

Administrative Services Division

Mission

The mission of the Oregon Department of Human Services is “Assisting people to become independent, healthy and safe.” The Administrative Services Division (ASD) supports this mission by providing leadership in the delivery of efficient, consistent and coordinated administrative services to all divisions and programs within the department.

Goals

The goals of ASD are to:

- Implement standardized business practices that are used throughout the department;
- Increase the efficiency, effectiveness and coordination of administrative services through the consolidation of functions across the department;
- Develop department-wide policies and procedures to guide administrative activity and communicate these to all staff;
- 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 the department to ensure department policies are incorporated and appropriately reflected in the budget;
- Provide reliable caseload and cost-per-case forecasts for all major programs, incorporating impacts of policy changes, changing demographics and any other relevant information available; and
- Coordinate and monitor federal funding and financial policy across the department.

History

The department continues to look for ways to increase its efficiencies and centralization of administrative services, while working toward more efficient community-based delivery of human services. A key part of that effort is led by ASD.

Senate Bill 303 (1999) gave the DHS Director increased flexibility to manage resources across the various divisions of DHS. A reorganization, which began in 2000, resulted in the standardization and consolidation of administrative functions. Then in 2001, Senate Bill 2294 passed, dissolving the former divisions and clearing the way for major reorganization.

Since 2001 the department has made major strides to gain efficiency and reduce expenditures by adopting a centralized or shared service approach. During the past six years the department has:

- Centralized its human resources, facilities management, contracting, document management, public affairs, information services and financial services functions.
- Established a departmental forecasting unit to:
 - ◆ Ensure forecasts use a scientifically valid and reliable methodology.
 - ◆ Ensure forecasts are timely, flexible, clearly communicated and responsive to program, budget and legislative needs.
- Created the Information Security Office to implement the Federal Health Insurance Portability and Accountability Act (HIPAA) regulations and provide leadership and services that assist DHS in securing the confidentiality, integrity and availability of its information and systems.
- Created the Office of Payment Accuracy and Recovery to support institutional operations; identify and recover money paid in error to DHS clients or providers; investigate allegations of fraudulent activities of clients and providers; investigate and recover state funds expended for services when the service should have been covered through a client's private health plan; administer a recovery process for DHS, when clients make claims against a third party for injuries; and recover funds from the estates of Medicaid recipients for the cost of cash and medical benefits provided.

- Realigned the financial functions of the department under a Deputy Director of Finance and continue to work internally and with partners to create a structure of services that will lend themselves to better fiscal reporting, tracking and accountability.

Program Summary

ASD supports the entire department by providing leadership, direction and shared services in key business areas. The division works to increase accountability through the consolidations of services, simplifying and standardizing business practices, and continually improving the department's efficiency and effectiveness.

Programs

ASD contains the following key offices and programs:

Director's Office

- Administration *
- ◆ Public Policy and Government Relations
 - Administrative Rules
 - Legislative Relations
 - Tribal Relations
 - Governor's Advocacy Office
- Audit and Consulting Unit
- Office of Investigations and Training
- Federal financial policy and rate oversight analysis:
 - ◆ Providing analysis, development and evaluation of federal and state financial policies and practices to ensure policy continuity, and policy and regulatory compliance, and to maximize revenue opportunities across DHS; and
 - ◆ Analyzing and determining provider tax rates, and monitoring actual provider tax assessments and collection.
- Office of Multicultural Health
- Office of Oregon Health Policy and Research
- Oregon Health Fund Board

Finance

- Office of Budget, Planning and Analysis
- Office of Financial Services

Administrative Services

- Central Administration
- Office of Communications
- Office of Contracts and Procurement
- Office of Document Management
- Office of Facilities
- Office of Human Resources
- Information Security Office
- Office of Information Services
- Office of Payment Accuracy and Recovery

Director's Office

Key programs

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

The Director's Office includes a number of programmatic areas that support the entire department. These programs are:

- Audit and Consulting Services;
- Governor's Advocacy Office, which includes the Children's Ombudsman and Pain Management programs;
- Office of Investigations and Training;
- Office of Oregon Health Policy and Research;
- Oregon Health Fund Board;
- Office of Multicultural Health;
- Legislative and Intergovernmental Relations; and
- Tribal Relations

Director's Office (DO)

Services provided

The Director's Office provides overall leadership, direction and administrative oversight for the department.

Legislative and Intergovernmental Relations

The Director of Public Policy and Government Relations advises the director and DHS employees on state and federal legislation and department-wide policy issues, and coordinates DHS intergovernmental relations and relationships with stakeholder, advocate and advisory groups. This position also manages the Governor's Advocacy Office, tribal relations, and the department-wide administrative rules process.

The Director of Public Policy and Government Relations also serves as a senior policy advisor to the DHS director and deputy directors. This includes reviewing policy, management and program practices, recommending changes and ensuring they are implemented.

During the Legislative Session the Director of Public Policy and Government Relations leads the department in developing legislative strategy for legislation and issues, including budget bills. This includes responsibility for assuring department response to Legislators is timely and accurate.

Tribal Relations

The Tribal Relations liaison helps the department maintain and improve the department's relationship with the nine federally recognized tribes in Oregon.

Tribal governments are sovereign nations and their issues involve a complex set of federal, tribal and state laws and policies. The Tribal Relations liaison helps resolve issues, coordinate communications and maintain and improve the working relationship between the department and the tribes.

