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Ways & Means Presentation Central Services

Presented to
Joint Ways & Means Subcommittee on Human Services
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Overview

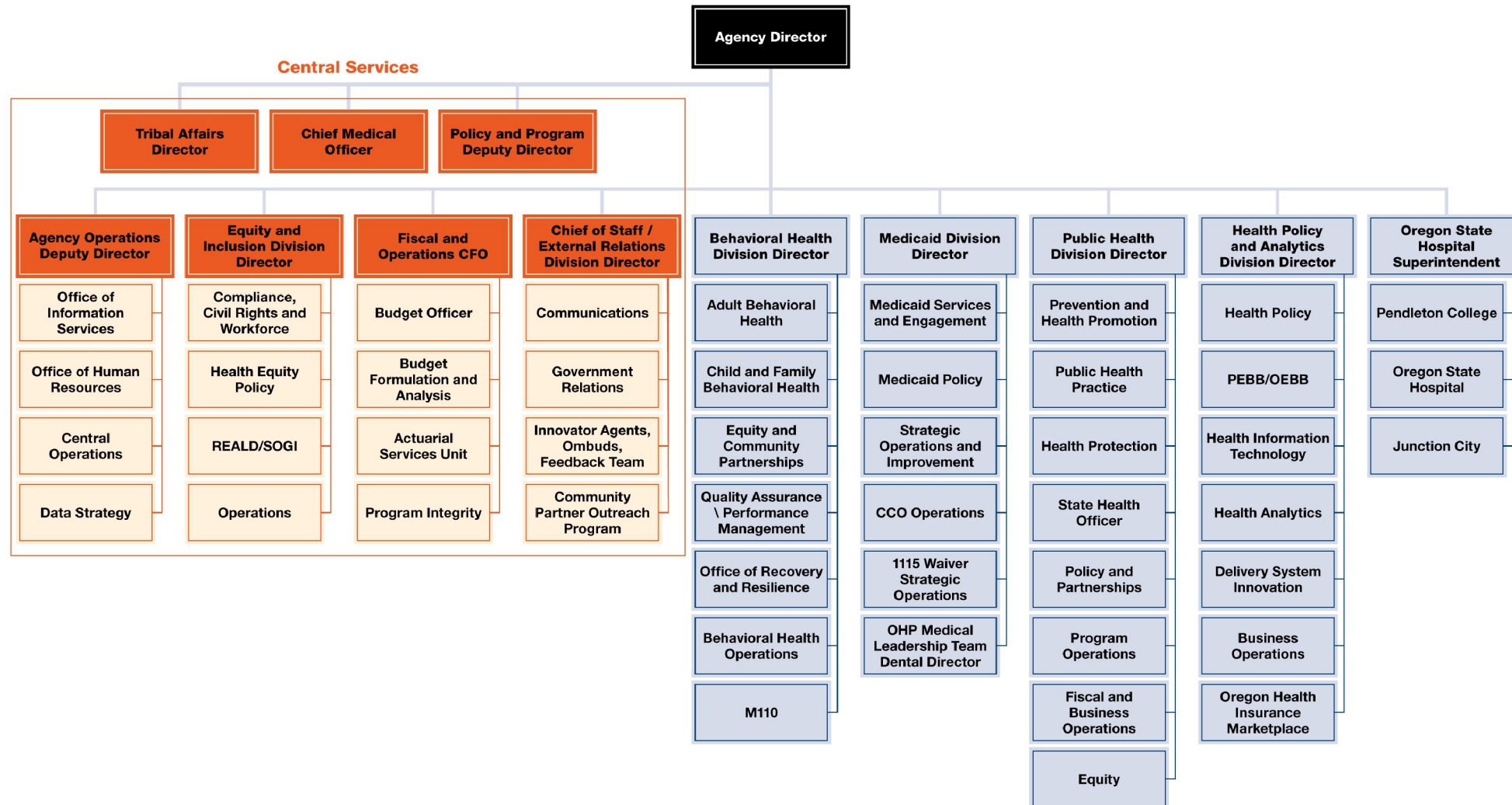
- What is Central Services
 - Overview
 - Organizational structure
 - How Central Services advances OHA's Strategic Plan
- Tribal Affairs
- Equity & Inclusion
 - Policy Option Packages
- External Relations
 - Human Resources
 - Fiscal Division
 - State Assessments & Enterprise-wide Costs
- Budget Overview
 - Budget drivers and major program changes
 - 2025-27 Governor's Budget request
 - 2025-27 Focus areas



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What is Central Services?

