

# Oregon Department of Human Services

## Central and Shared Service Programs – Improving Government

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### Overview

DHS Central and Shared Services provide critical leadership and business supports necessary to achieve the mission of the agency: helping Oregonians achieve well-being and independence through opportunities that protect, empower, respect choice and preserve dignity.

DHS Central and Shared Services include:

- Payments to DAS and third parties for goods and services that serve the whole agency, such as facility rents, state data center charges, the DAS risk assessment, DAS government service charges, computer replacement, and debt service.
- Payments for DHS's share of the cost of services shared with OHA. When the agency split, DHS and OHA agreed to share information technology, financial, investigations, and other services to avoid cost increases and permit a greater focus on improving performance and efficiency.
- The cost of the DHS/OHA shared services provided by DHS. These costs are entirely other funds, paid for by the payments described in (2) above and similar payments in the OHA budget. From a total fund perspective, these costs are double-counted in the DHS and OHA budgets.
- The cost of DHS central budgets, including the Director, Governor's Ombudsmen, Legislative and communication support, budget, diversity, and human resources.

The DHS Central and Shared Services budgets are structured and administered according to the following principles:

*Control over major costs.* DHS centrally manages many major costs. Some of these costs, like many DAS charges, are essentially fixed to the agency. Others, like facility rents, are managed centrally to control the costs. DHS also strongly supports and actively participates in statewide efforts to locate work across the enterprise and install performance management systems to perform administrative functions more efficiently and effectively.

*Customer-driven shared services.* When the agency split, DHS and OHA agreed to maintain many administrative functions as shared services to prevent cost increases, maintain centers of excellence, and preserve standards that help the agencies work together.

DHS and OHA govern their shared services through a board composed of operational leaders of the two agencies. This approach ensures that shared services are prioritized and managed to support program needs. The board and its subgroups have established service level agreements and performance measures for each service, implemented recent budget cuts selectively, moved staff in and out of shared services to rationalize service delivery, and begun implementing more integrated systems to support the performance of all our employees.

## Oregon Department of Human Services Central and Shared Service Programs – Improving Government

---

*Performance management system.* DHS is has implemented a performance management system containing the following key elements:

- A clear statement of the outcomes DHS must achieve.
- Descriptions of the processes DHS uses to achieve its outcomes.
- Measures of success for each outcome and process.
- Owners for each measure.
- Written “breakthrough” strategies for each initiative that will significantly improve outcomes and processes.
- A quarterly all-day all-leadership review of progress on each measure and strategy.

DHS is now implementing the same system within each program and support service category. The system is contained in the Director’s Office and is managed by the entire executive team.

*Investment in centralized infrastructure.* Based on the process maps developed in the performance management system, DHS restructured into five programs. The five programs were given the essential functions to design and implement their programs within the performance management system. DHS then centralized many support services that previously had been performed separately by each program. This creates efficiencies, assigns clear accountability for the performance of support services, and allows targeted investments to improve performance. Better support services ultimately improve performance of all DHS employees and our providers.

