



Georgia Department of Human Resources Commissioner B.J. Walker

Joint Appropriations Committee Presentation

January 23, 2009

That was then...

Governor Jimmy Carter created DHR in 1972 as part of sweeping reforms to consolidate state government services. At that time, five state departments were brought together:

- ❑ The Department of Family and Children Services
- ❑ The Board of Children and Youth
- ❑ The Commission on Aging
- ❑ The Department of Public Health (which back then included mental health)
- ❑ The Division of Vocational Rehabilitation.

...this is now

We've helped thousands escape welfare and gain employment.

- Reduced welfare rolls from more than 27,000 in 2004 to under 3,000 today
- Of those people receiving assistance, 68% are in work activities for 30 hours or more every week
- Became the most improved Food Stamp program in the United States and currently ranked #3 in overall program accuracy

...this is now

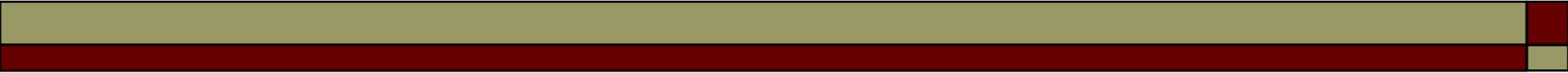
Our child welfare system is stronger.

- 21% decrease in the number of children in foster care and have shorter periods of stay
- Reduced the recurrence of child maltreatment from more than 9% in 2004 to under 3% today - national average is 5.4%
- Reduced foster care re-entry to less than 3% - the national standard is 8.6%.

...this is now

Our mental health system has come a long way.

- Established the first crisis stabilization services for children in Georgia.
- Expanded services for Georgians with developmental disabilities – more than 3,000 additional people receiving services since 2004.
- Rank in the top five in the U.S. for reducing the number of people with developmental disabilities in state-run institutions.



...this is now

We rank #2 in the Southeast for Child Support Services.

- Collected \$675 million in FY2008 for needy families – including \$13 million through a program that helps parents (mostly fathers) find work and pay child support.
- In one year, Georgia moved from 47th to 38th in the U.S. for collecting child support.

...this is now

We've helped make Georgia healthier.

- Since 2003, we've increased HIV Prevention counseling by 15% each year.
- Teenage pregnancy rates declined faster than national average.
- Among the top five states for immunizing children against vaccine-preventable diseases.
- Improved the number of newborns screened from 74% in 2004 to 94% in 2007.
- Consistently outperform majority of southern states on Medicare annual performance reviews of regulatory inspection activities.

...this is now

We've improved older Georgians' quality of life.

- In FY2008, nearly 50,000 older adults received one or more services in their homes & communities.
- In FY2008, the Community Care Services Program had the longest length of the stay in the Program in the Southeast and saved more than \$18,000 per consumer by serving them at home instead of a nursing home.
- In FY2008, the Senior Employment Program had the second highest placement and retention rate in the U.S.

...this is now

Enterprise Initiatives:

- Improved state preparedness to mass dispense drugs and medical supplies in an emergency by over 300%.
- In FFY08, Georgia ranked #1 in the Southeast Region in investigation of fraud in the food stamp program:
 - Number of Intentional Program Violations (IPV) investigated and claims established in the amount of \$7.9M.
 - IPV claim dollars collected in the amount of \$5.2M.

Overview State Funding (w/o attached agencies)

FY2009 Amended & FY2010 Budgets

FY09 Amended and FY10 Budget Strategies

I. Operational Efficiencies:

1. Maximize and Leverage Existing Funding

- Create a separate General Grant-in-Aid program in Public Health to allow for greater flexibility in allocating funds
- Bill third party payors to replace State dollars (e.g., OTP)
- Redesign and refinance programs (e.g., Block Grant used to support methadone program; leverage funding for Maternal and Child Health)
- Preserve Maintenance of Effort and Match (e.g., Aging, etc.)

