



# **Effectively Manage Resources**

**Field Operations  
General Administration  
Volunteers**

# Field Operations



## Purpose

The Field Operations staff directly and indirectly support the delivery of the department's protective, case management, and basic support services and provider support services.

## Who Is Helped

In SFY17, DHS Field Operations employees served the following individuals and families:

### Abuse Assessment:

- 56,462 calls to the abuse hotline were handled of which 33,437 were complaints of abuse that were accepted for onsite assessment.
- 48,975 children and dependent adults were assessed for abuse.

### Child Welfare Case Management:

- Almost 40,000 children and their families who are at risk or who experienced abuse were served.
- 10,610 adopted children with special needs are eligible for financial support.

Eligibility services for Medicaid, FA, FIP and CCA were provided to enable low-income lowans access to health care, food, basic supports, and child care:

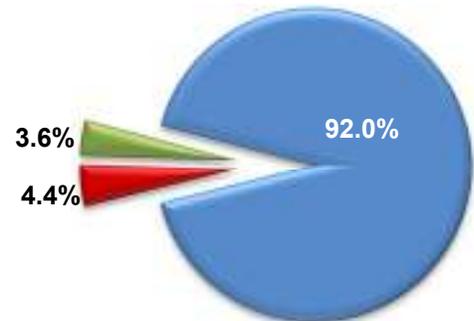
- 603,717 individuals received Medicaid, Iowa Health and Wellness Plan, and Family Planning waiver.
- 372,850 individuals received food assistance.
- 23,998 individuals and their families received FIP cash assistance.
- 23,890 children, as of June 30, 2017, were receiving child care assistance, which supports working parents.

Child care, foster families, nursing and other health care facilities were supported:

- 1,512 licensed child care centers were visited.
- 2,898 registered and 733 unregistered child care development homes were registered or monitored.
- 608,729 payments to child care providers were processed.
- 11,148 record checks were done for individuals seeking work in nursing facilities and other health care facilities.

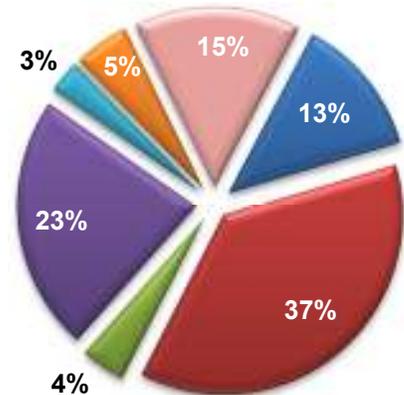
## Services by DHS Field Operations SFY17

- Abuse Investigations (4.4%)
- Services to Families - Social Work (3.6%)
- Income Maintenance (92.0%)



## Field Staffing by Classification

- Abuse Assess (13%)
- IM Work (37%)
- Management (4%)
- Social Work (23%)
- IM Supervisor (3%)
- SW Supervisor (5%)
- Support (15%)



- ✓ *About 34 percent of all assessments yield a finding of abuse, meaning there is a need for child welfare case management.*
- ✓ *Approximately 24,000 more lowans are expected to require services from DHS between SFY17 and SFY19, primarily in Medicaid programs.*
- ✓ *85 percent of the providers that bill DHS for CCA do so through the provider portal.*

## Services By the Five Service Areas

Five Field Service Areas deliver the following basic services.  
At the start of SFY17, 1,238 employees were located in 42 full time county offices.

**Protective Services:** 177 Social Worker 3 (SW3) staff assure child and dependent adult assessments are performed when abuse is alleged.

- Each assessment worker has 12 to 14 new assessments each month. The assessments must be completed within 20 business days.
- National standards call for no more than 10 to 12 new assessments per month.

