

Iowa Department of Human Services



Strategic Plan Fiscal Years 2015-2017

Charles M. Palmer, Director

Strategic Framework

Vision

The Iowa Department of Human Services makes a positive difference in the lives of Iowans we serve.

Mission

To help Iowans achieve healthy, safe, stable, and self-sufficient lives through the programs and services we provide.

Guiding Principles

Customer Focus

We listen to and address the needs of our customers in a respectful and responsive manner that builds upon their strengths. Our services promote meaningful connections to family and community.

Excellence

We are a model of excellence through efficient, effective, and responsible public service. We communicate openly and honestly and adhere to the highest standards of ethics and professional conduct.

Accountability

We maximize the use of resources and use data to evaluate performance and make informed decisions to improve results.

Teamwork

We work collaboratively with customers, employees, and public and private partners to achieve results.

Core Services

The Department of Human Services (DHS) provides services to over 900,000 Iowans on an annual basis. These services fall into the following major groups.

Child, Family and Adult Services

DHS provides an array of services and supports to strengthen families and communities to increase the likelihood that children and adults are safe, healthy and have consistency and continuity in their lives.

- Child and dependent adult protective services
- Community based prevention and support services
- Foster care
- Family Centered Services
- Adoption
- Independent living for children age 16 and older
- Residential treatment
- Shelter care
- Facility based services for delinquent Youth

The State Training School at Eldora provides a highly structured treatment and educational program to assist delinquent boys to discontinue offending behavior and become productive adults.

Economic Assistance

These services provide direct and indirect economic supports assist needy families to meet basic needs for good health, safety, and consistency and continuity in their homes, work, and communities.

- Family Investment Program :
 - Cash assistance for basic needs to eligible families with children
 - PROMISE JOBS Program
- Food Assistance
- Child Care
- Child Support Recovery services provide a safety net for children through securing of child support payments for custodial parents
- Refugee Services provides key relocation support to new families to facilitate their entry into American life

Health Coverage

The programs provide funding for an array of services designed to meet the health care needs of children and adults.

- Medical assistance
- **hawk-i**
- Iowa Health and Wellness Program (IHWP)

Mental Health Treatment

Medicaid is a primary funder of mental health services for its members. State and federal funding is provided to mental health and disability services regions to help support and treatment for non-Medicaid funded services. In addition, the department directly operates facilities that provide inpatient care.

- Medical assistance
- State Mental Health Institutes
- Civil Commitment Unit for Sexual Offenders

Long Term Care Coverage and Treatment

Medicaid is a primary funder of both long term care for seniors and persons with Intellectual Disabilities and for community based services that offer alternative choices for these individuals.

- Medical assistance
- State Resource Centers

Department Staff: Resource Management

The department is composed of the following operational units. Each unit is integral to carrying out the mission and programs operated by the department.

General Administration staff provide the basic infrastructure support for the department. This team is responsible for fiduciary responsibility for the \$6B budget and program compliance and integrity for all state and federally funding programs administered by the department. Key functions include budgeting, auditing, contract management, program design, implementation and oversight, development of policy and procedures, support and enhancement of the department's management information systems, oversight of all department operational units and communication with constituents, providers, the general public and policy makers.

Field Operations includes the staff who provide child and adult protection, child welfare case management and eligibility determination for economic assistance programs and Medicaid. The field is structured into 6 service areas. Refugee Services is a component of field operations.

Targeted Case Management staff provide Medicaid case management services to eligible persons with chronic mental illness and intellectual disabilities. Counties may choose to contract with this unit to provide this service.

State Facilities staff provide 24/7 treatment and support services for the eight facilities operated by the department

Child Support Recovery staff are in 23 locations across the state performing a range of functions.

External and Internal Assessment

To determine how best to effectively provide services, it is critical to do both an external and internal environmental scan. The external scan enables the department to recognize and where possible minimize the potential challenges to accomplishing our work as well as to maximize opportunities. The internal scan enables the department to identify internal strengths and weaknesses that impact our success and to address those that are critical.

