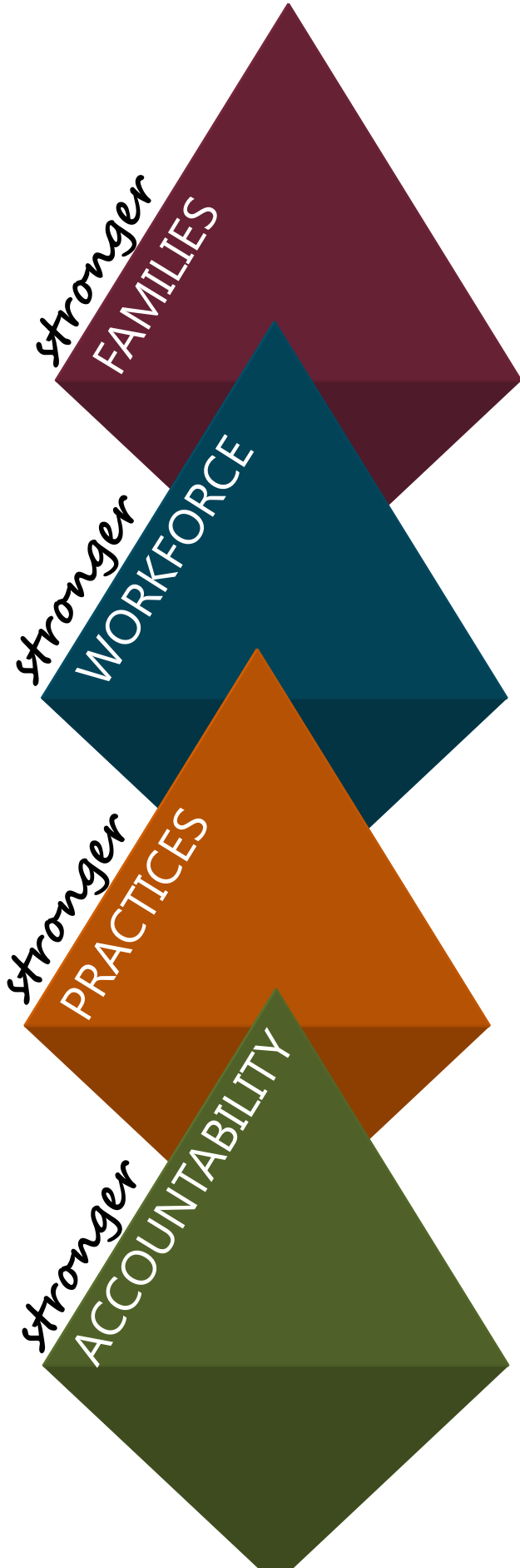


# EXECUTIVE SUMMARY



## SFY 2019-2020 STRATEGIC PLAN

Oklahoma Department of Human Services



# STRATEGY MAP

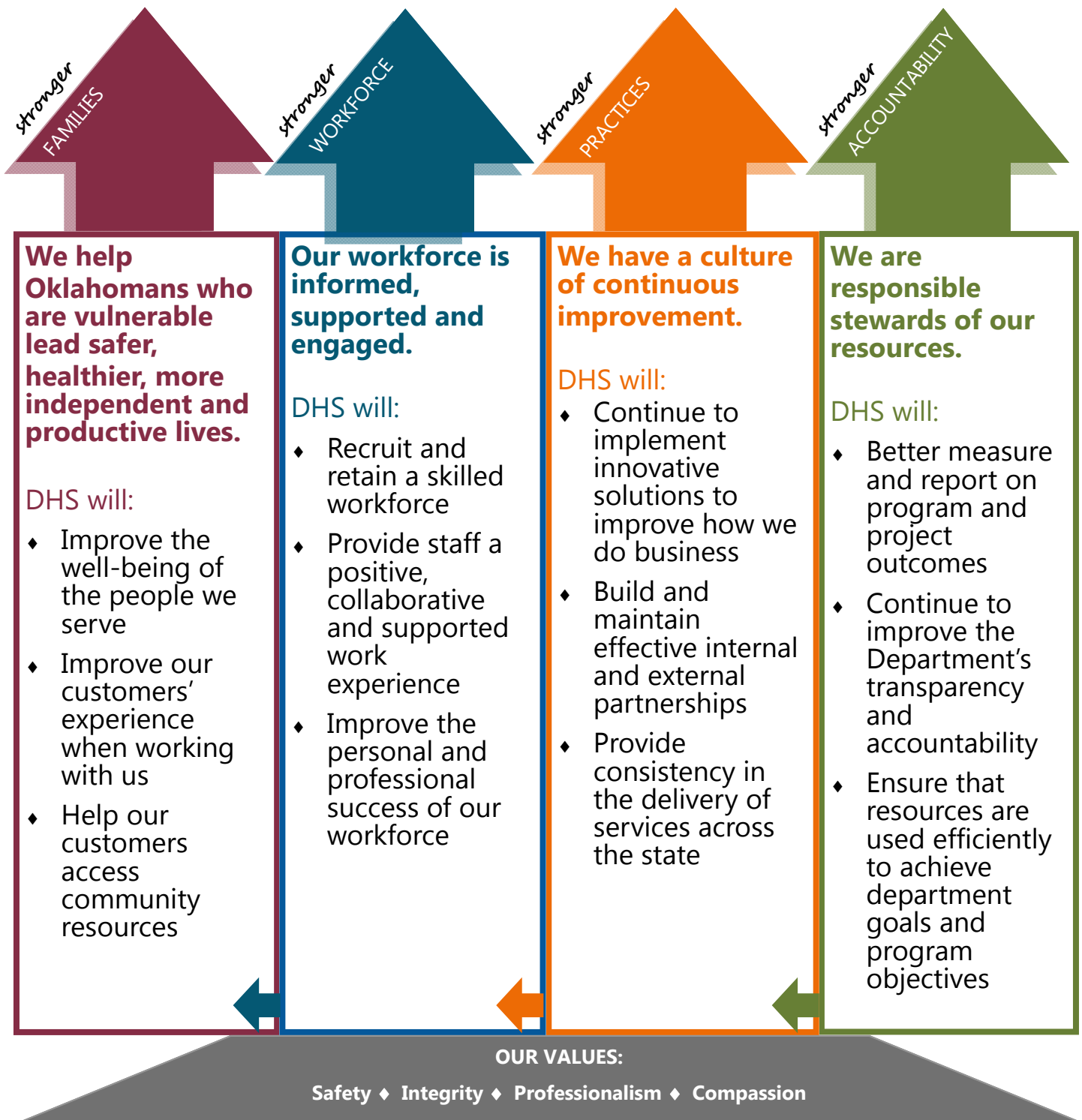
## SFY 2019-2020

### OUR MISSION

We improve the quality of life of vulnerable Oklahomans by increasing people's ability to lead safer, healthier, more independent and productive lives.

### OUR VISION

DHS provides help and offers hope to vulnerable Oklahomans through stronger practices, involved communities, and a caring and engaged workforce.



# Stronger FAMILIES

**WE HELP OKLAHOMANS WHO ARE VULNERABLE LEAD SAFER, HEALTHIER, MORE INDEPENDENT AND PRODUCTIVE LIVES.**

**GOAL:** We will improve the well-being of the people we serve.

**To improve client well-being, DHS will educate staff, partners, and the public on available services, enhance the impact of our services, and advance innovation through promising pilot initiatives.**

To educate staff, partners, and the public on available services, we will:

- Facilitate training on infant and toddler development needs to child care provider programs and services
- Instruct staff and the public on the *ADvantage* Waiver and State Plan Personal Care program services
- Better identify services delivered through DHS and community partners to create stable service plans that lower safety risks for vulnerable adults

To enhance the impact of our services and benefits, we will:

- Improve the quality of safety and needs assessments to achieve permanency more quickly and ensure child safety.
- Define overall healthcare standards to assure the needs of intellectually or developmentally disabled clients are identified and addressed
- Prioritize finance services to ensure funding is directed, where possible, to programs that directly impact client outcomes

To advance innovation through promising pilot initiatives, we will:

- Initiate the Arrears Reduction Campaign pilot project to increase the percentage of families who receive regular child support payments
- Participate in the Integrating Innovative Employment and Economic Stability Strategies demonstration pilot project to enhance the employability of TANF recipients
- Expand the OKSNAPWORKS (SNAP Employment & Training) program to assist SNAP recipients with finding and maintaining employment



# Stronger FAMILIES

**WE HELP OKLAHOMANS WHO ARE VULNERABLE LEAD SAFER, HEALTHIER, MORE INDEPENDENT AND PRODUCTIVE LIVES.**

**GOAL:** We will improve our customers' experience when working with us.

**DHS will improve customer experiences through improved outcomes, improved customer engagement, and implementation of enhanced technology solutions.**

