



# Strategic Plan

## SFY 2017-2018



Office of  
**Inspector General**

# 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

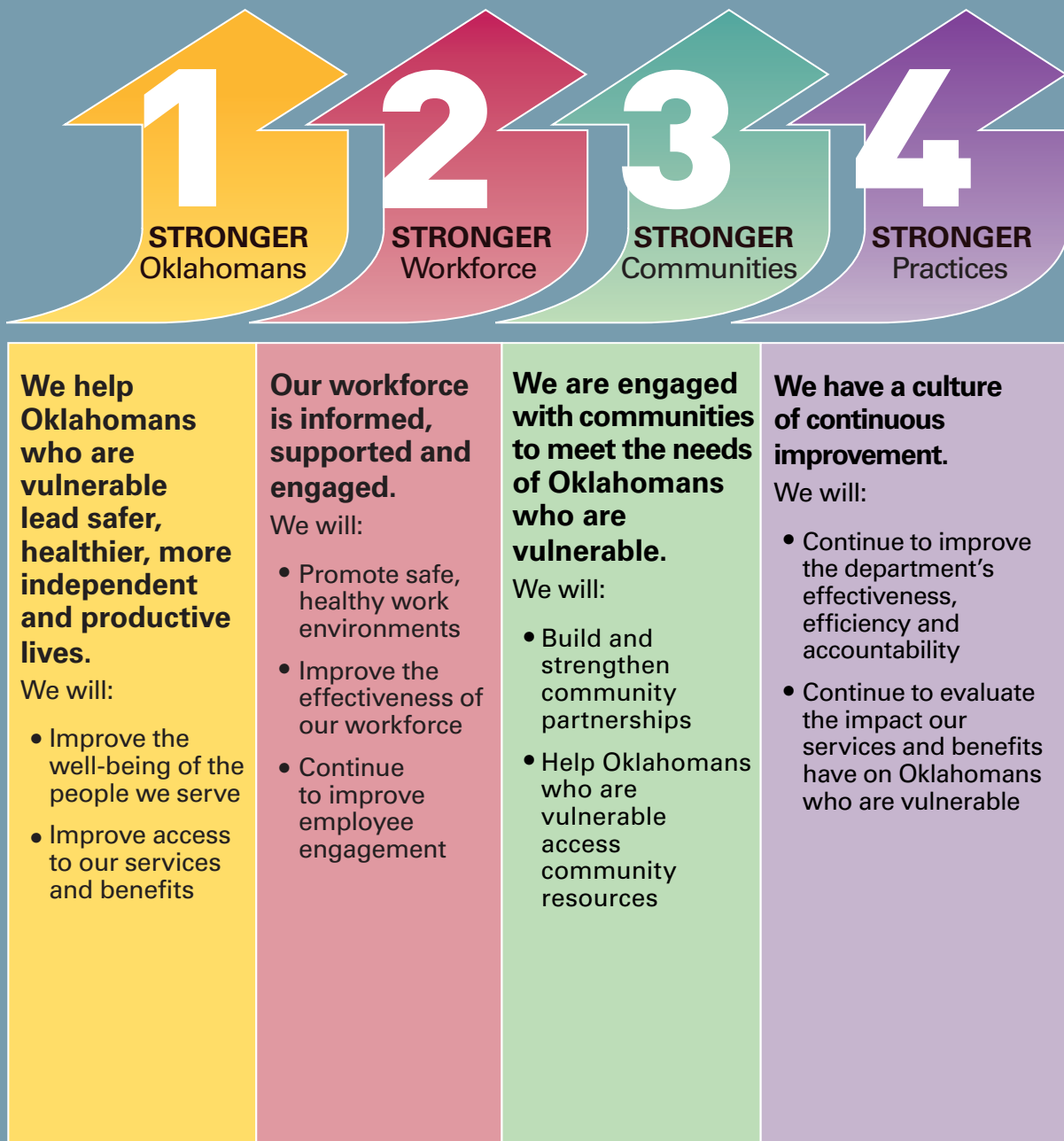


Figure 1. SFY 2017-2018 Strategy Map

## **A Letter from the Inspector General**

The Office of Inspector General is dedicated to the improvement of our accountability, quality and integrity of the service we provide through the administration of public resources. In the last year, we have strengthened our efforts to improve our business quality and keep moving forward with Director Ed Lake's vision of "Growing in a New Direction."