Internal Audit and Consulting Unit (IAC)

Services provided

The Internal Audit and Consulting (IAC) Unit is part of the Director's Office. The internal audit team reviews all areas of DHS including centralized operations and programs, field offices, and institutions, as well as counties and other sub-recipients who receive state funds through various DHS programs.

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

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

Where service recipients are located

IAC provides services throughout the state of Oregon to all DHS divisions, facilities and offices. In addition, services are provided to counties and any sub-recipients who receive state and federal funds where DHS has been deemed the cognizant agency.

Who receives services

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

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

How services are delivered

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

Why these services are significant to Oregonians

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

Governor's Advocacy Office (GAO)

Services provided

The Governor's Advocacy Office (GAO) provides a forum for Oregonians to address specific issues and concerns relating to human services by:

- Providing ombudsman functions for all DHS programs and services, including a Children's Ombudsman;
- Coordinating and presenting information on the management of chronic and intractable pain to all Oregonians and health service providers through the work of the Pain Management Commission;
- Providing services under the Alternate Format/Americans with Disabilities Act (ADA) to ensure that individuals with disabilities are provided the accessibility and reasonable accommodations they require to equally participate in and benefit from all DHS programs and services; and
- Screening, overseeing and tracking the DHS Client Complaint and Report of Discrimination process, including civil rights investigations.

Where service recipients are located

GAO serves the entire state and anyone contacting the office from out of state.

Who receives services

DHS and Children's Ombudsmen: Any party may contact GAO for assistance, including legislators, other governments, and public and private organizations. The Governor's Office and U.S. Congressional delegation refer all of their constituent issues with DHS to GAO for response on their behalf.

ADA and Alternate Formats: Any DHS client with a disability may contact GAO about ADA-related issues.

Pain Management: Any Oregonian impacted by chronic or intractable pain can receive information about treatment and management of pain. All Oregon-licensed health care professionals must complete a part of their mandated pain management education through the DHS Web site. During 2006, 11,942 licensed professionals completed this course.

Client Complaint and Report of Discrimination Process: Any DHS client who believes they received poor customer service or were treated in a discriminatory manner may file a formal complaint with the agency. Monthly reports of complaint data are generated for DHS leadership, partners and stakeholders.

How services are delivered

Ombudsmen can be contacted by phone toll-free at 1-800-442-5238, through TTY at 503-945-2928, via e-mail at dhs.info@state.or.us or through postal mail. All inquiries, concerns and complaints receive responses. Initial information is evaluated for the level of research, action or investigation necessary, and the complexity determines the timeline for resolution. GAO ensures a neutral and independent analysis.

GAO established the DHS ADA policies and investigates reported ADA issues. Overall department compliance to ADA law is monitored through this office. GAO manages the DHS contracts for alternate format and deaf and hard of hearing services for clients with disabilities. Services provide reasonable accommodations such as the receipt of communications and printed materials in a format that fits the individual's needs. Formats may include large print, Braille, computer disk, audiocassette, and oral or sign language presentation.

Pain management services are available online for providers, patients and caregivers. The Oregon Pain Commission meets bi-monthly to develop professional training standards, recommended practices and policies in joint partnership with Oregon's health care licensing boards. Licensed professionals access one mandated continuing education unit of training through the DHS Web site. Completion data is reported to the appropriate licensing boards.

The client complaint and report of discrimination procedures are in DHS policy and available in Netlink training. The process has designated authorities responsible for investigation with specific response timelines. Clients have four potential review levels and GAO determines the final appeal's outcome. GAO independently investigates client civil rights complaints, except for certain programs that require investigation by a federal authority.

Why these services are significant to Oregonians

The mission and core values of DHS guarantee accountability and transparency in DHS operations and services. GAO is vital in monitoring and measuring that accountability. GAO, as an independent and centralized entity, is fundamental in recognizing the consequences and human impact of DHS program operations and services to Oregonians.

Individuals can access an autonomous examination of their case for compliance to program policies, fairness and due process, and quality of customer service rendered, with subsequent mediation. Case information and resolution is recorded into a centralized database. Reports identify local or programmatic issues as well as systemic trends. From this data, recommendations are generated for corrective action and improved service operations.

In the Pain Management program, Oregonians gain information to better advocate for patient validation and effective treatment of chronic pain. Health care professionals have educational resources and practice standards to more efficiently diagnose and treat pain. Overall, the intended goal is to reduce burgeoning health care costs and workforce losses due to pain-related conditions, and increase the productivity and quality of life for pain patients.

In addition to the formalized client complaint and report of discrimination process, GAO has an alternative form to convey client/customer satisfaction with department customer service, which is compiled on a separate database.

Office Multicultural Health

The Office of Multicultural Health (OMH) promotes good health and wellness for all Oregonians by increasing awareness, skill and knowledge about how cultural and linguistic diversity impact the delivery of health and human services. Major activities of OMH include technical assistance, consultation, resource development and community liaison work. OMH has provided consultation to programs within DHS, PHD, local health departments, higher education programs, faith- and community- based organizations, ethnic media outlets, Area Health Education Centers (AHECs), health and community advocacy organizations, and others working to improve the health of all Oregonians.

Services provided

OMH provides technical assistance, staff development and training, community liaison work, and consultation regarding the effective delivery of health services to Oregon's diverse populations. A major goal of OMH is to eliminate racial and ethnic health disparities throughout Oregon, and improve the delivery of health services to all Oregonians.

Where service recipients are located

These services are provided throughout Oregon.