To improve customer outcomes, we will:

- Gather, document, and engage more kinship connections for children in care to improve placement stability and decrease time to permanency
- Strengthen follow-up activities around client service plans in Adult Protective Services to further reduce safety risks and ensure safer environments
- Facilitate decision-making and effective use of resources by collaborating across divisions to better understand and support mutual agency needs

To increase customer engagement, we will:

- Bolster the quality of case management services resulting in better supports and experiences for service recipients with intellectual or developmental disabilities
- Improve the experience of child care providers by streamlining child care processes to make provider interactions with DHS less time consuming
- Request feedback from customers of the Office of Client Advocacy to improve performance

To provide enhanced customer-facing technology solutions, we will:

- Redesign the DHS internet website to enhance customer ease of use and ability to locate information
- Publish a new waiver management information system portal for recipients of the ADvantage Waiver
- Implement a unified, self-service web portal through OK Benefits for clients and partners of Adult and Family Services, Child Support Services, and Child Welfare Services



# Stronger FAMILIES

**WE HELP OKLAHOMANS WHO ARE VULNERABLE LEAD SAFER, HEALTHIER, MORE INDEPENDENT AND PRODUCTIVE LIVES.**

**GOAL:** We will help our customers access community resources.

**DHS will help customers access community resources by improving staff, customer, and partner knowledge of services and benefits and maximizing our relationships with partners.**

To increase staff, customer, and partner knowledge, we will:

- Enhance our child care website directories to provide relevant information to families and providers on available resources
- Improve the online access of Child Support customers to community resource and job information
- Inform staff and partners in Aging Services about the resources available on the Oklahoma Supports Aging and Disability portal
- Assist members of the public and DHS employees with legal inquiries by developing a table of Frequently Asked Questions

To maximize our relationships with partners, we will:

- Bolster the awareness and use of Oklahoma Department of Mental Health and Substance Abuse services by child welfare specialists
- Increase collaborative efforts while working more closely with community resources to more effectively serve Adult and Family Services clients
- Network with internal and external partners to identify and develop community resources for customers with developmental or intellectual disabilities
- Focus on partnerships with law enforcement, district attorneys, and other community partners to enhance support solutions for vulnerable adults



# Stronger WORKFORCE

**OUR WORKFORCE IS INFORMED, SUPPORTED AND ENGAGED.**

**GOAL:** We will recruit and retain a skilled workforce.

**DHS will recruit and retain a skilled workforce by setting up new employees for immediate success, providing more opportunities for staff engagement, and enhancing institutional knowledge.**

To set up new employees for immediate success, we will:

- Better align job descriptions and compensation with job duties and responsibilities
- Improve our ability to hire the right people for the right positions with an enhanced interview selection process and competency-based workforce planning tools and services
- Inspire future leaders by exposing them to critical program-related topics

To provide more opportunities for staff engagement, we will:

- Enhance the use of coaching techniques to promote staff confidence and improve relationships
- Implement on-the-road listening sessions between field staff and division leadership
- Facilitate new data-informed initiatives that support staff needs

To enhance institutional knowledge, we will:

- Offer online knowledge Certification testing that rewards eligible employees of Child Care Services and Child Support Services for achieving and maintaining exemplary knowledge and skills
- Improve the child welfare workforce through evaluation and increased training on evidence-informed workforce interventions
- Provide data-driven recommendations on how to improve employee retention across the agency



# Stronger WORKFORCE

**OUR WORKFORCE IS INFORMED, SUPPORTED AND ENGAGED.**

**GOAL:** We will provide staff a positive, collaborative and supported work experience.

**DHS will improve employee satisfaction through better supports for staff, strengthening communication practices, and better preparing for change initiatives to allow for adequate staff buy-in and understanding.**

To better support staff, we will:

- Develop a rapid case staffing process in Child Welfare Services to improve the ability of supervisors to target safety issues that need correction
- Continuously improve safety protocols in Adult Protect Services to ensure the safety of staff
- Offer more opportunities for employees to participate in activities that promote wellness and financial planning

To strengthen communication practices, we will:

- Improve communications within divisions to reinforce a participatory work environment
- Develop new mechanisms to encourage collaboration across divisions
- Support two-way communication between field staff and agency leadership
- Update and improve division-level Communications Plans

To prepare for change and encourage staff buy-in on change initiatives, we will:

- Foster the concept of a more engaged and unified agency
- Leverage the principles of organizational change management to improve readiness for and confidence in OK Benefits



# Stronger WORKFORCE

**OUR WORKFORCE IS INFORMED, SUPPORTED AND ENGAGED.**

**GOAL:** We will improve the personal and professional success of our workforce.

**DHS will improve the success of our staff by enhancing their skills and knowledge, encouraging professional development, and providing tools to increase work efficiency.**

To enhance staff skills and knowledge, we will:

- Train Developmental Disabilities Services staff on the Centers for Medicare and Medicaid Services (CMS) guidelines and compliance requirements
- Expand the Aging Academy online training platform
- Improve the effectiveness of supervisory leadership, improve employee confidence, and establish best-practice standards for improving workplace performance by developing an enterprise-level coaching program

To encourage professional development, we will:

- Increase the job-related skills of our workforce by better communicating and encouraging participation in professional development activities
- Engage with Adult Protective Services staff in all areas of practice to expand their depth of knowledge
- Better identify the needs of all non-management Support Services staff to equip them with the resources needed to be successful

To improve work efficiency, we will:

- Increase the quality of supervision and transfer of knowledge in Child Welfare Services to improve practices and outcomes
- Equip and support Lean Six Sigma Green Belts across the agency to expand their capacity to perform continuous improvement
- Implement a self-service customer website through OK Benefits that will reduce work redundancy, equip staff to better serve customers, and optimize time spent providing services





# Stronger PRACTICES

**WE HAVE A CULTURE OF CONTINUOUS IMPROVEMENT.**

**GOAL:** We will continue to implement innovative solutions to improve how we do business.

**To continue to improve how we do business, DHS will use process improvement techniques and expand our ability to make data-driven decisions.**

We will use process improvement techniques to:

- Identify opportunities to streamline the medical evaluation processes by developing a plan for an integrated nursing approach with Aging Services and Developmental Disability Services
- Refine the screening process of internal affairs investigations of DHS employees to ensure consistency and transparency
- Further develop skills gained by staff trained in Lean Six Sigma principles to improve business processes
- Compare the OK Benefits system capabilities to current and ideal business processes to identify gaps, limitations, and commonalities across program areas

We will expand our ability to make data-driven decisions so that we can:

- Improve measures of performance and evaluation to improve service delivery
- Build capacity to use data at all levels of the Child Welfare workforce to emphasize outcome measures in addition to compliance measures
- Engage employees in a cycle of inquiry and evaluation of processes and assumptions embedded in the operations of Financial Services
- Enhance the accuracy and timeliness of advice and counsel provided by DHS Legal Services through full implementation of the Legal Advice, Representation, and Assistance program



# Stronger PRACTICES

WE HAVE A CULTURE OF CONTINUOUS IMPROVEMENT.

**GOAL:** We will build and maintain effective internal and external partnerships.

**DHS will build and maintain partnerships by establishing and strengthening relationships across the agency as well as with our community partners.**

To build and strengthen relationships across the agency, we will:

- Share information across the agency about services and resources available to and from Aging Services
- Improve the effectiveness and explore the potential expansion of Legal Services provided on behalf of the agency through enhanced regular collaboration with leadership from other divisions
- Identify process stakeholders in continuous improvement projects to increase engagement in developing and implementing solutions
- Partner across applicable program areas to ensure the best approach as we improve capacity for, and understanding of, business transformation requirements for OK Benefits

To build and strengthen relationships with our community partners, we will:

- Focus on the importance of building collaborative community partnerships to ensure quality care for children through the sharing of best practices
- Increase collaboration with and cooperation between Adult and Family Services and employers to improve service access and employment information
- Improve communication with partners of Adult Protective Services to build better relationships and collaboration around common goals
- Strengthen partnerships with the Office of Client Advocacy through planned, intentional, and regular contact with stakeholders



# Stronger PRACTICES

**WE HAVE A CULTURE OF CONTINUOUS IMPROVEMENT.**

**GOAL:** We will provide consistency in the delivery of services across the state.

**DHS will provide consistent delivery of services through greater programmatic knowledge for our staff, streamlining processes, and improving the accuracy of service delivery.**

We will enhance staff programmatic knowledge by:

- Implementing a system of communicating policy to child care licensing staff to deliver clear, consistent, and timely updates
- Developing Child Welfare Services staff knowledge, skills, and abilities to apply Program Improvement Plan strategies to improve maltreatment-in-care, placement stability, and permanency
- Improving coordination between managers across the state to ensure alignment, consistency of processes, and achievement of program objectives in the Office of Client Advocacy

