2019 Joint Committee on Ways and Means Subcommittee on Human Services Presentation

Shared Services

Fariborz Pakseresht, Director, DHS
Don Erickson, Chief Administrative Officer, DHS
Eric Moore, Chief Financial Officer, DHS
Kristine Kautz, Deputy Director, OHA
Kristen Duus, Chief Information Officer, OHA|DHS

March 2019

DHS
Oregon Department
of Human Services
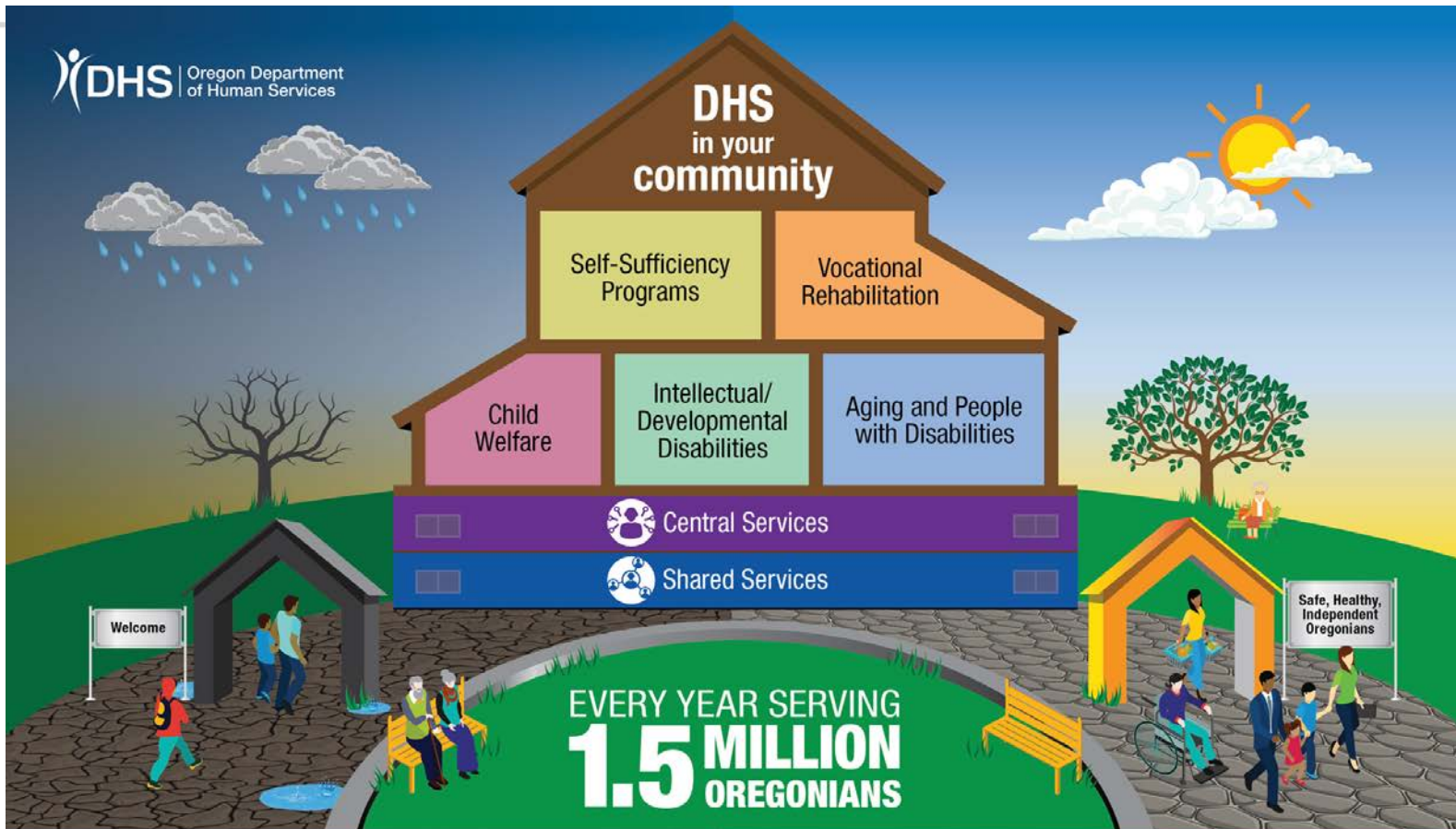
Oregon
Health
Authority

Presentation agenda

1. Shared Services Overview
2. DHS Shared Services
3. OHA Shared Services
4. Summary

Shared Services history

- Launched in July 2011 when several DHS and other agency programs were combined to create the Oregon Health Authority (OHA)
- DHS and the new OHA decided to share services to save dollars, time and workforce
- Business services were analyzed by an outside expert to determine:
  - Should a service be shared?
  - In which agency should a shared service be placed?
- DHS and OHA jointly manage Shared Services

Oregon Health Authority was created by HB 2009 and opened in July 2011

DHS in your community

Self-Sufficiency Programs
Vocational Rehabilitation
Child Welfare
Intellectual/Developmental Disabilities
Aging and People with Disabilities