Each staff member of the Office of Inspector General knows that through hard work and dedication we will continue to improve our service quality and keep the goals of the director.

**Tony Bryan,**  
Inspector General

## DIVISION OVERVIEW

The Office of Inspector General is comprised of four different units – Internal Audit, Administrative Review, Investigations and Information Security Management.

The Internal Audit unit completes audits of divisions within the agency as well as vendors contracted with the agency, focusing on identifying contract noncompliance and questioned costs. They also conduct audits of licensed child care facilities to ensure compliance with regulations and policies, as well as determining legitimacy of claims filed for reimbursement.

The Administrative Review unit conducts audits of the state Medicaid and child care assistance cases to ensure accuracy in the administration of these programs. This unit also runs the referral management staff that is responsible for screening all incoming referrals, conducting preliminary review of information received, and then either referring the case for investigation or forwarding the information to the appropriate division within the agency for review. ARU also reviews interstate data matches to find possible dual participation in SNAP, TANF and Medicaid programs.

The Investigations unit conducts both administrative and criminal investigations of fraud, waste or abuse by DHS clients, vendors, employees or the general public.

The Information Security Management unit is responsible for investigating and managing any information security risks to the agency and providing a security awareness program for DHS.

These four units of the Office of Inspector General work together to maintain DHS accountability, as well as oversee and preserve the integrity of DHS programs and services.

In addition, the inspector general has oversight over the Office of Background Investigations (OBI). OBI conducts an average of 60,000 background checks annually for licensed child care providers, foster care, adoption, guardianship, trial reunification and DHS employees who are required to have Access and Review.

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

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

***Objective 1:*** We will work to reduce incidences of abuse, neglect and exploitation by June 2018.

***Action Plan:***

**By November 2016,** we will consolidate background check services to provide faster, more consistent service and decrease wait time.

**By June 2017,** we will pursue legislative action to allow OIG subpoena powers to assist with timely investigations.

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***Important Results:***

- The reduced amount of time for subpoenas to be served
- The increased number of background checks performed for child welfare
- The increased efficiency and accuracy of child welfare background checks

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

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

***Objective 1:*** We will increase the number of ways an individual accesses background check applications and tools beginning September 2016.

***Action Plan:***

**By September 2016,** we will publish an online request form for background checks.

**Beginning September 2016,** we will promote the use of the online background check forms.

**By February 2017,** we will provide a webpage dedicated to background checks.

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***Important Results:***

- The increased number of requests received online
- The improved access to background check requests
- The decreased processing time for background check completion

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

**Goal 1:** We will promote safe, healthy work environments.

**Objective 1:** We will improve our physical and emotional health and safety by September 2016.

**Action Plan:**

**Beginning July 2016,** we will request topics from staff for future safety and wellness information to be sent via emails and bulletin board postings at least quarterly.

**Beginning July 2016,** staff will be trained annually on emergency operations plan.

**Beginning July 2016,** we will partner with Risk and Safety Management to provide training to OIG staff.

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**Important Results:**

- The increase of staff access to information regarding health related topics
- The improved safety and wellness emails and postings
- The increased number and topic of safety training provided
- The increase of staff knowledge related to various safety topics

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

**Goal 2:** We will improve the effectiveness of our workforce.

**Objective 1:** We will ensure all staff complete annual mandatory training and increase the knowledge of investigative staff regarding SNAP, Medicaid, child care and TANF program eligibility training beginning January 2017.

