



# Momentum

2014 DHS Annual Report



# Momentum

The Story of Progress



## Mission

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

## Vision

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

## Values

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- Compassion • Respect • Safety
- Quality • Innovation

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Detailed data tables are available  
online at [www.okdhs.org/library/rpts/](http://www.okdhs.org/library/rpts/)

# Introduction

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When harnessed appropriately, the winds of change can lead to a needed adjustment in course and greater momentum toward reaching one's ultimate destination. The Oklahoma Department of Human Services has experienced a great deal of change over the past few years; however, our mission never changes: to help improve the quality of life of vulnerable Oklahomans by increasing their abilities to lead safer, healthier, more independent and productive lives. From change comes a renewed momentum to achieve positive outcomes for our citizens and to do so with compassion, respect, safety, quality and innovation.

The energy behind this momentum emanates from the continued support of our governor and state legislature; the cooperation of partners and providers; the focus and dedication of our leadership team and employees; and a refined approach to strategic planning, training, innovation and fiscal responsibility.

As we continue moving forward, we are committed to fulfilling our duty to support those who need us most, resulting in a stronger Oklahoma.

# Director's Letter

As always seems to be the case with the Oklahoma Department of Human Services, it has been a year of significant challenges and change. It has also been a

The path we are on to achieve the important goals we have set will be a difficult one to navigate. We do have a map – our Strategic Plan – but much of this path will consist of unforeseen

Since becoming DHS Director late in 2012, I have traveled many miles across the state meeting our dedicated employees, stakeholders and partners, and concerned citizens. I have heard first-

***The path we are on to achieve the important goals we have set will be a difficult one to navigate.***

year of renewed commitment to our ideals and progress towards our full potential – as individuals and collectively.

obstacles and the feeling we are always climbing uphill. To reach our goals, much like soldiers moving through a forest or a moonless night, we each in turn will need to hold on to the one in front of us moving in concert up those hills.

hand from many of you and indirectly from many of you through means such as our employee surveys and “Ask Ed” about your hopes, aspirations, frustrations and ideas for changes you believe are needed to better serve our vulnerable citizens and better support employees in their work.



## Director Ed Lake

Oklahoma Department of Human Services

## Director's Letter (Cont.)

Together we are working on putting many of those suggestions quickly into practice. Other ideas will be generated and acted

So, how will this Strategic Plan guide our efforts to improve our work, employee support, and, most importantly, positive client outcomes?

Note first that our plan consists of specific "Action Plans." This material is intended to be a driver of action, not a file folder for the drawer.

***Our primary purpose is to improve the quality of life of vulnerable Oklahomans.***

on as we tackle the objectives described in our Strategic Plan.

For those interested in all the details, please refer to our "Strategic Plan SFY 2014-2015," but here is a brief summary of what we are setting out to accomplish.

Our primary purpose is to improve the quality of life of vulnerable Oklahomans. To fulfill that mission, we must design and provide services focused on helping those persons have safer, healthier, more independent and more productive lives – be stronger Oklahomans.



To accomplish this we must build and continually improve three things:

### **Stronger Workforce**

An informed, supported and engaged workforce produces better results and higher quality service. That workforce is built in a climate of trust, respect, and effective communications. It is highly skilled and knowledgeable. The work environment supports professional and personal development and well-being.

### **Stronger Communities**

Problems associated with poverty, abusive relationships, aging or disabling conditions are community problems, not just DHS problems. To be effective, we must engage our communities in action and foster partnerships to help us meet the many needs.

### **Stronger Practices**

With limited resources, we must always challenge our practices and policies to ensure they are leading us to achieve consistently positive outcomes. We will do so through systematic and continuous evaluations of performance, basing our work on sound practices, sharing our results internally and externally, and carrying out our efforts efficiently.

These outcome goals encompass a myriad of efforts – many that we carry out each day, many new ones that we now have underway, and many efforts being planned or that we have not even thought of yet. But all told, we are well on our way on the path to reaching our full potential. Let's keep working together to build on that momentum – to create the DHS we desire and Oklahomans require.



Director of Human Services



Thanks for  
our SNAP  
benefits



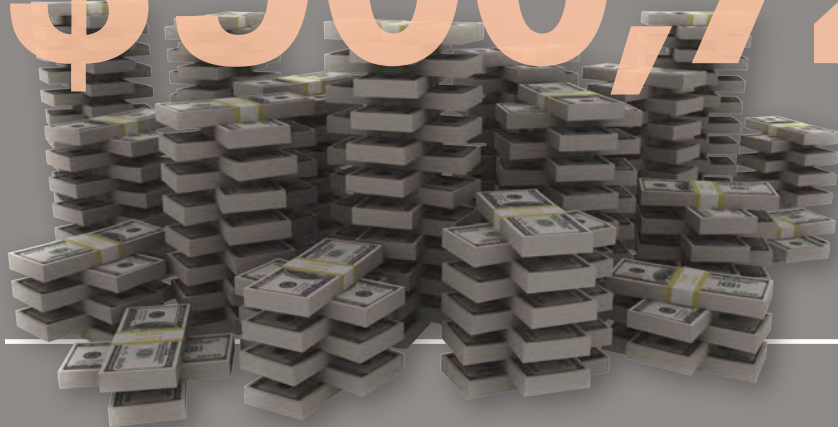
# Adult and Family Services

Adult and Family Services (AFS) staff administers state and federal social safety net programs designed to assist low-income Oklahomans with meeting their most basic needs and improving their quality of life. AFS programs include:

- Child Care Subsidy
- Low Income Home Energy Assistance Program (LIHEAP)
- SoonerCare (Medicaid) eligibility for the aged, blind and disabled population
- State Supplemental Payment (SSP)
- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance for Needy Families (TANF)

## Adult and Family Services

# \$900,724,879



More than **\$900 million** worth of food items were purchased through SNAP in SFY 2014 at **3,322** retail outlets including farmers markets.

### Child Care



**58%** of licensed child care providers in Oklahoma are providing care for families receiving child care subsidies.



### Food & Nutrition



**902,554** Oklahomans in almost **399,000** families received access to food and nutrition through the Supplemental Nutrition Assistance Program (SNAP).

## Oklahomans & TANF

**2,469** adults participated in the Temporary Assistance for Needy Families (TANF) program on average each month.

**2,469**

**Adults Each Month**

## Maintained Employment



**88%** of TANF recipients who found employment remained employed for at least three months.

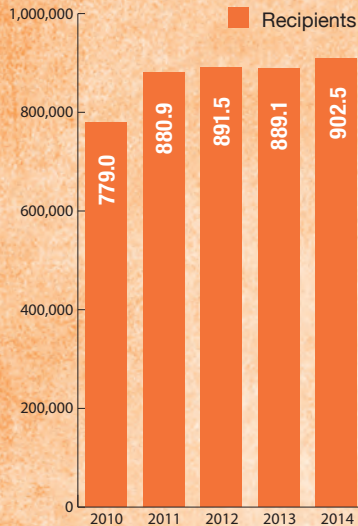
## Quality, Affordable Health Care

In SFY 2014, SoonerCare (Medicaid) provided health care coverage to 996,383 Oklahomans. DHS determines eligibility for health care services to individuals who meet income and health-related criteria. The Oklahoma Health Care Authority administers the SoonerCare program in Oklahoma, while DHS staff determines eligibility for individuals in the aged, blind and disabled population.

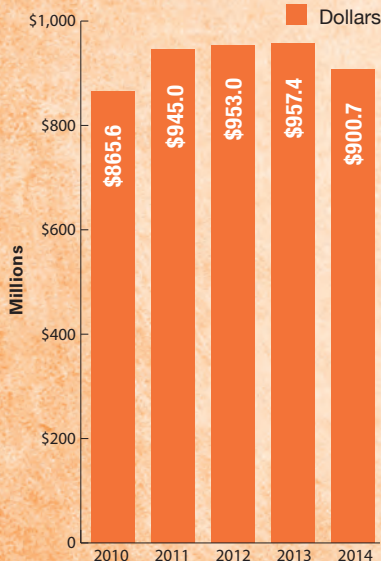
The State Supplemental Payment program is a state-funded program for certain low-income individuals who receive SoonerCare (Medicaid) benefits. In addition to meeting specific income and resource standards, the individual must be blind or disabled according to Social Security Administration guidelines or be age 65 or older. This federally mandated program provides a small amount of cash assistance to eligible individuals.

SoonerCare (Medicaid) is the largest payer of nursing home care in Oklahoma. To promote better communication and collaboration with nursing home owners across the state, AFS partnered with the Oklahoma Association of Health Care Professionals to facilitate more expedient processing of nursing home applications and renewals. Nursing home owners provided input on the application process and AFS forms used by nursing home personnel. Based on this input, AFS is in the process of implementing process improvement changes to clarify and streamline nursing home eligibility determinations.

Oklahomans Participating in SNAP



SNAP Value Issued



# SNAP

## Supplemental Nutrition Assistance Program

SNAP is a 100 percent federally funded program that helps low-income individuals and families improve access to nutritious food. The average benefit is \$4.02 per person per day or \$1.34 per meal. Participants use an Access Oklahoma electronic benefits card, similar to a debit card, which is accepted at 3,322 retail grocery outlets, including farmers markets. Altogether, 398,962 Oklahoma families participated in the program in 2014 – over 4,000 more than in the previous year. In 2014, DHS distributed \$900,724,879 in food benefits – a slight decrease over the previous year.