### **A day in the life of a protective worker consists of:**

- Reviewing newly received child abuse intakes and, if needed, calling the reporter.
- Observing the child, sometimes within 1 hour or within 24 hours.
- Interviewing the child, parents, and others who may have knowledge of the case.
- Consulting supervisor regarding a safety plan for the family.
- Reviewing police and medical reports on other cases.
- Doing narratives and entering the data into computer system.
- Consulting with county attorney and attending court.
- Reviewing and providing information for appeals and attending appeal hearings.
- Finalizing a child abuse report and submitting to supervisor for approval.

**Child Welfare (CW) Case Management** for Children and Families: 338 Social Worker 2 (SW2) staff provide case management services.

- A CW Social Work Case Manager has 29-34 children and families for whom they are responsible. That is about double the Child Welfare League of America recommended caseload.

### **A day in the life of a CW case manager consists of:**

- Identifying child and parent needs.
- Developing case plans with families and service providers.
- Reviewing progress towards goals.
- Meeting with or talking with providers.
- Visiting a child and the family.
- Consulting with County Attorney on status of case.
- Writing court reports.
- Consulting with supervisor.
- Attending Juvenile Court hearings.
- Documenting the day's activities in the various case narratives.
- Reviewing and providing information for appeals and attending appeal hearings.

**Eligibility services** for Medicaid, FA, and FIP recipients. 433 IM staff perform eligibility activities for Medicaid, FA and FIP services.

- An IM worker is responsible for an average of 895 cases or families or roughly 1,842 individuals.
- In a usual day, an IM worker will complete and process nine new applications or review of existing cases to determine eligibility for FA, Medicaid, and FIP.

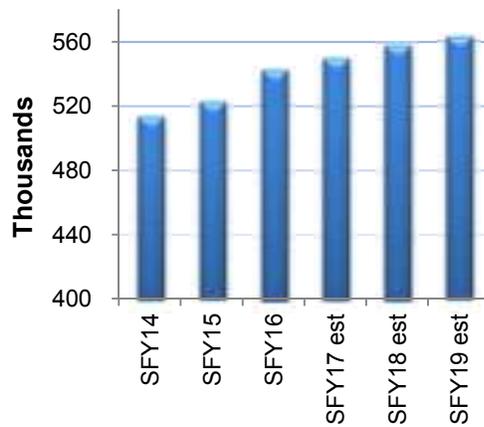
**A day in the life of an IM worker may consist of:**

- Review all of the required eligibility information for completeness.
- Perform look-ups in at least 7 different data bases to verify citizenship, income and other information.
- Conduct client interviews as required.
- Make referrals to other agencies for services as appropriate.
- Update information in the IABC.
- Reviewing and providing information for appeals and attending appeal hearings.

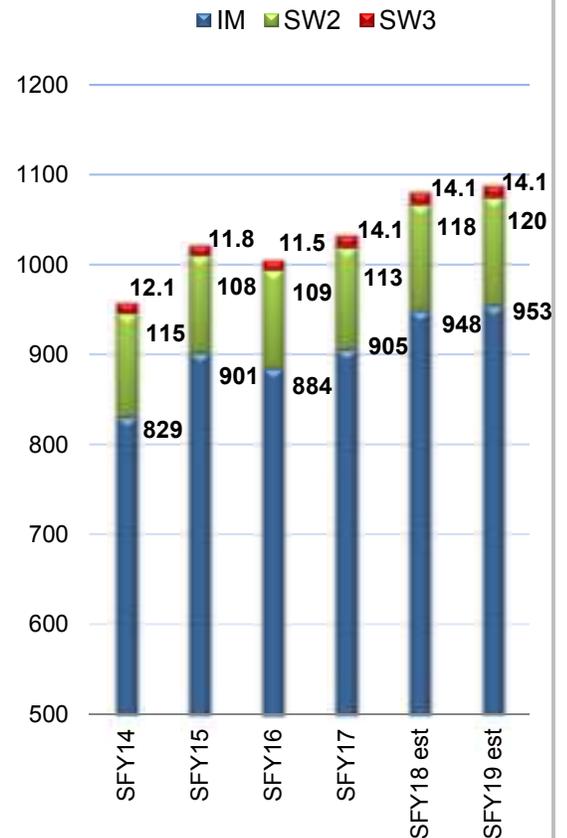
Other Service Area Staff include: 76 SW Supervisors who provide clinical consultation and approve all child abuse findings and case plans. 32 IM Supervisors who provide eligibility and case consultation to IM staff. 29 support staff, on average, in each Service Area to support the Social Work and IM staff. There are approximately 7 staff per service area provide administrative support and oversight of the statewide Service Area staff and service delivery.