External Context

Challenges

- Public perception government is inefficient
- State and Federal budgetary constraints
- Size of federal deficit
- Government gridlock
- Instantaneous communication through internet

Opportunities

- Demand for department services
- Demand for results
- Demand for performance program integrity
- Use of technology
- Pool of competent workforce

Internal Context

Weaknesses

- Reduced department and Information Technology operating budgets
- Workload and caseload demands
- Higher staff stress resulting in turnover and absenteeism
- Retirements of tenured staff
- Gaps in key skill sets

Strengths

- Committed workforce
- Knowledgeable/skilled workforce
- Use of technology
- Focus on best practice
- Increased coordination and alignment across programs

Governor's Goals and Initiatives

Governor Branstad and Lieutenant Governor Reynolds have four ambitious goals for their administration:

- Create 200,000 new jobs for Iowans
- Reduce cost of government by 15%
- Increase family income by 25%
- Return Iowa Schools to 1st in the nation

And

- The Healthiest State Initiative to make Iowa the healthiest state by 2016

2015 - 2017 DHS Strategic Goals

The DHS Strategic Plan is comprised of six goals that support one or more of the Governor's goals and initiatives.





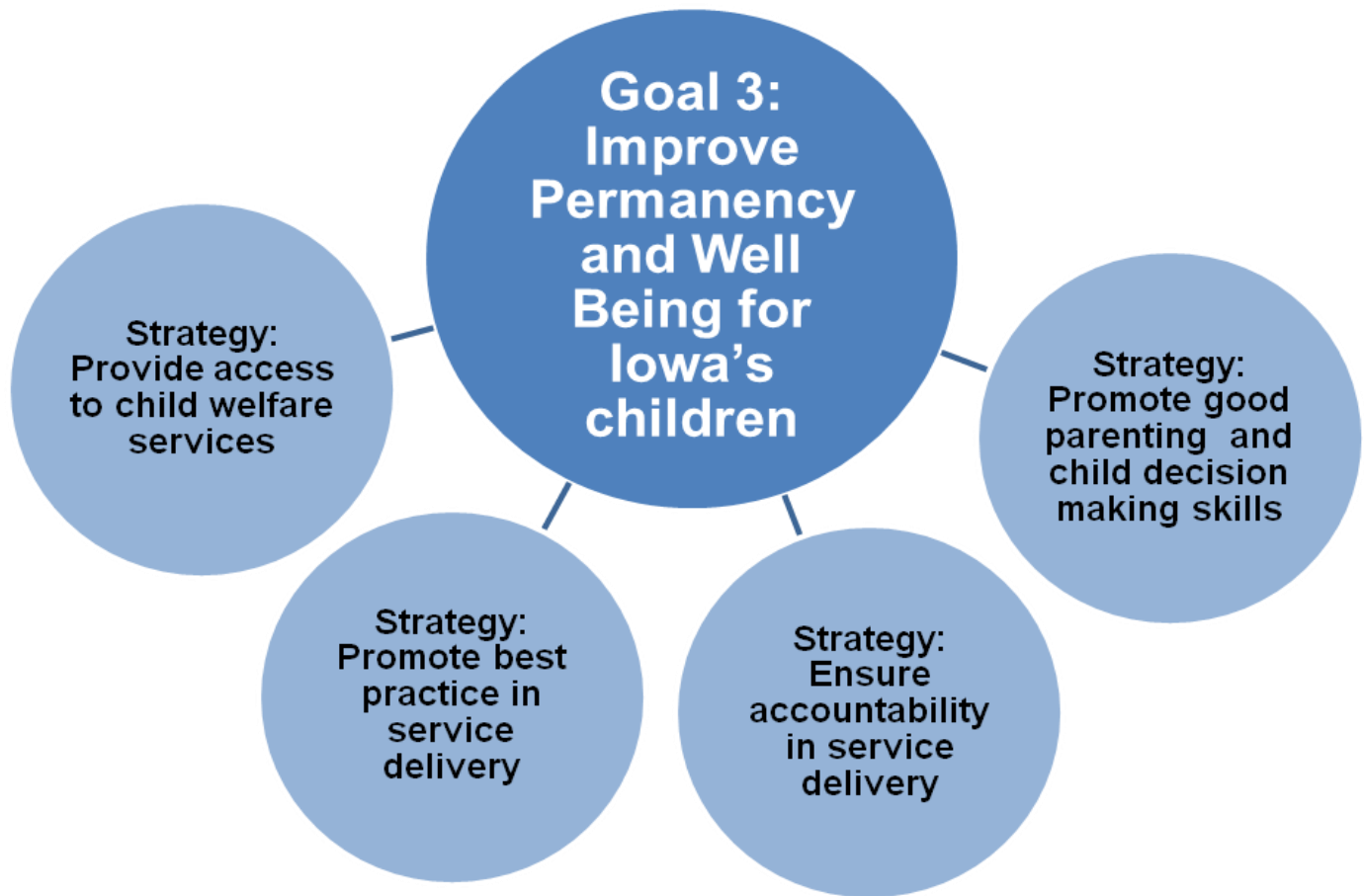
Key Outcomes and Indicators

- Number of persons served in Medicaid, *hawk-i* and IHWP
- Percentage of Medicaid members reporting it is easy to receive care
- Number of Medicaid members served in health homes
- Number of Medicaid providers with electronic health records to track patient quality outcomes
- Percentage of Medicaid members reported receiving a preventative visit in the past 12 months
- Percentage of IHWP members who have completed the healthy behaviors requirement



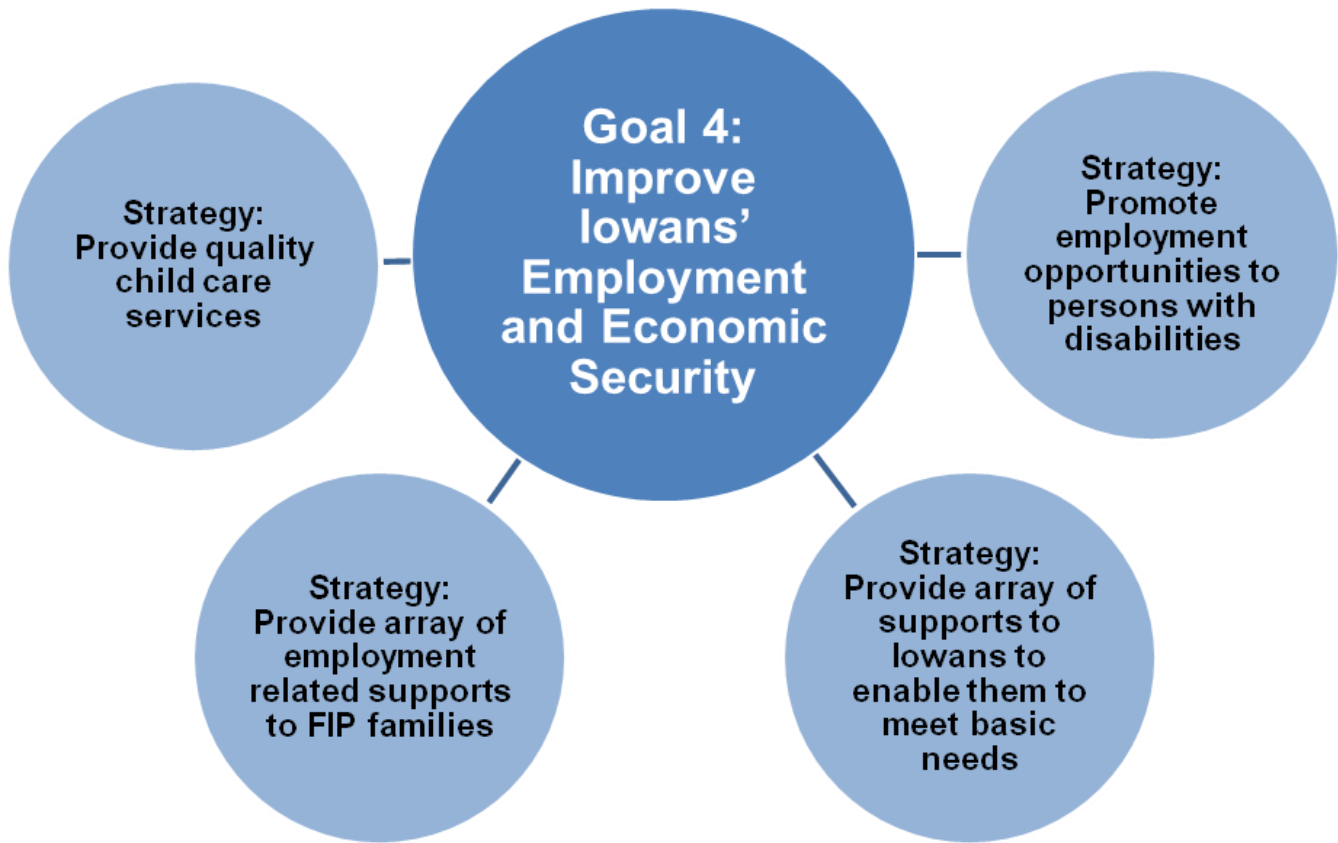
Key Outcomes and Indicators

- Number of Medicaid members receiving outpatient and inpatient treatment services
- Percentage of Medicaid inpatient hospital readmissions within 30 days
- Percentage of Iowa Plan providers offering crisis stabilization services
- Number of Medicaid members served in Integrated Health Homes
- Number of children in out of state placements
- Percentage of children with improvement in functioning



