

## 2012 Key Priorities & Strategies

The Ohio Department of Job and Family Services (ODJFS) develops and supervises the state's public assistance, workforce and unemployment programs, adult protective services, child support, and child welfare programs. ODJFS also administers Ohio's Medicaid program. ODJFS strategies ensure the most efficient, effective delivery of services and programs through seamless alignment with, and support of, the Governor's Priorities.

ODJFS Strategy	Status Update
<b>ODJFS PRIORITY 1 - GROWING JOBS - Promote job growth in Ohio.</b>	
<p><b>Implement a One-Stop Pilot Program with the Department of Rehabilitation and Corrections (DRC).</b></p> <p>Summary: Realign the working relationship between JFS One-Stop staff, DRC and ex-offenders by providing continuity in employment assistance, training, and support services before and after offenders' release. Recognizing that ex-offender veterans have specialized transitional needs, ODJFS will also work with DRC and the Department of Veterans Services to coordinate a comprehensive re-entry plan for this population.</p>	<p>Office: OWD Partner(s): DRC As of Date: 11/05/2012 % Complete: 75.00% Target Type: Long-term Target Date: Dec 2012</p> <p style="text-align: right;">Status </p>
<p><b>Meet the MBE spending thresholds.</b></p> <p>Summary: Meet or exceed the mandate of allocating 15% of select contracts to Minority Business Enterprises (MBE). Actions will be taken to build an internal infrastructure to support the state of Ohio's commitment to encourage, nurture and support the growth of minority businesses, foster their development, and increase the number of qualified competitors in the marketplace.</p>	<p>Office: OLAS Partner(s): All ODJFS Offices As of Date: 11/6/2012 % Complete: 0.42% Target: 15% of MBE Eligible Contracts Target Date: SFY 2013 Past Target Date(s):SFY 2012</p> <p style="text-align: right;">Status </p>
<p><b>Meet the EDGE spending thresholds.</b></p> <p>Summary: Meet or exceed the mandate of allocating 5% of our contracts for Encouraging Diversity, Growth &amp; Equity (EDGE) contracts. Actions will be taken to build an internal infrastructure to support the state of Ohio's commitment to encourage, nurture and support the growth of minority businesses, foster their development, and increase the number of qualified competitors in the marketplace.</p>	<p>Office: OLAS Partner(s): All ODJFS Offices As of Date: 11/6/2012 % Complete: 6.05% Target: 5% Target Date: 6/30/2013 Past Target Date(s):6/30/2012</p> <p style="text-align: right;">Status </p>
<p><b>Improve the Work Opportunity Tax Credit (WOTC) certification program by moving from a self-service File Transfer Protocol (FTP) based electronic program to a web portal.</b></p> <p>Summary: WOTC is a federal tax credit that encourages employers to hire nine categories of job seekers who have "barriers to employment," including veterans, public assistance recipients, individuals with disabilities and ex-offenders. Automating and improving the electronic infrastructure will make it easier for employers to apply for the tax credit and reduce the processing time and manual workload at ODJFS.</p>	<p>Office: OWD As of Date: 11/05/2012 % Complete: 98.00% Target Type: Short-term Target Date: Dec 2012 Past Target Date(s):Apr 2012</p> <p style="text-align: right;">Status </p>

**ODJFS PRIORITY 2 - CUTTING GOVERNMENT BUREAUCRACY - Continuously evaluate and improve organizational structure, policies, procedures and processes to meet customer needs.**

**Hearing and Appeals Tracking System (HATS X)**

Summary: The purpose of this project is to modernize HATS, which is a workflow system to capture and track documents associated with the appeals process for ODJFS benefits.

Office: OLAS  
 Partner(s): OIS  
 As of Date: 10/31/2012  
 % Complete: 4.00%  
 Target Type: Mid-Term  
 Target Date: TBD - New Baseline  
 Past Target Date(s):7/2011, 10/2011, 7/2012

Status 

**Implement a child care inspection protocol to focus resources on programs most in need of technical assistance and monitoring and most at risk of continual non-compliance.**

Summary: Use available resources (staff and integrated data/IT systems) in the most efficient and effective manner to meet mutual goals for child care licensing and Step Up to Quality. Policy implemented September 29, 2011. Business requirements have been developed to identify system change requirements, as well as short-term manual processes in lieu of automation. Software and automation are expected to be completed by late spring.