Field Services include the Bureau of Refugee Services. The primary function of this 16-person unit is to assist refugees in securing employment. Services include: employment-readiness assessments, working with potential employers, referrals to community support services, and transportation. The caseload averages about 40 cases per worker. Success is measured regarding amount of pay, rate of retention for at least 90 days, degree of health insurance coverage, and ability to leave public welfare assistance programs (FIP). Funding is a blend of federal funds, competitive grants, and PROMISE JOBS funds. At least 30,000 refugees have settled in Iowa since the resettlement program began in 1975.

**Average Monthly Cases**



**Cases Per Worker**

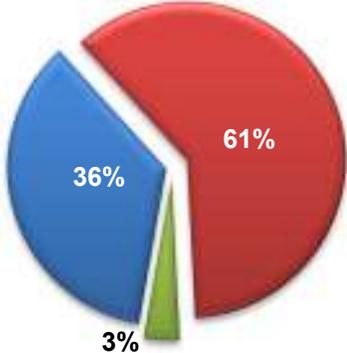


**Projections of workloads for all Field Staff:**

- The services delivered by line staff are measured using the number of cases supported by a single worker or “cases per worker.” Cases typically include families with slightly over two individuals. A caseload measure is used because many of the functions that are performed for a family or household are only performed one time and do not need to be repeated for each individual receiving services.

Based on the projected number of persons to be served by a program, the cases per worker are calculated.

<p><b>Services by the Centralized Service Unit</b></p>	<p>The Centralized Service Area has nine specialized units. At the beginning of SFY17, there were 236 staff in the Centralized Service Area, located primarily in Des Moines and Council Bluffs.</p> <ul style="list-style-type: none"> <li>• <b>Service Intake Unit:</b> 29 staff accept reports of abuse by the public, determine the cases that meet child abuse criteria and refer the assessment to the appropriate Service Area.</li> <li>• <b>Child Care Unit:</b> 68 staff determine eligibility for child care assistance, handle billing, and registration.</li> <li>• <b>Centralized Facility Eligibility Unit:</b> 26 staff determine Medicaid eligibility for individuals in nursing homes.</li> <li>• <b>IM Customer Service Center:</b> 59 staff receive and address reported changes in client eligibility information.</li> <li>• <b>Child Care Licensure Unit:</b> 13 staff conduct on-site licensure visits of and investigate complaints in 1,500 child care centers.</li> <li>• <b>Title IV-E Unit:</b> 20 staff determine eligibility for federal IV-E funding and Medicaid eligibility for children in foster and adoptive care to maximize federal financial participation.</li> <li>• <b>Integrated Claims Recovery Unit:</b> 13 staff will investigate, establish claims and recoup money, for fraud and overpayments in assistance programs.</li> <li>• <b>Interstate Compact:</b> 3 staff oversee the movement of children in the child welfare and juvenile justice systems between states.</li> <li>• <b>Central Abuse Registry:</b> 5 staff respond to inquiries of the Central Abuse Registries and perform record check evaluations for employers and citizens.</li> </ul>	
<p><b>Services by Field Support</b></p>	<p><b>Field Support:</b> 35 staff review and respond to client/family case inquiries; provide Help Desk support to front line staff (e.g. case consultation and IT support); and monitor and provide assistance to improve field performance.</p>	
<p><b>Goals &amp; Strategies</b></p>	<p>Goal: Improve Safety, Well-Being, and Permanency for Iowa's Children. Strategies:</p> <ul style="list-style-type: none"> <li>• Victims of alleged abuse will be seen timely</li> <li>• Focus on best practice to assure children receive effective and timely services.</li> </ul> <p>Goal: Improve Iowa's Health and Employment and Economic Security. Strategies:</p> <ul style="list-style-type: none"> <li>• Provide timely and accurate Medicaid eligibility for Medicaid, FA, FIP and CCA</li> </ul> <p>Goal: Provide Quality Child Care Services. Strategies:</p> <ul style="list-style-type: none"> <li>• Process CCA payments timely</li> <li>• Conduct annual CC licensure visits on all child care centers</li> </ul>	<p>Results across SFY16-SFY17:</p> <ul style="list-style-type: none"> <li>• 97.3 percent of assessment reports met timeliness requirements.</li> <li>• 87.2 percent of children are safe from re-abuse.</li> <li>• Although states are no longer ranked nationally on timeliness of adoption, DHS finalized over 70 percent of adoptions within 24 months of a child's removal from home for the past two state fiscal years.</li> <li>• On average, 7,368 monthly medical applications are processed within 31.8 days of receipt.</li> <li>• Processed 894264 Medicaid nursing facility applications, review and case actions annually.</li> <li>• Iowa Food Assistance accuracy rates have reached 96 percent.</li> <li>• 99.0 percent of child care claims are paid timely.</li> </ul>