Organizational Structure – Central Services



Strategic Plan



Strategic Goal
Eliminate health inequities
in Oregon by 2030





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Tribal Affairs

OHA Tribal Affairs

OHA honors the government-to-government relationship with the Nine Federally Recognized Tribes in Oregon. It is Tribal Affairs responsibility to ensure that OHA is maintaining those relationships that guides the agencies work with Tribes, starting with these key elements:

- Listening to the People
- Following Federal Laws
- Upholding State Law
- Implementing the Agency Tribal Consultation Policy
- Utilizing OHA Tribal Liaisons

Nine Federally Recognized Tribes in Oregon



Strategic Goal-Achieving Healthy Tribal Communities

In honoring the relationships with the Nine Federally Recognized Tribes of Oregon, Urban Indian Health Program, and other health partners, the Oregon Health Authority commits to support the ultimate goal of achieving healthy tribal communities.

This empowers Tribal individuals, families, and communities across Oregon to achieve optimal health and wellness, through a shared vision of providing opportunities to learn and experience healthy lifestyles through a fully funded continuum of health rooted in traditional and culturally specific practices.

Tribal Health Strategic Pathways

Pathway	Outcomes
Nurturing a Healthy Workforce	<ul style="list-style-type: none"> Increased retention Increased wellness in the workplace Increased knowledge in specific areas/topics
Maintaining and strengthening the unity of our partners	<ul style="list-style-type: none"> Maintain unity and strengths of partnerships Maintain and increase membership and participation Improved timely responses to questions
Investing in Tribes/NARA wellness infrastructure	<ul style="list-style-type: none"> Increased impact of policy, streamline and support Streamlined funding process and contract agreements Consistent funding for Tribes/NARA across OHA Flexibility on uses and spend down timelines
Responding to tribal needs during climate crisis	<ul style="list-style-type: none"> Full implementation of Tribal Based Practices Plans in place to support access to food, shelter, and water Improved partnerships and joint efforts of natural resources and emergency response teams locally Increasing flexible funding to support Climate Change

Tribal Health Programs, Priorities and Successes

OHA supports Tribal Health Programs by providing resources for improving programs and services to best meet the Tribes needs.

Medicaid

- Approval of Traditional Healing Practices by Centers for Medicare and Medicaid Services
- Creation of Indian Managed Care Entities to improve tribal care coordination

Equity & Inclusion

Priority investments:

- POP 412, Tribal Traditional Health Worker Training

Tribal Health Programs, Priorities and Successes

Behavioral Health

- Increase access and quality of Behavioral Health Services
- Supporting the Tribal Behavioral Health workforce

Priority investments:

- POP 414, Native Services at Oregon State Hospital

Public Health

- Modernize Public Health

Priority policy proposals:

- LC 413, Collection & Protection of Tribal Affiliation Data
- LC 444, Sharing Public Health Data with Tribes



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Equity & Inclusion

What is the Equity & Inclusion Division?

- National leader in health system transformation and REALD & SOGI data collection
- Creates equitable health services delivery system across full health spectrum
- Builds infrastructure for organizational equity and accessibility
- Division's work links to all OHA strategic plan goals



Internal and External Partnerships

Promotes community-driven and community-led partnerships to guide solutions for achieving health equity

- Regional Health Equity Coalitions (RHECs)

Collaborates across state enterprise to develop and promote equity in policy and organizational infrastructure

- Advance equity in health care delivery systems
- Ensure compliance with REALD & SOGI data standards and design future Registry
- Partner with internal OHA departments, DAS to integrate civil rights, accessibility principles into state policy and systems