Key Outcomes and Indicators

- Number of children abused
- Percentage of children abused in care
- Percentage of children who are not re-abused
- Percentage of children reunited with families timely
- Percentage of children adopted timely



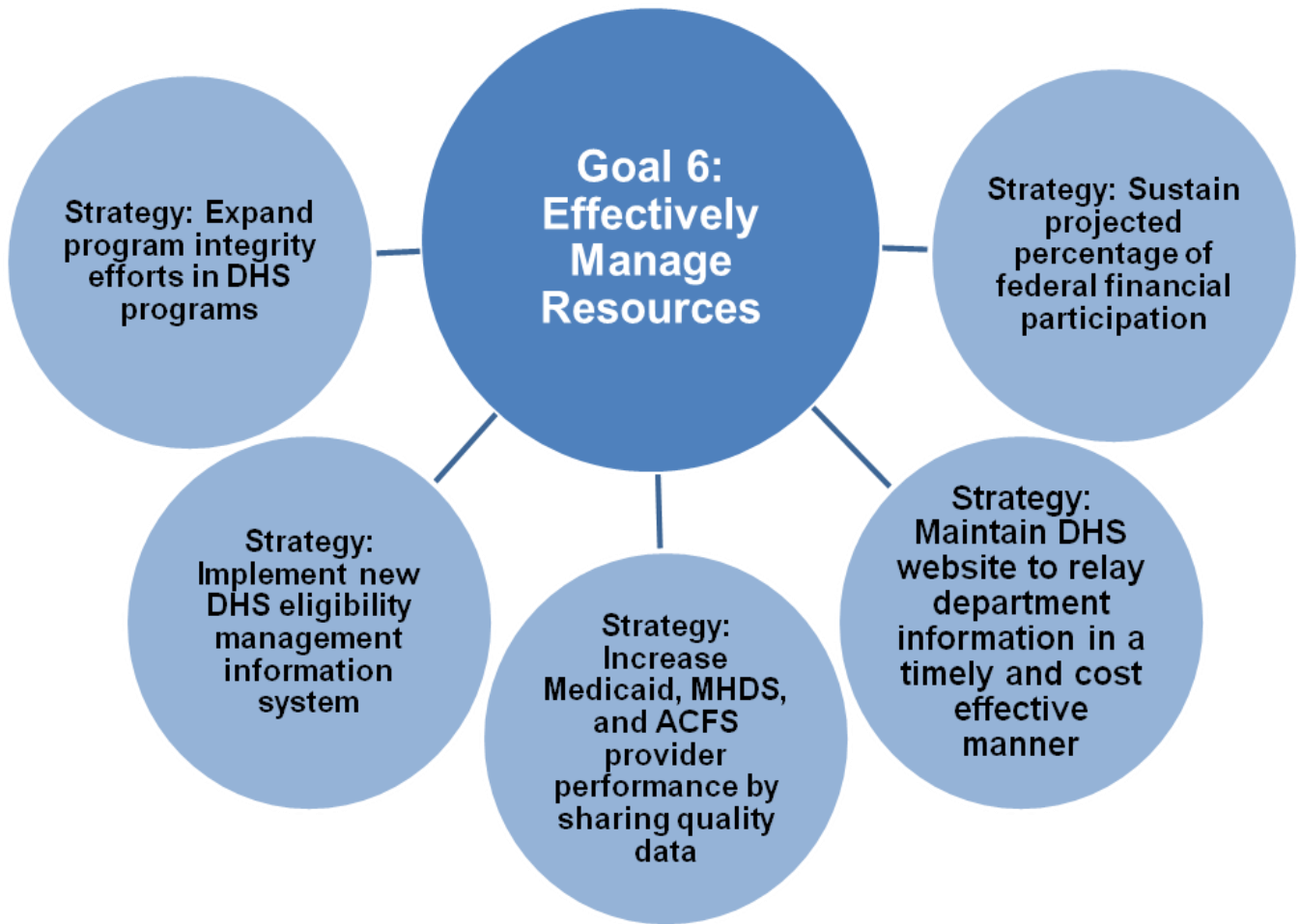
Key Outcomes and Indicators

- Percentage of Family Investment Program single parent families meeting work participation requirements
- Percentage of Family Investment Program two parent families meeting work participation requirements
- Number of persons with disabilities receiving DHS funded services that work
- Percentage of families receiving Child Care assistance that work
- Percentage of families receiving Food Assistance that work