2. Do No Harm . . . Keep the Wheels on the Bus

- Redirect TANF funding to replace loss of State funding (e.g., RBWO)
- Use attrition and furloughs to manage reductions
- Shift contracted work to DHR staff

3. Re-Design How We Do the Work . . . Do More With The Same – Or Less

- Right-size Child Support Services via Rapid Process Improvement (RPI)

4. Consider Privatization and Consolidation within the Mental Health System – Increase Community Capacity and Build State of the Art Facilities

FY09 Amended and FY10 Budget Strategies

II. Administrative Reductions:

1. **Use of administrative reductions wherever possible to protect services:**
 - Mandatory furlough for all employees at or above Pay Grade 15 (September 08 – June 09)
 - Hold implementation of “new” projects in the FY 09 Appropriated Budget
 - Critical review of all hiring requests
 - Limit non-essential travel for state business including conferences
 - Suspension of all vehicle purchases
2. **Use of zero-based budgeting methodology to prioritize our spending and to identify areas of reductions.**
 - “Must Do’s”: Services required to deliver/provide by State or Federal Law, Grant, Rule, or Regulation
 - “Should Do’s”: Services that extend beyond the minimum requirements of the “Must Do’s”
 - “Nice to Do’s”: Other activities that support your mission but are less critical

Highlights of FY 2009 Amended Budget Reduction - Administration Program

Administration Program Base FY09 Budget **\$185,313,770**
(Total Funding Sources: State, Federal and Other)

Reduction #1: We made the following reductions in spending to respond to unearnable federal and other revenue:

Personal Services (84 positions)	\$(7,167,669)
Regular Operating Expenses	(1,232,778)
Real Estate Rentals	(429,434)
Contracts	<u>(1,657,488)</u>
Total	\$(10,487,369)

Current Administration Program Operating Budget **\$174,826,401**

Reduction #2: The Governor's budget recommendation included an additional \$15.6M reduction which will be implemented as follows:

Statewide Adjustments	\$(6,750,407)
Personal Services (45 positions)	(1,549,287)
Department-wide furloughs	(1,539,745)
Admin Program furlough (March – June)	(922,000)
Transportation Contracts	(860,300)
Regular Operating Expenses	<u>(86,898)</u>
Total State Fund Changes	\$(11,708,637)

Total Federal & Other Changes (3,890,331)

Total Reductions \$(26,086,337)

FY09 Administration Program Operating Budget **\$159,227,433**

Highlights of FY 2009 Amended Budget Reduction - Division of Public Health

FY 09 Current Budget (State Funds)	\$181,411,284
Statewide Reductions	(19,927,645)
All Other Program Reductions	(15,439,877)
Total FY09 Amended Reductions 19.5%	\$(35,367,522)
Staffing	
Eliminate 41 Positions	(2,499,332)
Transfer state funded positions to other fund sources	(1,115,334)
Department Wide Furlough	(375,820)
Supplies & Regular Operating (travel, utilities, supplies, etc.)	(1,064,600)
New Initiatives	(1,145,513)
Helen Keller National Center, Save the Cure, Sickle Cell Bus, Car Beds, Car Seats, YMCA Youth Fit for Life, and Safe House Outreach	
Contracts	(1,592,217)
Tertiary Care, Newborn Screening Follow Up, Hemophilia of Georgia, Diabetes Care Coalition, Prostate Cancer, Emory University & Sickle Cell Treatment	
Efficiencies and Redirects	
Reduction to reflect utilization in the administration of Stroke & Heart Attack Prevention	(916,038)
Rotavirus vaccines cost to a federal fund source	(402,131)
Eliminate Saturday Lab Hours	(335,700)
Other Reductions by Program	
Adolescent and Adult Health Promotion	(122,759)
Emergency Preparedness/Trauma System	(1,100,000)
Infant & Child Essential Health Treatment	(1,344,430)
Infant & Child Health Promotion	(545,069)
Injury Prevention	(106,176)
General Grant-In-Aid (New Program in 2010)	(2,485,000)

Highlights of FY 2009 Amended Budget Reduction - Office of Child Support Services

FY09 Current Budget (State Funds)	\$24,963,922
Statewide Reductions	(704,465)
All Other Reductions	(1,131,100)
Total FY09 Amended Reductions 7.4%	\$(1,835,565)

Staffing

Eliminate 33 Positions	(476,000)
Department-Wide Furlough	(83,100)

Efficiencies and Redirects

Savings by discontinuing call center contract with United Way	(300,000)
Reduce District Attorney contract	(272,000)

Highlights of FY 2009 Amended Budget Reduction - Division of Aging Services

FY09 Current Budget (State Funds)	\$91,512,048
Statewide Reductions	(622,593)
All Other Reductions	(7,871,222)
Total FY09 Amended Reductions 9.3%	\$(8,493,815)

Staffing

Eliminate Positions (4 Positions) (273,089)

