

## **CENTRAL AND SHARED SERVICES**

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Prior to the passage of HB 2009, which created the Oregon Health Authority (OHA), the Administrative Services Division (ASD) provided agency-wide functions for the Department of Human Services such as budgeting, human resources and contract administration. Significant changes have occurred in the divisions' budget during the transition from one agency to two. In general, the Central and Shared Services divisions will contain departments providing the same functions to both agencies by using a new approach. The resources in the ASD budget prior to the transition were allocated both departments that now are dedicated to serving one agency and shared service areas that will work for both agencies. This new approach will ensure that administrative services are delivered in the most cost-effective manner possible without duplication of resources.

- Implement standardized business practices throughout DHS and OHA.
- Increase the efficiency, effectiveness and coordination of administrative services through the consolidation of functions across DHS and 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 and OHA to ensure department policies are incorporated and appropriately reflected in both agencies' budgets.
- Provide reliable caseload and cost-per-case forecasts for all major programs, incorporating effects of policy changes, changing demographics and any other relevant information.

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

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## 2009-2011

### ASD – Program Support and Administration

- Office of the Director and Policy
- Finance
  - \* Office of Financial Services
  - \* Office of Budget, Planning and Analysis
- Administrative Services Central
- Office of Facilities
- Office of Communications
- Office of Information Services
- Office of Human Resources
- Office of Document Management
- Office of Contracts and Procurement
- Information Security Office
- Office of Payment Accuracy and Recovery
- Internal Audit and Consulting

## 2011-2013

### DHS Central Services

- Office of Director and Policy
- DHS Dedicated Services
  - \* Office of Human Resources
  - \* Office of Budget, Planning and Analysis
  - \* Office of Communications
- Employment Hearing Panel
- DHS Debt Service

### DHS Shared Services

- Shared Services Administration
- Budget Center
- Office of Forecasting and Research Analysis
- Office of Financial Services
- Human Resources Center
- Facilities Center
- Office of Document Management
- Office of Contracts and Procurement
- Office of Investigations
- Internal Audit and Consulting
- Office of Payment Accuracy and Recovery
- Office of Continuous Improvement

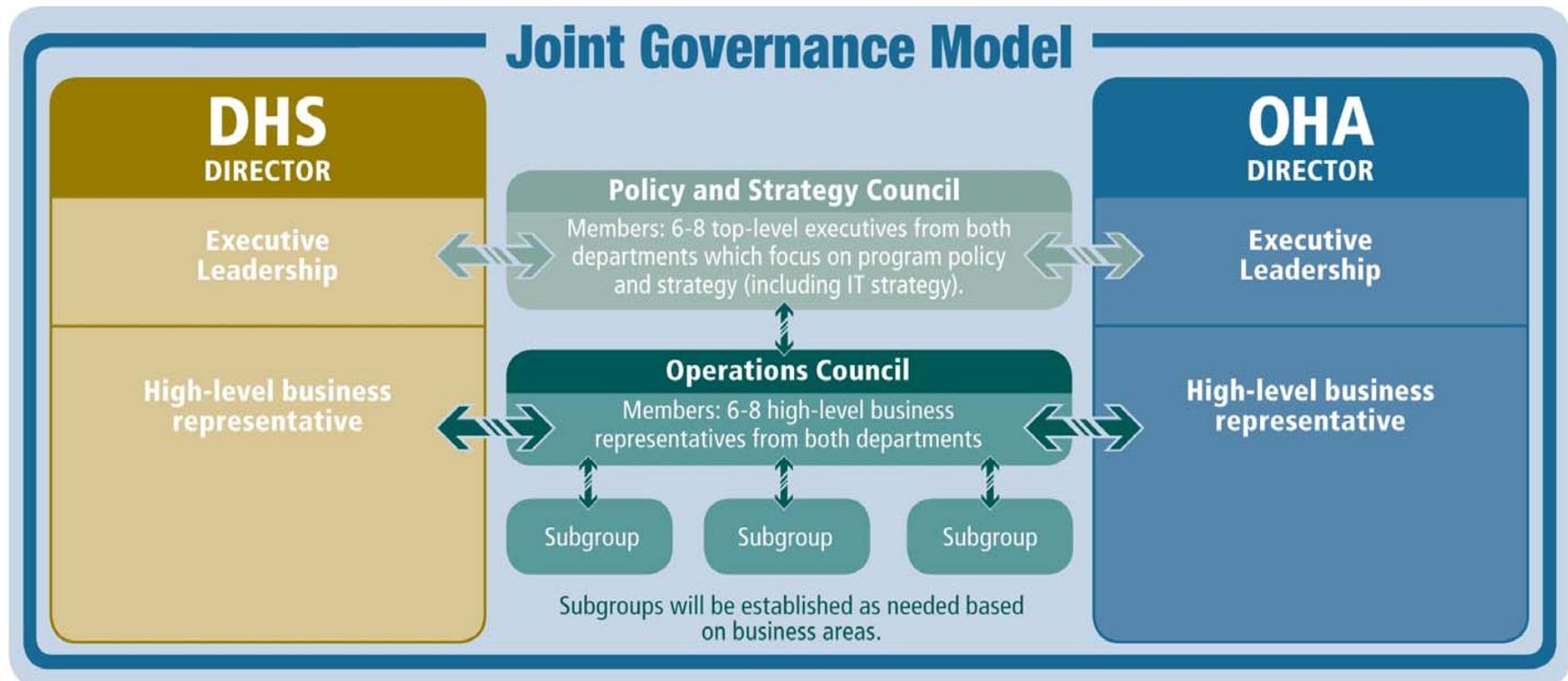
### OHA Central Services

- Office of Director and Policy
- OHA Dedicated Services
  - \* Office of Human Resources
  - \* Office of Budget, Planning and Analysis
  - \* Office of Communications
  - \* Office of Multicultural Health and Services
  - \* Office of Policy and Performance
- Health Information Technology

### OHA Shared Services

- Shared Services Administration
- Office of Information Services
- Information Security Office

The process and guidelines DHS and OHA will follow to make decisions in areas they have in common is known as the Joint Governance Model. This model concentrates on areas where DHS and OHA share responsibilities — policy and strategy, and operations in shared business service areas. The model includes creation of a DHS and OHA Policy and Strategy Council and a DHS and OHA Operations Council.



