(63.97)
Paraprofessionals (HSA2)	69.12	80.47	85.9%	(11.35)	83.89	80.47	104.2%	3.42
Support Staff (OS2/AS1)	316.97	392.26	80.8%	(75.29)	350.92	392.26	89.5%	(41.34)
Field Mgmt/Ldrship Support	122.48	166.80	73.4%	(44.32)	136.16	166.80	81.6%	(30.64)
Totals	1,765.35	2,168.46	81.4%	(403.11)	1968.02	2168.46	90.8%	(200.44)

Future Workload Efficiencies Anticipated

The State of Oregon is working on enhancing the ONE eligibility system to include SNAP, TANF, ERDC and non-MAGI Medicaid eligibility. APD and AAA offices administer SNAP and non-MAGI Medicaid for individuals throughout Oregon who are Aged, Blind, or experiencing a Disability. This system will allow the State to create more uniform processes for Oregonians, begin to maximize technology through automation and allowing Oregonians the ability to access and update their benefits through an applicant portal, and hopefully create a systematic approach for greater effectiveness and accuracy in providing benefits. While the initial roll-out may not provide initially the workload efficiencies, as workers adjust to change, we expect the system to allow for greater efficiencies in processing time for eligibility

decisions for these programs. This platform will grow off of the success of EDMS and continue to move the dial towards a more integrated service delivery model.

Centralized Abused Management System (CAM)

The Centralized Abuse Management Project will centralize abuse management and tracking with an end-to-end Centralized Abuse Management solution that includes functions required to support intake, screening and investigations of abuse allegations and other functions to support abuse management. Functionality will include workflow, notifications, scheduling, document management, business rule management, and associated business processes, required to launch and continuously operate an efficient and effective system. This system is expected to be operational in all AAA/APD field offices and Central office staff by June 2018.

Automated Survey Processing Environment (ASPEN)

A Windows-based program that will enable APD to provide functionality for efficient management of the Adult Foster Care Program. ASPEN will allow workers to create and maintain case records, all licensing pieces, manage immediate jeopardy situations, recommend remedies, impose sanctions, assess Civil Money Penalties, hearings and appeals with the provider. This program will be expanded and operational to all AAA/APD (except Multnomah County) Field offices by May 2017.

APD continues to utilize a field-driven Continuous Improvement 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.

IV. INTELLECTUAL/DEVELOPMENTAL DISABILITIES SERVICES:

Programs Administered by Partners

In 2015-17 DHS introduced a new I/DD workload model which captured an accurate snapshot of the current workload associated with delivering services within the intellectual and developmental disabilities system. The current model takes into account the fall 2016 forecasted caseload for 2017-19 as estimated by the DHS Office of Forecasting, Research and Analysis.

The I/DD Workload Model is currently being updated as part of the continuous maintenance cycle. This update is expected to produce a higher workload need for I/DD field areas as a direct result of workload increases around K Plan and career development planning. The updated earnings will be presented during the spring 2017 reshoot for 2017-19 budget.

With the exception of the Stabilization and Crisis Unit, Children's Residential and Children's Intensive In-Home Supports, all Intellectual and 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 based on the I/DD workload model earnings. This system calculates the costs that would be incurred if the State ran the field offices. CDDPs and DD Brokerages

are currently funded at a 95% equity level. In 2017-19 Governor’s Budget the equity level is reduced to 91%.

Requirements Increasing or Decreasing Workload Demand

K Plan Implementation

The K Plan provided additional new services to Oregonians receiving State Plan services. Case Managers saw increased workload related to new additional services offered through the K plan that must be discussed with clients, coordinated and approved. Since the Department moved all of the services we had been providing in the waiver into the K Plan for I/DD, we were able to add the additional service of Waivered Case Management as a waived service. This additional service has specific timeframes and additional responsibilities that were added to the workload of Case Managers.