Office: OFA  
 As of Date: 11/13/2012  
 % Complete: 90.00%  
 Target Type: Short-Term  
 Target Date: Sept 2012  
 Past Target Date(s):Jun 2012

Status 

**Improve the regulatory and quality systems for early care and education providers.**

Summary: Build a new licensing system that will track on-site compliance visits, compliance materials and licensing applications, and that will allow specialists from both the Ohio Department of Education (ODE) and ODJFS to minimize paper files and tracking. Included in the system will be child care centers, Type A providers and, for the first time, Type B providers. This system will also include compliance information for Ohio's Quality Rating and Improvement System, merging two existing systems and allowing ODE to use the new system.

Office: OFA  
 Partner(s): ODE  
 As of Date: 11/13/2012  
 % Complete: 10.00%  
 Target Type: Long-term  
 Target Date: Dec 2014

Status 

**Review and restructure the process for providing technical assistance to local public and private child welfare agencies.**

Summary: Process is on target; a plan for team rollout & expansion has been completed and approved by senior managers. A guide for team initiation has been developed as a support. Team members have received access to an updated documentation system & have agreed to a consistent description of items to be documented. Training plan for new teams is next. Counties & stakeholders continue to report positive impressions.

Office: OFC  
 Partner(s): OIS  
 As of Date: 11/13/2012  
 % Complete: 95.00%  
 Target Type: Short-term  
 Target Date: Dec 2012

Status 

**ODJFS PRIORITY 2 - CUTTING GOVERNMENT BUREAUCRACY - Continuously evaluate and improve organizational structure, policies, procedures and processes to meet customer needs.**

**Enhance the Surveillance and Utilization Review Section (SURS) data mining and limited review strategies to improve detection of possible Medicaid fraud.**

Summary: Anticipated outcomes include the identification and referral of Medicaid providers that have suspicious patterns of Medicaid reimbursement to the Medicaid Fraud Control Unit (MFCU) of the Attorney General's Office. The outcomes will be measured by (1) the number of fraud referrals to MFCU, (2) the number of fraud referrals, as a percentage, that is accepted by MFCU for further review, (3) the number of fraud referrals, as a percentage, that were referred by SURS, and and then result in the conviction of a Medicaid provider, and (4) the dollar amount due ODJFS on court-ordered restitutions based on convictions of Medicaid providers referred by SURS.

Office: OMA  
 Partner(s): OFMS, AOS, AG  
 As of Date: 11/13/2012  
 % Complete: 33.00%  
 Target Date: Dec 2012

Status  


**Implement a new Surveillance and Utilization Review Section (SURS) tracking database.**

Summary: SURS is a federally mandated auditing unit charged with detecting Medicaid provider overpayments and fraud. ODJFS will implement a new SURS tracking database to track auditor activity to increase the efficiency and effectiveness of this process.

Office: OMA  
 As of Date: 11/13/2012  
 % Complete: 85.00%  
 Target Type: Mid-Term  
 Target Date: Dec 2013  
 Past Target Date(s): Oct 2012

Status  


**Transition some JFS fiscal vouchers to Ohio's Shared Services program.**

Summary: Evaluate the segment of JFS vouchers that can best transition to Ohio's Shared Services and determine how the Bureau of Accounting can align staff to support this effort. The segment will be limited to maintenance vouchers, which includes personal services, contracts, supplies and equipment.

Office: OFMS  
 Partner(s): OBM  
 As of Date: 11/13/2012  
 % Complete: 90.00%  
 Target Date: Dec 2012

Status  


**Increase and maintain federal reimbursement funds.**

Summary: Contract with a vendor to provide revenue management services focusing on increasing federal reimbursement funds for Ohio. The contract fee will be structured contingent on the successful production of additional federal revenues for the state.