Regional Health Equity Coalitions

Community based organizations

Federally-recognized Tribes

Health system delivery partners

Legislatively-mandated commissions

OHPB Health Equity Committee

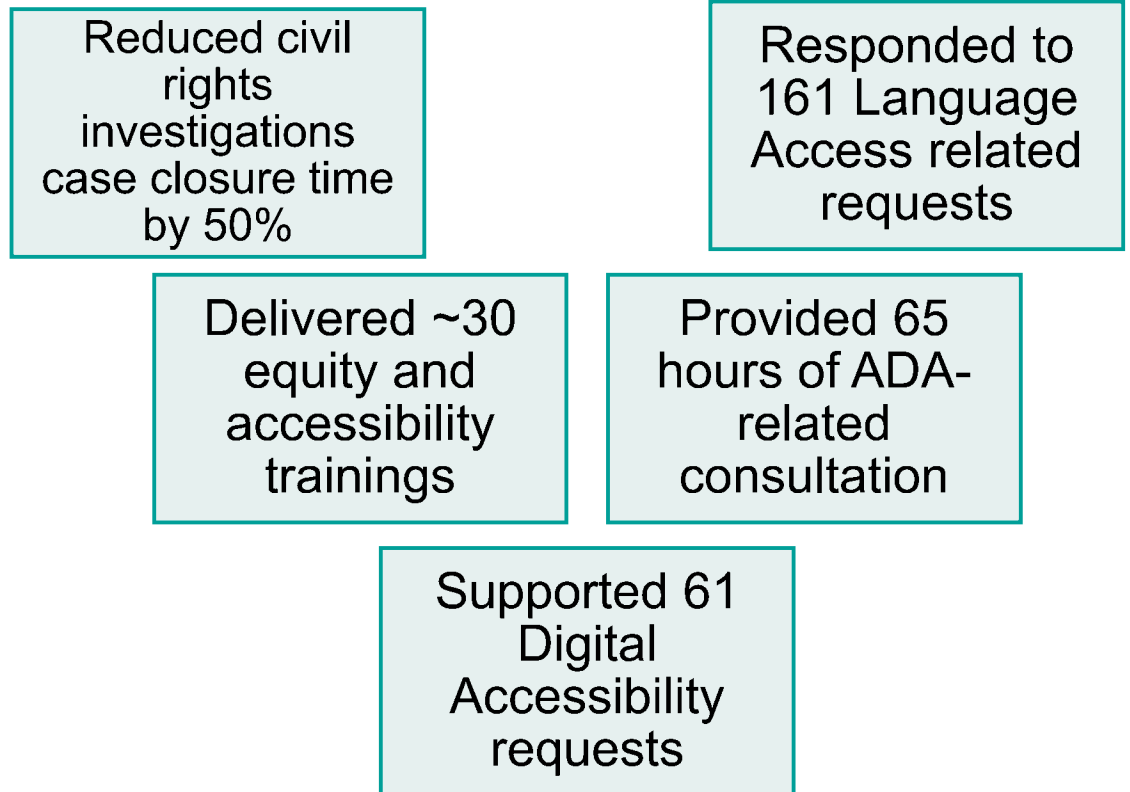
Coordinated Care Organizations

Federal, state, local governments

Success: Civil Rights, Learning, and Inclusion

- Implementation of culturally appropriate policies and practices in OHA and ODHS
- Assessment, training and technical assistance on anti-racist and inclusive practices and workplace educational needs
- Implementing agency-wide organizational resilience and healing approach

Measuring progress- outputs and outcomes:



Strategic Plan Goal Area: Impacts all 5 strategic goal pillars, with emphasis on building OHA's commitment to eliminate health inequities, health care access

Success: Equity and Policy

Traditional Health Worker (THW) and Health Care Interpreter (HCI) Programs:

- Behavioral Peer Support programs - 1 of 6 nationally-recognized best practices by US Government Accountability Office
- Implemented HCI and THW real-time online portal Registry
- Implementation of THW culturally and linguistically specific services incentives
- Actively implementing Tribal THW program

Regional Health Equity Coalitions (RHECs):

- 9 community-driven coalitions representing 21 counties across Oregon
- 163 member organizations

Strategic Plan Goal Areas: Impacts all 5 strategic goal pillars

Measuring progress- outputs and outcomes:

Approved 65 THW training programs with 14 culturally specific training providers

Certified 7,772 THWs, including Tribe-specific THWs and grants supporting rural THW workforce

Trained 67,099 individuals on addressing health inequities through RHECs

RHECs achieved 34 policy change goals

RHECs provided 361 health equity educational events, with 32+ people engaged

Certified 2,227 HCIs, including speakers of languages of lesser diffusion

Success: REALD & SOGI

Measuring progress- outputs and outcomes:

- Oregon recognized as national leader for race/ethnicity and disability data collection (five national presentations in 2024)
- Updated data collection standards in [OARs 950-030](#)
- Formed Community Workgroup to guide our work
- Expanded [website](#); includes [data dictionary](#), [implementation guide](#) and other resources.
- Implemented centralized Repository; migrated to the cloud and est. processes for data requests and data security
- Hired two disability and accessibility policy strategists.
- Developed vision and functional requirements for future Registry (as required by ORS 413.163)

Increased number of compliant data systems from 6 to 15

Updated disability data collection standards to include intellectual and developmental disabilities

Decreased data missingness rate for Medicaid members:
Race: 11% (from 25%)
Disability: 20% (from 53%)

Added REALD data on 8 publicly available dashboards & reports*

Decreased number of days to fill data requests from 7+ to 2

Increased efficiency of open text processing in repository by 51% after cloud migration

*Medicaid Eligibility CCO Metrics, Healthier Oregon

Strategic Plan Goal Area: Quality REALD & SOGI data necessary for all 5 strategic goal pillars



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Priority Investments

POP #412 – Operationalizing Equity in Health Systems

Challenge:

- Systemic gaps across health services delivery that contribute to health inequities for priority populations

Proposal:

- Build infrastructure through strategic investments to create and operationalize an equitable delivery system across the full health services delivery spectrum. Investments in Traditional Health Worker (THW) programs address workforce shortages, improve access to responsive health services, and build Statewide capacity with partners to eliminate health inequities.