	<p>Goal: Effectively Manage Resources and Prevent Fraud and Abuse.</p> <p>Strategies:</p> <ul style="list-style-type: none"> <li>• Maintain current IV-E eligibility penetration rates</li> <li>• Implement Integrated Claims Recovery Unit (ICRU)</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent of child care centers were visited annually.</li> <li>• SFY17 Iowa earned \$55.2 million in federal IV-E match for foster care and adoption costs which lowered the need for general funds.</li> <li>• SFY17, the Integrated Claims Recovery Unit established over \$2.2 million in claims related to inaccurate or fraudulently claimed benefits.</li> </ul>
	<p>✓ <i>The work on the new eligibility system will continue to streamline IM work by enabling more accurate and timely eligibility determinations and providing an effective way to identify potential fraud and abuse.</i></p>	
<p><b>Cost of Services</b></p>		<p><i>Less than 2 ½ cents of each dollar in the DHS budget is spent on Field Operations -- the staff who provide protective, case management, eligibility determinations, and key provider support functions.</i></p>
	<p>✓ <i>94 percent of the SFY17 Field Operations expense was staffing costs; the remaining six percent supports operational expenses for staff travel, office supplies, depreciation, DAS fees, annual technology licensure costs, State Auditor costs, and technology replacement.</i></p>	
<p><b>Funding Sources</b></p>	<p>Field Operations is funded by state general funds and a blend of federal funds including Title IV-B, Title IV-E, Title XIX, Food Assistance, TANF, CCDF, and SSBG.</p> <p>The SFY 18 total budget is \$136,597,824</p> <ul style="list-style-type: none"> <li>• \$48.5 million state general fund.</li> <li>• \$83.2 million is federal funds.</li> <li>• \$4.9 million is other funds.</li> </ul>	<p><b>SFY18 Funding</b></p> <ul style="list-style-type: none"> <li>■ State General Fund (36%)</li> <li>■ Federal (61%)</li> <li>■ Other Funding (3%)</li> </ul> 
<p><b>SFY19 Budget Drivers</b></p>	<p>This request includes \$590,082 to replace one-time funds from the Child Care Facility Fund appropriated in SFY18 that will not be available in SFY19.</p>	

## Legal Basis

### **Federal:**

- Title IV-A and Title IV-B of the Social Security Act
- Code of Federal Regulations: 42 CFR 435.403, 435.906, and 435.908; § 431.50; 7 CFR 273.2(a)-(c)
- Sec. 422.42 U.S.C. 622