Contracts (7,057)

Efficiencies and Redirects

Reflect TCM revenue available (in FY09 only through March) (400,000)

Defer Community Care Service Program rate increase (1,350,227)

Other Reductions by Program

Elder Abuse Investigation and Prevention Program (250,000)

Elder Community Living Services Program (2,908,982)

Elder Support Services Program (2,595,071)

Highlights of FY 2009 Amended Budget Reduction - Division of Family and Children Services

FY09 Current Budget (State Funds)	\$444,504,725
Statewide Reductions	(12,301,354)
All Other Reductions	(32,884,402)
Total FY09 Amended Reductions 10.2%	\$(45,185,756)

Staffing

Eliminate Positions Through Attrition (941 Positions)	(8,787,401)
Department-Wide Furlough	(825,830)
DFCS Furlough	(2,534,666)

New Initiatives

Expansion of Family Violence Shelters	(815,000)
Expansion of Sexual Assault Center	(635,000)

Contracts

(200,000)

Efficiencies and Redirects

Defer Regional Assessment Funding	(560,000)
Reduce Child Placing Agency reimbursement rates	(1,352,236)
Reduce rent funding for 4 new DFCS offices	(673,696)
Out of Home Care	(259,466)

Other Reductions by Program

Child Care Services	(4,241,107)
Out of Home Care (Replace with TANF)	(12,000,000)

Highlights of FY 2009 Amended Budget Reduction - Office of Regulatory Services

FY09 Current Budget (State Funds)	\$8,759,268
Statewide Reductions	(347,392)
All Other Reductions	(577,972)
Total FY09 Amended Reductions 10.6%	\$(925,364)

Staffing

Eliminate 6 Positions	(369,313)
Department-Wide Furlough	(121,300)

Supplies & Regular Operating (travel, utilities, supplies, etc.) (84,159)

Contracts (Fire Marshal) (3,200)

Highlights of FY 2009 Amended Budget Reduction - Division of MHDDAD

FY 09 Current Budget (State Funds)	\$775,138,709
Statewide Reductions	(43,555,077)
All Other Program Reductions	(52,960,720)
Total FY 09 Amended Reductions 12.4%	\$(96,515,797)

Staffing

Eliminate 4 Positions	(425,000)
One-time Refund from the Employee Retirement System (CSBs)	(6,816,313)
Furloughs	(681,800)

Supplies & Regular Operating (travel, utilities, supplies, etc.) (1,763,160)

New Initiatives (14,201,253)

Contracts (4,887,317)

Service Providers, Other Providers, CSBs, Behavioral Health Link, APS-ERO, Other Training Contracts

Efficiencies and Redirects

Child & Adolescent Crisis Stabilization Program	(723,873)
Child & Adolescent Residential Services - stricter enforcement of eligibility guidelines	(2,411,355)
MR Waiver Slots	(1,684,229)
Transition youths from 4 state-operated homes to the community	(1,734,000)
Transition Outdoor Therapeutic Program to fee-for-service	(3,025,468)

Other Reductions by Program

Adult Addictive Diseases	(3,982,197)
Adult Mental Health	(4,867,624)
Child & Adolescent Addictive Diseases	(2,732,131)
Child & Adolescent Mental Health	(3,025,000)

Highlights of FY 2010 Amended Budget Reduction - Administration Program

Administration Program Base FY09 Budget **\$185,313,770**
(Total Funding Sources: State, Federal and Other)

Reduction #1: We made the following reductions in spending to respond to unearnable federal and other revenue:

Personal Services (84 positions)	\$(7,167,669)
Regular Operating Expenses	(1,232,778)
Real Estate Rentals	(429,434)
Contracts	<u>(1,657,488)</u>
Total	\$(10,487,369)

Current Administration Program Operating Budget **\$174,826,401**

Reduction #2: The Governor's budget recommendation included an additional \$15.6M reduction which will be implemented as follows:

Statewide Adjustments	\$(2,953,300)
Personal Services (45 positions)	(2,689,732)
Transportation Contracts	(860,300)
Regular Operating Expenses	(800,000)
Other Contracts	<u>(500,000)</u>
Total State Fund Changes	\$(7,803,332)