Employment First

The employment first initiative makes competitive integrated employment the goal for all Oregonians with intellectual or development disabilities. Governor Kitzhaber through his 2013 Executive Order recognized this issue and order state agencies to address the issue and set specific performance goals. These orders were further enhanced with an employment-related legal settlement in 2016. The case manager’s workload has increase significantly due to these additional requirements.

An October 2016 report published by Oregon Employment First shows 2,971 transition-age or sheltered workers are receiving new employment services, this surpassed the executive order requiring at least 2,200 individuals to be given an employment service from July 1, 2013 to June 30, 2016.

Overall Impact of Increases and Decreases in Demand on Staffing Needs

I/DD workload levels are based on 100% workload earnings, funded at 91% equity.

I/DD Workload Fall 2016 Forecast

CDDP POSITION TYPE:	2015-17 (LAB)				2017-19 GB			
	Current Funding Authority	Positions Earned Forecast (\$15)	Percent of Earned	Difference Current to Workload Forecast	Current Position Authority	Positions Earned Forecast (F16)	Percent of Earned	Difference Current to Workload Forecast
Case Manager (adults)	247.81	247.81	100.0%	-	294.92	310.55	95.0%	(15.63)
Case Manager (children)	155.20	155.20	100.0%	-	193.20	177.19	109.0%	16.01
Licensing	27.51	27.51	100.0%	-	22.66	22.66	100.0%	-
Certification	11.76	11.76	100.0%	-	7.85	7.85	100.0%	-
Support	77.91	77.91	100.0%	-	90.27	90.23	100.0%	0.04
Abuse Investigations	39.49	39.49	100.0%	-	39.49	39.49	100.0%	-
Eligibility	63.60	63.60	100.0%	-	73.74	73.87	99.8%	(0.13)
eXPRS	34.13	34.13	100.0%	-	40.06	39.94	100.3%	0.12
Supervisor	54.78	54.78	100.0%	-	63.52	63.48	100.1%	0.04
Director	23.00	23.00	100.0%	-	23.50	23.75	98.9%	(0.25)
AS 1 (PSW)	8.90	8.90	100.0%	-	15.50	15.92	97.3%	(0.42)
Totals	744.09	744.09	100.0%	0.00	864.71	864.95	100.0%	(0.24)

BROKERAGE POSITION TYPE:	2015-17 (LAB)				2017-19 GB			
	Current Funding Authority	Positions Earned Forecast (\$15)	Percent of Earned	Difference Current to Workload Forecast	Current Position Authority	Positions Earned Forecast (F16)	Percent of Earned	Difference Current to Workload Forecast
Personal Agent (CM)	206.76	206.76	100.0%	-	207.40	207.04	100.2%	0.36
Administrator	13.00	13.00	100.0%	-	13.00	13.00	100.0%	-
Supervisor	22.03	22.03	100.0%	-	22.63	22.63	100.0%	-
eXPRS agent	14.41	14.41	100.0%	-	14.25	14.25	100.0%	-
Support	29.54	29.54	100.0%	-	29.58	29.58	100.0%	-
AS 1 (PSW)	13.66	13.66	100.0%	-	20.70	20.70	100.0%	-
Totals	299.40	299.40	100.0%	-	307.56	307.20	100.1%	0.36

Future Workload Efficiencies Anticipated

Form Duplication

I/DD continues to evaluate the required forms utilized by CDDPs and Brokerages in an attempt to reduce duplication and streamline the processes.

Centralized Abused Management System (CAM)

The Centralized Abuse Management Project will centralize abuse management and tracking with an end-to-end Centralized Abuse Management solution that includes functions required to support intake, screening and investigations of abuse allegations and other functions to support abuse management. Functionality will include workflow, notifications, scheduling, document management, business rule management, and associated business processes, required to launch and continuously operate an efficient and effective system. This system is expected to be operational in the CDDP's and Central office by June 2018.

V. Vocational Rehabilitation Services:

Vocational Rehabilitation Services (VR) Workload Model Background

To date, DHS has utilized a standard ratio model for allocating staff throughout VR field delivery. Leadership became increasingly concerned the model didn't accurately reflect all the work required of the delivery staff. DHS leadership agreed to undertake the development of a new workload model to capture an accurate snapshot of the current work in 2014.

