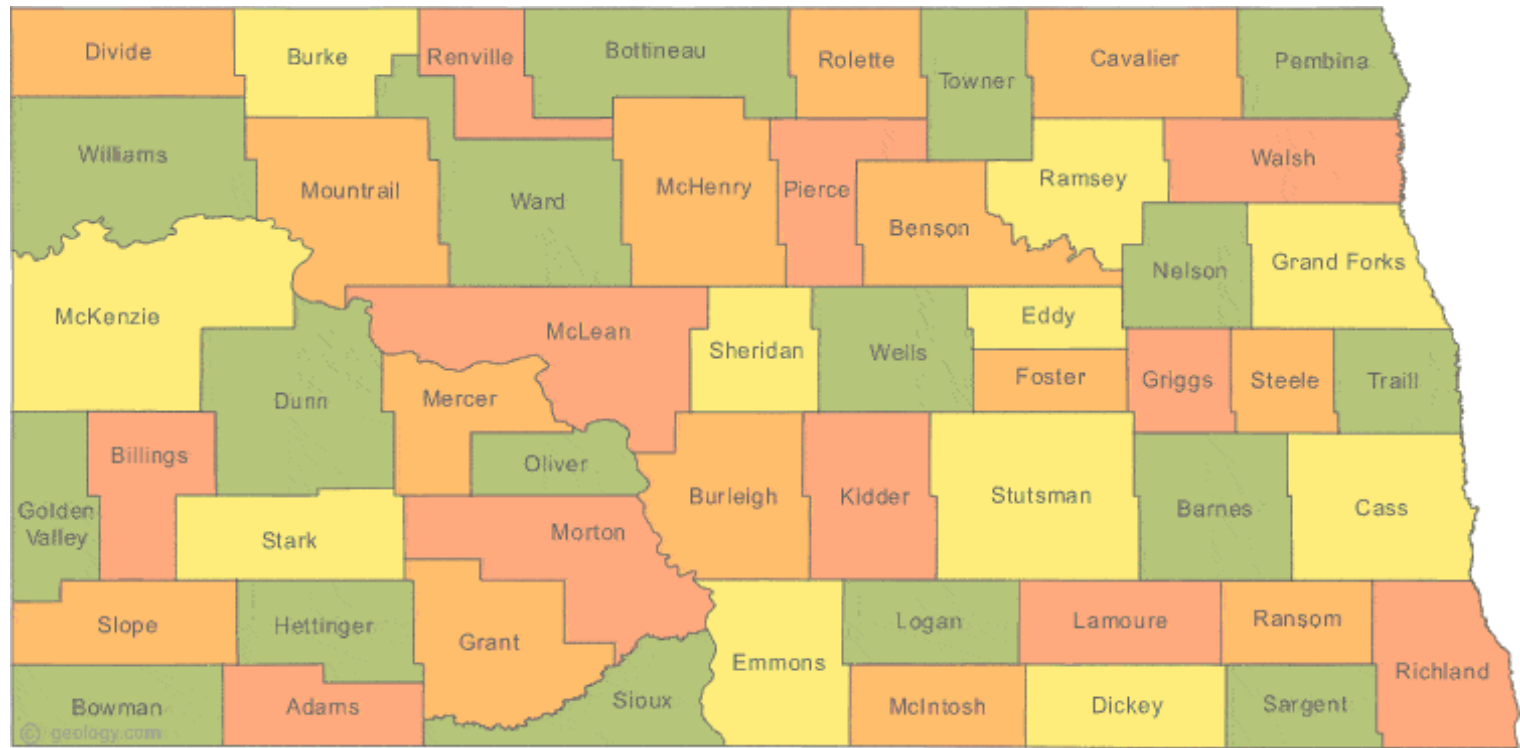


SOCIAL SERVICE REDESIGN – WHAT IT'S REALLY ALL ABOUT

October 8, 2019

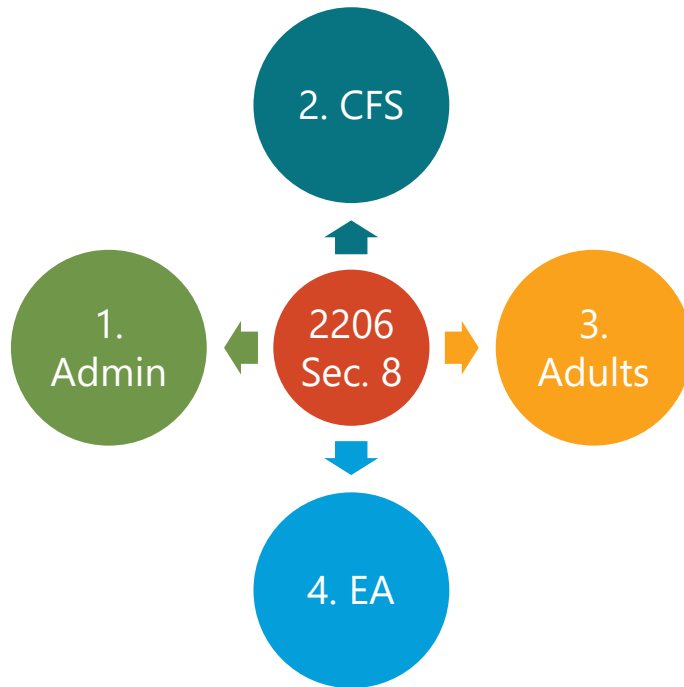
NORTH
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2017
NORTH
DAKOTA
LEGISLATIVE
SESSION



