



Presentation to the 2021 Joint Ways and Means Subcommittee on Human Services

ODHS & OHA Shared Services

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Debbie Estabrook, Chief Information Officer, OHA|ODHS

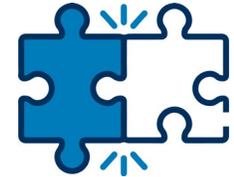
Don Erickson, Chief Administrative Officer, ODHS

Patrick Allen, Director, OHA

Jana Mclellan, Director, CRRU

Fariborz Pakseresht, Director, ODHS

Shared Services History



2011
HB 2009: Several ODHS and other agency programs combined to create OHA



ODHS and OHA decide to share services to save dollars, time and workforce



Business services analyzed to determine if they should be shared and where they should be placed



ODHS and OHA jointly manage Shared Services

Overview of Shared Services: Governance Model

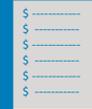
Joint Leadership



Audit Committee



Cost Allocation
Committee



Budget Committee



Policy Committee



Office of Information Services
(OIS)



Shared Services Administration
Budget Center
Background Check Unit
Contracts and Procurement
Facilities
Financial Services
Forecasting and Analysis
Imaging and Records

Internal Audit and Consulting
Occupational Health, Safety and Emergency
Services (OHSE)
Oregon Enterprise Data Analytics (OEDA)
Office of Training, Investigations and Safety
Payment Accuracy and Recovery
Publications and Creative Services



OHA Shared Services

Debbie Estabrook, Chief Information Officer, OHA|ODHS

Agenda

1. Why OIS

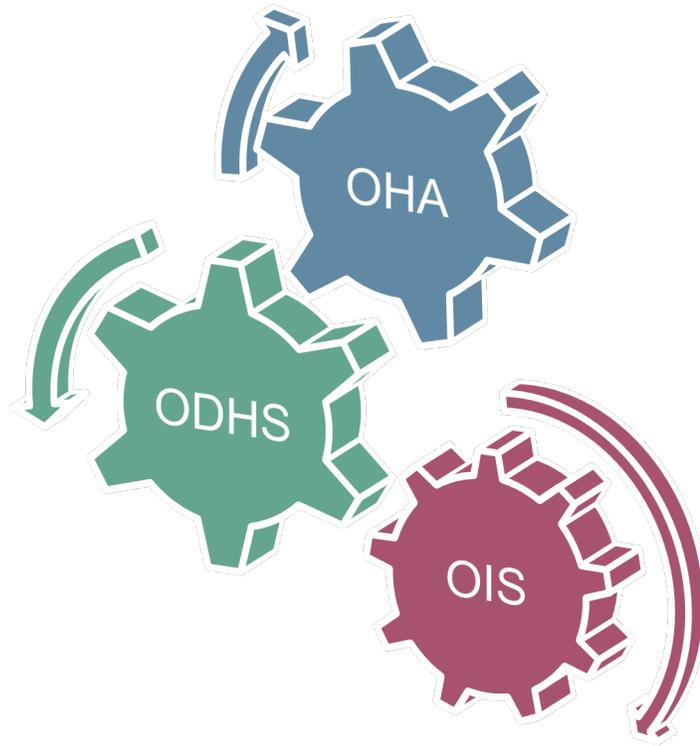
2. What OIS Does

3. Successes and Strategies

4. Challenges

5. Proposed Budget

OIS exists to deliver technology solutions & services



Organizationally, the Office of Information Services (OIS) is under the administrative oversight of OHA.

It is designed as a shared services entity to provide technology services and support to both OHA and ODHS.

We consider it a privilege to be able to deliver technology solutions and services that support OHA and ODHS in helping Oregonians achieve health, well-being and independence.

OIS ultimately supports the benefits of a wide variety of Oregonians



In support of working families, children, pregnant women, single adults and seniors



