

Administrative Services Division (ASD)

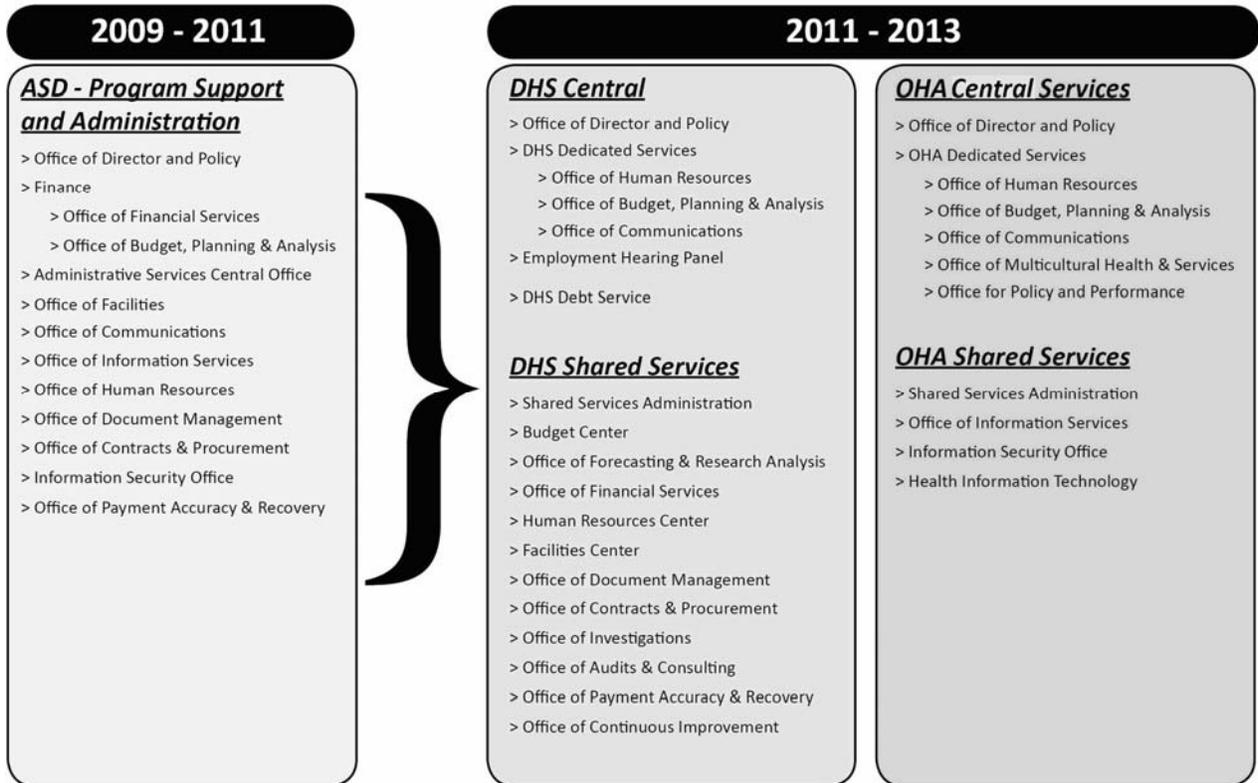
Historically, the Administrative Services Division (ASD) has provided department-wide shared services for the Department of Human Services, prior to the passage of HB 2009 which creates the Oregon Health Authority (OHA). Significant changes have occurred to the ASD budget during the transition of separating the two departments. In general, the same functions will be provided to both departments by utilizing a new approach, referred to as ***shared services***. In addition, the resources in some offices that were previously in the ASD budget, prior to the transition, were allocated to both ***dedicated services*** serving one agency as well as shared service that will service both agencies.

This new approach will ensure that administrative services are administered in the most cost effective manner possible without duplication of resources in each agency to achieve administrative functions.

The goals of the Shared Services offices are to:

- Implement standardized business practices that are used throughout DHS/OHA;
- Increase the efficiency, effectiveness and coordination of administrative services through the consolidation of functions across DHS/OHA;
- Provide relevant information and recommendations regarding budget, forecasting and analysis of policy issues;
- Ensure effectiveness and efficiency in program management and measurement of results;
- Develop clear, concise information to support effective decision-making;
- Work effectively across DHS/OHA to ensure department policies are incorporated and appropriately reflected in both agencies budgets; and
- Provide reliable caseload and cost-per-case forecasts for all major programs, incorporating impacts of policy changes, changing demographics and any other relevant information available; and

The chart below shows a crosswalk of the transition from the Administrative Services Division to the new Central and Shared Services model.



Central and Shared Services – Department of Human Services (DHS)

Central Services

DHS Central Services support the DHS mission by providing leadership in several dedicated key business areas such as: The Director’s Office and Policy, Budget, Human Resources and Communications.

Programs

DHS Central Services contains the following key offices and programs:

DHS Office of the Director & Policy

DHS Dedicated Services

- Office of Human Resources
- Office of Budget, Planning & Analysis
- Office of Communications
- Employment Hearing Panel

DHS Office of the Director & Policy

DHS Office of the Director & Policy is responsible for overall leadership, policy development and administrative oversight for DHS. It coordinates these functions with the Governor's Office, the Legislature, other state and federal agencies, partners and stakeholders, local governments, advocacy and client groups, and the private sector.

The DHS Director's Office will provide leadership in achieving the mission of the agency to help Oregonians achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity. The clear direction and goals of DHS are to ensure that:

- People are safe and living as independently as possible;
- People are able to support themselves and their families through stable, competitive wage employment;
- Children and youth are safe, well and connected to their families, communities and cultural identities;
- Clients and partners are engaged in meaningful collaboration; and
- Services are culturally and linguistically specific and responsive;

DHS Office of Human Resources

Services provided

The dedicated HR resources for the DHS business partners are charged with delivering services to internal customers with quality and timeliness. The dedicated areas will provide services focusing on people strategy development; workforce strategies to meet the unique business needs; consolidation of division workforce strategic plans and HR policy development.

Where service recipients are located

Service recipients are located in DHS divisions in central and field offices and group home settings around the state.

Who receives services

Services are provided to DHS staff throughout the state.

How services are delivered

HR services are aligned with the DHS mission and core values. Service delivery is accomplished in person, by telephone and video conference, e-mail and written communications, classroom training sessions, online training, and various formal and informal meetings.

Why these services are significant to Oregonians

HR provides critical technical support to internal DHS customers to ensure department workforce capacity, workforce services, and workforce development.

DHS Office of Budget, Planning & Analysis

The dedicated Office of Budget, Planning & Analysis (BPA) supports the mission of the Oregon Department of Human Services (DHS) by developing strategies, making decisions, interpreting policy and monitoring service level agreements.

Services provided

Services include:

- Provide leadership and collaboration for the strategic decisions of the Programs by guiding the delivery of Budget Services to the Programs;
- Drive the transition and continual improvement of services;
- Create a financial, budget and business triad for each Program to generate a comprehensive approach to Program management; and
- Provide an in-depth knowledge of DHS financial processes, Federal program and fiscal policy, business line funding streams, and State budget processes;

Who receives services

Services are provided for DHS leadership, program/policy and field managers, staff and external policy makers.

How services are delivered

BPA services are aligned with the DHS mission and core values and DHS Program strategies. Service delivery is accomplished in person, by telephone and video conference, e-mail and written communications, and various formal and informal meetings.

Why these services are significant to Oregonians

Budget, Planning and Analysis provides critical technical support to internal DHS customers to ensure the delivery of budget services to meet program strategies, goals and objectives.

DHS Office of Communications

The Office of Communications (OC) supports the mission of the Oregon Department of Human Services by providing information to employees, clients, legislators, stakeholders and interest groups, providers and partners, local governments, other state and federal agencies, policy makers, the news media, targeted audiences, and the general public. The office also provides support to the department's priority projects as defined by the DHS Director and Cabinet.

Services provided

Services include:

- Researching, evaluating, developing and disseminating information and messages about agency programs;
- Developing and conducting strategic education and information campaigns;
- Coordinating media and public communications;
- Coordinating public involvement and outreach activities;
- Writing, editing, designing and producing publications, presentations and other printed materials;
- Coordinating internal communications;
- Monitoring media reports and public feedback, and providing the department leadership with advice and counsel regarding the handling of emerging issues;
- Ensuring that news releases are produced and distributed in languages other than English when needed to reach targeted audiences in a public health emergency;
- Ensuring that all communications, both print and electronic, comply with all state and federal statutes and rules for access including ADA, Section 508 and plain language standards;

- Ensuring that DHS complies with all statutory and legal requirements pertaining to public records requests and other related communication issues;
- Forms design, inventory and distribution services;
- Language translation coordination;
- Alternate format services (Braille, large print, audio and computer disk); and
- Printing coordination services.

Where service recipients are located

Everywhere in Oregon; also interested parties outside the state.

Who receives services

Everyone in Oregon. Service recipients include all DHS employees, customers and clients, legislators, stakeholders and interest groups, providers and partners, local governments, other state and federal agencies, policy makers, the news media, targeted audiences, and the general public.

How services are delivered

Services are delivered through printed materials including news releases, publications and displays; electronically through e-mail and the Web; and in-person through media interviews, presentations and public meetings.

Why these services are significant to Oregonians

DHS strives to be transparent and accountable in all their actions and services. These services enable DHS employees to gain the information needed to perform their jobs; enable clients to understand and access services; and inform members of the public and key groups about department issues and activities of importance to them.

In addition in an era of declining mass media coverage and lack up public understanding of the role and services of state government, it is more important than ever to have pro-active communications with the public and interested

stakeholders. Government transparency and accountability requires a thoughtful communications strategy that focuses on fast dissemination of information, rapid response to public records requests, and communications channels that are not dependent on a shrinking mass media news hole.

DHS Employment Hearing Panel

Services provided

This budget is used to purchase administrative hearings services from the Office of Administrative Hearings (OAH) which is housed in the Oregon Employment Department. The purpose of the OAH is to provide an independent and impartial forum for citizens and businesses to dispute DHS or other state agency actions against them. The OAH was created in 1999 and is staffed with professional Administrative Law Judges who conduct numerous hearings a year at the request of citizens and business across the state. Previously, employees of the agencies themselves heard these cases. By statute, all administrative law judges are required to be "impartial in the performance of [their] duties and shall remain fair in all hearings."