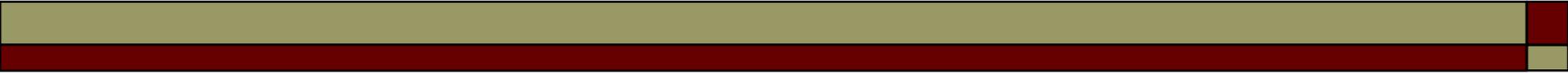
Total Federal & Other Changes (5,030,629)

Total Reductions \$23,321,330

FY10 Administration Program Operating Budget **\$161,992,440**

Highlights of FY 2010 Budget Reduction - Division of Public Health

FY 09 Current Budget (State Funds)	\$181,411,284
Statewide Reductions	(11,478,886)
All Other Program Reductions	(16,587,047)
Total Program Reductions 15.5%	(28,074,933)
Proposed FY 2010 Appropriation (Georgia Trauma Network Commission)	23,000,000
Total FY10 Reductions 2.87%	\$(5,065,933)
<hr/>	
Staffing	
Eliminate 54 Positions	(3,162,132)
Transfer state funded positions to other fund sources	(1,693,864)
Supplies & Regular Operating (travel, utilities, supplies, etc.)	(947,126)
New Initiatives	(1,145,513)
Helen Keller National Center, Save the Cure, Sickle Cell Bus, Car Beds, Car Seats, YMCA Youth Fit for Life, and Safe House Outreach	
Contracts	(1,726,537)
Tertiary Care, Newborn Screening Follow Up, and Hemophilia of Georgia	
Efficiencies and Redirects	
Reduction to reflect utilization in the administration of Stroke & Heart Attack Prevention	(916,038)
Rotavirus vaccines cost to a federal fund source	(402,131)
Eliminate Saturday Lab Hours	(335,700)
Other Reductions by Program	
Adolescent and Adult Health Promotion	(122,759)
Emergency Preparedness/Trauma System	(1,100,000)
Infant & Child Essential Health Treatment	(1,344,430)
Infant & Child Health Promotion	(1,090,137)
Injury Prevention	(250,000)
General Grant-In-Aid (New Program in 2010)	(2,485,000)



Highlights of FY 2010 Budget Reduction - Office of Child Support Services

FY09 Current Budget (State Funds)	\$24,963,922
Statewide Reductions	532,504
All Other Reductions	(1,076,235)
Total FY10 Reductions 2.2%	\$(543,731)

Staffing

Eliminate 34 Positions	(504,235)
------------------------	-----------

Efficiencies and Redirects

Savings by discontinuing call center contract with United Way	(300,000)
---	-----------

Reduce District Attorney contract	(272,000)
-----------------------------------	-----------

Highlights of FY 2010 Budget Reduction - Division of Aging Services

FY09 Current Budget (State Funds)	\$91,512,048
Statewide Reductions	(330,539)
All Other Reductions	(10,067,875)
Total FY10 Reductions 11.4%	\$(10,398,414)

Staffing

Eliminate Positions (4 Positions)	(273,089)
-----------------------------------	-----------

Contracts	(7,057)
------------------	----------------

Efficiencies and Redirects

Fund Community Care Service Program rate increase from DCH provider fees	(1,350,227)
--	-------------

Savings by reflecting FY10 Federal Medical Assistance Percentages (FMAP)	(981,538)
--	-----------

Other Reductions by Program

Elder Abuse Investigation and Prevention Program	(250,000)
--	-----------

Elder Community Living Services Program	(4,610,893)
---	-------------

Elder Support Services Program	(2,595,071)
--------------------------------	-------------

Highlights of FY 2010 Budget Reduction - Division of Family and Children Services

FY09 Current Budget (State Funds)	\$444,504,725
Statewide Reductions	(6,885,992)
All Other Reductions	(46,263,597)
Total FY10 Reductions 12.0%	\$(53,149,589)

Staffing

Eliminate Positions Through Attrition (941 Positions) (14,261,660)

New Initiatives

Expansion of Family Violence Shelters (815,000)

Expansion of Sexual Assault Center (635,000)

Contracts

(200,000)

Efficiencies and Redirects

Defer Regional Assessment Funding (560,000)

Reduce Child Placing Agency reimbursement rates (2,000,000)

Reduce rent funding for 4 new DFCS offices (657,928)

Savings due to more in-home services (4,709,839)

Reduce funding for Room, Board & Watchful Oversight (RBWO) (1,210,980)

Discontinue funding Foster Care Assessments (DeKalb County) (125,000)