TO EXAMINE HOLISTIC CHANGE, THE 2017 S.B. 2206 INTERIM STUDY INCLUDED 4 COMMITTEES FOCUSED ON EACH AREA OF SERVICES

Committee Organization



- Pilot study kicked off on Oct. 12, 2017
- Each committee met about a dozen times (monthly) between Oct. 2017 and Sept. 2018

(Admin = Administrative; CFS = Child & Family Services; Adults includes older adults and persons with disabilities; EA = Economic Assistance)

Committee Participants

Name	Organization/Title	Committee / Role
Chris Jones	ND DHS, executive director	All
Sara Stolt	The Project Co.	Facilitator and project manager
Jason Matthews	JM Strategies	Facilitator
Terry Traynor	ND Association of Counties (NDACo), director	All
Lukas Gemar	DHS Administration	All
Amy Erickson	DHS Human Resources (HR), administrator	Administrative Committee
Steve Reiser	Dakota Central Social Services, director	Administrative Committee
Joe Morrissette	Office of Management and Budget, director	Administrative Committee
Kim Jacobson	Trail and Steele County Social Services, director	Administrative Committee
Laural Sehn	DHS Fiscal, accountant	Administrative Committee
Marcie Wuitschick	DHS HR, director	Administrative Committee
Tom Solberg	DHS, deputy director	Administrative Committee
Heidi Delorme	DHS Fiscal, deputy director	Administrative Committee
Jonathan Alm	DHS Legal, director	Administrative Committee
Kim Osadchuck	Burleigh County Social Services, director	Administrative Committee
Michelle Masset	Emmons County Social Services, director	Administrative Committee
Rhonda Allery	Lake Region Social Services, director	Administrative Committee
Tom Eide	DHS, chief financial officer	Administrative Committee
Chip Ammerman	Cass County Social Services, director	Children and Family Services Committee
Marlys Baker	DHS Children and Family Services (CFS), CPS	Children and Family Services Committee
Dennis Meier	Morton County Social Services, director	Children and Family Services Committee
Em Burkett	Stutsman County Social Services, director	Children and Family Services Committee
Karin Stave	DHS CFS, regional representative	Children and Family Services Committee
Peter Tunseth	UND CFS Training Center, director	Children and Family Services Committee
Diana Weber	DHS CFS, in-home program administrator	Children and Family Services Committee
Kelsey Bless	DHS CFS, permanency program administrator	Children and Family Services Committee
Amanda Carlson	DHS CFS, early childhood services	Children and Family Services Committee
Monica Goesen	DHS CFS, regional representative	Children and Family Services Committee
Vince Gillette	Sioux County Social Services, director	Economic Assistance Committee
Brenda Peterson	Morton County Social Services, eligibility manager	Economic Assistance Committee
Sidney Schock	Cass County Social Services, eligibility manager	Economic Assistance Committee
LuEilen Hart	Grand Forks County Social Services	Economic Assistance Committee
Michelle Gee	DHS Economic Assistance, director	Economic Assistance Committee
Linda Brew	DHS Economic Assistance, regional representative and system support and development director	Economic Assistance Committee
Diane Mortenson	Stark County Social Services, director	Adult Services Committee
Doug Wegh	Hettinger County Social Services, director	Adult Services Committee
Joyce Johnson	DHS Economic Assistance, Medicaid policy director	Adult Services Committee
Kristen Hasbargen	Richland County Social Services, director	Adult Services Committee
Nancy Nikolas-Maier	DHS Aging Services, director	Adult Services Committee
Karla Kalanek	DHS DD, program administrator	Adult Services Committee
Heather Steffl	DHS, public information officer	Adult Services Committee



ARE YOU STUCK?

