

Assistant director letter

ASD's contributions to the DHS mission

The Administrative Services Division (ASD) provides the critical department-wide shared services needed to help the five operational divisions effectively and efficiently achieve the DHS mission of making it possible for people to lead lives that are independent, healthy and safe. Key ASD contributions include:

- Implementing cost-effective, streamlined and standardized business practices throughout the department;
- Developing and maintaining enterprise-wide information technology services;
- Developing and maintaining department-wide policies and procedures to guide the delivery of agency services;
- Providing budgeting, forecasting, fiscal management and policy analysis; and
- Leading the department's business continuity efforts to ensure agency services continue to be available in the event of a natural or human-caused disaster;

The need for these services

As the state's largest agency, and one that touches the lives of all Oregonians, it is essential to ensure that the department's programs receive the consistent and coordinated support they need to effectively serve Oregonians. Department-wide shared services help ensure the agency's resources are distributed in an efficient and cost-effective manner that most appropriately meets the needs of the operational divisions to support the delivery of health and human services.

Responding to these needs

ASD provides department-wide shared services through eight offices – Communications, Contracts and Procurement, Facilities, Document Management, Human Resources, Information Security, Information Services, and Payment Accuracy and Recovery. In addition, ASD includes the Director’s Office and Financial Services. All of these functions play an essential role in helping the agency’s operational divisions offer efficient and effective services to Oregonians.

Strengthening service delivery through a needs-based budget

Key requests contained within this budget support the following key initiatives.

Ensure vulnerable Oregonians have access to care by:

- Initiating the first steps of comprehensive health care reform recommended by the Oregon Health Fund Board (OHFB), which complement the Governor’s health initiatives, by providing the necessary resources to OHFB for health policy planning, data collection and analysis, and development of a health insurance exchange.
- Establishing a voluntary, electronic registry of patients’ end-of-life medical orders and funding for Medicaid reimbursement of palliative care consultations.
- Supporting key activities and initiatives recommended by OHFB to strengthen the effectiveness of primary care services, improve health outcomes, achieve higher levels of prevention, improve the quality of care delivered, and contribute to reducing the cost of health care.
- Developing common standards for an “integrated health home” and quality outcomes measurement, which would drive the improvements necessary for Oregonians to have efficient, effective health care delivered at the right place, at the right time.

- Coordinating efforts among multiple public purchasers of health care services, and setting standards for health homes and outcomes.
- Improving the accuracy and comprehensiveness of public reporting of health care facility and health plan financial performance.
- Broadening the state's work for evidence-based clinical improvement assessments by bringing Oregon's health care providers together to improve the quality and value of the health care they provide.
- Supporting the accelerated adoption of electronic health records and the eventual development of a statewide Oregon Health Information System.
- Enabling collection of accurate data on demographic and practice information to help inform policy recommendations regarding Oregon's health care workforce, and helping attract and retain primary care providers to Oregon by providing a tax credit.
- Funding a position in the Director's Office coordinate the integration of behavioral and physical health care, and providing funds for training and education to conduct outreach to health care plans and providers.
- Creating a Medicaid Program Integrity Unit within the Office of Payment Accuracy and Recovery to meet federal expectations of increased activities by states in the area of Medicaid program integrity.

Ensure seniors and people with disabilities are able to live safely and independently in their communities by:

- Establishing a comprehensive Quality Assurance program within the Office of Investigations and Training to achieve consistently professional investigations throughout the state, based on investigative core competencies.

Ensure children are safe and healthy by:

- Permanently assigning responsibility for investigating reports of child abuse in certain therapeutic treatment settings to the Office of Investigations and Training.
- Providing funding to enable completion of the OR-Kids Project during the 2009-2011 biennium, to give Child Welfare caseworkers a single, fully integrated Child Welfare system.

Ensure services and safe and available in communities when they are needed by:

- Strengthening DHS's ability to implement measurable program and provider standards, and intensify monitoring and direct support of local Lifespan Respite Care programs to achieve evidence-based outcomes, consistency in service quality and capacity to expand program services.