Desired outcomes:

- Increase access to culturally and linguistically responsive care for priority populations across Oregon
- Evaluate and demonstrate impacts of delivery system innovations on reducing health inequities

	General Fund	Total Funds	Positions	FTE
POP #412	\$588,118	\$588,118	3	2.38

POP #411 – Regional Health Equity Coalition Expansion

Challenge:

Fifteen mostly rural and remote counties lack RHEC representation to address local and statewide health inequities that impact their communities.

Proposal:

Expand and improve the ability to address health inequities in mostly rural and remote regions without RHEC representation.

Desired outcomes:

Improve region-specific health inequities, especially for rural and remote areas and improve collaboration with CCOs. Foster sustainable, community-led policy and systems changes that addresses the root causes of health inequities, and ultimately lower costs across health systems.

	General Fund	Total Funds	Positions	FTE
POP #411	\$3,640,000	\$3,752,249	2	1.38

POP #406 – Required Inclusive & Supportive Access

Challenge:

To advance health equity and accessibility for all Oregonians, we need a multifaceted, adaptable and equity-skilled workforce that can accomplish that task.

Proposal:

- Prepare the agency to comply with new US DOJ digital accessibility requirements
- Provide inclusive access to facilities and services
- Foster a respectful, professional work environment aligned with employee well-being.

Desired Outcomes:

- Staff who practice equity, inclusion and anti-racism to improve meaningful access to services.
- Reduce costs, improve workplace culture & enable reinvestment in improved & sustainable services.

	General Fund	Total Funds	Positions	FTE
POP #406	\$1,894,022	\$2,367,527	5	5.0



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External Relations Division

What is the External Relations Division?

As ambassadors for OHA, the division:

- Leads all-directional communication between OHA and the community.
- Helps center OHA work on people in Oregon.
- Fosters efficiencies across OHA programs.
- Engages and connects OHA partners, divisions and programs.



Internal and External Partnerships

The division's community-centered approach:

- Ensures community input and experiences inform all levels of agency work.
- Focuses on Oregon Health Plan members experiencing the greatest barriers to care.
- Engages community at state and local levels to center the voice of community.



Community Partner Outreach Program (CPOP)

The program supports community partners, also known as assisters, and OHA's strategic plan to:

- Connect people and families to health care.
- Improve health care access and system navigation in local communities.

380
community
organizations
supported

1,760
individual
assisters

60
languages
spoken by
assisters

36
counties in
Oregon served

1 out of 3
OHP members
supported by an
assister

Strategic Plan Goal Areas: Health care access, healthy families, OHA's commitment to eliminate health inequities

Member and Partner Engagement and Support

The office advances OHA's strategic plan by:

- Elevating issues preventing access to health care.
- Gathering and raising concerns about health care access at all levels across Oregon communities.
- Building OHA's capacity to respond to feedback, including feedback related to health inequities.

Ombuds Program

- 90 percent increase in Oregon Health Plan cases since 2019

Innovator Agents

- Attend more than 36 Community Advisory Council meetings each month

Feedback Team

- Tracks agency feedback and responsiveness for five OHA programs

Strategic Plan Goal Areas: Transforming behavioral health, health care access, healthy families, healthy communities and OHA's commitment to eliminate health inequities.



