Presentation to the
Joint Ways and Means Subcommittee on Human Services

Central Services & Statewide Assessments and Enterprise Costs (SAEC)

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February 25, 2019

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Presentation overview

Central Services overview

Central Services budget

Statewide Assessments & Enterprise-wide Costs (SAEC) overview

SAEC budget

Key Performance Measures

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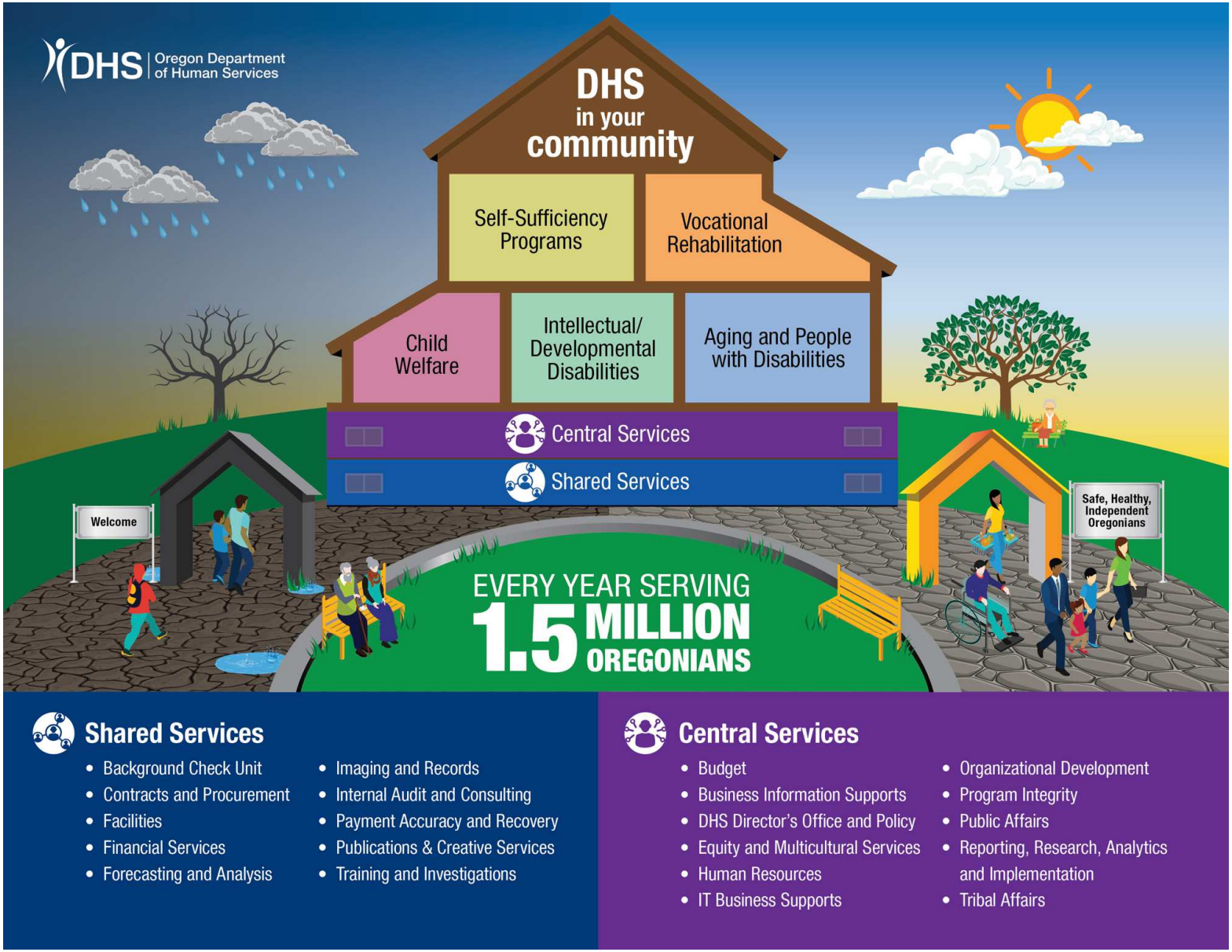