In support of our Oregonians with intellectual and developmental disabilities



In support of our seniors – our moms, dads, aunts, uncles, and friends

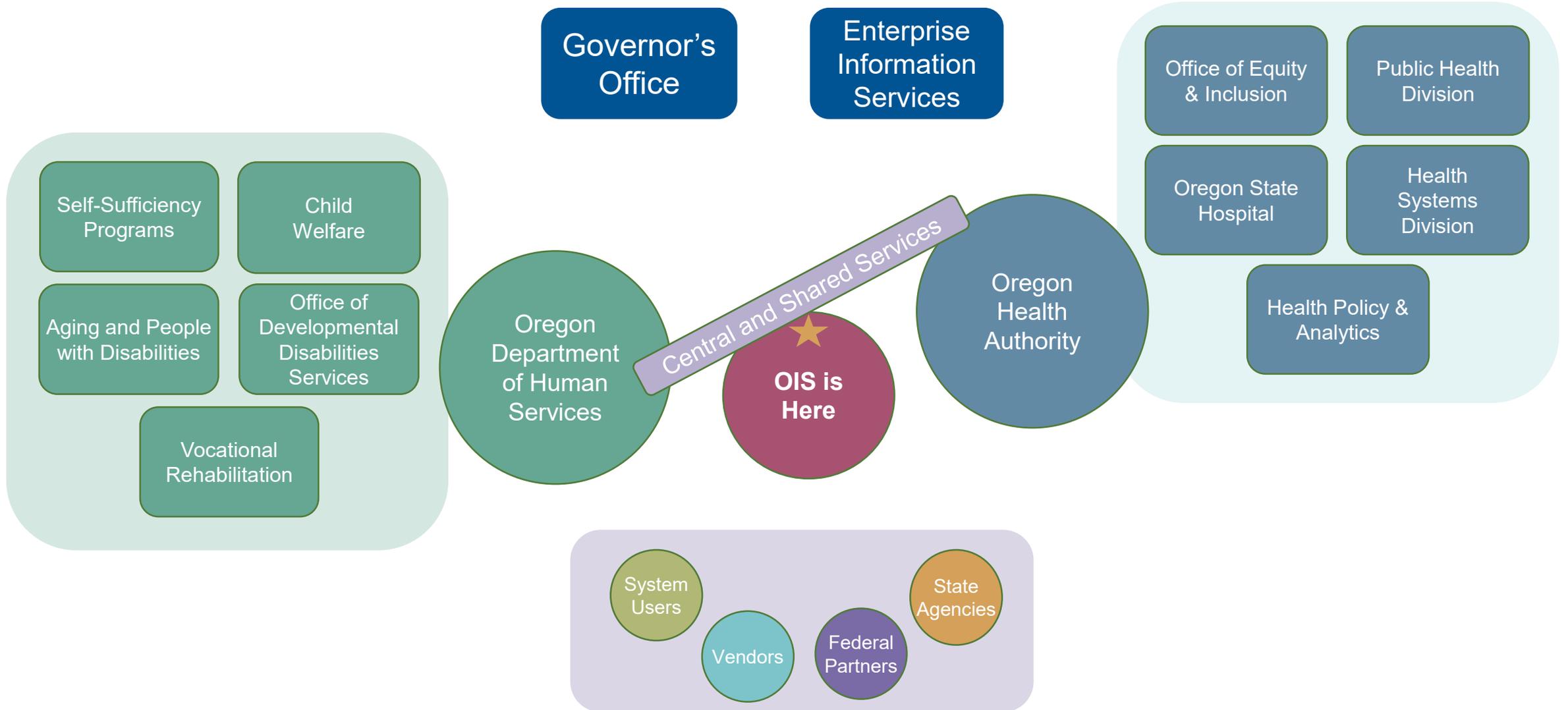


In support of our babies, children and youth

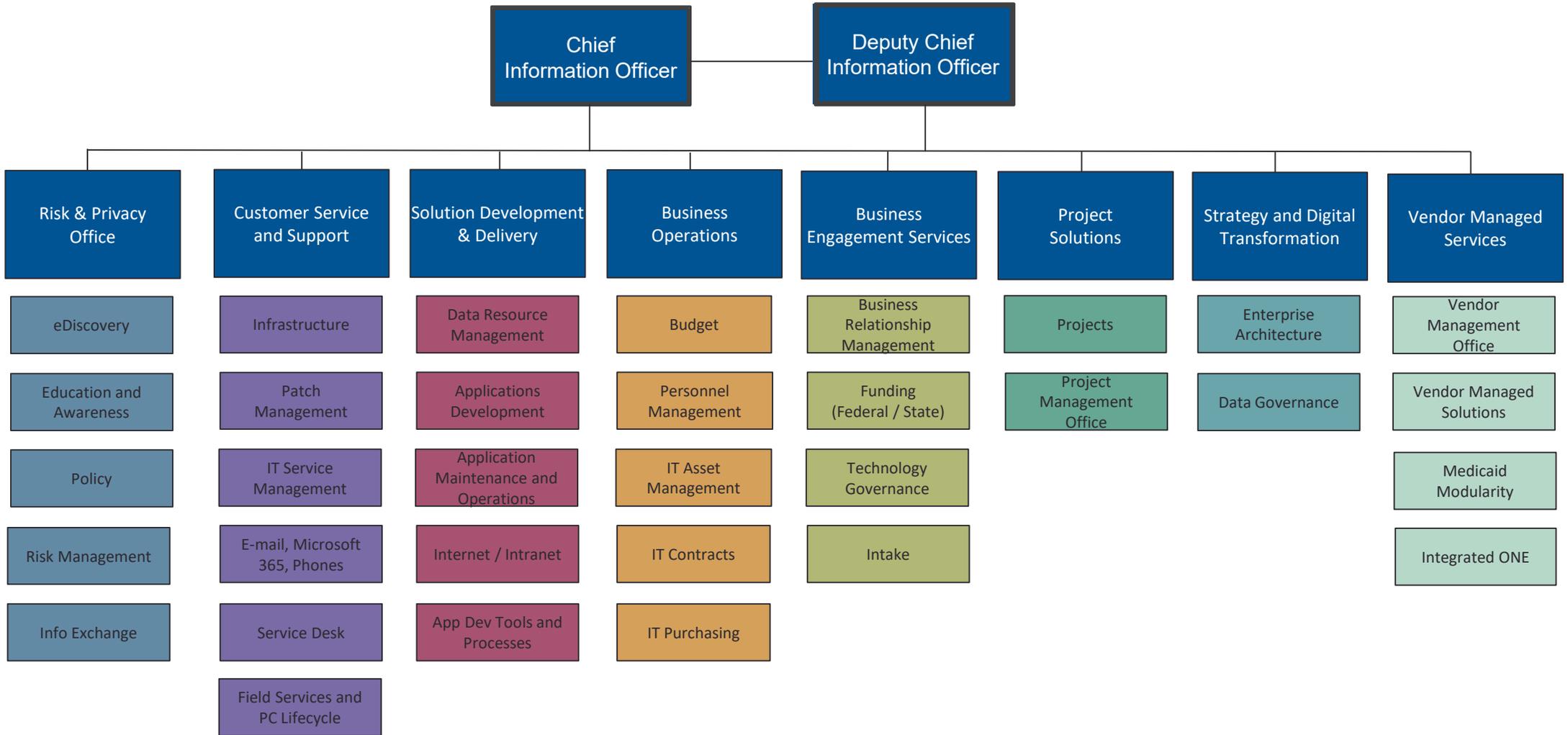


In support of providers, partners and communities

OIS partners with many to achieve business & technical strategies



OIS Organization



COVID Response Support

OIS Staff have continued to support the COVID response



- Supporting timely federal and state benefit changes.
- Partnership between vendor, State and communities on vaccine registration /notification website (Get Vaccinated Oregon).
- Rapid implementation of platform to support contact tracing. The system is in place and is used by Local Public Health Agencies, Community Based Organizations and Tribes.
- Enhancements to system that supports COVID-19 immunization efforts to support onboarding providers. Many of the providers we onboarded serve populations that have been disproportionately impacted by COVID-19.

