Indiana Family and Social Services Administration

Key Biennium Priorities

To be achieved on or before June 30, 2003

December 2001

People Helping People...

We are thousands of employees and billions of dollars per year. We are protecting one child at a time and collaborating with hundreds of partners. Every day on behalf of fellow Hoosier citizens we work to make Indiana a better, stronger community of successful families.

Amid a very wide range of activities, we at FSSA must make our priorities clear – what do we expect to deliver to the people who depend upon our efforts and to the citizen/taxpayers who support us? We must articulate key goals for today and work together to identify our efforts for tomorrow.

What follows are key goals for our efforts over the next 18 months. Taking us through this biennium, the priorities outlined are clear, important, and achievable.

The goals are clear, with dates and measurable results. The goals are important, reflecting fundamental priorities and setting targets that, when we reach them, will make a real difference. The goals are achievable with focused effort and creativity.

Three key areas of effort reflect consistent principles guiding the work of this agency and our many partners. First, bring as many services as possible closer to our homes and communities. Second, invest in common-sense and creative strategies to prevent problems before they occur. Third, be accountable for and continuously improve the quality of services provided.

What follows is an outline of clear, important, and achievable goals for the period ending June 30, 2003. I have every confidence that together we can and will make these good things happen. Thank you for your part in helping make success possible.

John Hamilton, Secretary

"Taking us through this biennium, the priorities outlined are clear, important, and achievable."

Increase Availability and Quality of Community- and Home-Based Services

Most Hoosier families receive services from FSSA at some point – for a newborn, or person with a disability, or for public assistance, or for an elderly relative. Services to all should be provided in the least restrictive setting possible – that means close to home or community. Public resources should be linked to people, not programs or institutions. FSSA, directly and through a new commission, will work with families, clients, communities, advocates, and staff to build more community capacity.

FSSA will help build new capacity – at home or in the community – for:

- 2,000 people with developmental disabilities.
- 3,000 elderly.
- 480 people with mental illness.
- 500 children and youth.

FSSA will redirect resources from institutions to community-and home-based options:

- Redirect funding for 50% of state-operated beds serving individuals with developmental disabilities (300 beds).
- Redirect funding for 10% of nursing facility beds serving individuals with developmental disabilities (130 beds)
- Divert 1,000 elderly or people with physical disabilities who otherwise would have been directed to nursing facilities.
- Redirect funding for 240 state-operated beds serving individuals with mental illness.
- Redirect funding of 500 beds in residential and treatment institutions serving children and youth in probationary settings.

FSSA will develop and implement measurable standards to assess and improve quality of service provided in both community- and state-operated facilities by June 30, 2002.

Focus Assistance to Families and Children on Prevention and Self-Sufficiency

The most effective safety net is one that helps families and children avoid falling in the first place. If there is a slip, we want to help families rebound as quickly as possible. We will concentrate on preventing future problems and building self-sufficiency.

FSSA will work to make sure children are healthy and ready to learn by:

- Conducting Healthy Families screenings for 90% of Hoosier births.
- Offering Healthy Families services to 100% of children identified as at risk of abuse or neglect.
- Increasing First Steps enrollment - services for children at risk of developmental delays - to 18,000 children (100% of eligible).

FSSA will help families be self-sufficient by:

- Assisting families on public assistance (TANF) to increase their earnings by 15%.
- Increasing licensed childcare slots by 10%.
- Developing and implementing a pilot program in several counties where the family support system will be family-centered with common entry points, integrated services, and measurable results.

Be Accountable to the Public and our Clients with our Resources

The public and our clients expect and deserve FSSA to be efficient and accountable in investing public resources. We will contain costs and increase revenues while delivering services effectively. We will hold ourselves accountable, and report to the public regularly so they may do the same. We will invest in the quality and effectiveness of our workforce.

FSSA will contain costs and generate revenue:

- Reduce state Medicaid general fund costs and increase matching federal funds by $250 million.
- Achieve FSSA savings (non-Medicaid) of $150 million.
- Increase agency grant funding by $1 million.
- Increase other federal support by $30 million.

FSSA will continue to improve our accountability:

- Reduce social security disability determination backlog below the national average.
- 100% of contracts will be on time, with performance standards by July 1, 2002.
- Audit 25% of providers per year, based on risk assessment.
- Consolidate agency publications by 33% by February 2002.
- Produce agency report establishing agency benchmarks and annual reporting by March 2002.

FSSA will develop and enhance our workforce:

- Implement an employee recognition program to reward those who find savings and begin a new orientation program by March 2002.
- Create a management training curriculum with core and optional courses beginning April 2002.