

Department-Wide Support Services

Three operating units provide Department-wide Support Services (DWSS): the Director's Office, Administrative Services, and Finance and Policy Analysis. These groups provide services that support the entire department. In addition, parts of DWSS provide service to clients or to external customers including local governments.

Director's Office (DO)

Mission

The Director's Office seeks to ensure that DHS achieves its overall mission: assisting people to become independent, healthy and safe.

The Director's Office provides overall leadership, ensuring that the agency achieves its outcomes, manages funds responsibly, and complies with state and federal law. The office is responsible for coordinating activities with the Governor's Office, the Legislature, other state agencies, local governments, advocacy groups, the private sector and others.

Tribal Relations Liaison

In compliance with the 2001 Legislature's Senate Bill 770, this position helps the department to improve state government's relations with the nine federally recognized tribes/urban Indian communities in Oregon.

Tribal governments are sovereign, and Indian issues involve complex sets of federal, tribal and state statutes and rules. Recognizing the complexity of this relationship, the Tribal Relations Liaison helps to resolve issues and coordinates effective communication between the department and tribes. The goal is to provide tribal communities with the best possible services, consistent with the state's resources.

Audit and consulting services

Audit and Consulting Services provides managers with independent and objective information, helping them make informed decisions and improve programs and services.

The Audit Section divides its resources between Medicaid provider audits and internal audits.

Medicaid provider audits:

- ◆ Identify and recover overpayments made to providers.
- ◆ Educate providers on Medicaid program rules.
- ◆ Recommend program improvements/administrative rule changes as a result of observations made during audits.
- ◆ Deter providers from submitting inappropriate billings.

Internal audits:

- ◆ Identify and mitigate overall risks in DHS operations.
- ◆ Provide objective reviews of DHS operations and offer recommendations for improvement.
- ◆ Perform special reviews and investigations as requested by DHS management.

Governor's Advocacy Office

The Governor's Advocacy Office (GAO) operates four programs:

- ◆ Ombudsman functions for all DHS programs and services;
- ◆ Oregon's Children's Ombudsman;
- ◆ Pain Management Program;
- ◆ Alternate Format/Americans with Disabilities Act (ADA) Program.

Ombudsman assistance

Working on behalf of the Governor and the DHS Director, the ombudsman responds to Oregonians' specific issues and concerns relating to human services.

DHS established the Governor's Advocate/Ombudsman in July 1993. In November 1996, the GAO added the role of Children's Ombudsman through an interagency agreement with the Commission on Children and Families. In 2003, the passage of HB2522 officially moved the Children's Ombudsman to the DHS Governor's Advocacy Office and created the DHS Ombudsman Office. The Children's Ombudsman program is funded by court filing fees.

GAO staff evaluate every citizen concern that comes into the office. They investigate complaints, assess service needs and help clients and families access resources and appropriate services. Citizens contact the GAO by phone, postal mail, e-mail and fax. Additional inquiries are directed to the GAO by the Governor's Office and by state and federal legislators.

- ◆ Between 300 and 500 of these contacts become new cases each month. When program reductions or eliminations occur or during a legislative session, the number of GAO contacts increase. Approximately 95 percent of cases are resolved. Unresolved cases occur because of court-ordered action or factors outside of GAO's jurisdiction.

Pain management program

Created by the 1999 Legislature, this program coordinates and presents information on the management of chronic and intractable pain for all Oregonians. Senate Bill 885, approved by the 2001 Legislature, created the Pain Management Commission. The 19-member commission's membership includes various disciplines of health care providers, pain management advocates, legislators and consumers. Their mandate is to develop broad-based educational standards for licensed and certified health care providers

and to promote awareness of chronic pain patients' treatment needs. Intended outcomes are to promote quality of life and productiveness for chronic pain patients and reduce the high costs of related health care and lost work time. The pain management web site is at <http://www.dhs.state.or.us/pain/about.html>

Alternate format/ADA (Americans with Disabilities Act) program

This program seeks to ensure that individuals with disabilities are provided the required accessibility so they may equally participate and benefit from all DHS programs and services. This means provision of reasonable accommodations, including the receipt of communications and printed materials in a format that fits the individual's needs. These formats may include large print, Braille, computer-diskette, audiocassette, and oral or sign language presentation.