Where service recipients are located

The OAH conducts hearings and other proceedings by phone or in every county in Oregon.

Who receives services

Oregon citizens and businesses who disagree with a DHS action against them and would like to present their case in an independent, fair and impartial forum.

How services are delivered

A hearing is not as formal as being in court. After a DHS client requests a hearing, an informal conference meeting time is set up. This is a meeting before the hearing between the client and a representative of DHS. In it, the client can tell more about why they asked for a hearing and make sure DHS fully understands the situation. The client can also learn more about why DHS took its action. Sometimes, the client and DHS can agree on a resolution. However, if no resolution is reached the official hearing with an administrative law judge is held. Most DHS hearings are held by telephone. The other participants in the telephone call are the administrative law judge, a DHS hearing representative, witnesses for DHS, and any witnesses the client will have participate.

Why these services are significant to Oregonians

For the last half century, there has been a movement in the United States to separate agency regulation and enforcement from its hearing function. If a citizen or business disputes an action taken by state government and asks for a hearing, an agency employee should not be the one to decide whether the action is lawful or not. Said differently, no agency should be the policeman, prosecutor, judge and jury of its own action. To solve this, many states have created "central panels" of administrative law judges. These panels are independent of the agencies whose hearings they hold. The Office of Administrative Hearings provides the citizens of Oregon the opportunity for an independent and impartial review of decisions made by DHS and other state agencies. This is an important part of ensuring accountability of agency decisions that impact the lives of Oregonians.

Central and Shared Services – Department of Human Services (DHS)

DHS Shared Services

DHS Shared Services supports both the Department of Human Services (DHS) and the Oregon Health Authority (OHA) by providing leadership in the delivery of efficient, consistent and coordinated administrative services to all divisions and programs within both departments.

Programs

DHS Shared Services contains the following key offices and programs:

- ***Shared Services Administration*** – provides leadership and direction for shared services offices as well as managing the business continuity planning efforts for both DHS/OHA.
- ***Budget Center*** – provides program and administrative budget planning, financial analysis and technical budget support for DHS/OHA. These services are provided for department leadership, program/policy and field managers, staff, and external policy makers.
- ***Office of Forecasting, Research and Analysis*** – provides client caseload forecasting services for DHS/OHA.
- ***Office of Financial Services*** - provides accounting services, administers employee benefits and payroll, and collects funds owed for DHS/OHA. It provides accurate, accountable and responsive financial management and business services to DHS/OHA clients, providers, vendors, stakeholders, and employees in support of both agencies missions and in compliance with state laws and federal policies, rules and regulations.
- ***Human Resources Center*** - provide HR functions for DHS/OHA that are more transactional based or custodial in nature such as: Benefits Administration, Leadership and Management Training, Safety/OSHA/Workers' Compensation, Leave Law Interpretation, Affirmative Action Reporting, Background Checks, and Centralized Position Control.

- ***Facilities Center*** - provides coordination of DHS/OHA offices and other facilities statewide.
- ***Office of Document Management*** - provides document and data management services for DHS/OHA.
- ***Office of Contracts & Procurement*** - provides contract and procurement services for DHS/OHA by making purchases, and prepares and processes contracts with other government agencies, businesses and service providers.
- ***Office of Investigations & Training*** – provides statewide investigations of abuse and neglect, protective services, technical assistance, and training and abuse prevention services for DHS/OHA.
- ***Office of Audit and Consulting*** – provides independent and objective information about DHS/OHA operations and programs and activities to help make informed decisions and improve services.
- ***Office of Payment, Accuracy and Recovery*** – provides recovery services for DHS/OHA by identifying and recovering moneys paid in error to clients or providers; investigates allegations of fraudulent activities; investigates and recovers state funds expended for services when a third party should have covered the service or the recovery of claims made by a client; and recovers funds from the estates of Medicaid recipients for the cost of cash and medical benefits provided.
- ***Office of Continuous Improvement*** – provides leadership in coordinating continuous improvement and training services for DHS and OHA. OCI uses a blend of project management principles, a strong governance structure, metrics developing and tracking, training and Lean techniques made popular in the manufacturing sector to drive a comprehensive approach to creating a culture of continuous improvement that’s cutting red tape, delivering better and faster services to clients, generating cost savings and increasing transparency.

DHS Shared Services Administration

DHS Shared Service Administration provides oversight and leadership for the DHS Shared Services offices as well as Business Continuity Planning in both DHS/OHA.

DHS Shared Service Administration supports all divisions and programs in the Department of Human Services (DHS) and the Oregon Health Authority (OHA) by providing leadership in the delivery of efficient, consistent and coordinated administrative services. Shared Service Administration is also responsible for Business Continuity Management Planning, Emergency Support Function #6 (ESF-6) Mass Care, Emergency Assistance, Housing, and Human Services and Rule Coordination.

The Business Continuity Manager advises, trains, exercises and manages Business Continuity for DHS/OHA. DHS/OHA has the responsibility to ensure the agency can continue to perform its critical business functions and services during an incident impacting operations. Business Continuity Planning (BCP) provides the information and structure to ensure DHS/OHA can respond to an incident in an orderly and timely way, while minimizing impacts to the agency, clients and any other dependencies of DHS/OHA.

Emergency Support Function #6 (ESF-6) Mass Care, Emergency Assistance, Housing, and Human Services plans, exercises and manages ESF 6, including vulnerable populations. The DHS/OHA is the primary state agency for ESF-6. ESF 6 coordinates and monitors the efforts of state, local and tribal governments, and nongovernmental organizations to address the housing, feeding, and human services needs of people impacted by disasters.

The rules coordinator advises, consults, leads, coordinates, and trains staff in all DHS/OHA Divisions in drafting, interpreting, defining, and developing the intent and scope of administrative rules, monitors, and reviews contested case orders, trains hearing representatives, assists with legal issues and acts as liaison with Office of Administrative Hearings to discuss performance measures.

Budget Center

Services provided

The Budget Center is a shared service office that provides financial reporting and technical support to both DHS and OHA.

The Budget Center services are organized into these distinct areas:

Budget Services Administration

Budget Services Financial Support

Budget Services Quality Assurance and Reporting

Legislative Fiscal Coordination

These shared areas will focus on collecting, analyzing and providing timely and accurate information from the various budget systems to both agencies for budget development and budget management. This integrated approach will create economies of scale, a single set of organization-wide integrated administrative strategies and standards, a single processing center for common transactions and the use of service level agreements and a customer driven governance structure.

How services are delivered

Budget services are aligned with the DHS and OHA missions and core values. Service delivery is accomplished in person, by telephone and video conference, e-mail and written communications, classroom training sessions, online training, and various formal and informal meetings. The implementation of service level agreements with a customer focus will define the services provided, the different levels of service and the associated costs.

Who receives services

Services are provided for DHS/OHA leadership, program/policy and field managers, staff and external policy makers.

Why these services are significant to Oregonians

The Budget Center provides critical financial reporting, analysis and technical budget support to DHS/OHA. The accuracy and integrity of this data is critical for decision making in both agencies and will be a key component in determining projected need for services and to develop the DHS/OHA budgets to address these needs, anticipate changes in federal and other funding streams that may affect the ability to provide services, assure compliance with federal funding regulations and requirements, manage appropriation allotments and cash flow throughout the biennium, provide analysis and estimates to respond to inquiries from internal and external parties, and provide information and assistance in managing the DHS/OHA budgets during the biennium.

Office of Forecasting, Research and Analysis

Services provided

The Office of Forecasting, Research and Analysis is a shared service office that provides client caseload forecasting services to both DHS and OHA.

Where service recipients are located

The Office of Forecasting, Research and Analysis services are organized to provide support for both agencies divisions; DHS (Children, Adults, and Families Division and Seniors and People with Disabilities Division) and OHA (Addictions and Mental Health Division; Division of Medical Assistance Programs; and Public Health Division)

Who receives services

Services are provided for department leadership, program/policy and field managers, staff and external policy makers.

How services are delivered

Services are delivered through the following activities.

- Client caseload forecasting:
 - ◆ Producing semi-annual caseload forecasts for various DHS programs (divisions);
 - ◆ Monitoring actual client counts compared to the forecast; and
 - ◆ Tracking and researching local, state and national trends affecting client caseloads.

Why these services are significant to Oregonians

The Office of Forecasting, Research and Analysis provides critical forecasting and technical support to assist program managers to determine projected need for services and to develop the department budget to address these needs, anticipate changes in federal and other funding streams that may affect the ability to provide services, assure compliance with federal funding regulations and requirements, manage appropriation allotments and cash flow throughout the biennium, provide analysis and estimates to respond to inquiries from internal and external parties,

and provide information and assistance in managing the DHS/OHA budgets during the biennium.

Office of Financial Services (OFS)

Services provided

OFS is a shared service office that provides accounting services and administers employee benefits and payroll, and collects funds owed for DHS/OHA. OFS is organized by functional area with the goal of maximizing operational efficiency.

OFS is organized into the following functional units:

- The **Accounts Receivable Unit** produces invoices, collects funds due back to DHS/OHA, and provides DHS/OHA Accounts Receivable collection data annually to the Legislative Fiscal Office (LFO). This unit also receives and processes garnishments levied on the department.
- The **Receipting Unit** deposits all negotiable instruments received by DHS/OHA; accurately records the revenue and reduction of expense transactions into SFMA for these receipts, as well as from credit card and ACH activity in DHS/OHA Treasury accounts.
- The **Disbursements and Travel Unit** processes invoices for goods and services including rent, utilities, supplies, interagency services, SPOTS VISA and travel claims for DHS/OHA employees and other authorized non-state individuals.
- The **Contract Payments Unit** processes contract payments for services with providers and local governments, ensures payments are within contract limitations, and processes contract settlements as needed.
- The **Payroll Unit** processes agency payroll data and ensures that each employee of DHS/OHA receives proper compensation in pay and benefits for work done.
- The **Strategic Systems Unit** takes financial data from the various DHS/OHA proprietary payment and receipting systems, converts the data and interfaces the data into SFMA. Interfaced transactions include payments, payment cancellations, accounts receivable and recoupments. This unit is also responsible for the SFMA structures and cash flow management,
- The **Management Reporting and Cost Allocation Unit** develops, maintains and implements the department-wide cost allocation plan to

allocate indirect administrative expenditures to federal, state and other sources; and provides data management support to internal customers as well as division support in the monitoring of budget to actual reporting.