Savings by reflecting Federal Medical Assistance Percentage (FMAP) (847,083)

Other Reductions by Program

Child Care Services (4,241,107)

Out of Home Care (16,000,000)

Georgia Department of Human Resources

Slide 24

Highlights of FY 2010 Budget Reduction - Office of Regulatory Services

FY09 Current Budget (State Funds)	\$8,759,268
Statewide Reductions	(187,459)
All Other Reductions	(6,448,018)
Total FY10 Reductions 75.8%	\$(6,635,477)

Staffing

Eliminate 6 Positions	(399,972)
-----------------------	-----------

Supplies & Regular Operating (travel, utilities, supplies, etc.)	(53,500)
---	-----------------

Contracts	(3,200)
------------------	----------------

Assumes the movement of all Healthcare Regulation to DOH	(5,991,346)
---	--------------------

Highlights of FY 2010 Budget Reduction - Division of MHDDAD

FY 09 Current Budget (State Funds)	\$775,138,709
Statewide Reductions	(24,652,544)
All Other Program Reductions	(39,926,133)
Total FY 10 Reductions 8.3%	\$(64,578,677)
<hr/>	
Staffing	
Eliminate 4 Positions	(425,000)
Supplies & Regular Operating (travel, utilities, supplies, etc.)	(1,334,871)
New Initiatives	(8,720,862)
Contracts	(4,848,002)
Service Providers, Other Providers, CSBs, Behavioral Health Link, APS-ERO, Other Training Contracts	
Efficiencies and Redirects	
Savings from adjustments in the Federal Medical Assistance Percentage (FMAP)	(2,794,062)
Savings from the Child & Adolescent Crisis Stabilization Program	(723,873)
MR Waiver Slots - Annualization	2,042,854
Reduction in Child & Adolescent residential services due to stricter enforcement of eligibility guidelines	(2,411,355)
Transition of youths from 4 state-operated homes to the community	(1,734,000)
Transition of Child & Adolescent services in the Outdoor Therapeutic Program to fee-for-service	(4,004,336)
DD Provider Rate Increase / Replace State Funds with Other Funds - New Provider Fees	(863,724)
Other Reductions by Program	
Adult Addictive Diseases	(4,310,810)
Adult Mental Health	(4,040,961)
Child & Adolescent Addictive Diseases	(2,732,131)
Child & Adolescent Mental Health	(3,025,000)

Key Initiatives

Reaching Out to Customers

MHDDAD

Georgia Crisis and Access Line (GCAL)

1-800-715-4225

Georgia Crisis and Access Line: Service Accessibility

- **A toll-free, 24/7 hot line that provides access to behavioral health services**
- **Consolidated funding from 25 hot lines**
- **Qualities of the new system:**
 - Consistent, efficient, and accountable
 - Quality personal interaction and engagement
 - Direct linkage to appointments and active tracking of referrals
 - High volume: 286,471 calls in FY08 with an average response time at 26 seconds
 - Accurate data to guide planning for new services

Julie's Story:

12-year-old Julie sat home alone, anxious and depressed. She considered ending her life. Instead, Julie called GCAL and spoke with GCAL staffer Emeka who stayed on the line for over an hour until Julie's parents could be contacted. Julie agreed to engage in treatment and was given an urgent appointment the next day with her choice of provider.

Georgia Crisis and Access Line: Accomplishments

In 2007:

- ❑ Featured in the inaugural Commission on Accreditation of Rehabilitation Facilities Promising Practices Newsletter
- ❑ Crisis Center Community Service Award at the first SAMHSA sponsored crisis conference

In 2008:

- ❑ Partnered with Georgia Public Broadcasting to answer viewer calls during the airing of “Depression: Out of the Shadows”
- ❑ Council of State Government's Innovation & Transferability Award
- ❑ Featured as cover story on the national magazine, State News

Faster, Friendlier, Easier Customer Service

Office of Child Support Services
Same-Day Service

Same-Day Service

- Reduced application process from 71 days to same-day
- Accomplished with existing resources
- Results in FY08:
 - GA improved nationally from 47th to 38th in current support
 - Payors reminded 10 days prior to first payment due, which increased timely payments by 11%
 - 13,000 more families receiving child support on regular basis

National Honor

Received National 2008 OCSE Commissioner's Award for High Performance

A Mom's Story:

"I appreciate the same day service I received. I came in with the appropriate documents and all of my needs were met that day."