THE
SAME
OLD
THINKING

THE
SAME
OLD
RESULTS

A

Y



The Seductive 7

 More Money



More Technolog



More Reorganization



More Strategic Planning



More Data



More Training & Communication

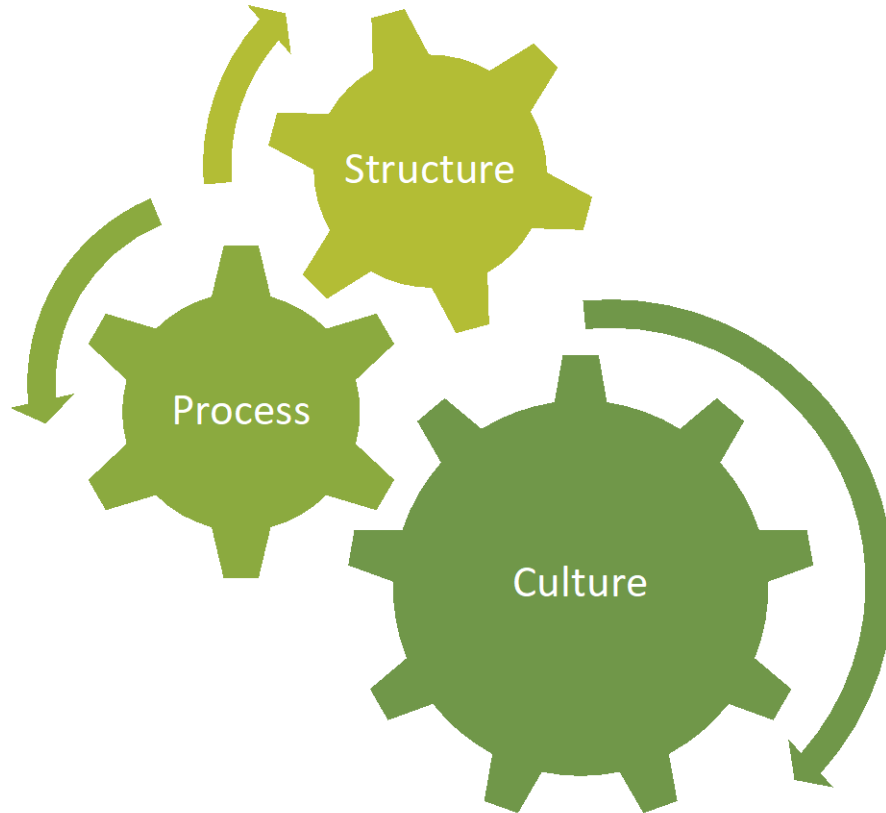


More Accountability & Assigning Blame

Theory of Constraints

BUT IMPROVING PROGRAMS IS MORE THAN LOOKING AT STRUCTURE: PROCESS AND CULTURAL CHANGE MUST ACCOMPANY STRUCTURAL CHANGE

3 Key Levers for Change



- 3 Core Areas
 - Process
 - Structure
 - Culture
- Focus is on service delivery to the client in the most effective and efficient way possible
- Seek to remove geographic, political and cultural boundaries to deliver smart, efficient and compassionate human services
- Primary Stakeholders
 - Individuals & Families
 - Taxpayers
 - Employees

RECOMMENDATIONS HIGHLIGHTED A NUMBER OF THEMES FOR PROGRAM IMPROVEMENTS, THOUGH BARRIERS EXIST WITH OLD STRUCTURE

Theme	Examples from Committee Recommendations	Barriers to Change Today	
		Structure	Process & Culture
Specialize work	<ul style="list-style-type: none"> 2a) Move sub-adopt to a few identified experts 2b) Shift foster care licensing to one entity per region to allow dedicated staff to focus on it 3a) Designate aging/ adult services staff to specialize in one program if possible 4b) Eliminate the work eligibility workers do that isn't part of eligibility determination 	Rate per case funding formula does not enable change in mix of services provided, thereby preventing specialization	Every county is accustomed to doing every function; specialization requires integration with other counties
Collaborate effectively to share resources/ capacity	<ul style="list-style-type: none"> 2c) Allow counties to share licensed foster homes across county lines, so that placements match a child's needs and provider capabilities 4b) Regionalize eligibility determination for Medicaid coverage of foster children, TANF, Medicaid long-term care, Basic Care Assistance, etc. 	County boundaries create siloed operations, and grant-like funding formula disincentivizes sharing of resources	County offices are not responsible for program outcomes outside the boundaries of their counties
Improve ways of working and align to best practices	<ul style="list-style-type: none"> 2d) Reduce the CPS assessment from 62 to 25 days 2e) Eliminate redundancy/multiple levels of review of licensing decisions 2f) Develop a navigator role to partner with CFS/Child Protection Services (CPS) 4c) Develop the Full Kit for processing program applications and determining eligibility 	Scaling best practices across counties can be difficult due to institutional silos of county-based org. structures and funding formula	Making improvements requires time, effort, and a willingness to embrace changes
<p>Importantly, S.B. 2124 does not make any of these changes; rather, the intent of the bill is to address and eliminate the <i>barriers</i> (in particular, the structural barriers) that exist to making these changes or improvements today</p>		<p>Address these barriers through S.B. 2124</p>	<p>Address these barriers through pilot projects</p>