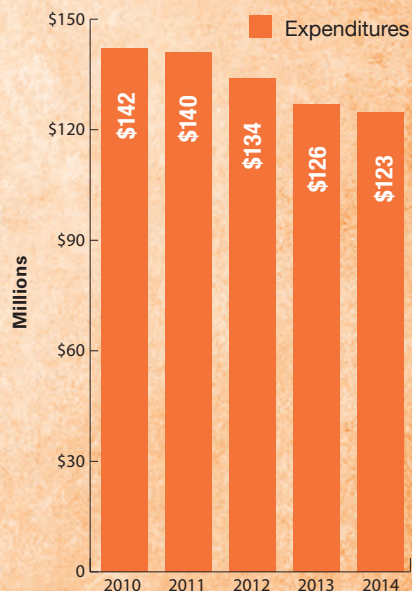
AFS is partnering with DHS Aging Services, the Office of Community and Faith Engagement, and outside organizations to expand the use of SNAP food benefits in farmers markets across Oklahoma. This effort includes helping more farmers markets obtain federal approval to accept food benefits and educating low-income families on the health benefits of eating fresh foods and vegetables. As additional farmers markets are approved to accept SNAP food benefits, more low-income families will be able to purchase community-grown produce using their food benefits.

# Child Care Assistance

DHS helps low-income parents pay for child care. This allows parents to work and/or complete their education or training while their children attend quality child care programs. Child care is also provided in critical situations to help prevent neglect, abuse or exploitation of children. Only licensed and contracted child care homes and centers are eligible to receive child care subsidy payments. Child care subsidy applications are processed within two business days. Prompt processing ensures families receive benefits quickly enough to prevent the loss of employment or training/education activities, and helps maintain good working relationships with child care providers.

In 2014, AFS Child Care Subsidy partnered with the Manpower Demonstration Research Corporation (MDRC), a nonpartisan social policy research group, to develop a pilot project to increase the number of on-time renewals for child care benefits. When child care renewals are not completed in a timely manner, child care benefits close. This may disrupt the child's placement and endanger the client's job as well as delay provider payments and increase work for staff. If the pilot is successful in increasing on-time renewal rates, the project may become a regular business practice.

**Child Care Subsidies**

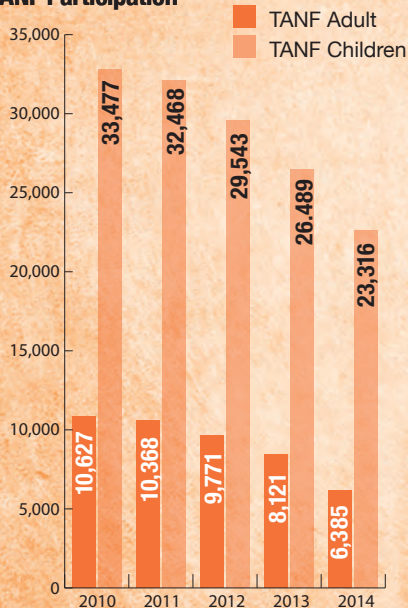


# Job Training & Education Services

DHS job training and education services have helped many Oklahoma families become more economically independent. The Temporary Assistance for Needy Families (TANF) program provides parents cash assistance and requires employment services to improve and sustain their families' economic self-sufficiency. Since welfare reform, the number of adults participating in TANF has declined. In addition to employability services, families may also receive other services such as relationship skills training, financial planning, parenting skills, and after-school mentoring programs for children. All of these services are designed to help adults get off public assistance and become self-supporting.

DHS began partnering with a large network of other state agencies to collectively address the community's workforce development needs. This effort will allow DHS to identify and promote employment initiatives to help our clients and customers increase self-sufficiency and achieve sustained economic prosperity by being able to access services for our clients from other agencies and partners with a one-stop approach. Each county office developed a process to make referrals and assist DHS clients that can benefit from the workforce system by connecting them to employment opportunities through [www.OKJobMatch.com](http://www.OKJobMatch.com). The certified system is designed to bring businesses, job seekers and service providers together to promote full employment and wealth creation throughout the state.

**TANF Participation**





# Community Engagement & Outreach

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AFS is in its third year of a community engagement and outreach project utilizing the “Bridges Out of Poverty” curriculum and strategies. We are working with a myriad of community partners to begin conversations about the issues faced by individuals living in poverty in local communities. Following the initial conversations, a one-day, formal training session is conducted for partners and DHS staff in that community. Following the training, participants form a local “Bridges Task Force” and begin the work of coordinating “Getting Ahead in a Just-Gettin’-By World” classes for individuals living in poverty who are willing to explore the barriers they have faced in trying to achieve stability. By educating and working with community partners, we strengthen the ability of communities to help individuals and families build resources. They, in turn, help their children to build resources, thereby reducing poverty for current and future generations.

# Continuous Process Improvement

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Over the past year, AFS staff members were trained in methods of data collection and analysis to help develop and maintain an organizational culture of continuous quality improvement. A number of regional and local projects related to customer service, communication and efficiency were initiated, focusing on everything from the initial client experience to methods of training staff. These continuing efforts promise consistent best practices to help work be productive for clients and meaningful for staff members statewide. In addition, AFS adopted the Lean Six Sigma (LSS) process analysis methodology as the foundation for continuous improvement. More than 300 staff members have been trained, which led to numerous statewide, regional and county process improvement projects spanning the spectrum of case management, customer service and eligibility determination. AFS is also working on projects to automate the determination of necessary verification for clients seeking benefits through the OKDHSLive self-service website and to improve the quality of case notes.

# Crystal Hardin

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Crystal Hardin's life changed completely a couple of years ago when she walked into the DHS Caddo County office unemployed and needing assistance.

"I was nervous and kind of embarrassed," Hardin said, "but I knew I couldn't do it on my own and I needed help."

Hardin had left an abusive relationship in Texas and moved back to Oklahoma with her young child to live with her parents. She applied for Temporary Assistance for Needy Families (TANF), and talked with her caseworkers about different services that might be available.

She was enrolled in classes at the local career technology center when DHS staff called and offered her a temporary job. That job became permanent, and she is now a valued employee.

"When people walk in the doors for the first time, she's the first person they see," said Caddo County Director Fred Ikard. "The thing is, about a year ago, Crystal was on the other side of that desk, so she knows what it feels like. She knows the angst or the hesitation they may have, so it's great to have her up there because she understands that. And she provides great customer

service. She's always smiling, always pleasant. And it really helps relax anybody who comes in for the first time."

In just a short amount of time, Hardin has received many awards and accolades from her peers. She says much of what she has accomplished she owes to DHS.

"I overcame a lot of challenges I never thought I would be able to overcome," she said. "The truth is I simply could not have done it without the DHS."

A portrait of Crystal Hardin, a young woman with long, wavy brown hair, looking slightly to the left of the camera. She is wearing a light blue cardigan over a pink and orange striped tank top. The background is a grey brick wall. The text 'Crystal Hardin' is overlaid in the top right corner in a white, sans-serif font.

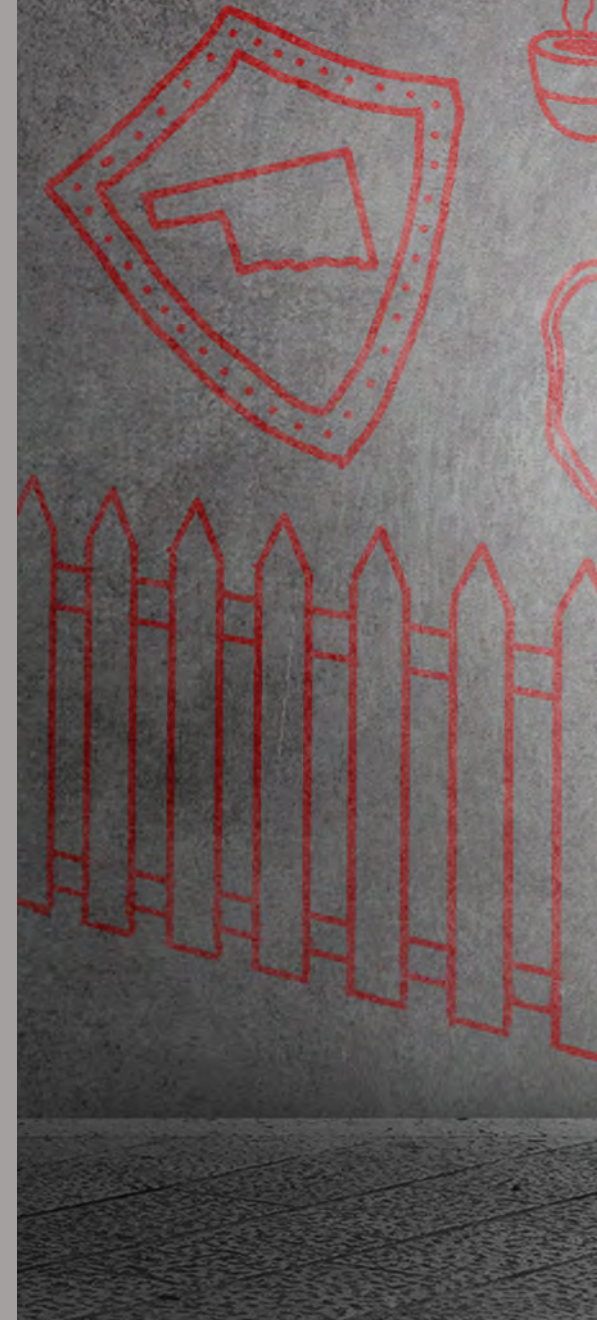
# Crystal Hardin

Anadarko, OK

# Adult Protective Services

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Each year, thousands of Oklahoma adults suffer from abuse, neglect and exploitation. Many victims are elderly, frail and vulnerable, cannot help themselves, and depend upon others to meet their basic needs. Adult Protective Services (APS) provides vulnerable adults protection from abuse, neglect or exploitation and offers services to help individuals with proper medical care, self-maintenance skills, personal hygiene, and adequate food, shelter and protection. APS also provides homeless and emergency services, and AIDS case coordination and information services.

