SB2124 Transition
County Officials Meeting

June 11, 2019
ND State Capitol

Kim Jacobson, Director Agassiz Valley Social Services
Sara Stolt, DHS Transformation Manager
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
## Zones + Pilots: Working Together

<table>
<thead>
<tr>
<th>Zones: Structure</th>
<th>Pilots: Culture, Process + Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eliminate county boundaries and geographically defined service areas</td>
<td>Build processes around no county boundaries or geographically defined service areas</td>
</tr>
<tr>
<td>Flexible to support each program's structure</td>
<td>Reinforces a state caseload vs. a county caseload</td>
</tr>
<tr>
<td>Eliminates complicated layers of hierarchy and approval</td>
<td>Identifies the right structure for a program based on the new process</td>
</tr>
<tr>
<td>Increases funding for program and decreases administration</td>
<td>Builds processes with decision making at the lowest possible level where appropriate</td>
</tr>
<tr>
<td>Zones will collaborate with each other based on unique needs of the communities they serve</td>
<td>Builds quality at the source</td>
</tr>
<tr>
<td>Zones will allow for subject matter experts as supervisors</td>
<td>Improves workflow and timeliness</td>
</tr>
<tr>
<td>Specialty units will be developed in some zones to provide services based on community need</td>
<td>Creates team ownership of the process</td>
</tr>
<tr>
<td></td>
<td>Identifies efficiencies in programs that allow us to shift more resources to other programs in need</td>
</tr>
</tbody>
</table>
Process Improvement Method

- Establish Your Goal: What does your system do?
- Set Ambitious Targets
- Identify Constraints to Achieving the Goal and Targets
- Build The Ideal System Map
- Leverage Your Constraints
- Manage Your Work in Progress and Adjust
**Key Pilot Features**

- Emphasis on collaboration and sharing resources
- Elimination of county boundaries for both the people served and for those providing the service
- Establish ambitious goals and metrics / track goals and metrics
- Identify the core problem and provide the right solution to the problem to achieve the goal and targets
- Adjust and update the process as needed
- Focus on structure, process and culture
COUNTY FOCUS

CPS PILOT
Goal 1: Conduct the face to face with the child within 3 days of case assignment.
# 12 Months of CPS Assessments

<table>
<thead>
<tr>
<th>Row Labels</th>
<th>Average of Compliance25</th>
<th>Average of Compliance45</th>
<th>Average of Compliance62</th>
<th>Average of Compliance121</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pilot</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Badlands</td>
<td>7.99%</td>
<td>17.84%</td>
<td>32.34%</td>
<td>74.91%</td>
</tr>
<tr>
<td>Southeast</td>
<td>7.14%</td>
<td>24.22%</td>
<td>43.69%</td>
<td>86.94%</td>
</tr>
<tr>
<td><strong>Non-Pilot</strong></td>
<td><strong>12.85%</strong></td>
<td><strong>30.51%</strong></td>
<td><strong>51.09%</strong></td>
<td><strong>89.81%</strong></td>
</tr>
<tr>
<td>Lake Region</td>
<td>9.86%</td>
<td>33.97%</td>
<td>53.97%</td>
<td>91.78%</td>
</tr>
<tr>
<td>North Central</td>
<td>13.65%</td>
<td>32.11%</td>
<td>46.92%</td>
<td>85.64%</td>
</tr>
<tr>
<td>Northeast</td>
<td>6.16%</td>
<td>22.00%</td>
<td>47.96%</td>
<td>90.21%</td>
</tr>
<tr>
<td>Northwest</td>
<td>11.16%</td>
<td>30.93%</td>
<td>50.14%</td>
<td>90.11%</td>
</tr>
<tr>
<td>South Central</td>
<td>22.62%</td>
<td>50.45%</td>
<td>78.10%</td>
<td>94.79%</td>
</tr>
<tr>
<td>West Central</td>
<td>14.17%</td>
<td>26.13%</td>
<td>45.92%</td>
<td>90.20%</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>11.22%</strong></td>
<td><strong>28.19%</strong></td>
<td><strong>48.07%</strong></td>
<td><strong>88.08%</strong></td>
</tr>
</tbody>
</table>
Goal 2: Complete 50% of cases in 25 days, 75% in 45 days and 95% in 62 days.
CPS Pilot Data

- Worked a total of 805 cases during September 17-December 16. Some of these cases were already started when the pilot started on September 17, 2018.*

- 17% of the 805 cases have exceeded 62 days thus far. The baseline for 12 months of CPS cases in the pilot region was 59.2% exceeded the law of 62 days.
CPS Pilot Features

- Collaboration among all counties
- Central intake – working as one intake team
- CPS supervisor ratio of 1:6
- More robust supervision and case staffing with CPS workers
- Standard safety plan
- Detailed timelines that are tracked daily
COUNTY FOCUS

CPS REDESIGN EXPANSION
COUNTY/STATE FOCUS

CHILDCARE LICENSING PILOT
Revised licensing checklist from 13 pages to 4

Same checklist to be used for new licenses, unannounced and renewals

Rebuilt the new licensing process to be provider driven

Propose a new structure that shifts the regional rep the Early Childhood Supervisor in zones

Launch pilot July 1
Specialized Eligibility Team

- State employment – transferring up to 16 FTEs from county eligibility workers
- Focus on timeliness + building full applications from the beginning
- Clear instructions and checklists for applicants
- Central # for questions and technical assistance
- Launch by September 1, 2019 with a statewide rollout.
COUNTY FOCUS

IN HOME PILOT
Launch Date: Summer 2019

Synchronize changes with CPS Redesign

Focus on sustaining safety and reducing foster placements

Built on a 90-day intense model with the family

Build process and policy to support new structure

Partnering with Casey Family Programs and other CFS programs to identify a sustainable practice model
Next Steps

- Develop remaining 2019 pilot schedule to include foster care, TANF and other identified priority programs
- Solidify CPS expansion and roll out to remaining counties
- Identify Childcare Licensing transition
- Continue applying TOC to internal DHS programs (Provider Enrollment, CBCU, Eligibility QC)
Questions