Process Improvement Office

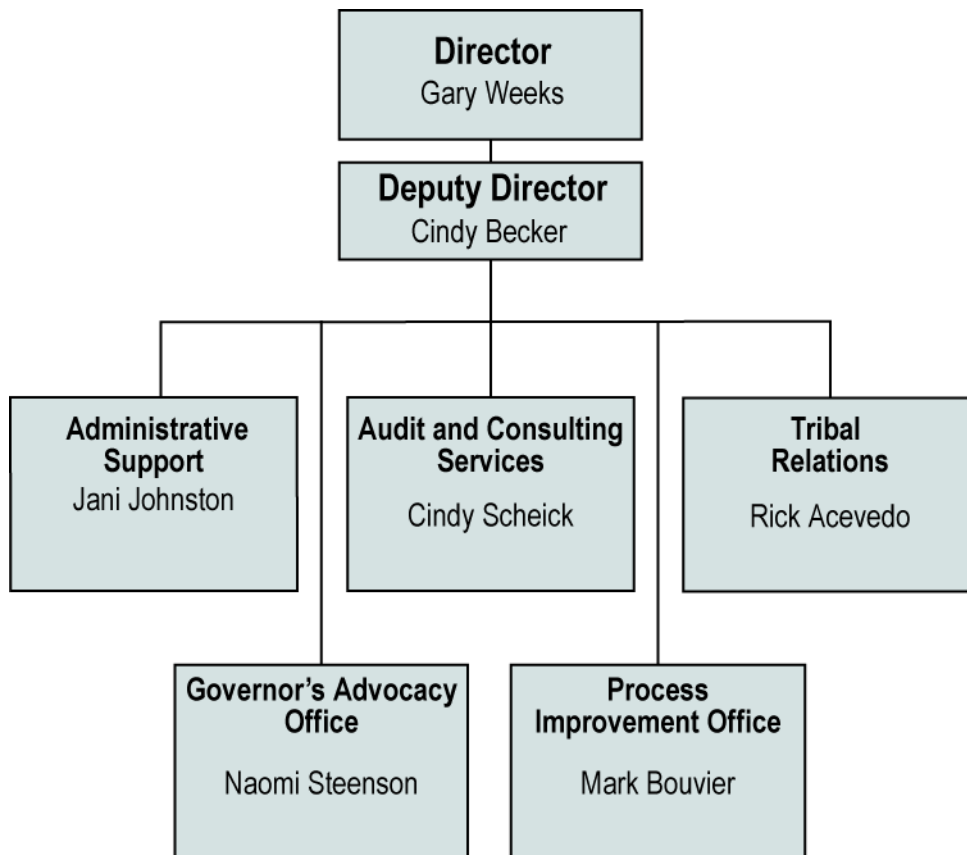
The increasing demand for services coupled with the decreasing availability of resources has led the department to look at how it conducts its business. The Process Improvement Office was created this past year to focus on simplifying and streamlining the wide array of processes embedded in the department in order to increase efficiency and productivity of limited resources. Process improvement involves critically examining how a given task is being performed, identifying problems in the existing process, and determining ways to improve efficiency and service. Process improvement analyzes a given process by looking at such things as the process' purpose, the number of approval steps, waiting intervals, hand-offs, decision points, and performance measures.

The outcomes of process improvement may include streamlining, standardization of tasks, eliminating duplication, minimizing cycle times, etc...with the goal of ensuring that every activity is value-added. A key to

the success of process improvement efforts is to involve those closest to the task since they often know best how to eliminate unnecessary steps.

In addition to focusing on individual projects within and across the agency, over the next year, the department will train all managers in the basics of process improvement and providing an array of tools to enable them and their staff to critically assess and improve processes that impact service delivery.

Director's Office Organizational Chart



Administrative Services

Administrative Services provides department-wide support in human resources, information services, contracts and procurement, public affairs, facilities management, financial services, information security and forms and document management. By simplifying and standardizing business processes, Administrative Services seeks to improve the department's efficiency and facilitate integration of client and community services.

The group also coordinates key agency-wide administrative initiatives, such as implementation of the federal Health Insurance Portability and Accountability Act and to ensure the privacy and security of client information and other sensitive data.