Key Outcomes and Indicators

- Percentage of expenditures for community based versus institutional services for persons with disabilities
- Percentage of seniors served in elderly waiver program versus nursing facilities



Key Outcomes and Indicators

- Dollar Savings from Medicaid program integrity efforts
- Percentage new eligibility system for Medicaid, Food Assistance and Family Investment Program project milestones are on-time and on-budget
- Percentage new website development project milestones are on-time and on-budget
- Percentage of Federal financial participation
- Percentage accurate case actions perform quality control reviews on all DHS economic assistance programs (adding FIP and PROMISE JOBS)

Goal 1: IMPROVE IOWANS' HEALTH STATUS

Key Outcomes and Indicators

- Number of persons served in Medicaid, *hawk-i* and Iowa Health and Wellness Plan (IHWP)
- Percentage of Medicaid members reporting it is easy to receive care
- Number of Medicaid members Served in health homes
- Number of Medicaid providers with electronic health records to track patient quality outcomes
- Percentage of Medicaid members reported receiving a preventative visit in the past 12 months

Strategies	Outcome Measure(s)	Work Plan Actions	Division(s)	Time
1.1 Provide access to health care services <ul style="list-style-type: none"> • Medicaid • <i>hawk-i</i> • IHWP 	850,000 persons served in Medicaid 66,000 children served in CHIP program 150,000 persons served in IHWP 79% of Medicaid recipients report it is easy to receive care	1. Monitor projections for persons served 2. Implement new IHWP program - monitor access to primary care physicians 3. Implement Innovative Dental Wellness Plan for IHWP - monitor access to dental providers 4. Monitor CAHPS and HEDIS measures on access to care 5. Monitor provider enrollment / disenrollment	IME	FY 15-17
1.2. Promote and provide patient centered services via health homes	5,000 members served in health homes	1. Expand health home model of care in Medicaid 2. Implement specialized health homes statewide for special populations such as individuals with mental illness	IME	FY 15-17
1.3 Promote best practice health care delivery	900 providers with electronic health records to track patient quality outcomes	1. Implement Accountable Care Organizations in IHWP and Medicaid pursuant to the State Innovation Model 2. Implement Value Index Score reporting for all Medicaid physicians and ACOs 3. Apply for State Innovation Model Testing Grant 4. Coordinate with IDPH to ensure development of the Iowa Health Information Network	IME	FY 15-17
1.4 Promote better health and nutrition for DHS clients use or preventative care	50% of members report receiving a preventative visit within the past year 50% of members receive HRA	1. Measure utilization of preventative services in the health homes 2. Develop and implement messages for Medicaid members re value of prevention visits – monitor percentage of members completing healthy behaviors in IHWP 3. Design and implement healthy behaviors incentives program for IHWP 4. Implement Health Risk Assessment for IHWP – Monitor health status data 5. Implement dental risk assessment through the IHWP dental wellness plan – monitor dental health status	IME, ACFS& MHDS	FY 15-17

GOAL 2: PROMOTE IOWANS' BEHAVIORAL HEALTH STATUS

Key Outcomes and Indicators

- Number of Medicaid members receiving outpatient and inpatient treatment services
- Percentage of Medicaid member inpatient hospital readmissions within 30 days
- Number of Iowa Plan providers offering crisis stabilization services
- Number of Medicaid persons served in integrated health homes
- Number of children in out of state placements
- Percentage of children with improvement in functioning