AS WE HAVE EXAMINED STRUCTURE, PROCESS, AND CULTURE, GUIDING PRINCIPLES EMERGED AS FIXED POINTS FOR POLICY

Guiding Principles

- No reduction in access points
- Redistribution of dollars from administration to direct client service delivery
- No reductions in force or reductions in pay (roles will be redesigned for some)
- Promote equity in access and meet clients where they are
- Promote specialization of efforts where possible to improve consistency of service
- Promote decision making as close to the client as possible

Success Criteria

Success criteria helps to ensure changes don't compromise the needs of:



**WHERE DO
WE START?**

**Child
Protective
Services**

Defining the Problem

TIMELINESS				
SFY	2018			
Row Labels	Average of Compliance25	Average of Compliance45	Average of Compliance62	Average of Compliance121
[-] Pilot	7.35%	22.65%	40.88%	83.97%
Badlands	7.99%	17.84%	32.34%	74.91%
Southeast	7.14%	24.22%	43.69%	86.94%
[-] Non-Pilot	12.85%	30.51%	51.09%	89.81%
Lake Region	9.86%	33.97%	53.97%	91.78%
North Central	13.65%	32.11%	46.92%	85.64%
Northeast	6.16%	22.00%	47.96%	90.21%
Northwest	11.16%	30.93%	50.14%	90.11%
South Central	22.62%	50.45%	78.10%	94.79%
West Central	14.17%	26.13%	45.92%	90.20%
Grand Total	11.22%	28.19%	48.07%	88.08%

CHALLENGES

- Staff don't feel comfortable with engagement
- There is high demand/workload
- There is an increasing volume of reports
- Cases are in crisis when they get to us
- Lack of prevention
- We can't provide the right level of services at the right time
- There is no policy to serve families that are not "substantiated"
- We are generally feared instead of being viewed as helpful
- When we start CPS services we lose engagement with the family
- The 960 is overused and punitive
- We have a "one size fits all" approach
- All cases must go to the child protection team
- No consistent triage of reports
- It is difficult to gain trust and build relationships with families
- We see continuing reports from 20% of families
- There is a lack of statewide consistency
- We are not working together as a statewide system
- We are wasting capacity
- Resources are not fully utilized
- Extensions are granted too easily (no accountability)
- Staff have high stress
- The FRAME system is difficult to work with