### **State:**

- Iowa Code Chapters 217.42-44, 234.12, 235A.14, 235B, 239B, and 249A.3
- Iowa Administrative Code, 441 IAC 1.4(17A) and 441 IAC 65.2(234)

# General Administration



<p><b>Purpose</b></p>	<p>The General Administration appropriation funds the administrative support and oversight staff of the Department. The General Administration team is responsible for fiduciary oversight for the approximate \$6 billion budget and for program compliance and integrity for all state and federally funded programs administered by the Department.</p>	
<p><b>Who Is Helped</b></p>	<p>The current staff of 260 employees provides leadership, management, and support for the delivery of quality human services to more than 1,025,680 unduplicated individuals/families.</p> <p>4,094 budgeted Field, CSRU, Facility and program staff responsible for actual delivery of service rely on General Administration for policy and technical expertise, support, and oversight.</p> <p>Over 94 percent of the \$6 billion DHS budget is paid to vendors, providers, and lowans in the form of provider claims, service &amp; goods payments, and program benefits.</p>	
<p><b>Services</b></p>	<p>General Administration is organized into seven divisions, as well as the Director's office. The divisions include:</p> <ul style="list-style-type: none"> <li>• Iowa Medicaid Enterprise</li> <li>• Mental Health and Disability Services</li> <li>• Adult, Children, and Family Services</li> <li>• Field Operations - Child Support Recovery Unit</li> <li>• Data Management</li> <li>• Fiscal Management</li> <li>• Policy Coordination</li> </ul> <p>General Administration staff:</p> <ul style="list-style-type: none"> <li>• Design or update programs/service requirements to comply with state and federal law.</li> <li>• Implement key services through DHS staff in the field or facilities or via community providers.</li> <li>• Develop, monitor, and account for the budgets under more than 75 active appropriations, funds, and federal funding sources.</li> <li>• Maintain and update web-based and mainframe-based applications and network connection points to support DHS offices in all 99 counties.</li> <li>• Oversee direct service delivery by Field, CSRU, and six facilities.</li> </ul>	

**IME:** 40 staff are responsible for the Medicaid, Iowa Health and Wellness Plan, and CHIP/*hawk-i* budgets, which includes oversight of \$90 million in medical contracts and \$5 billion in provider payments annually.

**MHDS:** 18 staff are responsible for the MHDS Regional Services implementation, oversight of the 6 DHS facilities, accreditation of more than 220 community providers annually, administrative oversight of DHS Targeted Case Management, and monitoring of 183 contracts with an annual operating budget of over \$106 million.

**ACFS:** 56 staff are responsible for policy and state/federal compliance for FA, FIP, PROMISE JOBS, CCA, Child Abuse, and CFS programs and nearly \$1 billion in contracts for basic services, CCA, and CFS.