Getting users remote access

OIS rapidly expanded the capability and capacity to make remote access possible for OHA and ODHS staff and partners



Made remote working technologies available to 18,000+ ODHS/OHA staff and partners



Increased security of data by adding Multi-Factor Authentication (MFA) for the staff and partners for remote access



Sped up the implementation of cloud-based technologies for e-mail, video conferencing, and collaboration



Within two weeks most ODHS/OHA staff had the equipment and tools they needed to work remotely



4,095 Computers



2,734 Monitors



1,143 cell phones

Note: Distribution based on March to January to support remote working

Support of COVID emergency management efforts

OIS Staff supported the setup and is continuing to support the ongoing operations of the various emergency management “command centers”

This work has included:

- Installing computers, printers, wireless access points; installing switches and cables
- Educating on use of video conferencing technologies; supporting Governor’s press calls
- Provisioning new users
- Providing onsite management and support
- Setting up shared collaboration space

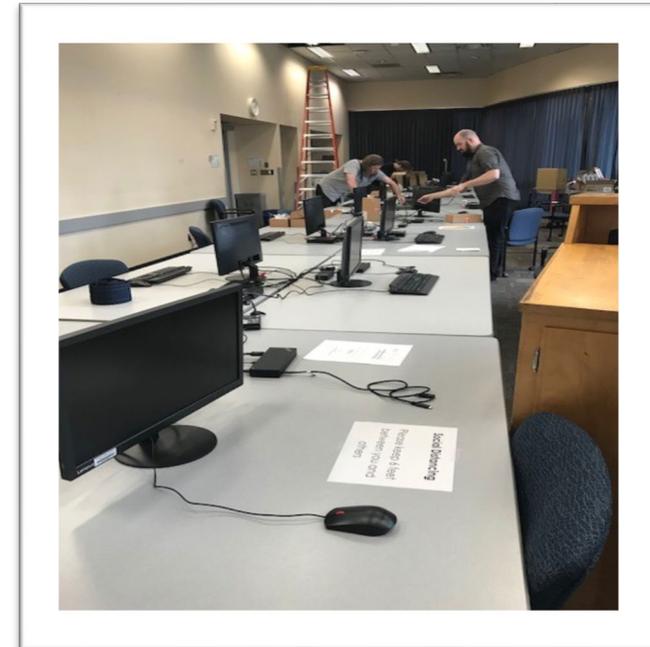


Photo of tech’s Kurk Modahl and Adam Nolen.
Photo taken by Julie Turner.

Wildfires Recovery Support

OIS Staff have continued to support COVID response while helping with the urgent need's wildfire recovery



- Flexed workload across OIS team as many OIS employees were evacuated and experienced loss of property
- Supporting timely federal and state benefit changes
- In partnership with many state business units, helped identify, procure and ready a cloud-based system to assist with managing needs of Oregonians in recovery from the wildfires

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

Initial rollout of **Integrated ONE** started on Fourth of July weekend with all medical programs being upgraded and a set of Virtual Eligibility Centers.

Additional phases were rolled out in August, September and November with the final rollout completed on February 1, 2021.

✓ Successfully Implemented **12** large IT projects



Oregonians and eligibility workers are able to apply for medical, cash, childcare and food benefits using a single online application.

OIS Scorecard

Measures	Definition	Performance			Q4 2015	Q4 2016	Q4 2017	Q4 2018	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Target Met	Next Target
		Red	Yellow	Green											
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%)	99.87% (T=99.80%)	99.97% (T=99.80%)	99.97% (T=99.80%)	99.89% (T=99.80%)	99.92% (T=99.80%)	99.92% (T=99.80%)	99.88% (T=99.80%)	99.92% (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%)	99.82% (T=99.9%)	99.99% (T=99.90%)	98.55% (T=99.90%)	99.98% (T=99.90%)	99.98% (T=99.90%)	99.98% (T=99.90%)	99.96% (T=99.90%)	99.94% (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	>99.8 ~1hr/month	99.9% (T=99.9%)	99.8% (T=99.9%)	99.99% (T=99.9%)	99.78% (T=99.9%)	99.89% (T=99.9%)	99.89% (T=99.9%)	99.99% (T=99.9%)	99.95% (T=99.9%)	99.99% (T=99.9%)	✓	99.90%
System Response Time-MMIS	Percent of response time SLAs met (within 2% of SLA Target) (contractual)	<50% SLAs Met (or) Any SLA not met by 2%	>=50 SLAs Met (and) All SLAs within 2%	100% of ALL SLAs Met			83% (T=100%)	100% (T=100%)	100% (T=100%)	100% (T=100%)	100% (T=100%)	100% (T=100%)	100% (T=100%)	✓	100%
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%)	99.5% (T=99.9%)	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%)	✓	99.9%
System Uptime-DR-Kids	System availability of DR-Kids	<98 ~15 hr/month	98.0 - 99.7 ~15hrs - 90 min/month	>99.8 ~90 min		99.93% (T=99.9%)	99.97% (T=99.9%)	99.92% (T=99.9%)	99.9% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	99.96% (T=99.9%)	99.97% (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%)	99.92% (T=99.8%)	99.93% (T=99.8%)	99.91% (T=99.8%)	99.81% (T=99.8%)	99.92% (T=99.8%)	99.91% (T=99.8%)	✓	99.8%
System Uptime-Avatar, Orchard, RXConnect	System availability of Avatar, Orchard, RXConnect (contractual)	<99.59	99.6 - 99.89	>99.9		99.99% (T=99.99%)	99.99% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	99.9% (T=99.9%)	99.9% (T=99.9%)	99.88% (T=99.9%)	✓	99.9%
System Uptime-ONL	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%)	99.99% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	99.99% (T=99.9%)	✓	99.9%
System Response Time-ONE	Percent of all SLA response time met (within 2% of SLA Target)	<50% SLAs Met (or) Any SLA not met by 2%	>=50 SLAs Met (and) All SLAs within 2%	100% of ALL SLAs Met			100% (T=100%)	100% (T=100%)	100% (T=99.9%)	100% (T=99.9%)	100% (T=99.9%)	100% (T=99.9%)	100% (T=99.9%)	✓	99.9%
Major Incident Mean Time to Resolution - Sev 1	MTTR (Mean Time to Resolution) Average Resolution time of Major Incidents by Severity (weekends included)	>24 hrs	12 - 24 hrs	<12 hrs			<7 (T=<12)	<4 (T=<8)	<35 (T=<3)	<2 (T=<3)	<8 (T=<3)	<5 (T=<8)	<48 (T=<8)	✓	<8
Major Incident Mean Time to Resolution - Sev 2		>48 hrs	24 - 48 hrs	<24 hrs			<16 (T=<12)	<11 (T=<10)	<24 (T=<10)	<5 (T=<10)	<30 (T=<10)	<23 (T=<10)	<25 (T=<10)	✓	<10
Project Success															
Project Portfolio Health Index	Average health of all reported Project Solutions' projects	<40%	40-70%	>70%			86% (T=85%)	85% (T=80%)	93% (T=80%)	89% (T=80%)	89% (T=80%)	88% (T=80%)	86% (T=80%)	✓	80%
Project Portfolio Schedule Health Indicator	Average schedule health of all reported Project Solutions' projects	10-39	40-69	70-100					83 (T=80)	80 (T=80)	83 (T=80)	80 (T=80)	80 (T=80)	✓	80
Financial Transparency & Responsibility															
Financial Awareness	Percent of key stakeholders that receive monthly financial information	<80	80 - 90	>90	94% (T=80%)	100% (T=99%)	99% (T=99%)	✓	99%						

