

Presentation to the 2025 Joint Ways and Means
Subcommittee on Human Services

ODHS Workload Models

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Agenda

- I. **Workload models: Overview**
- II. North Highland: Methodology and deliverables
- III. Self-Sufficiency Programs spotlight
- IV. Closing thoughts

ODHS Workload Models Project

- **Outdated** models
- **Time- and resource-intensive** to maintain
- **Incomplete** picture of positions agencywide



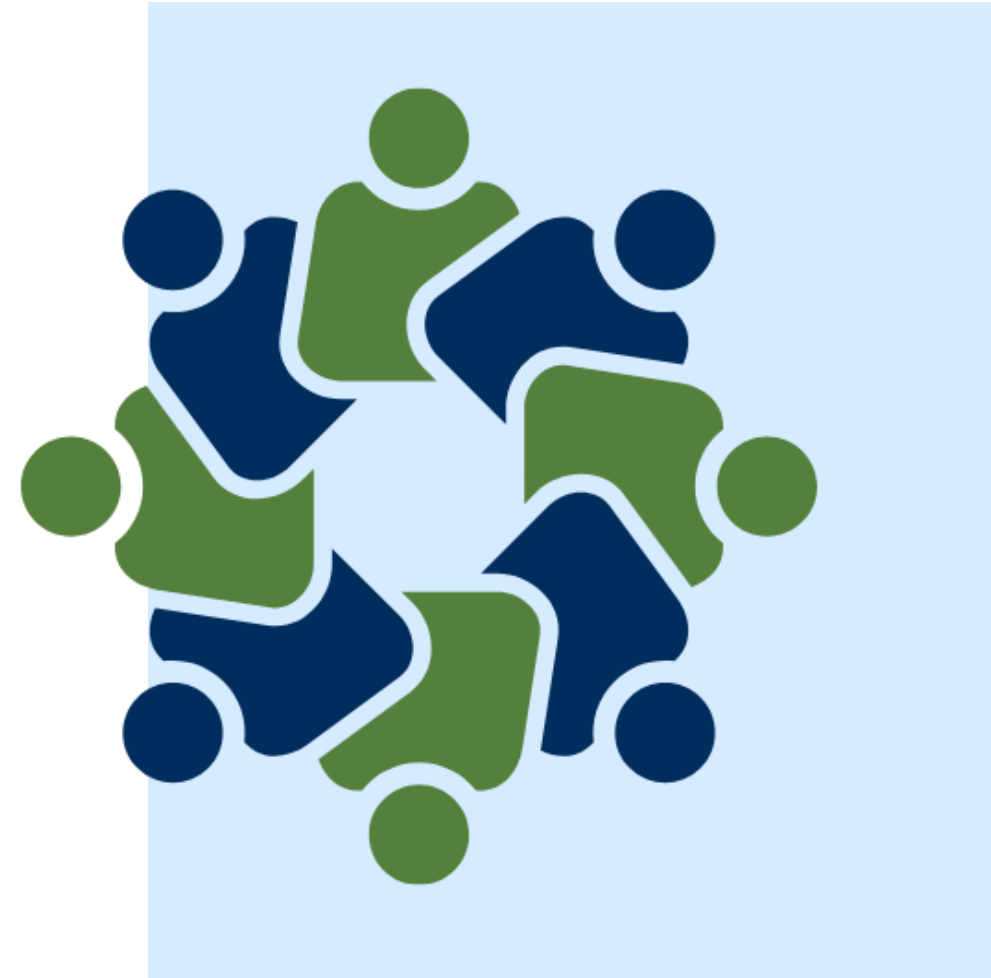
Where we've been

Where we're heading

- **Updated models**
- **Streamlined processes** enabling more frequent updates
- Eventually, **comprehensive models** that include all agency positions

The basics

- **Workload models** are a way to estimate or allocate work based on full-time equivalent (FTE) units.
- They help organizations understand **how much work can be done – or is being done – by a workforce** with a given staff capacity.



Key purposes at ODHS

Calculating FTE for
legislatively
mandated work



Supporting calculations
for mandated caseload in
current service level
(CSL)



Measuring the
impact of new
efficiencies



Statutory context

ORS 409.161

- Workload models for five ODHS programs
- Regular session reports addressing workload changes and efficiencies
- Additional staffing needs or decreases

ORS 409.162

- Collaborate with advisory groups to identify and implement efficiencies

ORS 409.164

- Annual assessment of workforce capacity and needs in all programs
- Report Sept. 30 of every even-numbered year

How we leverage workload models

- Meeting core responsibilities
- Budgeting
- Health and safety
- Customer service
- Continuous improvement
- Transparency



Key advantages

Informed by real
people doing the
real work



Better than caseload
models at capturing
complexities

Focuses on legislatively required work

Updating is key

Enabling core
work

Ensuring optimal
service delivery

Ensuring
statutory
compliance

Ensuring
responsiveness
to changing
demands

Supporting our
workforce

Integrating
policy and
programmatic
changes

Challenges with updating

Labor-intensive data collection

Diversion of resources

Slow to reflect changes

Drivers of delay

- Staffing limitations
- Caseload changes
- Shifts in the needs of our service populations
- Changes in federal requirements
- State statutory and policy changes