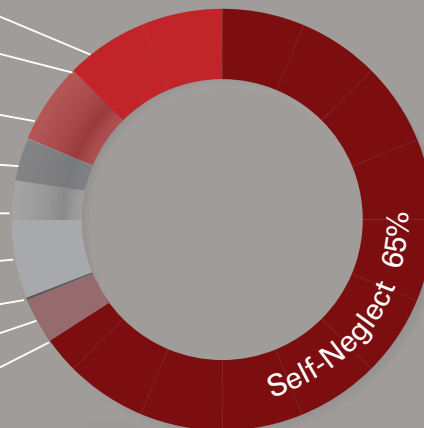




# Adult Protective Services

Caretaker Neglect	12.5%
Sexual Abuse	0.2%
Caretaker Exploitation	6.8%
Verbal Abuse	3.3%
Caretaker Abuse	3.1%
Non-Caretaker Exploitation	5.2%
Abandonment	0.4%
Financial Neglect	3.5%
Sexual Exploitation	0.0%

## Confirmed Allegations

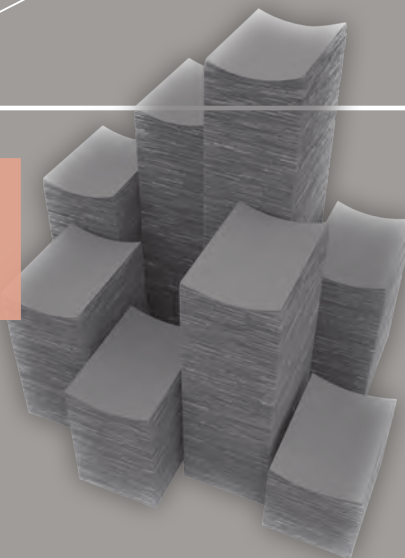


**7,112** vulnerable adults were confirmed to have experienced abuse, neglect, exploitation or self-neglect in SFY 2014.

# 19,241

**REPORTS**

**19,241** reports of possible abuse, neglect or exploitation were received in SFY 2014.



## Investigations

**15,010**

**15,010** investigations were conducted in SFY 2014.

**Investigations**

# Involuntary Services

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APS helps vulnerable Oklahomans ages 18 and older, and their caretakers, find and obtain services. APS specialists provided voluntary services in 96 percent of the investigations and, when ordered by a court, involuntary services were provided to the other 4 percent. This is an increase from SFY 2013, when involuntary services were provided in 2 percent of the investigations. Involuntary services may only be provided for vulnerable adults who are determined to lack decision-making abilities, refuse services, or are in situations where death or serious physical harm is likely to occur. Decision-making abilities are determined with each contact between an APS specialist and the vulnerable adult. Vulnerable adults were determined to retain decision-making capabilities in 51 percent of completed investigations.

# Oklahoma's Vulnerable Adult Demographics

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Vulnerable adults have multiple types of conditions which increase their risk for abuse, neglect or exploitation. The risk of maltreatment increases with the increased dependency on others for daily living needs. The types of vulnerabilities have remained constant, and the most common are chronic health problems (23 percent), impairment in instrumental daily living activities (15 percent), mobility or dexterity problems (14 percent), impairment in daily living activities (13 percent), and dementia or related conditions (8 percent). Other vulnerabilities, which are less than 5 percent each, are susceptibility to undue influence, acute temporary health problems, substance abuse problems, intellectual disability, communication problems, terminal health problems, mental illness and traumatic brain injuries.

Fifty-eight percent of vulnerable adults served in SFY 2014 were 60 years of age and older. The majority (59 percent) were female. Ethnic distribution has remained nearly constant for the last five years. In SFY 2014, the majority of APS clients were white (63 percent). Black adults made up 8 percent, followed by Native American, 6 percent, and Hispanic, 1 percent. Fewer than 1 percent were Asian, and 22 percent were of unknown ethnicity.

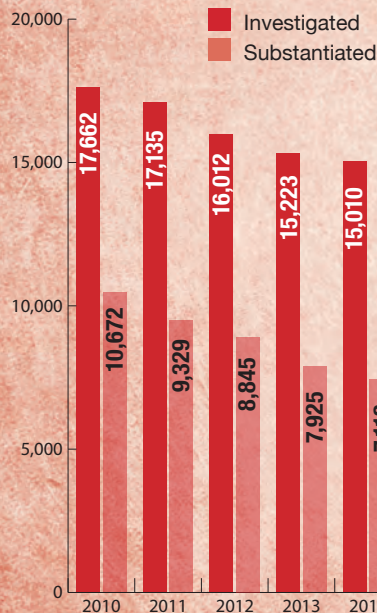
# Investigated Allegations

Private residences were the location of 84 percent of investigations, while 11 percent occurred in other types of communal living arrangements, and 5 percent occurred while the client was temporarily hospitalized or homeless.

In SFY 2014, APS received 19,241 reports; 15,010 met the requirements for an APS investigation, which include allegations of vulnerability and at least one condition of maltreatment. The highest number of allegations were self-neglect (46.5 percent), followed by caretaker neglect (17.6 percent), caretaker exploitation (12.7 percent), non-caretaker exploitation (7.4 percent), caretaker abuse (7 percent) and verbal abuse (4.6 percent). Other allegations were financial neglect (3.1 percent), sexual abuse (0.5 percent), abandonment (0.4 percent) and sexual exploitation (0.1 percent).

Each allegation requires a distinct finding that meets the definition of maltreatment. Following a thorough investigation, protective services are offered to vulnerable adults to stop maltreatment and service plans are developed to prevent future occurrences. The program goal is to provide services in the least restrictive environment possible to promote safety and well-being. Vulnerable adults who retain decision-making abilities may choose to participate in some or all of the services offered. Unfortunately, some decline to accept any intervention and choose to stay in harmful situations.

**Adult Protective Services Referrals**





## Long-Term Care

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Long-term care investigators received 3,931 reports of maltreatment of persons residing in nursing facilities. The number assigned for APS investigation was 566. Eighty-six percent of the reports were sent to other agencies for possible investigation, including the Oklahoma State Department of Health, the attorney general's Medicaid Fraud Division, the police or the ombudsman.

There were 837 allegations contained in the 566 reports assigned for investigation. A distinct finding is made on each allegation. Sixty-eight percent of the allegations were unsubstantiated, 28 percent were substantiated and 4 percent were pending at the end of the fiscal year.

## AIDS Coordination & Information Services

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AIDS Coordination and Information Services (ACIS) provides information and assistance to individuals diagnosed with HIV/AIDS and their families. The number of Oklahomans served through ACIS has increased 257 percent over the past five years. ACIS' staff of professional care coordinators provides clients with information and referral, assessment, advocacy and intervention. They also provide access to community resources and follow-up services to ensure client needs are met. In SFY 2014, ACIS coordinated more than \$5.9 million worth of services for clients who do not qualify for other public benefits. These services were secured through federally funded programs, private nonprofit organizations and pharmaceutical programs.





# Aging Services

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Aging Services is the state's lead entity for addressing the needs of aging Oklahomans and administers many state and federal programs that support the independence and well-being of Oklahomans age 60 and over.

## Aging Services

# 6,056,081

More than **6 million** meals were provided for Oklahoma seniors in SFY 2014.

Time to **GIVE**

The volunteers of the Oklahoma Senior Corps programs served **1,654,783** hours.

# 1,654,783

**Oklahoma Population Estimate: 3,850,568**

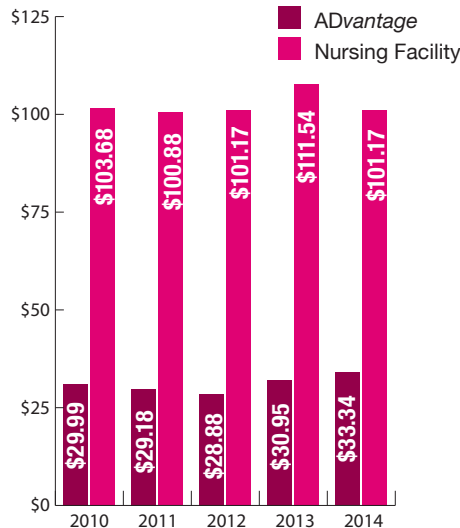
# 14.3%

**14.3%** of Oklahomans are 65 years and older.

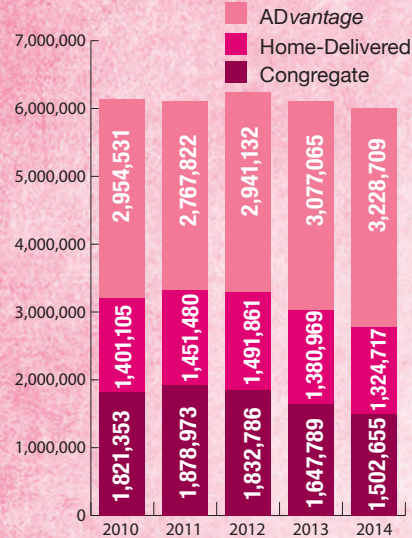
Through the Area Agencies on Aging (AAAs) and more than 200 partners statewide, Aging Services administers key programs such as senior nutrition, state long-term care ombudsman, adult day health, the Oklahoma Senior Corps program, and the Federal Transit Administration's (FTA) "Enhanced Mobility for Seniors and Individuals with Disabilities" program. Aging Services also administers the *ADvantage* Medicaid waiver program in partnership with the Oklahoma Health Care Authority. Aging Services also has an array of federal grants that provide other important services for seniors and family caregivers.

