

SB 2206 Update: North Dakota Social Services Redesign

Taxation Committee
July 12, 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.

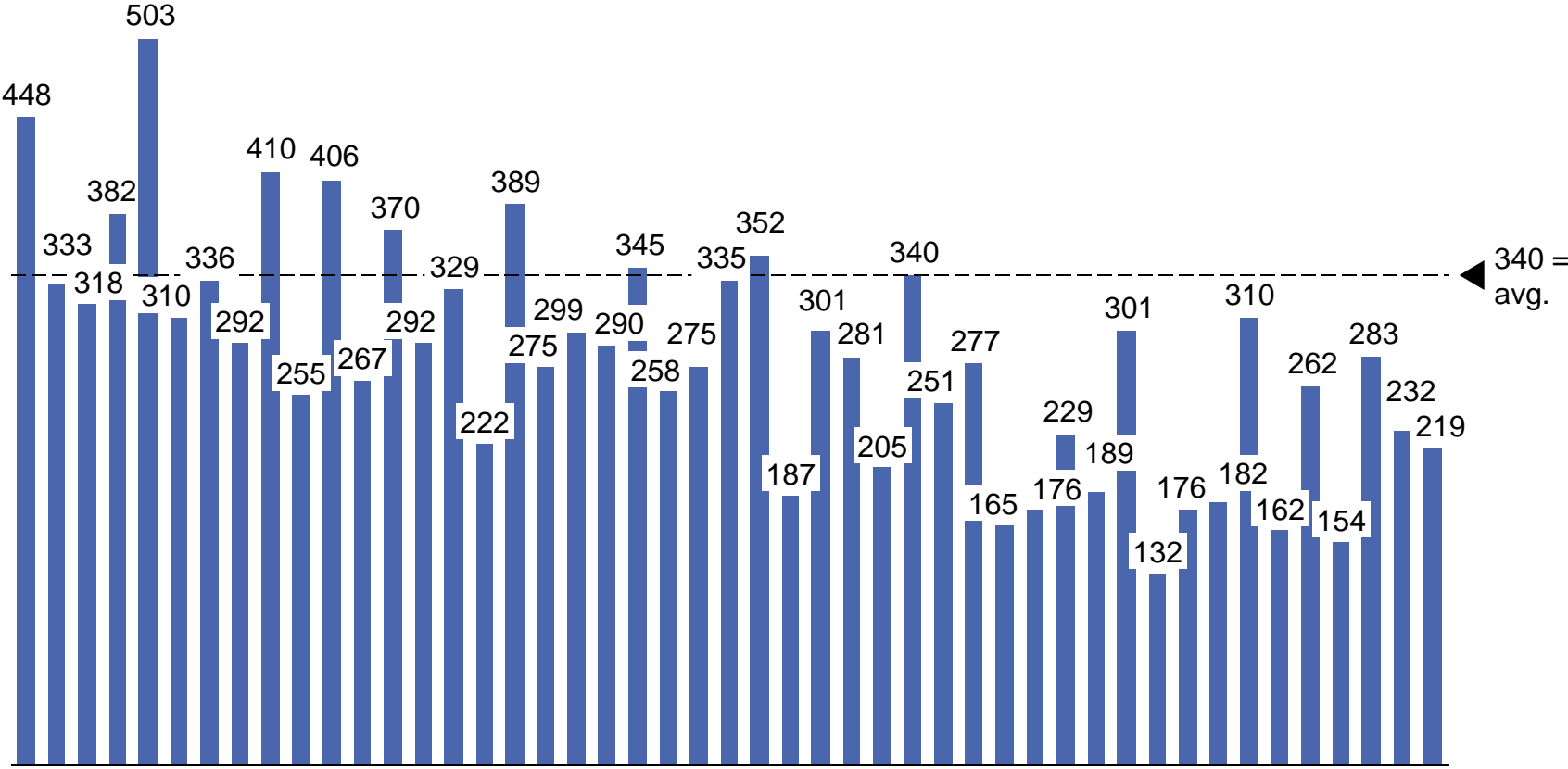
2206 Planning has 3 Main Components

Component	Detail (from statute)
A. Org Structure	<ul style="list-style-type: none">▪ Considerations for oversight and chain of command within social services and human services▪ The feasibility and desirability of, and potential timeline for, transitioning county social service staff to the department of human services
B. Performance & Process	<ul style="list-style-type: none">▪ Recommendations for caseloads and outcomes for social services, designated child welfare services, and economic assistance▪ Options for efficiencies and aggregation: analysis of the potential reduction in social service offices, organizations, and staff due to consolidations
C. Implementation	<ul style="list-style-type: none">▪ Considerations regarding the delivery of county social services to ensure appropriate and adequate levels of service continue