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 including the additional work 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 base VR Workload Model has been completed and run against the current caseload estimates. The model continues to be developed to achieve timing associated with all the different caseload types which will further enhance the predictive abilities of the model for determine future staffing needs. The model takes into account the official fall 2016 forecasted caseload for 2017-19 as estimated by the DHS Office of Forecasting, Research and Analysis.

Requirements Increasing or Decreasing Workload Demand:

Workforce Innovation and Opportunity Act (WIOA)

WIOA is the new workforce act replacing the previous Workforce Investment Act authorized in 1998. WIOA went into effect in 2015 for a five year duration (2015-2020). It is designed to improve the structure and delivery system assisting workers in achieving family-sustaining wages. WIOA has many impacts on the delivery structure with VR; however, one of the most impactful changes involved the requirement to move clients through the system – from application into an action plan – within 90 days. Previously, the system allowed for completing this step in 180 days. The reduction of time requires significant process restructuring and has large impact on the workload requirements of a VR counselor as well as the support staff.

Intellectual/Developmental Disability Employment Services

Youth and adults with Intellectual and developmental disabilities are grossly underrepresented in the labor force that it has been demonstrated with appropriate services and supports the can work competitively in community jobs. The appropriate array of services can prevent youth from taking sub-minimum wage jobs in sheltered workshops and help those in workshops transition to community based settings. Governor Kitzhaber through his 2013 Executive Order recognized this issue and order state agencies to address the issue and set specific performance goals. These orders were further enhanced with an employment-related legal settlement in 2016. In addition reauthorization of the Rehabilitation Act has established new performance expectation for transition age youth. Due to these complexities, this particular population typically takes more time on the part of a VR counselor to reach successful outcomes.

VR Workload Fall 2016 Forecast

POSITION TYPE:	2015-17 (post-LAB)				2017-19 (GB)			
	Current Position Authority	Positions Earned Forecast (\$15)	Percent of Earned	Difference Current to Workload Forecast	Current Position Authority (GB)	Positions Earned Forecast (F14)	Percent of Earned	Difference Current to Workload Forecast
VR Counselors	138.38	163.53	85%	(25.15)	138.38	166.36	83%	(27.98)
Case Assistant	49.50	24.31	204%	25.19	49.50	24.73	200%	24.77
Office Support	16.00	30.00	53%	(14.00)	16.00	30.00	53%	(14.00)
Leadership	12.00	14.00	86%	(2.00)	12.00	14.00	86%	(2.00)
FIELD TOTAL	215.88	231.84	93.1%	(15.96)	215.88	235.09	91.8%	(19.21)

Future Workload Efficiencies Anticipated

OVRs continues to work toward becoming paperless through Paperless Systems. 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.

V. DHS Field Vacancies:

The following numbers are based on staffing as of the end of December 2016. 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 represented in workload models are budgeted for 5,910.64 FTE. At this position level, DHS field areas are collectively budgeted at 82% 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 typically different due to natural attrition and the number of positions held vacant for budget balancing purposes. As of December 2016, Self Sufficiency is staffed at 60.2%, Child Welfare at 81.4% and APD state-field at 80% of their forecasted need.

DHS – December 2016 Vacant Position Report for Field Delivery

This table shows the net number of budgeted workload model positions that are vacant due to mandated savings and natural attrition in the field delivery areas.

AGENCY AREA	Total Budgeted FTE	Current Staff Count	Net Vacant Positions
Child Welfare Field	2,325.83	2,175.25	(150.58)
Self Sufficiency Field	1,866.35	1,642.25	(224.10)
Aging & People with Disabilities Field	823.16	775.83	(47.33)
Developmental Disabilities - SOCP	679.42	655.5	(23.92)
Vocational Rehabilitation - Field	215.88	206.8	(9.13)
Field Delivery Total	5,910.64	5,455.58	(455.06)

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.