

Presentation to the  
Joint Ways and Means Subcommittee on Human Services

# Central Services & Statewide Assessments and Enterprise Costs (SAEC)

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# Presentation overview

Central Services overview

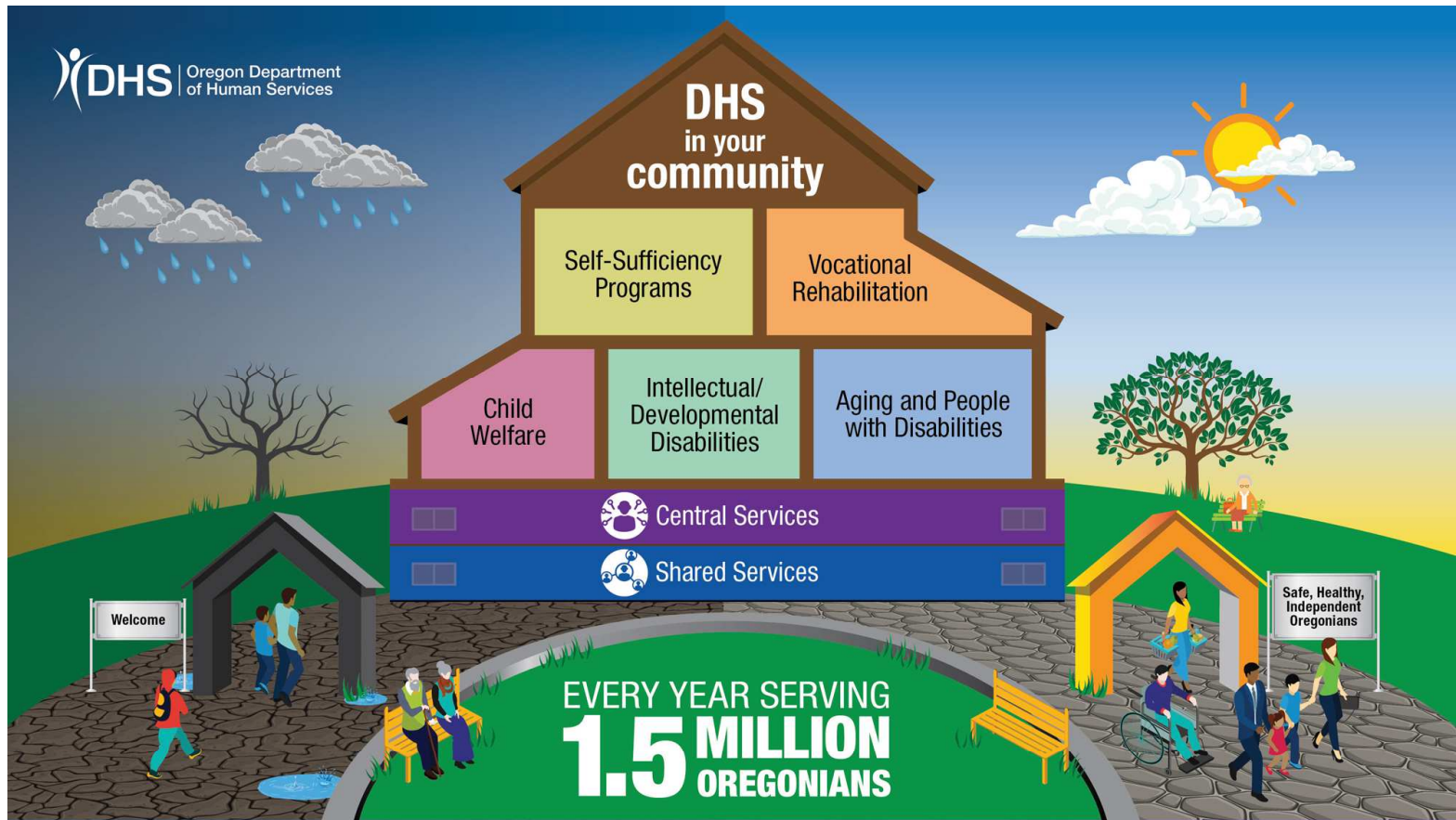
Central Services budget

Statewide Assessments & Enterprise-wide Costs  
(SAEC) overview

SAEC budget

Key Performance Measures





### Shared Services

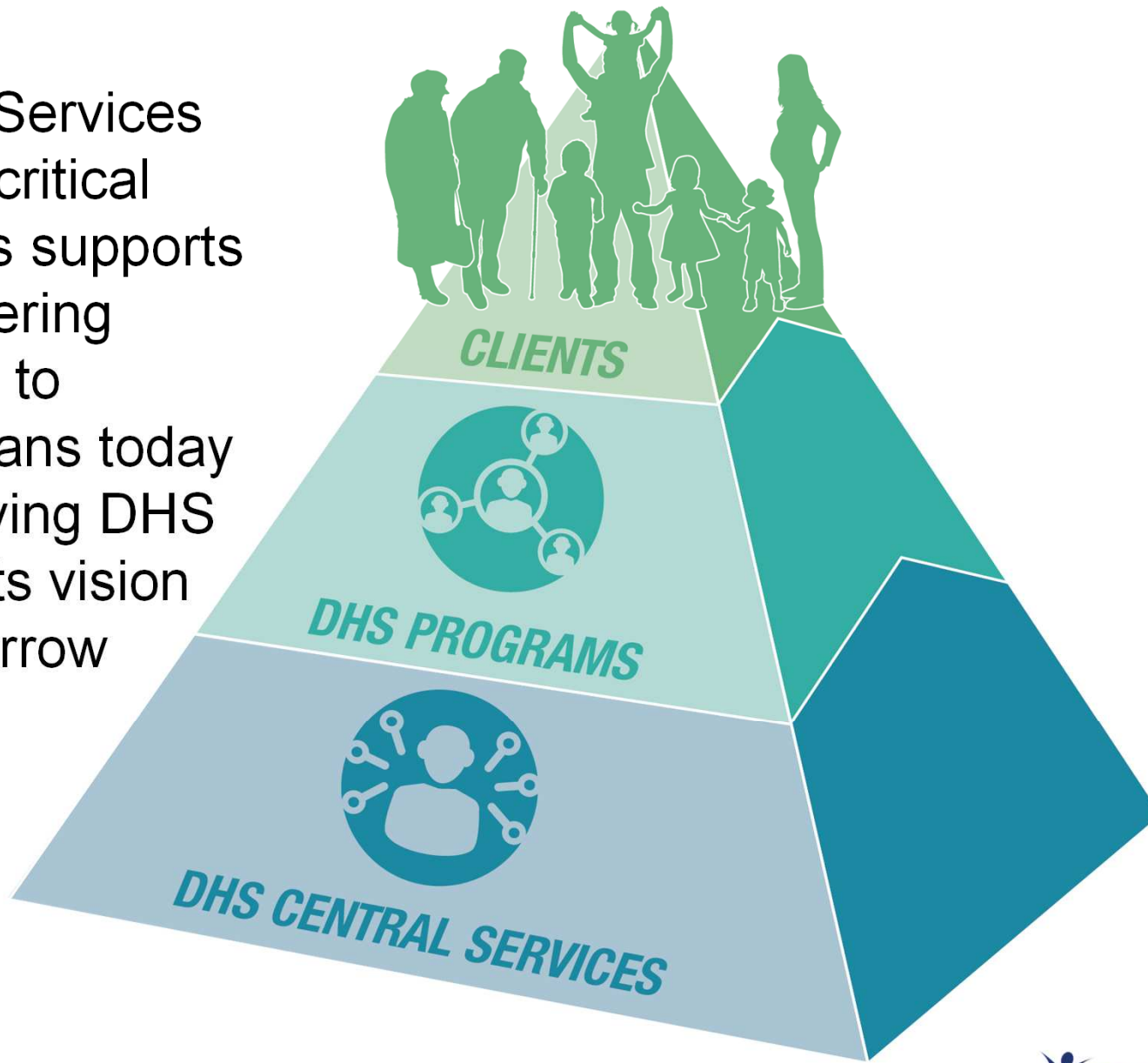
- Background Check Unit
- Contracts and Procurement
- Facilities
- Financial Services
- Forecasting and Analysis
- Imaging and Records
- Internal Audit and Consulting
- Payment Accuracy and Recovery
- Publications & Creative Services
- Training and Investigations



### Central Services

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

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



# 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

# 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

# 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



# 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



## Using Predictive Analytics to Make Informed Decisions



### CHILD WELFARE RESEARCH AGENDA

Research analytics provides value for data-informed decision-making. Creating a data-informed child welfare system improves outcomes for the people we serve. The Office of Reporting, Research, Analytics & Implementation has prioritized Child Welfare in developing a Child Welfare Research agenda with research-informed decision support tools.