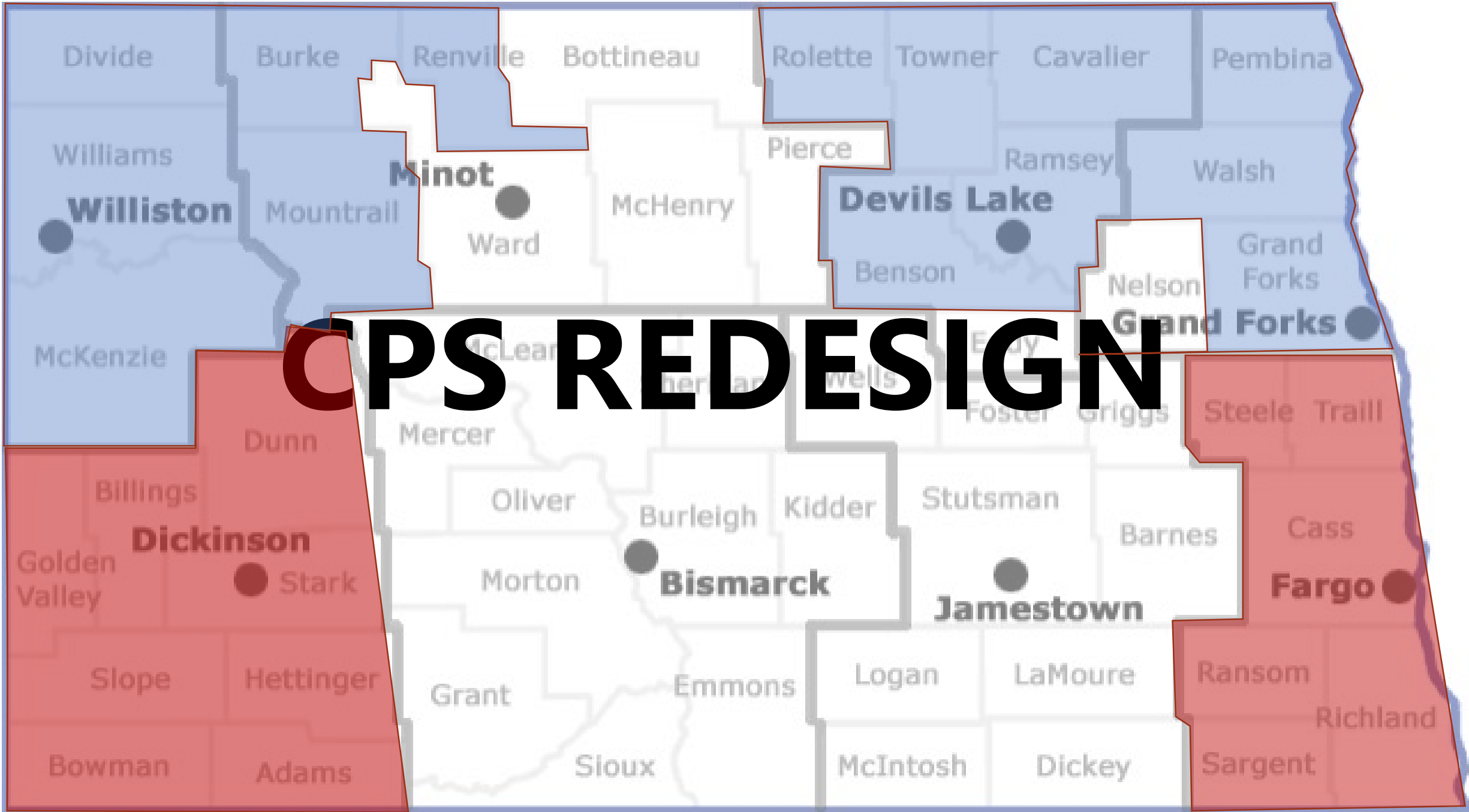
Targets

Goal 1: Conduct a face to face with the child(ren) within 3 days of the report.

Goal 2: Complete 50% of cases in 25 days, 75% in 45 days and 95% in 62 days.

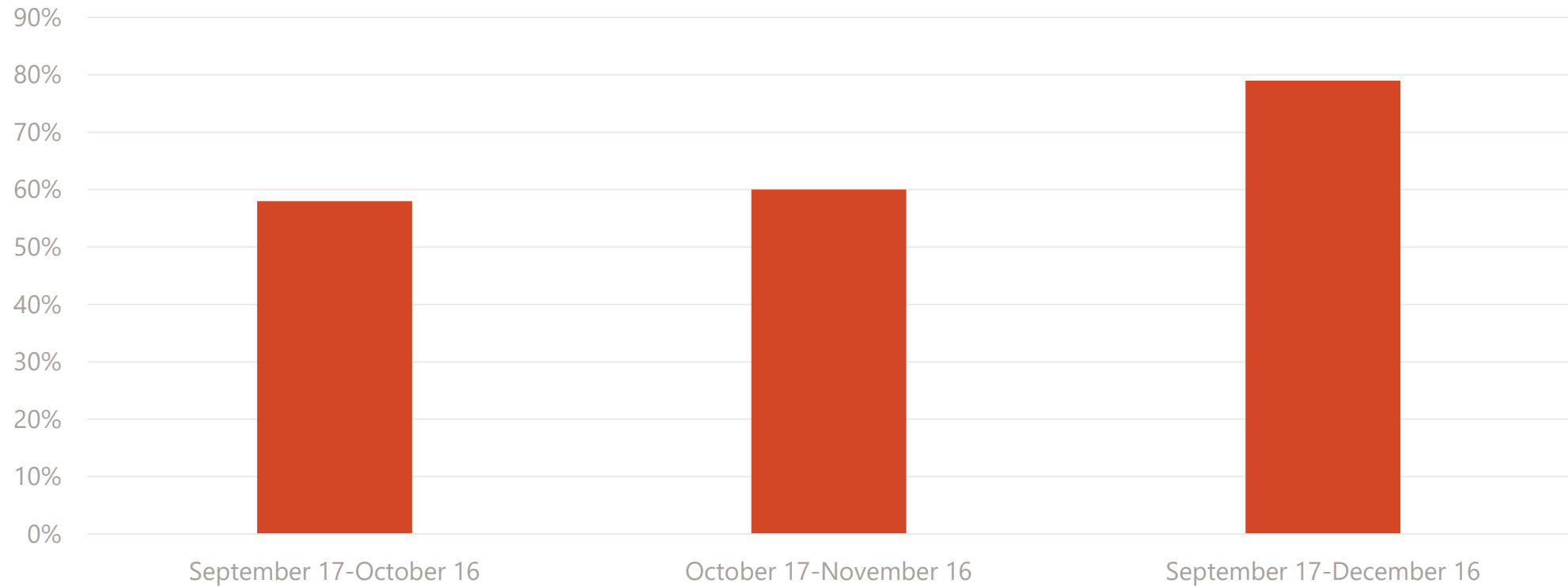
Goal 3: 95% of case determinations will have a full kit prior to determination.