Current status

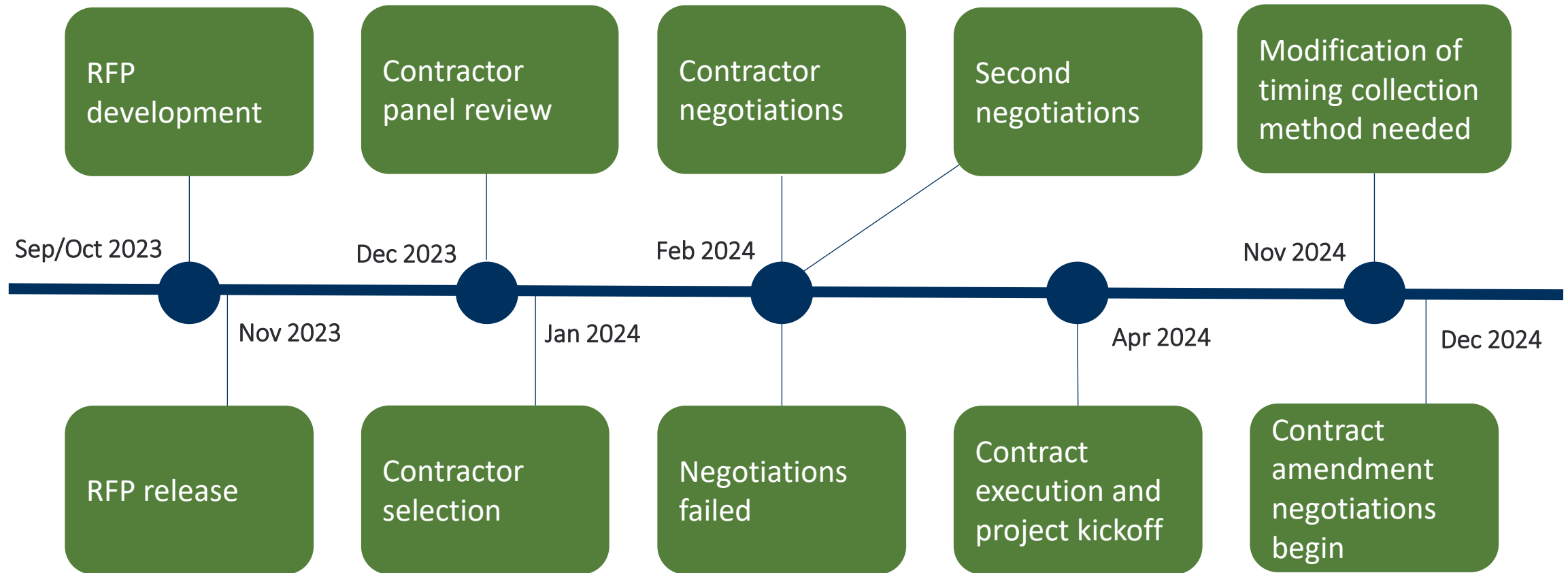
ODHS PROGRAM	MODEL CREATED	LAST UPDATED
Self-Sufficiency Programs (SSP)	2010	2016
Office of Developmental Disabilities Services (ODDS) CDDP and Brokerage (contractor)	2014	2019
Aging and People with Disabilities (APD)	2012	2020
ODDS CIIS and Children's Residential Models (state staff)	2015	2018
Child Welfare (CW)	2009	2020
ODDS Licensing and Quality Assurance	2020	2020
Oregon Eligibility Partnership	2023	2023
Vocational Rehabilitation	2015	2017

Limitations of current models

- Outdated
- Not tracking current worker tasks
- Not capturing administrative needs
- Not reflecting the post-COVID environment