Our Results:

- ✓ Critical applications are maintaining uptime of **99.94%**
- ✓ Average resolution time for Service Desk tickets **2.0 days**
- ✓ Annual state required training completion rate of **99%**
- ✓ Average project health of **90%**
- ✓ Programs & divisions with active technology governance is **85%**
- ✓ Information Exchange agreements processing timeliness increased from 75% to **94%**
- ✓ Critical vulnerabilities per host servers & workstations: **GREEN** (within DAS guidelines)

Current Strategic Focus Areas



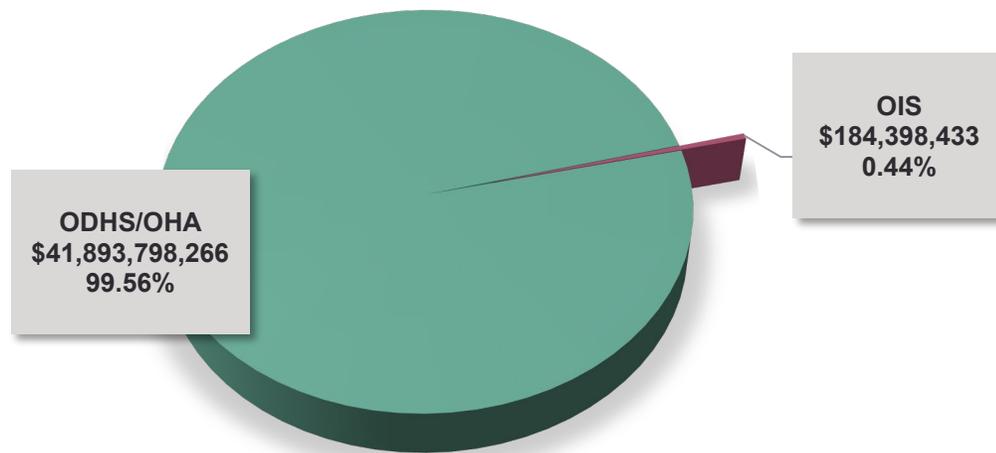
- Continue incorporating an **equity framework** for all we do
- **Transition Integrated ONE** to maintenance & operations
- Provide COVID project & ongoing support
- Create **Data Strategy** inclusive of enterprise & agency needs; increased need of information & knowledge and continued implementation of **Race, Ethnicity, Language and Disability (REALD)**
- **Continued modernization** in alignment with enterprise & business strategy

OIS continues to navigate ongoing challenges

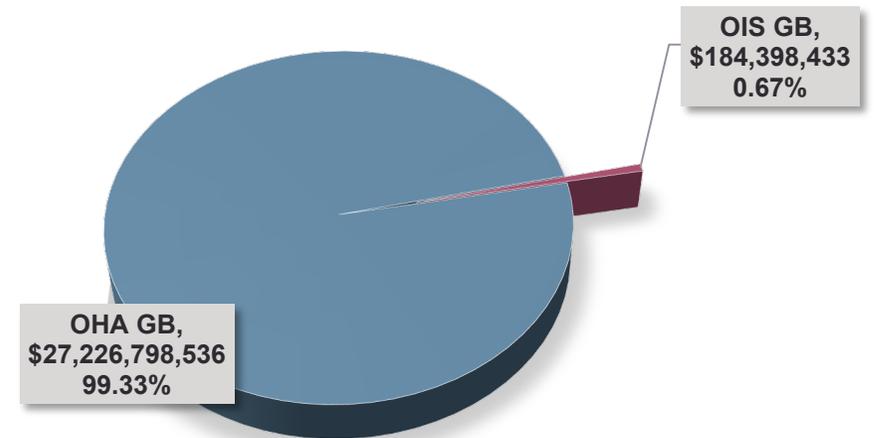
- Competitive IT market elongates the recruitment cycle to on-board staff
- Demand for project resources to exceed capacity to staff them. (Technology governance are established to make informed priority decisions)
- Limited funds for new investments may result in:
 - Slowing the pace of system modernization.
 - Increased technical debt with older systems.
 - Fewer modular components that can be reused across the organization.