Central Services

Shared Services

Welcome

Safe, Healthy, Independent Oregonians

EVERY YEAR SERVING 1.5 MILLION OREGONIANS

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

DHS | Oregon Department of Human Services

Oregon Health Authority
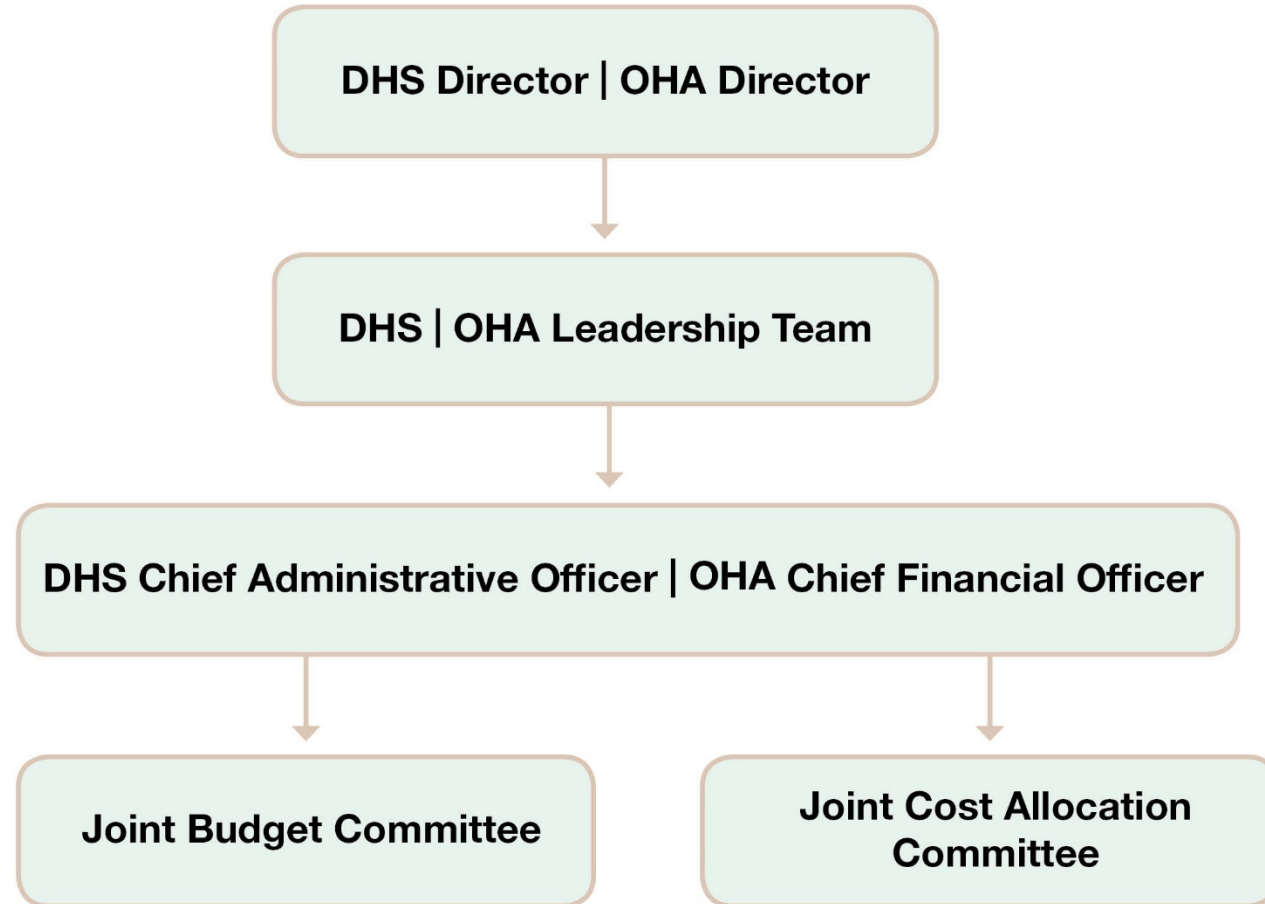
DHS Shared Services Mission

Provide critical business services that are data-informed,
accountable and transparent

Operating principles

- Customer-centered
- Continuously improving and innovating
- Developing and sustaining strong business partners
- Intentionally inclusive

Governance

DHS Director | OHA Director

DHS | OHA Leadership Team

DHS Chief Administrative Officer | OHA Chief Financial Officer

Joint Budget Committee

Joint Cost Allocation Committee

Shared Services established through two formal agreements

DHS/OHA Memorandum of Understanding

Service Level Agreements
- Written agreement between program and agencies
- Establishes a vendor-client relationship
- Defines how the services will be paid for
- Provides the process for resolving issues

Office Service Level Agreement

Office of Financial Services (OFS)

Document History Log

Rev.	Date	Author/Phone	Description
Original 1.0	5/12/2011	Shawn Jacobsen (503) 945-6869	Service Level Agreement in new format
Update 1.1	03/08/2012	Shawn Jacobsen	Update Budget, Strategic Plan, Contacts
Update 1.2	09/10/2012	Shawn Jacobsen	Update 2011-13 Budget
Update 1.3	08/21/2013	Shawn Jacobsen	Update 2013-15 Budget and Performance Measures
Update 1.4	03/27/2015	Shawn Jacobsen	Organizational updates
Update 1.5	10/10/2016	Shawn Jacobsen	Update 2015-2017 Budget and Contact Names

TABLE OF CONTENTS

DHS Oregon Department of Human Services

Oregon Health Authority

Examples of our work in Shared Services

Recovering and cost avoiding of **$236.5 million** in FY 2017-2018.

Completing **2,002** abuse investigations in child caring agencies, I/DD, Community Mental Health, OSH in 2017-19 biennium

Executing **4,135** new contracts and agreements in 2017-19

Reducing **45-60** page Service Purchase Orders to **6-8** pages to help small businesses in 2017-19

Completing **1,077** TANF eligibility & TANF JOBS cases through Program Integrity in FFY 2018

Completing or assisting in **31** audits from Sec. of State and federal partners, 2017-19

Currently managing more than **3 million** square feet in **165** facilities statewide

Distributing **2.3 million** publications, materials statewide In 2018

Processing about **230,000** case files, OHP applications, Medicaid, childcare billing each month

Receiving **162,069** background checks in 2018 -- increase of **40,000** in **5** years

DHS
Oregon Department of Human Services

Oregon Health Authority

Achievements: Customer centered

Background Check Unit decreased turnaround times from 46 days to 7.7 days as of November 2018.

Average provider processing times			
	Jan 2018	Aug 2018	Nov 2018
Simple checks (about 80% of total)	21 days	13 days	3 days
Complex checks	51 days	31 days	11.1 days
All provider checks	46 days	27 days	7.7 days

DHS
Oregon Department
of Human Services

Oregon Health Authority

Achievements: Customer centered

- The new DHS Klamath Falls building used a Trauma Informed Care design. For example: the lobby design reduces noise and all client services are on the first floor to enhance customer service and to ease navigation.

- Reduced processing time for Family Medical Leave and Oregon Family Leave determinations from 43 days to 3 days. The team completed about 5,400 determinations during the 2017-2019 biennium.

- Financial Services uses an online credit card portal for contractors, providers and vendors. Last year 39,941 payments came through the portal, reducing the number of checks mailed monthly by about 3,328.

Achievements: Continuously improving and innovating

- Implemented a process for converting paper to electronic case files for Aging and People with Disabilities which allows branch offices to have near-immediate access to secure electronic files.

- Office of Forecasting Research & Analysis created a data set for OHSU that investigates the long-term outcomes for people, the expected v. the actual results of our programs and the cost-effectiveness or public programs.

- Increased the number of SPOTS Visa payments made online resulting in $675,440 in Visa rebates for the last two years.