The 20th anniversary of the *ADvantage* waiver program was recognized as Gov. Mary Fallin proclaimed Nov. 20, 2013, "*ADvantage* Program Day." Aging Services' largest program was established in 1993 and has served more than 74,000 Oklahomans. More than 20,000 people receive *ADvantage* program services each year and the program is estimated to save the state \$300 million in Medicaid expenditures annually.

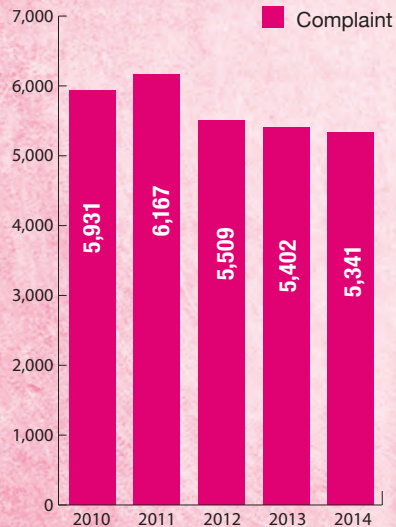
**ADvantage Daily Costs are Significantly Less than Nursing Facilities**



### More Than 6 Million Senior Meals Provided



### Number of Complaint Allegations Received by Ombudsman Program



## Mobility for Seniors

Aging Services assumed a larger role in implementing the FTA's "Enhanced Mobility for Seniors and Individuals with Disabilities" program for Oklahoma. Aging Services has administered the program for Oklahoma's small urban and rural areas since 1976. However, in May 2013, Gov. Fallin designated Aging Services as the entity responsible for the large urban area of Oklahoma City as well. Aging Services now serves the majority of the state in its quest to provide vehicles to eligible entities to provide transportation to seniors and people with disabilities.

## Senior Employment Program

The Senior Community Service Employment Program (SCSEP) was transferred from the Oklahoma Employment Security Commission to Aging Services in SFY 2014. The SCSEP program provides training and employment services to eligible low-income job seekers age 55 and older who have poor employment prospects. Program participants gain competitive job skills through paid, part-time, work-based training at nonprofit organizations, which are intended to serve as a bridge to unsubsidized employment.

# Senior Legal Services

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Aging Services implemented a grant to improve seniors' access to legal information. Aging Services partnered with Legal Aid Services of Oklahoma Inc. to evaluate Oklahoma seniors' legal needs and implement the OK-SPLASH (Oklahoma Sixty-Plus Legal Aid Services Helpline). Oklahomans 60 and older can call 1-855-488-6814 for legal information, advice and referral.

## Looking Forward

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SFY 2015 plans include the roll-out of the Aging and Disability Resource Consortium's person-centered counseling program and the debut of a new electronic system that will enhance case management and help users locate service providers. Plans are also underway to work with the governor's office and other state agencies to enhance a "No Wrong Door" system for long-term services and supports. In addition, Aging Services will kick off a family caregiver initiative to support and coordinate organizations that provide services to family caregivers, including grandparents raising grandchildren. Activities in 2015 will highlight the 50th anniversary of Medicare, Medicaid and the Older Americans Act, as well as the 80th anniversary of Social Security.

# The Senior Nutrition Program

Those who come to the state's senior centers know how to have a good time. Whether it's singing karaoke to an old Jody Miller song, playing dominos or simply having a good meal, these seniors enjoy every moment life has to offer.

The DHS-administered Senior Nutrition Program provides millions of meals every year at little or no cost to seniors. The home-delivered meals may be the only nourishing food many of these seniors will eat. And the congregate meals at local senior citizens centers provide an opportunity for fun and fellowship.

"This is a place where I can come to get out of the house for a while," said Sherry Scott. "As we grow older, our families often have their own lives. I enjoy coming here and visiting with everyone. We may not know each other's names, but we know faces. It

really keeps us from being lonely. And the good meals and the exercise are great."

The program is funded with federal and state dollars through the Older Americans Act and is available statewide to seniors age 60 and older in all of Oklahoma's 77 counties. Seniors can meet for free with a registered dietitian and learn how to prepare their meals for optimum health. Many educational programs are offered, as well as fitness and exercise classes. And some seniors simply choose to volunteer their time helping others.

"My wife Peggy and I have been delivering meals for about 14 years now," said Billy Willis. "We come here just before noon and load up the car with the food. We really enjoy taking it to folks who may not be able to get out of their house. Often times it's their only meal each day. Plus they see a

friendly face and someone is there to check on them to make sure they are OK."

Maintaining funding for the program is vital, according to Ronnie Winters, director of the Oklahoma County Senior Nutrition Program.

"We always hear about hungry kids and how important it is for them to have a good, nutritious meal. Feeding hungry seniors is just as important," Winters said. "We feed only a small portion of Oklahoma's seniors with the funding we have available. By providing meals and fitness programs, these people stay healthy and active longer, remaining in their own homes. Ultimately that will save the state money on nursing home and other costs and, more importantly, provides the seniors a better quality of life."





Senior Center  
Moore, Oklahoma

# Child Care Services

Young children whose care is provided by a trained adult in a developmentally appropriate environment have better outcomes and are better prepared to enter school than children left alone or with caregivers who have no basic health and safety training. DHS may intervene when children are in an unsafe environment, left alone, or are in an unlicensed child care setting. Child Care Services (CCS) measures the number and quality level of programs and their capacity in order to evaluate access and choice of care for families.

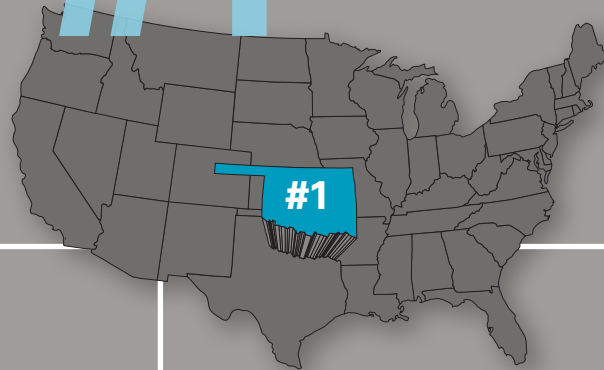




## Child Care Services

# Ranked #1

Oklahoma Child Care Services is **Ranked #1** for standards and oversight of child care homes and **#4** for child care centers.



# 60,663

**60,663** children received subsidized child care so their parents or caregivers could work or go to school.

## Licensed Facilities

# 3,825

Monthly  
Facilities

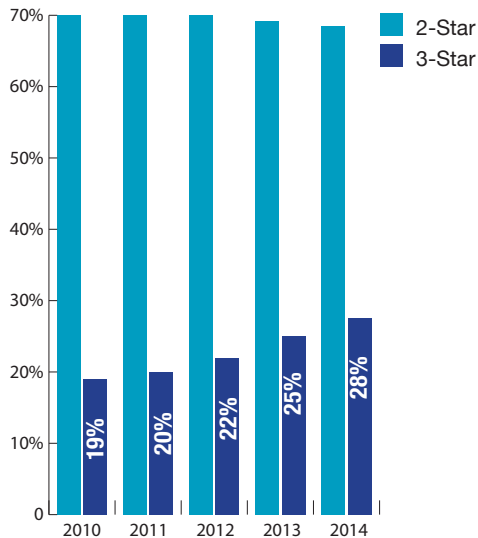
**3,825** child care facilities were licensed each month with a combined average capacity for **131,150** Oklahoma children.

# Child Care Programs

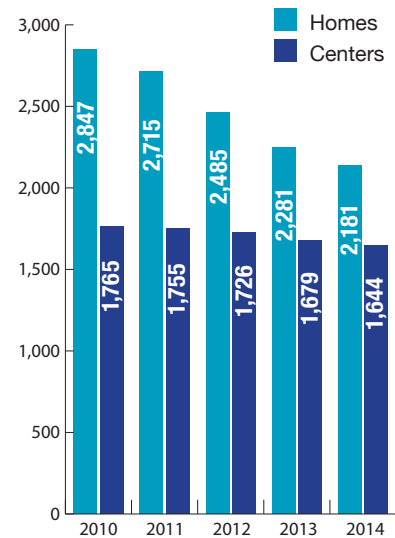
CCS also tracks the use of subsidized care to evaluate the percentage of children enrolled by quality criteria level. The number of child care programs and capacity are based on the changing needs of families and can vary greatly based on the local market.

In SFY 2014, an average of 3,825 child care homes and centers were licensed by CCS each month. These programs accommodated a monthly average of 131,150 children. CCS issued an average of 28 permits per month to new child care program applicants.