Mission

Support DHS through timely, accurate, effective and consistent administrative systems.

Goals

- ◆ 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.

Program Overview

The major offices within Administrative Services provide the following services to DHS staff and programs:

- ◆ **Financial Services** provides accounting services, administers employee benefits and payroll, and collects funds owed to the department.
- ◆ **Contracts and Procurement** makes purchases, and prepares and processes contracts with other government agencies, businesses and service providers.
- ◆ **Office of Public Affairs** plans and carries out communication activities to employees, stakeholders, the public and others about major developments and the overall direction of the department, including programs, services and policy decisions. It also houses legislative coordination functions.
- ◆ **Facilities** provides coordination of the Department's offices and other facilities statewide.
- ◆ **Human Resources** recruits, supports and advises DHS employees to foster successful working relationships in a safe and diverse environment.
- ◆ **Forms and Document Management** provides forms design, claims processing, records archiving and other services.
- ◆ **Office of Information Security** provides oversight, expertise and guidance to assist DHS in securing the confidentiality, integrity and availability of its information and systems.
- ◆ **Information Services** supports the department's computer systems, computer desktops, networks and the associated software.

Service Delivery Overview

Increased accountability, consolidation of services, and other efficiencies have been gained through centrally delivering department-wide support services. By simplifying and standardizing business processes, Administrative Services seeks to continually improve the department's efficiency and facilitate integration of client and community services.

Services are delivered primarily to DHS staff in more than 165 locations throughout Oregon, including field offices, administrative offices and 24-hour-a-day institutions and facilities.

Program Summaries and Service Delivery

Financial Services

Financial Services provides accounting services, administers employee benefits and payroll, and collects funds owed to the department.

Payroll

- ◆ Prepares and delivers payroll checks and benefits to DHS employees.
- ◆ Resolves employee benefit questions.
- ◆ Keeps employee leave accrual balances up-to-date.

Payroll works closely with the Office of Human Resources and managers throughout the department to ensure that employees are paid accurately and timely.

Accounting

- ◆ Processes travel reimbursements for employees and volunteers.
- ◆ Receives funding for and payments to the department.

- ◆ Pays providers and contractors for the client and community-based services they provide.
- ◆ Prepares approximately 215 federal reports each quarter, enabling the department to continue to receive federal dollars.
- ◆ Records transactions using the statewide financial management system and other accounting systems.
- ◆ Responsible for preparing and implementing the DHS cost allocation plan.

Accounting Staff work closely with DAS Controller's Division, DHS staff, clients, other state agencies and the federal government. They also work with providers and vendors of the department to ensure they are paid timely so that relationships can be maintained and they will continue to provide services. Accounting Staff also work closely with program managers to ensure that federal reports are prepared accurately to ensure that federal funding is maintained.

Collections (Financial Recovery)

Financial recovery units from the various DHS program areas were consolidated and brought into Financial Services during the 2001-03 biennium.

They collect or recover money from DHS clients, vendors or others who owe funds to the department. There are several units in Financial Recovery, each of which collects in a specific program area:

- ◆ **Overpayment Recovery** – Recovers overpayments of Temporary Assistance to Needy Families and Food Stamp benefits.
Fiscal Year 2003-04 collections: \$5,308,919.

- ◆ **Medical Payment Recovery** – Recovers money from insurance companies when DHS has paid the claims and then has determined that the client has private insurance.
Fiscal Year 2003-04 collections: \$6,907,784.
 - ◆ **Institutional Revenue** – Bills and recovers from third-party payers and patients of the Oregon State Hospital, Eastern Oregon Training Center, and Eastern Oregon Psychiatric Center. Also provides patients with funds when they are released from the institutions so that they can have a successful transition back into the community.
Fiscal Year 2003-04 collections: \$35,674,296.
 - ◆ **Estate Administration** – Seeks reimbursement from deceased clients' estates for the cost of care and public assistance provided to low-income senior and disabled clients.
Fiscal Year 2003-04 collections: \$21,019,900.
 - ◆ **Provider and Miscellaneous Receivables** – Recovers overpayments to providers of direct client service, and other miscellaneous amounts owed to the department. *Fiscal Year 2003-04 collections: \$26,590,000.*
 - ◆ **Personal Injury Liens** – Recovers public assistance funds expended for accident-related injuries sustained by clients, by filing liens against personal injury settlements.
Fiscal Year 2003-04 collections: \$3,668,897.
- Total Fiscal Year 2003-04 Collections: \$99,169,796.***