Workload models contract timeline



Agenda

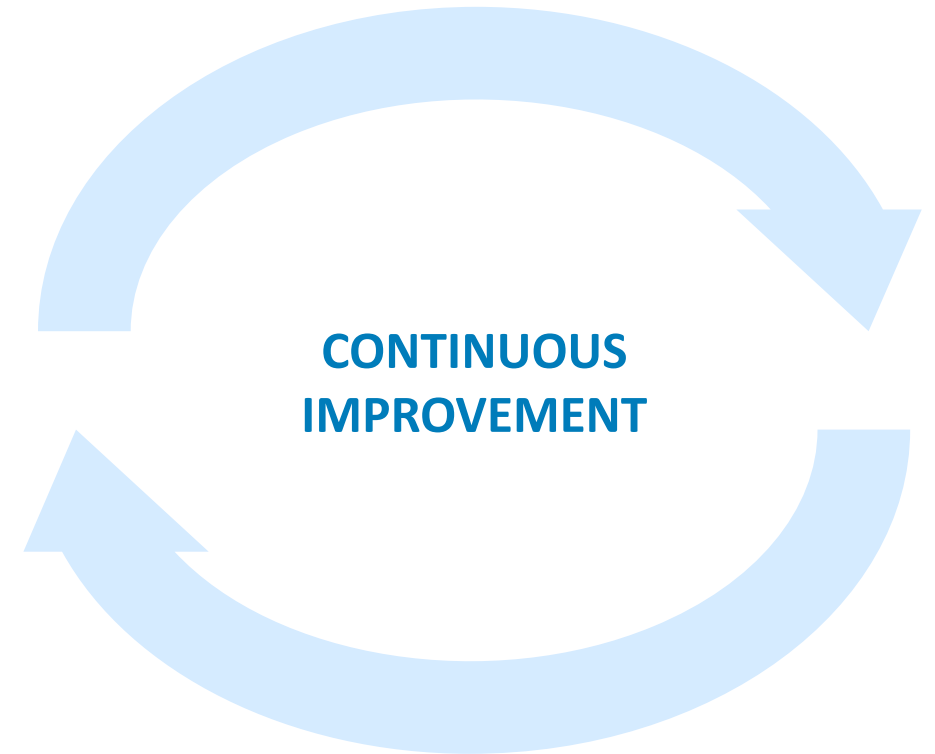
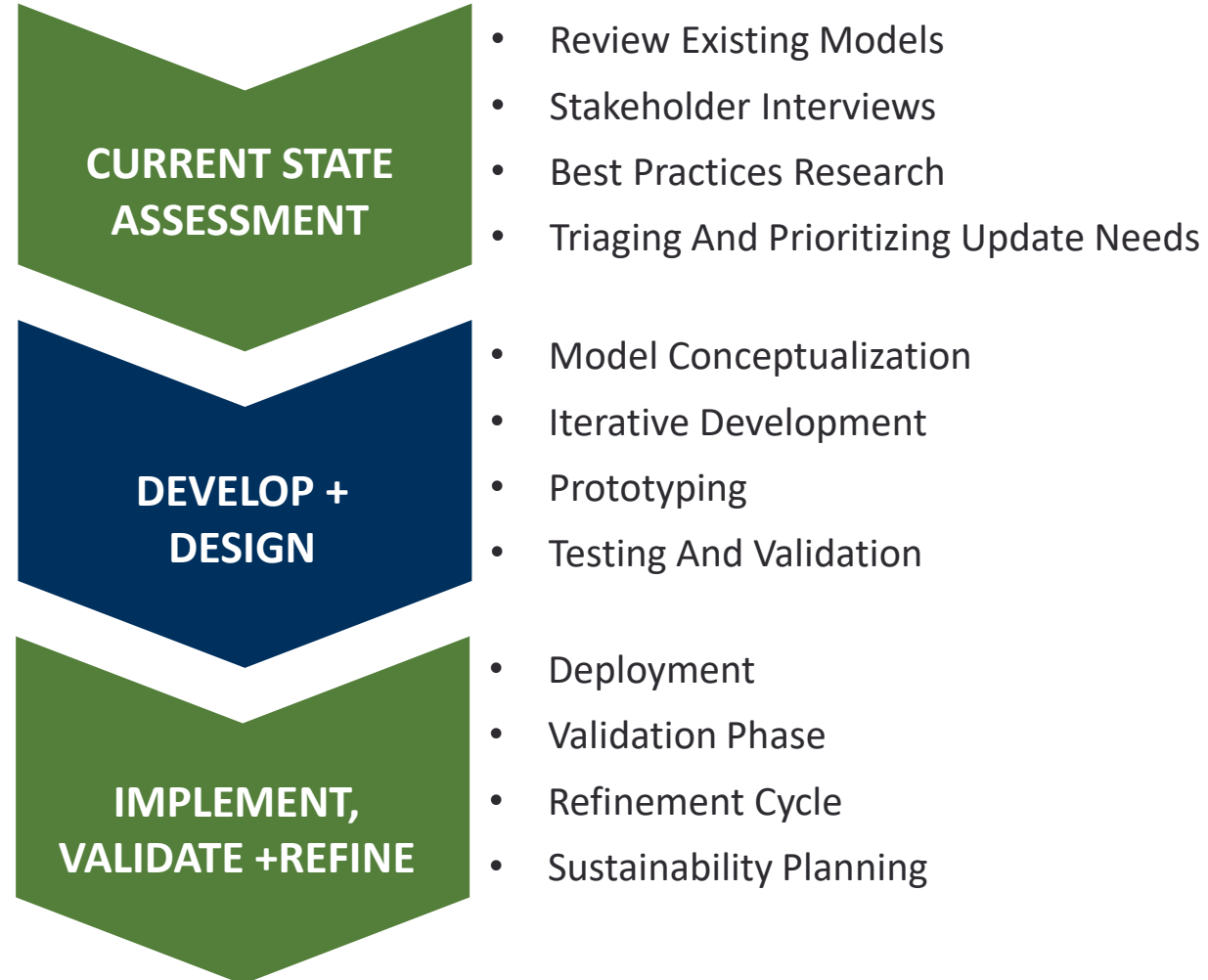
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North Highland contract