**Percent of Children Receiving Child Care Subsidies in 2- and 3-Star Facilities**



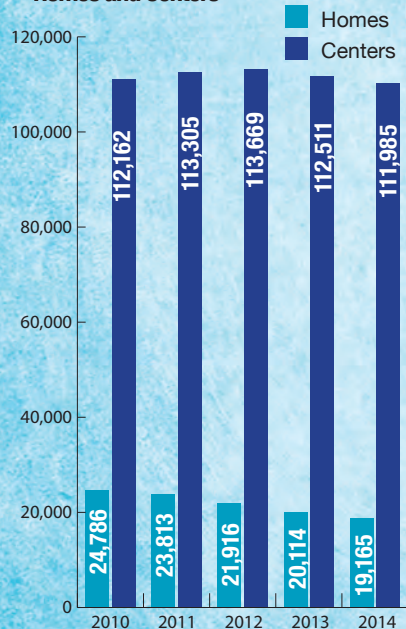
**Monthly Average Facilities for Child Care Homes and Centers**



# Licensing Services

A well-trained licensing staff and regular monitoring visits increase the likelihood of positive outcomes in children's physical, emotional and cognitive development. In addition to monitoring programs a minimum of three times annually for compliance with licensing requirements and Stars quality criteria, licensing specialists investigate complaints and maintain a database for accountability and parent referrals.

Monthly Average Capacity for Child Care Homes and Centers



# Professional Development Registry

CCS maintains the Oklahoma Professional Development Registry to provide valuable information about Oklahoma's early childhood workforce, such as child care professional turnover, number of professionals in the industry, credentials and professional development needs. In addition, the registry improves the process of approving and tracking professional development of child care professionals.

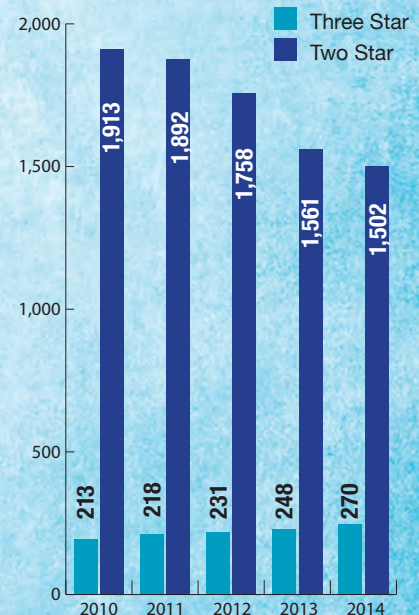
# Reaching for the Stars

Oklahoma was the first state to successfully implement a Quality Rating and Improvement System based on quality criteria and tiered reimbursement. The program, called Reaching for the Stars, helps child care providers succeed in improving child care quality. Licensed programs that meet quality criteria receive a star rating level and higher reimbursement for child care services. There are four levels within the stars program: One Star, One Star Plus, Two Star and Three Star.

# Criminal Background Reviews

Changes to the Oklahoma Child Care Facilities Licensing Act requiring a national criminal history investigation that includes the submission of fingerprints for child care personnel became effective Jan. 1, 2014. The Licensing Records Office processed 11,745 requests for criminal background reviews for the six-month period in SFY 2014. A training DVD and brochure were developed and distributed to assist child care providers with the new process.

**Number of 2- and 3-Star Child Care Facilities as of June 30**









# Child Support Services

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The ultimate goal of Child Support Services (CSS) is healthy families. In healthy families, parents work together to provide an environment where their children are physically, emotionally and financially secure, and they know how to access resources to meet current and future needs. Children benefit most when both of their parents and CSS staff look to their long-term outcomes as the goal. Self-sufficiency not only reduces families' reliance on public assistance, but also achieves better outcomes for the children in those families. To this end, CSS saw numerous accomplishments in SFY 2014.

# Child Support Services

# \$362,470,719



More than **\$362 million** was collected from noncustodial parents in support of their children.

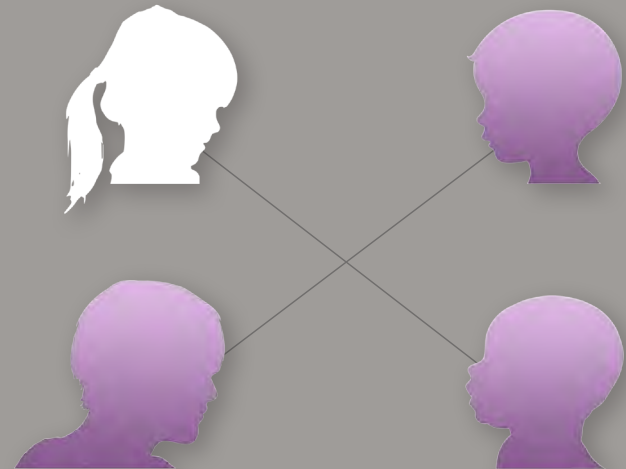
## Children Served

**225,000**  
Children

**225,000** children were served in SFY 2014.

## Children

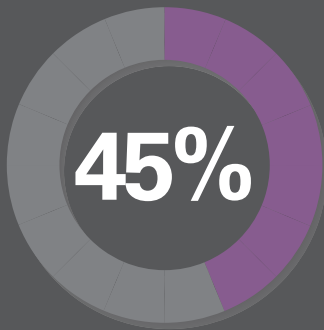
In FFY 2013, child support programs served **17 million** children nationally. That's nearly **1** in every **4** children in the U.S.





#1

Oklahoma was **#1** in the nation for statewide paternity establishment.



Child support represents **45%** of family income for custodial families that receive it.

## Reliable Child Support

CSS makes every effort to recover the cost of welfare benefits previously paid out, working to ensure both parents share financial responsibility for their children. This work reduces the cost of public assistance programs to taxpayers, but obtaining regular and reliable child support payments also benefits by avoiding costs that otherwise might have been incurred.

## Continuous Quality Improvement

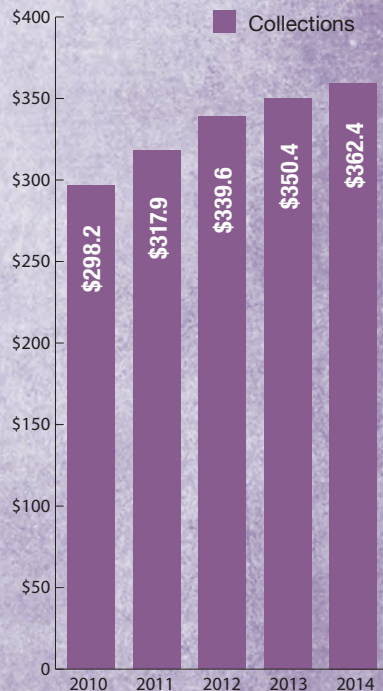
Continuous quality improvement is core to CSS business practices. Predictive analytics, stratification and the Covey Institute's "Four Disciplines of Execution" are applied to achieve consistent excellence across the program, maximizing program efficiency and continuously improving outcomes for our customers.

# Community Outreach

Child support programs are under federal and state obligations to educate the public about the availability and purpose of their work. Over the course of the year, CSS hosted or participated in 389 outreach events across Oklahoma, investing significant time into improving public understanding of the child support program and the importance of regular, reliable child support payments to the health and stability of children and families. Each August is National Child Support Awareness Month, and CSS won the National Child Support Enforcement Association's Outstanding Program Awareness Award for its 2013 awareness month efforts.

In addition to customers, community members and the general public, CSS reaches out to new partners in the private bar, judiciary and legal community by presenting multiple Continuing Legal Education programs tailored for the audience. CSS developed a menu of 15 course offerings for legal partners to choose from, allowing CSS district office attorneys to develop workshops in their local legal communities. These programs cover many of CSS' core laws and processes and explain new CSS business processes relevant to the audience as they go into effect.

Child Support Collections (Millions)



# Court Liaison Program

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The CSS court liaison program (CLP) helps noncustodial parents who experience difficulty paying child support. The CLP's goal is to help noncustodial parents identify the barriers keeping them from paying support and connect them to resources that can help with life and work skills. CLP participants are typically in the program for a year and many have successfully transitioned to meeting their financial responsibilities. Between April 1, 2013, and March 31, 2014, 1,792 noncustodial parents, owing \$35,648,492 in child support, participated in CLP. Many began paying child support after obtaining employment or resolving other barriers. This resulted in child support payments of \$2,568,083 during that 12-month period.

# College Savings Plan

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CSS is exploring a program much like the State of Kansas has to get rid of some of the oldest arrearages owed by noncustodial parents to federal and state governments. With the agreement of the State Treasurer's office, Oklahoma could soon have a program whereby old arrearages owed to the state are whittled down by payments to a 529 College Savings Plan on behalf of the minor child for whom welfare payments had previously been made. As in Kansas, state debt could be removed at the rate of \$2 for each \$1 paid into the savings program, which would then accumulate for the child to use to attend college, a career-tech, or other such institution tax-free. The accumulated savings could not be withdrawn by the parents and would be released to the child if otherwise unused by age 26.

# Payment Allocation

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CSS implemented a change on May 1, 2014, that ensured all of a noncustodial parent's children benefit from payments made. Prior to this change, a noncustodial parent with multiple children, or that parent's employer, could support some children while neglecting others. Now payments are divided among all of a noncustodial parent's cases for current support.

# Ways to Pay

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CSS constantly seeks ways to remove barriers for noncustodial parents to comply with their court-ordered obligations. A significant portion of the CSS caseload operates on a cash-only basis, leaving traditional methods of payment difficult for our customers to access. To improve ease of payment, CSS implemented new options in SFY 2014 that collected more than \$1.2 million in less than one year.