CPS REDESIGN



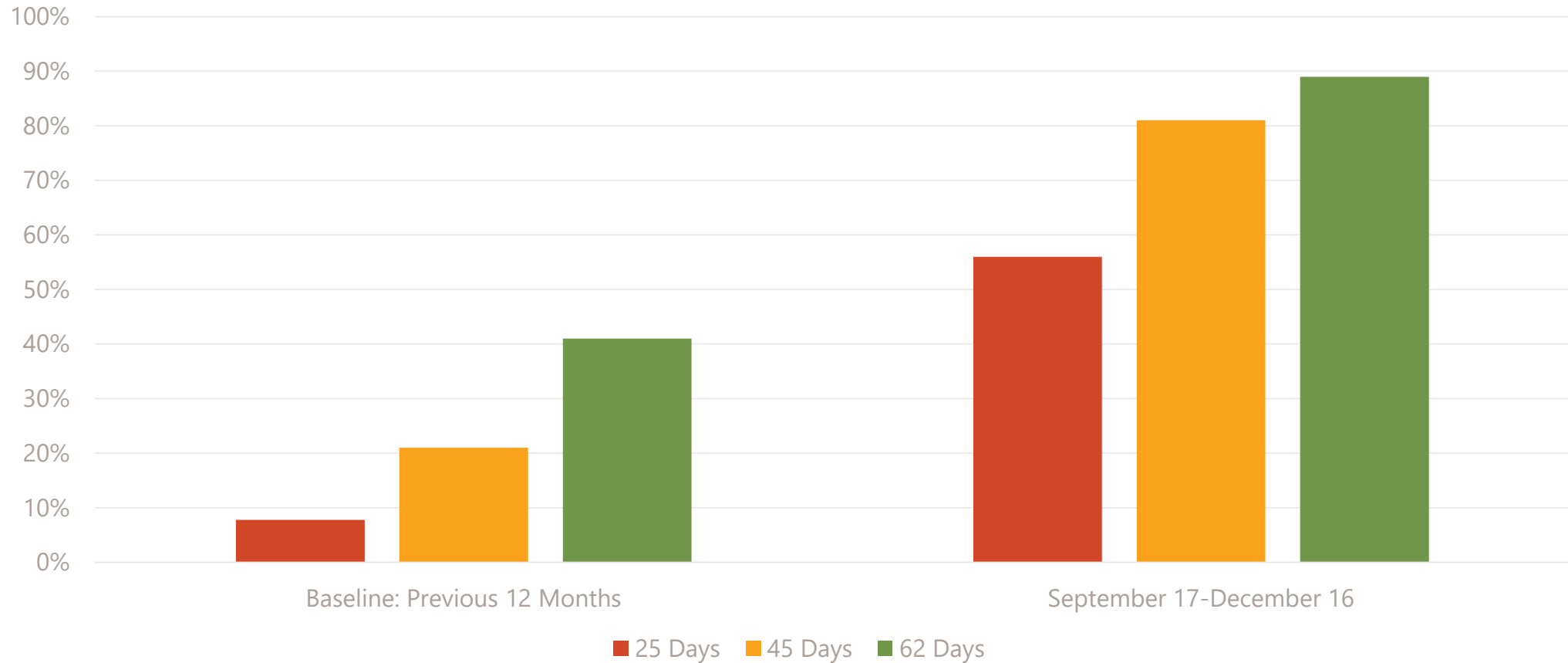
SUCCESS

Goal 1: Conduct the face to face with the child within 3 days of case assignment.



Success

Goal 2: Complete 50% of cases in 25 days, 75% in 45 days and 95% in 62 days.



CPS Outcomes

STRUCTURE + SYSTEMS

- Shared supervisor model
- Share CPS workers across counties and zones moving forward
- Central intake in pilot counties to support client service time