Who receives services

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

How services are delivered

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

Why these services are significant to Oregonians

The services provided by OMH promote good health for all Oregonians by increasing health professional and provider awareness, skill and knowledge about cultural and linguistic diversity.

Outcome Measures

OMH has specific outcome measures that include:

- Informational meetings held across the state to promote linguistic competence and health care interpretation;
- Community outreach and educational sessions about health disparities convened for diverse communities;
- Successfully conducted staff development and training activities regarding cultural competence; and
- Workshops provided to health care professionals on best practices regarding racial and ethnic data collection and analysis.

Purpose

The purpose of these outcome measures is to support the DHS goals and objectives that:

- People are healthy,
- People are living as independently as possible,
- People are safe, and
- People are able to support themselves and their families.

How Oregon compares to other states

No comparable data are available.

Quality and Efficiency Improvements (OMH)

Availability of in-house cultural competency training and consultation for DHS and other state agencies and staff has led to increased frequency of consultations, provided at lower costs than for external consultants. Outside consultants and trainers on diversity typically cost approximately \$2,000 per day.

Office of Oregon Health Policy and Research

The Office for Oregon Health Policy and Research (OHPR) is part of the Director's Office. OHPR works “to achieve the goals of universal access to an adequate level of high quality health care at an affordable cost (from ORS 414.018 - .024). This is achieved by providing coordination and oversight of elements of health reform, and by supplying accurate and timely data, relevant information, analyses and recommendations to policymakers and the public. OHPR provides this analysis, technical, and policy support to assist the Governor and the Legislature in setting health policy. It carries out specific tasks assigned by the Legislature and the Governor, provides reports and conducts analyses relating to health care costs, utilization, quality, and access.

Services provided

OHPR provides this analysis, technical, and policy support to assist the Governor and the Legislature in setting health policy. It carries out specific tasks assigned by the Legislature and the Governor, provides reports and conducts analyses relating to health care costs, utilization, quality, and access.

The Office for Oregon Health Policy and Research also carries out its responsibilities by providing staff support to statutorily established advisory bodies responsible for health care policy recommendations including: the Oregon Health Policy Commission, the Health Services Commission, the Health Resources Commission, the Advisory Committee on Physician Credentialing, the Medicaid Advisory Committee, and the Safety Net Advisory Council. It also coordinates the work of the Oregon Health Research and Evaluation Collaborative and the Oregon Prescription Drug Program.

In addition, OHPR under Senate Bill 329 is providing staff support to the newly created Oregon Health Fund Board tasked with developing a broad health reform plan for Oregon by October 2008. Through the recommendations of the Board, OHPR will participate in the development of health reform for Oregon as directed by the 2009 Oregon Legislature.

Where service recipients are located

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

Who receives services

OHPR provides information and assistance to:

- The Oregon Legislature;
- The Governor;
- DHS administration;
- Multiple health care stakeholder groups;
- Multiple consumer groups; and
- Other organizations working on health policy, health care and health reform in Oregon.

How services are delivered

Services are provided through

- Regular briefings to Governor's Office and DHS Administration;
- Ad hoc briefings to Legislators;
- Annual reports;
- Statutorily-based entities;
- Requests from the Legislature or Governor's office;
- Grant-based projects;
- Special requests from management or other governing bodies; and
- Mandated by policy or other legal agreements.

Why these services are significant to Oregonians

- Provides information on health insurance, health care and health policy needed for the development of the Oregon Health Plan and other public and private health care programs in Oregon;
- Provides assistance to Legislature and Governor to guide the development of health policy in Oregon.
- Provides information and assistance to stakeholder groups working on health reform in Oregon.

Oregon Health Fund Board (OHFB)

The Oregon Health Fund Board was created by SB329 and is a seven-member board appointed by the Governor and confirmed by the Oregon Senate.

Services provided

The Board is developing a comprehensive plan to ensure access to health care for Oregonians, contain health care costs, and address issues of quality in health care. The members of the Board have experience, knowledge and expertise in the areas of consumer advocacy, management, finance, labor and health care, and to represent the geographic and ethnic diversity of the state. The Board is assisted by five subcommittees on Federal issues, Financing, Delivery Reform, Benefits and Eligibility & Enrollment.

Where service recipients are located

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

Who receives services

OHFB provides information and planning assistance to:

- The Oregon Legislature;
- The Governor;
- DHS administration;
- Stakeholder groups;
- Consumer groups; and
- Other organizations working on health policy, health care and health reform in Oregon.

How services are delivered

Services are provided through

- Public meetings;
- OHFB Action plan and other recommendation reports;
- Special requests from management or other governing bodies; and
- Mandated by policy, statute or other legal agreements.

Why these services are significant to Oregonians

- Provides leadership on health reform in Oregon;
- Provides assistance to Legislature and Governor to guide the development and recommendation of health reform policy in Oregon.
- Provides information and assistance to stakeholder groups working on health reform in Oregon.

Office of Investigations and Training (OIT)

The Office of Investigations and Training (OIT) is committed to ensuring that all investigations of abuse and neglect, protective services, technical assistance and training are conducted with integrity, fairness and quality, thereby maximizing the safety of people with mental illness and developmental disabilities. OIT's authority and responsibilities are outlined in ORS 430.735—430.765, Abuse Reporting for Mentally Ill or Developmentally Disabled individuals.

