

## Report to Governor Kitzhaber

# *Social Support Investment Work Group*

## *Executive Summary*

### *Introduction*

In the spring of 1996, Governor John Kitzhaber developed a Human Investment Framework. This Framework set the goals and tone for Oregon's approach to investing in its people. It said that Oregon's approach would be one of shared investments — among state, local and community, public and private partners. It also said that Oregon's approach would recognize the inter-connected relationship between education, workforce development and social supports. The Framework held that in order for children to be successful in school, and in order for adults to be successful at finding and maintaining employment, certain social supports had to be present in their lives. The overall goal of the Framework is to empower Oregonians to be as independent, productive and self-sufficient as possible. Reaching this goal will help us achieve our vision for Oregon: ready jobs, engaged communities and healthy surroundings

In May 1996, the Governor appointed a special "Social Support Investment Work Group" to define the critical social support necessary to ensure success with the Framework's objectives of education and workforce success. The Social Support Investment Work Group was charged with the following activities:

- ✦ Identify social supports critical to education and workforce productivity and success;
- ✦ Identify those social supports that state government has a primary responsibility to provide, and the most appropriate manner for the state to do so;
- ✦ Identify a process by which Oregon can begin to address potential gaps, redundancies and inconsistencies in current systems of social supports; and
- ✦ Identify opportunities for strategic investments to achieve the availability of the core social supports.

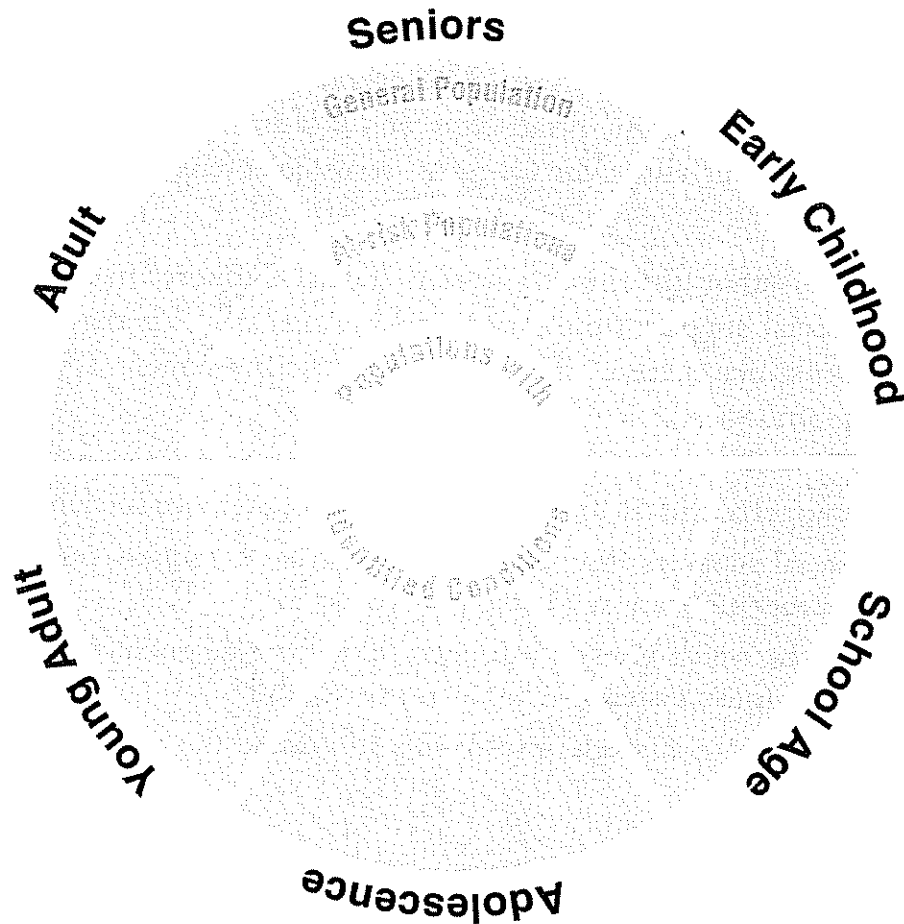
# *Product and Process*

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Over nine months, a work group of 28 people consisting of agency heads, city and county government representatives and citizen advocates met to address the charge given them by the Governor. Broad-based and enthusiastic participation from members of the Work Group provided the opportunity to form new and closer relationships among state, city, county and citizen partners. The approach used by the Work Group ensured a cross-agency understanding and resulted in recommendation in the following areas:

- ❖ Adoption of a set of principles to guide a continuum of core social supports and to serve as an important link among agencies and across traditional service lines.
- ❖ A continuum of core social supports according to level of vulnerability and stage of life.