Office of Contracts and Procurement

The DHS Office of Contracts and Procurement provides contract and purchasing services for all DHS programs. The office ensures DHS contracts comply with all statutory and legal requirements and departmental policies, program guidelines, federal laws, administrative rules, DAS contracting rules and other established criteria. It also ensures contracts are executable with defined criteria for performance and expected outcomes. During the current biennium, the office was responsible for developing over 10,000 contracts and purchasing actions representing a dollar value of well over \$3 billion. The office assists DHS staff in the following activities:

- ◆ Developing contracts that reflect the programmatic intent and outcomes.
- ◆ Developing, coordinating and administering agreements with community partners and in preparing requests for proposals.
- ◆ Representing DHS in contract negotiations, contractor disputes, resolutions and when necessary, contract terminations.
- ◆ Providing emergency contracting services to ensure the health, safety and well being of customers.
- ◆ Clarifying contract issues for contractors and DHS staff.
- ◆ Clarifying requirements, developing specifications for acquisition of goods and services and recommending methods of solicitation.
- ◆ Ensuring adherence to contract provisions and compliance.
- ◆ Preparing invitations to bid and placing solicitations on the Oregon Procurement Information Network.
- ◆ Administering the Small Purchase Order Transaction System (SPOTS) procurement card program.

Efficiencies gained since consolidation of contract and purchasing processes within DHS have allowed the agency to absorb new work without an increase in staff.

Office of Public Affairs

The Office of Public Affairs is the main point of contact internally and externally for the department, providing communications and coordination services with legislators, stakeholders, local governments, other state and federal agencies, policy makers, the news media, targeted audiences, and the general public. The Office provides support to the department's priority projects as defined by the Director and DHS Cabinet, and is organized around the agency's major clusters and programs. The office provides the following services:

- ◆ Agency-wide communication policies and procedures;
- ◆ Web content development;
- ◆ Internal communication services to employees;
- ◆ Oversight on major communication efforts;
- ◆ Outreach services to a variety of audiences;
- ◆ Legislative coordination;
- ◆ News media outreach and coordination of feedback from the general public.

The office also ensures DHS complies with all statutory and legal requirements pertaining to public records requests and other related communication issues.

Office of Facilities

The Office of Facilities provides coordination of the Department’s facilities statewide, supporting the agency’s move toward greater integration of services. The office has three sections: Facilities Management, Central Services and Telecommunications.

Facilities Management

Facilities works with community colleges, city, and county governments to deliver its services. It also helps DHS managers, staff, and community partners develop and organize offices to meet the needs of locally integrated services in a “one stop” design.

Services include:

- ◆ Modifying work space to accommodate changes in program needs;
- ◆ Helping to resolve integration issues such as office security and sharing of space, equipment and staff;
- ◆ Overseeing the management of the Department’s motor vehicle fleet;
- ◆ Administering the leases and contracts for approximately 165 leased facilities throughout the state.

Central Services

This section serves tenants of the Human Services, Parkway, Church Street, and Bittern Street buildings in Salem, and the Portland State Office Building. Services include:

- ◆ Building maintenance including administration of energy;
- ◆ Mail and parcel distribution;
- ◆ Supply room management and copy machine management and contract administration;
- ◆ Vehicle scheduling and management;

- ◆ Centralized lobby reception;
- ◆ Security and evacuation management including key and keycard issuance and tracking;
- ◆ Centralized furniture warehouse in Salem providing services such as furniture installation and reconfiguration statewide, and warehouse inventory tracking.

Telecommunications

This section administers all programs associated with telecommunications. Activities include:

- ◆ Coordinating strategic planning for telecommunications;
- ◆ Planning, developing, and installing telecommunications systems in all field and administrative offices;
- ◆ Upgrading and repairing current systems;
- ◆ Auditing phone invoices;
- ◆ Performing detailed analysis of phone systems to determine the most appropriate systems for new offices and the continued viability of previously installed systems.