Services provided

Ten OIT staff investigate allegations of abuse and neglect, and ensure that protective services have been offered or provided at Oregon State Hospital, Blue Mountain Recovery Center and Eastern Oregon Training Center as well as state-operated or directly contracted 24-hour residential programs for adults and children with developmental disabilities.

Protective service coordinators oversee the county abuse investigation and protective services system, reviewing all reports and providing technical assistance, access to forensic expertise and training to local protective service investigators.

Beginning in 2000, OIT created a database that collects statewide information from abuse and neglect reports. In addition to an annual report, data are used for a number of internal quality assurance activities such as measurement of investigation timeliness and evaluation of trends or patterns. Data staff work with counties, providers, advocates and others to develop reports and analyses from the data.

Training about recognition and reporting of abuse and neglect is offered to providers, county partners, advocates, service recipients and their families. Curricula, media presentations and videos have been developed on a variety of topics such as mandatory reporting and critical skills for protective service investigators including cultural competence, interviewing, report writing, photography and abuse injury identification. A 6-hour abuse and neglect curriculum incorporating abuse/neglect scenarios on video and a staff brochure was developed for the state hospitals and training center.

Where service recipients are located

Individuals 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. During 2006 protection offered by the abuse and neglect laws covered approximately 72,000 individuals who were provided mental health services and 21,000 individuals who received developmental disability services.

Who receives services

OIT staff investigated 608 allegations in 2006, compared to 402 allegations of abuse and neglect during 2005. Regional coordinators oversaw the investigation of 1,697 county investigations in 2006 and 1,816 in 2005. Staff provided more than 50 in-person training opportunities through the state for 1,200 individuals.

How services are delivered

OIT staff conduct investigations and ensure protective services are offered and provided in all state-operated or directly contracted services for individuals receiving developmental disability or mental health services. Thirty-two community mental health programs (CMHPs) are designees of the state, for which county employees conduct investigations and offer or provide protective services. The OIT protective services coordinators assist with and oversee their work.

Why these services are significant to Oregonians

Individuals with developmental disabilities and mental illnesses are at among the highest risk for abuse and neglect of any group and more than half will experience repeated physical or sexual abuse in their lifetimes. Freedom from abuse, and the health and safety of individuals with developmental disabilities or mental illnesses, is critical to their ability to maximize independence and benefit from any of the services they are provided. OIT and CMHP investigations are used to remove or sanction abusive caregivers and support licensing and certification decisions. Actions such as requiring provider training to prevent further abuse and providing protective services such as restraining orders help keep individuals safe.

Finance

Key programs

During 2006, based on the recommendations of the Operations Review Team, DHS realigned the financial services functions of the department and hired a Deputy Director of Finance. Budget, Planning and Analysis (BPA), which provides budget, planning and fiscal analysis for the department, now report to this position and the Office of Financial Services (OFS), which provides accounting and payroll services.

BPA provides program and administrative budget planning, forecasting, actuarial services, financial analysis, and planning services across the department. These services are provided for department leadership, program/policy and field managers, staff, and external policy makers.

OFS is the department's accounting office and steward of the agency's financial resources. It provides accounting services, administers employee benefits and payroll, and collects funds owed to the department. It provides accurate, accountable and responsive financial management and business services to DHS clients, providers, vendors, stakeholders, and employees in support of the DHS mission and in compliance with state laws and federal policies, rules and regulations.

Office of Budget, Planning and Analysis (BPA)

Services provided

Budget, Planning and Analysis (BPA) provides program and administrative budget planning, forecasting, actuarial services, financial analysis and planning services across the department.

Where service recipients are located

BPA services are organized to provide support for each of the department divisions (Children, Adults, and Families Division; Seniors and People with Disabilities Division; Addictions and Mental Health Division; Division of Medical Assistance Programs; Public Health Division; and Administrative Services Division). BPA is organized with resources dedicated to each division, as well as resources to provide services to all divisions in the areas of caseload forecasting, actuary services, and Federal financial policy analysis.

Who receives services

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

How services are delivered

Services are delivered through the following activities.

- Budget management:
 - ◆ Development and preparation of the department's biennial budget documents and leadership of the DHS budget with the Governor's Office, Legislature, Department of Administrative Services (DAS), Legislative Fiscal Office (LFO) and DHS partners;
 - ◆ Initiating, coordinating and developing the department's budget rebalance plans and Legislative Emergency Board items;
 - ◆ Providing fiscal analysis of proposed legislation and responses to inquiries regarding fiscal impacts of policy changes;
 - ◆ Management of the department's allotment; and
 - ◆ Management of the approximately 10,000 budgeted positions of the department.

- Client caseload forecasting:
 - ◆ Producing semi-annual caseload forecasts for various DHS programs (divisions);
 - ◆ Monitoring actual client counts compared to the forecast; and
 - ◆ Tracking and researching local, state and national trends affecting client caseloads.
- Actuarial rate services:
 - ◆ Working with a contracted actuary in setting managed care organization rates for the Oregon Health Plan;
 - ◆ Providing contracted actuary with data by service area;
 - ◆ Ensuring data integrity and consistency in methods of reporting encounter data and submission of rate changes; and
 - ◆ Analyzing effect of new and proposed policies on rates.

Why these services are significant to Oregonians

BPA provides planning, analysis, forecasting, and technical support to assist program managers to determine projected need for services and to develop the department budget to address these needs, anticipate changes in federal and other funding streams that may affect the ability to provide services, assure compliance with federal funding regulations and requirements, manage appropriation allotments and cash flow throughout the biennium, provide analysis and estimates to respond to inquiries from internal and external parties, and provide information and assistance in managing the DHS budget during the biennium.