Achievements: Developing strategic, inclusive business partners

> **"Annually, the state of Oregon purchases billions of dollars of goods and services. As directed by the Governor of Oregon, state agencies are seeking minority-owned, woman-owned, emerging small businesses and businesses owned by service-disabled Veterans to contract with for a wide variety of goods and services."**

- DHS and OHA have been and remain committed to identifying underrepresented business people in the State of Oregon and in providing them with the training and support to participate in the state's contracting process.

Achievements: Intentionally inclusive

- Publications and Creative Design provided more than 8,000 translations – a 447 percent increase since 2014.

- Imaging and Records Management Services partnered with Employment First to provide gainful and dignified employment to people that have Intellectual and/or Developmental Disabilities. 10% of IRMS staff are supported employees.

- The Background Check Unit partnered with Aging and People with Disabilities Home Care Commission to expedite background checks for tribal members enrolling as homecare workers to serve tribal elders.
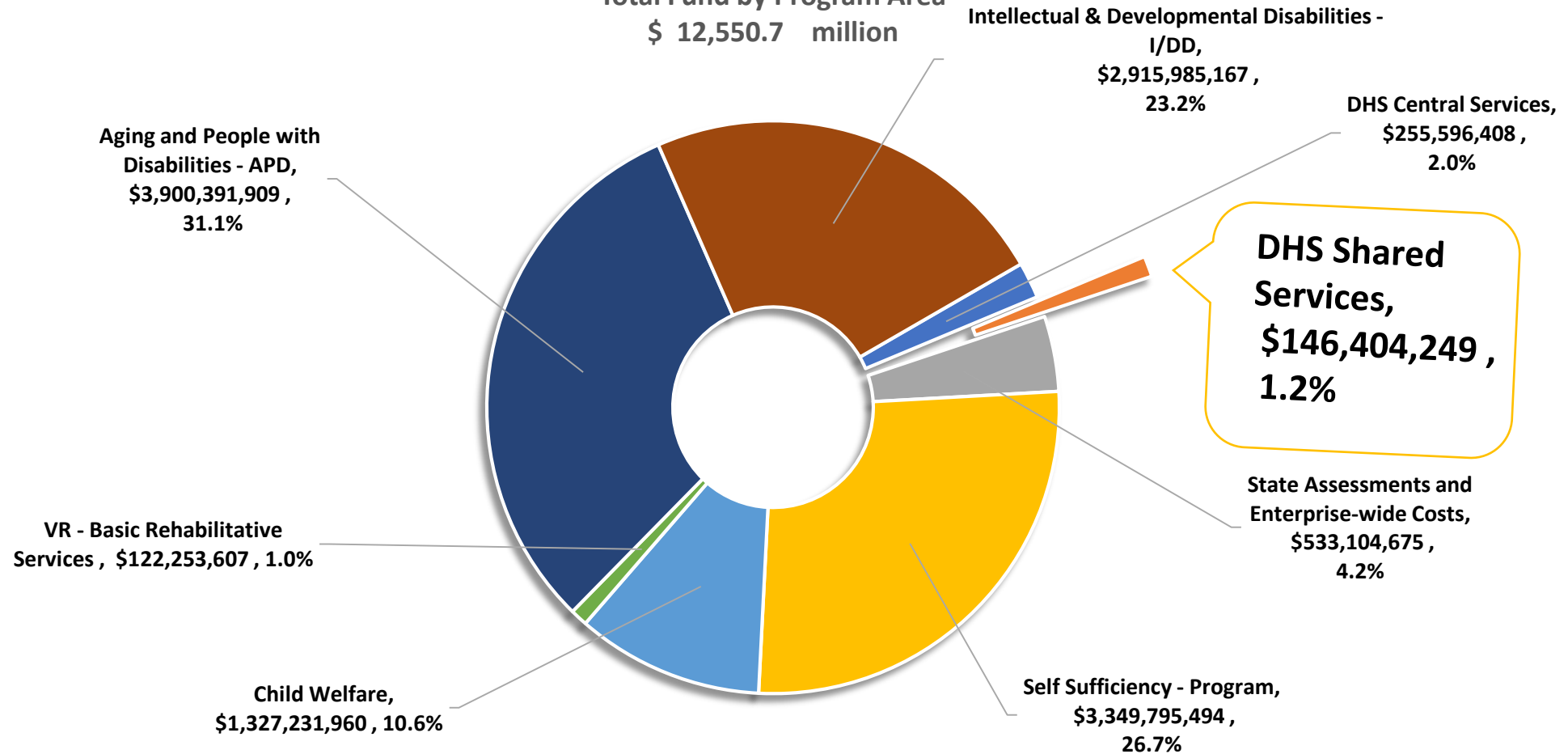
Safety: Protecting most vulnerable

• Occupational Health, Safety and Emergency Services (OHSE) ensured coverage was available for nearly 200 facilities and 13,500 employees in the event of a disaster; activated Continuity of Operations (COOP) 19 times during past biennium.

• In February OHSE responded to the snow storms that impacted Douglas and Lane counties; activated COOP to ensure clients were safe; also organized through the Red Cross to provide food to the 183 stranded passengers on a snow-stalled Amtrak train
when it finally arrived in Eugene.

