

SB 2206 Update: North Dakota Social Services Redesign

Human Services Committee
April 24, 2018



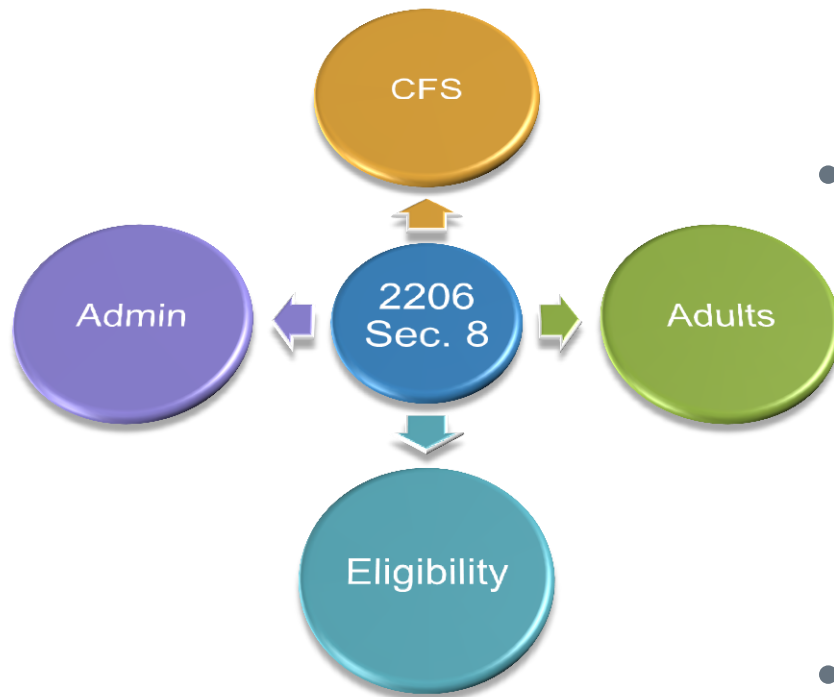
SB2206 Section 8

Before November 1, 2018, the department of human services shall report to the legislative management on the status of the pilot program and the development of a **plan for permanent implementation of the formula established in section 50-34-04**. The implementation **plan must include**

- recommendations for caseloads and outcomes for social services, designated child welfare services, and economic assistance;
- considerations regarding the delivery of county social services to ensure appropriate and adequate levels of service continue;
- options for efficiencies and aggregation;
- analysis of the potential reduction in social service offices, organizations, and staff due to consolidations;
- the feasibility and desirability of, and potential timeline for, transitioning county social service staff to the department of human services;
- and considerations for oversight and chain of command within social services and human services.

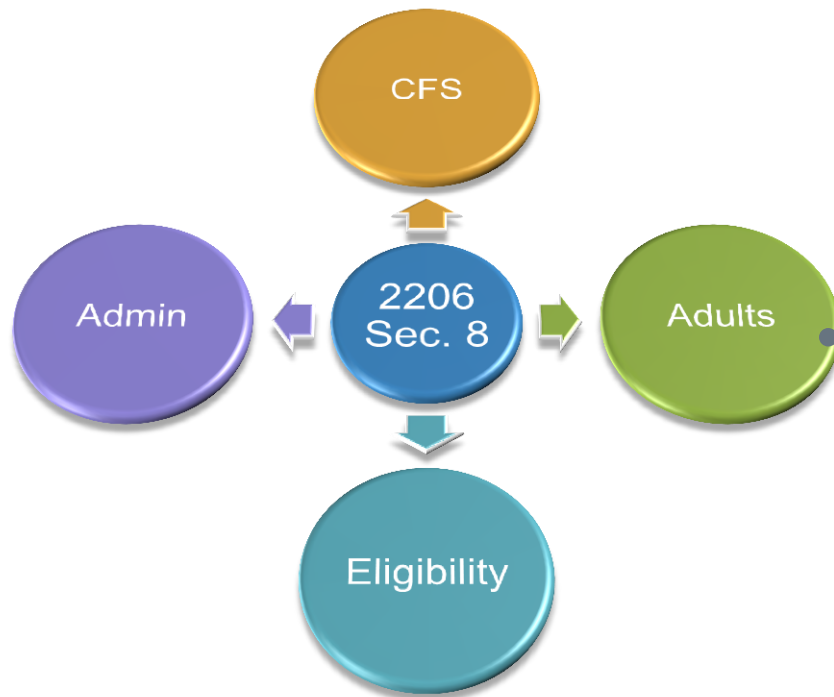
The implementation plan must be submitted to the sixty-sixth legislative assembly as part of the department of human services budget request and identify the estimated biennial cost of the plan.