- The **Statewide Financial Reporting and Trust Accounting Unit** prepares annual financial report information for inclusion in the statewide Combined Annual Financial Report; manages trust accounts.
- The **Reconciliation Unit** completes all reconciliation reports, compares results in SFMA, the State Treasury and DHS/OHA proprietary systems.
- The **Federal and Grant Reporting Unit** maintains, analyzes reviews and reports on various grant types such as entitlement, block and categorical grants; and submits, receipts, and distributes federal draw requests for federal expenditure disbursements.
- The **Portland Accounting Unit** provides accounting services for Public Health Division (PHD) programs including accounts payable, monitoring sub-contractor expenditures, cash receipting, accounts receivable, audit coordination, and grant financial review and reporting.
- The **Internal Control and Policy Unit** monitors system security and control structure. Forgery Services Section handles and researches overpayments, forged, counterfeit and altered checks.

Where service recipients are located

OFS provides client, provider, vendor and employee payments throughout the state. OFS works closely with the DAS State Controller's Division, other state agencies and the federal government.

Who receives services

Payroll services are provided to DHS/OHA employees. Clients, providers and vendors throughout the state receive payments through 22 payment applications and six receipting systems. Staff work closely with the federal government by providing federal financial reports and ensuring federal funding is maintained.

How services are delivered

OFS provides all accounting and reporting functions via SFMA and subsidiary legacy systems.

Why these services are significant to Oregonians

OFS ensures that clients, providers and vendors receive payments in a timely manner; employees receive payroll and benefits; and DHS/OHA receives funding from the federal government and other revenue sources.

Human Resources Center (HR)

Services provided

Human Resources Center is a shared service office that provides HR functions for DHS/OHA that are more transactional based or custodial in nature. The areas of focus in the HR Center include:

- Employee Records and Benefits Administration;
- Workforce Capacity Reports;
- Safety, Health and Wellness;
- Leave Law interpretation/ADA/Workers' Compensation
- Background Checks
- Organizational Advancement

Where service recipients are located

Services are provided to DHS/OHA staff and providers throughout the state in central and field offices, institutions, group home settings and secured residential treatment facilities.

How services are delivered

HR services are aligned with the DHS and OHA missions and core values Service delivery is accomplished in person, by telephone and video conference, e-mail and written communications, classroom training sessions, online training, and various formal and informal meetings.

Why these services are significant to Oregonians

The Human Resources Center provides critical technical support to both DHS and OHA.

Facilities Center

The Facilities Center is a shared service office that provides Facilities functions for DHS/OHA. The office acquires and administers leases and contracts for approximately 173 DHS/OHA facilities statewide; coordinates construction, remodeling and modifications of facilities to meet service delivery needs; plans and manages modular furniture installations; monitors energy use; oversees both agencies' motor vehicle fleet; manages mail and parcel delivery; plans, develops, installs, and repairs DHS/OHA telecommunications systems; audits the DHS/OHA telephone bills; and conducts detailed research and analysis of phone systems to determine the most appropriate systems for both agencies operations.

Services provided

The office has three sections: Facilities Management, Central Services and Telecommunications.

Facilities Management works with community colleges, cities and county governments to deliver its services. It also helps DHS/OHA managers, staff and community partners develop and organize offices to meet the service delivery needs. Services include:

- Acquisition and administration of DHS/OHA leases and contracts for an estimated 173 leased facilities statewide;
- Oversight of the DHS/OHA motor vehicle fleets;
- Coordination of construction and remodeling of leased facilities, facilities project management; and
- Plans modifications of workspace to accommodate changes in program service delivery needs.

Central Services serves administrative offices located in five buildings in Salem and Portland. Services include:

- Coordination of building maintenance and management of energy use;
- Management of mail and parcel delivery at the Barbara Roberts Human Services Building and the Portland State Office Building;

- State vehicle management and scheduling at the Barbara Roberts Human Services Building and the Portland State Office Building;
- Lobby reception at the Barbara Roberts Human Services Building;
- Security and evacuation management at the Barbara Roberts Human Services Building; and
- Management of the furniture purchasing and centralized furniture warehouse in Salem, including inventory tracking.

Telecommunications administers the DHS/OHA telecommunications. Services include:

- Planning, development and installation of telecommunications systems in 173 buildings statewide;
- Upgrading and repairing current systems;
- Telephone billing audits; and
- Detailed research and analyses of phone systems to determine the most appropriate systems for the department's operations.

Where service recipients are located

Service recipients are located in the DHS/OHA facilities statewide.

Who receives services

Services are provided to DHS/OHA employees, community partners, local governments, and clients statewide in support of both agencies' missions and goals.

How services are delivered

The Facilities Center delivers its services through personal contact, telecommunications and the Internet.

Why these services are significant to Oregonians

The Facilities Center provides and manages buildings that are safe, secure and accessible in support of the department's delivery of services to Oregon's most vulnerable citizens.

Office of Document Management (ODM)

The Office of Document Management (ODM) is a shared service office that provides document and data management services for DHS/OHA.

Services provided

- Data capture services for billing claims related to medical and dental services, hospitals, nursing homes, in-home services, meals and child care;
- Imaging services related to Oregon Health Plan applications, Food Stamp applications, Senior Prescription Drug applications, Human Resources documents, criminal history background documents, checks, hearing documents, intentional program violations, child care, medical claims, sterilization consent forms. Financial Services documents, and client case records;
- Electronic and physical records archival, retrieval and coordination of destruction services; and

This office electronically images more than 2,111,000 documents each month. These are related to the Oregon Health Plan, Food Stamp program, Direct Pay Unit/Child Care programs, Financial Services, Office of Medical Assistance Programs, Criminal Records Unit, and provider and client hearings. ODM provides images of checks to Financial Services to allow for timely receipt and deposit of funds, and provides images to the Criminal Records Unit to assist in expediting retrieval of records to answer provider questions.

ODM also receives an average of 125,620 paper claims and checks each month for data capture. Most are for medical and dental services, hospitals, nursing homes, in-home services, meals-on-wheels, and child care. ODM provides data and images, which allow Food Stamp programs, Oregon Health Plan and Office of Medical Assistance Programs staff to answer provider and client questions regarding eligibility and payment. The Electronic Document Management System (EDMS) electronically images documents and stores the images on a Storage Area Network (SAN), providing a single repository resulting in immediate accessibility to all authorized DHS/OHA staff throughout the state of Oregon.

Where service recipients are located

Recipients of ODM services are located throughout all DHS/OHA offices and communities throughout Oregon.

Who receives services

DHS/OHA staff and clients, statewide, receive services, as well as providers, physicians, dentists, hospitals, nursing facilities, child care providers, pharmacies, meals and adult foster care facilities.

How services are delivered

- Electronically processes health plan applications for eligibility determination;
- Electronically processes food stamp applications for eligibility determination;
- Electronically processes provider claims for payment;
- Electronically processes a large variety of DHS/OHA documents;
- Ensures safe and secure archival and retrieval of DHS/OHA documents;

Why these services are significant to Oregonians

These services:

- Assist clients and staff to gain access to needed information and services in an efficient and user friendly manner;
- Maintain confidential client and department records in a safe and secure manner, to ensure compliancy with the Health Insurance Portability and Accountability Act (HIPAA) for all health-related information used in ODM; and
- Encourage providers to continue to provide services to DHS/OHA clients by processing paper claims in a timely manner.

Office of Contracts and Procurement (OC&P)

The Office of Contracts and Procurement (OC&P) is a shared service office that provides contracting and procurement services for DHS/OHA. OC&P's purpose is to support both agencies' missions through the procurement of supplies and services.

Services provided

OC&P is responsible for preparing, issuing and awarding contracts to qualified vendors in a manner which protects people, assets and the public trust. Strategic sourcing is utilized to solicit the best products at the best price.

Where service recipients are located

Recipients of OC&P services are located throughout Oregon.

Who receives services

There are approximately 500 DHS/OHA program personnel who work directly with OC&P to put contracts in place which support both agencies. Additionally, there are approximately 1,000 DHS/OHA administrative support personnel who require OC&P services related to purchases supporting DHS/OHA business operations.

How services are delivered

OC&P delivers services in person and through the use of technology.

Why these services are significant to Oregonians

Effective procurement processes provide accountability and delivery of client services, which improve and sustain Oregon communities.

Office of Investigations and Training (OIT)

The Office of Investigations and Training (OIT) is a shared service office that provides statewide investigations of abuse and neglect, protective services, technical assistance, and training and abuse prevention services for DHS/OHA.

Services provided:

- Investigation of abuse and neglect allegations at state operated psychiatric hospitals including Oregon State Hospital, 24-hour residential programs for adults and children with developmental disabilities and children's therapeutic treatment programs as well as assurance of protective services for alleged abuse victims.
- Oversight of community mental health and developmental disability abuse and neglect investigation and protective services system including review and approval of all reports, provision of technical assistance, and access to forensic expertise.
- Training for abuse investigators on investigative core competencies including interviewing, photography, abuse injury identification and report writing; training on recognition and reporting of abuse and neglect; development of prevention and abuse risk reduction curriculum and materials.
- Data collection for evaluation and analysis of abuse and neglect information statewide for a variety of uses including evaluation of trends, timeliness of reports, production of an annual report.

Where service recipients are located

Individuals and programs for those who receive mental health or developmental disability services through community mental health and developmental disability programs and their contractors are located in all 36 counties. There are also 250 licensed and certified children's therapeutic programs throughout the state.

Who receives services

DHS clients and staff, community mental health and developmental disability programs and their contractors, families and guardians, mandatory reporters,

multidisciplinary team members including district attorneys and law enforcement are located throughout the state.