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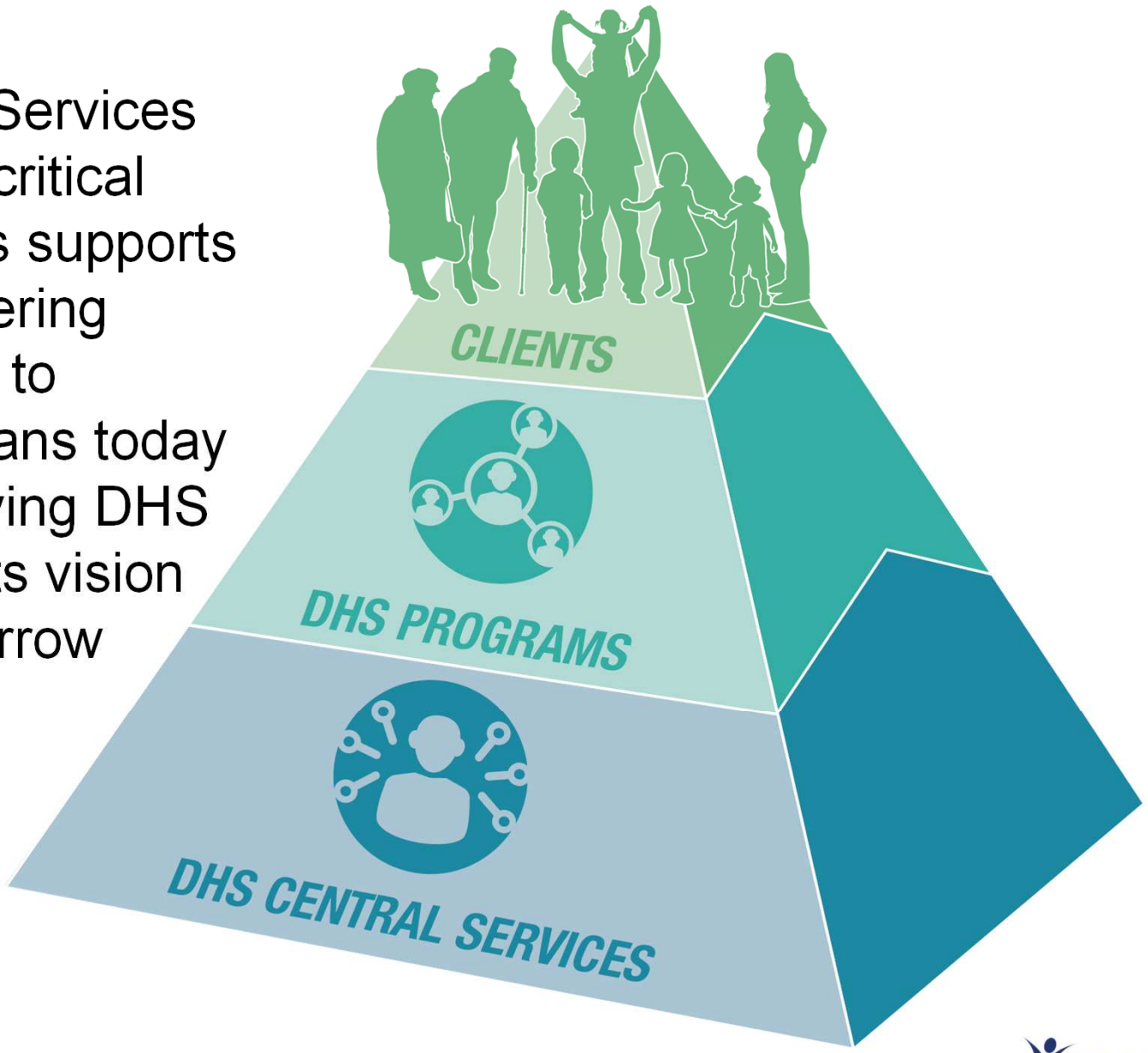
Central Services provide critical business supports for delivering services to Oregonians today and moving DHS toward its vision for tomorrow



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Central Services

- Budget
- Business Information Supports
- Director's Office & Policy
- Equity & Multicultural Services
- Human Resources
- IT Business Supports
- Organizational Development
- Program Integrity
- Public Affairs
- Reporting, Research, Analytics & Implementation
- Tribal Affairs

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A clear, unifying direction for our future

A person-centered delivery system
that provides services
in a seamless and integrated manner
across the entire continuum of life,
and in strong partnership with other
public, private and community organizations.

2017-19 Highlights:

Organizational Development

- Completed DHS Internal Statewide Assessment
- Completed Fundamentals Maps for five programs
- Created Child and Youth Safety Implementation Plan and facilitated 10 priority projects
- Established Navigate leadership program for managers; Lean maturity initiative and 7-Step Problem Solving Training

The DHS Internal Statewide Assessment reflects input from 3,500 staff and 90,000 data points collected through seven engagement tools

Office of Organizational Development:

Continuous Improvement ■ Enterprise Partnerships ■ Executive Projects/Project Management ■ Management System ■ Organizational and Employee Development ■ Volunteer Program

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Internal Statewide Assessment:

Key Findings

Leadership
- Continuity: leadership stabilization-succession planning
- Complexity: content expert-operational focus-leadership skills
- Challenges: pressure-distractions-focus

Policy, practice and change process
- Engagement and inclusiveness in policy development
- Consistency in policy change processes
- Maintaining consistency in implementation and interpretation

Hiring, training and rotations
- Time to hire and time to “go ready”
- Training from concept to reality
- Enhancing the return on rotations

Allocation of time
- Reducing processes and documentation
- Increasing client engagement

Work, life and health balance
- Managing workloads: distribution and spikes
- Making self-care a reality at work and home
- Social work and secondary trauma/compassion fatigue

Equity, diversity and inclusion
- Positioning as a core competency
- Developing scalable strategies that support

Stereotypes, perceptions and media
- Reshaping the narrative internally and externally
- Developing a greater awareness of services and engagement opportunities

Culture stability
- Developing and maintaining consistency in positive cultural practices agency wide based on mission, vision and values

Internal Statewide Assessment:

Top Six Priority Areas

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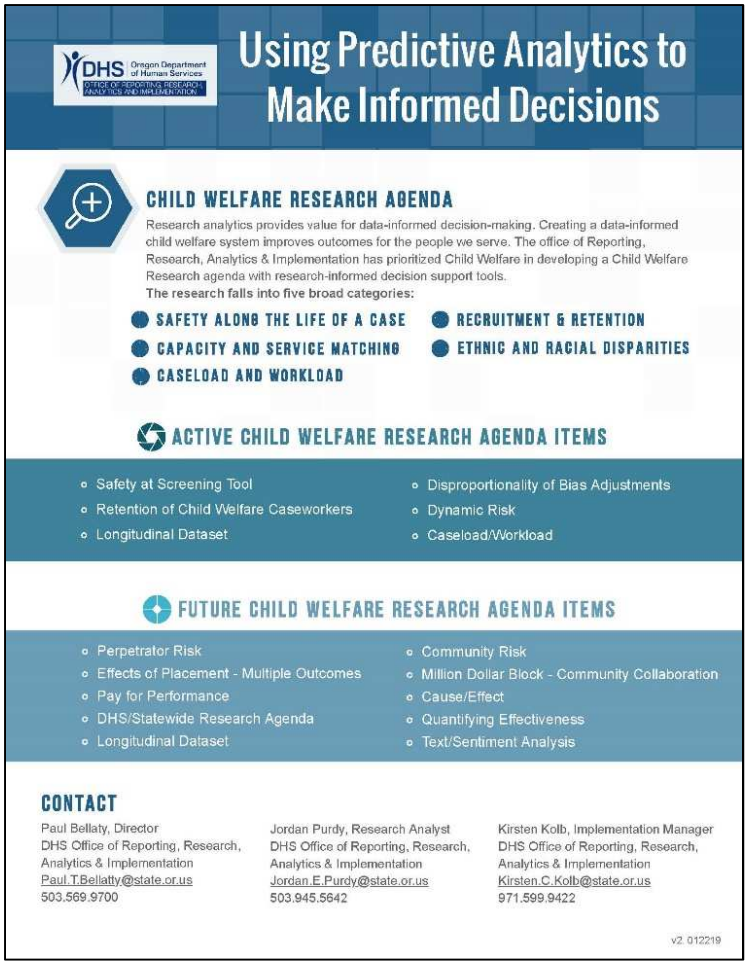
2017-19 Highlights:
Reporting, Research, Analytics & Implementation

- Developing research agendas for each program; Child Welfare and Self-Sufficiency complete
- Began implementing research tools in Child Welfare
- Launched leading-edge research to reduce historical bias in data
- Developed research-based culture building initiative



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Becoming data-informed

Child Welfare Research Tool Examples				Self-Sufficiency Programs Research Tool Examples	
Safety at Screening	Risk of Severe Maltreatment	Disproportionality and bias adjustments	Kindergarten Readiness	TANF Leavers, Stayers & Cyclers	Pay for Performance

What's next?

Sharing data across organizations
to identify when and where services should be provided
to increase prevention and to connect organizations
in ways that improve equitable service delivery
and outcomes for vulnerable Oregonians

Building organizational culture

Implementation Journey:

- Research and data collection
- Agency and staff engagement
- Culture into action
- Training
- Leadership development
- Community partnerships
- Ownership and sustainability

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2017-19 Highlights:

Equity & Multicultural Services

- Completed Equity, Diversity and Inclusion Assessment
- Hiring equity managers and creating equity plans and dashboards for each program
- Improved access for deaf, hard of hearing, limited or non-English speaking Oregonians
- Doubled support for Employee Resource Groups
- Trained 1,000+ staff in cultural competency

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2017-19 Highlights:

Tribal Relations

- Improved relationships with Oregon's Tribes
- Working together to reduce disproportionality of Indian children in Child Welfare and safely keep Indian children within their Tribes whenever possible
- Developing Tribal Research Agenda

Indian Child Welfare Act (ICWA) Advisory Council

There was an 11% reduction in the number of Indian children in the Child Welfare system from Sept. 2017 to Sept. 2018

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2017-19 Highlights:

Human Resources

- Streamlined application and hiring processes
- Created Occupational Health, Safety and Emergency Services Program
- Reviewed 60,858 job applications; closed 2,209 positions
- Converted confidential files to electronic process

DHS completed Oregon's first Multi-Agency Feeding Plan for Mass Care Operations

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2017-19 Highlights:

Streamlining benefits application

Integrated Eligibility:

A project to implement a technology system for determining eligibility for multiple benefits.

Eligibility Transformation:

An organizational change project to provide more flexibility for Oregonians to apply for benefits, including online and by phone.

Integrated Eligibility Project Includes:

Medicaid ■ Supplemental Nutrition Assistance Program ■ Temporary Assistance for Needy Families ■ Temporary Assistance for Domestic Violence ■ Employment Related Day Care ■ Summer Meals ■ Childcare Program ■ Refugee Cash and Refugee Medical

Integrated Eligibility Project:

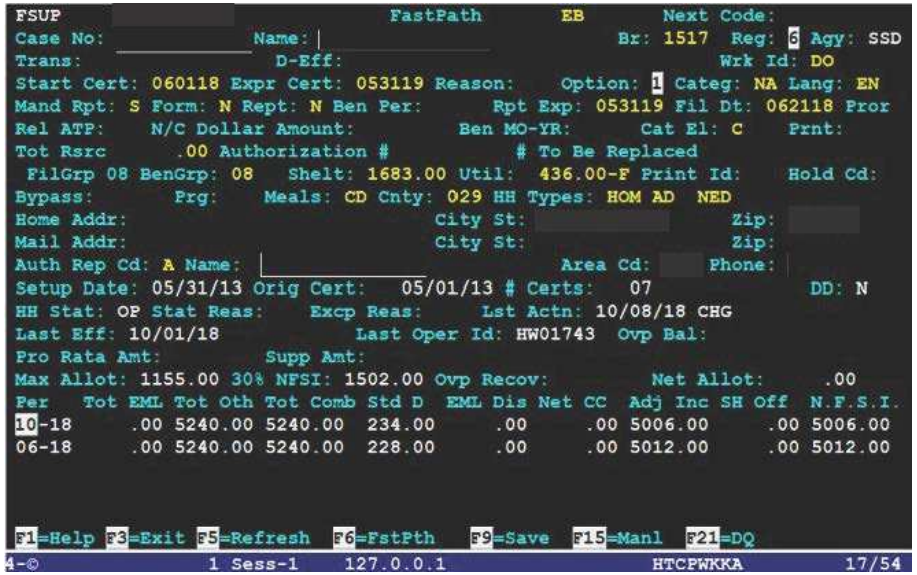
Information technology upgrade

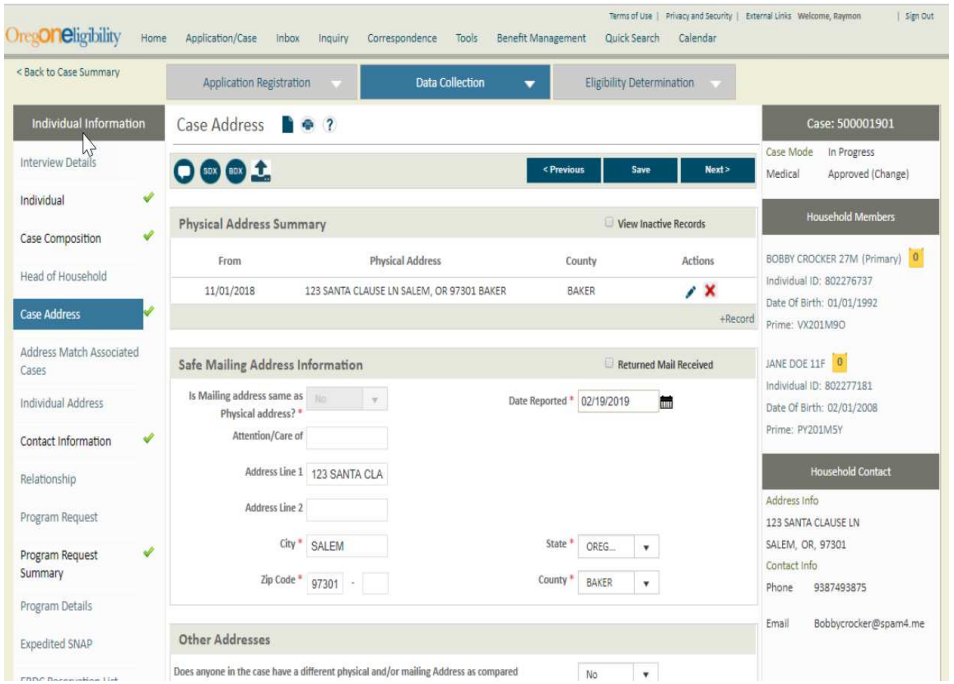
Current State		Future State
Multiple Program-Specific Legacy Systems	The integrated ONE System will be the system for all in-scope programs and will include a Worker Portal (WP) and Applicant Portal (AP)	**Integrated ONE System**
Case Based Model	Eligibility processes will follow a task-based model, where work is divided up into processes, rather than cases, emphasizing a shared workload model	**Task Based Model**
Program Specific Cases	Integrated ONE will have a single case structure for clients sharing application data and maintenance updates across programs	**One Case Structure**
Manual Eligibility Calculations	Financial eligibility will be determined using an automated process that calculates benefits based on policy requirements and data entered by workers	**Eligibility Rules Engine**

Integrated Eligibility Project:

Information technology upgrade

Current State → **Future State**





Legacy Screens

Integrated ONE System Screen

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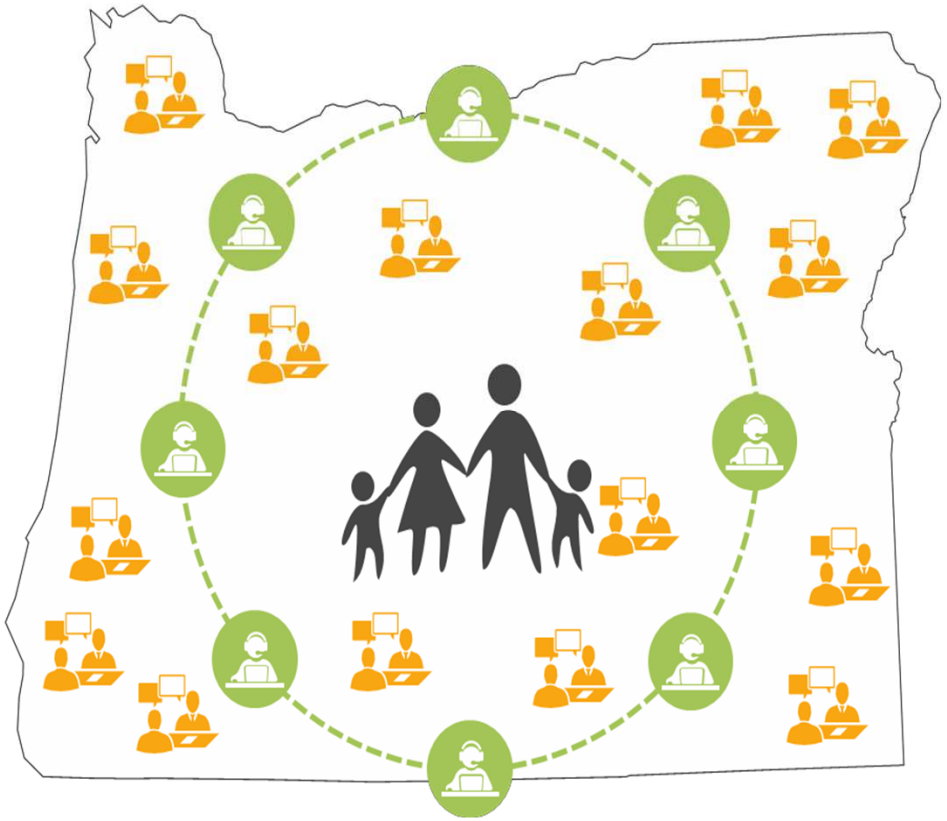
Eligibility Transformation:

Flexibility in benefit application



Store Fronts

- Walk-in Customers
- Face-to-Face
- Services Planning
- Case Management

Virtual Eligibility Center

- Online / Phone Applications
- Renewals
- Change Reports

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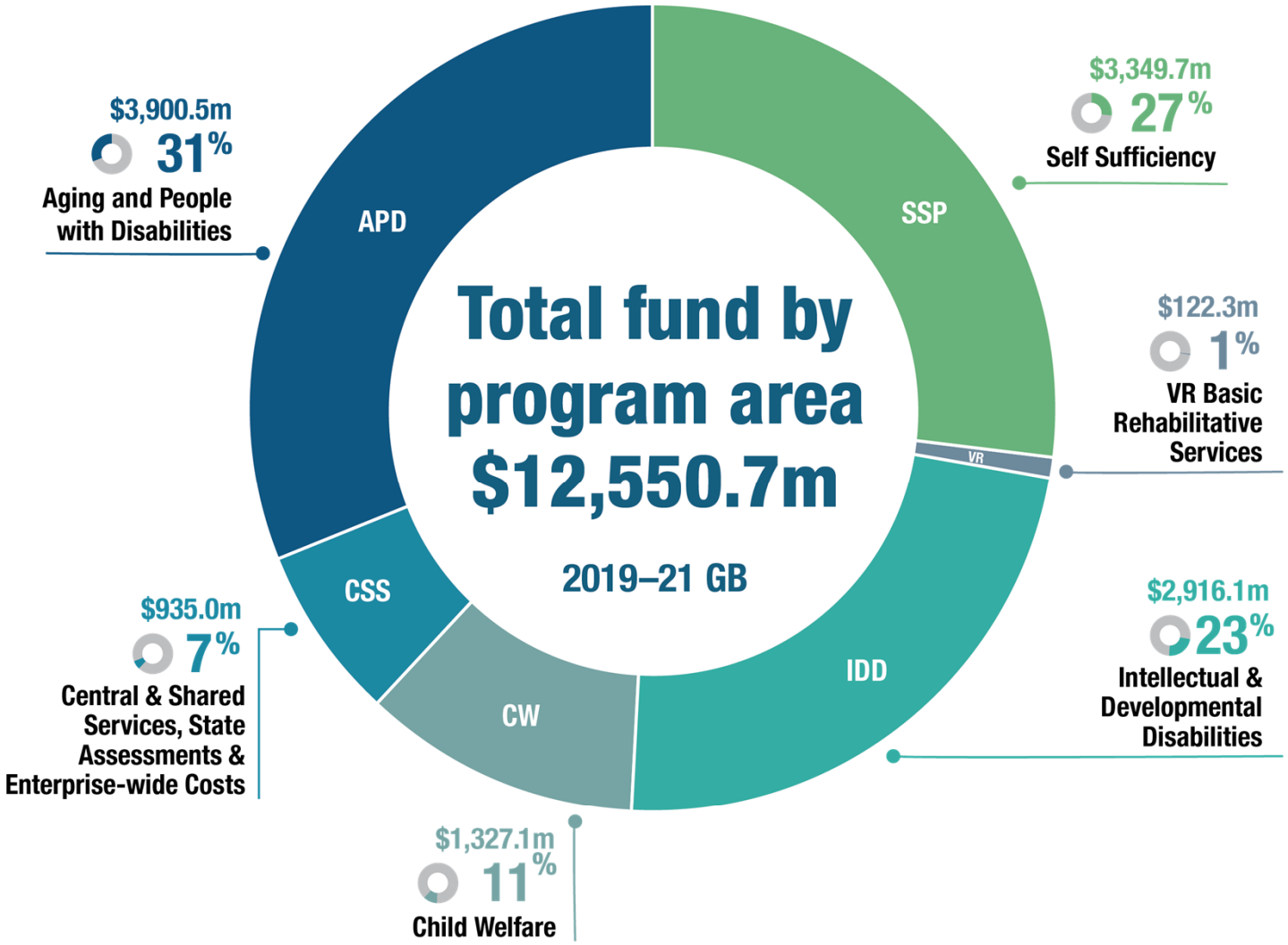