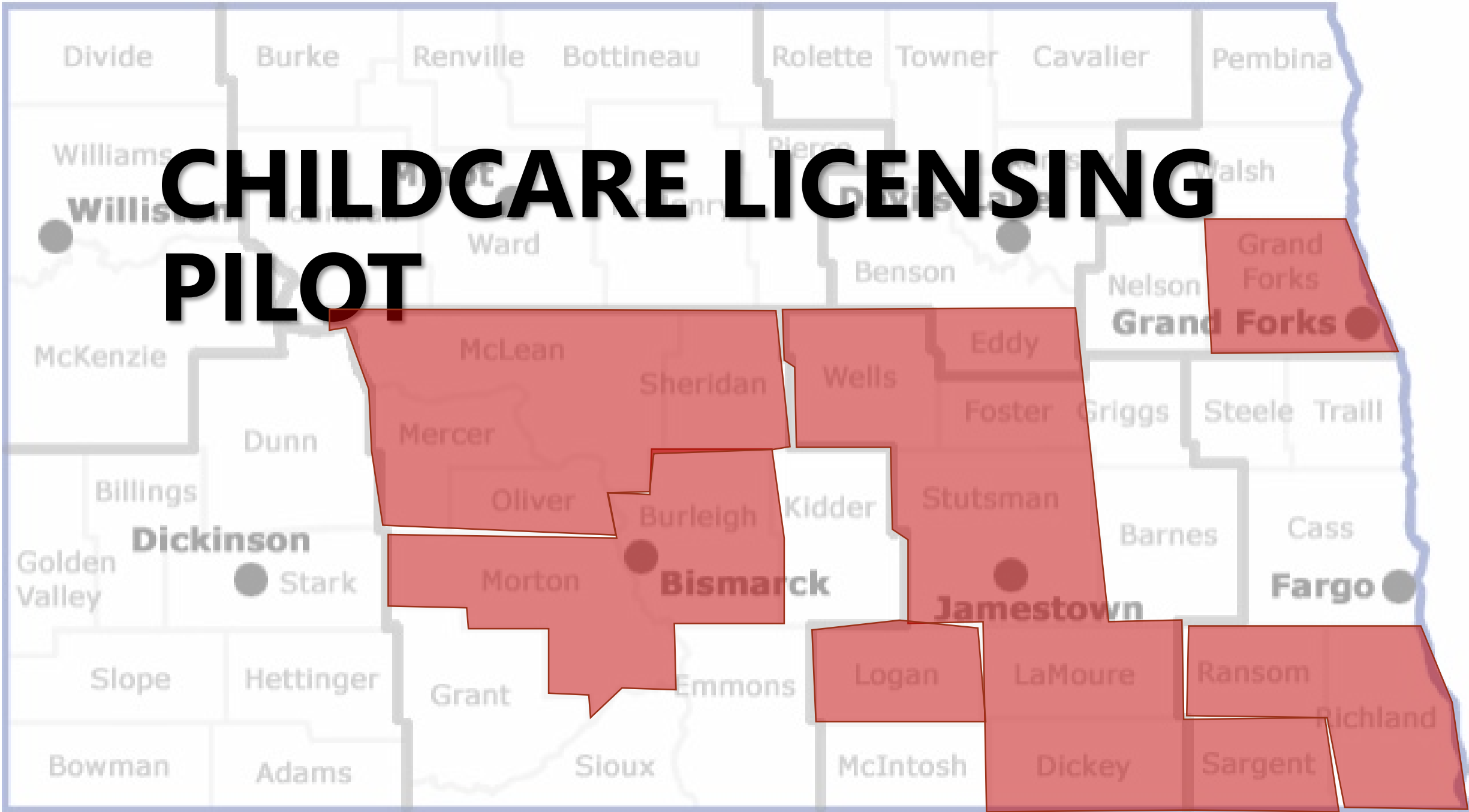
COUNTY PREDICTORS OF SUCCESS

- Public Servant Focus
- Attitude
- Involvement
- Work As One
- Solution Focused
- Change Process
- Building for the Future

WHAT'S ALREADY BEEN STARTED

- In-Home Redesign (Child Welfare)
- HCBS Transition to State Employees
- LTC Specialty Unit (Eligibility)
- CFS Practice Model – CPS, In-Home and Foster Care
- Child Care Licensing (Child Welfare)
- Central Intake for Child Protection
- Quality Control for CFS