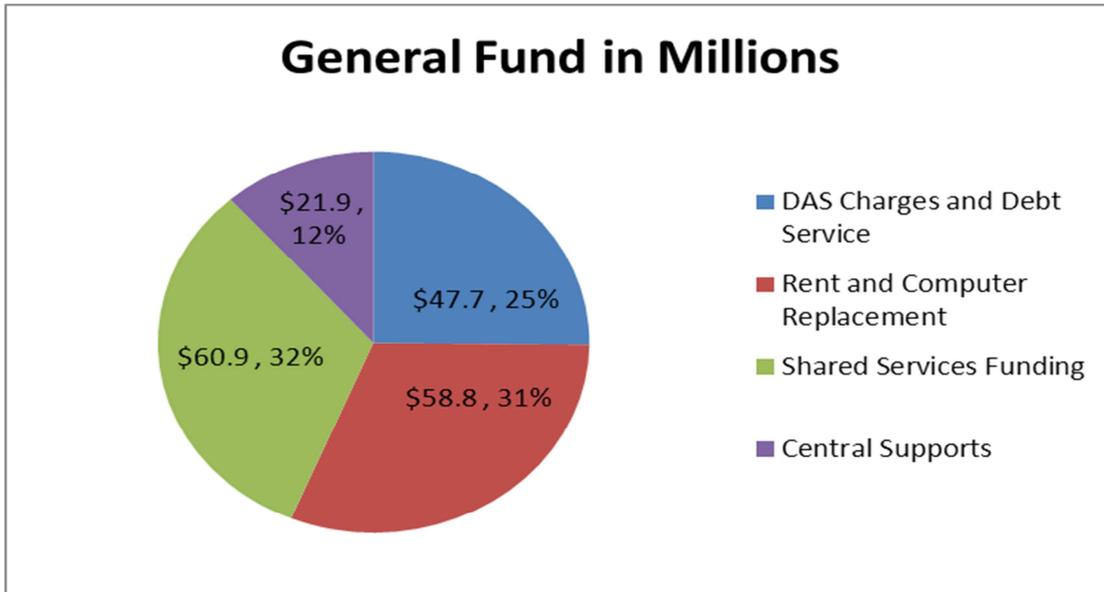
Best practices in installing performance management require specific skills - especially in project management, LEAN tools, data analysis, and professional development of managers. DHS has reallocated resources and used savings to make some of these investments, but it must increase these skills much more needs to be done.

*Modernization.* One of the most important breakthroughs is modernization of DHS’s service delivery. This involves redesigning how DHS interacts with its clients and customers – defining where face-to-face contact better serves client needs and advances the agency mission and where on-line and automated processes can more efficiently meet the need or better support DHS staff in their direct service to clients.

The DHS Agency Request Budget (ARB) requests the following funding for Central and Shared Services:

DHS Improving Government - Central and Shared Supports Total						
	GF	OF	FF	TF	Postions	FTE
LAB	\$ 162,006,136	\$ 123,051,253	\$ 159,372,037	\$ 444,429,426	662	642.00
ARB	\$ 182,228,971	\$ 135,851,045	\$ 182,366,711	\$ 500,446,727	687	666.85
Difference	\$ 20,222,835	\$ 12,799,792	\$ 22,994,674	\$ 56,017,301	25	24.85
Percent Change	12.5%	10.4%	14.4%	12.6%	3.8%	3.9%

**Oregon Department of Human Services  
Central and Shared Service Programs – Improving Government**



**DHS Central Services**

DHS Central Services consist of the Office of the Director and Policy, the Office of Equity and Multicultural Services (OEMS), the Office of Human Resources, the DHS Office of the Chief Financial Officer and the Office of Communications. These offices provide essential business supports to programs in achieving the department and programs mission, vision and outcomes.

The DHS ARB request for Central Services is:

DHS Central Support Total						
	GF	OF	FF	TF	Positions	FTE
LAB	17,457,306	1,409,920	20,666,335	39,533,561	60	59.43
ARB	22,012,394	897,580	23,740,047	46,650,021	94	92.22
Difference	4,555,088	(512,340)	3,073,712	7,116,460	34	32.8
Percent Change	26.1%	-36.3%	14.9%	18.0%	56.7%	55.2%

*Note: 24 of the 34 position increase are existing positions moving from other areas of DHS to Central Services as part of the strategic centralization of services.*

Central Supports Investments/Reductions	GF	OF	FF	TF	Positions	FTE
Strategic staffing minimally support program operations	1.2	0.0	1.1	2.3	10	8.80
Add DHS employee training capacity to improve program outcomes	0.5	0.0	0.5	1.0		

*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 office supports all DHS field office and central office

## Oregon Department of Human Services Central and Shared Service Programs – Improving Government

---

programs by managing legislative matters, legal matters, client concerns, written rules and contested hearings.

**Request:** DHS requests the addition of four positions in the Director’s Office. The first two are project managers to focus on DHS wide transformation efforts. Over the last year DHS has implemented a management system that led to restructuring of the agency. Through those efforts a number of key “breakthrough” initiatives that have agency wide impacts have been identified including X and Y. These positions will provide oversight of the DHS management system work and provide project management to the agency wide efforts. In addition, two positions are requested to increase capacity to write and file comprehensive, timely and increasingly complex administrative rules and to keep up with continually increasing workloads tied to legislative and client relations.” These positions will support field staff and central office staff by providing technical assistance to the rule-writing and filing process and in tracking, handling and responding to client and constituent concerns regarding problems with any DHS program or service. Both of these areas show increasing workloads with no additional resources. The responsiveness of staff for these two areas is critical and requires additional staff to provide these unique duties accurately and timely.