Office: OFMS  
 Partner(s): OLAS  
 As of Date: 11/13/2012  
 % Complete: 10.00%  
 Target Type: Mid-Term  
 Target Date: July 31, 2013  
 Past Target Date(s): Aug 2012

Status  


**ODJFS PRIORITY 2 - CUTTING GOVERNMENT BUREAUCRACY - Continuously evaluate and improve organizational structure, policies, procedures and processes to meet customer needs.**

**Expand the Cost Allocation Plan Information System (CAPIS) to include state budget information.**

Summary: ODJFS will (1) expand CAPIS data elements to include both federal grant and state account information and (2) develop the capability of the Administrative Cost Report (ACR) to provide both federal and state budget reporting concurrently in order to tie expenditures reported federally back to the Appropriation Line Item (ALI). This completes the coding string and allows expenditures to be aligned with the ALI and not just the applicable grant in CAPIS.

Office: OFMS  
 As of Date: 11/13/2012  
 % Complete: 60.00%  
 Target Type: Mid-Term  
 Target Date: Dec 2012



**Develop and implement a Child Support document generation system. (DGS)**

Summary: This new system will allow Child Support staff to create and modify forms/notices, manage data and document-driven activities, and allow local agencies to create county-specific documents with access to case data, removing the need for data entry.

Office: OCS  
 Partner(s): OIS  
 As of Date: 11/13/2012  
 % Complete: 59.00%  
 Target Type: Mid-Term  
 Target Date: Mar 2013  
 Past Target Date(s): Jun 2012



**Develop and implement a document imaging and case management system for county JFS agencies.**

Summary: This system will help streamline county administrative case management processes and business operations to reduce costs and improve public service efficiencies.

Office: OFA  
 Partner(s): OIS  
 As of Date: 9/12/2012  
 % Complete: 50.00%  
 Target Type: Long-Term  
 Target Date: Dec 2012



**Increase recovery of unemployment insurance payments by implementing the Treasury Offset Program (TOP) in preparation for 2013 tax season.**

Summary: The Office of Unemployment Compensation (OUC) will work in cooperation with multiple federal and state agencies, including the US Treasury, the IRS and Ohio's Attorney General, on the planning, coordination and implementation of the TOP program. It is anticipated that the TOP program will be in place for the 2013 tax season.

Office: OUC  
 Partner(s): AG  
 As of Date: 11/06/12  
 % Complete: 20.00%  
 Target Type: Long-Term  
 Target Date: Mar 2013  
 Past Target Date(s): Jan 2013



**ODJFS PRIORITY 3 - IMPROVING CUSTOMER SERVICE & ACCESS TO INFORMATION/SERVICES - Customers/clients in need of temporary assistance will receive access to information and services in a timely manner.**

**SCO (South Central Ohio) JFS**

Summary: The purpose of this project is the consolidation of system functions for CRISe, SETS, and later Child Care program functions for Ross, Vinton, and Hocking counties. This will allow these counties to function as a single county.

Office: OFA, OFC, OCS  
 Partner(s): OIS  
 As of Date: 9/12/2012  
 % Complete: 5.00%  
 Target Date: 1/1/2013  
 Past Target Date(s):10/1/2012

Status 

**OHP - OH Integrated Care Delivery System (ICDS) For Duals**

Summary: Establish an Integrated Care Delivery System (ICDS) to coordinate physical, behavioral, long-term care, and social benefits for Ohioans who are most at risk of poor health outcomes. Ohio is pursuing a Medicare/Medicaid Managed Care program (Duals).

Office: OMA  
 Partner(s): OIS  
 As of Date: 11/13/2012  
 % Complete: 15.00%  
 Target Date: 6/1/2013  
 Past Target Date(s):4/1/2013

Status 

**Improve the timeliness of state hearings.**

Summary: To decrease the backlog and increase the timeliness of state hearings, the Bureau of State Hearings will add staff; streamline the end-to-end hearings process; and implement the Hearing and Appeals Tracking System II (HATS II), a new enhanced computer system.