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Human Resources

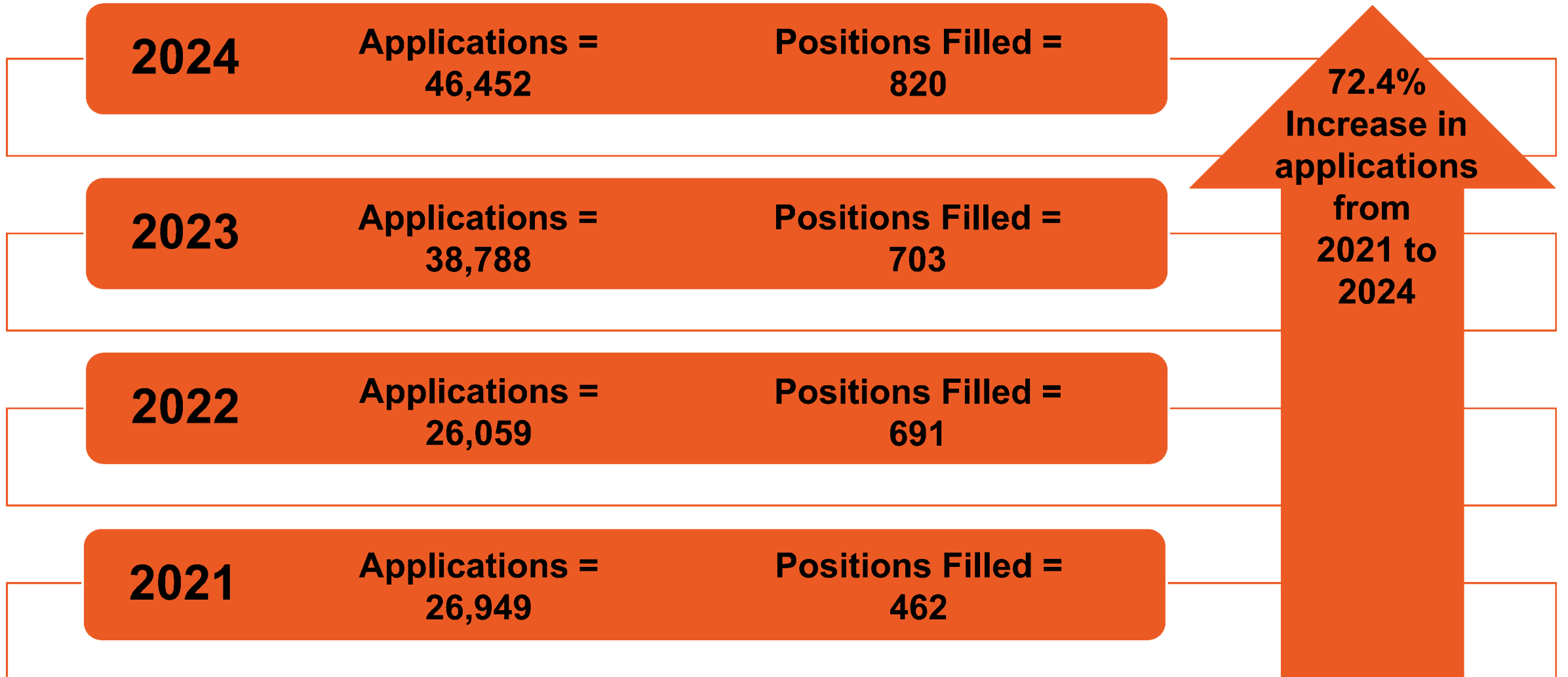
What is Human Resources?

HR impacts every employee, everyday. Through out the employee's time at OHA, HR is here to:

- Build trust
- Ensure inclusivity
- Create a sense of belonging
- Deliver timely, effective services
- Engage employees
- Inspire confidence in OHA's staff as their employer