• In the past biennium OHSE supported statewide emergency management operations for the Chetco Bar and Eagle Creek fires, and the Salem water crisis (blue-green algae).
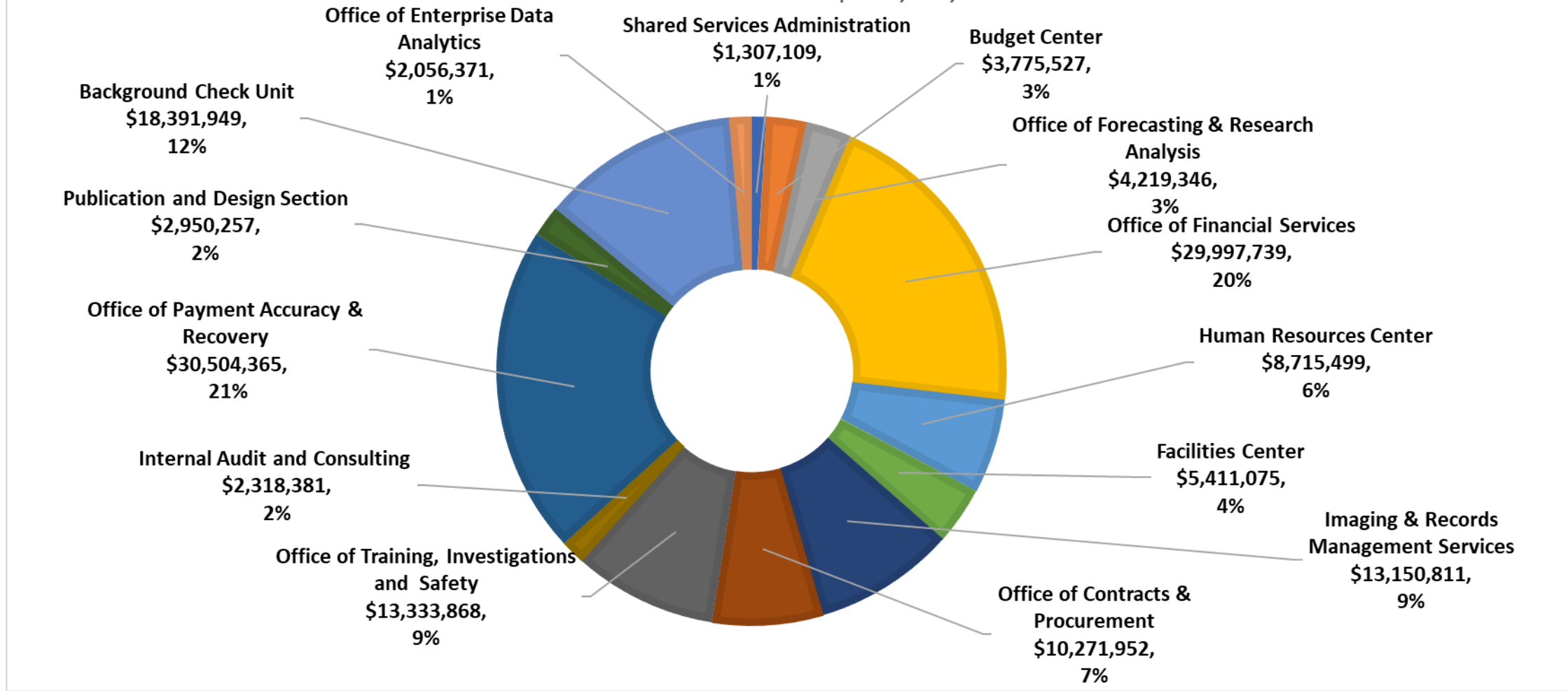
Our primary challenge

INCREASING DEMAND

LIMITED RESOURCES

Department of Human Services
2019-21 Governor's Budget
Total Fund by Program Area
$ 12,550.7 million

Intellectual & Developmental Disabilities - I/DD, $2,915,985,167 , 23.2%

DHS Central Services, $255,596,408 , 2.0%

Aging and People with Disabilities - APD, $3,900,391,909 , 31.1%

DHS Shared Services, $146,404,249 , 1.2%

State Assessments and Enterprise-wide Costs, $533,104,675 , 4.2%

VR - Basic Rehabilitative Services , $122,253,607 , 1.0%

Child Welfare, $1,327,231,960 , 10.6%

Self Sufficiency - Program, $3,349,795,494 , 26.7%

DHS Oregon Department of Human Services

Oregon Health Authority

DHS SHARED SERVICES BY PROGRAM
TOTAL OF LIMITATION $ 146,404,249

- Shared Services Administration $1,307,109, 1%
- Office of Enterprise Data Analytics $2,056,371, 1%
- Background Check Unit $18,391,949, 12%
- Publication and Design Section $2,950,257, 2%
- Office of Payment Accuracy & Recovery $30,504,365, 21%
- Internal Audit and Consulting $2,318,381, 2%
- Office of Training, Investigations and Safety $13,333,868, 9%
- Budget Center $3,775,527, 3%
- Office of Forecasting & Research Analysis $4,219,346, 3%
- Office of Financial Services $29,997,739, 20%
- Human Resources Center $8,715,499, 6%
- Facilities Center $5,411,075, 4%
- Imaging & Records Management Services $13,150,811, 9%
- Office of Contracts & Procurement $10,271,952, 7%

DHS Shared services as a percentage of the DHS and the DHS+OHA Total Funds budget