CHILDCARE LICENSING PILOT





**MEDICAID
LONG TERM CARE
ELIGIBILITY**

Divide

Burke

Renville

Bottineau

Rolette

Towner

Cavalier

Pembina

Williams

Minot

Pierce

Ramsey

Walsh

Williston

Mountrail

Devils Lake

McKenzie

Nelson

Grand Forks

Grand Forks

Grand Forks

**MEDICAID
LONG TERM CARE
ELIGIBILITY**

Billings

Dunn

Mercer

Foster

Griggs

Steele

Traill

Dickinson

Dickinson

Morton

Bismarck

Jamestown

Cass

Fargo

Golden Valley

Barnes

Slope

Hettinger

Grant

Emmons

Logan

LaMoure

Ransom

Richland

Bowman

Adams

Sioux

McIntosh








Dickey

Sargent

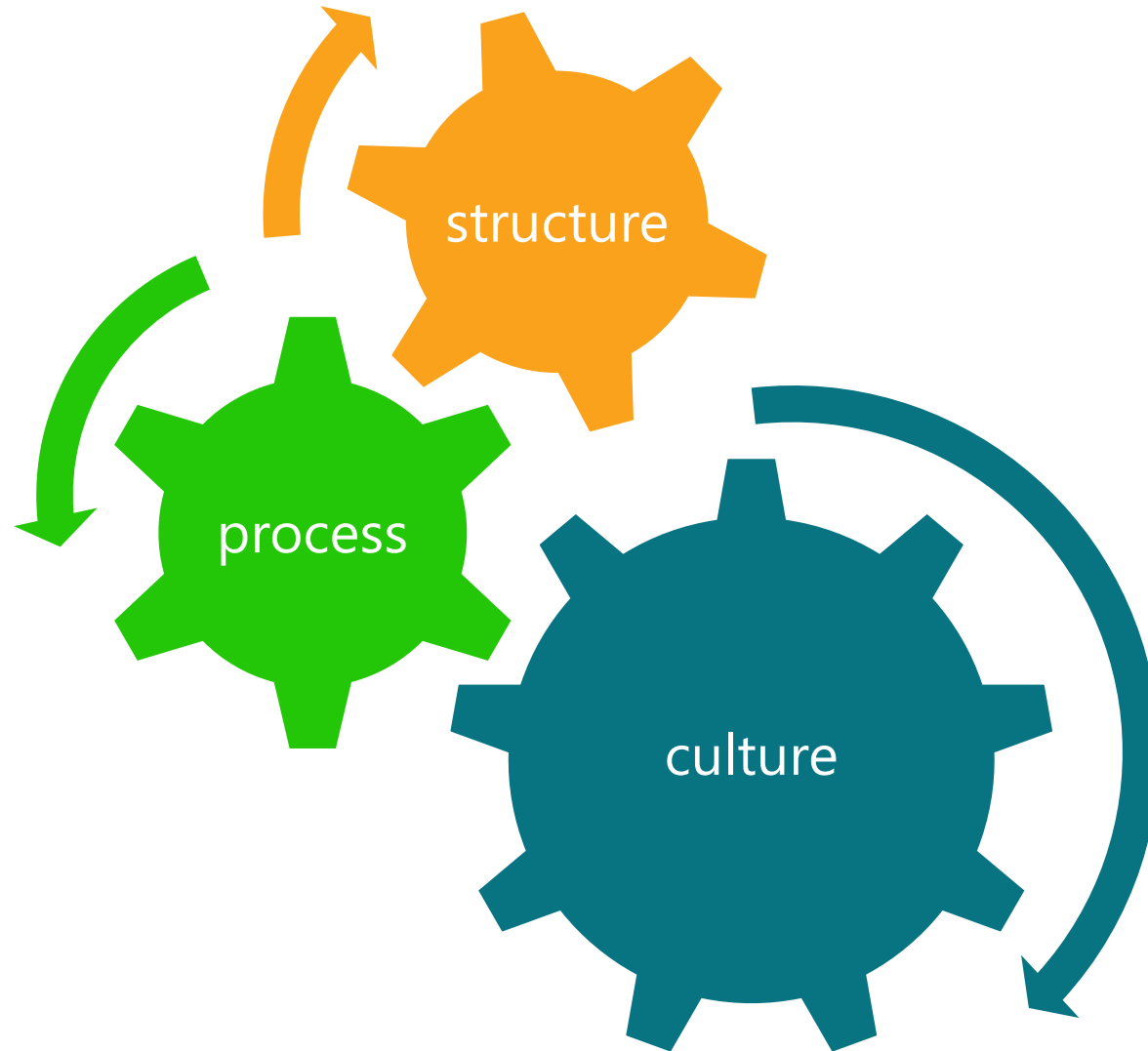
WHAT'S NEXT

- Foster Care
- Eligibility Determinations
- Field Services
- Administrative Functions

TIMELINE FOR THE FORMATION OF HUMAN SERVICE ZONES HAS SEVERAL MILESTONES, WITH COMPLETION AT START OF 2021

Dates / Milestones	Detail / Description of Milestones
 <p>June 11, 2019 Initial Planning Meeting</p>	<p>Zone agreement must:</p> <ul style="list-style-type: none"> ▪ Identify the proposed counties of the human service zone ▪ Identify the host county ▪ Identify the human service zone board members
 <p>Dec 1, 2019 Zone Agreements Zone Board</p>	<p>Zone board must:</p> <ul style="list-style-type: none"> ▪ Have 15 or fewer members appointed by county commissioners ▪ Have at least one county commissioner from each county in zone ▪ Elect a vice presiding officer and appoint secretary ▪ Establish procedures for review and approval of claims against the human service zone human services fund
 <p>Jan 11, 2020 First zone payment</p>	<p>First zone payment must:</p> <ul style="list-style-type: none"> ▪ Be based on the most recent data on historical cost and income ▪ Be made to the host county ▪ Include payment for indirect costs
 <p>Mar 31, 2020 Zone Director</p>	<p>Zone director must:</p> <ul style="list-style-type: none"> ▪ Be hired by the zone board by April 1, 2020 ▪ Be employed by the zone; located within the human service zone ▪ Serve as the presiding officer of the zone board
 <p>June 30, 2020 Zone Plan</p>	<p>Zone plan must:</p> <ul style="list-style-type: none"> ▪ Provide funding for indirect costs and liability coverage ▪ Specify any role transitions for team members ▪ Describe all unique locally-provided programs that would continue to be provided under plan
 <p>Jan 1, 2021 Approval & Statewide Implementation</p> 	<ul style="list-style-type: none"> ▪ Allow for nonresidents of participating counties to access services ▪ Specify that reductions in access points are only made with agreement of human service zone board, county commissions of affected counties, and the department

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