# IRS Fraud Detection System

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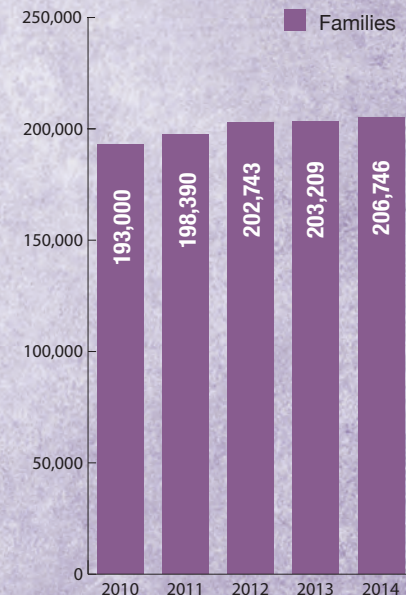
One way CSS collects past-due child support is by intercepting delinquent noncustodial parents' Internal Revenue Service refunds. In 2011, the IRS began experiencing a higher-than-normal level of IRS fraud generated by individuals outside of the child support caseload. CSS implemented an early IRS fraud detection system to protect taxpayers from IRS fraud by monitoring IRS payments for suspicious activity. Without this early monitoring system, the State of Oklahoma and its taxpayers would be responsible for repaying to the IRS any refunds the IRS later determined to be fraudulent. From October 2011 through SFY 2014, the IRS validated \$8.2 million in fraudulent IRS refunds affecting 2,987 cases detected and retained by the CSS early IRS fraud detection system.

# Most Wanted & Missing Parent Program

The hardest part of enforcing many child support orders is locating parents who are completely disengaged from their children. The Oklahoma Child Support Most Wanted and Missing Parent Program led to 22 most wanted arrests and 56 missing parents located in SFY 2014, resulting in \$192,112.61 in child support collections.

Although overall collections have increased, uncollected support is increasing even faster – well over \$2 billion to date. Going forward, CSS will continue working with employers and other community partners to find solutions and better long-term outcomes for the parents with whom we work.

**More Families Benefit from Child Support**  
(Quarterly Average)



# Walter Scott

Walter Scott takes his responsibility as a father very seriously. He lives in Woodward and his kids are in Oklahoma City, so he does not get to see them as often as he would like. But he is working with DHS to catch up on his child support payments. He went to school, learned a trade and life is looking up.

“Life is good as long as you want to make it good,” Scott said. “You have to make an effort. God gives us free will, so I know I have to make my own decisions whether it’s positive or negative; I choose positive.”

Scott says he overcame some big obstacles when he was young — an absent father, an alcoholic mother, and several stints in prison. But his work with DHS helped put him on the path he is traveling today.

“I made it my business to go in that office at least two or three times a week,” he said. “I would pay even if it was just \$30. At least I made an effort because I knew I was still the father and it was my responsibility. I proved to the child support office I was going to keep up my end of the bargain.”

When asked what he thinks about being a DHS success story, Scott lowered his head and smiled.

“It’s not like I’m trying to be a celebrity or anything,” he said, “but I want other guys like myself who may be behind on child support to know there’s no excuse for it. Don’t go up there and start complaining that you can’t make your payments. Yes, you can! I did it! I did it while I was going to school and I did it while I was just doing odd jobs.”

“Now the best part is on weekends when I go to pick up my kids,” Scott said. “They don’t think of me as a deadbeat dad or whatever. They just look at me and say, ‘Dad, I love you.’”









## Child Welfare Services

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Child Welfare Services (CWS) completed year two of a five-year improvement plan aimed at improving outcomes for children and families served by DHS. In order to thrive, children need to be safe and remain with caring and loving families. When a child is found to be unsafe, CWS intervenes to assist the family with making necessary changes. In SFY 2014, DHS received more than 73,000 reports of alleged child maltreatment related to 138,080 children. More than 7,800 of those reports were substantiated, which involved 14,172 children.

# Child Welfare Services



# 138,080

**138,080** children were alleged to be victims of abuse and neglect in SFY 2014.

**14,172** children were confirmed to be victims.

In SFY 2014, **1,269** children were adopted out of the foster care system.

# 1,269

**Children**



And **3,823** children were successfully reunited with their families.

# 3,823

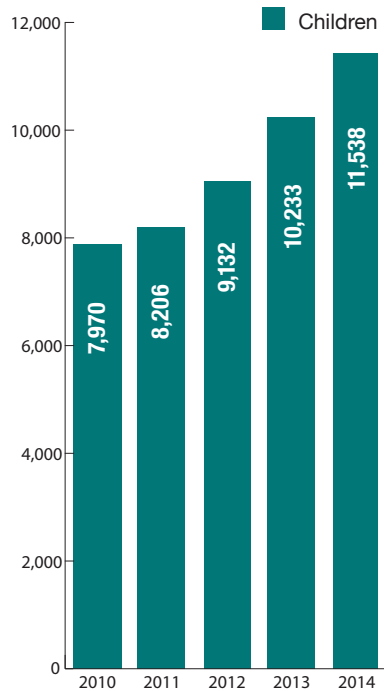
**Children & Families**



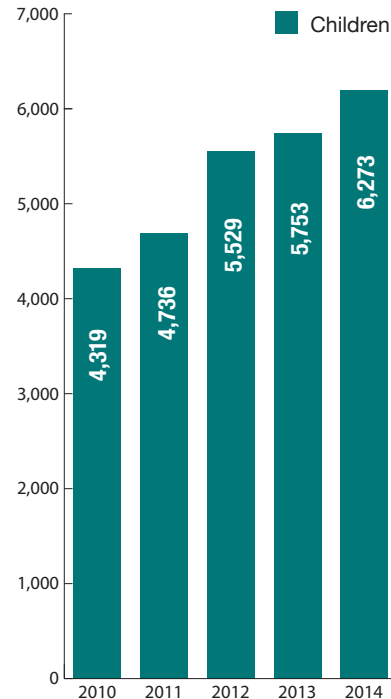
# Foster Families

CWS' goal is to protect children from abuse and neglect. When a child cannot safely remain with his or her parents, a match is made with an appropriate foster family. The foster family may be related to the child, have a previous relationship with the child, or be a nonrelated foster family. Many foster families become the child's adoptive parent or legal guardian if reunification fails.

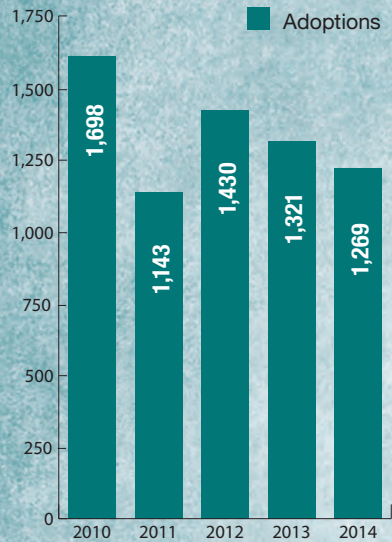
**Children in Out-of-Home Care (at end of year)**



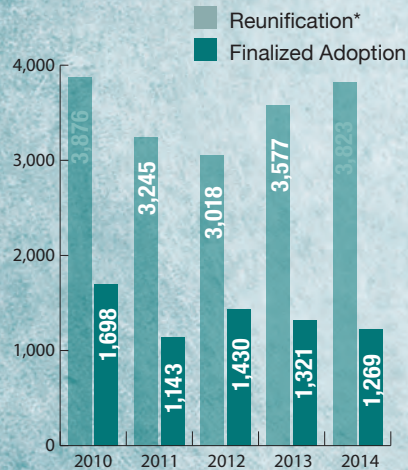
**Children Entering Out-of-Home Care**



## Finalized Adoptions



## Reunification vs. Adoption



\*Includes trial reunification

# Adoptions

In SFY 2014, DHS staff finalized 1,269 adoptions. In a few cases, adoptions do not work out. In SFY 2014, there were six adoption dissolutions (less than 1 percent of finalized adoptions). On average, these dissolved adoptions lasted 74 months.

# High-Quality Service Contracts

DHS contracts for high-quality services throughout the state to support children, youth and families. These services include child abuse prevention services to keep families together, parenting improvement services, sexual abuse counseling services, and community-based services for placements of children such as group homes and therapeutic foster care services. These services support the work with families by the assigned child welfare workers.

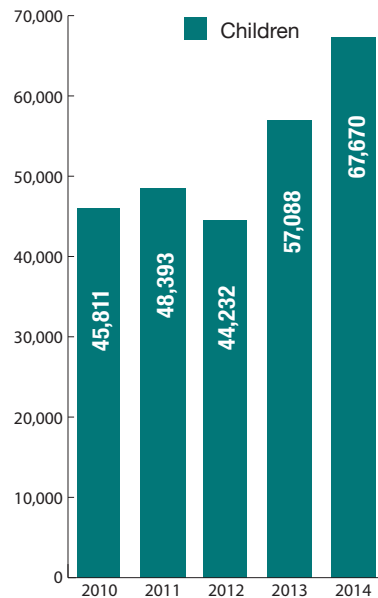
# Out-of-Home Care

Out-of-home care is a term describing all kinds of care offered to children in state custody including foster care, inpatient care, trial adoption, trial family reunification and similar services. DHS has seen a more than 40 percent increase in the number of children in care over the past three years.