Office of Financial Services (OFS)

Services provided

OFS is organized by functional area with the goal of maximizing operational efficiency. During 1999 DHS converted to the Statewide Financial Management Application (SFMA) system as its book of record. At the time of conversion the agency was comprised of seven divisions, each with a separate accounting structure. In July 2003, DHS was combined into a single accounting agency, and the structures and financial records for each of the prior divisions were combined into a single entity.

OFS is organized into the following functional units:

- The **Accounts Receivable Unit** produces invoices, collects funds due back to the department, and provides DHS Accounts Receivable collection data annually to the Legislative Fiscal Office (LFO). This unit also receives and processes garnishments levied on the department.
- The **Receipting Unit** deposits all negotiable instruments received by the department; accurately records the revenue and reduction of expense transactions into SFMA for these receipts, as well as from credit card and ACH activity in DHS Treasury accounts.
- The **Disbursements and Travel Unit** processes invoices for goods and services including rent, utilities, supplies, interagency services, SPOTS VISA and travel claims for the department's employees and other authorized non-state individuals.
- The **Contract Payments Unit** processes contract payments for services with providers and local governments, ensures payments are within contract limitations, and processes contract settlements as needed.
- The **Payroll Unit** processes agency payroll data and ensures that each employee of DHS receives proper compensation in pay and benefits for work done.

- The **Strategic Systems Unit** takes financial data from the various DHS proprietary payment and receipting systems, converts the data and interfaces the data into SFMA. Interfaced transactions include payments, payment cancellations, accounts receivable and recoupments. This unit is also responsible for the SFMA structures and cash flow management,
- The **Management Reporting and Cost Allocation Unit** develops, maintains and implements the department-wide cost allocation plan to allocate indirect administrative expenditures to federal, state and other sources; and provides data management support to internal customers as well as division support in the monitoring of budget to actual reporting.
- The **Statewide Financial Reporting and Trust Accounting Unit** prepares annual financial report information for inclusion in the statewide Combined Annual Financial Report; manages trust accounts.
- The **Reconciliation Unit** completes all reconciliation reports, compares results in SFMA, the State Treasury and DHS proprietary systems.
- The **Federal and Grant Reporting Unit** maintains, analyzes reviews and reports on various grant types such as entitlement, block and categorical grants; and submits, receipts, and distributes federal draw requests for federal expenditure disbursements.
- The **Portland Accounting Unit** provides accounting services for Public Health Division (PHD) programs including accounts payable, monitoring sub-contractor expenditures, cash receipting, accounts receivable, audit coordination, and grant financial review and reporting.
- The **Internal Control and Policy Unit** monitors system security and control structure. Forgery Services Section handles and researches overpayments, forged, counterfeit and altered checks.

Where service recipients are located

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

Who receives services

Payroll services are provided to approximately 10,000 DHS 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 the department receives funding from the federal government and other revenue sources.

Administrative Services

Key programs

The major programs within Administrative Services include:

- The Office of Communications, which plans and carries out communication activities to inform employees, clients, partners, stakeholders, the media, the public and others about DHS programs and services, emergent public health issues and the overall direction of the department including programs, services and policy decisions.
- The Office of Contracts and Procurement, which makes purchases, and prepares and processes contracts with other government agencies, businesses and service providers.
- The Office of Document Management, which provides document and data management services for the department.
- The Office of Facilities, which provides coordination of the department's offices and other facilities statewide.
- The Office of Human Resources, which provides recruitment and selection services; employee and labor relations; consultation and planning in affirmative action and diversity; consultation in safety, health and wellness; classification and compensation-related administration; and employee training and development.
- The Information Security Office, which provides oversight, expertise and guidance to assist DHS in securing the confidentiality, integrity and availability of its information, assets and systems.
- The Office of Information Services, which supports the department's computer systems, computer desktops, networks and the associated software.

- The Office of Payment Accuracy and Recovery, which identifies and recovers moneys paid in error to clients or providers; investigates allegations of fraudulent activities; investigates and recovers state funds expended for services when a third party should have covered the service or the recovery of claims made by a client; and recovers funds from the estates of Medicaid recipients for the cost of cash and medical benefits provided.

Administrative Services Central Office (ASC)

Services provided

Administrative Services Central Office (ASC) houses the department's Chief Administrative Officer and provides oversight and leadership to the eight business areas of ASD. ASC also includes the function of Business Continuity Planning leadership for DHS.

Where service recipients are located

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

Who receives services

Services are provided for department leadership; program, policy and field managers; staff; and external policy makers and partners. Services provided by CA impact DHS employees, partners and clients statewide.

Office of Communications (OC)

Services provided

The Office of Communications (OC) is the main point of contact internally and externally for the department, providing communications services for employees, clients, legislators, stakeholders and interest groups, providers and partners, local governments, other state and federal agencies, policy makers, the news media, targeted audiences, and the general public. The office also provides support to the department's priority projects as defined by the DHS Director and Cabinet.

Services include:

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

Where service recipients are located

Service recipients are located throughout Oregon.

Who receives services

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

How services are delivered

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

Why these services are significant to Oregonians

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.