A New Level of Customer Service

Office of Child Support Services
Statewide Virtual Call Center

Statewide Virtual Call Center

- Only virtual child support call center in U.S.
- Provides first call resolution
- Serves as back-up call center during emergencies
- Results:
 - Handles 2 million calls per year
 - Automated voice system receives 1 million calls per month
 - Cost savings of virtual call center- \$1 million

National Honor

Received National 2008 OCSE Commissioner's Award for Exemplary Customer Service

State Honors

Received 2007 and 2008 Governor's Commendation for Excellence in Customer Service

One System of Care

Grandparents raising Grandchildren (GrG)

GrG: One System of Care

- ❑ A cohesive DHR entry point for grandparents raising grandchildren
- ❑ Fewer children enter foster care
- ❑ More grandparents involved in wellness activities
- ❑ Child support payments properly redirected

Grandma C.

Ms. C's grandson has lived with her for several years without support from either parent. OCSS located money that was posted on an Electronic Payment Card that was issued to the child's mother. Arrangements were made to transfer the substantial balance on the card and any future payments to Grandma C.

GrG Service Provision: SFY 2007 & 2008

- More than 42,000 Served
- DFCS:
 - 25,932 received MSP = \$86,648
 - 398 received CRISP payments = \$1,034,800
- DAS:
 - Over 250 wellness programs
 - 297 families received respite
- OCSS:
 - \$75,212 re-directed child support payments

Working Smarter with Better Applications

IT Services

Georgia SHINES

- SHINES is the comprehensive, automated child welfare system
- Statewide system rollout was completed in June 2008 – on time and on budget
- With SHINES we have the ability to:
 - Know the exact location of a child at any time
 - Have the history of the child and family available statewide
 - Have a centralized resource directory to enable better placement decisions
 - Have statewide access to data for leadership
 - Ensure payment is made to the right resource for the right service at the right time
 - Support the case manager to make the right decision and ensure accountability

SHINES Status:

- Over 3,500 staff using the system and 20,000 cases are updated each week.

Quote from a County Director:

“SHINES is going to be beneficial to case management staff by expediting the case management process. It’s user-friendly and will save time.”

New Self-Service Tool: COMPASS

- ❑ Online Application for Food Stamp Benefits
- ❑ Available 24/7 via any internet connection
- ❑ Reduces calls, travel times and office wait times to 30 minutes or less for the client
- ❑ Currently offers online screening, application and referral tool for other DHR applications including:
 - Aging, TANF, Medicaid, Child Care, WIC
- ❑ Offers more efficiency and productivity for the case manager to focus on case work as opposed to data entry
- ❑ Website: <http://www.compass.ga.gov>

Customer Testimonials:

“Very user friendly, easy to read, easy to navigate...”

“I was very happy to be able to complete my application online. It was a very cold morning and I was dreading standing in the cold to apply for assistance. Thank you for the online application.”

“Application was very easy. All you need to do is read carefully and you should have no problem.”

COMPASS Success

Development and Design

- Completed on time and on budget

Status

- 5,000 online applications submitted in less than three months for Food Stamp Benefits
- Over 8,000 online screenings

Future

- Plans to include other services offered by DHR in future phases

COMPASS statistics: As of 1/18/09

Total Food Stamp applications: 5,128

Screening: Summary of Completed Applications

No. of Completed Applications 8,227

Screening: Summary of Programs Referred

Aging Services:	699
Child Care:	1,001
Child Support:	374
Energy Assistance (LIHEAP):	1,800
Food Stamp Benefits:	4,471
Medicaid:	2,724
Mental Health Services:	345
Substance Abuse Services:	43
Emergency Food Assistance (TEFAP):	1,432
TANF:	289
Women, Infant & Children (WIC):	958

Child Welfare System Transformation

DFCS

Pathways to Positive Permanency

- \$1.2 million partnership with nationally renowned non-profit Casey Family Programs (CFP) of Seattle, WA. CFP's largest program investment in the Southeast, US
- The essence of the partnership is a "Permanency Roundtable" on 400 individual cases primarily in Fulton and DeKalb.
- Goal is to identify and break through barriers to achieve permanency (emotional, behavioral, and high risk factors).
- Staffed by local staff, national experts, service providers, and other child welfare professionals. These teams work with the case manager to develop and implement innovative case plans.
- Lessons learned from the "Permanency Roundtables" will be used to strengthen overall case practice statewide.