OIS as a percentage of OHA and ODHS 2021-2023 Governor's Proposed Budgets (GB)

21-23 ODHS & OHA Governor's Budget

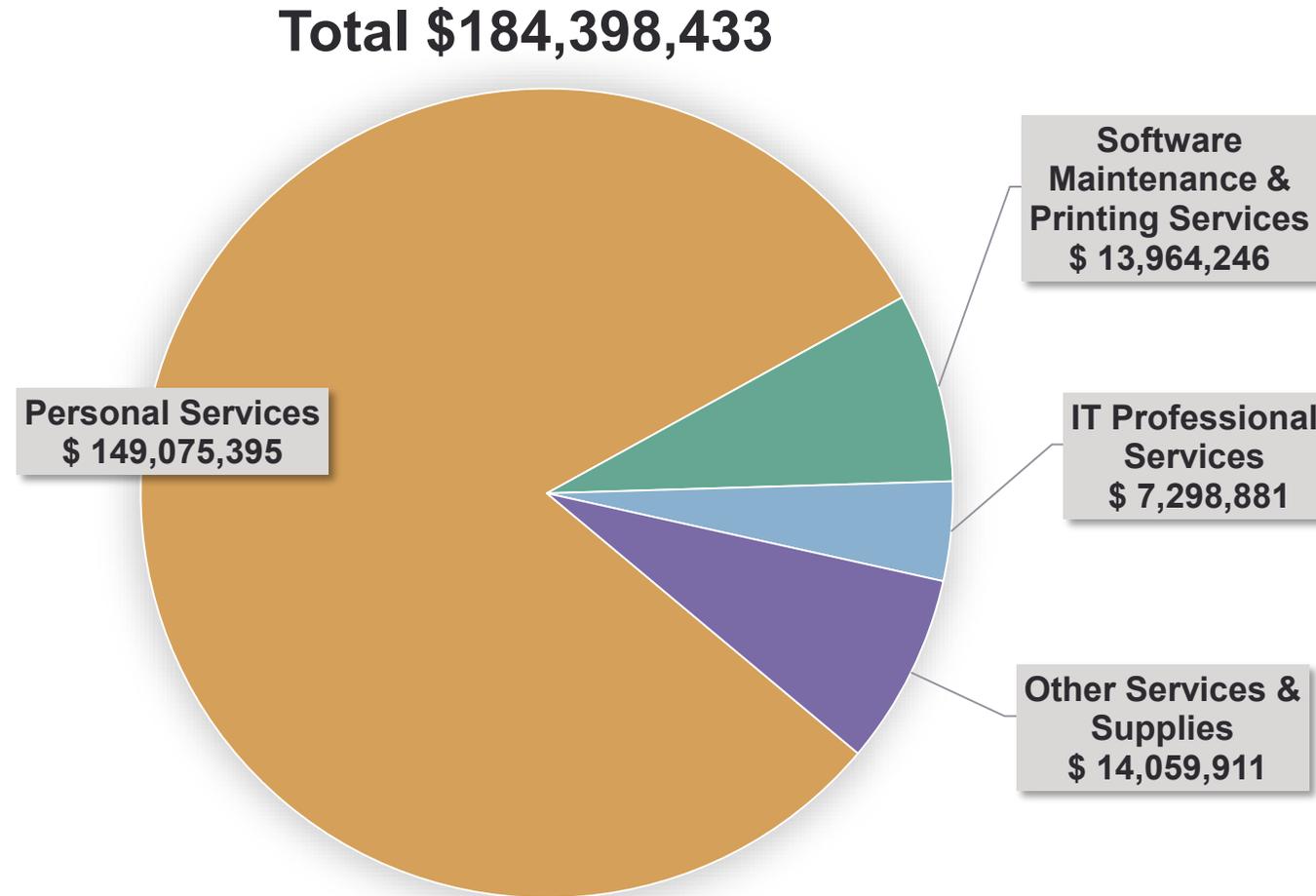


21-23 OHA Governor's Budget



ODHS	9,898 positions
OHA	4,415 positions
OIS	541 positions

OIS 2021-2023 Operating Budget



2021-23 Policy Option Packages (POP)

ODHS|OHA – Integrated ONE Maintenance & Operations (POP 206) \$69.7 million

This policy package requests funds for the maintenance and operations of the Integrated ONE system, determining eligibility for MAGI, SNAP (Supplemental Nutrition Assistance Program), TANF (Temporary Assistance for Needy Families), ERDC (Employment-Related Daycare) and non-MAGI Medicaid programs.

ODHS – Provider Time Capture Maintenance & Operations (POP 207) \$2.8 million

This policy package requests funding to implement ongoing maintenance and enhancements that build upon a base system implemented in the 2021-23 biennium that would result in an integrated solution that meets the 21st Century Cures Act criteria and helps protect vulnerable Oregonians.

OHA – Benefit Management System Replacement (POP 426) \$8.2 million

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

*No OIS POPs in proposed budget, but these have technical components



ODHS Shared Services

Don Erickson, Chief Administrative Officer, ODHS

Overview of ODHS Shared Services

Joint Leadership



Audit Committee



Cost Allocation Committee



Budget Committee



Policy Committee



Office of Information Services (OIS)



Shared Services Administration
Budget Center
Background Check Unit
Contracts and Procurement
Facilities
Financial Services
Forecasting and Analysis
Imaging and Records

Internal Audit and Consulting
Occupational Health, Safety and Emergency Services (OHSE)
Oregon Enterprise Data Analytics (OEDA)
Office of Training, Investigations and Safety
Payment Accuracy and Recovery
Publications and Creative Services

Overview and Support of Shared Services

Operating principles:



Customer-centered



Continuously improving and innovating



Developing and sustaining strong program partners



Intentionally inclusive



Stats overview



Recovering and cost avoidance of **\$408.5 million** in current biennium '19-'21



Completing **2,684 abuse investigations** in child caring agencies, I/DD, Community Mental Health, OSH beginning this biennium through 2/28/21



Executed **4,507 new contracts** and agreements



Completing or assisting in **32 audits**; 15 Secretary of State, 5 federal partners and 12 internal in 2019-2021



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



Went from a yearly average of **4,585 Publications and Creative Services projects** to **20,762 projects** during the pandemic



Processing about **233,000** case files, benefit applications, Medicaid billing claims, childcare billings and other documents each month



Receiving **287,085 background checks** in the '19-'21 biennium

Publications and Creative Services (PCS) COVID-19 and Wildfire Support

From 2019 to current, PCS has supported programs by producing **20,762** publications and language access solutions. Language service requests increased 415% since 2014 to pre-COVID-19, including COVID-19; the increase is **1,833%**



Translation of more than **8,025** COVID-19 related publications



Supported **363** locations by delivering **8,953** safety signage in **12** languages