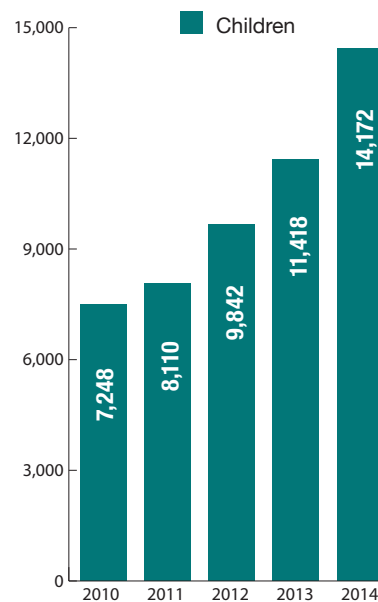
# Child Abuse & Neglect Hotline

DHS manages and maintains a 24-hour, statewide-centralized child abuse and neglect hotline for any person to call and make a report when they have reason to believe a child under 18 years of age is a victim of abuse or neglect. DHS experienced staffing issues with the hotline during this fiscal year, which caused longer wait times for callers. The agency launched several initiatives to improve the hotline including streamlined hiring practices for new staff; allowing callers to leave a name and call-back number instead of holding; and incorporating business improvement practices learned from private call-center experts.

**Children Involved in Investigations**



**Children Involved in Substantiated Investigations**



# Nicole Stevenson

Nicole Stevenson is a child welfare specialist who got more than she bargained for on a recent home inspection.

It was a routine visit that quickly turned ugly when two adults in the home began arguing, quickly escalating into a dangerous situation.

Stevenson knew what she had to do, and pulled the children into a back room for safety while she tried to maintain her composure.

“I knew if I freaked out I would have all these little kids crying and screaming and that probably would have been my breaking point,” Stevenson said. “So I was super calm, I called my supervisor and said, ‘Hey, these people are out in front cussing, yelling, screaming.’ I also knew there were guns in the home.”

According to Stevenson, the children seemed to think the fighting and loud voices were normal. She kept them out of harm’s way and called the police. But inside, she admits she was scared.

“I was looking around and looking for the quickest way we could get out of there,” she said. “There was one tiny window and I thought maybe I could punch that out. I was definitely scared, but I didn’t want those little kids to see that.”

On the other end of the phone line was Stevenson’s supervisor, Meeghan Smith.

“My heart just sank,” Smith said. “I knew my worker was in trouble; she was in a very bad situation. I could hear the children in the background and I

became very concerned. I was very proud of her for not getting upset like most people in that situation would do. She remained calm so the kids wouldn’t get any more nervous than they already were. They were looking for her to protect them, and she did.”

Stevenson’s bravery led to a prestigious commendation from Director Ed Lake. She said what she did really is not much different from what many of her coworkers face on a daily basis. She hopes the public realizes the many good things DHS workers do.

“There are a lot of times where I’m sure people would go hungry and would be in a world of hurt without the work we do,” Stevenson said. “We are there to help them through a crisis or keep them from going off the deep end. I don’t know where a lot of people would be without us.”









# Developmental Disabilities Services

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Developmental Disabilities Services (DDS) partners with federal, state and local agencies, nonprofits and other community-based services to help individuals with developmental disabilities and their families lead safer, healthier, more independent and productive lives.

DDS manages four Medicaid Home and Community-Based Waiver programs for people with intellectual and/or other developmental disabilities. DDS case managers and area staff facilitate and coordinate the state-funded or Medicaid-funded services that are helping many people with developmental disabilities live and work in their communities. Community services support people with developmental disabilities and their families to live in their own homes in cities and towns across the state.

# Developmental Disabilities Services

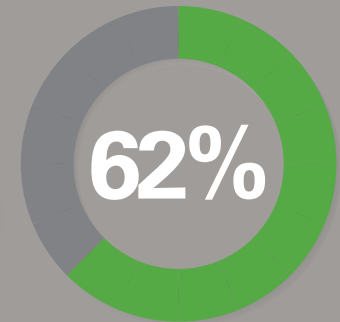
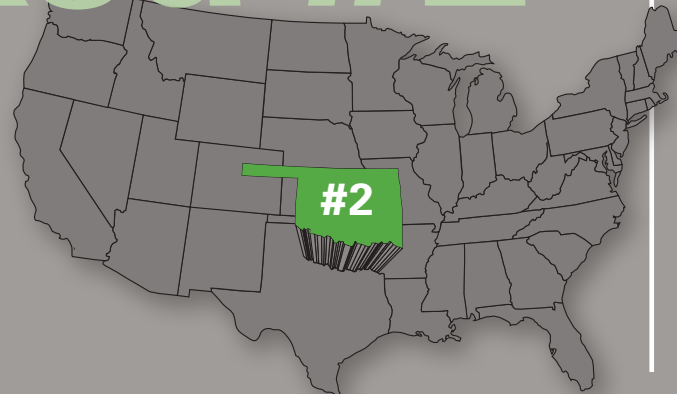
# \$1,000,000



A **\$1 million** appropriation was designated to DDS to serve individuals on the Home and Community-Based Waiver waiting list.

# Ranked #2

Developmental Disabilities Services is **ranked #2** in the nation for individuals with intellectual disabilities who participate in employment.



**62%** of adults served were employed in their communities.

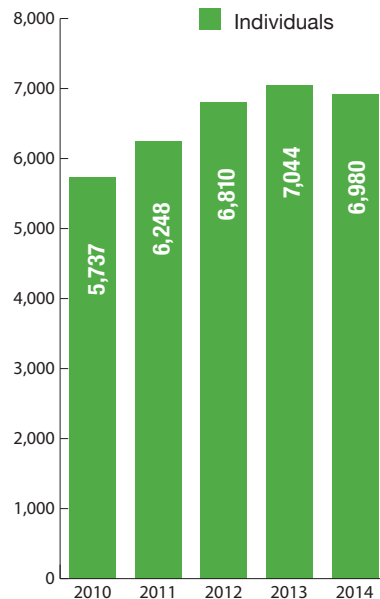
# Resource Centers

DDS continued its phase-down plan to close the Northern Oklahoma Resource Center of Enid (NORCE) and the Southern Oklahoma Resource Center (SORC) in Pauls Valley. At the end of SFY June 2014, only 13 individuals with developmental disabilities remained at NORCE, and only 26 at SORC.

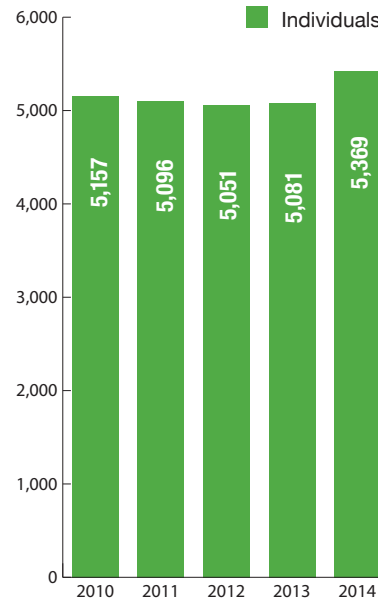
# Annual Conference

Nearly 700 participants attended the 2014 Oklahoma Governor’s Conference on Developmental Disabilities. During the DDS-sponsored event, Gov. Mary Fallin said significant progress has been made as individuals with developmental disabilities transition from NORCE and SORC into their own communities.

**DDS Wait List**



**Individuals Receiving Home- and Community-Based Waiver Services**



# Shelia Johnson

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Shelia Johnson was just 21 years old when she started working for DHS at the Hissom Memorial Center. When Hissom closed, she began working at Tulsa's Navistar IC Bus Plant where she has been instrumental in expanding job opportunities for dozens of individuals with developmental disabilities, as well as supervising nine job coaches.

"I've seen the history of the individuals that I serve," Johnson said. "I worked with some of them at Hissom and I now work with them at the bus plant. When they were at Hissom they couldn't do anything, but now when you meet up with them at the bus plant and you see the stuff that they can do, they are transformed. It's amazing."  
Cindy Cook, vocational program

coordinator with The Bridges Foundation in Tulsa, described Johnson as an amazing woman who always looks out for her clients and what is best for them.

"Coming from a facility where, a lot of times, people are told they'll never do this or that, and to be able to come back and see that person do above and beyond what they were told they would never do is a big deal for her," Cook said. "It means a lot to Shelia to be able to see their successes. I think she takes pride in being a part of their progress and she gives each person the confidence and the strength needed to be able to come to work every day and be proud of it."

Johnson said solid teamwork and good communication with the individuals she serves, and her job coaches, is vital to successfully managing her busy job.

"I'm determined that our clients can do anything if they set their minds to it. And I do mean anything," Johnson said. "Whatever job it is, they can do it and with our help. We'll make sure they can get it done."







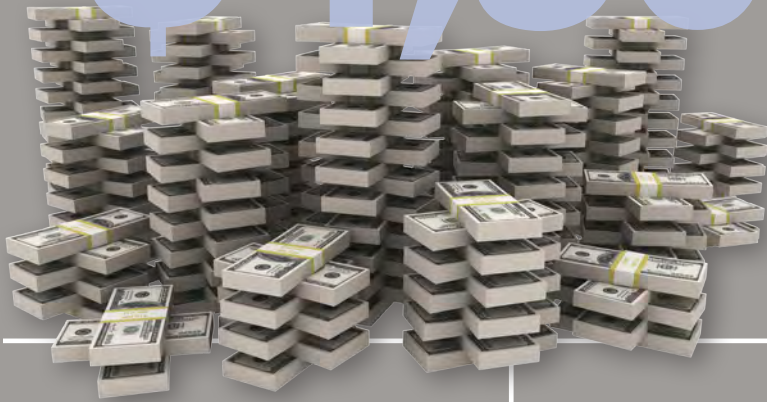


# Office of Inspector General

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The Office of Inspector General oversees and preserves the integrity of DHS programs and services through prevention, detection and prosecution of fraud, waste or abuse by DHS clients, vendors, employees or the public.