Strategies	Outcome Measure(s)	Work Plan Actions	Division(s)	Time
2.1 Provide access to mental health services	80,000 members receiving outpatient services 5,600 members receiving inpatient services	1. Contract oversight of Iowa Plan managed care contract 2. Implement uniform assessment tools and quality measures for the mental health system 3. Monitor number of individuals determined medically exempt in IHWP due to mental health status	IME & MHDS	FY 15-17
2.2 Promote development of array of critical mental health services	12.5% members with hospital readmissions within 30 days 15 Iowa Plan providers offering crisis stabilization services 15,000 members served in behavioral health homes	1. Coordinate with Magellan, providers and Regions to develop key best practice mental health services per Redesign 2. Implement financing strategies to support implementation 3. Monitor performance of child and adult integrated health homes	IME & MHDS	FY 15-17
2.3 Promote Peer Recovery	33% of expenditures for integrated services and supports	1. Coordinate with Magellan, providers and Regions to develop key best practice mental health services Redesign 2. Implement financing strategies	MHDS	FY 15-17
2.4 Ensure children with mental health conditions can be served in Iowa through effective community based options	50 children in out of state placements	1. Develop strategy for reducing out of state placements 2. Implement peer support services	IME & MHDS	FY 15-17

GOAL 3: IMPROVE SAFETY PERMANENCY AND WELL BEING FOR IOWA'S CHILDREN

Key Outcomes and Indicators

- Number of children abused
- Percentage of children abused in care
- Percentage of children who are not re-abused
- Percentage of children reunited with families timely
- Percentage of children adopted timely

Strategies	Outcome Measure(s)	Work Plan Actions	Division(s)	Time
3.1. Provide access to child welfare services	99% of children are safe from abuse in care 91.2% of children do not experience re-abuse within 6 months	1. Monitor trends in abuse and service interventions 2. Meet routinely with providers to discuss issues	ACFS & Field	FY 15-17
3.2 Promote best practice in service delivery	30% of children receive a Family Team Meeting (FTM) 91% of children do not reenter foster care within 12 months of initially entering foster care	1. Coordinate with Field in promoting FTM performance	ACFS & Field	FY 15-17
3.3 Ensure accountability in service delivery	75% of children with monthly face-to-face visits 46% of parents with monthly face-to-face visits 59% of children adopted timely (within 2 years of placement) 83% of children are reunited timely with their family 0 Child Welfare contracts with implemented corrective action plans	1. Monitor Field performance towards outcomes 2. Monitor provider performance and when necessary require corrective action plans	ACFS & Field	FY 15-17
3.4 Promote good parenting	11,600 children were victims of confirmed or founded abuse 3,800 parents received parental development targeted to prevention of abuse 2,400 families a year will receive voluntary services to reduce future risk of abuse	1. Monitor abuse and re-abuse statistics 2. Continue best practice prevention activities via contracts 3. Coordinate with advocacy groups to enhance communication strategies to promote good parenting skills	ACFS & Communications	FY 15-17

GOAL 4: IMPROVE IOWANS' EMPLOYEMENT AND ECONOMIC SECURITY

Key Outcomes and Indicators:

- Percentage of all Family Investment Program single parent families meeting work participation requirements
- Percentage of all Family Investment Program two parent families meeting work participation requirements
- Number of Persons with Disabilities receiving DHS services who work
- Percentage of families receiving Child Care assistance who work
- Percentage of families receiving Food Assistance who work

Strategies	Outcome Measure(s)	Work Plan Actions	Division(s)	Time
4.1. Provide array of Employment related supports to FIP families	42% of single parent FIP households participating in work activities 42% of 2 parent FIP households participating in work activities	1. Monitor IWD Promise Jobs contract 2. Coordinate with IWD to identify key workforce shortages and strategies to focus vocational training accordingly 3. Coordinate with IWD to promote hiring of FIP recipients	ACFS	FY 15-17
4.2 Provide array of supports to lowans to enable them to maintain security	With PJ care excluded, 93.7% of families in KT that a payment was made for child care services in January 2012, had a need for service of employment With PJ care included, 90.2% of families in KT that a payment was made for child care services in January 2012, had a need for service of employment 36% of eligible students at Eldora in vocational programs	1. Monitor Child Care Monitor participation in Juvenile facility vocational programs	ACFS & MDHS	FY 15-17
4.3 Promote employment opportunities for persons with disabilities	15,325 persons in Medicaid for Employed People with Disabilities program (MEPD) 20% Medicaid members with Intellectual Disabilities in supported employment 30% Medicaid HCBS providers of supported employment 65% of Resource Center clients in supported employment	1. Monitor MEPD program 2. Promote and support expansion of HCBS waver funded supported employment services 3. Expand supported employment opportunities for Resource Center clients	IME, MHDS & ACFS	FY 15-17
4.4 Provide quality child care services	88% children served in regulated settings 1,304 providers at Quality Rating level of 2 or above	1. Continue strategies to encourage providers to improve quality 2. Develop and implement promotion of quality child care	ACFS	FY 15-17