DHS and OHA are sharing a variety of services to save time, money and work force. They are sharing services in a unique way. It is typical for one agency to contract for services from another agency, just as it would with an outside vendor. In this case, DHS and OHA take a partnership approach to jointly govern services they share. The two agencies will manage, plan, resolve issues, and make decisions together as outlined in a memorandum of understanding for shared services and in a series of service level agreements (SLAs).

Departments providing services to both DHS and OHA are known as Shared Services. The budget for each Shared Services office is housed in either DHS or OHA, but provides services to both agencies through an SLA. An SLA creates a service provider-customer relationship by defining the following:

- The services an office will provide to its customers;
- Communications and change management processes;
- Customer and service provider responsibilities;
- The process for reporting and resolving problems and issues;
- How funding and reimbursement will be monitored and managed; and
- The metrics to be used to track performance and manage services to ensure customer expectations are met.

SLAs will be monitored by the DHS and OHA Joint Operations Steering Committee. The Steering Committee also is responsible for considering and resolving operations issues inherent in shared services, consistent with the agencies' visions, missions, goals and values.

## ***DHS CENTRAL SERVICES***

DHS Central Services supports the DHS mission by providing leadership in several dedicated key business areas. This service area contains the following key offices and programs:

### **DHS Office of the Director and Policy**

#### **DHS Dedicated Services**

- Office of Human Resources
- Office of Budget, Planning and Analysis
- Office of Communications

### **DHS Employment Hearing Panel**

### ***DHS Office of the Director and Policy***

The DHS Office of the Director and Policy is responsible for overall leadership, policy development and administrative oversight. These functions are coordinated 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 provides leadership in achieving the mission of the agency: helping Oregonians achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity. The clear direction and goals of DHS ensure that:

- People are safe and living as independently as possible.
- People are able to support themselves and their families through stable living wage employment.
- Children and youth are safe, well and connected to their families, communities and cultural identities.
- Choices made by seniors and people with disabilities about their own lives are honored.
- Partners, clients and stakeholders are actively engaged in a variety of collaborative and meaningful ways.

- Culturally specific and responsive services are provided by highly qualified and diverse staff.
- The department is committed to equal access, service excellence and equity for all Oregonians.

## ***DHS Office of Human Resources***

### **Services provided**

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

### **Where service recipients are located**

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

### **Who receives services**

Services are provided to agency 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 work force capacity, work force services, and work force development.

## ***DHS Office of Budget, Planning and Analysis***

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

### **Services provided**

BPA provides an in-depth knowledge of DHS financial processes, federal program and fiscal policy, business line funding streams, and state budget processes. This enables this department to provide leadership and collaboration for the strategic decisions of agency programs by guiding the delivery of budget services and creating a financial, budget and business triad for each program in order to generate a comprehensive approach to program management. This office drives the transition and continual improvement of services.

### **Who receives services**

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

### **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 ensuring 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 DHS by providing information to employees, clients, legislators, stakeholders and interest groups, providers and partners, local governments, other state and federal agencies, policymakers, 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**

The Office of Communications does research and evaluation, and develops and disseminates information and messages about agency programs by developing and conducting strategic education and information campaigns. OC coordinates media

and public communications, public involvement and outreach activities and internal communications, including ensuring that news releases are produced and distributed in languages other than English when needed to reach targeted audiences in emergencies. The Office of Communications is responsible for monitoring media reports and public feedback, and providing department leadership with counsel regarding the handling of emerging issues.

Other services performed by communications staff include writing, editing, designing and producing publications, presentations and other printed materials, including printing coordination services, language translation coordination and providing alternate format services (Braille, large print, audio and computer disk). The provision of these services ensures that all print communications comply with state and federal statutes and rules for access including ADA, Section 508 and plain language standards.

OC staff also ensure that DHS complies with all statutory and legal requirements pertaining to public records requests and other related communication issues.

### **Where service recipients are located**

Office of Communications services are provided to internal and external stakeholders, the public and media outlets throughout Oregon and outside the state.

### **Who receives services**

All Oregonians are served by this office. Service recipients include all DHS employees, customers and clients, legislators, stakeholders and interest groups, providers and partners, local governments, other state and federal agencies, policymakers, 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 its 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.

Finally, in an era of declining mass media coverage and a lack of public understanding about the role and services of state government, it is more important than ever to have proactive communications with the public and interested stakeholders. Government transparency and accountability require a thoughtful communications strategy that focuses on efficient dissemination of information, rapid response to public records requests, and communications channels that are not dependent on a shrinking mass media market.

### ***DHS Employment Hearing Panel***

#### **Services provided**

This service area purchases administrative hearings services from the Office of Administrative Hearings (OAH) housed in the Oregon Employment Department. The purpose of OAH is to provide an independent and impartial forum for citizens and businesses to resolve disputes with DHS and other state agencies. OAH was created in 1999 and is staffed with professional administrative law judges who conduct numerous hearings each year at the request of citizens and businesses 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 in every county in Oregon.

#### **Who receives services**

Oregon citizens and businesses who disagree with DHS regarding actions related to them and who want to disputed decisions resolved in an independent, fair and impartial forum.

#### **How services are delivered**

After a DHS client requests a hearing, an informal conference is set up. This meeting between the client and a DHS representative allows the client the opportunity to provide more information about their case and the request for a hearing as well as the opportunity to learn more about the decision of the agency.

Sometimes, the client and DHS can agree on a resolution; if no resolution is reached, an official hearing with an administrative law judge is scheduled. Most DHS hearings are held by telephone.

### **Why these services are significant to Oregonians**

For the past half-century, there has been a movement in the United States to separate agency regulation and enforcement from the hearing function. If a citizen or business disputes an action taken by state government and asks for a hearing, agency employees should not be responsible for deciding whether the agency's action was lawful. Many states have created "central panels" of independent administrative law judges. The Oregon 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 in decisions that affect the lives of Oregonians.

## ***DHS SHARED SERVICES***

DHS Shared Services supports both DHS and OHA by providing leadership in the delivery of efficient, consistent and coordinated administrative services to all divisions and programs within both departments.

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 and OHA.

The **Budget Center** provides program and administrative budget planning, financial analysis and technical budget support for DHS and OHA. These services are provided for department leadership, program, policy and field managers, staff and external policymakers.