Office: OLAS  
 As of Date: 10/31/2012  
 % Complete: 79.32%  
 Target: 90%  
 Target Type: Long-term 90% by  
 Target Date: Dec 2012  
 Past Target Date(s):Dec 2011

Status 

**Enhance the Child Support Customer Service Web Portal. Phase III**

Summary: Enhancements include improvements to the user registration process, development of a county worker screen view to help answer customer questions, implementation of an interactive message center, and the ability of customers to submit updates.

Office: OCS  
 Partner(s): OIS  
 As of Date: 11/13/2012  
 % Complete: 15.00%  
 Target Type: Short-Term  
 Target Date: Jan 2013

Status 

**Enhance the Child Support Enforcement Tracking System (SETS) to improve the ability to locate noncustodial parents.**

Summary: This computer system tracks case information to collect and distribute child support funds. The enhancements will make it easier for case workers to locate noncustodial parents. This initiative is currently in system testing and will be implemented in the near future.

Office: OCS  
 Partner(s): OIS  
 As of Date: 11/13/2012  
 % Complete: 95.00%  
 Target Type: Short-Term  
 Target Date: Oct 2012  
 Past Target Date(s):Jun 2012, Sep 2012

Status 

**ODJFS PRIORITY 3 - IMPROVING CUSTOMER SERVICE & ACCESS TO INFORMATION/SERVICES - Customers/clients in need of temporary assistance will receive access to information and services in a timely manner.**

**Enhance the Statewide Automated Child Welfare Information System (SACWIS) to improve performance and better support local child welfare business needs.**

Summary: Reporting will be improved, band width will be increased, and training will be offered regionally rather than at a central office.

Office: OFC  
 As of Date: 11/13/2012  
 % Complete: 75.00%  
 Target Type: Long-Term  
 Target Date: Spring 2013



**Improve child safety in foster care settings.**

Summary: Conduct an exit interview with every child in care each time there is a placement change. Evaluate current training curriculums, including abuse prevention, to ensure that foster and adoptive parents and case workers are educated about sexual predators and abuse.

Office: OFC  
 As of Date: 11/13/2012  
 % Complete: 60.00%  
 Target Type: Short-Term  
 Target Date: Dec 2012  
 Past Target Date(s):Aug 2012



**Expand the number of counties implementing Differential Response.**

Summary: Ohio legislation passed in June 2011 established a statewide Differential Response System with two pathways for responding to accepted reports of child maltreatment - Alternative Response and Traditional Response. Counties will be phased-in to provide support as they transition to Differential Response, with statewide implementation by June 2014. As of April 2012, 40 counties have implemented the Differential Response System.

Office: OFC  
 As of Date: 11/13/2012  
 % Complete: 50.00%  
 Target Type: Long-term  
 Target Date: 2014



**Improve the identification and collection of Supplemental Nutrition Assistance Program overpayments and fraud.**

Summary: Decrease fraud by eliminating the backlog of administrative disqualification hearings and remaining current with new hearings. Analyze multiple card issuances to determine reason for duplicates. Initiate contract amendment with Affiliated Computer Services, Inc., for enhanced reporting on multiple card issuances. Develop a data-mining strategy to search for profiles, indicators and misuse. Cross-match recipient card usage with federal data on suspended retail stores.

Office: OFA  
 Partner(s): OFMS  
 As of Date: 11/13/2012  
 % Complete: 92.00%  
 Target Type: Short-Term  
 Target Date: Mar 2013  
 Past Target Date(s):Jul 2012



**Decrease the Disability Determinations backlog.**

Summary: A multi-pronged strategy is being implemented in phases to decrease the backlog. Physician reviewers were given 24/7 physical access to case files and documentation. The number of physicians and intermittent nurses available to review cases has been doubled. Policy changes were implemented to decrease the number of county deferrals from three to two. In addition, an RFP for case development will also greatly enhance the program's performance.

\* A new data collection process was implemented that captures an earlier date of application. This has caused a slight dip to 40% in November 8, 2012.