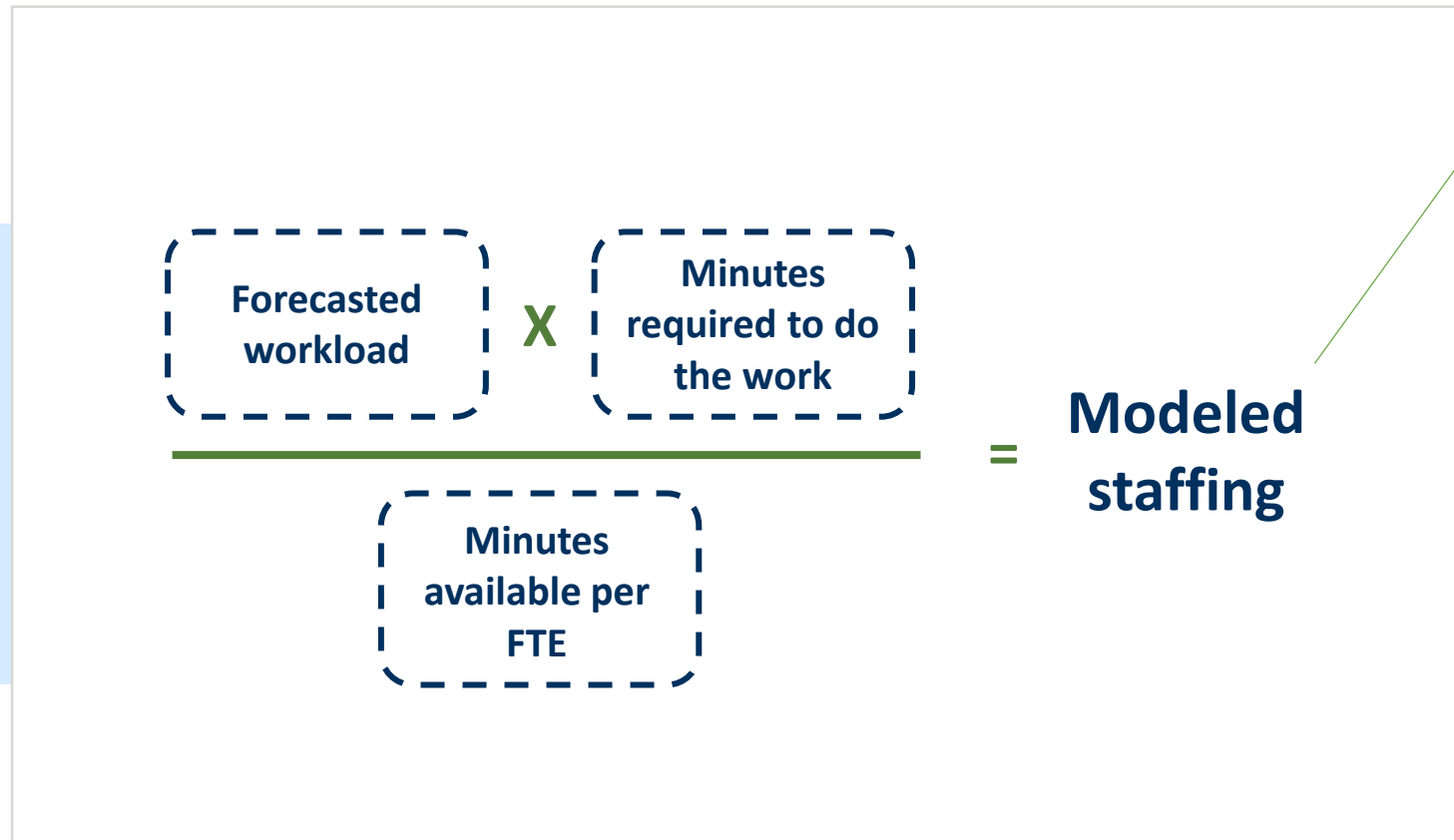
- Originally executed April 2024
- Will update tasks and timings in each of the agency's current workload models
- Updated models delivered by **March 2027**