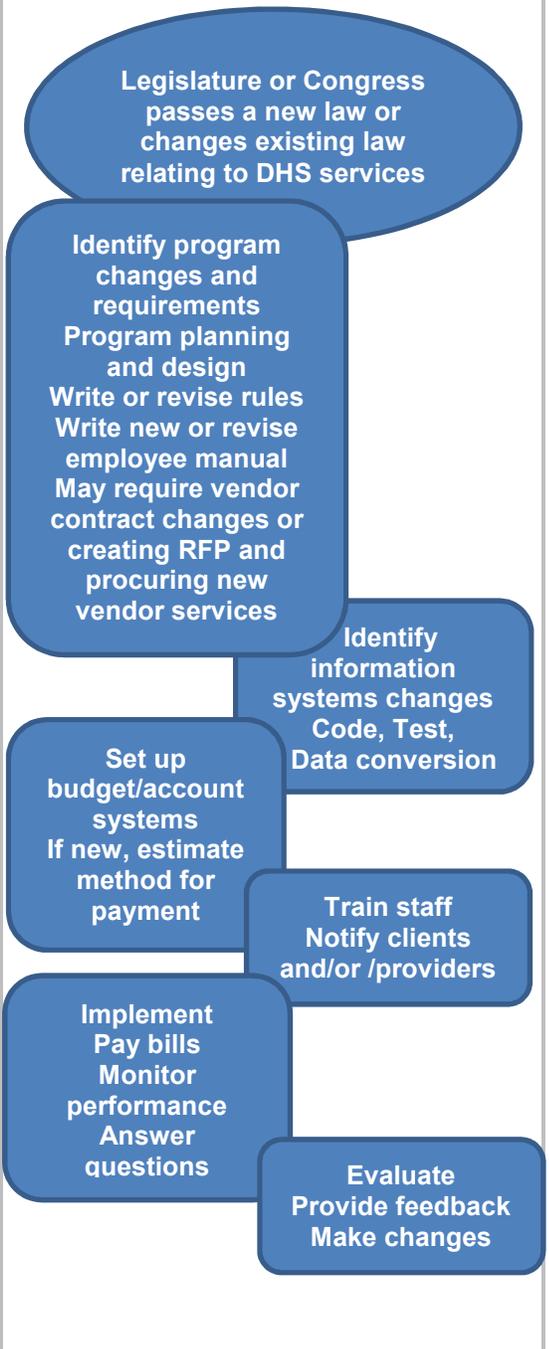
**Field:** 26 staff are responsible for oversight of all field operations, abuse registries, record check evaluations for all employee applicants for Iowa health care facilities and DHS staff, interstate compact on placement of children, help desks for case consultation and advice, and quality improvement (Lean Business Process Improvement).

**DDM:** 131 staff (66) and contractors (65) support 83 information systems, 369 application servers, 5800 computers, and 9 network firewalls for DHS offices across the state; technical support for VoIP services; response to 21,256 annual technical help desk inquiries; and Information Security Privacy oversight and support to ensure DHS systems and data security are maintained in accordance with all state and federal laws.

**Fiscal:** 40 staff budget, monitor, and account for a \$6 billion budget; process approximately 34,000 claims for payment to vendors and employee travel reimbursement; provide oversight for over 150,000 payments to clients and providers; provide service contract support for 1,521 DHS service contracts; coordinate all state/federal financial and program audits; manage the Department's federal cost allocation plan; and submit more than 175 required federal reports annually. Fiscal administration also provides agency human resources oversight.

**Bureau of Policy Coordination:** 8 staff manage the appeals and exceptions to policy process in collaboration with the Attorney General's office and the Department of Inspections and Appeals. The Bureau also manages the development and implementation of administrative rules for the Department, written translations, and provides public policy information as requested.

**A complex chain of events is initiated by DHS General Administration when the Legislature or Congress passes a new law or changes existing law.**