Office: OMA  
 As of Date: 11/13/2012  
 % Complete: 40.00%  
 Target: Decrease Backlog to <90 days  
 Target Type: Mid-Term  
 Target Date: Apr 2013  
 Past Target Date(s):Dec 2011



**ODJFS PRIORITY 3 - IMPROVING CUSTOMER SERVICE & ACCESS TO INFORMATION/SERVICES - Customers/clients in need of temporary assistance will receive access to information and services in a timely manner.**

**Develop and implement a common telephone service for the state and county JFS network.**

Summary: ODJFS will develop a process for obtaining and installing VoIP services for both county and state JFS operations. This process will allow for a common telephone service throughout the ODJFS network, which will simplify operations and maintenance. The buying power of ODJFS will be leveraged to obtain a contract, which could also include local agencies. Once the installation is complete, ODJFS will support the VoIP system, which will be integrated into the ODJFS network. Eventually, a newer and more cost-effective suite of Cisco services and hardware will be used.

Office: OIS  
 As of Date: 11/13/2012  
 % Complete: 45.00%  
 Target Type: Mid-Term  
 Target Date: Mar 2013



**Update the Medicaid Information Technology System (MITS) code set to reflect new federal requirements for International Classification of Diseases, 10th Edition (ICD-10).**

Summary: Satisfy federal requirement to change the code sets used to report medical diagnoses and inpatient procedures from ICD-9 to ICD-10. Preparing for Version 5010 and ICD-10 will include potential updated software installation, staff training, changes to business operations and workflows, internal and external testing, and reprinting of manuals and other materials.

Office: OMA  
 Partner(s): OIS  
 As of Date: 11/13/2012  
 % Complete: 15.00%  
 Target Type: Long-Term  
 Target Date: Oct 2014



**Enhance transitional services for youth in foster care.**

Summary: Enhance support of foster care transitional services by sponsoring this year's Annual Youth Conference, hiring two statewide coordinators, making recommendations for a transitional youth housing taskforce, continuing the independent living allocation for SFY 2013, and providing support for a website.

Office: OFC  
 As of Date: 11/13/2012  
 % Complete: 90.00%  
 Target Type: Long-Term  
 Target Date: Jun 2013



**Support the Ohio Reach program for emancipated foster care youth.**

Summary: Hire two statewide coordinators to work with existing Ohio Reach campus liaisons to ensure better higher education opportunities for Ohio's emancipated foster care youth, and to improve communications statewide.

Office: OFC  
 Partner(s): OCOMM  
 As of Date: 11/13/2012  
 % Complete: 100.00%  
 Target Type: Short-Term  
 Target Date: Sept 2012



**Modernize Office of Workforce Development (OWD) and Unemployment Compensation (UC) technology platforms.**

Summary: Upgrade OWD and UC systems, including the replacement of Oracle (Forms, Reports & Discoverer) technology. The new platforms will be completed in three phases: (1) procurement to port all Oracle forms and reports components, (2) replacement of Oracle Discoverer, and (3) number of OWD batch systems.

Office: OWD  
 Partner(s): OUC, OIS  
 As of Date: 10/31/2012  
 % Complete: 50.00%  
 Target Type: Mid-Term  
 Target Date: Jun 2013  
 Past Target Date(s): Oct 2012



**ODJFS PRIORITY 3 - IMPROVING CUSTOMER SERVICE & ACCESS TO INFORMATION/SERVICES - Customers/clients in need of temporary assistance will receive access to information and services in a timely manner.**

**Research and implement moving the Office of Workforce Development (OWD) to a paperless environment.**

Summary: Efforts will include scanning incoming mail for electronic pickup, reducing or eliminating file cabinets, and shared network drive cleanup.

Office: OWD

As of Date: 11/05/2012

% Complete: 50.00%

Target Type: Long-term

Target Date: Dec 2012

Status



**Validate data integrity for Unemployment Compensation and Unemployment Compensation Review Commission systems.**

Summary: The three unemployment compensation program systems have 29 automated program criteria that need to be validated to ensure that the data collected and reported to the Department of Labor is accurate. This data is used to measure performance, allocate administrative funding and prepare economic analyses.

Office: OUC

Partner(s): OIS

As of Date: 11/05/12

% Complete: 52.00%

Target Type: Long-term

Target Date: May 2013

Status