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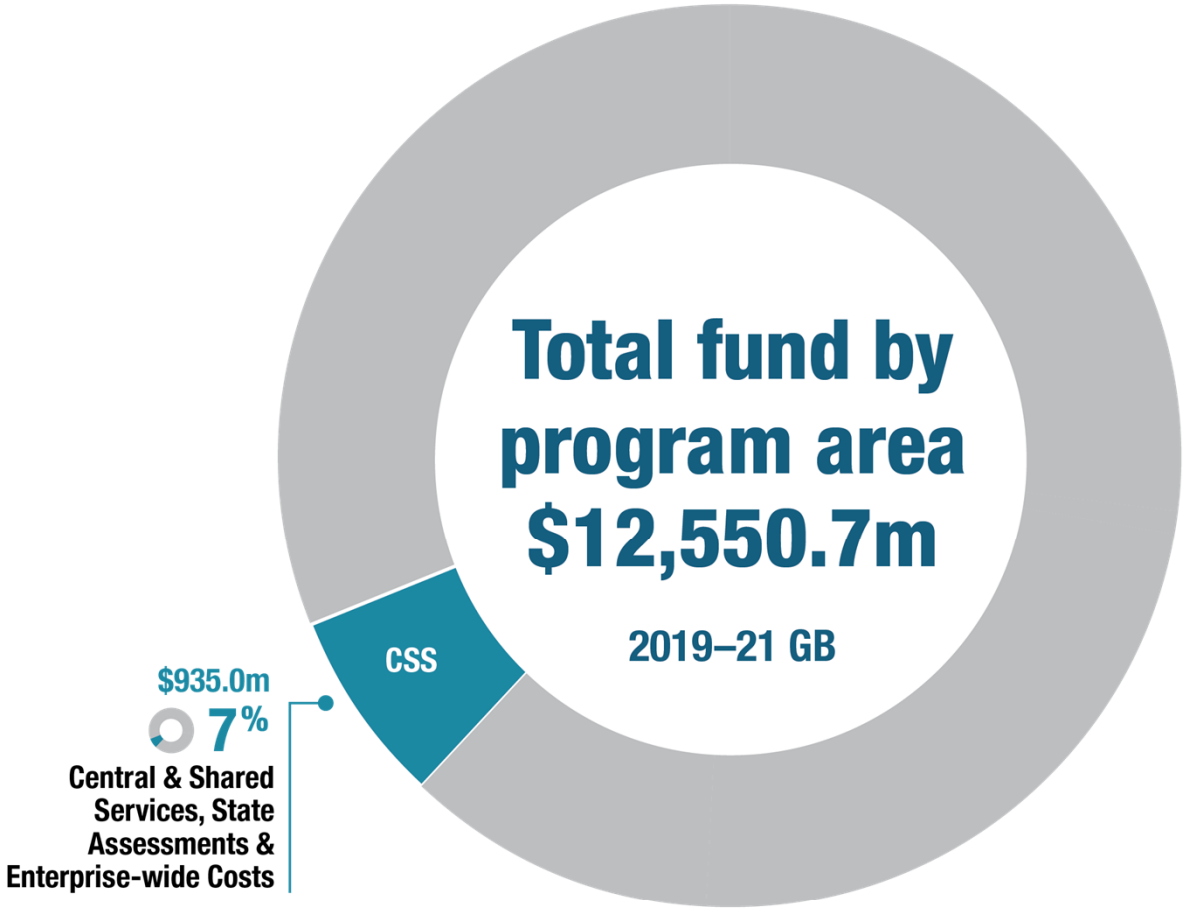

Note: $146.4m of this amount is other funds for DHS Shared Services expenditures for both DHS and OHA. A separate, joint presentation with OHA on Shared Services is scheduled for March.

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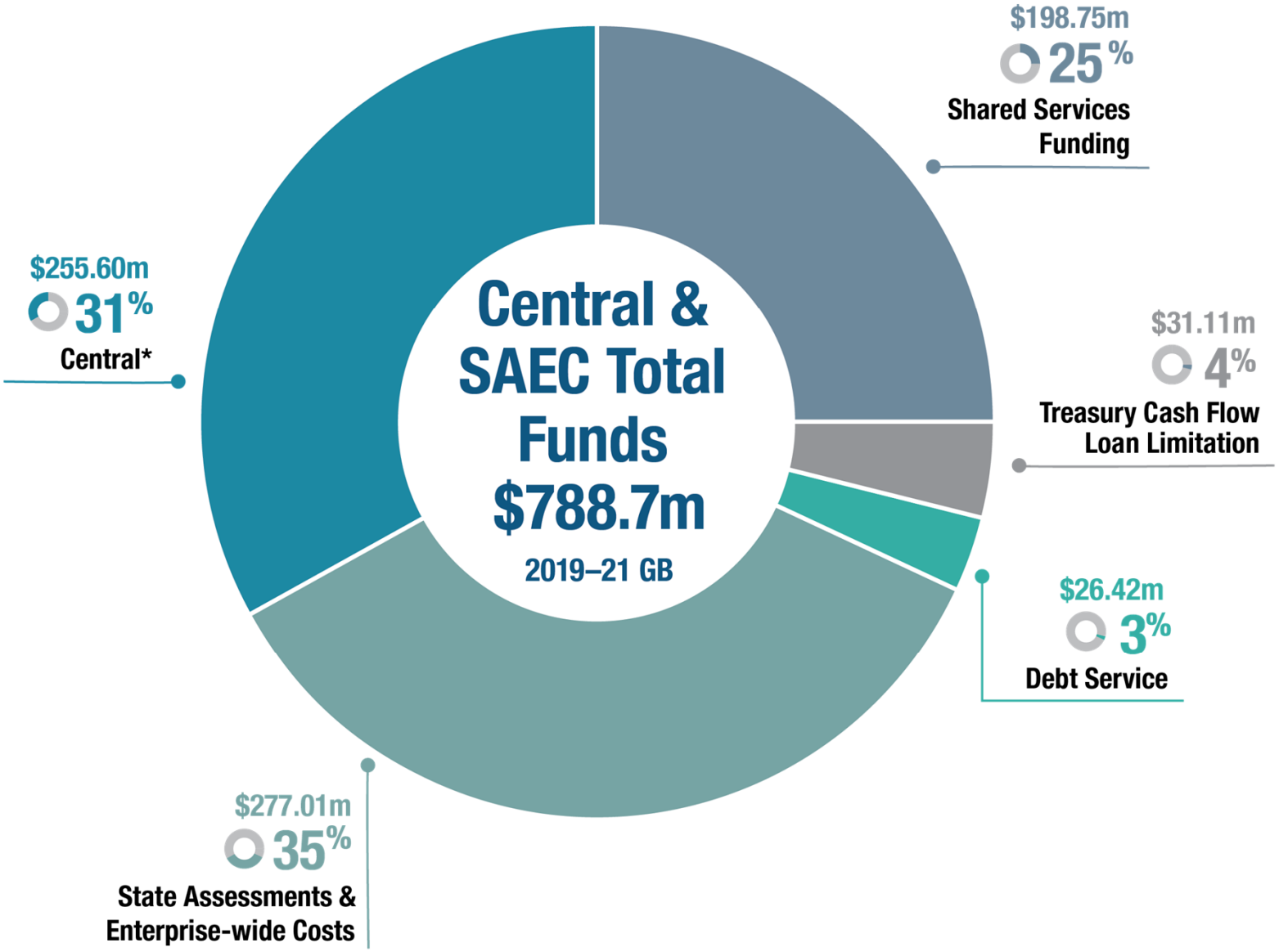