Current Caseloads and Staffing Ratios are Variable

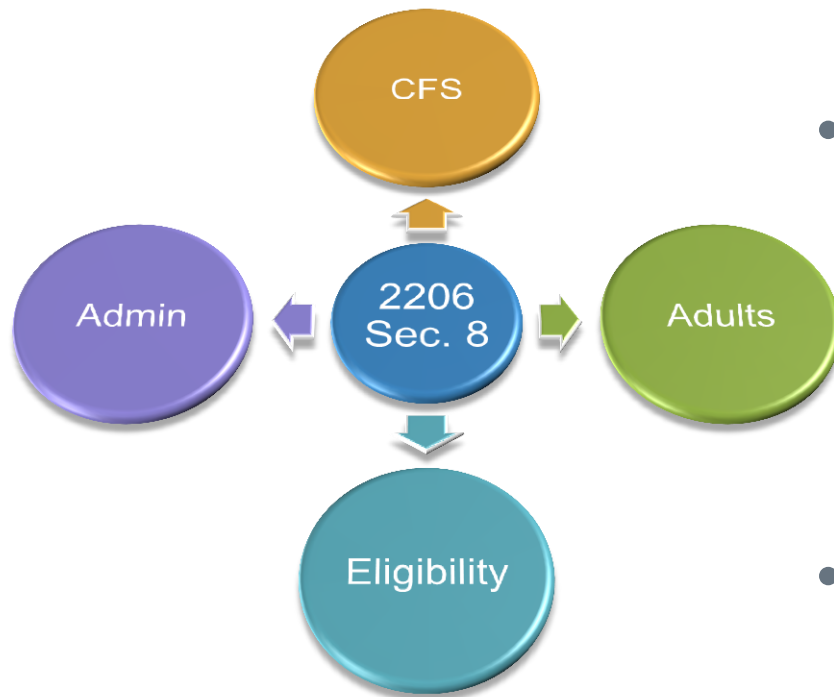
Caseload by County (Eligibility / Economic Assistance)

Monthly average cases per worker (counties with more cases at left)¹



¹ Cases are counted if they are open; the number of cases actually opened per worker per month is much lower
 Source: County Caseload Survey, Caseload data 2017

Study of County Social Services, DHS & HSC

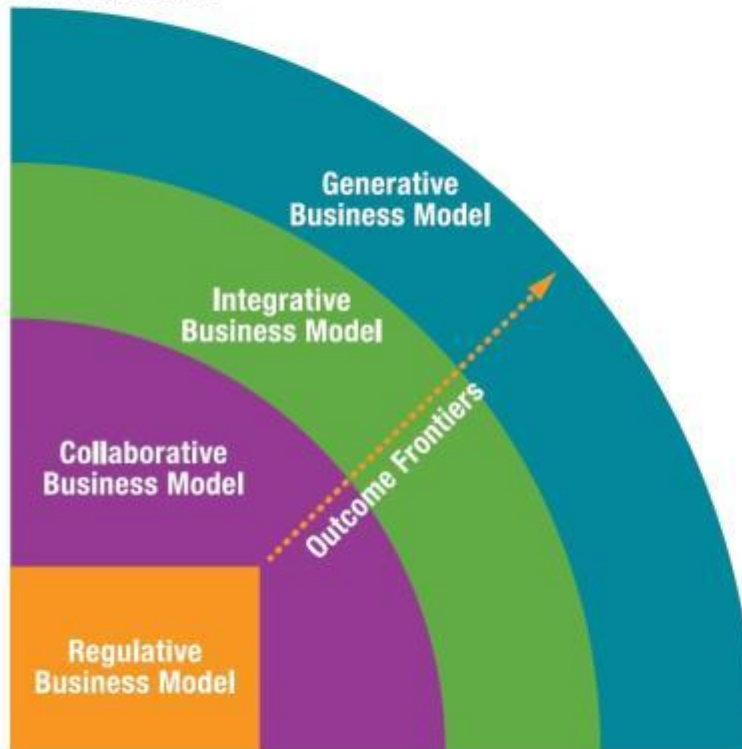


- Focus is on service delivery to the client in the most effective and efficient way possible
- Seek to remove geographic, political and cultural boundaries to deliver smart, efficient and compassionate human services
- Primary Stakeholders
 - Clients
 - Taxpayers
 - Employees

APHSA Model

HUMAN SERVICES VALUE CURVE

Efficiency in
Achieving Outcomes



Generative
Business Model

Integrative
Business Model

Collaborative
Business Model

Regulative
Business Model

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 and Family Service Committee