*The Office of Equity and Multicultural Services* (OEMS) supports the mission of the DHS by providing leadership and direction in supporting equity, diversity and inclusion initiatives throughout the agency. OEMS guides systemic changes to both internal workforce developments as well as improve service delivery to all Oregonians. The office also investigates all claims of discrimination and harassment by staff. The goals of the office include reducing service disparities; ensuring a diverse and culturally competent workforce; removing barriers to a welcoming work environment; and improving life outcomes for all DHS clients. OEMS also provides support to the department’s priority projects as defined by the DHS director and Cabinet.

**Request:** DHS requests the addition of \$250,000 GF and \$500,000 TF to add an S&S budget in OEMS. This unit was recently created and does not currently have sufficient S&S budget to achieve its agency wide strategic initiatives including increased equity and diversity trainings, staff and support of local diversity committee’s across the state and for the annual multi-agency diversity conference. These funds will go a long way to allow DHS to increase its diversity awareness and the provision of culturally appropriate services.

*The Office of Human Resources* (HR) serves as a strategic partner to its customers in DHS, providing proactive, comprehensive human resources services, in alignment with agency and program mission and goals. HR works closely with internal customers on Workforce Strategies that support agency and program needs and strategies, and building a healthy workplace culture of ongoing development and feedback to ensure the agency has a diverse workforce with the right people with the right skills, training, and support to do their work, now and in the future.

**Request:** DHS requests two additional Human Resource Analyst positions and \$500,000 General Fund (\$1.0 million TF) to increase DHS capacity to recruit and train and retain a highly qualified and diverse workforce. Currently DHS only has 3 Workforce Recruitment Consultants and 2 Classification Specialists for an agency of over 7,500 employees. This staffing is clearly not adequate to meet the needs of an increasingly demanding DHS workforce and the DHS priority to look at Diversity and Equity throughout every hiring decision.

## **Oregon Department of Human Services**

### **Central and Shared Service Programs – Improving Government**

---

Nor is the current level of training currently available adequate to properly prepare our workforce for the current and future needs. Based on a recent survey of DHS staff, both management and non-management staff continue to identify that DHS needs to increase training in people skills (communication, giving feedback, teamwork, engaging employees, being adaptable and holding staff and others accountable), assistance in job interviewing and employment panels to increase not only our internal hiring practices but our external hiring practices and workforce recruitment and classification strategies to create position descriptions that meet the needs of the agency.

*The DHS Office of the Chief Financial Officer (OCFO)* provides optimal business services to ensure accountability, data driven decisions, and stewardship of resources in supports the mission of DHS. This is done by working closely with DHS programs and the OHA CFO and programs, to ensure accurate, timely and efficient recording and management of financial resources: culturally competent services; authorizing the redistribution of available resources to meet changing needs, establishing administrative controls. The OCFO is responsible to provide leadership and direction to the DHS Budget Office and the fiscal offices located in DHS that serve both DHS and OHA, including the Office of Financial Services, the Central Budget Unit, and Office of Forecasting. These offices ensure that accounting, budget, and forecasting practices comply with all applicable laws, rules, and professional standards and ensure transparency and accountability in the financial practices of DHS and OHA.

*DHS requests three positions in the OCFO.* Two positions dedicated to the creation and updating of DHS workload models, the updating, tracking, analysis and position management of DHS workforce strategic plans. These strategic plans are necessary to prioritize the DHS workforce in order to maximize programmatic outcomes and require detailed position and position funding management. And, one centralized grant expert dedicated to identifying, soliciting and providing grant writing expertise for DHS to increase non-state revenues. This position will also review and track federal grant policy changes and coordinate DHS federal financing strategies to ensure all possible federal fund sources are properly maximized and that DHS can analyze and provide input into future federal finance policy decisions.