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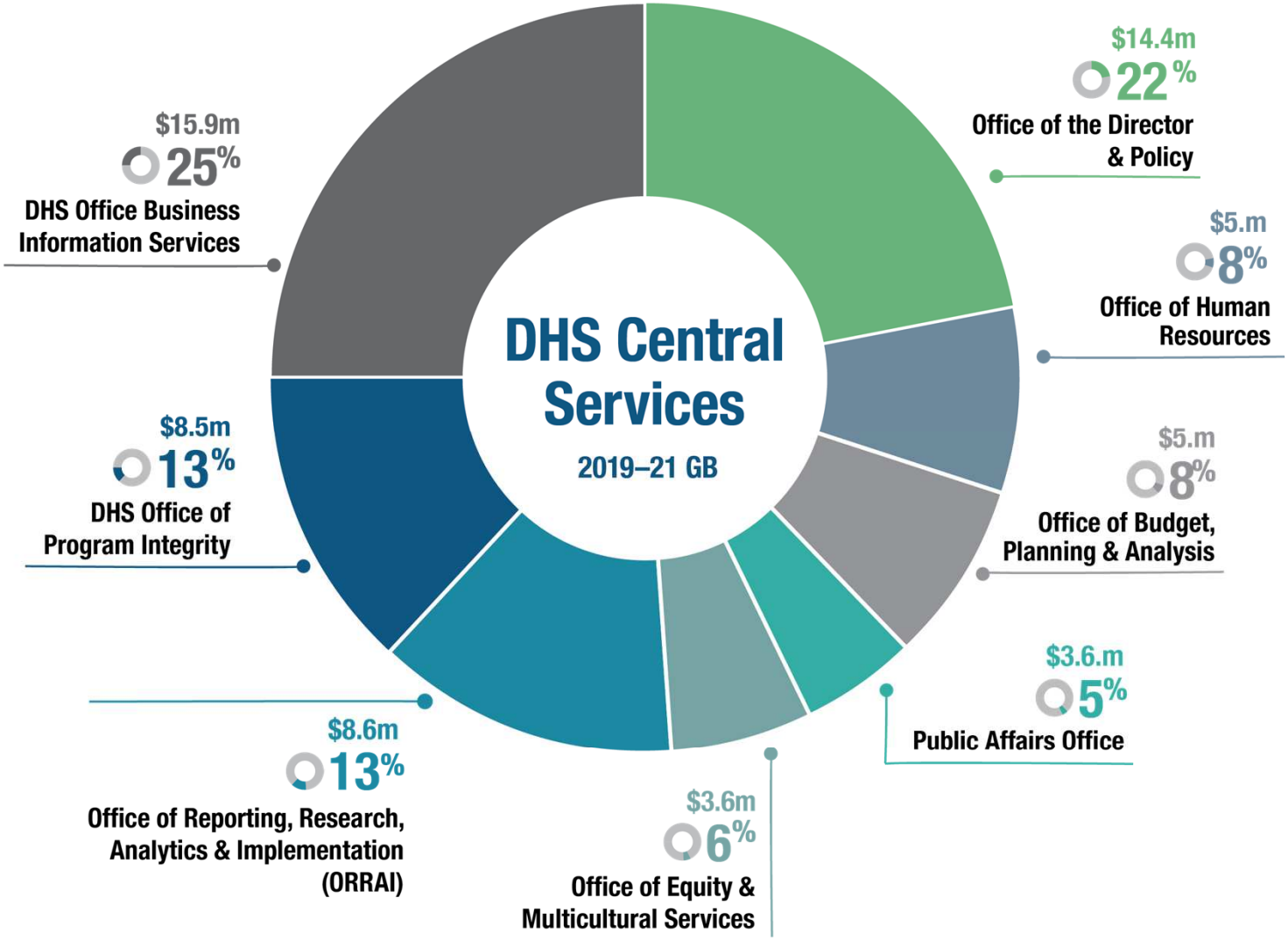

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2019-21 Governor's Budget – Central Services

Proposed investments

- Centralized Abuse Management system operations and maintenance (POP 208): $3.5 GF
- Integrated Eligibility (POP 201): $13M GF
- 2 Medicaid Modularization positions (POP 202): $0.3M GF
- 10 FTE for Child Welfare Research Agenda (Children's Agenda): $1.2M GF
- 4.4 FTE for Budget (POP 112): $0.6M GF

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Statewide Assessments & Enterprise Costs

Payments to the Oregon Department of Administrative Services (DAS) and third parties for goods and services that serve the whole agency such as facility rents, State Data Center charges, DAS risk assessment, government service charges, computer replacement and debt service.