Example: 1 of 4

Programs and 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

Implementation Suggestions

- Unitize Subsidized Adoption and 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

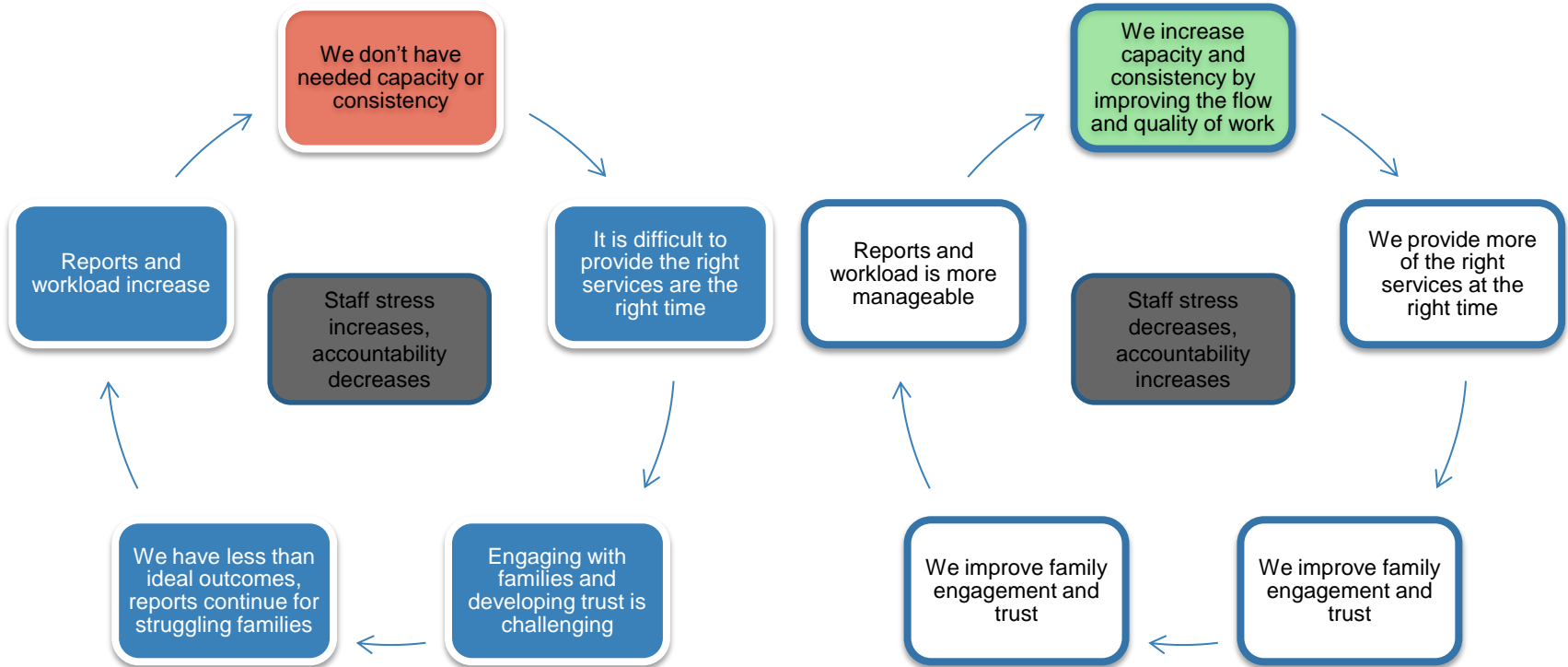
Immediate Next Steps

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

Success Achieved Through Addressing Constraints and Outcomes

From

To



62 days
Often exceed 90 days

25 days

Structural and Model Implications

Model

State Admin
/ State
Employment

Benefits

- Flexibility in moving staff to meet needs
- Uniformity in pay/benefits over time
- More nimble in implementing change
- Quickest responding to vacancy/workload
- Reduced admin staff cost for county and overall admin costs by removing duplication

Detriments

- Increased costs to normalize pay
- Loss of individualized employee benefits
- Loss of “outside advocacy” for initiatives
- State fleet reach of outlying counties
- Rent/indirect cost issue

Multi-county
District
Admin/
Employment
model

- Some increase in staffing flexibility/coverage
- Reduces some local admin burden
- Retains “outside advocacy” for DHS funding and initiatives
- Takes away problems of tech support, vehicles, and rent off the table

- Statewide flexibility in moving staff is lacking
- Doesn't maximize admin reduction savings
- Harder to implement new process

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
- <https://youtu.be/qLY8hBfIX7o>

Thoughts, Directions, Questions