*The Office of Communications supports* the mission of the DHS by providing accurate 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. DHS is not making an additional request at this time.

#### **DHS Shared Services and Statewide Assessments**

DHS Shared Services supports both DHS and OHA by providing optimal business services to ensure accountability, data driven decisions, and stewardship of resources. This budget also includes the DAS, SDC and Risk Management assessments, debt service, and the DHS rent and computer replacement budgets.

**Oregon Department of Human Services  
Central and Shared Service Programs – Improving Government**

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DHS Shared Services and State Assessments						
	GF	OF	FF	TF	Positions	FTE
LAB	143,718,850	121,641,333	137,973,614	303,459,538	602	582.57
ARB	160,216,577	134,953,465	158,626,664	342,178,633	593	574.63
Difference	16,497,727	13,312,132	20,653,050	38,719,095	(9)	(7.9)
Percent Change	11.5%	10.9%	15.0%	12.8%	-1.5%	-1.4%

Shared Services and State Assessment Investments/Reductions	GF	OF	FF	TF	Positions	FTE
Add Office of Investigations and Training position to improve safety	0.1	0.0	0.1	0.2	1	1.0
Upgrade computers/network infrastructure to support program needs	3.2	0.0	3.2	6.4		

**Request:** DHS requests \$3.2 million in GF and \$6.4 in TF, which corresponds with a \$2.0 million GF and \$4.0 million investment in OHA, to allow DHS and OHA to move to upgrade the computers and network infrastructure necessary for DHS and OHA to achieve their respective program outcomes. DHS and OHA will have up to 66%, of over 14,000 active computers over 5 year of age which is beyond industry standard lifecycle. The SDC has also not upgraded DHS network infrastructure in over 9 years in many buildings including the Barbara Roberts and Portland State Office Buildings. Both the Network and old computers cause inefficient work processes due to how slow DHS systems operate on these computers and systems. In addition, as modern systems such as HIX and Eligibility Modernization are implemented, a further strain on the performance of DHS and OHA systems will occur. Worst case scenario is that some computers will not support these modern applications. Older computers will also not support Windows 7 and Windows XP support will be soon phased out by Microsoft. Due to DHS and OHA’s reliance on IT systems to provide services and ensure safety of clients, modernizing the IT tools and Infrastructure is critical to the long term success of DHS and OHA in achieving program outcomes and ensuring safety of Oregonians.

**Request:** In addition, one position is requested in Office of Investigations and Training (part of the Office of Adult Abuse Prevention and Investigation). This office is essential for ensuring safety for vulnerable populations groups including adults who receive mental health and/or developmental disability services, children in therapeutic services programs and adults over the age of 65 or who have a physical disability that reside in a long-term care setting or the community. This position will provide an additional resource for quality assurance in this critical adult safety program.

**Overview of Shared Services**

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, prepares financial reports, and collects funds owed to DHS and OHA. This office provides

## Oregon Department of Human Services Central and Shared Service Programs – Improving Government

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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 Office of Human Resources* provides essential HR administrative functions and services for DHS and OHA, and supports organizational development and an improved common culture of leadership and engagement across both agencies, through background checks and fitness determinations; personnel records management; leave administration; centralized position administration; safety and risk response and management; staff and management training; facilitation services and LDMS coaching; HR data analysis and reporting; HR policy administration; and internal communication strategies and resources for managers and staff.

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

*The Office of Imaging and Records Management* provides document and records management services for DHS and OHA through imaging, electronic workflow, data entry, archiving and retention services.

*The Office of Contracts and Procurement* provides contract and procurement services for DHS and OHA by making purchases, conducting solicitations, 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* provides independent and objective information about DHS and OHA operations, programs and activities to help management 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 Performance Excellence Office (PEO)* provides leadership in coordinating continuous improvement and training services for DHS and OHA. PEO uses a blend of project management principles, a strong governance structure, metrics developing and tracking, training and Lean techniques 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. The PEO uses a multi-level approach designed to create an organic self-sustaining culture of continuous improvement through all levels of the organization. The PEO provides lean and continuous improvement training for all agency staff, coaching and mentoring for agency management and oversight of agency performance in continuous improvement and performance excellence.