**These activities occur simultaneous with management of more than 120 current programs.**

	<ul style="list-style-type: none"> <li>✓ <i>General administrative staff comprise less than 6 percent of total DHS staff.</i></li> <li>✓ <i>Fiscal Management is responsible for a \$6 billion budget, including over \$4 billion in federal and other funding from many different funding sources.</i></li> </ul>	
<p><b>Goals &amp; Strategies</b></p>	<p>Goal: Effectively Manage Resources</p> <p>Strategies:</p> <p>Implementation of State and Federal Law</p> <ul style="list-style-type: none"> <li>• Implement state and federal law accurately and timely</li> <li>• Assure program design and delivery are efficient and effective</li> <li>• Ensure program integrity</li> </ul> <p>Effective Budget Management</p> <ul style="list-style-type: none"> <li>• Ensure cost management consistent with available resources</li> <li>• Sustain or improve Federal Financial Participation</li> </ul> <p>Customer Service</p> <ul style="list-style-type: none"> <li>• Pay providers timely</li> <li>• Respond timely to client/provider appeals</li> <li>• Respond timely the inquiries from stakeholders including the Legislature and the public</li> </ul> <p>Resource Management</p> <ul style="list-style-type: none"> <li>• Implement new ELIAS eligibility system and new MIDAS IME payment system</li> </ul>	<p>In SFY17:</p> <ul style="list-style-type: none"> <li>• Overall DHS expenditures included nearly \$4 billion in federal funding which accounts for well over half of all expenditures.</li> <li>• DHS processed 75 percent of vendor payments within 45 days.</li> <li>• DHS processed 8,992 appeals and 1,366 exceptions to policy.</li> <li>• DHS processed changes to more than 233 forms, brochures, pamphlets, and reference cards.</li> <li>• DHS processed changes to more than 3,135 pages in more than 86 employee manual submissions.</li> <li>• DHS processed 313 pages of administrative rule changes in 41 administrative rule submissions.</li> <li>• DHS processed 454,026 words in 678 documents for translation into 41 distinct languages.</li> <li>• DHS prepared over 2,000 responses to stakeholders including Legislators, Congressional delegates, constituents, FOIA-open record requests, and others.</li> <li>• The DHS website <a href="https://dhs.iowa.gov/">https://dhs.iowa.gov/</a> -- with more than 22 thousand subscribers -- received over 5.8 million page views by nearly 990 thousand users. Of those users, more than 44% were new users.</li> <li>• Staff ensure program oversight and monitor managed care organization performance to ensure members receive necessary services and providers receive appropriate and timely payment.</li> </ul>
<p><b>Cost of Services</b></p>	<p>Accounting for less than 1 percent of the total DHS budget, General Administration provides the foundation and infrastructure for the management and efficient delivery of the state's human services programs.</p>	<div style="display: flex; align-items: center;">  <div style="margin-left: 10px;"> <p><i>Since SFY11, less than One Cent of each dollar in the total DHS budget is allocated to General Administration.</i></p> </div> </div> <ul style="list-style-type: none"> <li>✓ <i>Between SFY11 and SFY18, the General Administration budget has been less than 0.90 percent of the total DHS budget. The SFY19 General Administration budget request is just 0.80 percent of the total budget.</i></li> <li>✓ <i>The general administration team is also responsible for cost management efforts across the Department's programs and services. These efforts recognize the goals</i></li> </ul>

	<p><i>of a predictable and sustainable budget while supporting the Department's efforts to provide to help individuals and families achieve safe, stable, self-sufficient, and healthy lives.</i></p>	
<p><b>Funding Sources</b></p>	<p>General Administration is funded by state general funds and federal funds, including a match via federal financial participation, Title IV-B, Social Services Block Grant and TANF (Temporary Assistance for Needy Families).</p> <p>The total budget for SFY18 is \$48,136,806:</p> <ul style="list-style-type: none"> <li>• \$30,168,880 (63 percent) is federal funding</li> <li>• \$17,967,926 (37 percent) is state general fund</li> </ul>	<p><b>SFY18Funding</b></p> <ul style="list-style-type: none"> <li>■ Federal (63%)</li> <li>■ State (37%)</li> </ul> <p>A pie chart titled 'SFY18Funding' showing the distribution of funding. The chart is divided into two segments: a larger blue segment representing Federal funding at 63%, and a smaller red segment representing State funding at 37%. A legend above the chart identifies the colors: blue for Federal (63%) and red for State (37%).</p>
	<p>✓ <i>General Administration manages the Department's federal cost allocation plan to ensure compliance with federal requirements while maximizing federal funding available to the state for human services programs.</i></p> <p>✓ <i>Federal financial participation and specified funding from selected program appropriations help fund the administrative needs of the department.</i></p>	
<p><b>Legal Basis</b></p>	<p><b>State:</b> Iowa Administrative Code, 441 IAC 11.11(1)(a)</p>	