Office of Human Resources (OHR)

The Office of Human Resources is a full-service human resources organization serving more than 9,500 employees in more than 165 locations throughout Oregon. Nearly 24 percent of the DHS workforce is assigned to 24-hour-a-day institutions and facilities: Oregon State Hospital, Eastern Oregon Psychiatric and Training Centers and State Operated Community Programs. The centralization of human resources functions helps ensure consistent policy and practice throughout DHS.

Human Resource Management

OHR provides technical assistance in a full range of employment-related areas, including position classification, salary administration, union contract administration and interpretation, performance management, and grievance resolution. This range of services strengthens performance and accountability of the DHS workforce.

Recruitment and Retention Programs

The Recruitment and Retention Unit is responsible for the recruitment, examination and selection of qualified employees for current and future vacancies. The Recruitment and Retention Unit is also responsible for developing and implementing strategies aimed at increasing the retention rate of DHS employees. Strong recruitment and retention strategies are essential investments in the DHS workforce.

Criminal History Background Checks

The Criminal Records Unit performs background checks for the Department's employees, volunteers and providers of services to clients in childcare, child welfare, seniors and persons with disabilities and health services. Currently, the unit performs background checks on approximately 15,000 individuals per month. Of these, approximately 300 a month are the Department's employees and volunteers. The rest are providers of services. This function is a significant contribution to the department's protection of vulnerable populations.

Affirmative Action, Equal Employment Opportunity, and Diversity Development Leadership

OHR provides leadership for the department in the areas of recruiting and managing a diverse workforce, affirmative action planning and hiring, and ensuring equal employment opportunities.

Safety, Health and Employee Assistance Program

The Safety and Health Unit develops and implements the Department's Safety and Health Plan. This includes the management of worker's compensation claims, workplace health, Employee Assistance Program, wellness and return-to-work programs.

Training and Development

The Training and Development Unit provides centralized leadership for the department's training plan and delivers components of the department's enterprise-wide training curriculum. Both are key aspects of the department's commitment to investing in the DHS workforce.

Labor Relations Management

The Department has six bargaining units and labor contracts with three labor organizations. OHR is involved in contract negotiations, in interpreting and administering of union contracts, and in resolving disputes in a way that has long-range benefits for the organization and for clients.

Forms and Document Management

The Office of Forms and Document Management (OFDM) 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;
- ◆ Form design, inventory and distribution services;

- ◆ Language translation coordination;
- ◆ Alternate format services (Braille, large print, audio tape and computer disk);
- ◆ Electronic and physical records archival, retrieval and coordination of destruction services;
- ◆ Printing coordination services.

This unit electronically images more than 500,000 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. OFDM provides images of checks to Financial Services to allow for timely receipt and deposit of funds. OFDM provides images to the Criminal Records Unit to assist in expediting retrieval of records to answer provider questions.

It also receives an average of 119,000 claims each month for data capture. Most are for medical and dental services, hospitals, nursing homes, in-home services, meals-on-wheels, and childcare. OFDM provides data and images which allow Oregon Health Plan and Office of Medical Assistance Program staff to answer provider and client questions regarding eligibility and payment.

Information Security Office

The Information Security Office (ISO) was established in April 2004. Responding to several audit findings, DHS has made privacy and security a department focus by creating and staffing the Information Security Office. The ISO has identified specific information security measures that the department is implementing or will need to implement to achieve essential security thresholds established by the Department of Administrative Services (DAS) and the federal government. ISO's Information Security Compliance Plan addresses these security thresholds, as well as the Health

Insurance Portability and Accountability Act (HIPAA) Security Rule compliance elements and formal audit recommendations. The office performs the following functions:

- ◆ Manages the departments privacy and security incident response program. Conducts investigations for security and privacy related incidents.
- ◆ Develops and implements department-wide security and privacy policies and procedures.
- ◆ Provides and coordinates awareness, education and training to DHS staff on privacy and security policies, best practices and expectations.
- ◆ Conducts vulnerability assessments and audits of DHS' security infrastructure.
- ◆ Notifies senior management of possible privacy and security risks and provides mitigation recommendations.