How services are delivered

Services are delivered through OIT investigators, regional abuse coordinators, data and research and training and prevention staff as well as through the state's designees – the community mental health and developmental disabilities programs.

Why these services are significant to Oregonians

Individuals with developmental disabilities and mental illnesses and children receiving treatment are at the highest risk for abuse and neglect./ Research has shown that more than half will experience repeated physical or sexual abuse in their lifetimes. Freedom from abuse is critical to maximizing independence and benefiting from services. Victims of abuse are offered and provided protective services such as counseling or alternative living arrangements. OIT and county investigations are used to offer and provide protection as well as sanction agencies, remove abusive caregivers and require additional training or revision of policies to prevent further abuse.

Internal Audit and Consulting Unit (IAC)

The Internal Audit and Consulting (IAC) Unit is a shared service office that provides independent and objective information and consulting services for DHS/OHA. The internal audit team reviews all areas of DHS/OHA including centralized operations and programs, field offices, and institutions.

Services provided

The unit assists management through reviews of DHS/OHA programs and activities, ensuring effective and efficient use of resources to achieve the department's goals and outcomes. The unit performs independent audits and reviews, which include:

- Reliability and integrity of financial and operational information,
- Effectiveness and efficiency of operations,
- Safeguarding of assets,
- Evaluation of management controls (which may be related to investigations of alleged misconduct and illegal activities), and
- Compliance with laws and regulations, contracts, and grant awards.

Where service recipients are located

IAC provides services throughout the state of Oregon to all DHS/OHA divisions, facilities and offices.

Who receives services

Internal audit and consulting services can be provided through several means:

- Identified in the annual audit plan (based on a risk assessment),
- Referral from staff or management,
- Special requests from management or other governing bodies, and
- Mandated by policy or other legal agreements.

How services are delivered

Internal audits are delivered in the form of an audit report. Other services can be delivered in several ways including reports, management letters, advisory roles on various committees, facilitation and review of annual risk assessment activities and coordination of external audits. Delivering these services may include travel throughout the state to review documentation, observe processes or provide assistance to management. All IAC services require continuous communication with internal and external program staff, managers, the DHS/OHA audit committee and external auditors.

Why these services are significant to Oregonians

- Help decrease the amount of fraud, waste and abuse;
- Ensure the reliability and integrity of financial and operational information;
- Ensure effectiveness and efficiency of operations;
- Ensure adequacy of internal controls to prevent or minimize alleged misconduct and illegal activities; and
- Ensure compliance with laws and regulations, contracts and grant awards.

Office of Payment Accuracy and Recovery (OPAR)

The Office of Payment Accuracy and Recovery (OPAR) is a shared service office that provides recovery and collection services for DHS/OHA. The purpose of the office is to ensure program integrity by improving payment accuracy and recovering overpayments of both clients and service providers. The office works in partnership with all DHS/OHA divisions, providers, private health insurers, managed care plans, other state agencies, DHS/OHA clients and the federal government.

OPAR's budget request for 2011-2013 is \$28.1 million, with anticipated revenue and cost avoidance from payment accuracy and financial recovery activities of more than \$150 million. In general, funds recovered by OPAR go directly back to the program divisions to fund additional services for Oregonians in need.

Services provided

OPAR strives to improve program integrity, payment accuracy and financial recovery on behalf of many DHS/OHA programs (Food Stamps, Medicaid, Temporary Assistance to Needy Families (TANF), Child Care, and others). Specific services provided include:

- Audits and investigations,
- Establishment of overpayment debts and collection of those debts,
- Facilitation of third-party recoveries,
- Identification of third-party resources, and
- Assistance to DHS field staff with data integrity issues.
- Recovery of Medicaid, Clawback and General Assistance funds from estates of deceased clients.

Where service recipients are located

Recipients of OPAR services are located throughout Oregon.

Who receives services

OPAR serves current and former DHS/OHA clients, providers, federal partners and DHS/OHA staff, as well as the citizens of Oregon.

How services are delivered

OPAR staff consists of fraud investigators, auditors, recovery specialists, overpayment writers, medical and drug payment analysts, estate administrators, and a variety of administrative and support personnel performing payment accuracy, investigative, and recovery-related activities. Interactions with clients, providers and DHS/OHA staff occur over the telephone, in person and in writing.

Why these services are significant to Oregonians

Funds recovered by OPAR are returned to the various DHS/OHA program areas making them available for payment of benefits on behalf of current and future clients. In addition, savings realized from increased payment accuracy and cost avoidance activities are then available to be used to serve Oregonians in need.

Office of Continuous Improvement (OCI)

The Office of Continuous Improvement (OCI) is a shared service office that provides leadership in coordinating transformation efforts, continuous improvement and training services for DHS and OHA.

OCI organizes its work around five themes:

- Doing the right work, the right way
- Developing people and world-class culture
- Working together across divisions and agencies
- Getting more with the public dollar
- Engaging with our partners for improved performance

OCI uses a blend of project management principles, a strong governance structure, metrics developing and tracking, training and Lean techniques made popular in the manufacturing sector to drive a comprehensive approach to creating a culture of continuous improvement that's cutting red tape, delivering better and faster services to clients, generating cost savings and increasing transparency.

Services provided

OCI provides a variety of services:

- Strategic leadership of transformation and continuous improvement efforts, including periodic examination of progress toward goals to adjust the approach as the environment evolves
- Providing leadership, training and coaching to develop standard competencies in continuous improvement in all employees
- Providing training and coaching to agency and division leadership to develop competency for leading in the continuous improvement environment
- Driving and facilitating organizational culture change into a continuously improving organization that has a deep understanding of how to eliminate

waste in processes, develops employees as leaders, innovates and effectively allocates its staffing and financial resources.

- Providing project management services to facilitate cross-divisional, cross-agency and special initiatives
- Development of project management standard tools and methodologies
- Providing training, coaching, mentoring and facilitation in use of Lean methodologies and tools
- Development of Lean tools and methodologies
- Development and support of a DHS/OHA Lean community which includes conferences, publications and mentoring
- Providing training and coaching in metrics development and reporting
- Development of benchmarks for continuous improvement
- Providing coaching in change management and communications
- Supporting the Lean Daily Management System® (LDMS®) implementation across DHS and OHA
- Communicating continuous improvement results to support accountability and transparency efforts, and to share best practices
- Provide support and ongoing enhancement for the Mood software application which allows the agencies to create a variety of performance dashboards to show the status and progress of continuous improvement efforts in a variety of views, from high level to detailed.
- Provide training and coaching in continuous improvement and Lean to service delivery partners

Where service recipients are located

OCI service recipients are in a variety of locations across the state:

- Human Services Building in Salem
- Portland State Office Building
- Parkway Building in Salem

- All central office locations
- All branch office locations

Who receives services

Those receiving services from OCI include:

- DHS and OHA executive level leadership
- DHS and OHA managers and supervisors
- DHS and OHA work groups and individual employees in both central and branch offices
- DHS and OHA service provider partners (such as Oregon counties and Area Agencies on Aging)

Why these services are significant to Oregonians

Oregon is struggling with one of the highest unemployment rates in the nation and as a result, demand for health and human services has skyrocketed. By leading, teaching and guiding DHS and OHA employees in the application of continuous improvement tools, the agencies are managing to meet growing demands for service at the same time they are coping with shrinking staff and financial resources. These tools also are helping the agencies improve the speed and quality of its service delivery during difficult economic times.

There are additional challenges that contribute to the need for continuous improvement. Rather than tackle each challenge separately, DHS embarked on an aggressive, comprehensive and customized approach to creating a culture of continuous improvement in the organization from the bottom up. In order for DHS and OHA to provide effective and efficient services for Oregonians consistently over time, the OCI also works to address the following challenges:

- Increasing public demands for transparency and accountability
- Aging workforce
- Inefficient processes for delivering client services and no consistent approach for measuring performance
- A complex policy environment
- Engaging with our partners to increase the consistency and quality of DHS and OHA services provided to Oregonians at the local level by partners across the state;
- Cultural challenges rooted in the failure of past, short-lived efforts causing employees to doubt real improvement is possible

Central and Shared Services – Oregon Health Authority (OHA)

Oregon Health Policy Board

The Oregon Health Policy Board (OHPB) is the policy-making and oversight body for the Oregon Health Authority, § 9(1) HB 2009. All of the board's actions and decisions are guided by accountability toward the triple aim of improving population health, improving the individual's experience of care and lowering per capita health care costs.

The Board is aided in its functions by its committees and the Oregon Health Authority.

Policy-making

The OHPB has two distinct areas of policy-making responsibility: Oregon Health Authority policy and public policy. The board evaluates, adopts and promotes policy for the Oregon Health Authority. In addition, the OHPB evaluates and recommends public policies to the state legislature.

As they make decisions about policies, the board reviews relevant information from the Oregon Health Authority and from board committees. The OHPB also convenes and solicits information from the public. The board may re-evaluate policy in light of additional information or changed circumstances (e.g., changes in federal law, etc.).

The board's decisions will inform its reports and recommendations to the Oregon Health Authority and, as appropriate, the Legislative Assembly. Implementation of certain policy objectives may require legislative approval or funding.

Policy-making includes, but not be limited to, the topics identified by the Legislature in HB 2009:

- access to affordable, quality health care for all Oregonians by 2015
- uniform, statewide health care quality standards
- evidence-based clinical standards and practice guidelines
- cost containment mechanisms
- health care workforce
- comprehensive health reform
- health benefit package
- health insurance exchange

Administration and implementation of policies is assigned to the Oregon Health Authority, in addition to their other duties and functions.

Oversight

The board evaluates progress toward achieving policy objectives through oversight of the Oregon Health Authority's implementation of processes and policies. The board supports OHA as it implements the goals and policies set out by the board. The board focuses on strategic objectives, rather than tactical or operational work, which is the purview of the OHA.

OHA Central Services

OHA Central Services support the OHA mission by providing leadership in several dedicated key business areas such as: The Director's Office and Policy, Budget, Human Resources, Communications, Multicultural Health Services, Policy and Performance, and Debt Service.

