



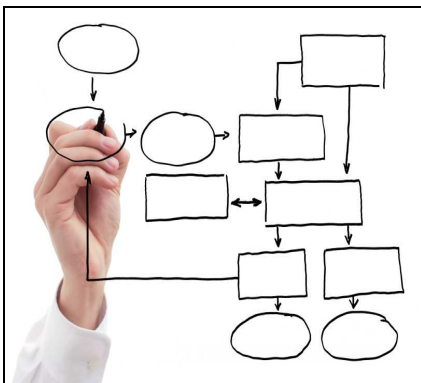
Through the Transformation Initiative
 we are fundamentally changing
 the way we do business.
 We're cutting red tape,
 reducing wait times for clients,
 improving our service to customers
 and saving money.
 And we've only just started.

Why we're transforming

We know our work is too important not to be the best. Among those counting on our services are children, the elderly, people with disabilities and those who are economically distressed. We serve more than 1 million Oregonians annually, and the demand for our services has reached record-breaking levels and continues to grow. At the same time, our resources to meet the demand are shrinking. Counties, providers and other business partners who work with us to deliver health and human services to Oregonians want us to streamline processes. The public rightly demands assurance that we use every tax dollar wisely.

What we're doing

Using project management principles and Lean process improvement methodologies successfully used by the best corporations in the world, we are becoming more efficient and effective every day.



[trans'-fər-mā'-shən] *noun*.
 A marked change, in appearance
 or character, for the better.

Since 2008, we have launched approximately 100 improvement initiatives. Some of these initiatives are complete; others are nearing their goals. By January 2011, our improvement efforts produced \$106.5 million in benefits, and marked improvements in customer service and quality.

- » **Helping families in need** by providing same-day service for food stamp applicants who were waiting two weeks or more for applications to be processed.
- » **Improving the quality of life for seniors** by moving more than 1,200 people unnecessarily placed in nursing facilities for long-term care to more appropriate settings, enabling more seniors to live in their own homes.
- » **Enhancing the health and well-being of patients** at Oregon State Hospital by reducing the time it takes to hire nurses from 80 to 24 days and reducing patient wait times for nutritional consultations from 150 to 20 days.
- » **Improving use of public resources** by eliminating red tape and redundancies in everything from purchasing to contracts administration to authorizations for repairs in community housing for people with developmental disabilities.

Today, transformation is happening at every level in our organization. From the smallest work unit to the top leadership, employees are learning a simple system for making small improvements in their own processes to help them do more with less and boost the quality of their customer service.



TRANSFORMATION INITIATIVE

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Employee-driven

Part of our rigorous look at agency operations involved asking for the best thinking of our employees who do the work, know the challenges and are being asked to identify solutions. When surveyed, employees said serving our clients is what drives them, more than salary or job security. They also said they are sometimes frustrated by barriers that keep them from doing their best work and that they want more accountability in the agency.

How we got here

We now know more about our services, operational process and business practices than ever before. During the first half of 2008, we surveyed, analyzed and benchmarked what we do, and compared ourselves to the best practices of industry leaders.

Teams are advancing transformation in each division and across five themes:

- » **Doing the right work the right way**
- » **Developing people and culture**
- » **Working together across divisions**
- » **Engaging with our partners**
- » **Getting more with the public dollar**

A transformed culture will be committed to continuously finding more effective processes yielding improved service to clients, better relationships with partners, redeployment of saved resources to other important work, and greater satisfaction among employees.

What's next?

Transforming DHS and OHA means continuously improving. Although the Transformation Initiative will be an agency "project" for 2 to 3 years, the transformed agencies will reflect permanent, performance-based cultures in which employees identify and remove barriers to being our best.

And, we'll continue leading the way in reinventing government in Oregon by sharing the lessons we've learned with other state agencies.

Our commitment to being a transparent, accountable agency starts with the Transformation Initiative itself, where we are tracking progress daily and regularly reporting results.

Because we know our work is too important not to be the best.