The following are summaries of the different project initiatives being undertaken by the ISO:

Health Insurance Portability and Accountability Act (HIPAA) Security Compliance – HIPAA established rules by which entities must adhere to when creating, processing, transmitting, and storing Electronic Protected Health Information (EPHI). DHS as a covered entity must ensure full compliance with all general requirements outlined by the Federal Security Rule.

Business Continuity Planning – The ISO is leading the development of a Business Continuity Plan (BCP) across the department to enable DHS to respond to an event in such a manner that critical business functions continue. BCP provides a balance between acceptable potential losses and acceptable onetime and annual costs.

Access Control and Authorization – The ISO is developing an access control model to assure that information is only available to those who require it to perform their job.

Office of Information Services (OIS)

Many of the department’s information systems are decades old and use obsolete technologies. The current DHS environment is very complex and consists of over 250 applications, programmed in 22 different languages, on five platforms and using nine database management systems. OIS supports 150 branch and central office locations, 9,500+ desktop computers with 69 unique desktop configurations, over 1,000 printers; and services over 6,000 help desk tickets per month with an 85 percent satisfaction rate.

The DHS applications, which are typically funded with targeted federal dollars, reflect an individual population or set of services that results in fragmented information. It is not unusual for staff to have to access several databases or systems to get the full picture of a client’s needs or services. While DHS has completed several short-term projects to give staff better access to information, the longer term strategic solution involves replacing existing applications with those that can supply integrated client and case information.

The OIS Business Plan outlines a strategic direction for the department to achieve these outcomes through people, processes and technology. Major themes of the plan include transforming customer relations, reducing complexity, modernization of applications, moving to a shared statewide data center, standardizing processes, a “buy before build” strategy, and transforming staff skills. The OIS Business Plan also outlines the foundation and strategic direction for management of the department’s information technology activities. The Plan serves as the department’s roadmap that guides decision making around engineering business processes, aligning

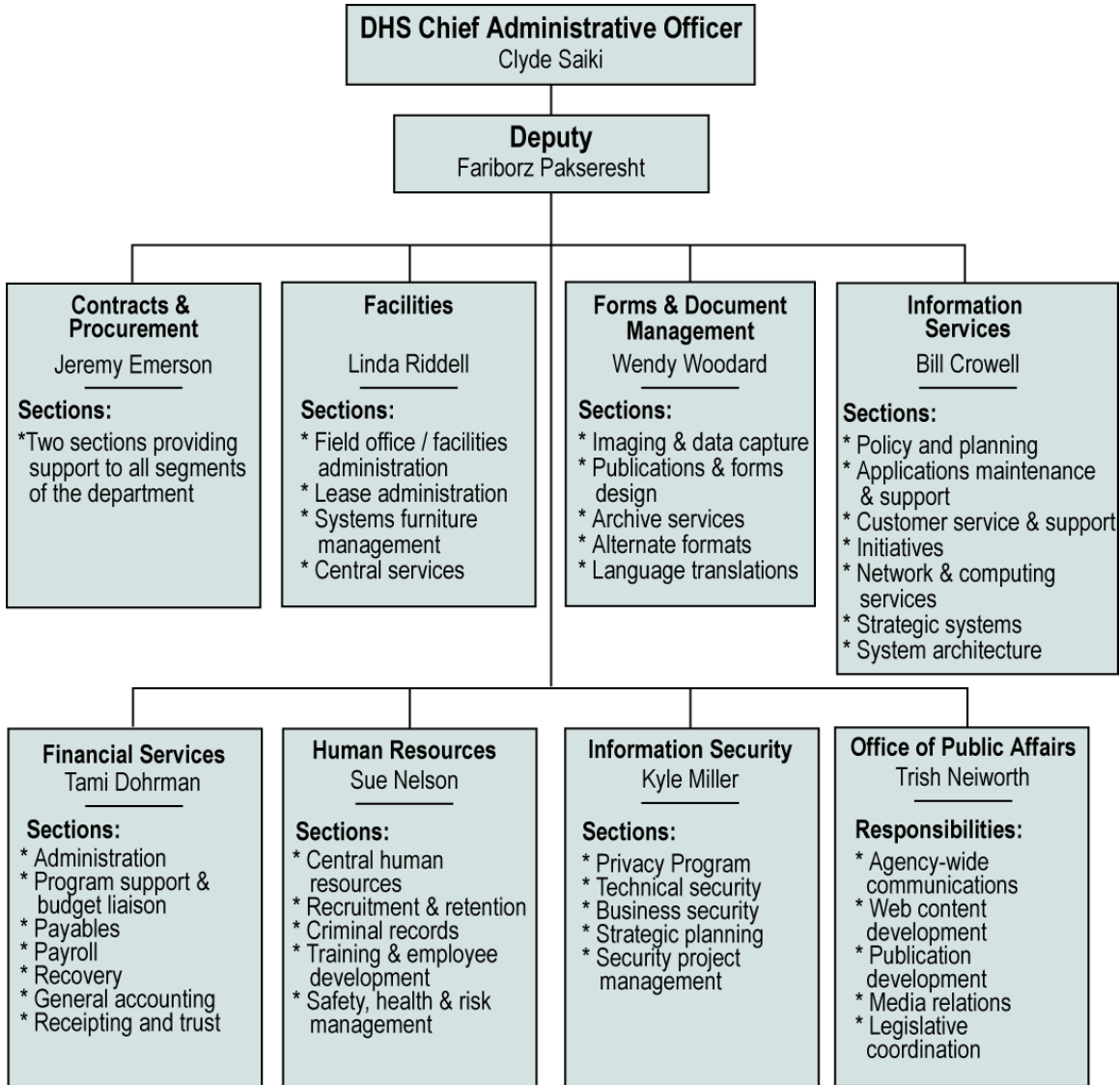
resources and modernizing processes and technologies; thereby delivering greater IT value to the department and the clients it serves.