The research falls into five broad categories:

● SAFETY ALONG THE LIFE OF A CASE

● CAPACITY AND SERVICE MATCHING

● CASELOAD AND WORKLOAD

● RECRUITMENT & RETENTION

● ETHNIC AND RACIAL DISPARITIES

#### ACTIVE CHILD WELFARE RESEARCH AGENDA ITEMS

- Safety at Screening Tool
- Retention of Child Welfare Caseworkers
- Longitudinal Dataset

- Disproportionality of Bias Adjustments
- Dynamic Risk
- Caseload/Workload

#### FUTURE CHILD WELFARE RESEARCH AGENDA ITEMS

- Perpetrator Risk
- Effects of Placement - Multiple Outcomes
- Pay for Performance
- DHS/Statewide Research Agenda
- Longitudinal Dataset

- Community Risk
- Million Dollar Block - Community Collaboration
- Cause/Effect
- Quantifying Effectiveness
- Text/Sentiment Analysis

#### CONTACT

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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



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



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

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

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.

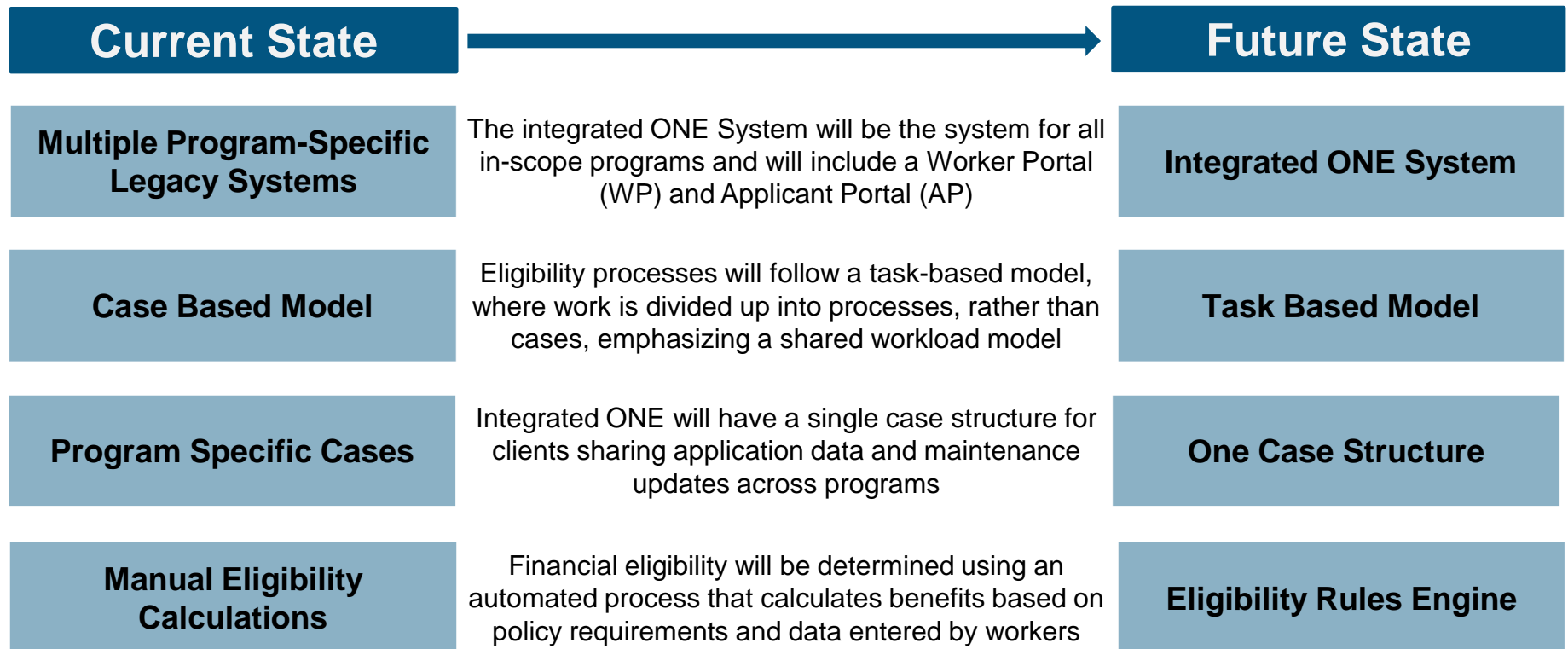
### **Integrated Eligibility Project Includes:**