Overall approach



The workload model formula

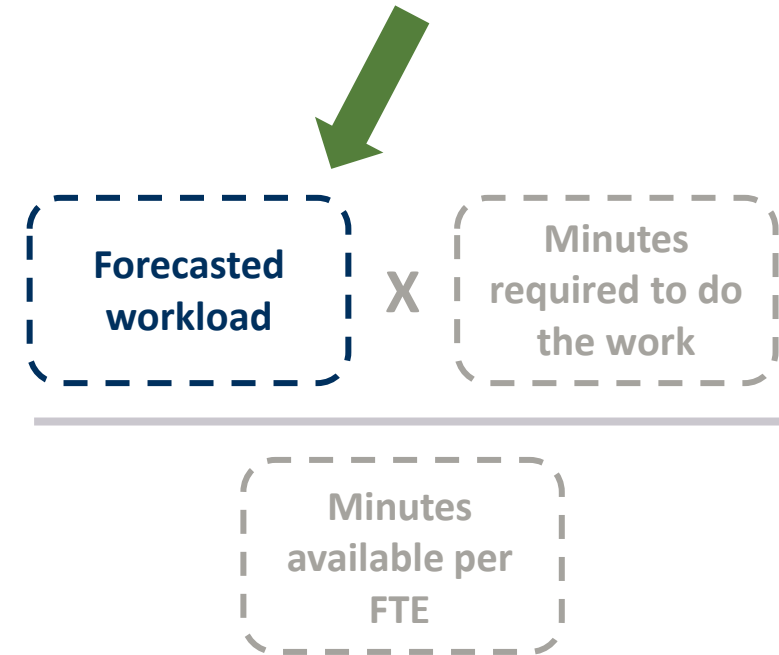


The staffing level
needed to perform
the work

Work volume

How we measure it:

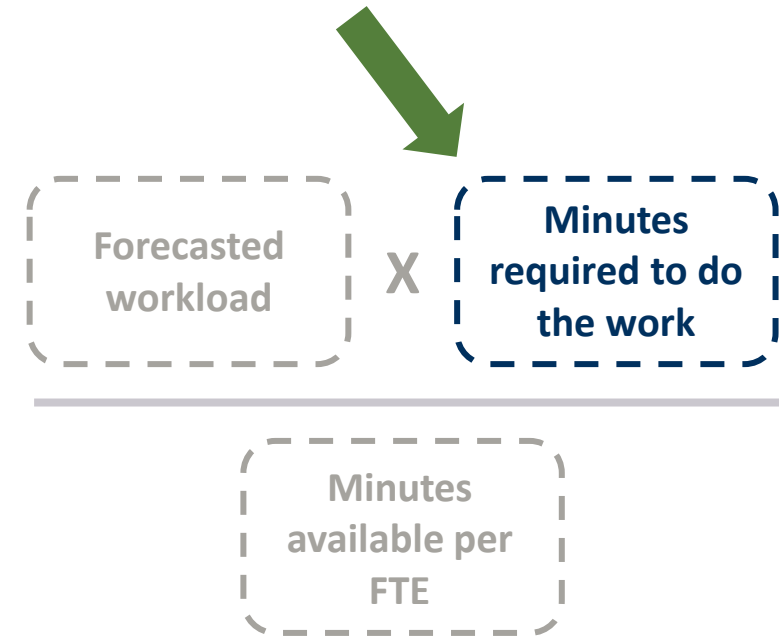
- ODHS caseload forecasts
- Administrative data
 - Applications received
 - Payments issued
 - Communications sent



Work time

How we measure it:

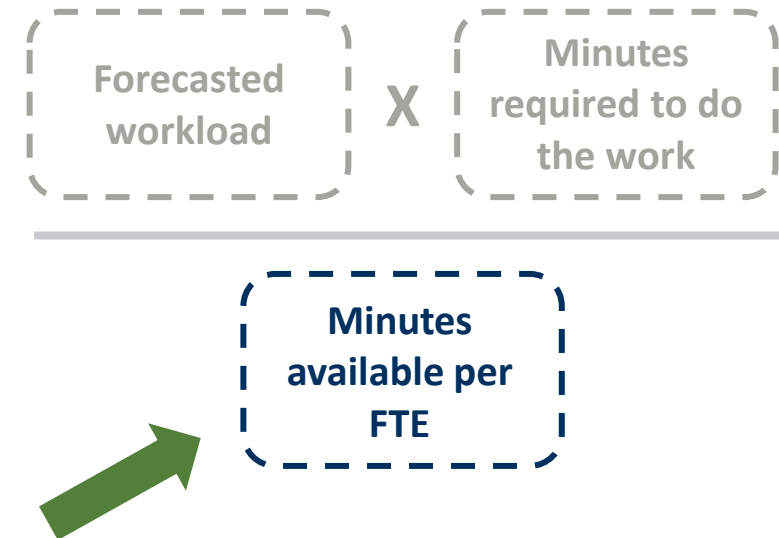
- Time study observations
- Standardized templates
- Stratified sampling
- Task breakdown



Available time

How we measure it:

- Start with total average work hours
- Subtract time not available for production, including:
 - Paid time off
 - Sick leave
 - Training
 - Meetings
 - Other administrative duties