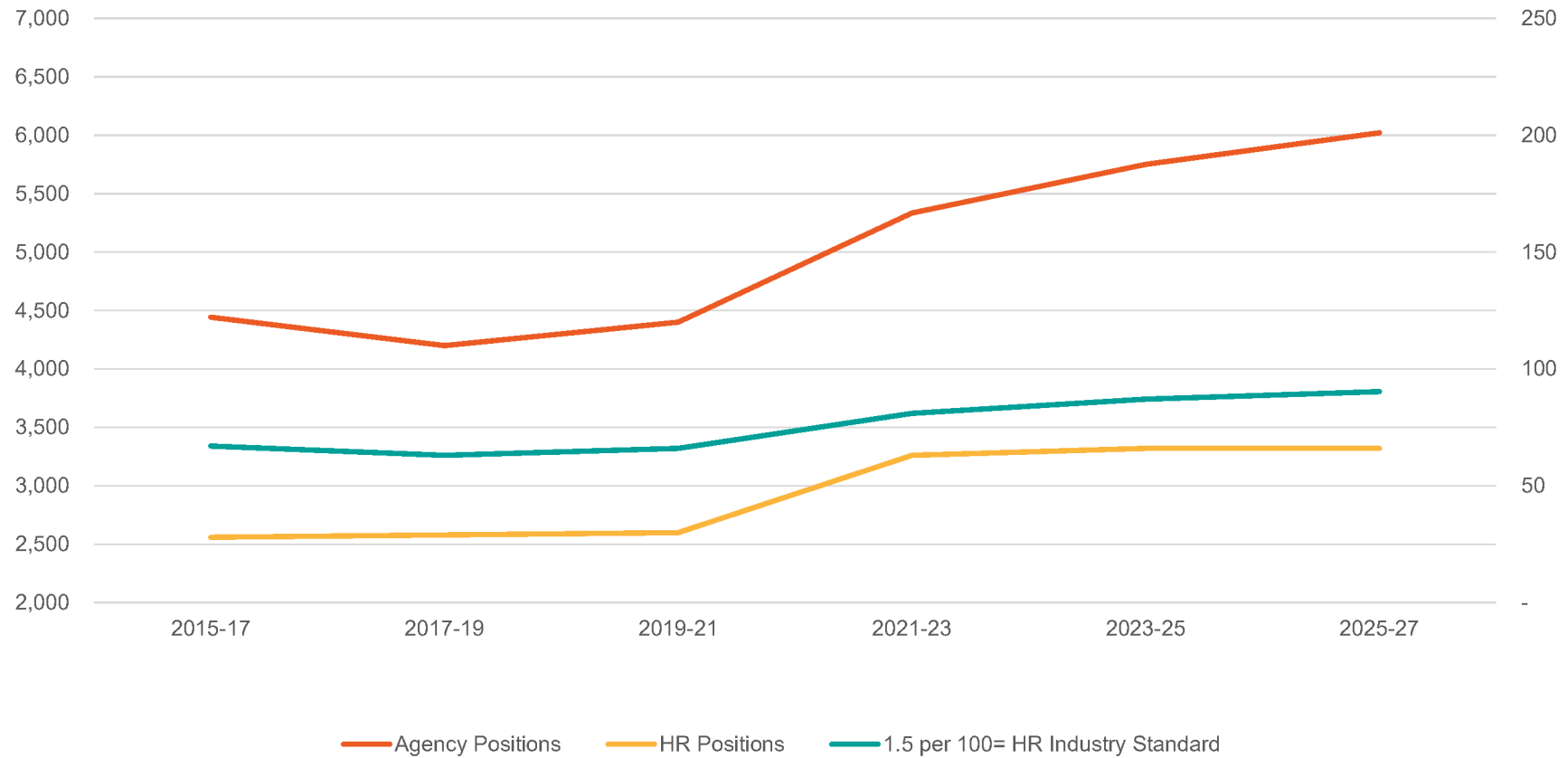


HR: Retention & Recruitment Workload Growth



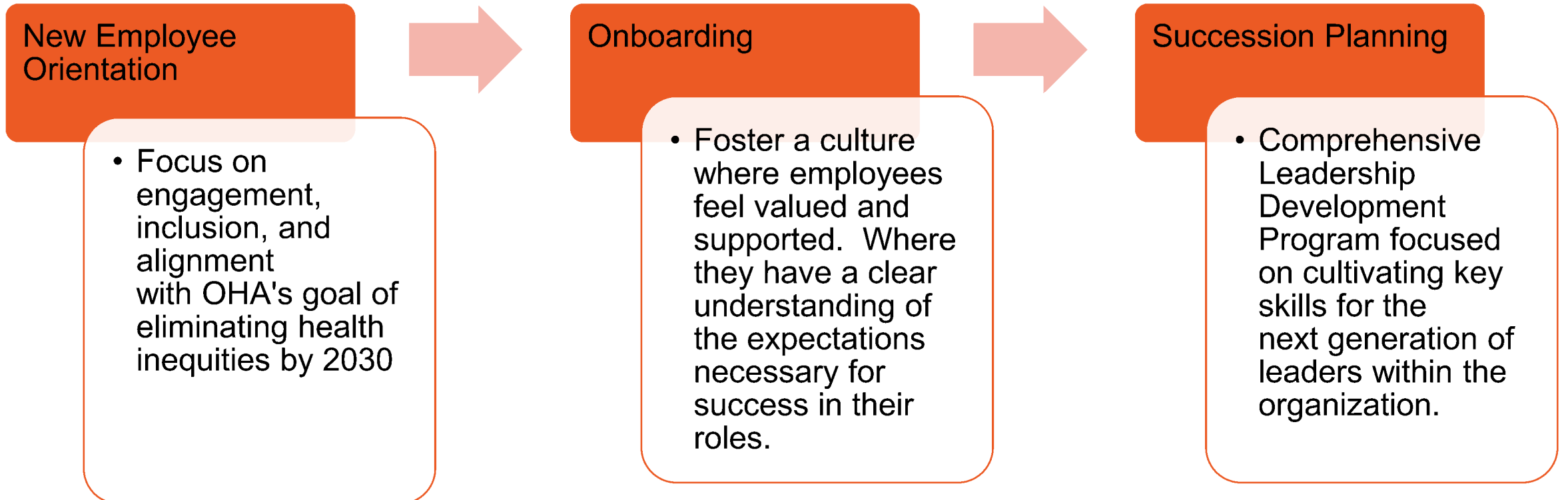
HR: Positions

OHA Human Resources Positions Compared to OHA Total Positions



HR: Learning & Development

Carry out Governor's Expectations for:





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Fiscal and Operations Division