Office of Contracts and Procurement (OC&P)

Services provided

The Office of Contracts and Procurement (OC&P) administers procurement processes on behalf of DHS. OC&P's purpose is to support the DHS mission through the procurement of goods and services. The office is responsible for preparing, issuing and awarding contracts to qualified vendors in a manner which protects people, assets and the public trust.

Where service recipients are located

Recipients of OC&P services are located throughout Oregon.

Who receives services

There are approximately 500 DHS program personnel who work directly with OC&P to put contracts in place which support the DHS mission. Additionally, there are approximately 1,000 DHS administrative support personnel who require OC&P services related to purchases supporting DHS 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 Document Management (ODM)

Services provided

The Office of Document Management (ODM) provides document and data management services for DHS. Services include:

- Data capture services for billing claims related to medical and dental services, hospitals, nursing homes, in-home services, meals and child care;
- Imaging services related to Oregon Health Plan applications, Senior Prescription Drug applications, criminal history background documents, checks, hearing documents, intentional program violations, child care, medical claims, sterilization consent forms, and client case records;
- Forms design, inventory and distribution services;
- Language translation coordination;
- Alternate format services (Braille, large print, audio and computer disk);
- Electronic and physical records archival, retrieval and coordination of destruction services; and
- Printing coordination services.

This office electronically images more than 400,000 documents each month. These are related to the Oregon Health Plan, Direct Pay Unit/Child Care programs, Financial Services, Office of Medical Assistance Programs, Criminal Records Unit, and provider and client hearings. ODM provides images of checks to Financial Services to allow for timely receipt and deposit of funds, and provides images to the Criminal Records Unit to assist in expediting retrieval of records to answer provider questions.

ODM also receives an average of 114,000 paper claims and checks each month for data capture. Most are for medical and dental services, hospitals, nursing homes, in-home services, meals-on-wheels, and child care. ODM provides data and images, which allow Oregon Health Plan and Office of Medical Assistance Programs staff to answer provider and client questions regarding eligibility and payment. The Electronic Document Management System (EDMS) electronically

images documents and stores the images on a Storage Area Network (SAN), providing immediate accessibility to all authorized DHS staff.

Where service recipients are located

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

Who receives services

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

How services are delivered

ODM:

- Electronically processes health plan applications for eligibility determination;
- Electronically processes provider claims for payment;
- Translates documents in native languages for clients;
- Provides documents in alternate formats for clients and partners (Braille, large print, audio and computer disk);
- Ensures safe and secure archival and retrieval of DHS documents;
- Designs, maintains and provides electronic forms in a central repository via the Internet; and
- Distributes forms and publications via intra-agency agreement with the Department of Administrative Services.

Why these services are significant to Oregonians

These services:

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

Office of Facilities

Services provided

The Office of Facilities administers leases and contracts for approximately 165 DHS facilities statewide; coordinates construction, remodeling and modifications of facilities to meet service delivery needs; plans and manages modular furniture installations; monitors energy use; oversees and manages the department's motor vehicle fleet; manages mail and parcel delivery; plans, develops, installs, and repairs DHS telecommunications systems; audits the agency's telephone bills; and conducts detailed research and analysis of phone systems to determine the most appropriate systems for the department's operations. 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 department managers, staff and community partners develop and organize offices to meet the service delivery needs. Services include:

- Administration of the department's leases and contracts for an estimated 165 leased facilities statewide;
- Oversight and management of the department's motor vehicle fleet;
- Coordination of construction and remodeling of leased facilities; and
- Modifications of workspace to accommodate changes in program service delivery needs.

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

- Coordination of building maintenance and management of energy use;
- Management of mail and parcel delivery;
- State vehicle management and scheduling;
- Lobby reception and office supply management;
- Security and evacuation management; and
- Management of the centralized furniture warehouse in Salem, including inventory tracking.

Telecommunications administers the department's telecommunications. Services include:

- Planning, development and installation of telecommunications systems in the department's 165 buildings statewide;
- Upgrading and repairing current systems;
- Telephone billing audits; and
- Detailed research and analyses of phone systems to determine the most appropriate systems for the department's operations.

Where service recipients are located

Service recipients are located in the department's facilities statewide.

Who receives services

Services are provided to DHS employees, community partners, local governments, and clients statewide in support of DHS' mission and goals.

How services are delivered

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

Why these services are significant to Oregonians

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

Office of Human Resources (HR)

Services provided

The Office of Human Resources (HR) provides services in the following areas:

- Recruitment and selection;
- Employee and labor relations;
- Affirmative action and diversity;
- Safety, health and wellness;
- Classification and compensation-related administration; and
- Employee and organization development.

Recruitment and selection services are provided by supplying hiring managers with diverse, qualified applicant lists to meet the department's diverse program needs. This includes the recruitment of bilingual staff for program-specific bilingual positions. The recruitment unit provides hiring managers and job applicants with recruitment and selection-related tools to assist with the recruitment and selection process. The Criminal Records Unit assists with recruitment and selection by ensuring that individuals who are selected for DHS positions and DHS provider services are determined to be fit for employment.

In addition, DHS is participating in a Statewide Recruitment Improvement Project (SRIP) pilot targeted toward improving the quality and timeliness of recruitment processes. Several other state agencies are participating in this DAS project, which is scheduled to begin implementation in the fall of 2007.

HR provides **labor and employee relations** services through the development of personnel policies, negotiation and administration of collective bargaining agreements, and by ensuring alignment to state and federal employment laws and regulations.