19-21 DHS Governor's Budget

DHS Shared Services
146,404,249
1.2%

DHS
12,550,763,469
98.8%

19-21 DHS & OHA Governor's Budget

DHS Shared Services
146,404,249
0.4%

DHS/OHA
34,599,004,992
99.6%
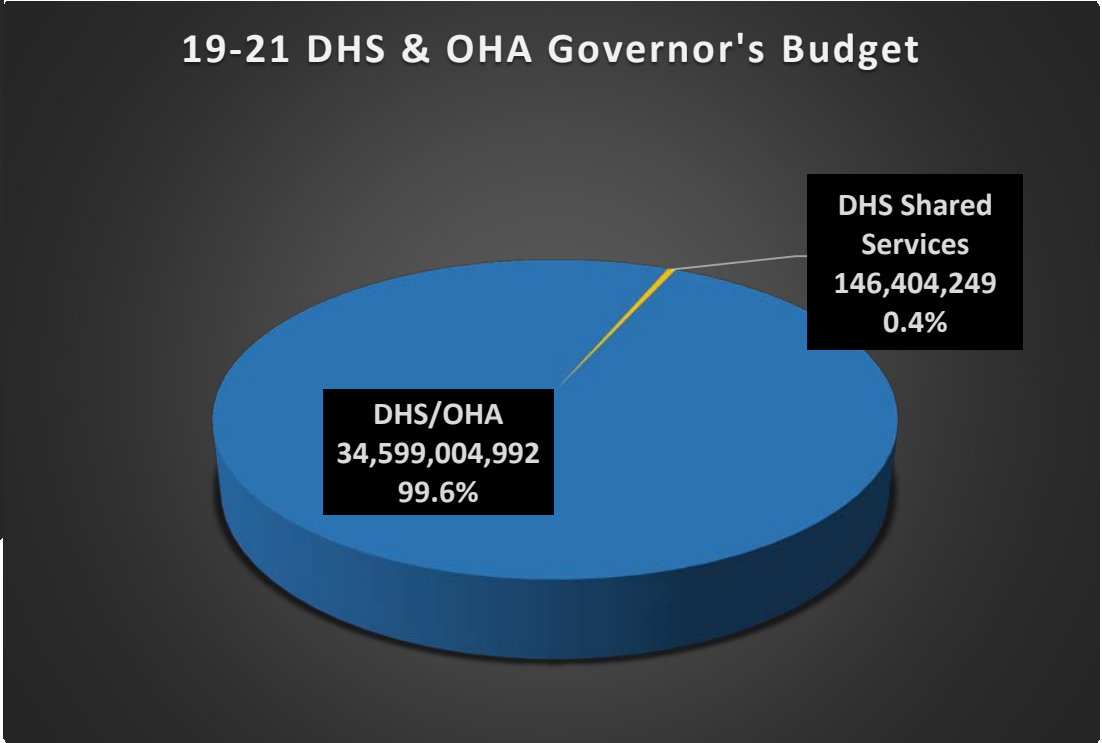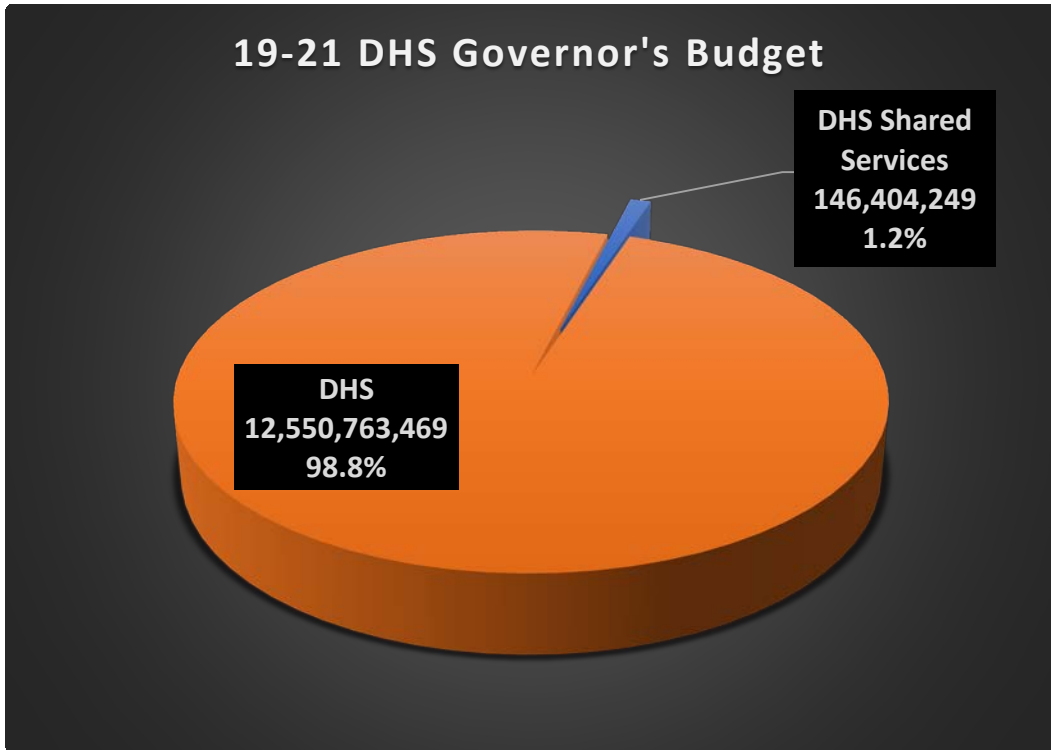
OHA Shared Services

OIS Organization

Office of Information Services
Chief Information Officer
Kristen Duus

Office of Information Services
Deputy Chief Information Officer
Debbie Estabrook

Information Security and Privacy Office IT Director (Interim) James Foster	Customer Service and Support IT Director (interim) Darren Henne	Solution Development & Delivery IT Directors Kari Hohnbaum Simon Hayes	Business Operations IT Director Tammy Krone	Business Engagement Services IT Director Jon Debban	Project Solutions IT Director Kristi Ivers	Enterprise Architecture & Design IT Director Eric Frohlick	Vendor Managed Services IT Director Bill Ismay
eDiscovery	Infrastructure	Data Resource Management	Budget	Business Relationship Management	Projects	Enterprise Architecture	Vendor Management Office
Education and Awareness	Patch Management	Applications Development	Personnel Management	Funding (Federal / State)	Project Management Office	Data Governance	Vendor Managed Solutions
Policy	Enterprise Service Management	Application Maintenance and Operations	IT Asset Management	Governance			Medicaid Modularity
Risk Management	Collaborative Communications	Internet / Intranet	IT Contracts	Intake			
Info Exchange	Service Desk	App Dev Tools and Processes	IT Purchasing				
	Field Services and PC Lifecycle						

People We Serve	Count
Clients	1,500,000
Staff	13,600
Partners	3,900
MMIS Providers using our systems	16,700

Locations We Support	Count
Office Network Devices	2,570
Web Conferencing Rooms	187
Offices around the state	166
Field Tech Locations	86

Technology We Support	Count
Computers & Printers	18,000
Mobile Devices	6,400
Servers	1,300
Business Applications	250

DHS Oregon Department of Human Services

Oregon Health Authority

Oregonians can more easily access our services as a result of recent investments

✓ Oregonians can now apply for Oregon Health Plan benefits online utilizing a modern web system (ONE); OHA/DHS employees use the same system to assist applicants

✓ Successfully implemented 22 large IT projects
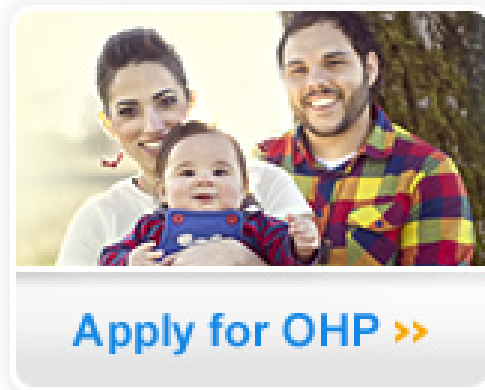
Apply for OHP »

(In 2020, Oregonians and DHS/OHA employees will use the same system to apply for multiple benefit programs including cash assistance, Supplemental Nutrition Assistance Program (SNAP) benefits)

DHS
Oregon Department of Human Services

Oregon Health Authority

Workers have tools that give them visibility across multiple programs as a result of recent investments

✓ Employees statewide in DHS Aging and People with Disability (APD) and partner offices now utilize a centralized abuse management system to standardize abuse investigations, improve the data available on abuse, and allow for better tracking of perpetrators

(In 2019 the same system will be made available for staff managing abuse allegations and investigations for the Developmentally Disabled and Mental Health populations)

✓ Multiple OHA/DHS work units can now track consumer correspondence through a shared system (CASPER), built in-house originally for the DHS Governor's Advocacy Program