Programs

OHA Central Services contains the following key offices and programs:

OHA Office of the Director & Policy

OHA Dedicated Services

- Office of Human Resources
- Office of Budget, Planning & Analysis
- Office of Communications
- Office of Multicultural Health and Services
- Office of Policy and Performance

OHA Office of the Director & Policy

OHA Office of the Director & Policy is responsible for overall leadership, policy development and administrative oversight for OHA. It coordinates these functions with the Governor's Office, the Legislature, other state and federal agencies, partners and stakeholders, local governments, advocacy and client groups, and the private sector.

The OHA Director's Office will provide leadership in achieving the mission of the agency to help people and communities achieve optimum physical, mental and social well-being through partnership, prevention and access to quality, affordable health care. The clear direction of OHA is to innovate, improve, and rework the state health care system for three goals:

- Improve the lifelong health of all Oregonians;
- Increase the quality, reliability and availability of care for all Oregonians;
and
- Lower or contain the cost of care so it is affordable to everyone.

OHA Office of Human Resources

Services provided

The dedicated HR resources for the OHA business partners are charged with delivering services to internal customers with quality and timeliness. The dedicated areas will provide services focusing on people strategy development; workforce strategies to meet the unique business needs; consolidation of division workforce strategic plans and HR policy development

Where service recipients are located

Service recipients are located in OHA divisions in central and field offices, institutions, and secured residential treatment facilities.

Who receives services

Services are provided to OHA staff throughout the state.

How services are delivered

HR services are aligned with the OHA mission and core values. Service delivery is accomplished in person, by telephone and video conference, e-mail and written communications, classroom training sessions, online training, and various formal and informal meetings.

Why these services are significant to Oregonians

HR provides critical technical support to internal OHA customers to ensure department workforce capacity, workforce services, and workforce development.

OHA Office of Budget, Planning & Analysis

The Office of Budget, Planning & Analysis (BPA) supports the mission of the Oregon Health Authority (OHA) by developing strategies, making decisions, interpreting policy and monitoring service level agreements.

Services provided

Services include:

- Provide leadership and collaboration for the strategic decisions of the Programs by guiding the delivery of Budget Services to the Programs;
- Drive the transition and continual improvement of services;
- Create a financial, budget and business triad for each Program to generate a comprehensive approach to Program management; and
- Provide an in-depth knowledge of OHA financial processes, Federal program and fiscal policy, business line funding streams, and State budget processes;

Who receives services

Services are provided for OHA leadership, program/policy and field managers, staff and external policy makers.

How services are delivered

BPA services are aligned with the OHA mission and core values and OHA Program strategies. Service delivery is accomplished in person, by telephone and video conference, e-mail and written communications, and various formal and informal meetings.

Why these services are significant to Oregonians

Budget, Planning and Analysis provides critical technical support to internal OHA customers to ensure the delivery of budget services to meet program strategies, goals and objectives.

OHA Office of Communications

The Office of Communications (OC) supports the mission of the Oregon Health Authority by providing information to employees, clients, legislators, stakeholders and interest groups, providers and partners, local governments, other state and federal agencies, policy makers, the news media, targeted audiences, and the general public. The office also provides support to the department's priority projects as defined by the OHA Director and Cabinet.

Services provided

Services include:

- Researching, evaluating, developing and disseminating information and messages about agency programs;
- Developing and conducting strategic education and information campaigns;
- Coordinating media and public communications;
- Coordinating public involvement and outreach activities;
- Writing, editing, designing and producing publications, presentations and other printed materials;
- Coordinating internal communications;
- Monitoring media reports and public feedback, and providing the department leadership with advice and counsel regarding the handling of emerging issues;
- Ensuring that news releases are produced and distributed in languages other than English when needed to reach targeted audiences in a public health emergency;
- Ensuring that all communications, both print and electronic, comply with all state and federal statutes and rules for access including ADA, Section 508 and plain language standards;

- Ensuring that OHA complies with all statutory and legal requirements pertaining to public records requests and other related communication issues;
- Forms design, inventory and distribution services;
- Language translation coordination;
- Alternate format services (Braille, large print, audio and computer disk); and
- Printing coordination services.

Where service recipients are located

Everywhere in Oregon; also interested parties outside the state.

Who receives services

Everyone in Oregon. Service recipients include all OHA employees, customers and clients, legislators, stakeholders and interest groups, providers and partners, local governments, other state and federal agencies, policy makers, the news media, targeted audiences, and the general public.

How services are delivered

Services are delivered through printed materials including news releases, publications and displays; electronically through e-mail and the Web; and in-person through media interviews, presentations and public meetings.

Why these services are significant to Oregonians

The work of the Oregon Health Authority touches the lives of every Oregonian. The Office of Communications provides information to help Oregonians protect themselves through public alerts on everything from food safety to global pandemics through the Oregon Public Health Divisions. Also, as the Oregon Health Authority and Oregon Health Policy Board meets the legislative mandate to

deliver a comprehensive health coverage plan and population health improvement plan, public input will be key to developing a plan that works for all Oregonians.

And finally, in an era of declining mass media coverage and lack up public understanding of the role and services of state government, it is more important than ever to have pro-active communications with the public and interested stakeholders. Government transparency and accountability requires a thoughtful communications strategy that focuses on fast dissemination of information, rapid response to public records requests, and communications channels that are not dependent on a shrinking mass media news hole.

OHA Office of Multicultural Health and Services

The Office of Multicultural Health and Services (OMHS) promotes good health and wellness for all Oregonians by increasing awareness, skill and knowledge about how cultural and linguistic diversity impact the delivery of health and human services. Major activities of OMHS include policy development, training and consultation, and community and organizational capacity building. OMHS has provided consultation to programs within the Department of Human Services, agencies that will comprise the Oregon Health Authority, local health departments, higher education programs, faith- and community- based organizations, universities, ethnic media outlets, Area Health Education Centers (AHECs), health and community advocacy organizations, and others working to improve the health of all Oregonians.

The Office of Multicultural Health and Services (OMHS) is a natural linkage and catalyst for broad-based health equity partnerships in Oregon. With long-standing existing relationships with minority-focused community based organizations and an over 17-year history within DHS Public Health Division, the Office leverages resources from public and private entities and forges collaborations to address health inequities.

Services provided

The Oregon Office of Multicultural Health was created in 1993 as part of the Oregon Department of Human Services Public Health Division. In 1999, then Governor John Kitzhaber established through Executive Order EO-99-07 a Racial & Ethnic Health Task Force, and the Office was charged with supporting the Task Force to address health disparities impacting communities of color in Oregon. The task force was multi-ethnic, multidisciplinary, and included representation from state government, local health officials, health care providers, health educators and researchers, community advocates, and Oregon Department of Human Services (DHS) Health Services staff.

In 2009, the office was reorganized within the new Department of Human Services/Oregon Health Authority (DHS/OHA) structure, renamed the Office of Multicultural Health and Services (OMHS) and elevated to the Director's Office. OMHS' current mission is to serve as a leader and catalyst in helping DHS/OHA

to promote equitable health and human services for communities of color, Indian tribal governments, and other multicultural groups.

Through two units - the Equity, Policy and Community Engagement Unit and the Diversity, Cultural Competency and Affirmative Action Unit - OMHS works with state and local government and community partners to improve health and human services programs and policies for underrepresented populations in Oregon through culturally specific and culturally competent approaches. OMHS' Equity, Policy and Community Engagement Unit works to assess and institute policies and practices within DHS/OHA that eliminate disparities and promote equity and conducts a variety of outreach activities to ensure community voices are represented in program and public policy development. OMHS' Diversity Unit works to assure diverse representation and cultural competency within the DHS/OHA workforce, and also supports affirmative action, cultural competency and diversity initiatives that create and sustain welcoming environments for staff, customers and partners.

OMHS has experienced significant growth in the last year and has successfully engaged in a variety of activities that support our mission, described below:

OMHS has engaged in numerous partnerships with DHS/OHA divisions and programs, and with community based partners to assure culturally competent planning and strategy development and to secure additional funding for these efforts. During the last fiscal year (2009-2010) OMHS staff served on internal DHS committees and private nonprofit boards, presented trainings, assisted with planning and program development and provided consultation to programs and units across the DHS system. Staff engaged and convened three Advisory Councils of community leaders to assist with policy and planning efforts, and enhanced the capacity of community-based organizations to more effectively engage in activities that promote equity and address health disparities in their communities.

Enhancing Infrastructure: More Culturally Competent Health Services, Staff and Programs

OMHS works promotes cultural competence and diversity in DHS/OHA by coordinating in partnership with multiple state agencies the annual **Diversity Conference**, developing policies and guidance in support of **Affinity Groups**, engaging department leadership and staff in achieving the goals of the **DHS Diversity Strategic Plan** through the coordination efforts of the **Departmental**

Diversity Coordinating Committee, providing consultation and training resources to promote cultural competency, and developing assessments and strategies to promote **Welcoming Environments** for staff, customers and partners.

OMHS provided consultation to the OHA **Health Promotion & Chronic Disease Prevention** (HPCDP) unit and the **Multnomah County Health Department** on the Behavioral Risk Factor Surveillance Survey Race Oversample, including survey question development and outreach to specific populations to increase the response rate of communities of color. In addition, staff are providing consultation to HPCDP to plan a statewide conference in November 2010 that focuses on the social determinants of health, community engagement and cross-jurisdictional partnerships to address chronic disease.

OMHS convened three Advisory Councils to support culturally/linguistically competent program development. The **Emergency Preparedness (EP) Advisory Council for Vulnerable Populations** provides recommendations on H1N1 outreach and develops and makes recommendations to the Oregon Public Health EP Program on strategies that reach underserved communities. This 13-member group consists of EP program managers, DHS Communications staff, and community based grantee organizations serving vulnerable populations. Additionally, three OMHS staff serve on the EP Spanish Translation Accuracy Team, assuring accurate translation of emergency communications distributed by the Public Health Division.