Affirmative action and diversity services are provided through the development and implementation of department-wide diversity initiatives to ensure that DHS programs and services are culturally appropriate. This work includes collaboration

across DHS in the development and monitoring of the department's affirmative action goals along with continuous cultural competency staff development.

The **safety, health and wellness** unit provides loss analysis and strategy development to reduce occupational injuries and illness, property damage and loss, and liability claims. The unit also provides tools and resources to assist in the reduction of injury and increase safe working conditions. As a result of increased wellness awareness, the unit also is providing leadership and guidance concerning healthy lifestyle habits to assist with overall personal wellness.

The **employee classification** unit is responsible for department classification work related to position reviews and alignment with the state's classification system. Although the state's compensation program is managed at DAS, the classification unit is involved in assisting with overall program management and continuous development. In addition, the unit provides program management for the various federal and state requirements associated with family and military leave programs.

The **employee and organization development** unit develops and implements enterprise-wide training and coordinated services that support the development of staff and organizational units throughout DHS.

Where service recipients are located

Services are provided to DHS staff and providers throughout the state in central and field offices, institutions, and group home settings.

Who receives services

DHS staff, providers, job applicants and the general public receive and benefit from these services.

How services are delivered

HR services are aligned with the DHS mission and core values and department workforce development strategies. 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

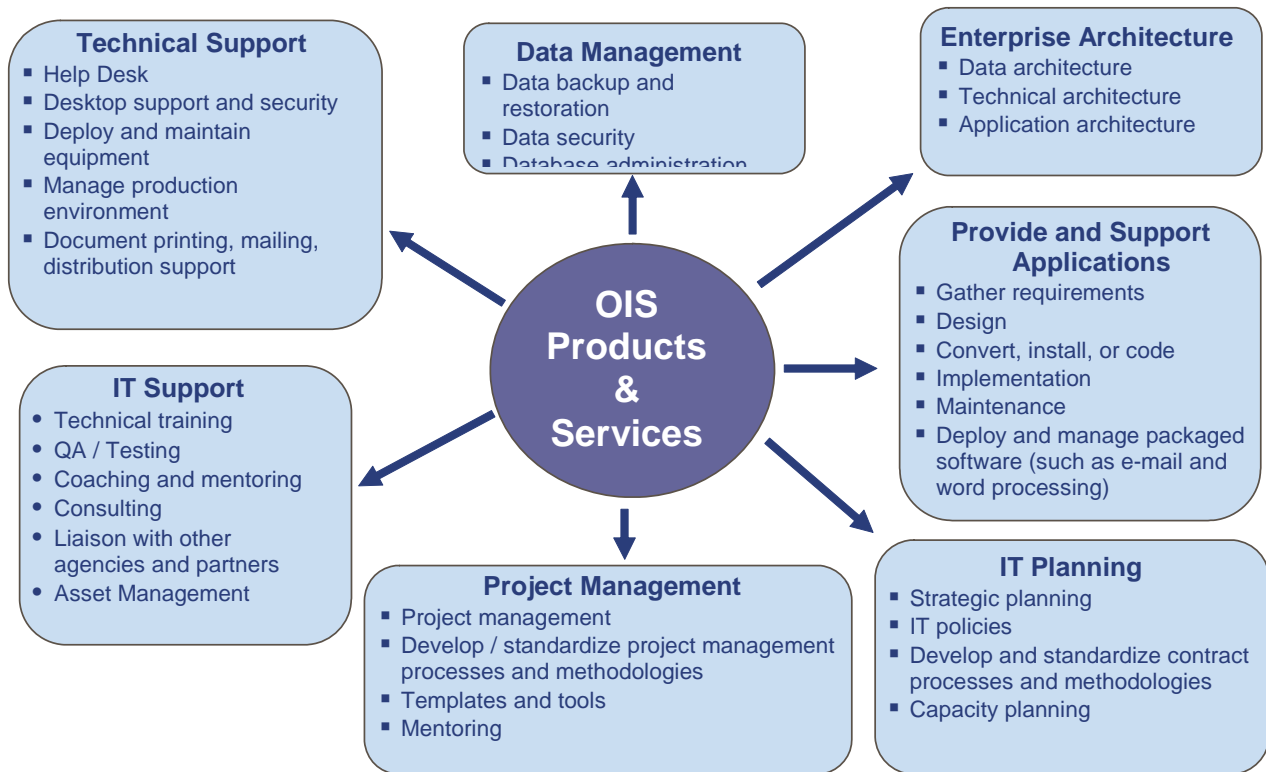
The DHS mission is to assist people to become independent, healthy and safe. HR supports DHS by providing services that recruit, support and advise DHS employees to foster successful working relationships in a safe and diverse environment. As part of this effort, DHS provides staff with training in the unique needs of providing services to individuals of diverse ethnicity, gender, age, disability status, sexual orientation, education and socio-economic status.

Office of Information Services (OIS)

Services provided

The Office of Information Services (OIS) currently is made up of five major organizational sections, which play vital roles in the ability of OIS to accomplish its mission and meet customer goals and objectives. These sections are:

- **Customer Service and Support (CSS):** CSS is the primary interface to OIS services for DHS employees, partners and other OIS customers. This group includes the Service Desk and the Desktop Support Technicians who receive and resolve customer issues. It also includes incident management, customer communications, and asset management.
- **Division Solution Support (DSS):** DSS is responsible for application development, maintenance, and enhancement in support of DHS divisions. DSS is composed of five sections, each managed by a deputy CIO, that are dedicated to supporting specific divisions and program offices to ensure that IT solutions meet customer and business needs.
- **Enterprise Solution Support (ESS):** ESS is responsible for enterprise-wide application development, maintenance, and enhancement in support of DHS. Other ESS support services include data management, IT security, business process management, IT project support and infrastructure services.
- **Technology and Strategy (T&S):** T&S provides organizational planning and strategic support, technology standards, policies, and governance. The T&S support services include enterprise architecture, strategic planning, research, legislative monitoring, portfolio management, and IT policies and standards.