New time collection methodology

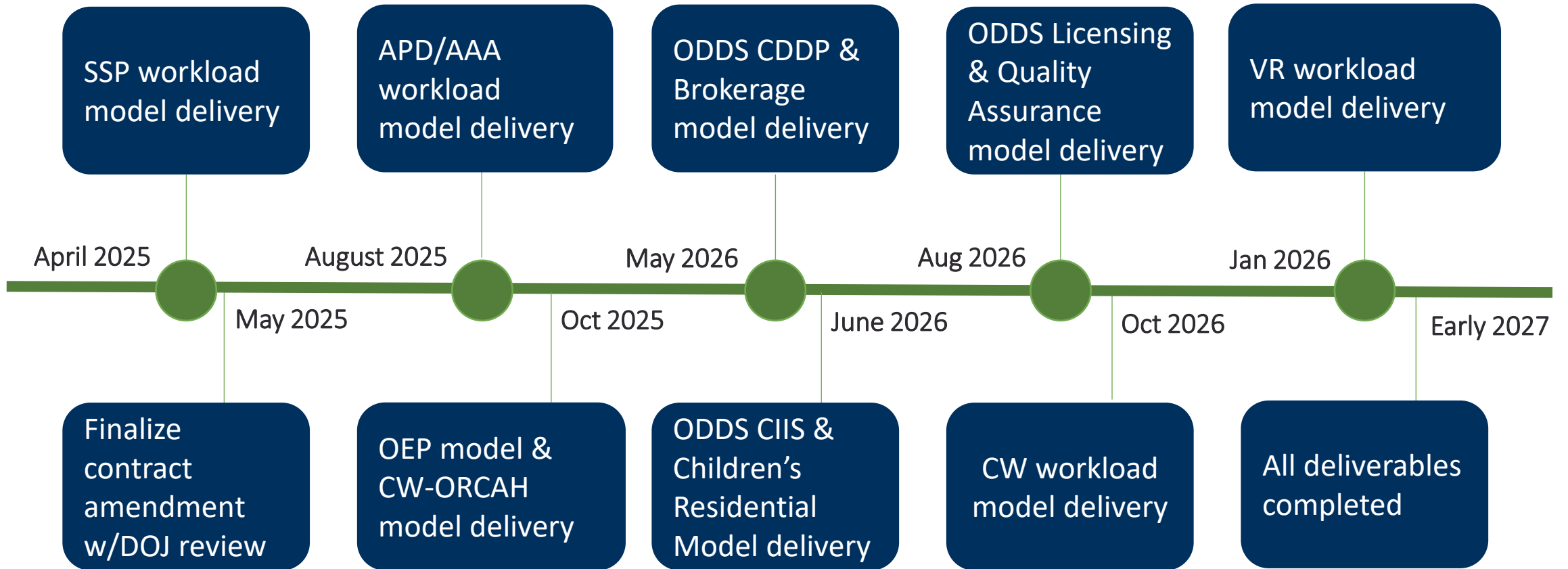
**Virtual self-
reporting tool**



A scalable, efficient approach that will make workload model maintenance more sustainable for ODHS

North Highland contract

Proposed delivery timeline



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Self-Sufficiency Programs (SSP)

The need for a workload model update:

- Last updated in 2016
- Family Coaches shift to a person-centered model
- ONE system rollout in 2020
- Case increase in Temporary Assistance for Domestic Violence Survivors (TA-DVS)
- Temporary Assistance for Needy Families (TANF) family complexities post-pandemic