GOAL 5: PROMOTING CHOICE FOR PERSONS NEEDING LONG TERM CARE

Key Outcomes and Indicators:

- Percentage of expenditures for community based versus institutional services for persons with disabilities
- Percentage of seniors served in elderly waiver program versus nursing facilities
- Number of incidents resulting in loss of placement in the community

Strategies	Outcome Measure(s)	Work Plan Actions	Division(s)	Time
5.1 Promote access to community based options for persons with disabilities	50% of expenditures for community based vs. institutional services for persons with intellectual disabilities 350 community placements under money follows the person grant 20% of HCBS Medicaid members utilizing consumer choice option 10% persons served in Intermediate Care Facilities for Persons with Intellectual Disability vs. Community Based Waivers	<ol style="list-style-type: none"> 1. Develop implementation plan for the CMS Balancing Incentive Program 2. Implement independent and validated assessment tools for persons needing long term care 3. Develop and begin to track performance and outcomes data for the disability delivery system 4. Coordinate with key advocacy and provider groups to expand communication about choice 5. Continue to promote placement of Resource Center clients in community 	IME & MHDS	FY 15-17
5.2 Promote access to community based options for seniors	50% senior members served in elderly waiver program vs. nursing facilities (21,000 in NF & HCBS – 12,000 or 57% NF & 8,820 or 43% HCBS)	<ol style="list-style-type: none"> 1. Coordinate with Department on Aging in developing Aging and Disability Resource Centers 2. Implement communication strategies 3. Develop and begin to track performance and outcomes data for the elderly delivery system 	IME	FY 15-17
5.3 Ensure safety and continuity for members living in the community	No more than 20 admissions to the Resource Centers 5% incidents resulting in hospitalization	<ol style="list-style-type: none"> 1. Develop and implement system wide performance measures 2. Develop interagency, coordinated system for reviewing and taking policy action on performance data 	IME & MHDS	FY 15-17

GOAL6: EFFECTIVELY MANAGE RESOURCES

Key Outcomes and Indicators:

- Savings from Medicaid program integrity
- New eligibility system for Medicaid, Food Assistance and Family Investment Program project milestones are on-time and on-budget
- Maintain website to relay department information in a timely and cost effective manner
- Sustain projected budget of Federal financial participation

Strategies	Outcome Measure(s)	Work Plan Actions	Division(s)	Time
6.1 Expand program integrity efforts in DHS programs	\$35M savings to Medicaid Program resulting from program integrity efforts	<ol style="list-style-type: none"> 1. Implement program integrity efforts 2. Coordinate with Department of Inspections and Appeals to improve referrals of fraud and abuse 3. Continue Medicaid program integrity data mining, auditing and utilization management programs 4. Perform Quality Control reviews on all DHS economic assistance programs – adding FIP and PROMISE JOBS 	IME, ACFS & Field	FY 15-17
6.2 Increase Medicaid, MHDS, and ACFS provider performance by sharing quality data	100% performance data published quarterly	<ol style="list-style-type: none"> 1. Develop and implement data publishing plan 	ALL	FY 15-17
6.3 Implement new Medicaid Management Information System	98% MMIS project milestones are on-time and on-budget	<ol style="list-style-type: none"> 1. Implement and oversee contract 	IME	FY 15-17
6.4 Maintain DHS website to relay department information in a timely and cost effective manner	99.8% availability to public 48 hour turnaround for revision and new content	<ol style="list-style-type: none"> 1. Continue contract for hosting and template revisions 2. Publish key program information and performance data for DHS programs 	Communications	FY 15-17
6.5 Sustain projected percentage of Federal Financial Participation	Percentage of Federal Financial Participation (FFP)	<ol style="list-style-type: none"> 1. Implement a standard process for monitoring Federal regulatory and budget changes to identify changes that may impact Federal funding as well as a process for responding to those changes to maximize Federal funding received and earned 2. Develop a structured methodology to monitor and report FFP earned 3. Implement a standard, periodic process for monitoring FFP earned and analyzing variances in FFP earned to identify opportunities for improving FFP 4. Create and implement appropriate actions to maximize FFP 	Admin	FY 15-17