12,525 times their services were utilized to support the pandemic. During the wildfires PCS produced **69** publications



Facilities Disaster Response



Received, sorted, shipped and/or delivered COVID-19 safety equipment to approximately **350 locations in 70 cities** to staff and partners including: **900 care packages, 2,200 boxes of gloves, 2,700 face shields, 3,000 gowns, and over 200,000 masks**



Supplied Oregon Dept. Of Forestry's (ODF) with necessary cubicle furniture to support their staff after the Santiam office burned down



Worked with landlords and their various energy providers to get **power back to 15 offices in 7 days or less**

Case Study: Setting up a COVID-19 2-1-1 Call Center



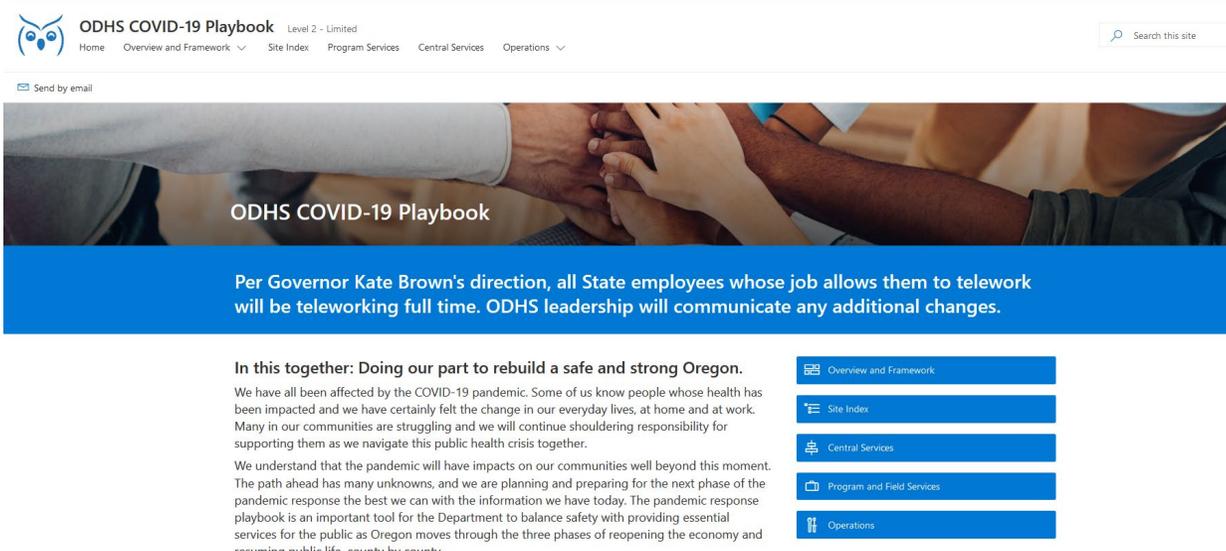
211info contracted to act as State COVID-19 Call Center

211info needed additional space and staffing to quickly ramp up such a large-scale effort

Facilities, District 2 and the Oregon National Guard worked together set up a satellite 211 Call Center at the ODHS East Branch

60 workstations of National Guard used 211info database, infrastructure and training to respond to public COVID-19 inquiries

Occupational Health, Safety and Emergency Services (OHSE)



Created COVID-19 Playbook with guidance, communications, best practices and materials for ODHS staff and implemented safety measures around OSHA's Temporary Rule

Core Duties:



Case management



Continuity of Operations



Occupational Health and Safety



Employee Health and Wellness



Violence prevention and threat management

Policy Option Packages Impacting ODHS Shared Services

POP 118 – Child Welfare Stabilization

Statewide scanning teams are comprised of people with intellectual or developmental disabilities that scan paper Child Welfare Records. **Child Welfare will have immediate, statewide access to Electronic Records** that, today, are stored in hundreds of locked file cabinets across field offices statewide. The current filing system is inefficient for case workers, requires costly security and storage measures and requires manual retention schedule procedures.

GF	OF	FF	TF	Pos	FTE
-	\$785,512	-	\$785,512	6	5.28

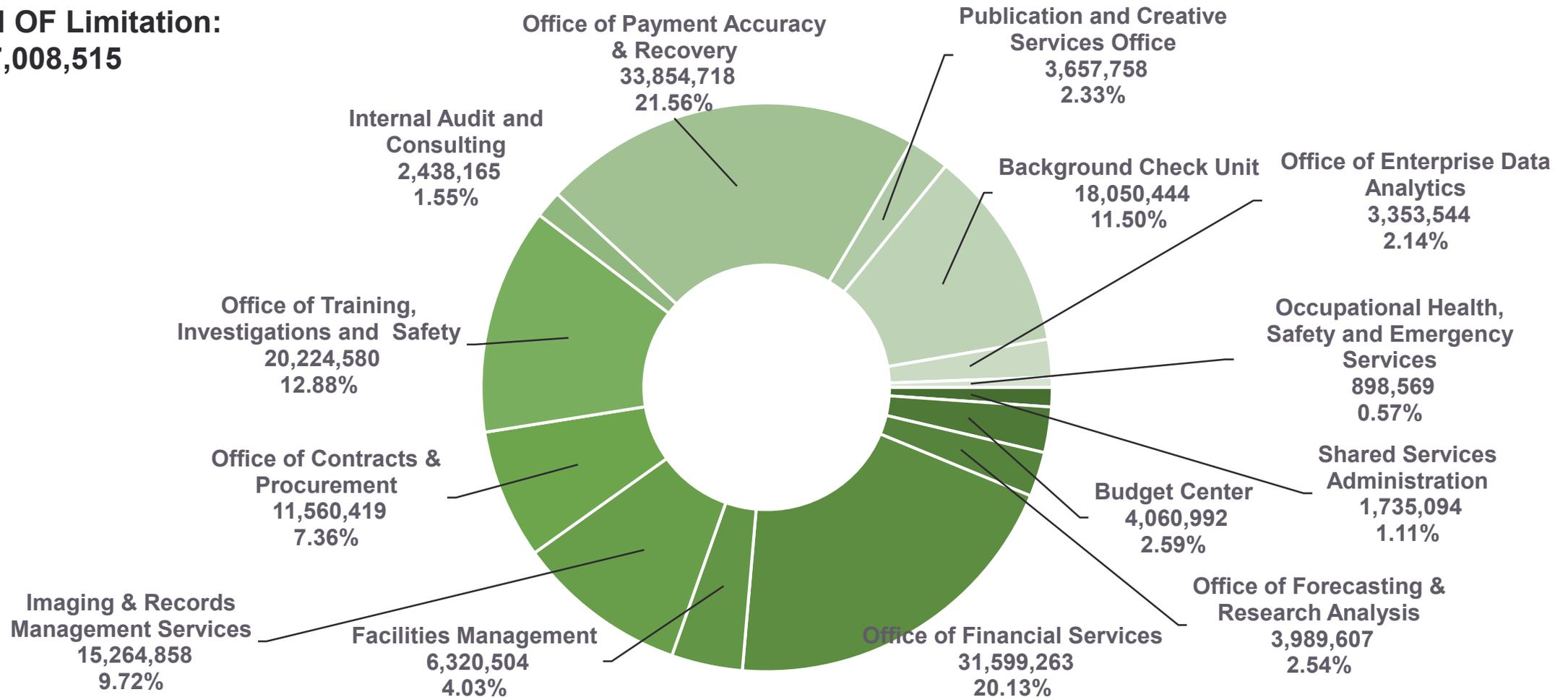
POP 125 - Estate Administration Unit (EAU) Business Process Change/Program Integrity

