



Strategic Plan

SFY 2017-2018



**Child Support
Services**

DHS STRATEGY MAP

SFY 2017-2018

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.

OUR VALUES

Safety • Integrity • Professionalism • Compassion



<p>We help Oklahomans who are vulnerable lead safer, healthier, more independent and productive lives.</p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the well-being of the people we serve • Improve access to our services and benefits 	<p>Our workforce is informed, supported and engaged.</p> <p>We will:</p> <ul style="list-style-type: none"> • Promote safe, healthy work environments • Improve the effectiveness of our workforce • Continue to improve employee engagement 	<p>We are engaged with communities to meet the needs of Oklahomans who are vulnerable.</p> <p>We will:</p> <ul style="list-style-type: none"> • Build and strengthen community partnerships • Help Oklahomans who are vulnerable access community resources 	<p>We have a culture of continuous improvement.</p> <p>We will:</p> <ul style="list-style-type: none"> • Continue to improve the department's effectiveness, efficiency and accountability • Continue to evaluate the impact our services and benefits have on Oklahomans who are vulnerable
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Figure 1. SFY 2017-2018 Strategy Map

A Letter from the Child Support Services Director

Child Support Services has always had a culture that revolves around process improvement. It is one of our best and strongest attributes. It means that we not only identify what can be better, but we also ardently work to make changes that are needed for improvement. Positive change and improvement is our brand.

I am pleased to share with you the CSS 2017-2018 Strategic Plan. You will find that this plan more visibly aligns with the DHS Strategic Plan and Quality Service Standards than in previous years. As we cultivate positive change over the next two years, we know it will be of the highest quality because of our commitment to continuous improvement.

With our ever-growing caseload and customer demand for our services, paralleled with our budgeting challenges, we find a greater need to be strategic. To meet our challenges, we must find new and better ways to fulfill our mission for the people of Oklahoma. This new strategic plan will guide us toward the jointly held goals of Child Support Services and our agency for success and positive improvement.

I am asking that every child support team member invest time in reading our strategic plan. For our plan to be successful, all of the stakeholders must be familiar with it and working in alignment. The new format should make it easier to read and understand than in previous years. Additionally, with the inclusion of the core business section, we hope every child support employee can see their role in our new strategic plan.

Some highlights to focus on:

- Our efforts to complete the full transition to the new centralized Case Initiation Center, freeing up local office staff for more of our core establishment and enforcement activities.
- Efficiencies in our CSS training program and moving toward technology tools to better equip our staff.

Please engage our leadership team with any questions you have after reading this plan. You are integral to the success of our child support program and we greatly appreciate your commitment to excellence.

Jim Hutchinson
Director, Child Support Services

Child Support Services Core Business

In addition to the initiatives outlined within this strategic plan, Child Support Services (CSS) delivers core functions to customers on a daily basis. Among its primary functions, CSS locates parents; establishes paternity; establishes, modifies and enforces child support and medical support orders; and collects past-due child support. We also implement family-centered innovations that include:

- Raising awareness of parental responsibilities
- Raising awareness of the financial consequences of teen parenthood
- Leading collaborative efforts to reduce the risk of family violence and help violence survivors pursue child support safely
- Helping parents secure health care coverage through private and public collaboration
- Promoting the impact of healthy parent relationships on child well-being and child support payments
- Connecting parents to resources that can help them achieve and maintain economic stability
- Focusing on ways to improve child support outcomes by engaging with fathers early on and encouraging them to be more involved in a positive way

CSS serves all 77 Oklahoma counties through a network of local and specialized offices. To support our work, CSS has access to enforcement remedies and information, including financial institution data matching, state and federal tax refund intercept, passport denial, new hire reports, unemployment matching and offsets, lottery offsets, mandatory matching on workers' compensation and personal injury claims, credit bureau referrals, and employment records from all states. CSS is also mandated to process intergovernmental cases with other child support programs, including 10 sovereign tribal nations providing child support services in Oklahoma. More than 200,000 families look to CSS for the collection of regular, reliable child support.