# Volunteers



<b>Purpose</b>	The Volunteer Services Program enhances the delivery of services to lowans in need.	
<b>Who Is Helped</b>	<p>Volunteers, under the supervision of paid staff, assist in providing compassionate and caring service far beyond the services which could be provided by staff alone.</p> <p>Department volunteers supplement paid staff rather than replacing staff. This staff-volunteer team approach results in extended services to clients and is an essential component in the broad delivery of services.</p> <p>More than 5,900 people volunteered their services to DHS in SFY17. The number of lowans served by volunteers in SFY17 included:</p> <ul style="list-style-type: none"> <li>• Children: 5,258.</li> <li>• Adults under age 60: 5,554.</li> <li>• Adults 60 and over: 3,381</li> </ul>	<p style="text-align: center;"><b>People Served by Volunteers in SFY17</b></p> <ul style="list-style-type: none"> <li>■ Children (39%)</li> <li>■ Adults &lt;60 years (38%)</li> <li>■ Seniors (23%)</li> </ul>
	<ul style="list-style-type: none"> <li>✓ <i>Volunteers donate from 3 to 40+ hours per week throughout the year.</i></li> <li>✓ <i>12 individuals and 1 group of DHS volunteers received a Governor's Volunteer Award in 2017.</i></li> </ul>	
<b>Services</b>	<p>There were 101,882 total hours of volunteer service in SFY17. On average, 498 volunteers provided 17 hours of service per month. Service types include:</p> <ul style="list-style-type: none"> <li>• Direct service to clients/residents.</li> <li>• Indirect service, such as clerical assistance.</li> </ul> <p>In SFY17, one contractor chose to discontinue services which caused an initial drop in the number of clients served. Funds have been reallocated to a larger contractor and additional capacity added. Levels of service are expected to rise slightly during SFY18.</p>	<p style="text-align: center;"><b>Services in SFY17</b></p> <ul style="list-style-type: none"> <li>■ Individual Direct Service (82%)</li> <li>■ Individual Indirect Service (18%)</li> </ul>
<b>Goals &amp; Strategies</b>	<p>Goal: Utilize volunteers to supplement client service and relieve frontline staff. Simplify reporting to improve accuracy and limit administrative duties</p>	<p>Results: An increase in volunteer hours began in SFY14. An emphasis is being placed on the utilization of volunteers along with simplification of the reporting requirements.</p>
<b>Cost of Services</b>	<p>The average annual cost to recruit, coordinate, and support a single volunteer is \$25.</p> <ul style="list-style-type: none"> <li>✓ <i>If volunteers were paid at the base level of a clerk position, about \$11 per hour, the department cost would have been \$1,120,697 in SFY17.</i></li> </ul>	

<p><b>Funding Sources</b></p>	<p>The Volunteers program is funded by state dollars and federal funds, including the Social Services Block Grant.</p> <p>The status quo budget for SFY18 is \$148,123:</p> <ul style="list-style-type: none"> <li>• \$63,437 (42.8 percent) is federal funding</li> <li>• \$84,686 (57.2 percent) is state general fund</li> </ul>	<p><b>SFY18 Funding</b></p> <p>■ State (57%) ■ Federal (43%)</p> <p>A pie chart titled 'SFY18 Funding' showing the distribution of funding. The chart is divided into two segments: a larger blue segment representing State funding at 57%, and a smaller red segment representing Federal funding at 43%. A legend above the chart identifies the colors: a blue square for State (57%) and a red square for Federal (43%).</p>
<p><b>Legal Basis</b></p>	<p><b>Federal:</b></p> <ul style="list-style-type: none"> <li>• Domestic Volunteer Service Act of 1973(42 U.S.C. 4950 et seq),</li> <li>• 42 U.S. Code, Chapter 66</li> </ul> <p><b>State:</b></p> <ul style="list-style-type: none"> <li>• Iowa Code, Chapter 217.13</li> <li>• Iowa Administrative Code, 441 IAC 12</li> </ul>	