## **Core Social Support Continuum**



- ✦ Seven possible state roles as potential methods to deliver each social support. The most appropriate role for state government is identified for each support.
- ✦ A process to further analyze potential inconsistencies and determine the most efficient means of aligning our efforts to deliver supports as recommended by the core continuum.
- ✦ A collaborative public-private method to make strategic investments in specific areas that could result in reduced cost and increased positive outcomes for the state.

A list of recommendations may be found at the end of this Executive Summary. These recommendations provide two shifts of policy for the state. They seek to:

- ✦ Move the state out of the business of providing direct service, in favor of the role of partnering with communities in the design and delivery of core social supports; and
- ✦ Recommend a stronger role for communities in delivering service at the closest level possible to Oregon's citizens.

An important step in achieving this shift is additional dialogue with and among local partners. The process of understanding the interconnected relationships among state, local, public and private partners for social supports has just begun.

By working together in partnership to provide the identified core social supports and make targeted, strategic investments where possible, Oregon will form the foundation to increase individual educational and workforce success. Individual educational and workforce success in turn will lead to the three goals Oregon has agreed to in the Oregon Shines II report: 1) jobs for Oregonians; 2) safe, caring and engaged communities; and 3) healthy sustainable surroundings.

#### State Roles Summarized

##### 0. None

##### 1. Catalyst

*State is involved or responsible for stimulating the existence or delivery of a particular support through a variety of activities.*

##### 2. Technical Assistance

*State provides a variety of activities (such as convening work groups, best practices, providing data, etc.) to assist local government, service providers or others in the delivery of quality support services.*

##### 3. Investment Partner in the Local Delivery of Service

*State resources are invested in a mutual partnership of shared risk and responsibility with local government or other local partner that involves the design or delivery of a service or service system.*

##### 4. Quality Assurance, Regulation, Licensing

*State oversees and assures the quality of a particular service or support delivery, often through regulation or licensing.*

##### 5. Primary Payer/Funder

*State is the sole or primary funder of a service or program; funding may go directly for or to an individual to access a support (such as OHP, cash awards) or to a program or service provider. This includes grants to the local level for services when the state is not involved in the design or delivery of the service through a partnership arrangement.*

##### 6. Direct Service

*State is responsible for providing the service or support directly to clients or citizens.*

# *Summary of Recommendations*

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1. Adopt the principles for social support.
2. Direct and support state agencies' use of the Guiding Principles, Objectives, State Interests and Process for State and Local Partnerships in the social support arena.
3. Direct the adoption of the Core Support Continuum and corresponding roles for state agencies. Direct agencies to align their resources, support and roles according to the Core Support Continuum, and by the recommended method below:
  - ⌘ Appoint an oversight committee to manage and ensure that analysis is completed and recommended adjustments are made.
  - ⌘ Small groups should analyze apparent inconsistencies and determine the most efficient means to deliver supports as recommended by the core social support continuum.
  - ⌘ The original 28 member Social Support Investment Work Group should reconvene periodically to review progress.
4. Analysis and alignments to the core social support continuum should be completed for the following core supports first:
  - ⌘ Access to diagnosis and early evaluation
  - ⌘ Access to family support and in-home assistance
  - ⌘ Access to health care (including specialized medical care)
  - ⌘ Access to tobacco, alcohol and other drug treatment
  - ⌘ Affordable, safe housing
  - ⌘ Available and affordable child care
  - ⌘ Employment opportunities
  - ⌘ Life skills development and assistance
  - ⌘ Non-residential therapeutic care
  - ⌘ Opportunities to learn outside the formal educational system
5. Encourage local partners (counties, cities and others) to establish a shared vision of their role in ensuring core social supports.
6. Call together state, local, community, public and private partners to develop a collaborative Oregon initiative in each of the key investment areas of:
  - ⌘ Substance abuse;
  - ⌘ Lack of available and affordable housing;
  - ⌘ Mental health treatment needs of children and their families
  - ⌘ School failure; and
  - ⌘ Lack of skills for self-sufficiency
7. The Governor should stay informed of progress made on the investment initiatives and should remain a catalytic leader for change.