

# I. DESCRIPTION OF THE AGENCY

## An Overview of DHS

The Department of Human Services (DHS) is the state's health and human services agency. Established in 1971 as the Department of Human Resources, it changed to its current name in 1999.

DHS is the largest department in state government, employing approximately 9,100 people and operating with a budget of approximately \$9.5 billion during the 2005-07 budget period.

The Department of Human Services (DHS) provides a broad array of programs to thousands of Oregonians on a daily basis. Targeted benefits and services are provided to children and families, seniors, people with developmental and/or physical disabilities, people with mental illness, people with substance abuse problems, and low-income people. In addition, the department provides a wide range of public health services to all Oregonians.

Building upon the principals of service integration and community partnerships, the department depends upon a network of state offices, local governments, and private non-profit or for-profit entities to deliver services throughout the state. With more than 150 field offices and agreements with all thirty-six counties, the department directly provides or contracts for more than 200 programs and services.

Working closely with a wide network of local partners, the department served more than one million people in the state during 2002.

The department's mission is "helping people to become independent, healthy and safe." DHS strategies aimed at accomplishing these goals include:

- **Self-Sufficiency:** Helping low-income families achieve self-sufficiency, through programs such as the JOBS employment and training program, Temporary Assistance for Needy Families (TANF) and Food Stamps.

- **Protection:** Protecting vulnerable Oregonians from abuse and neglect, through child-protective services, foster care and adoption programs, and investigations into abuse of seniors and people with disabilities.
- **Health:** Helping low-income Oregonians obtain needed health care through the Oregon Health Plan, Medicaid, mental health and addiction treatment, and operation of mental health institutions.
- **Independence:** Helping seniors and people with disabilities live as independently as possible through in-home services, state-operated group homes, vocational rehabilitation services and senior employment programs.
- **Prevention:** Protecting public health through such services as water-quality monitoring, restaurant inspections, monitoring and controlling communicable diseases, maintaining vital records and preparing for bioterrorism attacks.

## **Mission Statement, Goals, and Statutory Authority**

The department's mission statement sets out the purpose and guides the activities of the large, complex organization of Oregon's human services programs. Each goal is supported by a set of outcomes and associated performance measures. The mission, goals, and desired outcomes provide focus and direction to the agency's work and communicate the results we strive to deliver to our clients, employees, partners, and providers. The agency mission and goals are:

### **Mission Statement:**

Assisting people to become independent, healthy and safe.

### **Goals:**

People are living as independently as possible.

People are healthy.

People are safe.

People are able to support themselves and their families.

### **Core Values:**

**Integrity** – We maintain the highest standards of individual and institutional **integrity**.

**Stewardship** – Because all Oregonians have a stake in the actions of public sector employees, we are accountable in action and attitude for this **stewardship** of the public trust.

**Responsibility** – We take **responsibility** for our actions.

**Respect** – We **respect** the **dignity** and the **diversity** of our colleagues, communities and the people we assist.

**Professionalism** – We maintain the highest standards of **professionalism**.

**Organization Charts:** The DHS Organization Charts are included in Appendix C of this Plan.

## **Administrative Services Division (ASD)**

Administrative Services serves the entire department with functions that include contracting, facilities management, financial services, forms and document management, human resources, information security, information systems, public affairs and web & publication design.

**Chief Administrative Officer:** Fariborz Pakseresht

**Deputy Assistant Director:** Sue Nelson

Components of this group include:

- **Contracts and Procurement**  
Handles purchasing and contracts for goods and services
- **Facilities**  
Manages field offices and other buildings
- **Forms & Document Management**  
Produces and coordinates the publishing of most DHS forms and images DHS records for electronic storage and retrieval
- **Human Resources**  
Provides personnel services to the Department, including safety and wellness, training and criminal history checks
- **Information Security**  
Provides security and privacy services around the confidentiality, integrity and availability of DHS information and systems

- **Information Services**  
Develops and supports computer systems and equipment
- **Office of Communications**  
Handles communication via press releases and e-mail to employees, media, the Legislature, partners and the community
- **Web & Publications Design**  
Manages the design, development and maintenance of the Department's Web site and publications.

## **Children, Adults and Families Division (CAF)**

This group is responsible for administering self-sufficiency and child-protective programs. These include JOBS, Temporary Assistance for Needy Families (TANF), Employment Related Day Care, Food Stamps, child-abuse investigation and intervention, foster care and adoptions. The group also contains the Office of Vocational Rehabilitation Services (OVRs), which helps Oregonians with disabilities to prepare for, find and retain jobs.