CSS has a rich history of continuous process improvement and innovation. We look forward to continuing our investments in Lean Six Sigma, consistent excellence, and collaborative coaching to further streamline processes, save time and money, and increase flexibility in an increasingly challenging financial environment. Going forward, one area of focus is on establishing and modifying child support orders and judgment payments to reflect the best practices identified in our September 2015 Right-Sizing Orders policy. This policy and its resulting procedural guide provides guidelines for setting payments that reflect parents' current circumstances and actual income in most cases unless evidence supports otherwise. This practice encourages more noncustodial parents to comply with child support orders, resulting in consistent and reliable support collections for more children and families.

As exciting as these new initiatives are, we also recognize that the state revenue failures of 2016 will play a significant, ongoing role in how we do business during this planning cycle. Challenges include fewer staff, closing, consolidating or moving CSS offices, reducing the non-mandated services provided to families, increased demand for services and an outdated technology infrastructure. We know that succeeding for our customers will require innovations and efficiencies that go well beyond the initiatives identified in this strategic plan and we are committed to continue finding new and better ways to fulfill our mission for the people of Oklahoma.

OUTCOME 1: We help Oklahomans lead safer, healthier, more independent and productive lives.

Goal 1: We will improve the well-being of the people we serve.

Objective 1: To improve consistency in opening cases and stabilize resources in the district offices, we will have a fully implemented and evaluated centralized Case Initiation Center by July 2017.

Action Plan:

By December 2016, we will hire and train Case Initiation Center (CIC) staff that will be processing new CSS cases.

By July 2017, we will have the CSS Case Initiation Center processing all new CSS case referrals and applications statewide.

By July 2017, we will measure and compare the number and percentage of new child support cases opened within regulatory timeframes before implementation of the Case Initiation Center and after full implementation.

Important Results:

- The number and percentage of child support offices transitioned to the Case Initiation Center processing
- The reduction in number of errors in opened cases when new cases are passed forward to the CSS offices
- The decrease in time that customers wait for case initiation

OUTCOME 1: We help Oklahomans lead safer, healthier, more independent and productive lives.

Goal 2: We will improve access to our services and benefits.

Objective 1: By December 2017, we will offer an interactive, self-service website for employers to decrease postage, reduce paper exchanges and improve processing time.

Action Plan:

By July 2016, we will hold focus groups with staff and employers.

By September 2017, we will design and develop the website.

By December 2017, we will launch the interactive self-service website.

By December 2017, we will promote the use of the self-service website to employers.

By June 2018, we will deploy a post-implementation survey of employers to determine ease of use and efficiency from the employer perspective.

Important Results:

- The reduced paper exchanges and postage costs with employers by 25 percent
- The increased number and type of different employers using the website
- The increased data entry efficiencies of employers and Employee Service Center staff by 25 percent
- The increase in the number of employers who report ease of use in reporting information to Child Support Services

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 1: We will improve the effectiveness of our workforce.

Objective 1: Beginning July 2016, we will enhance online training resources and create a behavior based evaluation program to measure the effectiveness of training.

Action Plan:

By December 2016, we will create automated pre- and post-tests for training participants.

By December 2016, we will enter existing training materials into the QUEST format as resources are available.

By March 2017, we will create a date-triggered event after classes to inform supervisors, allowing them to assess the changed behavior of the participant.

By March 2017, we will create tools that provide supervisors with learning resources related to the objectives identified in the training session.

By March 2017, we will train staff on how to use QUEST for local training and questions.

By June 2018, we will implement a behavior-based evaluation that will measure the changed behavior of the learning participant in addition to the delivery of the training.

Important Results:

- The number and percentage of learners that show increased knowledge post-training
- The increased awareness by supervisors and learners of training objectives
- The number and percentage of learning objectives met per course that demonstrate increased post-training knowledge
- The number and percentage of learners that have changed behaviors based on training classes

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 1: We will improve the effectiveness of our workforce.

Objective 2: We will improve data-driven decision-making by promoting the use of the CSS WebFOCUS dashboard and other case management or reporting tools beginning July 2016.

Action Plan:

By December 2017, we will create tools for staff to interact with the CSS WebFOCUS dashboard to access data and prioritize their work.

Beginning January 2018, we will educate staff on use of tools.

By June 2018, we will measure staff understanding and use of tools.

Important Results:

- The increase in the frequency the CSS WebFOCUS dashboard is used and types of reports accessed
- The increase in the number and percentage of learners that have changed behaviors based on training about this dashboard
- The increase in the number of learners that have used the dashboard for decision-making in case management and process improvement
- The increased percentage of staff and managers who report that their immediate supervisors make data-driven decisions

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 2: We will continue to improve employee engagement.