# \$4,300,000



**\$4.3 million** in savings to the U.S. Department of Agriculture SNAP program from closed retailer SNAP trafficking investigations.



OIG holds a **100%** accuracy rate in SNAP quality reviews.

## Investigations & Audits

In SFY 2014, there was a **33%** increase in the number of child care investigative and random audits completed.



## Administrative Review Unit

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The Administrative Review Unit had a 100 percent “Federal Agree” rating on USDA Food and Nutrition Services re-reviews for federal fiscal year 2013 and, so far, in FFY 2014. Re-reviews are part of the quality control process to determine error rates.

## Internal Audit Unit

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The Internal Audit Unit began conducting audits into compliance with the Fair Labor Standards Act and plans to continue these audits going forward.

## Security & Emergency Management Unit

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The Security and Emergency Management Unit reviewed 135 office or division plans for continuity of operations to ensure essential operations could continue in an emergency or disaster. The unit is also working to develop and implement a more comprehensive security awareness program for DHS.

## Investigations Unit

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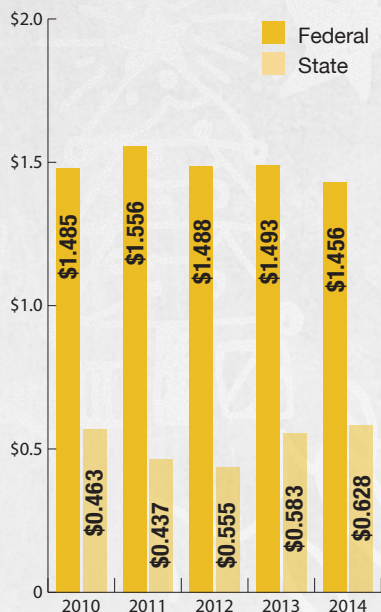
The Investigations Unit is nearing completion of a redesigned investigative case management system. The unit also recently applied for a new SNAP recipient trafficking prevention grant sponsored by the U.S. Department of Agriculture to help implement a more robust trafficking investigation program.

# Accountability

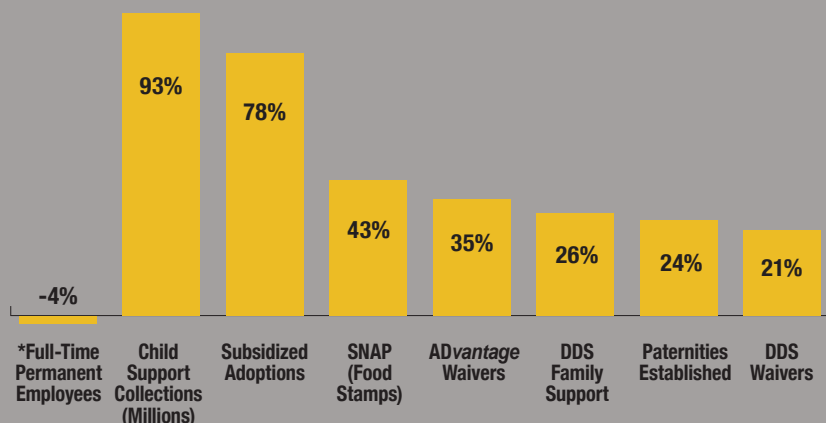
DHS continues to improve operational efficiencies to meet the needs of Oklahomans. There is an increasing number of individuals receiving services with fewer DHS employees. This is accomplished through staff training, automating processes, and identifying process improvements. The aim is to improve timely and accurate delivery of services at the lowest cost.

State and federal monies fund DHS programs. State funds are used to meet federal matching requirements, maintain programs and services, and fund programs that have limited or no federal funding.

DHS Budget (Billions)

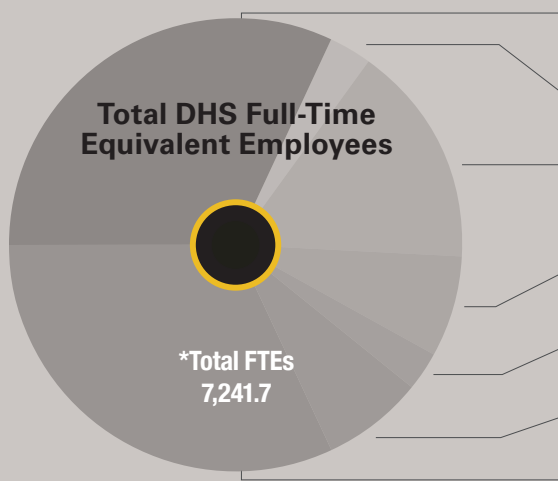


DHS Productivity Gains SFY 2005 vs SFY 2014



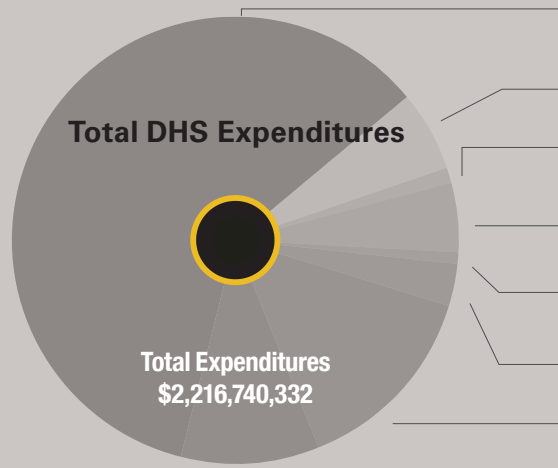
	*Full-Time Permanent Employees	Child Support Collections (Millions)	Subsidized Adoptions	SNAP (Food Stamps)	ADvantage Waivers	DDS Family Support	Paternities Established	DDS Waivers
2005	7,322	\$187.5	7,918	15,771	632,898	16,139	1,735	4,448
2013	6,858	\$350.4	13,706	20,908	889,137	21,184	1,930	5,081
2014	7,017	\$362.2	14,123	21,234	902,554	20,084	2,193	5,369

\*Does not include temporary or part-time employees



32%	Adult and Family Services	2,289.1
2%	Child Care Services	177.6
12%	Developmental Disabilities Services	867.0
7%	Child Support Services	525.3
3%	Aging Services	232.5
8%	Program Support	550.7
36%	Child Welfare Services	2,599.5

\*Includes temporary and part-time employees



58%	Adult and Family Services	\$1,282,038,383
5%	Program Support	\$115,222,486
2%	Other (commodities, construction, etc.)	\$49,409,677
5%	Aging Services	\$121,418,899
1%	Child Care Services	\$20,457,718
3%	Child Support Services	\$59,865,955
15%	Child Welfare Services	\$330,029,296
11%	Developmental Disabilities Services	\$238,297,918

# Statistical Summary

## State Fiscal Years 2013, 2014

Programs	SFY 2014	SFY 2013	Percent Change
<b>DHS Expenditures</b>	<b>\$2,216,740,332</b>	<b>\$2,222,501,157</b>	<b>-0.26%</b>
Authorized Adoption Placements (SFY)	1,464	1,303	12.36%
Adoptions Finalized (SFY)	1,269	1,321	-3.94%
Adoption Subsidies (EOFY)	14,123	13,706	3.04%
Adult Protective Services, Investigations (SFY)	15,010	15,223	-1.40%
Adult Protective Services, Substantiated (SFY)	7,112	7,925	-10.26%
Child Care, Services Provided (MA)	33,322	34,722	-4.03%
Child Care, Licensed Facilities (MA)	3,825	3,960	-3.41%
Child Care, Licensed Capacity (MA)	131,150	132,625	-1.11%
Child Protective Services, Substantiated (SFY)	14,172	11,418	24.12%
Child Support Services, Collections (SFY)	\$362,470,719	\$350,444,358	3.43%
Child Support Services, Cases (QA)	206,746	203,209	1.74%
Child Support Services, Paternities Established (SFY)	20,084	21,184	-5.19%
Developmental Disabilities Persons Served (EOFY)	9,777	9,772	0.05%

<b>Programs</b>	<b>SFY 2014</b>	<b>SFY 2013</b>	<b>Percent Change</b>
Elderly Support Services, AD <i>van</i> tage Meals (SFY)	3,228,709	3,077,065	4.93%
Elderly Support Services, Congregate Meals (SFY)	1,502,655	1,647,789	-8.81%
Elderly Support Services, Home-Delivered Meals (SFY)	1,324,717	1,380,969	-4.07%
Out-of-Home Care (MA)	11,483	10,060	14.15%
State Supplemental, Cases (MA)	89,200	89,234	-0.04%
State Supplemental, Persons (MA)	89,206	89,241	-0.04%
State Supplemental, Expenditures (SFY)	\$38,813,658	\$38,753,511	0.16%
SNAP (Food Stamp), Cases (MA)	284,886	285,375	-0.17%
SNAP (Food Stamp) Program, Persons (MA)	615,412	616,559	-0.19%
SNAP (Food Stamp) Program, Value (SFY)	\$900,724,879	\$957,410,657	-5.92%
TANF, Cases (MA)	7,375	8,218	-10.26%
TANF, Persons (MA)	16,232	18,477	-12.15%
TANF, Expenditures (SFY)	\$17,941,242	\$22,012,330	-18.49%
TANF, Hardships (SFY)	125	114	9.65%

**SFY = State Fiscal Year   MA = Monthly Average   EOFY = End of Fiscal Year   QA= Quarterly Average**

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