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



# Integrated Eligibility Project: Information technology upgrade

Current State



Future State

```

FSUP                               FastPath    EB      Next Code:
Case No:                            Name: |      Br: 1517 Reg: 6 Agy: SSD
Trans:                               D-Eff:      Wrk Id: DO
Start Cert: 060118 Expr Cert: 053119 Reason: Option: 1 Categ: NA Lang: EN
Mand Rpt: S Form: N Rept: N Ben Per: Rpt Exp: 053119 Fil Dt: 062118 Pror
Rel ATP: N/C Dollar Amount: Ben MO-YR: Cat El: C Prnt:
Tot Rsrc .00 Authorization # # To Be Replaced
FilGrp 08 BenGrp: 08 Shelt: 1683.00 Util: 436.00-F Print Id: Hold Cd:
Bypass: Prg: Meals: CD Cnty: 029 HH Types: HOM AD NED
Home Addr: City St: Zip:
Mail Addr: City St: Zip:
Auth Rep Cd: A Name: Area Cd: Phone:
Setup Date: 05/31/13 Orig Cert: 05/01/13 # Certs: 07 DD: N
HH Stat: OP Stat Reas: Excp Reas: Lst Actn: 10/08/18 CHG
Last Eff: 10/01/18 Last Oper Id: HW01743 Ovp Bal:
Pro Rata Amt: Supp Amt:
Max Allot: 1155.00 30% NFSI: 1502.00 Ovp Recov: Net Allot: .00
Per Tot EML Tot Oth Tot Comb Std D EML Dis Net CC Adj Inc SH Off N.F.S.I.
10-18 .00 5240.00 5240.00 234.00 .00 .00 5006.00 .00 5006.00
06-18 .00 5240.00 5240.00 228.00 .00 .00 5012.00 .00 5012.00
F1=Help F3=Exit F5=Refresh F6=FstPth F9=Save F15=Manl F21=DQ
4-© 1 Sess-1 127.0.0.1 HTPFWKKA 17/54
    
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Legacy Screens