Updating the SSP model

Current state
mapping



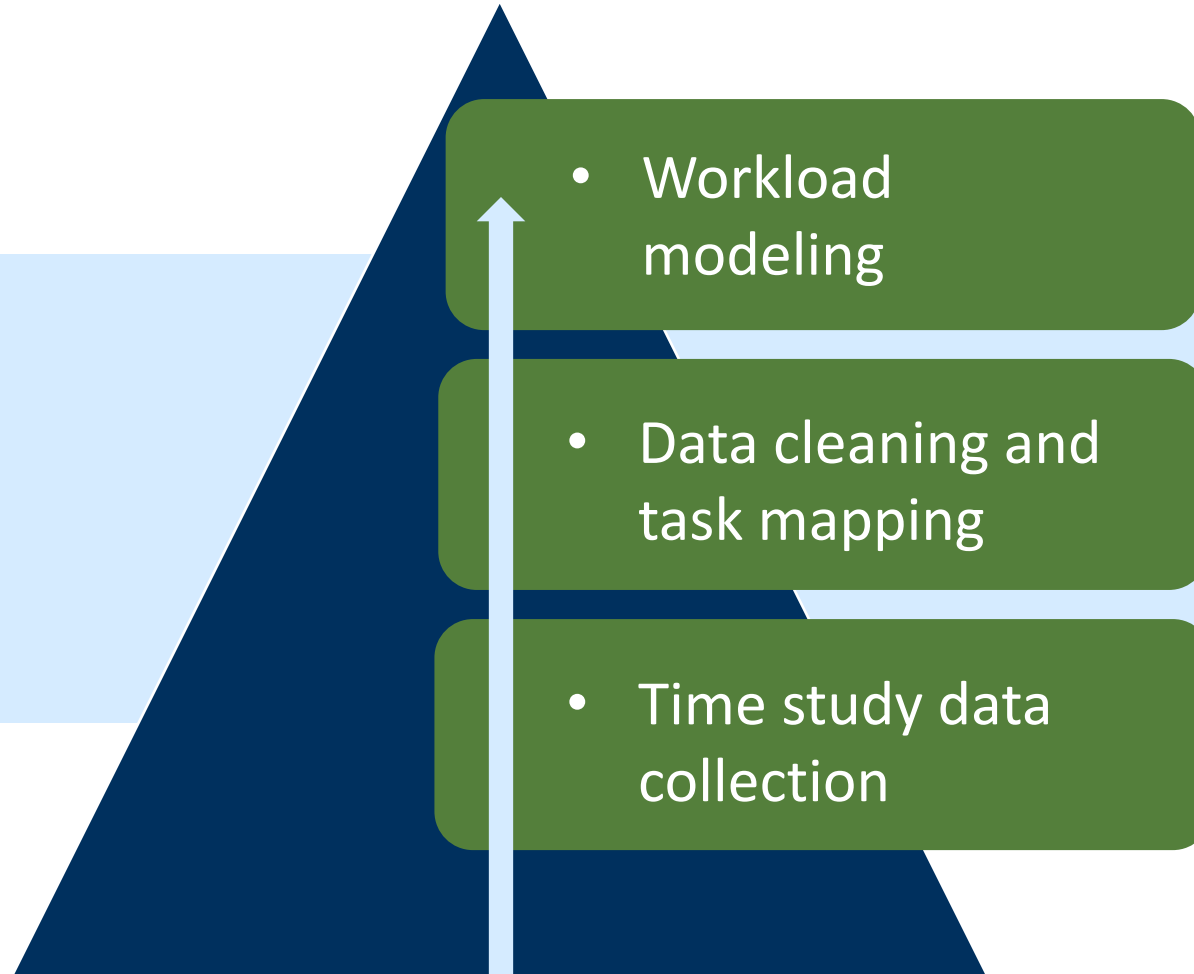
Progress
decomposition



Task library
creation



Workload model validation



Currently modeled positions: SSP

CLASSIFICATIONS	WORKING TITLE	EARNING BASED ON
Human Services Case Manager	Family Coach	Timings
Program Analyst 1	Community Resource Coordinators	Ratio
Social Service Specialist 2	Engagement Specialist	Ratio
Office Specialist 1/Human Service Specialist 2	Support	Ratio
Administrative Specialist 2	Support Lead	Ratio
Supervisor 2	Field Supervisor	Ratio

Note: A complete list of currently modeled ODHS positions is included in the appendix following the presentation.

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Levers to impact staffing



**“To be data centric is
to be person centric.”**

- Deva Prasad Justhy





Questions?

Thank you.



Appendix:

- Relevant statute
- Currently modeled positions by ODHS program

ORS 409.161: Workload modeling requirement

Report to Legislative Assembly on staffing and workload. (1) The Department of Human Services shall report to all relevant committees of the Legislative Assembly at each odd-numbered year regular session with respect to department employees in the classified service who directly provide:

- (a) Child welfare services under ORS 418.005;
- (b) Temporary assistance for needy families under ORS 412.006;
- (c) Nutritional assistance under ORS 411.816;
- (d) Medical assistance eligibility determinations under ORS 411.404;
- (e) Services to elderly persons and to persons with disabilities under ORS 410.070 and 412.014; and
- (f) Vocational rehabilitation services under ORS 344.530.

ORS 409.162: Workload efficiencies

Identifying and implementing workload efficiencies. (1) The Department of Human Services shall collaborate with its existing advisory groups to identify and implement workload efficiencies in the state agencies that administer programs providing:

- (a) Child welfare services under ORS 418.005;
- (b) Temporary assistance for needy families under ORS 412.006;
- (c) Nutritional assistance under ORS 411.816;
- (d) Medical assistance eligibility determinations under ORS 411.404;
- (e) Services to elderly persons and to persons with disabilities under ORS 410.070 and 412.014; and
- (f) Vocational rehabilitation services under ORS 344.530.

(2) The department shall collaborate with the following advisory groups and other groups designated by the department in identifying and implementing workload efficiencies:

- (a) The advisory committee created by ORS 418.005 (2).
- (b) The Family Services Review Commission established under ORS 411.075.
- (c) The State Independent Living Council established by Executive Order 94-12.
- (d) The advisory committee established under ORS 344.735.
- (e) Area agency advisory councils required under ORS 410.210.
- (f) The Governor's Commission on Senior Services created by ORS 410.320. [2009 c.598 §2; 2011 c.720 §81]

ORS 409.164: Annual assessments

Annual assessment of workforce capacity and needs. (1) Annually, the Department of Human Services shall use workload models to assess the workforce capacity and needs in each of the department's programs and units.

(2) Not later than September 30 of each even-numbered year, the department shall report to the committees of the Legislative Assembly related to human services, in the manner provided in ORS 192.245, the results of the department's assessment conducted under subsection (1) of this section. [2023 c.515 §1]

Currently modeled positions

Aging and People with Disabilities

CLASSIFICATIONS	WORKING TITLE	EARNING BASIS
Human Services Case Manager	Case Manager	Timings
Human Services Assistant 2	Case Aid	Timings
Preadmission Screening Specialist	Diversion/Transition	Timings
Administrative Specialist 2	HCW Coordinator	Ratio
Compliant Specialist 2	AFH Licensur	Timings
Compliant Specialist 1		Timings
Adult Protective Service Specialist	Safety	Timings
Administrative Specialist 1/Public Service Representative 4	Provider Relation	Timings
Office Specialist 2	Support	Ratio
Supervisor 2	Field Leadership	Ratio