**Action Plan:**

**By January 2017,** we will prepare training for investigative supervisors.

**By December 2017,** supervisors will train staff on various topics related to program eligibility.

**By June 2018,** we will monitor training hours and topics for all OIG staff.

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**Important Results:**

- The increased knowledge of OIG investigative staff regarding program eligibility for SNAP, Medicaid, child care and TANF
- The increased percentage of OIG employees that complete 100 percent of all required online trainings



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

**Goal 3:** We will continue to improve employee engagement.

**Objective 1:** We will implement Quality Service recommendations from employee subcommittees by October 2017.

**Action Plan:**

**By January 2017,** subcommittees will meet and develop recommendations for implementing Quality Services for OIG.

**By March 2017,** OIG leadership will approve subcommittees' recommendations and sets deadlines for implementation.

**By October 2017,** we will implement Quality Service solutions within the division.

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**Important Results:**

- The increased employee knowledge about quality standards in the workplace
- The increased percentage of staff who report input is valued by division leadership
- The improved results related to professionalism and compassion measures
- The increased percentage of staff who report they've received excellent quality of service by OIG

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

***Goal 3:*** We will continue to improve employee engagement.

***Objective 2:*** We will recognize the excellent work exemplifying quality standards within the division beginning July 2016.

***Action Plan:***

**Beginning July 2016,** we will promote the use of the Quality Service recognition materials within the division.

**Beginning October 2016,** we will enhance quarterly employee recognition highlighting quality service behaviors.

**Beginning July 2016,** we will promote the use of the Quality Service materials from Quest for supervisors.

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***Important Results:***

- The increased number of employee recognition events held each year
- The increased percentage of OIG employees who report they feel valued by their immediate supervisor
- The increased percentage of OIG employees who report their contributions at work have been recognized by others within the past week

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

**Goal 1:** We will build and strengthen community partnerships.

**Objective 1:** We will increase awareness and knowledge of OIG services by April 2017.

**Action Plan:**

**By December 2016,** we will determine content and links that need to be updated for the OIG internet/InfoNet pages.

**February 2017,** we will provide a webpage dedicated to background checks.

**By April 2017,** we will partner with the Office of Communications and Community Relations to get webpages updated.

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**Important Results:**

- The improved access to information about OIG and OBI services
- The improved quality of information online about OIG

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

***Goal 2:*** We will help Oklahomans who are vulnerable access community resources.

***Objective 1:*** We will provide information on services available to the community.

***Action Plan:***

**Beginning July 2016,** we will promote the use of existing statewide resource lists to ensure staff are educated on existing referral options.

**By October 2016,** we will track incoming contacts through the OIG Referral Management unit to ensure appropriate referrals are made.

**By February 2017,** we will publish brief videos to the OBI webpage about background check services.

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***Important Results:***

- The increased number of referrals to other resources
- The increased knowledge of Referral Management unit staff about existing community resources
- The decreased number of calls inquiring about background check services

## **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 identify opportunities for process improvement within OIG and OBI beginning October 2016.

### **Action Plan:**

**By October 2016,** we will ask OBQ for a presentation of what they are and what they do.

**Beginning November 2016,** we will encourage supervisors to apply for leadership development training.

**By January 2017,** leadership team will identify opportunities for process improvement within OIG and OBI.

**By June 2017,** all OBI supervisors and selected OIG staff will receive at least white-belt-level Lean Six Sigma training.

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### **Important Results:**

- The increased number and percentage of OIG and OBI who staff trained in each level of process improvement training
- The improved capacity to identify potential process improvement projects
- The increased percentage of staff report their unit has a culture of continuous quality improvement

***OUTCOME 4: We have a culture of continuous improvement.***

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

***Objective 1:*** We will maximize fiscal responsibility for DHS programs and services by June 2018.

***Action Plan:***

**By January 2017,** we will analyze the possibility of an upfront fingerprint capture clearinghouse.

**By January 2017,** we will complete a cost analysis for fee/cost sharing of the background check process.

**By June 2018,** we will utilize audits and investigations to identify cost savings or recuperate dollars on behalf of the organization.

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***Important Results:***

- The increased costs savings associated with programs expenditures



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