The **Office of Forecasting, Research and Analysis** provides client caseload forecasting services for DHS and OHA.

The **Office of Financial Services** provides accounting services, administers employee benefits and payroll, and collects funds owed for DHS and OHA. This office provides accurate, accountable and responsive financial management and business services to DHS and 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.

The **Human Resources Center** provides HR functions for DHS and OHA that are more transaction-based or custodial in nature including benefits administration, leadership and management training, leave law interpretation, affirmative action reporting, background check, and centralized position control.

The **Facilities Center** provides coordination of DHS and OHA offices and other facilities statewide.

The **Office of Document Management** provides document and data management services for DHS and OHA.

The **Office of Contracts and Procurement** provides contract and procurement services for DHS and OHA by making purchases, and preparing and processing contracts with other government agencies, businesses and service providers.

The **Office of Investigations and Training** conducts and oversees statewide protective services investigations of abuse and neglect, provides technical assistance to community-based mental health and developmental disability programs, and delivers training on investigations and abuse prevention services for DHS and OHA.

The **Internal Audit and Consulting** unit provides independent and objective information about DHS and OHA operations and programs and activities to help make informed decisions and improve services.

The **Office of Payment, Accuracy and Recovery** provides recovery services for DHS and 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 and 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.

The **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 is cutting red tape, delivering better and faster services to clients, generating cost savings and increasing transparency.

### ***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 and OHA.

DHS Shared Service Administration supports all divisions and programs in DHS and OHA by providing leadership in the delivery of efficient, consistent and coordinated administrative services. Shared Services Administration also is

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 Management (BCM) for DHS and OHA. DHS and OHA are responsible for ensuring the agencies can continue to perform their critical business functions and services during business interruptions and emergencies that affect operations. BCM provides the information and structure to ensure DHS and OHA can respond to incidents in an efficient and timely way while minimizing effects on the agencies, including employees, clients, services, resources and any other dependencies of DHS and OHA.

ESF-6 staff plan exercises and manage Mass Care, Emergency Assistance, Housing, and Human Services plans, including vulnerable populations. DHS and OHA are the primary state agencies for ESF-6. ESF 6 coordinates and monitors the efforts of state, local and tribal governments and nongovernmental organizations to address housing, feeding and human services needs of people affected by disasters.

The rules coordinator advises, consults, leads, coordinates and trains staff in all DHS and OHA divisions in drafting, interpreting, defining and developing the intent and scope of administrative rules. In addition, the rules coordinator monitors and reviews contested case orders, trains hearing representatives, assists with legal issues and acts as liaison with the 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 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 and OHA leadership, program, policy and field managers, staff and external policymakers.

### **Why these services are significant to Oregonians**

The Budget Center provides critical financial reporting, analysis and technical budget support to DHS and 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 developing the DHS and OHA budgets to address these needs. The data may also allow the agencies to anticipate changes in federal and other funding streams that affect their ability to provide services and assure compliance with federal funding regulations and requirements. Budget Center operations allow DHS and OHA to 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 and 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 staff across both agencies, external stakeholders, legislators and the public.

### **Who receives services**

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

### **How services are delivered**

Services are delivered through client caseload forecasting, the provision of semi-annual caseload forecasts for various DHS programs, monitoring actual client counts compared to the forecast caseloads 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 assisting program managers to determine projected need for services and develop the department budget to address these needs. Research and analysis services also allow programs to anticipate changes in federal and other funding streams that may affect the ability to provide services and assure compliance with federal funding regulations and requirements. Data provided by OFRA allows the agencies to manage appropriation allotments and cash flow throughout the biennium, provide analysis and estimates to respond to inquiries from internal and external parties and manage the DHS and OHA budgets during the biennium.

## ***Office of Financial Services (OFS)***

### **Services provided**

OFS is a shared service providing accounting services, administering employee benefits and payroll, and collecting funds owed to DHS and OHA. OFS is organized by functional area with the goal of maximizing operational efficiency.

### **Accounts Receivable**

This unit produces invoices, collects funds due DHS and OHA, and provides DHS and OHA accounts receivable collection data annually to the Legislative Fiscal Office (LFO). This unit also receives and processes garnishments levied on the department.

### **Receipting Unit**

This unit deposits all negotiable instruments received by DHS and OHA and accurately records the revenue and reduction of expense transactions into the Statewide Financial Management Application (SFMA) for these receipts, as well as from credit card and ACH activity in DHS and OHA treasury accounts.

### **Disbursements and Travel Unit**

This unit processes invoices for goods and services including rent, utilities, supplies, interagency services, SPOTS VISA and travel claims for DHS and OHA employees and other authorized non-state individuals.

### **Contract Payments Unit**

This unit processes contract payments for services with providers and local governments, ensures payments are within contract limitations, and processes contract settlements as needed.

### **Payroll Unit**

This unit processes agency payroll data and ensures that each employee of DHS and OHA receives proper compensation in pay and benefits for work done.

### **Strategic Systems Unit**

This unit takes financial data from the various DHS and OHA proprietary payment and receipting systems, converts the data and interfaces it into SFMA. Interfaced transactions include payments, payment cancellations, accounts receivable and recoupment. This unit also is responsible for the Statewide Financial Management Application structures and cash flow management,

### **Management Reporting and Cost Allocation Unit**

This unit develops, maintains and implements the department-wide cost allocation plan for indirect administrative expenditures to federal, state and other sources. The unit also provides data management support to internal customers as well as division support in the monitoring of actual expenditures compared to budget projections.

### **Statewide Financial Reporting and Trust Accounting Unit**

This unit prepares annual financial report information for inclusion in the statewide Combined Annual Financial Report and manages trust accounts.

### **Reconciliation Unit**

This unit completes all reconciliation reports and compares results in SFMA, the State Treasury and DHS and OHA proprietary systems.

### **Federal and Grant Reporting Unit**

This unit maintains, analyzes reviews and reports on various grant types such as entitlement, block and categorical grants. The unit also submits, receipts and distributes federal draw requests for federal expenditure disbursements.

### **Portland Accounting Unit**

This unit provides accounting services for Public Health (PH) programs including accounts payable, monitoring subcontractor expenditures, cash receipting, accounts receivable, audit coordination, and grant financial review and reporting.