Current Initiatives

Clinical Quality Metrics Registry

Provider Directory

Background Check System

Centralized Abuse Management

Operations & Maintenance Plan

Disaster Recovery Plan

Enterprise Architecture Program

Enterprise Office 365

Oregon Rehabilitation Case Automation

Transformed Medicaid Statistical Info System

Medicaid Modularity Planning

Women, Infant and Children (WIC) System

HIV Case Management System

Integrated Eligibility

DHS
Oregon Department of Human Services

Oregon Health Authority

OIS supports children, families, seniors and people with disabilities

- ➤ SNAP, cash assistance, Employment Related Day Care, summer meals
- ➤ Oregon Health Plan
- ➤ Women, Infants and Children (WIC)
- ➤ Home Care and Personal Care Workers
- ➤ Case Management
- ➤ Centralized Abuse Management

DHS
Oregon Department
of Human Services

Oregon Health Authority

OIS supports our Public Health Division in protecting all Oregonians

- ➢ Communicable disease tracking
- ➢ Newborn screening
- ➢ Immunization collection and tracking
- ➢ Clean drinking water
- ➢ Public Health Lab
- ➢ Home Visiting
- ➢ Vital records and certificates
- ➢ Public Health incident response

OIS supports the Oregon State Hospital Salem and Junction City campuses

- ➢ 24X7 support
- ➢ Avatar Electronic Health Record system
  - Medication Management
  - Pharmacy
  - Food and Nutrition Services
  - Lab Management and Testing

OIS supports all DHS and OHA staff

- ➢ 250+ business applications
- ➢ Microsoft Office and other desktop tools
- ➢ Email
- ➢ Desktops, laptops, tablets and mobile phones
- ➢ Network and wireless access for 166 offices
- ➢ Internal and external websites
- ➢ Data and reports

Strategies and Plans

✓ Improve customer experience through quality service delivery and support processes
✓ Use best practices and standards
✓ Practice operational excellence and accountability
✓ Ensure the confidentiality, integrity and availability of systems and protected data

OIS Performance Management System
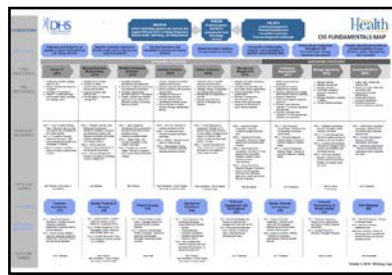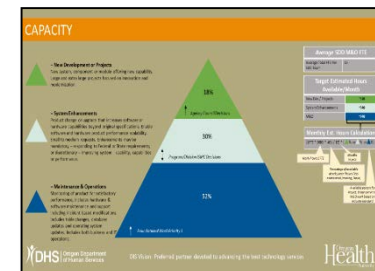
OIS Scorecard

Project Management

OIS Transformation Roadmap
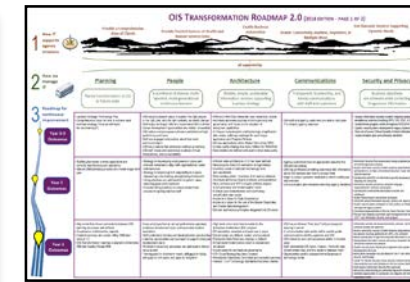
12-Month Plan
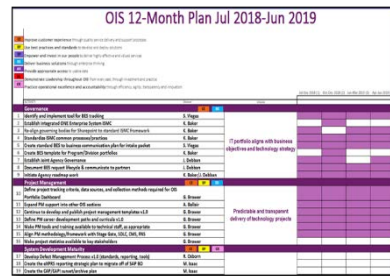
IT Governance
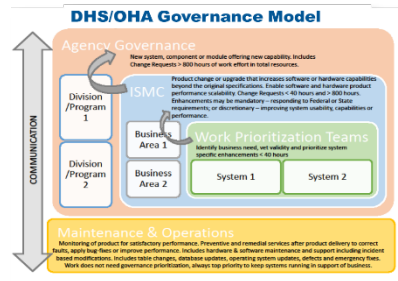
Capacity Model