**Assistant DHS Director** Ramona Foley  
**Deputy Assistant Director:** James Neely

Children, Adults and Families is made up of two groups:

1. Policy/Program - Deputy Assistant DHS Director Michael Serice
2. Field Services - Deputy Assistant DHS Director Jim Neely

### **CAF Policy/Program Group**

Its main program areas include:

#### **Self-sufficiency and child safety**

- **Child-care subsidy programs**  
Programs such as Employment Related Day Care and JOBS child care help low-income working families and people in the JOBS Program pay for their child care

- **Child-protective services**  
Investigates and intervenes in cases of abuse and neglect
- **Family-Based Services**  
Supports the safety of children in the home, and counsels and trains parents
- **The Food Stamp Program**  
Helps Oregonians feed themselves and their families
- **The JOBS Employment and Training Program**  
Prepares people for the workplace and helps them find work
- **Prevention programs**  
Helps young people make positive choices and avoid behaviors that put them at risk
- **TANF**  
Provides cash benefits for low-income families with children

## **Permanency for children**

- **Foster care**  
Provides care for children removed from their homes while the parents, DHS and other agencies work toward reuniting the family
- **Adoption programs**  
Permanently place children with other families when they cannot return to their parents

## **CAF Field Services Group**

CAF Field Services is responsible for providing benefits and services to clients for the majority of DHS programs.

The field structure was designed so that clients can have their multiple needs addressed without having to visit a number of different DHS offices. Case planning for clients is done collaboratively, to avoid conflicting requirements between various programs.

Field Services operates more than 110 offices across the state and employs more than half of the department's staff.

### **Field structure**

Services are delivered through sixteen Districts, each headed by a District manager. In addition, each District has senior program managers, who have expertise in specific program areas. Service-delivery staff members in field offices retain their current specialization while working more closely with staff from other programs.

### **Rehabilitation Services**

The Office of Vocational Rehabilitation Services works with businesses, schools and community programs to help people with disabilities prepare for and find employment

### **Central office**

Within central office, the Office of Operational Support provides assistance to the District managers and field offices. They serve as the connection between the program-and-policy groups and the field, to ensure policies are effectively implemented in the local offices and to help accomplish policy-related changes requested by the field.

Field Services also includes the following:

- **The Direct Pay Unit**  
Processes payments for providers of services to DHS clients
- **The Health Insurance Group**  
Identifies other insurance coverage that should be paying for medical care for public-assistance clients
- **Medicare Buy-In**  
Pays Medicare premiums for low-income seniors so that Medicare, rather than the state, will pay their medical costs
- **Oregon Health Plan Eligibility**  
Processes applications and determines eligibility for the Oregon Health Plan
- **Quality Control for the Food Stamp Program**  
Investigates possible client fraud

- **Volunteer services for clients**  
Helps with needs such as medical transportation and donations of household and other items

## **Director's Office (DO)**

The Director's Office provides overall guidance, communication and direction for DHS. The director and deputy director have the ultimate accountability for the Department's success in achieving its outcomes.

**DHS Director:** Bruce Goldberg, M.D.

**Deputy Director of Operations:** Clyde Saiki

The Director's Office includes:

- **The Governor's Advocacy Office**  
Evaluates and resolves issues and concerns of Oregonians about the Department's programs and services
- **Legislative Relations**  
Directs the overall DHS Legislative agenda. Works to build positive relationships with members of the Oregon Legislative Assembly and their staff.
- **Internal Auditing**  
Conducts audits and reviews regarding compliance, security, efficiency, and federal grants
- **Tribal Relations**  
Works to build positive, constructive relationships with the nine Native-American tribes in the state

## **Financial Services**

**Deputy Director of Finance:** Jim Scherzinger

The Financial Services includes:

**Financial Services** oversees the department financial and accounting operations. This includes payroll, payments, receivables, and development and maintenance of accounting systems.

**Finance and Policy Analysis** provides budget and forecasting services, monitors federal and state policies for their impact on the department's budget, and develops the rates paid to providers in DHS programs.

**John Swanson**  
**Interim Administrator**

Components of this group include:

- **Budget Development & Implementation**  
Provides budget program and administrative planning support for the department.
- **Client Caseload Forecasting**  
The Forecasting Team produces bi-annual forecasts for all major DHS client caseloads, including medical assistance programs, mental health and addiction services, self-sufficiency, child welfare and long-term care for seniors and people with disabilities.
  - **Spring 2006 Client Caseload Forecast**  
Spring Forecast Book
  - **Fall 2005 Client Caseload Forecast**  
Aged and Physically Disabled  
Children, Adults and Families

**Medical Assistance Programs**

- **Federal Financial Policy & Rates Oversight**  
Coordinates and monitors federal funding and financial policy across the department.
- **OHP Actuarial Services**  
The Oregon Health Plan Actuarial Services Unit is responsible for directing and monitoring the biennial setting of per capita costs and the yearly establishment of capitation rates for the Medicaid demonstration component of the Oregon Health Plan. The unit manages and evaluates data and expenditures analyses, provides forecasts of managed care plan enrollment and expenditures and prepares cost and budget analyses in support of rate-setting activities. The unit acts as a connection between the contracted actuaries, OMAP program and budget staff, managed care plans and other interested stakeholders.