Study of County Social Services, DHS & HSC



- 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
 - Clients
 - Taxpayers

Study of County Social Services, DHS & HSC



- Influencing Factors
 - New IT Systems
 - Culture
 - Ongoing Disagreements

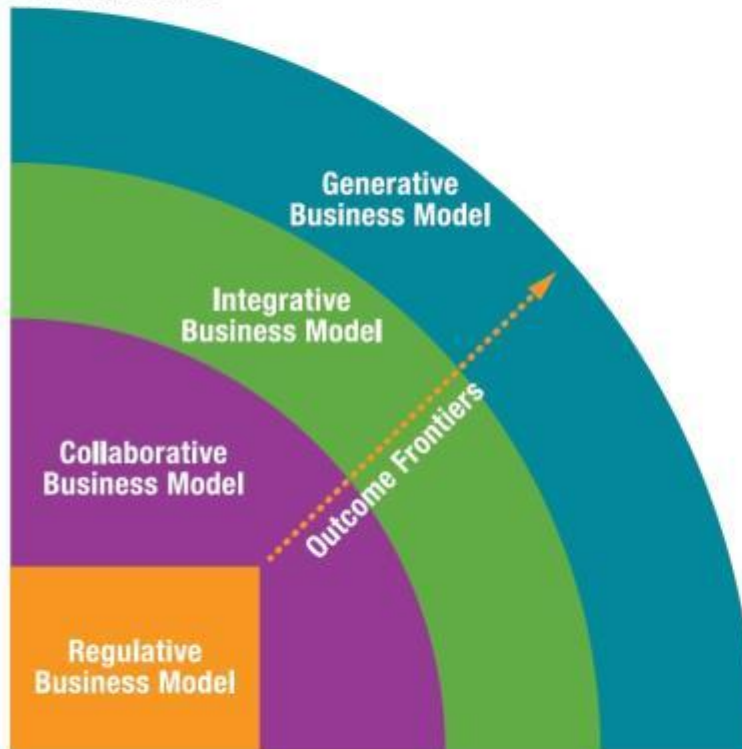
Four Subcommittees involving state staff, county directors, supervisors, workers

- Children & Family Services
- Economic Assistance
- Adult Services
- Administration

APHSA Model

HUMAN SERVICES VALUE CURVE

Efficiency in
Achieving Outcomes



Effectiveness in
Achieving Outcomes

GENERATIVE

Using a population-based health and well-being approach to find solutions that get at root causes and are implemented collectively with families and communities.

INTEGRATIVE

Working across sectors to address problems at their root through data analytics and a customized service array.

COLLABORATIVE

Working towards a single-door approach to link services across programs and agencies, easing access and reducing duplication.

REGULATIVE

Accurate and timely administration of programs to assure compliance and integrity; focus on efficiency and accountability for proper use of funds.

© Leadership for a Networked World. 2011. Antonio M. Oftelie.
The Pursuit of Outcomes: Leadership Lessons and Insights on Transforming Human Services:
A Report from the 2011 Human Services Summit on the Campus of Harvard University.

Children & Family Service Committee

Example: 1 of 4

Programs & Services

- Child Protective Services
- Family Preservation
- In-Home Services
- Foster Care Case Management
- Foster Care Recruitment
- Foster Care Licensing
- Childcare Licensing
- Subsidized Adoption

Goals

1. Build an agency that is more agile (faster and nimbler) in how we deliver services to clients.
2. Deliver consistent practices across counties.
3. Rebuild the culture of how we engage with each other to deliver services to children and families.
4. Identify and supply adequate resources.
5. Shift appropriate authority to the delivery level.
6. Build a strategic plan for workforce development.
7. Build a foundation to address poverty.

Barriers to Success

- Caseload vs. workload standards
- Inadequate assessment tools for appropriate placements
- Workforce Development / Training
- Resources are not available at every access point
- Lacking education and training across different agencies and systems that are intended to work together
- Resources don't exist for prevention and early intervention
- Decision making / approval process among county, region and state
- Technology that supports the right model
- Culture
- The overall CFS model is broken (risk-adverse, punitive model)

Implementation

- Unitize Subsidized Adoption & Licensing Functions
- Collapse Foster Care Recruitment to a Targeted State-wide Model
- Implement proven intervention/prevention programs to decrease foster placements (high cost options) and keep families unified
- Implement a caseload formula that allows for a holistic case management approach

So, From Here

Immediate Next Steps

- National Experts for the work teams
- Voice of the customer and other partners where appropriate
- Discussions about structure & funding for efficient implementation

Key Points Going Forward

- The focus thus far has not been about counties or the State, but about client
- Access must be guaranteed for appropriate citizen contact
- Structure is now coming into play
 - There will need to be structure changes at DHS as well as at the county level
 - Structure changes creates anxiety
- There will likely be unintended consequences
- This is not a one biennium project

Thoughts, Directions, Questions