Currently modeled positions

Child Welfare

CLASSIFICATIONS	WORKING TITLE	EARNING BASIS
Social Services Specialist 1	Case Worker	Timings
Social Services Assistant	Case/Visit Support	Ratio
Office Specialist 2	Support	Ratio
Human Services Specialist 2	Support	Ratio
Paralegal	Paralegals	Ratio
Office Manager	Office Manager	Ratio
Social Services Specialist 2	MAPS Worker	Ratio
Supervisor 2	Field Leadership	Ratio

Currently modeled positions: **Brokerages**

Office of Developmental Disabilities Services

CLASSIFICATIONS	WORKING TITLE	EARNING BASIS
Human Services Case Manager	Personal Agents	Timings
Supervisor 2	Field Supervisor	Ratio
Office Specialist 2	Support	Ratio
Program Analyst 2	eXPRS Agent	Ratio
Administrative Specialist 1	Personal Support Worker Coordinator	Ratio
Human Services Case Manager	ONA Assessor - CM	Timings
Human Services Case Manager	Designated Referral Coordinator	Timings
PEM D, E, F	Director	Ratio

Currently modeled positions: **CDDPs***

Office of Developmental Disabilities Services

CLASSIFICATIONS	WORKING TITLE	EARNING BASIS
Human Services Case Manager	Adult Case Managers	Timings
Human Services Case Manager	Child Case Managers	Timings
Human Services Case Manager	ONA Assessor	Timings
Human Services Case Manager	Designated Referral Coordinator	Timings
Compliant Specialist 2	Licensing	Timings
Compliant Specialist 2	Certification	Timings
Office Specialist 2	Support	Ratio
Adult Protective Service Specialist	Abuse Investigations	Timings
Human Services Specialist 3	Eligibility	Timings
Program Analyst 2	eXPRS Agent	Ratio
Administrative Specialist 1	Personal Support Worker Coordinator	Ratio
Supervisor 2	Field Supervisor	Ratio
PEM D, E, F	Director	Ratio

*Community Developmental Disabilities Programs

Currently modeled positions: **Children's Residential Services** **Office of Developmental Disabilities Services**

CLASSIFICATIONS	WORKING TITLE	EARNING BASED ON
Program Analyst 2	Child Case Manager	Timings
Human Services Case Manager	ONA Assessor	Timings
Office Specialist 2	Support	Ratio
Program Analyst 2	eXPRS Agent - PA 3	Ratio
Supervisor 2	Field Supervisor - Supervisor 3	Ratio
PEM D, E, F	Director	Ratio

Currently modeled positions: **Children's Intensive In-home Services** **Office of Developmental Disabilities Services**

CLASSIFICATIONS	WORKING TITLE	EARNING BASIS
Program Analyst 2	Child Case Manager	Timings
Human Services Case Manager	ONA Assessor	Timings
Office Specialist 2	Support	Ratio
Program Analyst 2	eXPRS Agent - PA 3	Ratio
Administrative Specialist 2	Personal Support Worker Coordinator	Ratio
Supervisor 2	Field Supervisor - Supervisor 3	Ratio
PEM D, E, F	Director	Ratio

Currently modeled positions: **Licensing unit**

Office of Developmental Disabilities Services

CLASSIFICATIONS	WORKING TITLE	EARNING BASIS
Client Care Surveyor	Client Care Surveyor	Timings
Program Analyst 3	Policy & Rule Development	Ratio
Research Analyst 3	Research Analyst	Ratio
Compliance Specialist 3	Compliance Specialist 3	Timings
Supervisor 2	Supervisor 2	Ratio
Operations Policy Analyst 3	Certification	Ratio
Office Specialist 2	Support	Ratio
Manager 3	Leadership	Ratio

Currently modeled positions: **Quality Assurance unit**

Office of Developmental Disabilities Services

CLASSIFICATIONS	WORKING TITLE	EARNING BASIS
Compliance Specialist 2 - CS 2	Compliance Specialist 2	Timings
Office Specialist 2	Support - OS 3	Ratio
Operations Policy Analyst 2	Policy & Rule Development	Ratio
Manager 2	Leadership	Ratio

Currently modeled positions

Vocational Rehabilitation

CLASSIFICATIONS	WORKING TITLE	EARNING BASED ON
VR Counselor	VR Counselor	Timings
Human Services Assistant 2	Case Aid	Ratio
Office Specialist 2	Support	Ratio
Supervisor 2	Branch Manager	Ratio

Currently modeled positions

Oregon Eligibility Partnership

CLASSIFICATIONS	WORKING TITLE	EARNING BASED ON
Human Services Specialist 3	Eligibility	Timings
Human Services Specialist 4	Eligibility Lead	Ratio
Office Specialist 2/Human Services Specialist 1	Support staff	Ratio
Administrative Specialist 2	Support Lead	Ratio
Supervisor 2	Supervisors	Ratio
Business & Program Infrastructure	Business & Program Infrastructure	Ratio