Objective 1: We will empower staff and equip managers with tools to improve employee engagement.

Action Plan:

By August 2016, we will implement approved ideas generated by staff as part of quality service initiatives.

By June 2018, we will provide resources to implement quality service solutions.

By June 2018, we will develop tools and resources for local leadership to improve employee engagement, such as peer-to-peer sharing, a mentoring program, and additional leading the way training.

By June 2018, we will promote the use of tools and resources that have been created to support supervisors and managers in implementing quality service standards, like an employee feedback sheet, collaborative coaching and an interactive assessment tool.

Important Results:

- The number and percentage of staff ideas submitted, approved and implemented
- The increased percentage of staff who report being satisfied with their job
- The increased percentage of staff who report being satisfied with the quality of communication between the units in division
- The increased percentage of staff who report that their work contributions have been recognized by others within the past week
- The increased percentage of staff who report that their personal development is encouraged by their supervisor

OUTCOME 3: We are engaged with communities to meet the needs of Oklahomans.

Goal 1: We will help Oklahomans who are vulnerable access community resources.

Objective 1: Beginning July 2016, we will expand service availability to customers who are vulnerable by developing more robust 24-hour access to Child Support Services information.

Action Plan:

By July 2016, we will analyze the current Interactive Voice Response system.

By August 2016, we will design a new Interactive Voice Response system.

By September 2016, we will implement a new, redesigned Interactive Voice Response system.

By October 2016, we will train C.A.R.E. staff about the new Interactive Voice Response interface.

By October 2016, we will inform staff of the new Interactive Voice Response options.

By December 2017, we will evaluate the effectiveness of the new Interactive Voice Response system.

Important Results:

- The increased percentage of customers who use the Interactive Voice Response during non-business hours
- The increased customer access to expanded Interactive Voice Response information, such as upcoming hearings, office locations, and a simplified delivery of that information
- The improved customer satisfaction in accessing information during non-business hours

OUTCOME 4: We have a culture of continuous improvement.

Goal 1: We will continue to improve the department's effectiveness, efficiency and accountability.

Objective 1: We will ensure CSS business needs are incorporated into the OK Benefits system throughout its development.

Action Plan:

Beginning July 2016, we will dedicate CSS staff to assess if the product promised by the vendor was delivered.

Beginning July 2016, we will dedicate CSS staff to do a gap analysis for the product delivered.

Important Results:

- The number and percentage of CSS business requirements included in OK Benefits system

OUTCOME 4: We have a culture of continuous improvement.

Goal 2: We will continue to evaluate the impact our services and benefits have on vulnerable Oklahomans.

Objective 1: We will listen and respond to the needs of staff and customers by June 2018.

Action Plan:

By August 2016, we will implement approved ideas generated by staff as part of quality service initiatives.

By June 2018, we will provide resources to implement quality service solutions.

By June 2018, we will equip staff with measurement tools to assess and communicate outcomes as needed, like creating a bank of survey questions and disseminating survey results.

By June 2018, we will identify new ways to capture staff and customer feedback, such as suggestion boxes, a smartphone application and caseworker forums.

Important Results:

- The increased percentage of staff who report adequate opportunities for two-way communication between leadership and front-line staff within CSS
- The increased percentage of staff who report satisfaction with the quality of communication between units within CSS

OUTCOME 4: We have a culture of continuous improvement.

Goal 2: We will continue to evaluate the impact our services and benefits have on vulnerable Oklahomans.

Objective 2: By December 2017, we will enhance the reliability and availability of data used to describe CSS outcomes.

Action Plan:

By July 2016, we will analyze existing reports.

By December 2016, we will make recommendations.

By March 2017, we will develop the requirement and design.

By August 2017, we will implement the new centralized report.

By December 2017, we will use the new data to convey our impact on vulnerable Oklahomans through the CSS Annual Report.

Important Results:

- The reduction in time to meet data requests
- The improved ability of staff to communicate CSS outcomes and better tell our story
- The increased percentage of staff who report that their position plays a meaningful part in the overall mission of DHS
- The increased percentage of staff who report their supervisor makes data-driven decisions

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