### **Internal Control and Policy Unit**

This unit monitors system security and control structure. The Forgery Services Section handles and researches overpayments as well as 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 and 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 and OHA receive 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 and OHA that are more transaction based or custodial in nature. The areas of focus in the HR Center include:

- Employee records and benefits administration;
- Work force capacity reports;
- Safety, health and wellness;
- Leave law interpretation, ADA and workers' compensation;
- Background checks; and
- Organizational advancement.

### **Where service recipients are located**

Services are provided to DHS and 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 to ensure department work force capacity, work force services, and work force development.

## ***Facilities Center***

The Facilities Center is a shared service office that provides facilities functions for DHS and OHA. The office acquires and administers leases and contracts for approximately 173 DHS and 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 and OHA telecommunications systems; audits the DHS and 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 and OHA managers, staff and community partners develop and organize offices to meet the service delivery needs. Services include acquisition and administration of DHS and OHA leases and contracts for an estimated 173 leased facilities statewide, oversight of the DHS and OHA motor vehicle fleets, coordination of construction and remodeling of leased facilities, facilities project management; and planned 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 provided include coordination of building maintenance and management of energy use; management of mail and parcel delivery and state vehicle management and scheduling at the Barbara Roberts Human Services Building and the Portland State Office Building; lobby reception and 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 and OHA telecommunications systems. Services provided 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 departments' operations.

### **Where service recipients are located**

Service recipients are located in DHS and OHA facilities statewide.

### **Who receives services**

Services are provided to DHS and 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 departments' delivery of services to Oregon's most vulnerable citizens.

## ***Office of Document Management***

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

### **Services provided**

ODM provides data capture services for billing claims related to medical and dental services, hospitals, nursing homes, in-home services, meals and child care.

Additionally the section provides imaging services related to Oregon Health Plan applications, Supplemental Nutrition Assistance Plan applications, and senior prescription drug applications. Imaging services also are provided for human resources documents, criminal history background documents, payment instruments, hearing documents, intentional program violations, child care, medical claims and sterilization consent forms. ODM provides imaging for financial services documents and client case records as well.

The Office of Document Management is in charge of electronic and physical records archival, document retrieval and coordination of destruction services. This office electronically images more than 2 million documents each month. ODM 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. The Electronic Document Management System (EDMS) electronically images documents and stores the images on a storage area network (SAN), providing a single repository that allows immediate accessibility for all authorized DHS and OHA staff throughout the state of Oregon.

### **Where service recipients are located**

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

### **Who receives services**

DHS and OHA staff and clients statewide receive services, as do providers, including physicians, dentists, hospitals, nursing facilities, child care and meal providers, pharmacies, and adult foster care facilities.

### **How services are delivered**

Services are provided through electronic processes that allow for imaging, storage and retrieval of vital documents required by agency clients, staff and partners.

### **Why these services are significant to Oregonians**

These services allow clients and staff to gain access to needed information and services in an efficient and user-friendly manner. ODM processes allow DHS and OHA to maintain confidential client and department records in a safe and secure manner in order to ensure compliance with the Health Insurance Portability and

Accountability Act (HIPAA). ODM also encourages providers to continue to provide services to DHS and 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 and 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 that protects people, assets and the public trust. Strategic sourcing is used 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 and OHA program personnel who work directly with OC&P to put contracts in place that support both agencies. Additionally, there are approximately 1,000 DHS and OHA administrative support personnel who require OC&P services related to purchases supporting DHS and 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 and OHA.

### **Services provided**

OIT is responsible for investigation of abuse and neglect allegations at state-operated psychiatric hospitals including the 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.

The office also provides oversight of the 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.

OIT provides 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 curricula and materials. The investigation team collects data for evaluation and analysis of abuse and neglect information statewide for a variety of uses including evaluation of trends, timeliness of reports and 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 also are 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 and receive services from the Office of Investigations and Training.

### **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 to sanction agencies, remove abusive caregivers and require additional training or revision of policies to prevent abuse.

### ***Internal Audit and Consulting (IAC)***

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

### **Services provided**

The unit assists management through reviews of DHS and 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 audits of 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.

The unit also provides other services, such as consultation on internal controls and process improvement efforts, facilitation of risk assessment activities, coordination of external audits, and tracking and follow-up on both internal and external audit findings.

### **Where service recipients are located**

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

### **Who receives services**

Internal audit and consulting services are provided to offices and units identified in the annual audit plan based on a risk assessment; those referred by staff or management or through special requests by management or other governing bodies; and those mandated by policy or other legal agreements.

### **How services are delivered**

Internal audits are delivered in the form of audit reports. Services also are delivered in other ways including reports, management letters, through 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. IAC services require continuous communication with internal and external program staff, managers, the DHS and OHA Audit Committee and external auditors.

### **Why these services are significant to Oregonians**

Services provided by the Internal Audit and Consulting unit help decrease the amount of fraud, waste and abuse in the agencies. These services also ensure the reliability and integrity of financial and operational information, effectiveness and efficiency of operations, the adequacy of internal controls to prevent or minimize alleged misconduct and illegal activities, and 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 and OHA. The purpose of

the office is to ensure program integrity by improving payment accuracy and recovering overpayments to both clients and service providers. The office works in partnership with all DHS and OHA divisions, providers, private health insurers, managed care plans, other state agencies, DHS and OHA clients and the federal government.

### **Services provided**

OPAR strives to improve program integrity, payment accuracy and financial recovery on behalf of many DHS and OHA programs (Medicaid, Temporary Assistance to Needy Families, 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, and identification of third-party resources. OPAR staff also provide assistance to field staff with data integrity issues, and recovery of Medicaid, Clawback and General Assistance funds from the 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 and OHA clients, providers, federal partners and DHS and OHA division 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 and 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 and 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 other 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; and
- Engaging with our partners for improved performance.

OCI uses a blend of project management principles, a strong governance structure, metrics development 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 cuts red tape, delivers better and faster services to clients, generates cost savings and increases transparency.

### **Services provided**

OCI provides strategic leadership of transformation and continuous improvement efforts, including periodic examination of progress toward goals to adjust the approach as the environment evolves. The section provides leadership, training and coaching to develop standard competencies in continuous improvement for all employees as well as providing training and coaching to agency and division leadership to develop competency for leading in the continuous improvement environment.