The 20-member, governor-appointed **Oregon Council for Health Care Interpreting** provides community and practice expertise and assistance with the implementation of the Health Care Interpreter Law (OAR 333-02). OMHS also staffs the related **DHS Communications Access Team**, an interagency group of DHS/OHA stakeholders that reviews and develops enhanced service provision for people with Limited English Proficiency (LEP).

OMHS' **Community Advisory Council** (CAC) includes eleven racially and ethnically diverse community members representing private funders, community based organizations, hospital systems and public employees. The CAC provides strategic guidance on initiatives and program development for OMHS.

OMHS staff provided training and consultation on health disparities and health equity for numerous DHS/OHA programs, providing leadership with visioning and implementing outreach efforts, serving on or identifying individuals from minority

communities to serve on DHS/OHA and community based organization boards of directors, councils, committees, and task forces and bridging communication between state programs and community-based organizations.

Increasing Access to Health Care for Minority Populations

OMHS partnered with the **Division of Medical Assistance Programs (DMAP)** to secure partnership funding to create the testing required to certify Health Care Interpreters (HCI) in Oregon. This funding allows OMHS to fully implement the Oregon law passed in 2001 that requires registration, qualification of language proficiency, and certification of HCIs in Oregon. DMAP also provided data on Oregon Health Plan (OHP) usage to support a proposal to the National Institutes of Health to research perceptions of discrimination in health care delivery by both providers and patients.

We continue to work closely with the **Office of Disease Prevention and Epidemiology Program Design and Evaluation Services (PDES)** unit to develop a *State of Equity* Report to provide information to DHS/OHA divisions on the current status of communities of color relative to health and human services. To date, we have met with key DHS leaders to gain support for the project and have received feedback from community leaders representing those most affected by health and human service disparities. We are currently identifying data sets to be included in the report such as regional data and key performance measures.

Establishing Policy(ies) to Improve Minority Health Care

In February and March 2010, OMHS partnered with OHA and DHS divisions to host two policy forums held to gather input from minority communities. Both sessions were well attended by communities of color and members of various immigrant and refugee communities. This input helped to shape DHS/OHA policy priorities including reimbursement for health care interpreters and cultural competence training for health care providers.

OMHS staff works with the legislatively-mandated **Oregon Health Policy Board (OHPB)** and its committees, and more extensively with the Health Improvement Plan (HIP) Committee and the Workforce Development Committee, to assure that health equity and cultural competency are integrated into their efforts. OMHS staff assisted with statewide Community Listening Sessions and outreach to

communities of color across the state, bringing diverse input to the HIP planning process. We presented policy options to improve diversity and cultural competency within Oregon’s health care workforce. We will also convene a “Health Equity Panel” to review policies developed by the OHPB committees and task forces.

Increasing Knowledge and Awareness Through Promotional and Educational Programs

OMHS has hosted and participated in numerous events and meetings to build bridges between public and private sectors on racial and ethnic health policy development and implementation. Additionally, we provide training on social determinants of health, health disparities and health equity, and consult with program staff within DHS to promote equitable practices in program design, grant development, and outreach. OMHS continues to collaborate with underrepresented communities of color, including immigrants and refugees in Oregon, to learn about their health concerns and find new/innovative strategies to address ethnic-specific health disparities.

Where service recipients are located

These services are provided throughout Oregon.

Who receives services

Services are provided to programs within DHS, PHD, local health departments, higher education programs, faith- and community-based organizations, ethnic media outlets, AHECs, and health and community advocacy organizations.

How services are delivered

Services are delivered statewide, usually in a group or individual training/consultative setting. Video conferencing and telecommunications also provide a means for delivery of services by staff located primarily in the Portland State Office Building.

Why these services are significant to Oregonians

The services provided by OMHS promote good overall health and well being for all Oregonians by reducing disparities in the need for services, and promoting

equity in the quality and outcomes of services provided in health and human service settings.

OHA Office of Policy and Performance

The Office for Policy and Performance provides health policy analysis and development; coordinates strategic and implementation planning; conducts data collection, statistical analysis and evaluation to provide information needed for OHA policy development. Further, the Office is responsible for developing financial, performance and administrative information and metrics to support key management and cost decisions within OHA to optimally support its mission.

Services provided

The office consists of three units: Health Policy, Health Analytics and Clinical Services Improvement.

- Health Policy provides health policy analysis and development; coordinates strategic and implementation planning and evaluation to provide information needed for OHA policy development. It also provides staff support, policy coordination, and project management in support of the Oregon Health Policy Board and a variety of committees including: the Medicaid Advisory Committee; the Safety Net Advisory Council; and the Health Care Workforce Committee. Through the Oregon Health Research and Evaluation Collaborative (OHREC), Health Policy facilitates independent research and evaluation of the Oregon health care system. In addition, the unit provides technical assistance and coordination for OHA primary care, safety net initiatives and grant programs.
- Health Analytics compiles and analyzes technical and statistical information about Oregon's health system that can be used by policy makers both inside and outside of state government. Health analytics conducts data collection and statistical analysis of utilization and financial data to evaluate OHA program performance, and provide data to support health system and program planning and implementation. Further, this unit performs actuarial analysis to support rate development and benefit design.
- Clinical Services Improvement provides comparative effectiveness and benefit design research to inform OHA implementation activities. This work is conducted mainly through the Health Services Commission, which

manages the Oregon Health Plan's Prioritized List of Health Services, and the Health Resources Commission, which analyzes and disseminates information on the effectiveness and costs of medical technologies.

Where service recipients are located

The office is located in Salem, Oregon, but provides information and assistance to entities throughout Oregon. This occurs through written materials, telephone, email and in person-contacts.

Who receives services

The office provides information and assistance to:

- Oregon Health Policy Board and its committees;
- OHA administration and programs;
- The Oregon Legislature;
- The Governor;
- Other agencies within state government;
- Multiple health care stakeholder groups;
- Multiple consumer groups; and
- Other organizations working on health policy, health care and health reform in Oregon.

How services are delivered

Services are provided through

- Regular briefings to Oregon Health Policy Board, OHA Administration and the Governor's office;
- Briefings, reports and presentations to Legislators;
- Requests from the Oregon Health Policy Board, OHA Administration, the Legislature, and the Governor's office;

- Annual reports;
- Grant-based projects; and
- Mandated by policy or other legal agreements.

Why these services are significant to Oregonians

- Provides strategic policy analysis and informational tools to the Oregon Health Policy Board, OHA administration, the Legislature, Governor's office and other stakeholders to support development of health policy implementation to achieve the triple aim of improving the lifelong health; increasing the quality, reliability, and availability of care; and lowering or containing the cost of care so it's affordable to all Oregonians
- Increased measurement and evaluation of policy effects and OHA program performance.
- Efficient and aligned OHA health care purchasing strategies.
- Improved collaboration and coordination across OHA divisions and programs, external stakeholders, and communities on health system planning and implementation efforts.

Central and Shared Services – Oregon Health Authority (OHA)

OHA Shared Services

OHA Shared Services supports both the Department of Human Services (DHS) and the Oregon Health Authority (OHA) by providing leadership in the delivery of efficient, consistent and coordinated administrative services to all divisions and programs within both departments.

Programs

OHA Shared Services contains the following key offices and programs:

- OHA Shared Services Administration
- Office of Information Services
- Information Security Office
- Office of Health Information Technology

OHA Shared Services Administration

Services provided

OHA Shared Service Administration provides oversight and leadership for the three OHA Shared Service offices.

Where service recipients are located

Service recipients are located in DHS/OHA divisions and partner agencies around the state.

Who receives services

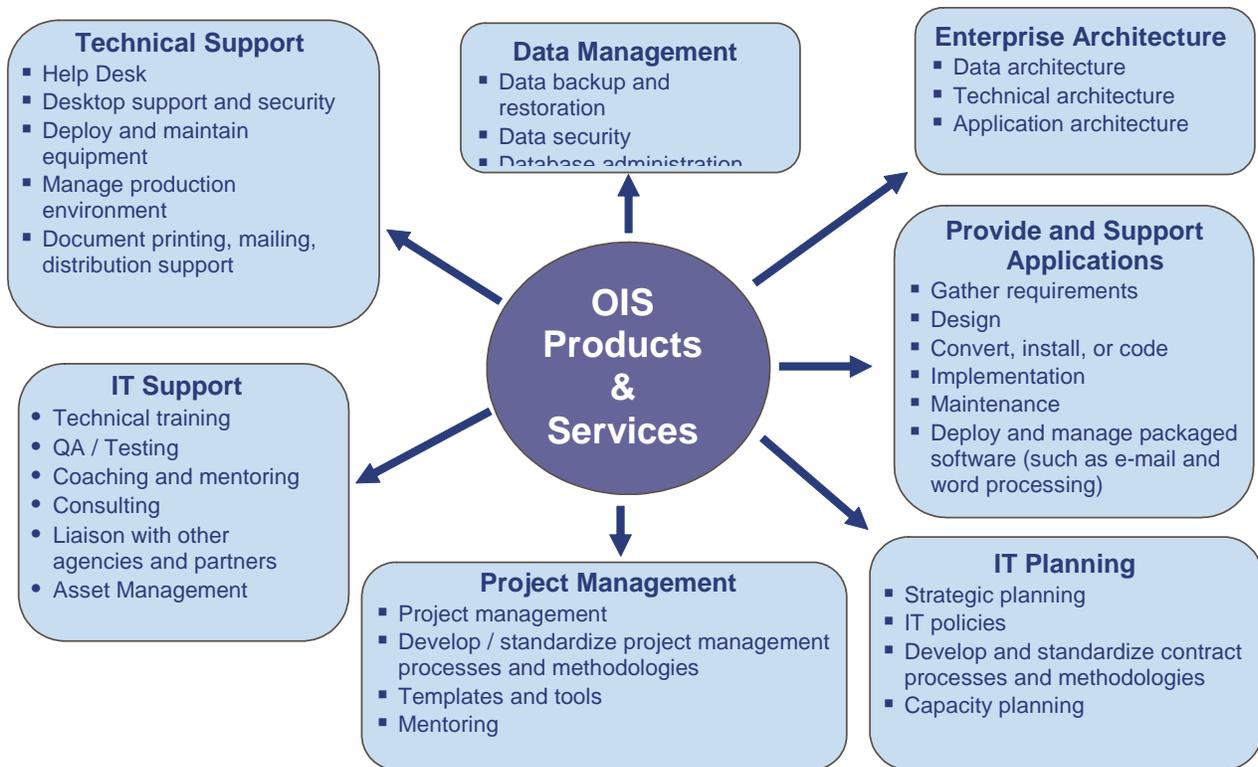
Services are provided for department leadership; program, policy and field managers; staff; and external policy makers and partners.