The screenshot shows the Oregon Eligibility web application interface. The top navigation bar includes links for Home, Application/Case, Inbox, Inquiry, Correspondence, Tools, Benefit Management, Quick Search, and Calendar. The main content area is titled 'Case Address' and features a sidebar with navigation options like Individual Information, Interview Details, Individual, Case Composition, Head of Household, Case Address (highlighted), Address Match Associated Cases, Individual Address, Contact Information, Relationship, Program Request, Program Request Summary, and Program Details. The main form includes sections for Physical Address Summary, Safe Mailing Address Information, and Other Addresses. On the right, there is a summary panel for Case: 500001901, showing Case Mode (In Progress), Household Members (BOBBY CROCKER 27M, JANE DOE 11F), and Household Contact information.

Integrated ONE System Screen

Eligibility Transformation:

# Flexibility in benefit application

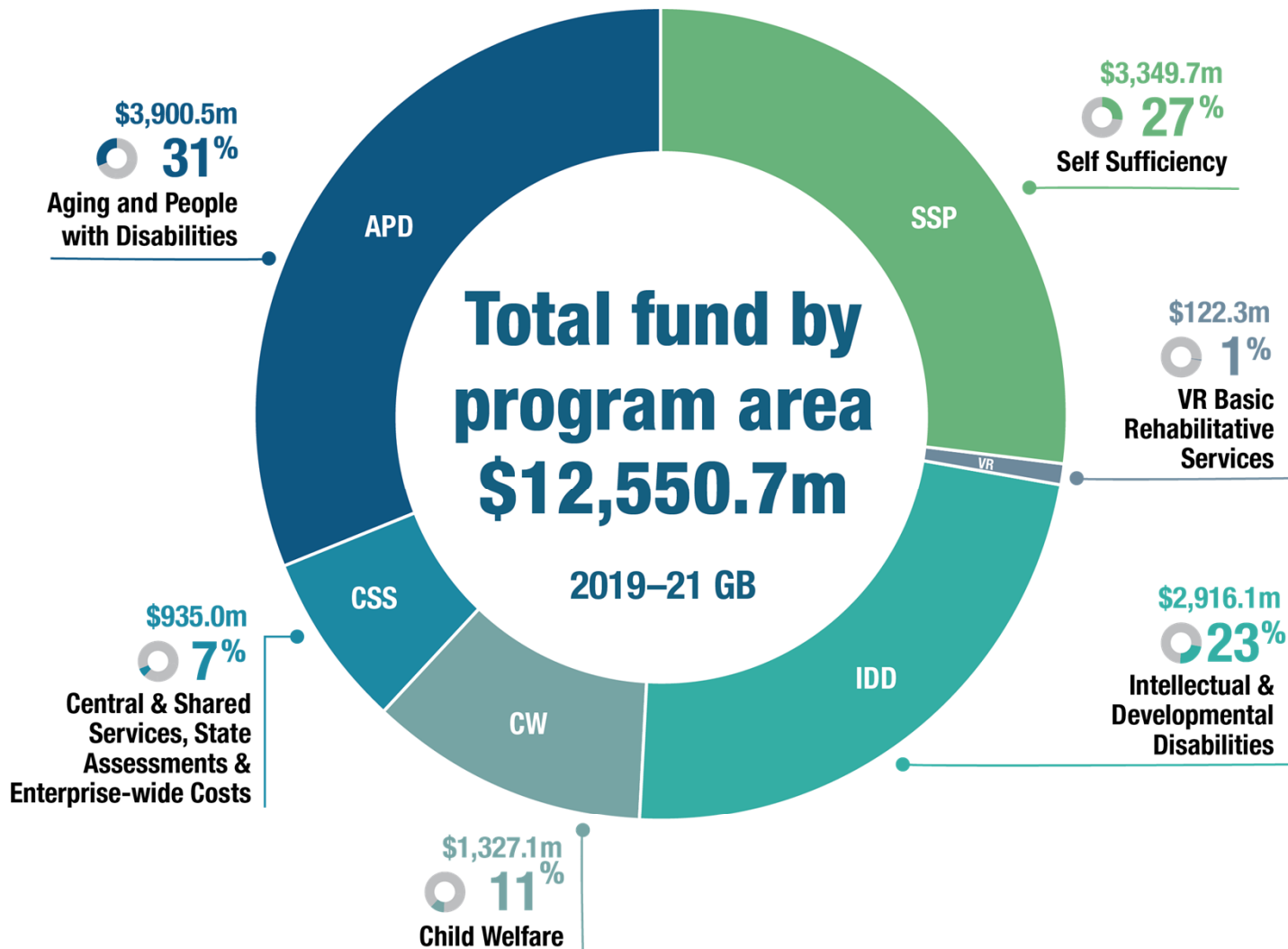


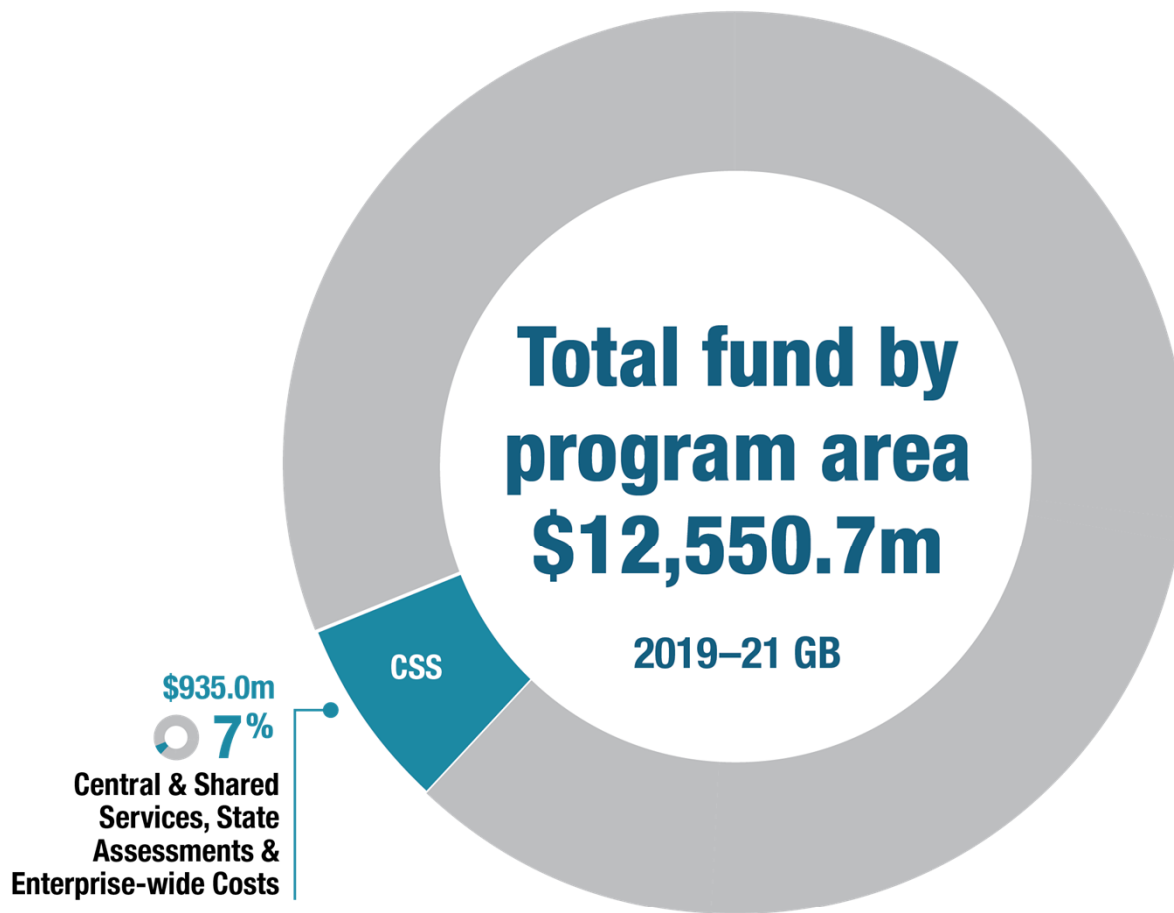
## Store Fronts

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

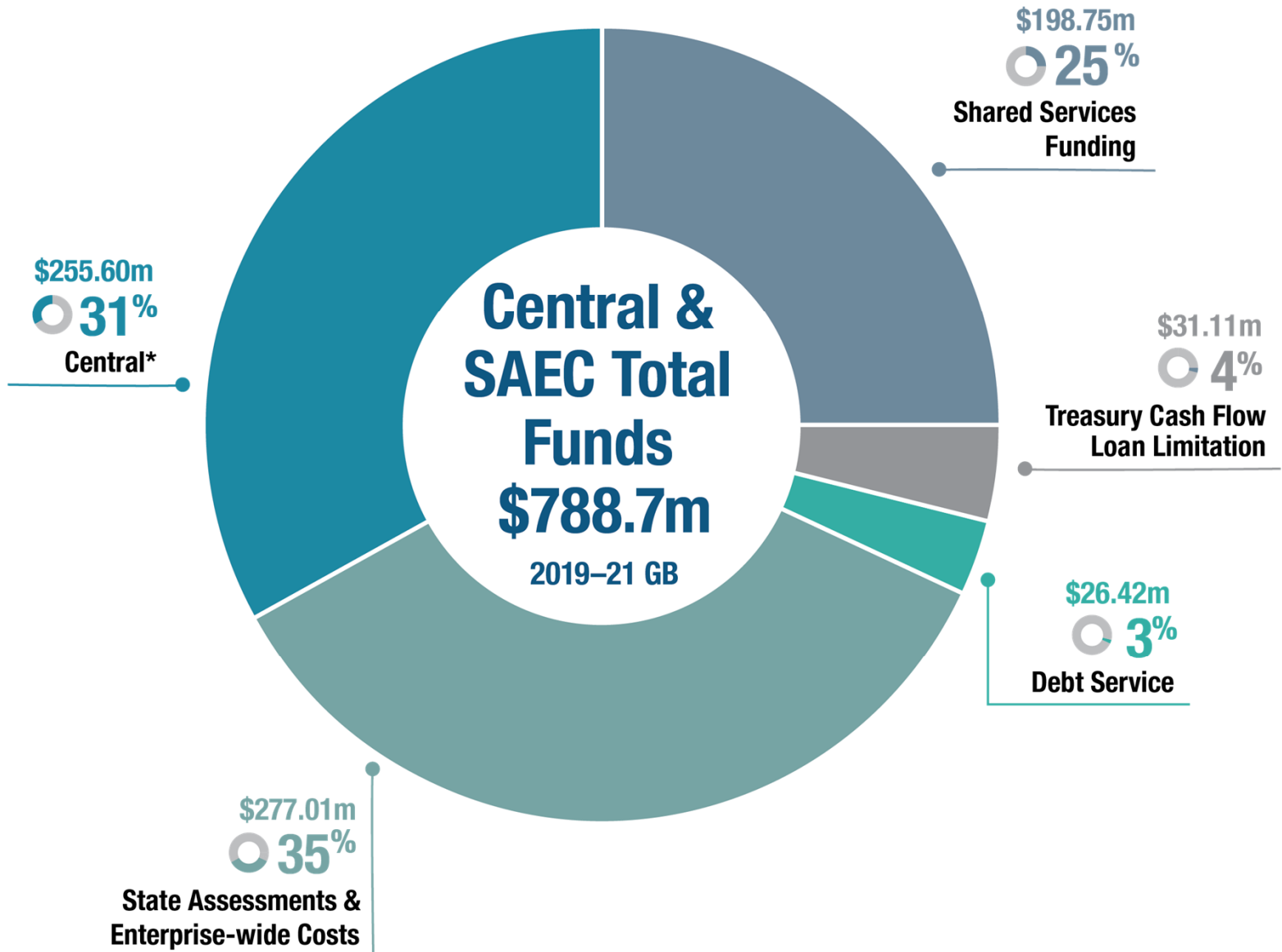
## Virtual Eligibility Center

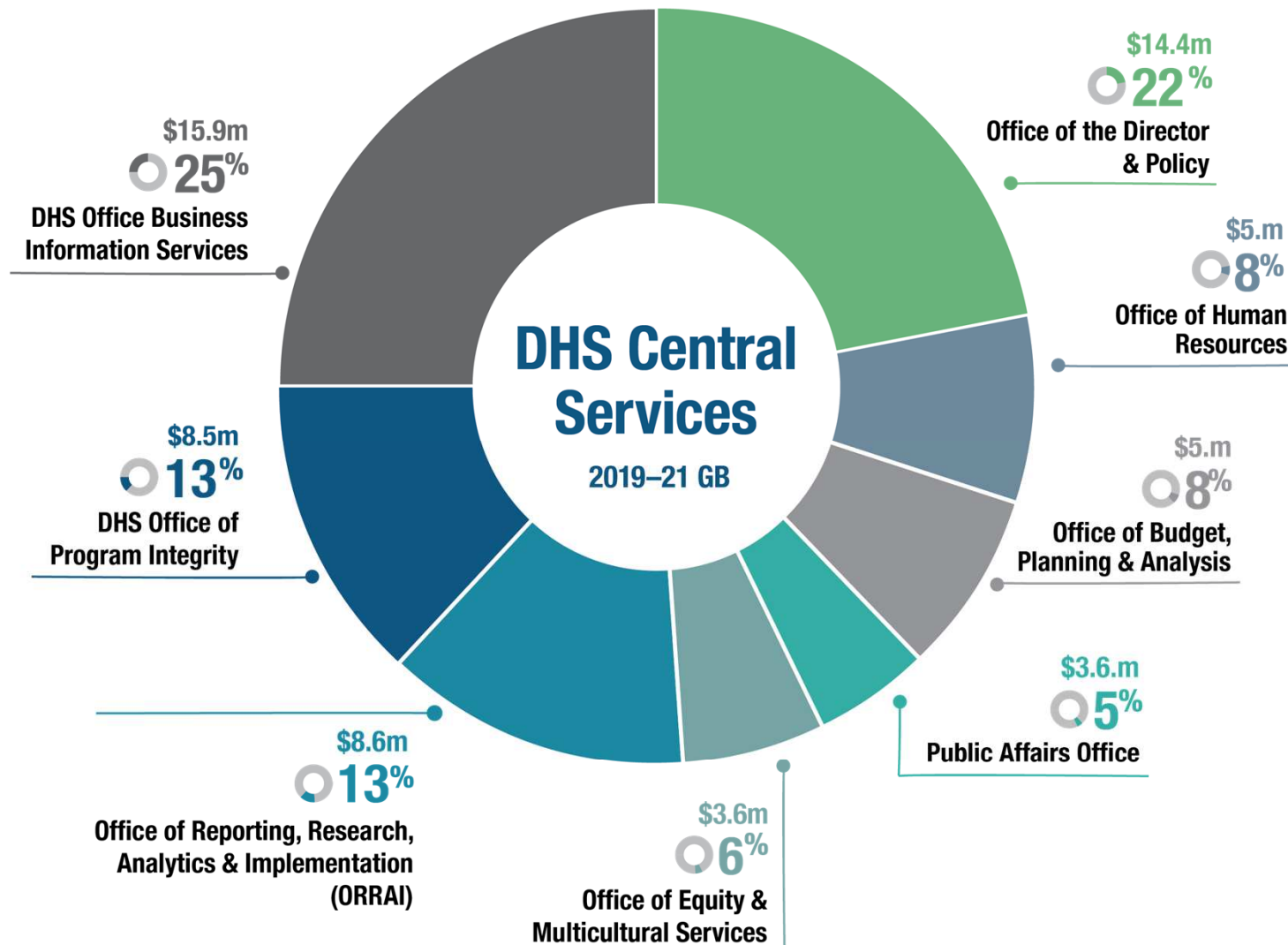
- Online / Phone Applications
- Renewals
- Change Reports





*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.*





## 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



# 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

# State Assessments & Enterprise-wide Costs

<b>DHS Internal Charges</b>	<b>GF</b>	<b>OF</b>	<b>FF</b>	<b>TF</b>