The Office of Information Services is responsible for all information technology (IT) within the department. Programs and services include:

- ◆ Support of the local and wide area networks;
- ◆ Support of desktop computers;
- ◆ Development and maintenance of the department's IT applications;
- ◆ Management of the DHS computer center;
- ◆ Support of computer applications used by staff, partners and providers to manage cases, determine client eligibility and service needs, make payments to service providers, and produce reports for internal management and external partners.

An IT Governance structure exists within the department to help guide IT decision making within the context of the OIS Business Plan. An Information Technology Governance Council (ITGC), comprised of the Deputy Assistant Directors, ensures that IT strategy and operations are aligned to meet the business needs of the department, its clients and partners. Information Systems Management Committees for each business cluster help identify business needs, set priorities and ensure that appropriate resources are allocated to IT initiatives.

Administrative Services Organizational Chart



Finance and Policy Analysis (FPA)

Finance and Policy Analysis plans, oversees, and coordinates budget development and execution, caseload forecasting, and performs policy analysis of budget and operational issues. This area also oversees development and monitoring of department-wide performance measures.

Mission

Supports the DHS mission through the provision of policy analysis and budget management related to department programs.

Goals

- ◆ 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.
- ◆ Coordinate and monitor federal funding and financial policy across the department.

Finance and Policy Analysis was established in 2000 as a part of the overall DHS reorganization plan.

Budget development and monitoring activities, caseload forecasting, and financial analysis functions from each of the former department divisions were consolidated within Finance and Policy Analysis. These functions are now provided in a consolidated manner across the department, eliminating duplication of effort, and improving cross cluster and cross-departmental coordination.

Finance and Policy Analysis was established to provide program and administrative budget planning, forecasting, financial analysis, and planning services across the department. These services are provided for department leaders, program/policy and field managers, staff, and external policy-makers. These services include:

- ◆ Leadership of the DHS budget with the Governor’s Office, Legislature, Department of Administrative Services, Legislative Fiscal Office, and DHS partners;
- ◆ Initiating, coordinating, and developing the department’s budget, rebalance plans, and Emergency Board items;
- ◆ Monitoring and revising estimates of expenditure needs;
- ◆ Coordinating and monitoring federal funding and financial policy across the department;
- ◆ Providing caseload forecasts for the department’s programs including the potential impacts of policy changes;
- ◆ Developing and coordinating the department-wide performance measurement system, working with individual clusters on performance outcomes.

Finance and Policy Analysis Organizational Chart