We will streamline processes by:

- Centralizing specific Child Support business processes across the state to improve performance and collections
- Collaborating across divisions to identify and prioritize service delivery systems in need of improvement
- Improving building maintenance programs to better prioritize routine maintenance needs throughout the state while addressing the most critical issues first

We will improve the uniformity of service delivery by:

- Ensuring consistency among plan of care reviews in Developmental Disabilities Services
- Improving consistency in assignment, service planning, and investigative practices through implementation of new quality assurance monitoring activities in Adult Protective Services
- Reducing variation in the customer experience by implementing First Contact Resolution principles in Adult and Family Services
- enhance the ability of divisions to monitor and sustain process improvement gains by equipping them with Lean Six Sigma control plans and tools.



# Stronger ACCOUNTABILITY

**WE ARE RESPONSIBLE STEWARDS OF OUR RESOURCES.**

**GOAL:** We will better measure and report on program and project outcomes.

**DHS will better measure and report on outcomes by developing, improving, and capitalizing on performance measures, as well as increasing and improving the use of data-related tools.**

To develop, improve, and capitalize on key performance measures, we will:

- Create new measures and enhance existing measures to better understand the impact of our services on customers
- Better use measures to make data-informed and outcome-focused decisions
- Increase agency accountability by improving and distributing measures of outcomes of financial functions

To increase and improve the use of data-related tools, we will:

- Improve the visual management tool availability to Child Welfare staff and court partners to increase timely permanency outcomes
- Use databases to compile, analyze, and report our results to ensure target outcomes are met
- Publish a public-facing dashboard to share information about the impact of DHS services



# Stronger ACCOUNTABILITY

**WE ARE RESPONSIBLE STEWARDS OF OUR RESOURCES.**

**GOAL:** We will continue to improve the department's transparency and accountability.

**DHS will improve the agency's transparency and accountability by increasing public awareness of critical agency efforts, providing better performance measures to staff and stakeholders, and continuing to fully support critical improvement initiatives.**

To increase public awareness of critical agency efforts, we will:

- Publically report current statistics on maltreatment experienced by vulnerable adults
- Maintain an online audit report card to provide timely Aging Services provider information
- Improve the public's knowledge of agency efforts to combat fraud, waste, and abuse through news releases and social media

To provide better performance measures to staff and stakeholders, we will:

- Enhance staff knowledge and understanding of key program and service measures
- Share performance measures from the agency's support divisions
- Modify accounting reports to reduce complexity and increase the agency's understanding of financial concepts and conditions

To continue to fully support critical improvement initiatives, we will:

- Increase technical assistance to Child Welfare field staff to reduce the number of children who enter shelter care, reduce the length of time a child spends in a shelter placement, and ensure children have appropriate support in shelter care
- Improve agency performance and accountability to the Governor's energy conservation program
- Maintain transparency and secure continued support for the OK Benefits business transformation efforts



# Stronger ACCOUNTABILITY

**WE ARE RESPONSIBLE STEWARDS OF OUR RESOURCES.**

**GOAL:** We will ensure that resources are used efficiently to achieve department goals and program objectives.

**DHS will ensure the efficient use of resources by making our processes more efficient, implementing innovative technology solutions, and putting into practice new resource-saving initiatives.**

To make processes more efficient, we will:

- Reduce waste and increase productivity by streamlining Aging Services vehicle management processes
- Identify and reduce redundant processes in Developmental Disabilities to make workloads more manageable
- Use business process improvement techniques to enhance the efficiency of administrative hearing processes

To implement innovative technology solutions, we will:

- Secure cost-effective IT improvements in Adult Protective Services to ensure reliable and accurate reporting, a safe and secure server, and better accessibility and efficiency
- Develop a plan to replace and improve infrastructure and systems, including financial management software, electronic benefits transfer card printers, and point-of-sale devices
- Increase the security and efficiency of sharing background information to decrease spending of state dollars on background checks

To put into practice new resource-saving initiatives, we will:

- Reduce unnecessary compensatory time and overtime payouts by employing the Fair Labor Standards Act auditing and enhanced oversight to address time and leave issues
- Use the Quality Assurance program in Child Care Services to target inefficient practices and implement more effective processes
- Consolidate the three Oklahoma County Child Support Finance units