Ensure DHS has the capacity to meet client needs by:

- Establishing a modern information technology (IT) foundation that is sustainable and compatible with IT industry standards, provides expansion capabilities to meet future legislative and program requirements, and enables DHS employees and partners to easily access the information they need to serve clients.
- Updating existing software and increasing data storage capacity to improve the department's ability to electronically capture and store agency records for easy access by employees and partners.
- Providing funding for DHS to improve business continuity planning (BCP) efforts by developing a strategic plan for fully and effectively implementing BCP throughout the agency.
- Making more effective use of volunteers by reducing the wide variances in service levels of DHS volunteer programs provided across the state through a central coordinated process.
- Supporting CAF Self-Sufficiency programs by creating capacity for the Healthy Kids Plan online application and the PHD Office of Family Health Web-based data warehouse.
- Providing funding for DHS to meet Medicaid Information Technology Architecture standards by providing the staff and contracted services necessary to ensure that DHS can obtain a 90 percent Medicaid match on any future enhancements.
- Providing the resources needed to implement a data system and process for using information contained in an abuse and neglect registry created by HB 2175 (2007), to screen applicants for DHS employee, volunteer and provider positions.
- Adequately funding the staffing and other resources needed to support key programs throughout the agency.

Summary

These initiatives are designed to improve the department's ability to assist Oregonians and their families to become independent, healthy and safe. They support the valuable work performed by DHS and its partners every day throughout the state to support Oregon's most vulnerable individuals.

Sue Nelson
DHS Chief Administrative Officer

ASD program narratives

ASD is organized into three key areas that support the entire department – the Director’s Office, Financial Services and Administrative Services.

Director’s Office: The Director’s Office provides overall guidance and leadership to the department. Key functions within the Director’s Office include:

- **Federal and Financial Policy** – FFP monitors federal and state policies for their impact on the department’s budget and operating requirements, and ensures DHS complies with all statutory requirements.
- **Governor’s Advocacy Office** – The Governor’s Advocacy Office provides ombudsman functions for all DHS programs and services; ensures that individuals with disabilities are provided the accessibility and reasonable accommodations they require to equally participate in and benefit from all DHS programs and services; screens, oversees and tracks the DHS Client Complaint and Report of Discrimination process including civil rights investigations; and supports the work of the Pain Management Commission.
- **Health Policy and Research** – The Office for Oregon Health Policy and Research is responsible for the development and analysis of health policy in Oregon, and serves as the policymaking body for the Oregon Health Plan. OHPR carries out specific tasks assigned by the Legislature and the Governor, provides reports, and conducts analyses relating to health care costs, use, quality and access.
- **Internal Audits and Consulting** – IAC ensures the reliability and integrity of financial and operational information, and compliance with all laws, contracts and grant awards. IAC reviews all areas of DHS including central and field operations, institutions, and counties and other recipients of state funds.
- **Investigations and Training** – This office investigates all allegations of abuse and neglect and ensures protective services are offered or provided within all state-operated mental health treatment facilities and contracted 24-hour residential programs for adults and children with developmental disabilities. OIT also ensures that technical assistance and training are conducted with integrity, fairness and quality to maximize the safety of people with mental illness and developmental disabilities.

- **Legislative and Intergovernmental Relations** – This office advises the director and DHS leaders and employees on state and federal legislation and department-wide policy issues, and coordinates the agency’s intergovernmental relations and relationships with stakeholder, advocate and advisory groups.
- **Multicultural Health** – The Office of Multicultural Health plays a strong leadership role in helping the department focus attention on communities of color, Indian tribal governments and other multicultural groups. OMH’s goal is to improve the health status of under-served and under-represented populations in Oregon through multicultural and culturally-competent approaches that influence the way in which health services are designed and delivered.
- **Oregon Health Fund Board** – The Oregon Health Fund Board is responsible for developing a comprehensive plan that will ensure access to health care for Oregonians, contain health care costs, and address issues of quality in health care.
- **Oregon State Hospital Replacement Project** – This function oversees the multi-year project to replace the aging Oregon State Hospital with two state-of-the art psychiatric treatment facilities in Salem and Junction City, and smaller facilities in central, eastern and southern Oregon.
- **Tribal Relations** – The Tribal Relations Office helps DHS maintain and improve the department’s relationship with the nine federally recognized tribes in Oregon.

Financial Services: Key functions within Financial Services include:

- **Budget Planning and Analysis** – BPA provides actuary services and rate setting, budget development and monitoring, and caseload forecasting.
- **Financial Services** – OFS provides accounting, payroll, and accounts receivable and payable services.

Administrative Services: Key offices and functions within Administrative Services include:

- **Communications** – OC helps Oregonians understand and access services for which they are eligible through researching, developing, disseminating and evaluating information about agency programs; maintaining the department’s Internet and intranet sites; writing, editing and designing publications; conducting information and outreach campaigns; coordinating media relations and internal communications; handling all public

records requests; and ensuring all agency communications comply with all state and federal statutes and rules for access including ADA, Section 508 and plain language standards.