OCI is responsible for driving and facilitating organizational culture change to create an organization with a deep understanding of how to eliminate waste in processes, develop employees as leaders, innovate and effectively allocate its staffing and financial resources. This is done through training, coaching, mentoring and facilitation in use of Lean methodologies and tools.

The section provides project management services to facilitate cross-divisional, cross-agency and special initiatives as well as development of project management standard tools and methodologies and coaching in change management and communications.

OCI also communicates continuous improvement results to support accountability and transparency efforts, shares best practices and provides support and ongoing enhancement for the Mood software application. This application 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 very detailed.

### **Where service recipients are located**

OCI serves OHA and DHS staff, management and partners statewide.

### **Who receives services**

OCI provides services to DHS and OHA executive level leadership, managers and supervisors, work groups and individual employees in both central and branch offices and to service provider partners.

### **Why these services are significant to Oregonians**

Oregon is struggling with one of the highest unemployment rates in the nation; 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 meeting growing demands for service at the same time they are coping with shrinking staff and financial resources. Continuous improvement tools also are helping the agencies improve the speed and quality of service delivery during difficult economic times.

Additional challenges also 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; both DHS and OHA committed to continuing these efforts after the transition from one agency into two. In order for DHS and OHA to provide effective and efficient services for Oregonians consistently over time, the OCI works to address the following challenges:

- Increasing public demands for transparency and accountability;
- An aging work force;
- Inefficient processes for delivering client services and no consistent approach for measuring performance;
- A complex policy environment;
- The need for increased consistency and quality in the services DHS and OHA provide to Oregonians at the local level with the assistance of partners across the state; and
- Cultural challenges rooted in the failure of past, short-lived efforts causing employees to doubt real improvement is possible.

## ***OHA CENTRAL SERVICES***

OHA Central Services supports the OHA mission by providing leadership in several dedicated key business areas. This service area contains the following key offices and programs:

### **OHA Office of the Director and Policy**

#### **OHA Dedicated Services**

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

### **OHA Health Information Technology**

#### ***OHA Office of the Director and Policy***

The Office of the Director and Policy is responsible for overall leadership, policy development and administrative oversight for the Oregon Health Authority. This office coordinates 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 provides 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 to meet 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 human resources department for the OHA business partners is charged with delivering services to internal customers with quality and timeliness. The dedicated areas will provide services focusing on people strategy development; work force strategies to meet the agency's unique business needs; consolidation of division work force 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 ensuring department work force capacity, work force services, and work force development.

## ***OHA Office of Budget, Planning and Analysis***

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

### **Services provided**

BPA provides leadership and collaboration for the strategic decisions of the programs by providing an in-depth knowledge of OHA financial processes, federal program and fiscal policy, business line funding streams, and state budget

processes. This allows BPA to guide the delivery of budget services to the programs and create a financial, budget and business triad for each program that allows a comprehensive approach to program management. BPA activities drive the transition and continual improvement of services.

### **Who receives services**

Services are provided to OHA leadership, program and policy staff, field managers and staff, and external policymakers.

### **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 ensuring 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, policymakers, the news media, targeted audiences, and the general public. The office also provides support to the department's priority projects as defined by the agency's director and cabinet.

### **Services provided**

The Office of Communications does research and evaluation, and develops and disseminates information and messages about agency programs by developing and conducting strategic education and information campaigns. OC coordinates media and public communications, public involvement and outreach activities and internal communications, including ensuring that news releases are produced and distributed in languages other than English when needed to reach targeted audiences in emergencies. The Office of Communications is responsible for

monitoring media reports and public feedback, and providing department leadership with counsel regarding the handling of emerging issues.

Other services performed by communications staff include writing, editing, designing and producing publications, presentations and other printed materials, including printing coordination services, language translation coordination and providing alternate format services (Braille, large print, audio and computer disk). The provision of these services ensures that all print communications comply with state and federal statutes and rules for access including ADA, Section 508 and plain language standards.

OC staff also ensure that OHA complies with all statutory and legal requirements pertaining to public records requests and other related communication issues.

### **Where service recipients are located**

The OC provide information everywhere in Oregon as well as outside the state.

### **Who receives services**

Service recipients include all OHA employees, customers and clients, legislators, stakeholders and interest groups, providers and partners, local governments, other state and federal agencies, policymakers, the local, regional and national news media, targeted audiences, and the general public.

### **How services are delivered**

Services are delivered through printed materials including news releases, brochures and other 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 meet 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.

Finally, in an era of declining mass media coverage and a lack of public understanding about the role and services of state government, it is more important than ever to have proactive communications with the public and interested stakeholders. Government transparency and accountability require a thoughtful communications strategy that focuses on efficient dissemination of information, rapid response to public records requests, and communications channels that are not dependent on a shrinking mass media market.

### ***OHA Office of Health Information Technology (OHIT)***

The Office of Health Information Technology (OHIT) is a shared service office ensuring that, as part of all Oregon health reform efforts, any and all projects that should or could incorporate health information technology components are coordinated and funding sources maximized.

The immediate objective of OHIT is to accomplish the goals envisioned by the Oregon Legislature and to take full advantage of the opportunities afforded Oregon by recent federal funding. In order to reach these objectives, OHIT will work in close collaboration with the OHA director, OHA deputy director and OHA governing bodies to convene and staff planning and oversight.

### **M-HIT Executive Steering Committee**

This group is in the process of converting to an OHA and DHS Executive HIT (Health Information Technology) Steering Committee. The immediate focus of this group is on the Medicaid Provider Incentive Program for adoption of electronic health information record systems (EHR), promotion of health information exchange and the meaningful use of health information technology.

Long term, this committee will focus on developing a multi-agency health IT strategic plan; coordinating program planning activities that require the use of health IT to achieve program goals; ensuring the alignment of IT investments with overall health and human service reform goals; providing business case review and ongoing oversight of designated health IT projects; and conducting organizational capability assessments to manage the risks inherent with program health IT projects.

The committee also will develop a state HIT plan for Oregon to include the foundational components within the state Medicaid HIT plan and the statewide

health information exchange (HIE) strategic and operational plans. Development of a statewide HIT plan will require an environmental scan of the current state of HIT and HIE in Oregon; developing a vision with goals and objectives for integrated public HIT architecture, policies and decision making; as well as a vision for an interoperable statewide health information exchange. Completion of the plan will include a gaps analysis that assesses the needs of both internal and external stakeholders when comparing the scan to the vision and a roadmap for implementation to achieve the vision, with technical, cultural, policy, legal, financial, and business and operational components.