- **Provider Tax: Rules & Forms**

Administrative Rules	Forms
Medicaid Managed Care Tax OAR 410-050-0100 thru 0250	Quarterly Managed Care Organization Provider Tax Assessment form (Word)
Long Term Care Tax OAR 411-050-0400 thru 0590	Quarterly Nursing Facility Provider Tax Assessment form (Word)
Hospital Tax OAR 410-050-0700 thru 0870	Quarterly Hospital Provider Tax Assessment form (Word)

## Public Health Division (PHD)

Health Services administers low-income medical programs, and mental health and substance abuse services. It provides public health services such as monitoring drinking-water quality and communicable-disease outbreaks, inspecting restaurants and promoting healthy behaviors.

HS also maintains the state's vital records, and operates Oregon State Hospital and the Eastern Oregon Training and Psychiatric Centers. Many of this group's services, such as immunizations, the WIC nutrition program, and mental health and substance abuse treatment, are delivered through county health departments.

**Assistant DHS Director :** Susan, Allan, M.D.

**Deputy Assistant Director:** Bill Coulombe

The group's main program areas include:

- **Public health officer**  
Provides support and technical assistance to county health departments, and coordinates and oversees county health plans and funds from DHS.
- **Disease prevention and epidemiology**  
Works to prevent and control illness and death from injury, acute and communicable diseases, sexually transmitted diseases, and environmental and occupational illnesses. Also promotes healthy

behaviors by funding screenings for cancer and working to reduce tobacco use.

- **Family Health Services**  
Works to improve and promote the overall health of Oregon's women, infants, and children through preventive health programs and services, including prenatal care and pregnancy health, early childhood nurse home visiting services, WIC supplemental nutrition services, reproductive and family planning services, school-based health services, promotion of oral health, and promotion of nutrition and physical activity.
- **Health statistics, evaluation and research**  
Maintains Oregon's vital records (births, deaths, marriages, divorces), analyzes health-related data, and conducts research and evaluation to design public-health strategies.
- **Public Health Laboratory**  
Provides laboratory services to state and county infectious-disease programs; screens newborns for metabolic disorders; and licenses other clinical and environmental laboratories.
- **Public Health Systems**  
Helps control environmental hazards through oversight of public drinking-water systems, emergency medical services, health-care facilities, and restaurants and other food-service facilities. Also monitors other hazards such as lead, toxic materials and household molds.

## **Division of Medical Assistance Programs (DMAP)**

Administers state programs that provide medical coverage to low-income Oregonians, such as the Oregon Health Plan, Medicaid and the Children's Health Insurance Program.

**Assistant DHS Director :** Allen Douma, M.D.

**Deputy Assistant Director:** Lyn Read and Jim Edge

## **Addictions and Mental Health Division (AMH)**

Provides information that informs consumers about mental health disorders and assists them in becoming healthy, safe and independent individuals. The information also further educates policy makers and providers so they may share knowledge, expand current treatment efforts and assist consumers in everyday needs.

**Assistant DHS Director :** Bob Nikkel

**Deputy Assistant Director:** Madeline Olson

- **Operation of Oregon State Hospital and the Eastern Oregon Training and Psychiatric centers**

Oregon State Hospital is Oregon's primary state run psychiatric facility for both adults and children. Its purpose is to provide quality psychiatric and medical care to patients and residents.

- **Planning and administration of alcohol and drug treatment services**

Administers programs to help consumers conquer addictions to smoking, problem gambling, or substance abuse.

## **Seniors and People with Disabilities Division**

Seniors and People with Disabilities (SPD) is headed by:

**Assistant DHS Director:** James Toews

**Deputy Assistant Director:** Cathy Cooper

This group's main program areas are:

### **Licensing and quality of care**

- **Community based care licensing and quality assurance**

Operates abuse-prevention programs, provides training to identify fraud and abuse, and conducts investigations of abuse against seniors and people with disabilities

- **Community based care nursing and health**

Offers training for providers and conducts wellness and prevention programs, and operates the Community Nursing Program, to improve the quality of life for seniors and people with disabilities

- **Nursing facilities licensing and corrective action**  
Licenses and monitors long-term care facilities for seniors and people with disabilities. It conducts inspections and develops corrective action plans for facilities that are out of compliance

### **Planning and program development**

- **Advisory group support and community relations**  
Works with the Governor's Commission on Senior Services, the Oregon Disabilities Commission and other advocacy groups
- **Developmental disabilities county relations**  
Oversees the services for the developmentally disabled that are provided by counties under contracts with DHS
- **Resource development and waiver review**  
Serves as the liaison with the federal government on state plans and waivers. It also collects and analyzes data for system improvement

### **Home and community supports**

- **Community and family supports**  
Administers programs that provide in-home care for children with developmental disabilities. It leads implementation of the state's response to the Staley court decision, which will improve services to people with developmental disabilities
- **In-Home supports**  
Operates programs that help seniors and people with disabilities arrange and pay for in-home and other needed services. It also administers Oregon Project Independence and the Lifespan Respite Program
- **State operated group homes**  
Oversees operation of state-run group homes for people with developmental disabilities

### **Employment and financial benefits**

- **Employment services**  
Oversees Employment-Initiative projects that provide employment

assistance for people with disabilities, and operates the Senior Employment Program to help low-income seniors find work

- **Financial supports**  
Handles the eligibility-determination function for Social Security Disability benefits