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

How services are delivered

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

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

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

Why these services are significant to Oregonians

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

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

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

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

Information Security Office (ISO)

Services provided

The Information Security Office (ISO) encompasses several programs focusing on the protection of confidential information; educating staff, volunteers and partners of DHS on how to protect this information as well as report incidents when they occur; and how to complete, maintain and test business plans for any disruption in services to customers. ISO drivers include:

- Federal and state security regulations (i.e., HIPAA, MMIS and ESO);
- Audit findings;
- Contractual obligations;
- DHS security policies and procedures;
- ISO 27002 (formerly ISO 17799:2005)
- NIST (National Institute of Security and Technology);
- Legislative mandates such as ORS409.025 and 409.027
- Oregon Consumer Identity Theft Protection Act

Where service recipients are located

ISO serves employees, clients and partners throughout Oregon.

Who receives services

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

How services are delivered

ISO strives to create, maintain and manage its program through business risk management. It helps DHS deal with change and complexity within the department and enterprise-wide. ISO focuses on processes and procedures that make up sound business practice, such as:

- Risk and assessment: ISO provides a systematic, comprehensive approach to protect information and maintain continuity plans that includes all business aspects of the department; evaluates privacy and security drivers (e.g., HIPAA audits) and their impact in the development of ISO programs; and develops and implements feedback mechanisms that make it possible to measure the success of the program.
- Policies and procedures: ISO ensures that information security policies and procedures are current and are revised often to maintain their relevancy to current business practices and technology.
- Awareness and education. ISO works to create awareness among all employees, volunteers, partners and contracts about the importance of information security.

ISO delivers these services through policy and program delivery. There currently are four major programs:

- The Security Program Includes:
 - ◆ Management of compliance to federal and state laws and regulations;
 - ◆ Management of contractual agreement compliance;
 - ◆ Information security consultancy in which ISO applies risk mitigation practices to products and technical processes;
 - ◆ Business and information systems improvements (i.e., Security System Operations Group, Information Exchange Program, and Information security projects and activities);
 - ◆ Formal audits analysis and recommendations;
 - ◆ Incident Response Program, response and forensic analysis; and
 - ◆ Information risk analysis.
- The Privacy Program includes:
 - ◆ DHS privacy policies,
 - ◆ Management of HIPAA privacy federal compliance,
 - ◆ Consultation to DHS program areas, and
 - ◆ PSIRP (response and mitigation).

- The Awareness and Education Program includes:
 - ◆ ISO Business Plan,
 - ◆ ISO Communication Plan,
 - ◆ Web page management,
 - ◆ Data analysis for development of educational strategies,
 - ◆ Computer-based training development, and
 - ◆ Periodic assessments and surveys.

These program areas are designed to:

- Organize and manage information security within the department;
- Avoid breaches of any law, statute, regulation, contractual obligation or security requirements;
- Provide management direction and support for information security (privacy) in accordance with business requirements, relevant laws, regulations and contractual obligations;
- Ensure information security, privacy and business disruptions events and weaknesses are reported, documented and addressed through mitigation, transfer or acceptance;
- Ensure that security is an integral part of information systems;
- Control access to information assets;
- Prevent unauthorized physical access, damage and interference to an organization's premises and information, and provide protection commensurate with the identified risks;
- Ensure that employees, volunteers, contractors and third-party users are screened and understand their responsibilities in protecting information assets;
- Achieve and maintain appropriate protection of organizational assets (information, software, physical, services, people and intangibles); and

Why these services are significant to Oregonians

The programs within ISO:

- Ensure that confidentiality, integrity and availability issues are equally and formally addressed in order to protect information;
- Ensure deliverables address DHS policies and standards, federal and state laws, contractual obligations, and industry standards; and
- Assess threats and vulnerabilities so that DHS properly addresses its information environments to acquire stability and availability.

Office of Payment Accuracy and Recovery (OPAR)

The purpose of the office is to ensure program integrity by improving payment accuracy and recovery. The office works in partnership with all DHS divisions, providers, private health insurers, managed care plans, other state agencies, DHS clients and the federal government. OPAR's budget request for 2009-2011 is \$29.2 million, with anticipated recoveries of more than \$155 million. In general, funds recovered by OPAR go directly back to the program divisions to fund additional services for Oregonians in need.

Services provided

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

- Audits and investigations,
- Establishment of overpayment debts and collection of those debts,
- Facilitation of third-party recoveries,
- Identification of third-party resources, and
- Assistance to DHS field staff with data integrity issues.

Where service recipients are located

Recipients of OPAR services are located throughout Oregon.

Who receives services

OPAR serves current and former DHS clients, providers, federal partners and DHS staff, as well as all 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, investigatory, and recovery-related activities. Interactions with clients, providers and DHS 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 program areas making them available for payment of benefits on behalf of current and future clients. In addition, savings realized from increased payment accuracy and cost avoidance activities are then available to be used to serve Oregonians in need.