Office of Information Services (OIS)

Services provided

The Office of Information Services (OIS) is a shared service office that provides services for DHS/OHA. OIS currently is made up of four major organizational sections, which play vital roles in the ability of OIS to accomplish its mission and meet customer goals and objectives. These sections are:

- **Customer Service and Support (CSS):** CSS is the primary interface to OIS services for DHS/OHA employees, partners and other OIS customers. This group includes the Service Desk and the Desktop Support Technicians who receive and resolve customer issues. It also includes incident management, customer communications, asset management, IT security and infrastructure services.
- **Division Solution Support (DSS):** DSS is responsible for application development, maintenance, and enhancement in support of DHS/OHA divisions. DSS is composed of four sections, each managed by a deputy CIO, that are dedicated to supporting specific divisions and program offices to ensure that IT solutions meet customer and business needs.
- **Enterprise Services (ES):** ES is responsible for application development, maintenance, and enhancement of enterprise-wide applications. This includes support of the Administrative Services Division. Other ESS support services include data management, IT standards, enterprise architecture, infrastructure planning and State Data Center liaison.
- **Office of the CIO (OCIO):** OCIO provides organizational planning and strategic support, technology research, governance, policies and business services. The OCIO support services include strategic planning, research, legislative monitoring, IT policies, budget coordination, purchasing and accounts payable processing, and HR and payroll coordination.



Where service recipients are located

OIS delivers and supports technology in more than 165 branch and central office locations as well as at human service partner locations throughout the state. The current technology environment is complex and consists of more than 250 applications programmed in 22 different languages on five platforms using nine database management systems. OIS provides support for more than 10,000 desktop computers and 1,000 printers. The Service Desk responds to more than 9,500 service requests each month.

Who receives services

OIS provides information systems and services to DHS/OHA staff and partners in support of DHS/OHA programs related to eligibility, benefits, licensing, insurance and claims processing, protective services, public health, hospital management, vocational and rehabilitation services, human resources, finance, and procurement.

How services are delivered

Many of the IT systems used by DHS/OHA and its partners are needed at all times of the day, every day of the week. This requires OIS to keep the systems and the technology infrastructure available and provide the ability to respond to questions and issues as needed. Support provided by OIS includes:

- **Service Desk:** One of the primary contact points for customers is through the OIS Service Desk. The Service Desk provides customers with a single point of contact via phone, e-mail and in-person communication. The Service Desk is staffed to respond to and resolve a high percentage of issues during the first contact. OIS has focused on implementing tools and training staff to provide efficient and effective resolutions. One such tool is remote management that enables OIS to “view” and resolve a variety of desktop issues from a central location, thus saving the time and expense of an on-site technician visit.
- **Project management:** Technology projects are delivered using the formal project management methodology as described by the Project Management Institute (PMI) in their Project Management Body of Knowledge (PMBOK).
- **Business Process Management:** Technology projects incorporate business process management methodologies into their activities to ensure that technology solutions are aligned properly with the business.
- **Technology solutions:** Technology solutions are created and delivered through collaboration with customers. OIS works closely with customers to understand their requirements and provide options to best meet their needs. This collaboration continues through the planning and implementation of the chosen solutions.
- **Coordination and communication with the State Data Center (SDC):** Building a relationship with the new SDC has been essential in providing customers with continuous connectivity to their applications now residing on equipment maintained by the SDC.
- **IT training:** OIS provides technology training through a combination of classroom and distance learning opportunities as well as regular communication of technology updates via e-mails and Web postings.
- **IT research and evaluation:** OIS provides research and evaluation in support of providing proven technology to customers.

- Staffing to deliver services: OIS delivers technology services primarily through the use of regular, full-time staff. However, contractors also are used, typically for projects requiring specific or unique skill sets and/or when the timeframe required to deliver a solution cannot be met by internal staff.
- Vendor management: OIS uses a variety of vendors to supply and maintain IT systems and services. Vendors require coordination and management to ensure DHS is deriving the intended value from these relationships.

Why these services are significant to Oregonians

OIS provides IT support to enable DHS and its partners to deliver health and human services to Oregonians. Examples of information systems and their significance to Oregonians include:

- **Medicaid Management Information System (MMIS):** MMIS is a federally required information system to manage and report on the \$3.1 billion per year in Medicaid payments made to more than 31,000 Oregon Medicaid providers for services rendered to more than 400,000 Oregonians. The system processes more than 1.7 million transactions per month.
- **Food stamps:** The Food Stamp Information System (FSIS) supports Oregon’s food stamp program. The food stamp program helps supplement food budgets for low-income working families and individuals, people on public assistance, seniors and people with disabilities. Each month the food stamp system provides benefits to more than 400,000 Oregonians in more than 210,000 households totaling more than \$34 million per month. The food stamp benefits are distributed through an Electronic Benefit Transfer (EBT) system which allows recipients to obtain their benefits by using an “Oregon Trail Card” at grocery store card-scanning devices.
- **Family and Child Information System (FACIS):** FACIS contains case history information on Oregon children at risk of abuse and neglect. The system is used by more than 1,000 workers on a daily basis. The information in the system is required at any time of the day or night, seven days a week.
- **Oregon Rehabilitation Case Automation (ORCA):** ORCA contains case histories throughout the rehabilitation process for the Office of Vocational Rehabilitation Services (OVRs). The system tracks approximately 20,000

active cases. Approximately 3,000 Oregonians are rehabilitated and returned to work annually.

- **Office of Family Health Women, Infants and Children (WIC) Program:** WIC provides nutrition education, breastfeeding promotion and support, health referral, and supplemental foods to eligible clients within Oregon. The TWIST application supports WIC and community partners in the delivery of WIC services, and eliminates the need for any paper charting.
- **Immunization ALERT:** Immunization ALERT is a statewide registry for collecting immunization histories for the children of Oregon. ALERT receives information from private medical providers, the FamilyNet system for most of the public providers, several counties, insurance companies and health plans. The consolidated information is available to medical providers, schools and other authorized users. ALERT information also is used for outreach to under-immunized children and for assessments of immunization rates in communities and practices, and serves as a data resource for epidemiological studies.

Information Security Office (ISO)

Services provided

The Information Security Office (ISO) is a shared service office that provides information security services for DHS/OHA. ISO encompasses several programs focusing on the protection of confidential information assets; educating staff, volunteers and partners of DHS/OHA on how to protect this information, as well as report incidents when they occur. ISO drivers include:

- Federal and state security regulations (i.e., HIPAA, MMIS and ESO);
- Audit findings;
- Contractual and grant obligations;
- DHS security policies and procedures;
- ISO 27002 (formerly ISO 17799:2005)
- NIST (National Institute of Security and Technology);
- Legislative mandates such as ORS 409.025 and 409.027
- Oregon Consumer Identity Theft Protection Act

Where service recipients are located

ISO serves employees, clients and partners throughout Oregon.

Who receives services

ISO serves clients (both former and current); all department managers, employees and volunteers; and partners and those individuals with whom DHS has contractual obligations, including other state agencies.

How services are delivered

ISO strives to manage the confidentiality, integrity and availability of information through business risk management. It helps DHS/OHA deal with the protection of information assets within the agencies and enterprise-wide. ISO focuses on processes and procedures that make up sound business practice, such as:

- Risk and assessment: ISO provides a systematic, comprehensive approach to protect information; evaluates information protection drivers (e.g., HIPAA audits) and their impact to the departments business functions; develops and implements feedback mechanisms that make it possible to measure how well the departments are protecting sensitive information.
- Policies and procedures: ISO ensures that policies and procedures are current and are revised often to maintain their relevancy to current business practices and technology.
- Awareness and education. ISO works to create awareness among all employees, volunteers, partners and contractors about the importance of protecting information.

ISO manages the protection of information using the following program methodologies;

- The Security Program Includes:
 - Management of compliance to federal and state laws and regulations;
 - Management of contractual agreement and grant compliance;
 - Information security consultancy in which ISO applies risk mitigation practices to products and technical processes;
 - Business and information systems improvements (i.e., Security System Operations Group, Information Exchange Program, and Information security projects and activities);
 - Formal audits analysis and recommendations;
 - Incident response management, (response and forensic analysis); and
 - Information risk analysis.
- The Privacy Program includes:
 - Management of compliance to federal and state laws and regulations (i.e. HIPAA);
 - Incident response management, mitigation and documentation;
 - Privacy incident data management;
 - Coordination of agency-wide Privacy Review Committee;
 - Management of the DHS/OHA privacy policies; and
 - Consultation to DHS/OHA program areas.

- The Awareness and Education Program includes:
 - ISO Business Plan;
 - ISO Communication Plan;
 - Presentation development;
 - Information Protection Watch's and Alert notifications;
 - Web page management;
 - Data analysis for development of educational strategies;
 - Computer-based training development, and
 - Periodic assessments and surveys.

These program areas are designed to:

- Organize and manage the protection of information within the agencies;
- Avoid non-compliance with any law, statute, regulation, contractual obligation or security requirements;
- Provide management direction and support for protecting information in accordance with business requirements, relevant laws, regulations and contractual obligations;
- Ensure information weaknesses and events are reported, documented and addressed through mitigation, transfer or acceptance;
- Ensure that confidentiality, integrity and availability are integral parts of business practices;
- Educate individuals to reduce/prevent unauthorized access to information assets;
- Assess risk to information assets in response to unauthorized access to DHS/OHA facilities;
- Document, analyze and provide protection commensurate with identified risks/incidents;
- Ensure that employees, volunteers, contractors and third-party users understand their responsibilities in protecting information assets;

Why these services are significant to Oregonians

The programs within ISO:

- Addressing confidentiality, integrity and availability ensures the protection of information and lowers the risk of identity theft;
- Educate employees, volunteers, partners and contractors regarding policies, standards, federal and state laws, contractual and grant obligations, and industry standards that contribute to lowering the agencies' incident rates; and
- Assess threats and vulnerabilities to properly address the agencies' information environments to maintain stability and availability.

