

I – DESCRIPTION OF THE AGENCY

An Overview of DHS

The Department of Human Services (DHS) is the state's health and human services agency, originally established in 1971 as the Department of Human Resources.

DHS is the largest department in state government, employing approximately 10,000 people and operating with a budget of more than \$11.5 billion during the 2007-09 budget period.

This department is responsible for some of the most important work that government can do. The mission of the Oregon Department of Human Services is to make it possible for people lead lives that are independent, healthy and safe. That mission has many components.

DHS provides direct services to more than 1 million Oregonians every year. These are the most vulnerable people in our society. Our clients include seniors and people with disabilities, low-income families, children who have been abused or neglected, and people with mental illness or addictions. In addition to these direct services, our public health programs touch the lives of all Oregonians as well as visitors to this state.

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, agreements with all thirty-six counties, and a network of thousands of contracted service providers, the department directly provides or contracts for more than 300 programs and different services through 160 field offices located throughout the state as well as county health departments, group homes, the state hospital, and other institutions and facilities.

Most of the DHS budget – approximately 85 percent – flow directly to clients or to communities as payments to foster parents, nursing homes, health care providers and clinics, local governments, and other service providers. That funding helps local agencies provide the right range of

services designed to meet the unique needs of each community throughout the state.

Oregon is known for its innovations in human services. We are national pioneers in helping low-income people become self-sufficient, and in helping seniors and people with disabilities live as independently as possible. Our work in extending publicly funded health coverage to low-income families is recognized internationally.

DHS programs 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.

Director’s Office

The Director’s Office provides overall guidance, communication and direction for DHS. The director and deputy directors are accountable for the department’s success in achieving its outcomes.

DHS Director: Bruce Goldberg, M.D., 503-945-5944

Deputy Director of Operations: Clyde Saiki, 503-945-5731

Deputy Director of Finance: Jim Scherzinger, 503-945-5865

The Director's Office includes several key functions:

- **Governor's Advocacy Office** evaluates and resolves issues and concerns of Oregonians about DHS programs and services.
- **Internal Auditing** conducts audits and reviews regarding compliance, security, efficiency and federal grants.
- **Legislative Relations** directs the department's legislative agenda and builds positive relationships with members of the Oregon Legislative Assembly and their staff.
- **Tribal Relations** builds positive, constructive relationships with the nine federally recognized Native American tribes in the state.

Finance Branch

Deputy Director of Finance: Jim Scherzinger, 503-945-5865

The Finance Branch oversees the department's 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, Administrator

- **Budget and Policy Analysis** provides budget program and administrative planning support for the department.
- **Client Caseload Forecasting** 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.
- **Federal Financial Policy and Rates Oversight** coordinates and monitors federal funding and financial policy across the department.

- **OHP Actuarial Services** The Oregon Health Plan Actuarial Services Unit directs and monitors the biennial setting of per capita costs and the annual establishment of capitation rates for the Medicaid demonstration component of the Oregon Health Plan. The unit manages and evaluates data and expenditure analyses, forecasts managed care plan enrollment and expenditures, and prepares cost and budget analyses in support of rate-setting activities. The unit provides liaison among the contracted actuaries, DMAP program and budget staff, managed care plans and other stakeholders.

Operations Branch

Deputy Director of Operations: Clyde Saiki, 503-945-5731

The Operations Branch consists of one support division (Administrative Services) and five program divisions – Addictions and Mental Health; Children, Adults and Families; Medical Assistance Programs; Public Health; and Seniors and People with Disabilities.

Administrative Services Division (ASD)

Administrative Services includes department-wide contracting, facilities management, financial services, forms and document management, human resources, information security, information systems, public affairs and Web and publication design.

Chief Administrative Officer: Sue Nelson, 503-945-5745

Deputy Assistant Director: Jeremy Emerson, 503-945-6878

ASD consists of the following offices and programs:

- **Communications** handles external and internal communications including electronic, print and Web-based communications; coordinates public records requests; and oversees marketing and outreach campaigns.
- **Contracts and Procurement** handles purchasing and contracts for goods and services.

- **Facilities** manages field offices and other buildings.
- **Forms and 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 including safety and wellness, training and criminal history checks.
- **Information Security** oversees the confidentiality, integrity and availability of DHS information and systems in electronic, Web-based and print processes.

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.

Interim Assistant DHS Director Erinn Kelly-Siel

Deputy Assistant Director: Michael Serice

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

Main program areas include:

Self-sufficiency

The CAF self-sufficiency programs provide assistance for low-income families to help them become independent. The major program are:

- **Temporary Assistance to Needy Families (TANF)** program provides approximately 18,000 low income families with dependent children income support, intervention, family stabilization services, and 11,000 of those with employment and training services.
- **Food Stamp** program provides monthly benefits for approximately 435,000 individuals to supplement their food needs, provide nutrition education, and confer eligibility for services such as reduced or free lunch programs for children.
- **Employment Related Day Care (ERDC)** program helps approximately 9,500 low-income working families pay their child care bills, making it possible for them to stay employed, and to help ensure their children have access to quality child care.
- **Self Sufficiency Medical** programs, working with the Division of Medical Assistance Programs, provide medical coverage to approximately 286,500 low income Oregonians, who otherwise would be unable to access affordable health care.
- **Temporary Assistance for Domestic Violence (TADV)** program provides help to approximately 500 victims of domestic violence each year. Services include temporary housing, relocation, emergency food and medical support.
- **Refugee Program** provides comprehensive resettlement and employment services to over 1500 refugees fleeing persecution in their homeland, who have been legally admitted into the United States by the U.S. State Department.
- **Prevention Services** works with other state and local partners to develop strategies that strengthen families and support positive youth development to help teens develop skills to avoid risky behaviors.

Child Welfare

The CAF Child Welfare program is responsible for assuring the safety of children and providing services to strengthen their families. Protective service assessments were completed for approximately 20,000 families in 2006.

- **Child Protective Services (CPS)** program assesses reports of child abuse or neglect, completes safety assessments of children, assesses the capacity of parents or caregivers to protect children, and determines whether child abuse or neglect has occurred. CPS caseworkers prepare an action plan to provide safety for the child using the strengths of the family, provide case management and coordinate services for substance abuse treatment, domestic violence and sexual abuse, parent training and intensive family services as needed.
- **Foster care or Out-of-Home Care** involves an array of programs serving children who cannot remain safely in their homes, providing a safe, temporary living arrangement for abused or neglected children while the parents receive necessary support services. The program arranges relative care, family foster care through an extensive network of foster homes, and residential care settings for children. The program's primary goal is to reunite children with their parents, which it achieved for approximately 65 percent of children leaving foster care. When that is not possible, the goal is to place each child in a permanent home as soon as possible, in which the child may be safely and lovingly raised to adulthood.
- **Adoptive Services** coordinates and supervises adoption and guardianship for children in foster care who are unable to return to the care of their biological parents. A key goal is to provide permanent homes within a short time frame.

Vocational Rehabilitation

The Office of Vocational Rehabilitation (OVR) assesses, plans and coordinates vocational rehabilitation services to people with disabilities which impede their ability to get and retain employment. In 2006, OVR assisted 18,000 people and helped nearly 3,000 achieve employment. Services are provided through 34 field offices and multiple outstations across the state.

CAF Field Services Office

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 nearly 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 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.

Central office

- Within Central Office, the Office of Field Operations 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.

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.

Interim Assistant DHS Director : Michael Skeels
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.

Interim Assistant DHS Director : Jim Edge

Deputy Assistant Director: Lyn Read

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