Fiscal Division: Overview

**Budget
Strategy**

**Budget
Operations**

**Actuarial Rates
& Analysis**

**CCO Financial
Oversight**

**Program
Integrity**

**Financial
Investments &
Outcomes**

Key Successes

Designated State Health Program

Executed Designated State Health Program funding for innovative Health Related Social Needs services

Non-risk Payment Structure with CCOs

Developed a fee-schedule for the new services, established billings requirements to provide protection from unpredictable costs

Three New Dental Directed Payments

Incentivized dental providers to join Medicaid, increased payment for minimally-invasive and preventative services

Strengthened Process Improvements

Focused on maturing, expanding, and tightening process improvement operations at the CCO level



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State Assessments & Enterprise- Wide Costs

State Assessments & Enterprise-Wide Costs

- SAEC budget covers costs for state government assessments and charges, and costs affecting the entire agency, including:
 - State government service charges
 - Risk assessment
 - Enterprise technology services
 - IT Expendable/Break fix
 - Telecommunications
 - Facilities (rent, taxes, fuels and utilities, maintenance and leasing fees)
 - Mass transit taxes
 - Benefits for unemployment
 - Debt service
 - Funding for Shared Services offices
 - Oregon Administrative Hearings
 - Postage and handling
 - Universal access (ADA accommodations)



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Budget Overview

Budget Drivers

- Implementation of the agency's strategic plan and goal to eliminate health inequities by 2030
- Expansion of the Regional Health Equity Coalitions
- Continued support for the programmatic growth due to Medicaid caseload, Medicaid 1115 waiver, Behavioral Health initiatives, and the Oregon State Hospital compliance with CMS requirements

Major Central Services Program Changes

Program changes occurring in the last three biennia

Additions:

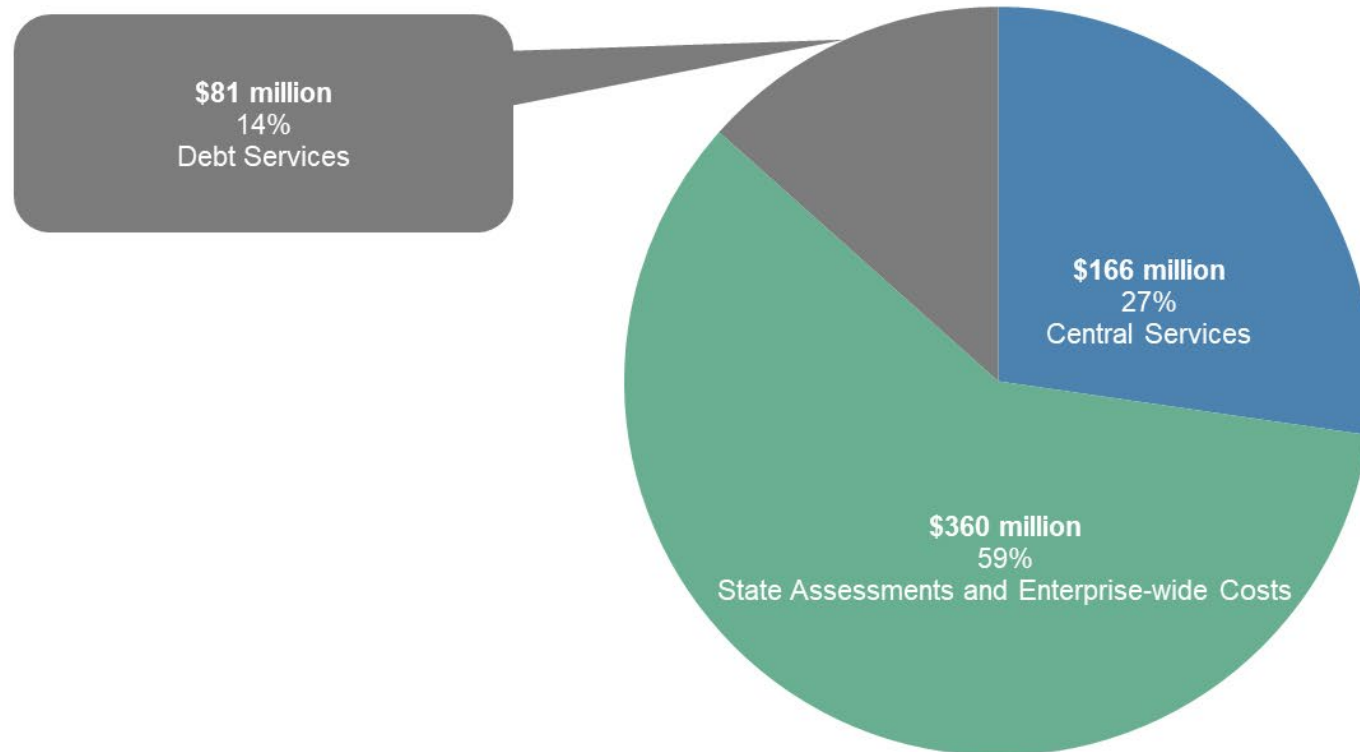
- Growth in staff and program complexity in the Equity and Inclusion Division including new Regional Health Equity Coalitions across Oregon
- Growth in Community Partner Outreach Program staff to be able to better support Medicaid enrollment assisters, CBOs and others around Oregon to better support people to get OHP