### **Health Information Technology Oversight Council (HITOC)**

This body will focus on planning and implementation of a statewide health information exchange by maximizing resources and coordination. HITOC will promote health information exchange and electronic health records adoption for all Oregon providers; promote and communicate the vision of a coordinated OHA and DHS health information technology and a statewide health information exchange to key stakeholders; and develop and shepherd appropriate legislative changes to implement the operational plan for statewide health information exchange.

In addition, HITOC will maximize coordination with all Oregon health information technology partners; maximize federal and private grant funding opportunities; drive organizational cultural shift toward coordination and proactive HIT systems planning; and develop the business case for state budgetary investments in HIT. This could include evaluating and establishing a provider purchasing collaborative; implementing programs for provider loans or grants; and providing oversight and coordination of federal HIT grants and state purchases.

### **Services provided**

The Office of Health Information Technology (OHIT) is responsible for providing leadership and coordination across programs, departments and agencies in developing policies and procedures that: 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 serves all divisions within OHA where health information technology is applied to improve health outcomes, lower costs, and improve efficiency and effectiveness of the 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 Health IT 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 and external DHS and OHA stakeholders including staff, agency partners, tribes, behavioral health, public health, and long term care partners, and the Medicaid Transformation Team. Additionally, OHIT is the leader in the statewide health information exchange project.

### **How services are delivered**

Services are delivered through participation on various boards and committees both internally and externally as well as through written and oral communication to stakeholders, staff and agency partners.

### **Why these services are significant to Oregonians**

At a time when the availability of federal funding for health IT efforts is unprecedented and Oregon's vision of integration and coordination is unfolding through the DHS and 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 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 goal. Strategic coordination and communication is essential to achieve the massive organizational change mandated by HB 2009 and emerge with integrated systems and services. Organizational and cultural change management efforts that are anticipated in the development of this office can convert this opportunity to reality.

## ***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 affect the delivery of health and human services. Major activities of OMHS include policy development, training and consultation, and community and organizational capacity building. OMHS provides consultation to programs within the Department of Human Services, divisions 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, health and community advocacy organizations, and others working to improve the health of all Oregonians.

The Office of Multicultural Health and Services is a natural link and catalyst for broad-based health equity partnerships in Oregon. The office has long-standing existing relationships with minority-focused community-based organizations and a history with the Public Health division that goes back 17 years; OMHS leverages resources from public and private entities and forges collaborations to address health inequities.

### **Services provided**

The current mission of the Oregon Office of Multicultural Health and Services is to help DHS and OHA serve as leaders in promoting 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. The Equity, Policy and Community Engagement Unit assesses and institutes policies and practices within DHS and OHA that eliminate disparities and promote equity. The unit also conducts a variety of outreach activities to ensure community voices are represented in program and public policy development. The Diversity Unit works to assure diverse representation and cultural competency within the DHS and OHA work force, and also supports affirmative action, cultural competency and diversity

initiatives that create and sustain welcoming environments for staff, customers and partners.

OMHS uses its resources to meet three primary goals: enhancing agency infrastructure so that DHS, OHA and other state agencies provide more culturally competent health services, staff and programs; increasing access to health care for minority populations; and establishing policies to improve minority health care.

OMHS promotes cultural competence and diversity in DHS and OHA by assisting with coordination of 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-OHA 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 partnered with the division of Medical Assistance Programs (MAP) to secure funding for implementation of the Oregon law passed requiring registration, qualification of language proficiency, and certification of health care interpreters in Oregon. MAP also provided data on Oregon Health Plan (OHP) usage supporting a proposal to the National Institutes of Health to research perceptions of discrimination in health care delivery by both providers and patients.

In February and March 2010, OMHS partnered with OHA and DHS divisions to host two policy forums gathering input from minority communities. This input helped shape DHS and OHA policy priorities related to reimbursement for health care interpreters and cultural competence training for health care providers.

OMHS hosts or participates in numerous events or groups designed to increase knowledge and awareness through promotion, education and policy development. These meetings build bridges between the public and private sectors on racial and ethnic health policy development and implementation. Additionally, OMHS provides training on the social determinants of health, health disparities and health equity. OMHS also consults with DHS and OHA program staff 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 and innovative strategies to address ethnic-specific health disparities.

### **Where service recipients are located**

Services are provided internally and externally to agency staff, clients, partners and stakeholders throughout Oregon.

### **Who receives services**

Services are provided to programs within DHS and OHA, especially Public Health, 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 or consultative settings. Video conferencing and telecommunications provide a means for delivery of services by staff located primarily in the Portland State Office Building.

During the 2009-10 fiscal year OMHS staff served on internal committees and private nonprofit boards, presented trainings, assisted with planning and program development and provided consultation to programs and units across the DHS and OHA systems. 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.

### **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 provision of 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; and 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 to optimally support the mission of the Oregon Health Authority.

### **Services provided**

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

The **Health Policy Unit** provides health policy analysis and development and coordinates strategic and implementation planning and evaluation to provide information required for OHA policy development. It also provides staff support, policy coordination and project management for the Oregon Health Policy Board and a variety of committees including the: Medicaid Advisory Committee; Safety Net Advisory Council; and the Health Care Work Force 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.

The **Health Analytics Unit** compiles and analyzes technical and statistical information related to Oregon's health system for use by policymakers both inside and outside state government. Health Analytics conducts data collection and statistical analysis related to the use of OHA programs as well as financial data; data allow the Analytics Unit to evaluate OHA program performance, and provide data to support health system and program planning and implementation. This unit also performs actuarial analysis to support rate development and benefit design.

The **Clinical Services Improvement Unit** 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.

### **Who receives services**

The office provides information and assistance to the Oregon Health Policy Board and its committees; OHA administration and programs; the Oregon Legislature and Governor; state agencies, stakeholders, 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 the Oregon Health Policy Board, OHA administration and the Governor's Office; required briefings, reports and presentations to the Legislature and by request. Annual reports, reports required by grant projects and other reports mandated by policy occur through the dissemination of written materials, via telephone, e-mail and in-person contacts.