OIS Scorecard

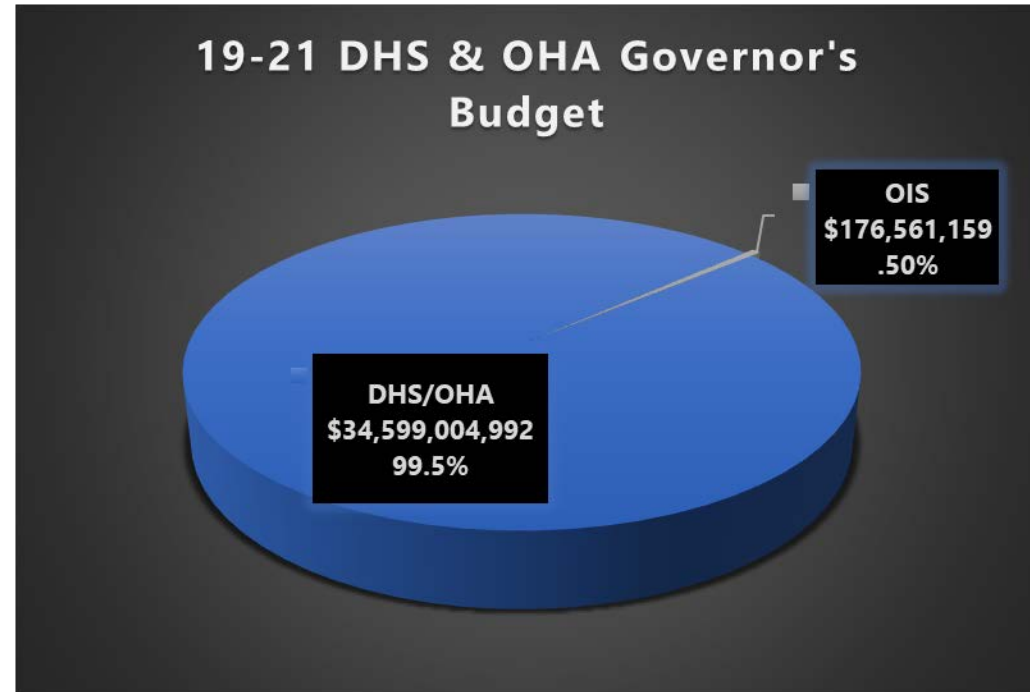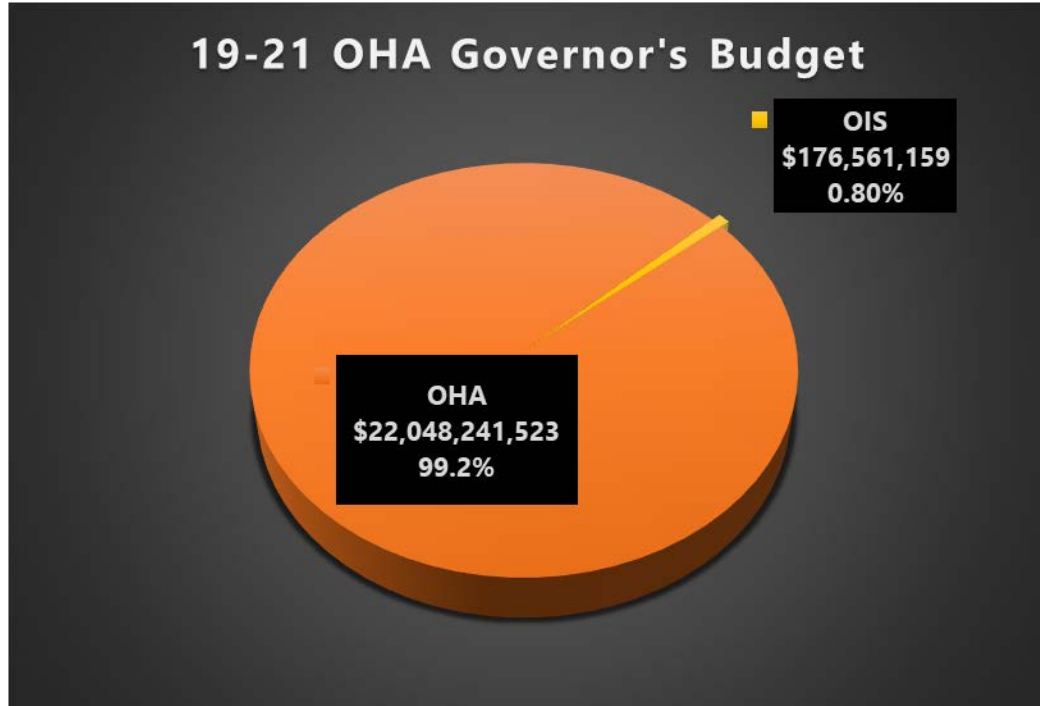| Measures	Definition	Red	Yellow	Green	Q4 2015	Q4 2016	Q4 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	Target Met	Next Targ
Quality Products & Services													
System Uptime-Network	Percent of time Network is available for our customers (via ETS)	<98 ~15 hr/month	98.0 - 99.8 ~15hrs -90 min/month	>99.8 ~90 min	99.8% (T=99.9%)	99.8% (T=99.9%)	99.97% (T=99.80%)	99.97% (T=99.80%)	99.96% (T=99.80%)	99.97% (T=99.80%)	99.97% (T=99.80%)	✔	99.80%
System Uptime-Email	Percent of time e-mail is available for our customers	<98 ~15 hr/month	98.0 - 99.8 ~15hrs - 90 min/month	>99.8 ~90 min	97.69% (T=99.9%)	97.69% (T=99.9%)	99.99% (T=99.90%)	99.98% (T=99.90%)	99.99% (T=99.90%)	99.94% (T=99.90%)	98.55% (T=99.90%)	✔	99.90%
System Uptime-MMIS	Percent of time MMIS is available for our customers (contractual)	<99.6 ~3 hr/month	99.6 - 99.89 ~3hr/month - ~1hr/month	≥99.9 ~1hr/month	99.9% (T=99.9%)	99.9% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	99.78% (T=99.9%)	✔	99.9%
System Uptime-Mainframe Environment	System availability of Mainframe Environment (List of top business apps)	<98 ~15 hr/month	98.0 - 99.8 ~15hrs - 90 min/month	>99.8 ~90 min		99.9% (T=99.9%)	99.9% (T=99.9%)	99.9% (T=99.9%)	99.9% (T=99.9%)	99.9% (T=99.9%)	99.5% (T=99.9%)	✔	99.9%
System Uptime-OR-Kids	System availability of OR-Kids	<98 ~15 hr/month	98.0 - 99.8 ~15hrs - 90 min/month	>99.8 ~90 min		99.93% (T=99.9%)	99.97% (T=99.9%)	99.76% (T=99.9%)	99.96% (T=99.9%)	99.90% (T=99.9%)	99.92% (T=99.9%)	✔	99.9%
System Uptime-eXPRS	System availability of eXPRS	<98 ~15 hr/month	98.0 - 99.8 ~15hrs - 90 min/month	>99.8 ~90 min		99.9% (T=99.8%)	99.88% (T=99.8%)	99.85% (T=99.8%)	99.90% (T=99.8%)	99.93% (T=99.8%)	99.92% (T=99.8%)	✔	99.8%
System Uptime-Avatar	System availability of Avatar (contractual)	<99.59	99.6 - 99.89	>99.9		99.99% (T=99.99%)	99.99% (T=99.9%)	99.50% (T=99.9%)	99.55% (T=99.9%)	99.9% (T=99.9%)	99.99% (T=99.9%)	✔	99.9%
System Uptime-ONE	Percent of uptime based on unplanned outages, 24x7	<98 ~15 hr/month	98.0 - 99.8 ~15hrs -90 min/month	>99.8 ~90 min			99.9% (T=99.9%)	100% (T=99.9%)	100% (T=99.9%)	99.9% (T=99.9%)	100% (T=99.9%)	✔	99.9%

Our Results:

- ✓ **Critical applications are** maintaining **uptime of 99.83%**

- ✓ **Average resolution time** for Service Desk tickets has **dropped from 7 days to 2 days**

- ✓ **52%** of issues are resolved on **first contact**

- ✓ **Key process measures** meeting targets **increased from 45% to 78%**

- ✓ **Key Outcome measures** meeting targets **increased from 67% to 76%**

- ✓ **Critical vulnerabilities per host reduced from 384 to 20 for workstations and 679 to 185 for servers**