- **Contracts and Procurement** – OCP administers procurement processes on behalf of DHS by preparing, issuing and awarding contracts to qualified vendors; seeking and implementing efficiencies in purchasing processes; and ensuring compliance with all state and federal contracting and procurement laws.
- **Document Management** – ODM provides data capture, imaging, electronic workflow, forms design, inventory, print and distribution services; alternate format services including Braille, large print and audio; and electronic and physical records archival, retrieval and destruction services for business units and program areas across DHS.
- **Facilities Management** – OFM administers leases and contracts for approximately 165 DHS facilities statewide; coordinates construction, remodeling and modifications of facilities to meet service delivery needs; plans and manages modular furniture installations; monitors energy use; oversees and manages the department's motor vehicle fleet; manages mail and parcel delivery; plans, develops, installs and repairs DHS telecommunications systems; audits the agency's telephone bills; and conducts detailed research and analysis of phone systems to determine the most appropriate systems for department operations.
- **Human Resources** – OHR manages recruitment and selection; employee and labor relations; affirmative action and diversity; safety, health and wellness programs; classification compensation issues; and employee and organizational development for the agency's approximately 9,600 employees.
- **Information Security** – ISO protects the security of all DHS confidential information; educates staff, volunteers and partners about how to protect confidential information; develops and audits processes for protecting information; and ensures the department and its partners meet all federal and state security regulations and contractual obligations.
- **Information Services** – OIS deploys and maintains the hardware and software needed by DHS employees to do their jobs; oversees the implementation of enterprise-wide technology solutions; ensures the back-up and integrity of data used by employees and partners throughout Oregon; and provides the information infrastructure and technical support necessary to maintain the department's business services such as payroll distribution, vendor payments and personnel actions.

- **Payment Accuracy and Recovery** – OPAR audits and investigates payments made to partners, providers and clients to ensure amounts are accurate; identifies appropriate third-party payer resources to reduce use of state and federal funds; facilitates recovery of assistance from estates of deceased clients and of overpayments made to clients, partners and providers; and educates staff, partners and clients about appropriate benefits and uses of funds.

ASD environmental scan

ASD works closely with the DHS operational divisions, Oregon Legislature, advocates, partners and stakeholders to identify the challenges facing the agency and find opportunities for addressing those challenges to improve services to Oregonians.

Challenges

DHS is facing a range of changes and challenges that make it imperative the agency transforms the way it does business. These challenges include:

- **Demographic changes** – Oregon’s population is growing, with 600,000 new residents expected by 2025. The state’s population also is aging. One in five Oregonians will be 65 or older by 2025. A growing and aging population will increase the need for health and human services. At the same time, half the current DHS workforce will be eligible to retire by 2015.
- **Financial challenges** – A decrease in the percentage of working-age Oregonians will place a strain on the ability of the state’s tax structure to fund the increased need for services. Additional demands on the General Fund also limit the amount of state tax revenues available to pay for DHS programs. And, federal funds are being reduced in the face of continued and growing federal budget deficits.
- **Service expectations** – Citizens are less willing to provide revenue streams to keep pace with the demand for services by just doing more of the same. They expect an increasingly efficient service delivery system. More Oregonians use the Internet to conduct business and, as a result, have come to expect convenient and immediate access to information and services. More Oregonians also expect data to be readily available and to follow the person, rather than the person being required to provide duplicate data to receive multiple services. Individuals expect to use technology to eliminate the middleman and to directly connect with their government in an easy, fast and transparent way.

Opportunities

Some of these same challenges also offer significant opportunities. For example, today's experienced workforce has the knowledge and skills needed to help develop new, more efficient and effective ways of delivering services. And technological innovations have the potential to help DSH implement those improved methods of service delivery.

To prepare for the coming changes, DHS has embarked on an ambitious process to transform itself into a leading health and human services organization. Known as the DHS Transformation Initiative, the purpose of this work is to enable the department to leverage the experience of its employees, advances in technology solutions, and better data collection and monitoring capabilities to deliver high-quality, efficient and effective health and human services to Oregonians in the years ahead.

The goals of Transformation are to:

- Examine and understand DHS's current processes,
- Identify the best-practice processes used by industry leaders,
- Determine what DHS needs to do to equal or exceed those best practices, and
- Make the changes needed to become a leading health and human services agency.

DHS has started by targeting processes that can achieve the most benefits and savings at the lowest cost. Savings from the first process improvements will be used to fund additional changes that have higher related costs. This self-funded continuous improvement process is expected to become a way of doing business at DHS.

Response to critical challenges addressed by this budget

This budget is designed to acknowledge and address the level of need for DHS services and the methods for most effectively and efficiently meeting that need. The initiatives in support of this are outlined above. A complete list of initiatives and POPs is contained in the appendix.