

Department of Human Services

Director's Office, Operations and Shared Service Programs

Vision

Safety, health and independence for all Oregonians.

Mission

To help Oregonians in their own communities achieve wellbeing and independence through opportunities that protect, empower, respect choice and preserve dignity.

Goals

- 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

Director's Office

The Director's Office provides overall guidance and direction. Key functions include Legislative and Client Relations, Communications, Tribal Relations, Community Engagement, Equity & Multi-cultural Services, Finance, and Human Resources.

Operations

The Chief Operations Officer is responsible for Shared Services, Internal Audits, Business Intelligence, Licensing & Regulatory Oversight, Continuous Improvement, Information Technology Business Supports, Adult Abuse Prevention & Investigations, Performance Excellence and Program Integrity; including the Office of Payment Accuracy and Recovery.

Shared Services- These are customer-driven shared services. When the agency split, DHS and Oregon Health Authority (OHA) received legislative approval 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. This helps keep control over 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 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.

Overview of Director's Office services

The Office of Equity and Multi-cultural Services (OEMS) provides 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. 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.

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.

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.

The Office of Communications supports the mission 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.

The Office of Legislative and Client Relations supports all DHS field office and central office programs by managing legislative matters, legal matters, client concerns, written rules and contested hearings.

Tribal Affairs We are committed to a positive working relationship with the nine tribes in Oregon. Staff regularly holds meetings with tribal governments through tribal liaisons and continually strives to ensure these communities receive sufficient and appropriate human services.

Overview of Shared Services

DHS Shared Services provides optimal business services to ensure accountability, data driven decisions, and stewardship of resources in supports the mission of DHS. DHS Shared Services contains the following key offices and programs:

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.

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

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 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.

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

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.

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.

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.

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.

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.

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.

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.

Adult Abuse Prevention and Investigations (OAAPI) is responsible for accountable and well-supported programs that focus on customer service and client outcomes; program designs that are developed using model practice;

and activities that support continuous quality improvement and facilitate cross program collaboration. The scope of OAAPI services includes over-arching statewide responsibility for assuring protective services are offered or provided and abuse investigations are commenced in response to the reported abuse and neglect for OHA and DHS.

Overview of Operations

Program Integrity (OPI) Provides quality assurance, quality control, and quality improvement related services for DHS. The purpose of the office is to ensure program integrity and improve accuracy through state and federally mandated operational and case reviews (Quality Control Unit), field reviews (Quality Assurance Unit and CMS Waiver group), and regular caseworker trainings.

Licensing & Regulatory Oversight Provides for the safety of children, aging and physically disabled, and people with developmental disabilities through licensing, regulatory and corrective action functions within programs provided by the Department of Human Services. This includes Developmentally Disabled (DD), Aging and People with Disabilities (APD), and Child Welfare (CW) providers, adult foster homes, assisted living facilities, residential care facilities', nursing homes, supportive living and employment programs for people with developmental disabilities, and private child

care agency licensing. OLRO strives to ensure that service equity and delivery of culturally and linguistically appropriate services are provided to Oregonians.

Business Intelligence provides data-driven information about what we're doing, how it's working, and what we need to be doing next to provide programs with the information they need to make good decisions.

IT Business Supports helps business needs lead our information technology infrastructure needs to transform our work.

Continuous Improvement leads an on-going effort to improve services and processes, and involves all employees helping build standard processes in all DHS programs.