### **Why these services are significant to Oregonians**

By providing strategic policy analysis and informational tools to the Oregon Health Policy Board, OHA administration, the Legislature, Governor's Office and other stakeholders, this unit supports the development and implementation of health policy designed to achieve the triple aim of improving the lifelong health of all Oregonians; increasing the quality, reliability and availability of care; and lowering or containing the cost of care so it's affordable to all Oregonians.

This unit is responsible for the increased measurement and evaluation of policy effects and OHA program performance; providing data to support efficient and aligned OHA health care purchasing strategies and improving collaboration and coordination across OHA divisions and programs, external stakeholders, and communities on health system planning and implementation efforts.

## ***OHA SHARED SERVICES***

OHA Shared Services supports both DHS and OHA by providing leadership in the delivery of efficient, consistent and coordinated administrative services to all divisions and programs within both departments.

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

### ***Shared Services Administration***

#### **Services provided**

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

#### **Where service recipients are located**

Service recipients are located in DHS and 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 policymakers and partners.

### ***Office of Information Services (OIS)***

#### **Services provided**

The Office of Information Services (OIS) is a shared service provider for the Department of Human Services and the Oregon Health Authority. OIS provides information technology (IT) systems and services that support 11,000 agency staff and 20,000 partner staff at 350 locations throughout Oregon.

OIS consists of the Office of the Chief Information Officer and four major operational sections that play vital roles in helping OIS accomplish its mission and

meet customer goals: Customer Services and Support (CSS), Shared Services (SS), and separate IS Support sections for the specific needs of DHS and OHA.

### **Office of the CIO (OCIO)**

The Office of the CIO is made up of three groups — OIS Administration, IT Strategy and Communications, and OIS Business Services.

#### *OIS Administration*

The chief information officer (CIO) and deputy CIO provide overall leadership, planning, development and delivery of IT services to DHS, OHA and their partners.

#### *IT Strategy and Communications*

The IT Strategy and Communications Unit provides organizational planning and strategic support, technology policies and governance. Support services include strategic planning, research, legislative monitoring, portfolio management and IT policies.

#### *OIS Business Services*

The Business Services group provides central administrative support for OIS, including budget coordination, payment processing, payroll distribution, facilities coordination and financial and position management.

### **Customer Service and Support (CSS)**

CSS is the primary interface to OIS services for DHS and OHA employees, partners and other OIS customers. Help Desk and desktop support technicians receive and resolve customer issues from around the state. Other CSS services include incident and problem management, customer communications, asset management, IT infrastructure operations and IT asset management (hardware and software).

### **Shared Services (SS)**

Shared Services is responsible for support of DHS and OHA enterprise-wide application development, maintenance and enhancement including the Shared Services Section of DHS. Other shared support services include data management, IT standards, business process management and infrastructure planning services.

### **DHS IS Support**

This section is responsible for application development, maintenance and enhancement in support of the Department of Human Services Children, Adults and Families (CAF), and Seniors and People with Disabilities (SPD) divisions, and Vocational Rehabilitation (VR).

### **OHA IS Support**

This section is responsible for application development, maintenance and enhancement in support of the Oregon Health Authority that includes Addictions and Mental Health; Medical Assistance Programs; Public Health; Public Employees' Benefit Board; Oregon Educators Benefit Board; Oregon Health Policy and Research; Office of Private Health Partnerships; Oregon Medical Insurance Pool; and the Oregon Prescription Drug Program.

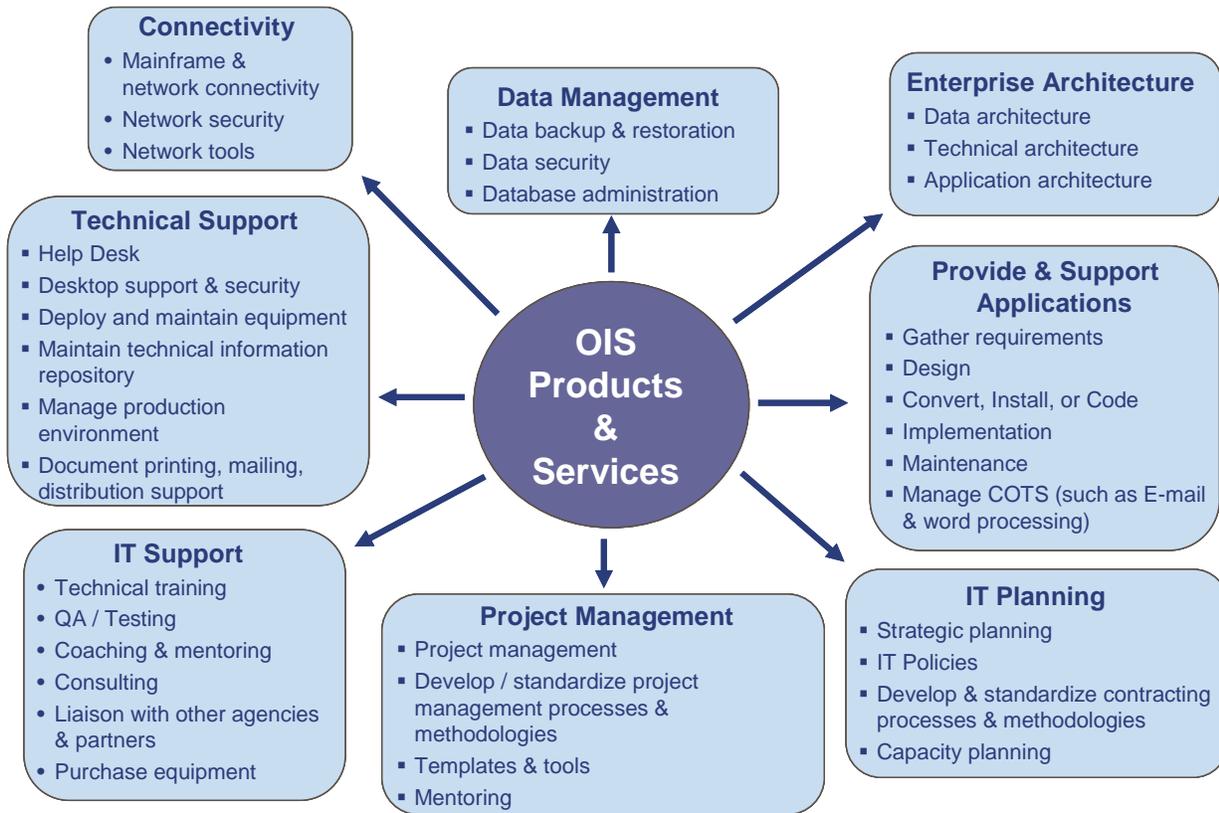
### **Where service recipients are located**

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 and OHA staff and partners in support of DHS and 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.