Office of Health Information Technology (OHIT)

The Office of Health Information Technology (OHIT) is a shared service office that provides services for DHS/OHA.

Services provided

- The Office of Health Information Technology (OHIT) is a shared service office to ensure that throughout all Oregon health reform efforts, any and all projects that should or could incorporate health information technology components are coordinated, and that funding sources are maximized. Specifically, OHIT will be responsible for providing leadership and coordination across programs, departments and agencies in developing policies and procedures that will:
- Accelerate state and federal health reform goals through organized support for adoption, implementation and integration of health information technologies;
- Increase and convert Health IT funding opportunities from federal agencies, philanthropic organizations and the private sector into results; and
- Increase collaboration and communication between state agencies and across programs for enhanced planning and shared decision-making, leveraged IT purchases and coordination of service delivery.

Where service recipients are located

The Office of Health IT will serve all departments within both DHS and OHA where health information technology is applied to improve health outcomes, lower costs, and improve efficiency and effectiveness of services provided by the State in the area of health care, social services and preparedness for emergency health services. Other service recipients of the Office of HIT will include local governments, Department of Corrections, Department of Education (through school-based health centers), Oregon's native tribes, and Veterans Administration.

Who receives services

Internal to OHA/DHS	External
<p>Convening:</p> <ul style="list-style-type: none"> • Health Information Technology Oversight Council • Workgroups and steering committees as needed <p>Coordinating with and sharing staff support with:</p> <ul style="list-style-type: none"> • Medicaid HIT Planning • Medicaid Transformation Grant <p>Developing new processes for planning and decision-making of HIT purchases, integration of HIT into new grant opportunities</p>	<p>Convening:</p> <ul style="list-style-type: none"> • Health Information Technology Oversight Council <p>Leading:</p> <ul style="list-style-type: none"> • Oregon statewide health information exchange (HIE) project
<p>Coordinating with Federally-funded HIT Planning Efforts:</p> <ul style="list-style-type: none"> • Medicaid HIT Planning • Shared Services Architecture Planning • Behavioral Health • Public Health • Long Term Care • Medicaid Transformation Grant 	<p>Coordinating with Federally-funded HIT efforts in Oregon:</p> <ul style="list-style-type: none"> • O-HITEC the HIT Regional Extension Center (OCHIN) • Broadband (Oregon Health Network) • HIT Workforce (OHSU, PCC) • Telehealth opportunities • Federal Health Care delivery systems including: <ul style="list-style-type: none"> ○ Tribes ○ Veteran’s Administration
<p>Coordinating and communicating with State entities:</p> <ul style="list-style-type: none"> • Information Technology Governance Council (ITGC) • OIS, OHPR, other OHA/DHS agencies • Department of Corrections 	<p>Coordinating with External HIE related entities:</p> <ul style="list-style-type: none"> • Local health information exchange organizations (HIOs) • County and local health departments • Health Systems • Neighboring states

<ul style="list-style-type: none"> • Department of Education (school-based health centers) • Governor’s Office • Legislature • Congressional delegation staff 	
<p>Coordinating with State and federal health reform efforts with HIT components:</p> <ul style="list-style-type: none"> • Administrative simplification • All Payer, All Claims Database • Patient-centered Primary Care Home pilots • CHIPRA pilot programs • Eligibility system streamlining • Health Insurance Exchange 	<p>Coordinating with private stakeholders and private HIT efforts in Oregon:</p> <ul style="list-style-type: none"> • Providers and their associations • Consumers and advocacy organizations • Public and private sector quality initiatives • Oregon Patient Safety Commission • Business associations and their members

How services are delivered

Immediate Objectives:

To accomplish the goals envisioned by the Oregon legislature and to take full advantage of the opportunities afforded Oregon by recent federal funding, the OHIT will:

- Work with OHA Director and/or Deputy Director, and work in close collaboration with the appropriate OHA/DHS governance bodies, to convene and staff two major planning and oversight bodies:
 - The HITOC:
 - Immediate focus on Statewide HIE planning and implementation
 - The M-HIT Executive Steering Committee (converting to an OHA/DHS Executive HIT Steering Committee)
 - Immediate focus on Medicaid Provider Incentive Program for adoption of electronic health information record systems (EHR) and promotion of HIE and Meaningful Use of Health IT

Longer term focus on:

- Develop a multi-agency health IT strategic plan
 - Coordinate program planning activities that require the use of health IT to achieve program goals
 - Ensure the alignment of IT investments with overall health and human service reform goals for OHA/DHS
 - Provide business case review and ongoing oversight of designated health IT projects
 - Conduct organizational capability assessments to manage the risks inherent with program health IT projects
- Develop a State HIT Plan for Oregon to include the foundational components within the State Medicaid HIT Plan and the Statewide HIE Strategic and Operational Plans:
 - An environmental scan of the current state of HIT and HIE in Oregon
 - A vision with goals and objectives for an integrated public HIT architecture, policies, and decision-making
 - A vision for an interoperable statewide health information exchange
 - A gaps analysis that assesses the HIT needs of both internal and external stakeholders when comparing the scan to the vision
 - A roadmap for implementation to achieve the vision, with technical, cultural, policy/legal, financial, and business/operational components

- Develop a health IT communications plan and engagement strategy for internal and external stakeholders
- Serve as the recognized state entity responsible for coordinating public-sector health IT activities for OHA and DHS
 - Provide executive and operational oversight through membership in health IT project steering committees
- Promote Health Information Exchange and Electronic Health Records (EHR) adoption for all Oregon providers
 - Feasibility study and planning for program for provider loans or grants to obtain or upgrade EHRs
 - Coordinate with Regional Extension Center and workforce initiatives

Ongoing Objectives:

- Maximize resources and coordination
 - Oversight and coordination of federal HIT grants coming in to public and private entities in Oregon
 - Oversight and coordination of state HIT purchases
 - Integrate HIT in new federal grant proposals, including the myriad opportunities under the recent federal health reform legislation (e.g., pilot grants to states for electronic health records in long term care settings)
 - Coordinate state HIT implementation projects
 - Work with the OHA/DHS Executive HIT Steering Committee and the HITOC to prioritize state HIT systems for connecting to other DHS/OHA systems and connecting to providers via statewide HIE
 - Ensure that state HIT purchases/implementation and planning maximize state and federal resources and lead to a coordinated, shared services approach according to the DHS/OHA health IT and technology strategic plans.
- Promote Health Information Exchange and Electronic Health Records (EHR) adoption for all Oregon providers
 - Evaluate and potentially establish a provider purchasing collaborative
 - Evaluate and potentially implement program for provider loans or grants to obtain or upgrade EHRs
 - Work with HITOC in Phase One of HIE Operational Plan to set HIT standards related to EHRs and HIE

- Educate providers and consumers about benefits and risks of HIT in conjunction with the federally-funded Regional Extension Center (OCHIN's O-HITEC)
- Promote and communicate the vision of a coordinated OHA/DHS HIT and a statewide HIE to key stakeholders (DHS/OHA divisions and programs, legislators, providers, consumers, local HIOs, tax payers, etc.)
- Develop and shepherd appropriate legislative changes to implement the Operational Plan for statewide HIE
- Maximize coordination with all Oregon HIT partners
 - Dept of Corrections, Dept of Education, Local Health Agencies, etc.
- Maximize federal and private grant funding opportunities
- Drive organizational cultural shift toward coordination and proactive HIT systems planning
- Develop the business case for state budgetary investments in HIT (track cost savings, etc)

Why these services are significant to Oregonians

At a time when there is unprecedented availability of federal funding for Health IT efforts and Oregon's vision of integration and coordination is unfolding through the DHS/OHA transformation, agencies continue to develop IT systems and approaches in silos. Oregon has the opportunity to be a leader in integration of services through more coordinated planning and policies, with a shared services architecture for health and human services being the ultimate goal. The potential exists to transform the culture of decision-making and planning to achieve that vision. Strategic coordination and communication is essential to achieve the massive organizational change mandated by HB 2009 and emerge with the integration of systems and services. Organizational and cultural change management efforts that are anticipated in the development of this Office will convert this opportunity.

Examples of Impact Points	After OHIT is established
Overall	<ul style="list-style-type: none"> • Planning for HIT/program future coordinated with cooperative strategies identified and implemented • Coordination of efforts, efficiency, cost savings • Positional responsibility or authority motivates collaboration if needed • Increase in funding and coordination of those funds • Increase in health reform execution • Visible short-term success for OHA
Medicaid HIT Planning Project: Planning for Provider Incentive Payment Program	<ul style="list-style-type: none"> • Developing effective political and communication strategies to implement provider incentive payments will position DMAP to succeed with providers
Medicaid HIT Planning Project: Request for CMS Funding for Implementation phase	<ul style="list-style-type: none"> • With a highly coordinated, visionary “Beacon” State Medicaid HIT Plan that CMS can showcase to other states, Oregon would be in line to receive disproportionately high federal funding for implementation efforts
Medicaid HIT Planning project: Execution	<ul style="list-style-type: none"> • Oversight capacity built into OHIT structure • Existing relationships with all key stakeholders: <ul style="list-style-type: none"> ○ Providers ○ Regional Extension Center (charged with provider outreach and technical assistance for Medicaid incentives) ○ All OHA agency executives, many related program staff, etc.
County HIT purchases	Opportunity to convene counties to develop shared purchasing collaboratives, save county funds

State public health reporting	Addressing county needs and concerns about effective public health disease surveillance reporting leads to improved reporting, improved relationships, identification of larger problems to tackle (e.g., poor reporting compliance by some laboratories and the lack of effective penalties)
Meeting OHA and DHS HIT needs	Proactive scanning of OHA and DHS HIT needs; coordination of executives and program leaders to develop vision and strategic approaches to most effectively purchase and use HIT