Reductions:

- Continued tightening of administrative support budget and services and supplies
- Not being able to adequately meet HR staff demand with the number of staff

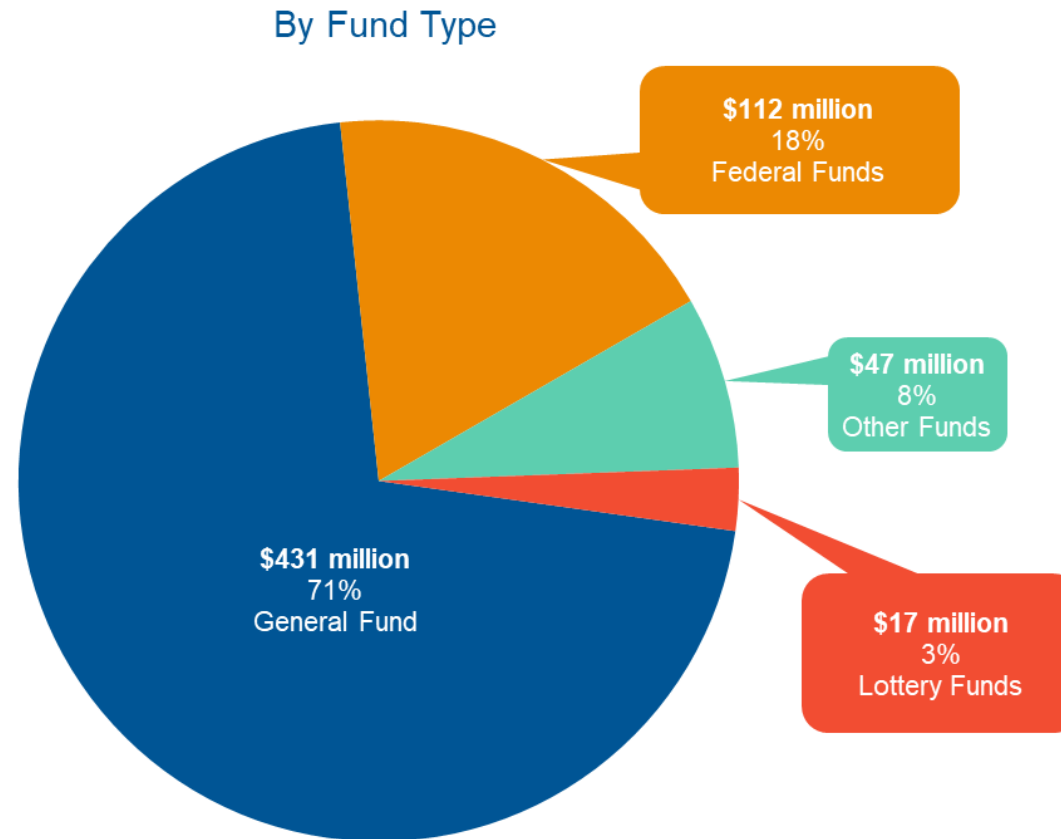
2025-27 Governor's Budget, by Program

By Program



Revenue Source: Cost allocation

2025-27 Governor's Budget, by Fund Type



Revenue Source: Cost allocation

2025-27 Governor's Budget Investments

- Director's Office Positions – Management Support, 4 Positions, 3.75 FTE
- Behavioral Health Initiative Support, \$0.3M GF, 1 Position, 1.00 FTE

2025-27 Focus Areas

- Meeting the Governor's customer service goals in hiring efficiency, quickly responding to inquiries from the public, and efficiently managing resources
- Meeting the goals and outcomes of the Oregon Health Forward and the new strategic plan for OHA to eliminate health inequities in Oregon by 2030
- Growing the Regional Health Equity Coalitions around Oregon
- Building a stronger infrastructure for health equity in our systems to assure we have a strong base to show data around our 2030 goal
- Assure we have inclusive digital access to OHA information that allows all people in Oregon to access important information about OHA programs

Thank you

You can get this document in other languages, large print, braille or a format you prefer free of charge. Contact Matthew Green at matthew.green@oha.oregon.gov or 503-983-8257. We accept all relay calls.





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Appendix

Central Services & SAEC Funding