DHS Oregon Department of Human Services

Oregon Health Authority

OIS 2019-2021 Operating Budget

$176.6 MILLION

Software Maintenance &
Printing Services
$16,726,464
9%

Personal Services
$139,171,028
79%

IT Professional
Services
$6,985,434
4%

Other S&S
$13,678,233
8%
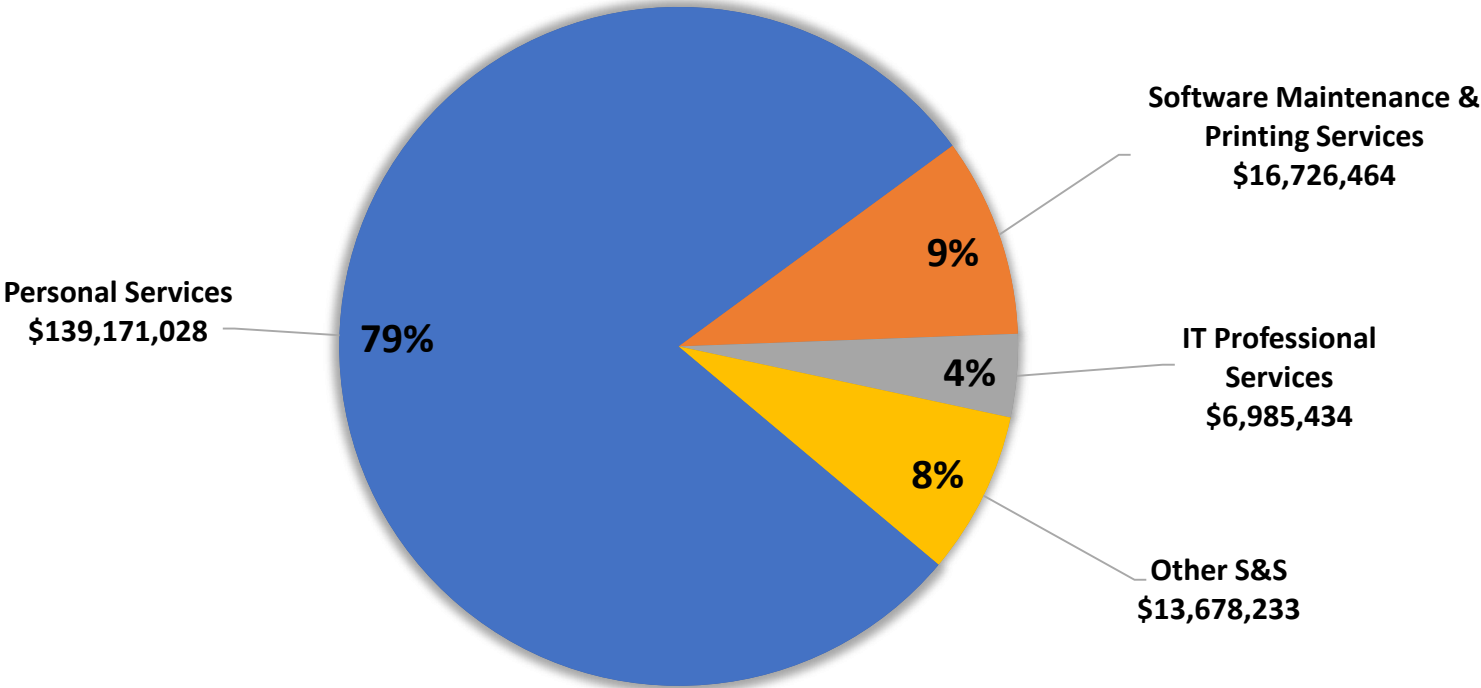
OIS as a percentage of OHA and DHS 2019-2021 Governor's Budgets (GB)

19-21 OHA Governor's Budget

OIS
$176,561,159
0.80%

OHA
$22,048,241,523
99.2%

19-21 DHS & OHA Governor's Budget

OIS
$176,561,159
.50%

DHS/OHA
$34,599,004,992
99.5%

OHA 4,297 positions
DHS 9,339 positions
OIS   544 positions

DHS Oregon Department of Human Services

Oregon Health Authority

2019-21 Policy Option Packages

1. **DHS|OHA - Integrated Eligibility (Integrated ONE)** (POP 201) - *$193 million*

   This policy package requests continuation of funds for the Integrated Eligibility (IE) project to expand the ONE MAGI eligibility system to add eligibility determination for the SNAP (Supplemental Nutrition Assistance Program), TANF (Temporary Assistance for Needy Families), ERDC (Employment-Related Daycare), and non-MAGI Medicaid programs.

2. **DHS|OHA - Medicaid Modularity planning** (POP 202) – *$3.4 million*

   This policy package requests continuation of funds to secure 90 percent federal financial participation to define Oregon's Medicaid Service Delivery strategic plan, assess other state's modularization approaches, identify modular solution options, and to understand federal certification requirements.

3. **DHS|OHA - Centralized Abuse Management System (CAM) M&O** (POP 208) – *$3.95 million*

   This policy package requests funds for ongoing maintenance and operations (M&O) and additional enhancements to build upon the capabilities of a base system implemented in the 2017-19 biennium, for an integrated abuse management solution which meets House Bill 4151 criteria and helps protect vulnerable Oregonians

4. **OHA – MOTS/COMPASS system modernization and completion** (POP 414) – *$6.7 million*

   This policy package requests funds to procure contract services to analyze, acquire and implement a standardized reporting system for behavioral health services. OHA behavioral health data currently exists on a variety of systems and platforms that are disconnected from other agency data.

5. **OHA - Benefit Management System replacement** (POP 421) – *$1.8 million*

   This policy package requests funds to implement a central, standard, supportable and scalable benefits management system to support OEBB and PEBB for easier enrollment, better benefit coordination, improved access to plan information and enhanced integration with other tools.

DHS
Oregon Department
of Human Services

Oregon
Health
Authority

Budget/Policy Option

IE Project	DDI	M&O	Total	Funding Sources		
				Federal	State GF	Bonds
2019-2021 Request	157.4	35.6	193.0	123.6	30.2	39.2
2019-2021 Additional Request	26.6	(5.5)	21.1	17.8	(1.4)	4.7
POP 201 Revised	**184.0**	**30.1**	**214.1**	**141.4**	**28.8**	**43.9**

All funds are shown in millions

)(DHS
Oregon Department
of Human Services

Oregon
Health
Authority

Summary

- Shared Services are foundational, essential contributors to DHS and OHA achieving their visions for Oregonians

- Our mission is to provide services that are data-informed, accountable and transparent

- Demand for our services is outpacing our resources, straining the foundation of our agencies

DHS
Oregon Department
of Human Services

Oregon
Health
Authority

Your DHS|OHA Shared Services

Donald.E.Erickson@state.or.us
Eric.L.Moore@state.or.us
Kristen.Duus@state.or.us
Kristine.M.Kautz@state.or.us

Thank you!
www.Oregon.gov/DHS
www.oregon.gov/OHA

@oregondhs
@OHAOregon

DHS.DirectorsOffice@state.or.us
OHA.DirectorsOffice@state.or.us

Safety, Health and Independence for all Oregonians

A healthy Oregon