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
<b>State's Charges are 23% of SAEC Expenditures:</b>				
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
<b>Total</b>	<b>\$ 281.02</b>	<b>\$ 39.58</b>	<b>\$ 212.50</b>	<b>\$ 533.10</b>

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

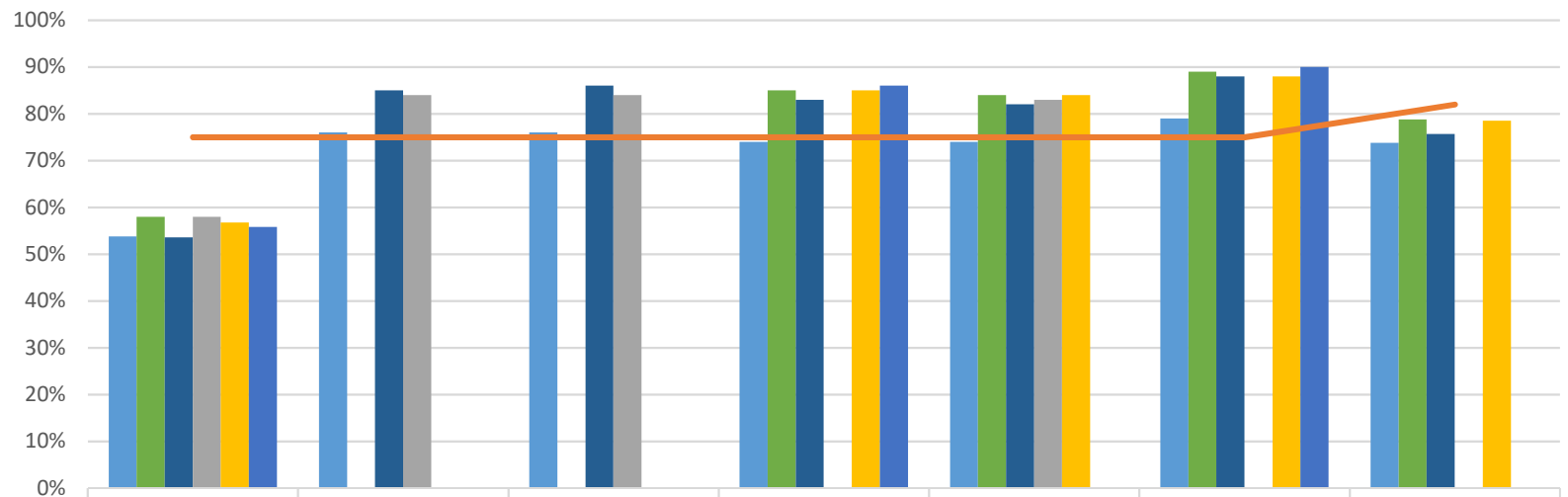
# Proposed investment



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

# 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%

# A clear, unifying direction for our future

*A person-centered delivery system  
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



[www.oregon.gov/dhs](http://www.oregon.gov/dhs)