## OIS Products and Services



### How services are delivered

Many of the IT systems used by DHS and 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 have the ability to respond to questions and issues as needed.

### **Help Desk**

One of the primary contact points for customers is through the OIS Service Desk. The Help Desk provides a single point of contact through 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.

### **Project management**

Technology projects are delivered using the formal project management methodology described by the Project Management Institute. This methodology supports infrastructure to help implement standard approaches to project

management and provide a valuable support service to project managers during the start-up, execution and close-out phases of projects.

### **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 and vendor management**

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 or when the timeframe required to deliver a solution cannot be met by internal staff. OIS uses a variety of vendors to supply and maintain IT systems and services. Vendors require coordination and management to ensure DHS and OHA are deriving the intended value from these relationships.

## **Why these services are significant to Oregonians**

OIS provides IT support enabling DHS, OHA and their partners to deliver health and human services to Oregonians statewide.

The **Medicaid Management Information System (MMIS)** is a federally required information system that manages and reports on the \$3.1 billion paid each year to more than 31,000 Medicaid providers for services rendered to 400,000 Oregonians. The system processes more than 1.7 million transactions per month.

The **Food Stamp Information System (FSIS)** supports Oregon's SNAP (formerly food stamp) program, supplementing food budgets each month for more than 400,000 Oregonians from low-income working families and individuals to seniors and people with disabilities.

The **Family and Child Information System** 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 **Oregon Rehabilitation Case Automation (ORCA)** tracks approximately 20,000 active cases and the case histories of individuals being rehabilitated through the Office of Vocational Rehabilitation Services (OVRs).

The **WIC Information System (TWIST)** application supports Office of Family Health Women, Infants and Children (WIC) program and community partners in the delivery of WIC services — including nutrition education, breastfeeding promotion and support, health referral, and supplemental foods — to eligible clients within Oregon.

**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 public providers, several counties, insurance companies and health plans. The consolidated information is available to medical providers, schools and other authorized users and is used for outreach to under-immunized children and for assessments of immunization rates and practices in communities. The database also serves as a resource for epidemiological studies.

## **OIS projects**

### **CAF Modernization Program (Self-Sufficiency modernization)**

This project supports DHS and OHA by implementing a Health and Human Services commercial framework that includes a ‘rules engine’ for policy management. This framework will be initially leveraged by SSM and the Oregon Health Insurance Exchange. The project specifically addresses DHS needs regarding online services (improving client access), workflow automation and system modernization. Modernization of systems enables seamless transition for clients and supports health care reform. The framework provides a client view that can be shared across divisions and agencies. The framework also provides common business processes and workflow that may be shared across the division and agencies.

## **Shared Services**

### **Integrated Collections Management System (ICM)**

Replacement of the principal Payment Accuracy and Recovery applications with a single, integrated system may provide access to common debtor information. Possessing a common integrated system will allow the units within DHS to operate in a more efficient manner with a substantial increase in collections.

### **Oregon State Hospital Behavioral Health Integration Project (BHIP)**

This commercial off-the-shelf electronic health record solution with lab and pharmacy systems will improve and standardize hospital business functions and operations. It also will allow for more accurate and complete information in providing care for psychiatric patients and the ability to bill for services. Improvements in communication and accountability also will result from the implementation of this system.

### **The Immunization Information Systems Replacement Project**

This program will improve Oregon’s immunization registry and increase its sustainability. The new immunization registry will better meet the needs of patients and the provider community both in terms of Web-enabled functionality and real-time interoperability across the state.

### **OR-Kids Project**

The mission of the OR-Kids project is to implement an improved application information system and practices to support the efficient, timely delivery of services for Oregon’s abused, neglected and dependent children. The system will

satisfy federal SACWIS compliance requirements, allowing the state to maintain federal funding streams. It will consolidate and streamline business practices; promote partnerships with other organizations in serving families; and support program accountability, providing data and tools necessary to monitor and improve outcomes.

## ***Information Security Office (ISO)***

### **Services provided**

The Information Security Office (ISO) is a shared service office providing information security services for DHS and OHA. ISO encompasses several programs focusing on protecting confidential information assets and educating staff, volunteers and partners of DHS and OHA on how to protect this information and report incidents when they occur.

The ISO drivers include federal and state security regulations and audit findings; contractual and grant obligations; DHS security policies and procedures; legislative mandates such as ORS 409.025 and 409.027 and the Oregon Consumer Identity Theft Protection Act.

### **Where service recipients are located**

ISO serves employees, clients and partners of DHS and OHA throughout Oregon.

### **Who receives services**

ISO serves former and current clients, department managers, employees and volunteer, partners, the public and those with whom DHS and OHA have 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. This office helps DHS and 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 practices.

ISO provides a systematic, comprehensive approach to protect information; evaluates information protection drivers (HIPAA, HITECH and audits) and their effect on business functions; and develops and implements feedback mechanisms

that make it possible to measure how well the departments are protecting sensitive information.

ISO ensures that policies and procedures are current and revised often to maintain their relevancy to current business practices and technology. ISO also works to create awareness among all employees, volunteers, partners and contractors about the importance of protecting information.

ISO manages the protection of information by managing compliance with federal and state laws and regulations, contractual agreements and grant compliance. Staff applies risk mitigation practices, improves business and information systems as needed, and reviews formal audits and recommendations. ISO also manages, mitigates and documents incident responses.

Through their actions, staff in the Information Security Office ensure that confidentiality, integrity and availability are integral parts of DHS and OHA business practices and educate individuals to reduce or prevent unauthorized access to information assets.

### **Why these services are significant to Oregonians**

The programs within ISO address confidentiality, integrity and availability, ensuring the protection of information and lowering the risk of identity theft for staff and clients. ISO programs also ensure that DHS and OHA meet their obligations related to agency policy, federal and state laws, contractual and grant obligations, and industry standards that contribute to lowering incident rates.