DHS serves 1.5m Oregonians in 166 locations

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State Assessments & Enterprise-wide Costs

DHS Internal Charges	GF	OF	FF	TF
Facilities (includes rent, maintenance & utilities)	$ 74.43	$ 3.45	$ 63.02	$ 140.91
Debt Service	$ 26.42	$ -	$ -	$ 26.42
IT Expendable/Break Fix	$ 5.19	$ 0.08	$ 4.13	$ 9.40
Mass Transit	$ 2.73	$ -	$ -	$ 2.73
Unemployment	$ 1.07	$ 0.04	$ 0.84	$ 1.95
Shared Services Funding	$ 104.03	$ 2.93	$ 91.62	$ 198.57
All Other Assessments (Cost of Debt Service Issuance)	$ -	$ 0.68	$ -	$ 0.68
Treasury	$ -	$ 31.11	$ -	$ 31.11
State's Charges are 23% of SAEC Expenditures:				
Enterprise Technology Services (ETS)	$ 21.41	$ 0.77	$ 20.93	$ 43.11
Risk Assessment	$ 12.40	$ -	$ 9.85	$ 22.26
Telecommunications	$ 4.99	$ 0.06	$ 4.33	$ 9.38
Office of Administrative Hearings (OAH)	$ 1.59	$ -	$ 0.50	$ 2.09
Secretary of State, Audits Division	$ 3.40	$ 0.06	$ 2.20	$ 5.66
DAS - Chief Financial Office (CFO)	$ 1.77	$ 0.03	$ 1.14	$ 2.94
DAS - Oregon State Chief Information Office (OSCIO)	$ 8.65	$ 0.15	$ 5.59	$ 14.39
Central Government Service Charges	$ 0.45	$ 0.01	$ 0.29	$ 0.75
DAS - Chief Human Resources Office	$ 4.10	$ 0.07	$ 2.64	$ 6.81
Enterprise Asset Management	$ 0.30	$ 0.01	$ 0.19	$ 0.50
Enterprise Goods & Services (EGS) - Procurement	$ 1.90	$ 0.03	$ 1.23	$ 3.16
Oregon State Library	$ 0.71	$ 0.01	$ 0.46	$ 1.18
All Others	$ 5.47	$ 0.10	$ 3.53	$ 9.10
Total	**$ 281.02**	**$ 39.58**	**$ 212.50**	**$ 533.10**

2019-21 Governor's Budget -
Statewide Assessments & Enterprise-wide Costs

Proposed investment

Integrated Eligibility Debt Services (POP 201): $5.3M GF

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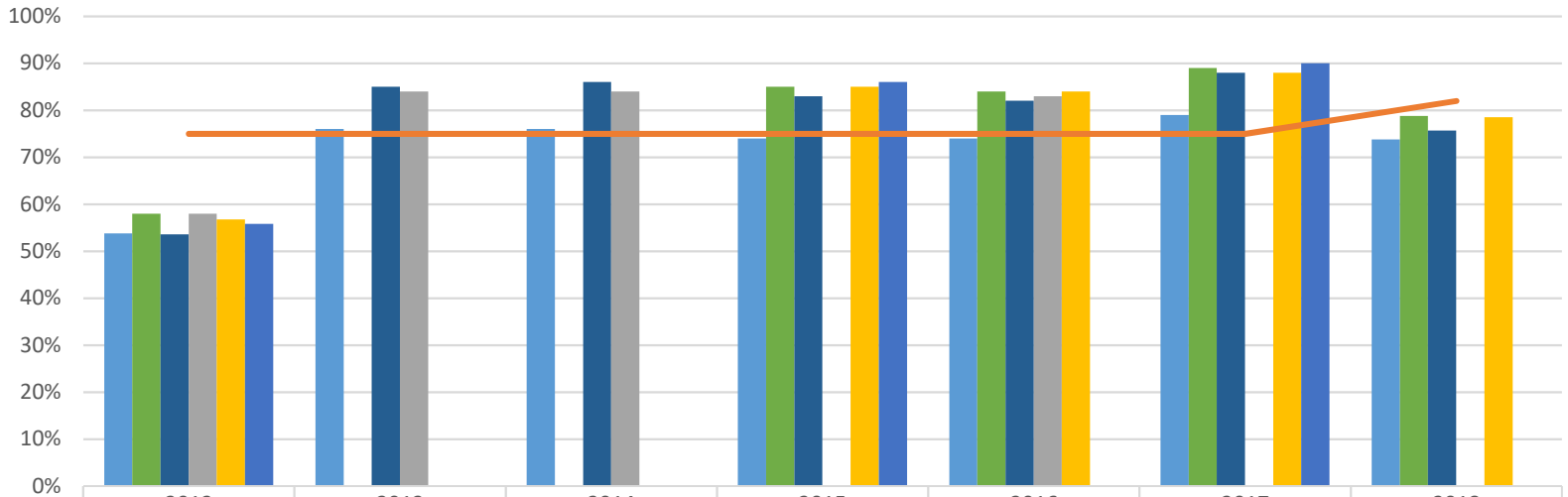
KPM 17: Customer service

Percentage of customers rating their satisfaction with DHS above average or excellent. Time period: January - December



	2012	2013	2014	2015	2016	2017	2018
Timeliness	53.8%	76.0%	76.0%	74.0%	74.0%	79.0%	73.8%
Accuracy	58.0%	0.0%	0.0%	85.0%	84.0%	89.0%	78.8%
Overall	53.6%	85.0%	86.0%	83.0%	82.0%	88.0%	75.7%
Helpfulness	58.0%	84.0%	84.0%	0.0%	83.0%	0.0%	0.0%
Expertise	56.7%	0.0%	0.0%	85.0%	84.0%	88.0%	78.5%
Availability of Information	55.8%	0.0%	0.0%	86.0%	0.0%	90.0%	0.0%
Target	75.0%	75.0%	75.0%	75.0%	75.0%	75.0%	82.0%

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that provides services
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Coming up next:

2/26/19: Public Testimony – Central Services, Child Welfare and Self-Sufficiency Programs

2/27/19: DHS Wrap-up

3/28/19: DHS and OHA Shared Services

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