With changes in business process and additional staffing, the **Estate Administration Unit will be able to focus on recovery efforts of the 15,000 to 25,000 pending cases previous deprioritized due to the lack of resources** and the priority place on using existing resources on higher priority cases. The addition of the requested resources is expected to result in a minimum return of \$14,000,000 each biennium.

GF	OF	FF	TF	Pos	FTE
-	\$643,241	-	\$643,241	4	3.52

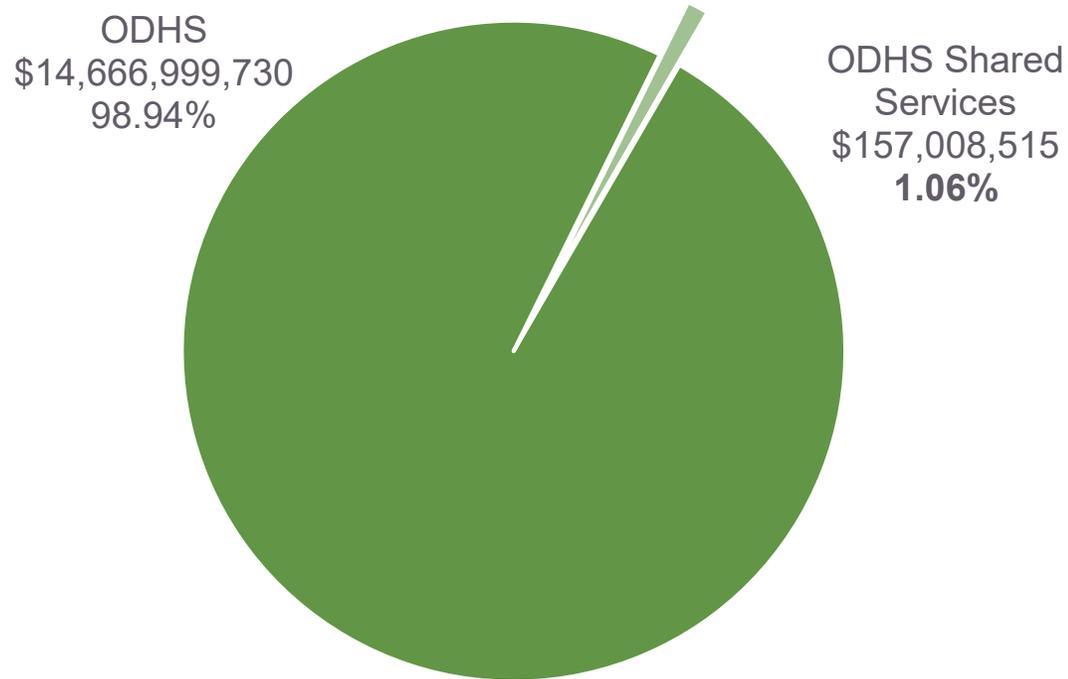
ODHS Shared Services By Program

Total OF Limitation:
\$157,008,515

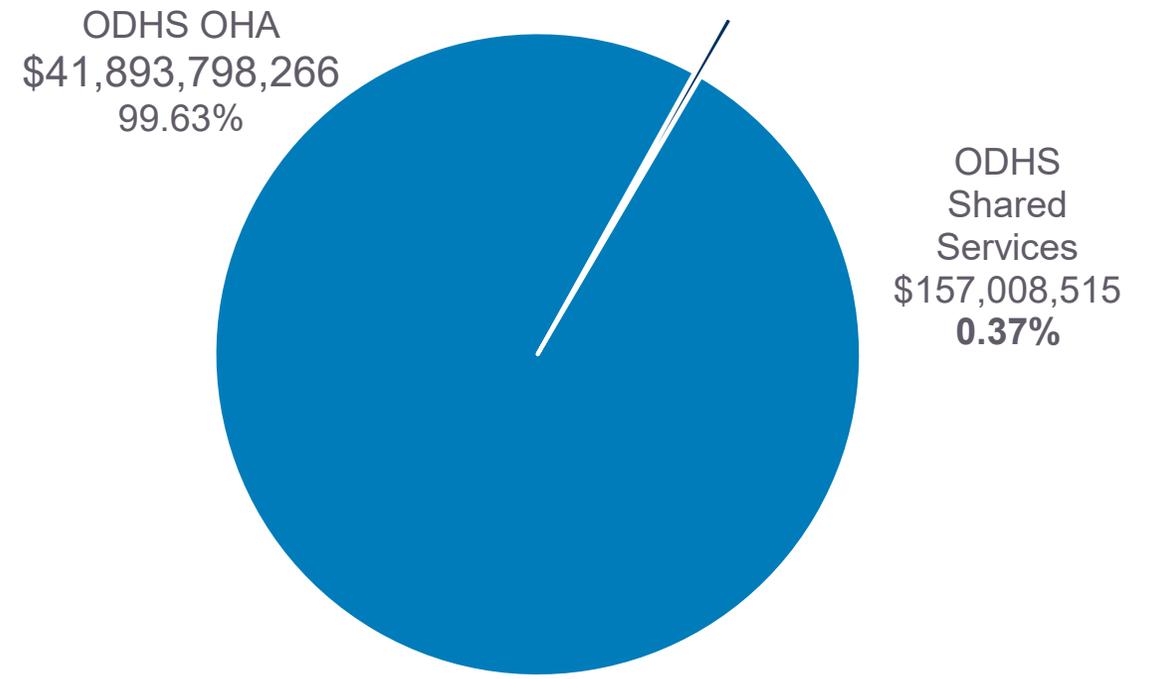


ODHS Shared Services as a Percentage of Total Funds

'21-'23 Governor's Budget: Shared Services is **1.06% percent** of ODHS Total Funds Budget



'21-'23 Governor's Budget: Shared Services is **0.37% percent** of ODHS & OHA Total Funds Budget



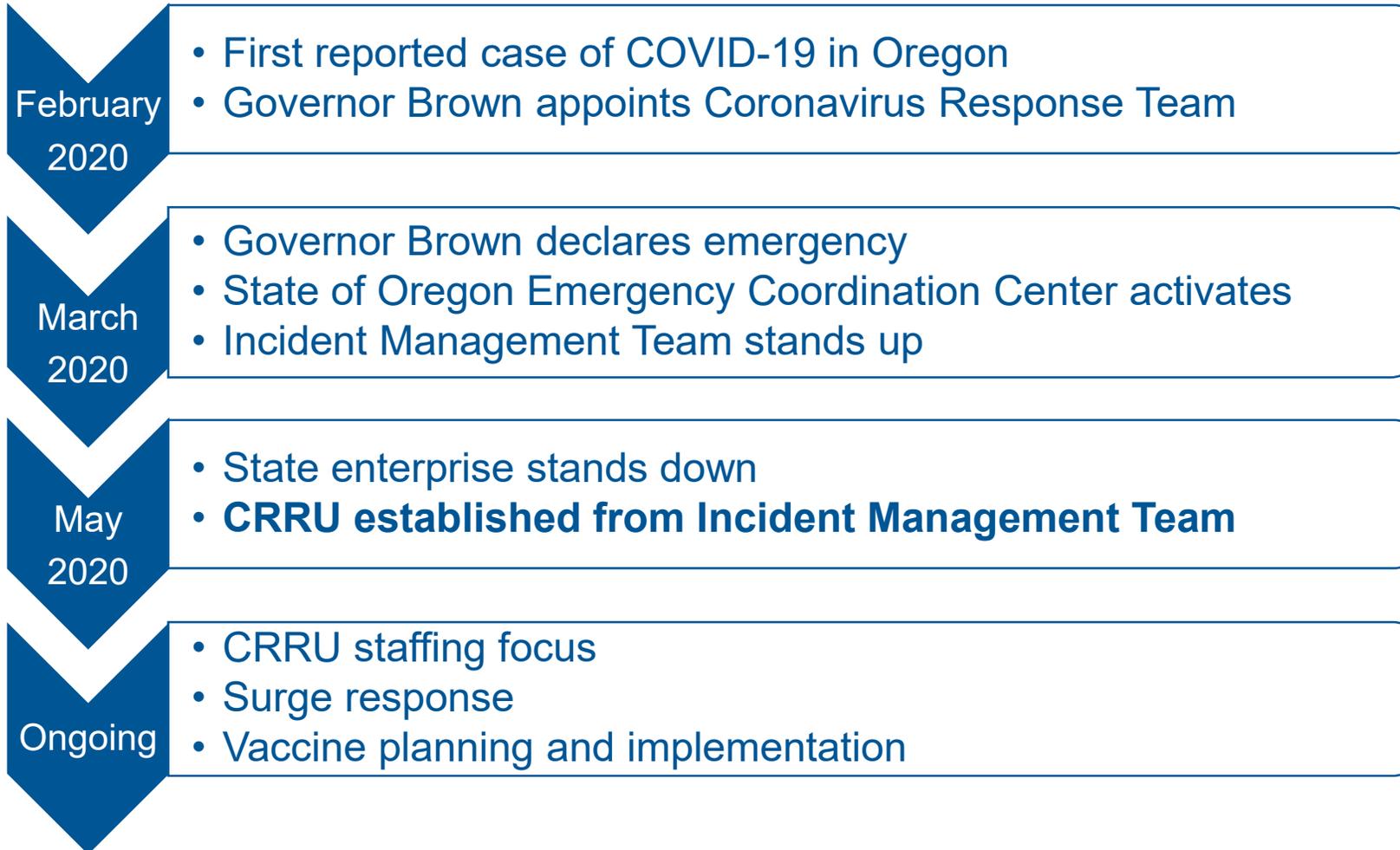


COVID-19 Response and Recovery Unit

Patrick Allen, Director, OHA

Jana Mclellan, Director, CRRU

Timeline of Development



Vision

**An equitable, efficient and effective
COVID-19 response and recovery effort.**

Mission

- **To successfully prevent the spread and mitigate the impacts of COVID-19 across all Oregon and tribal communities while laying the foundation for future response efforts by:**
 - Elevating community voices
 - Centering equity
 - Supports and services
 - Coordinated and agile response

Foundational Values

- **EQUITY** – Equity drives CRRU policy decisions and program delivery to support communities impacted by systemic racism and oppression.
- **COLLABORATION** – The CRRU facilitates the sharing of resources, information and expertise from OHA, ODHS and multiple stakeholders to implement the state COVID response and recovery plan.
- **RESPONSIVENESS** – The CRRU will be flexible, nimble and responsive to the needs of community to deliver services effectively and efficiently.

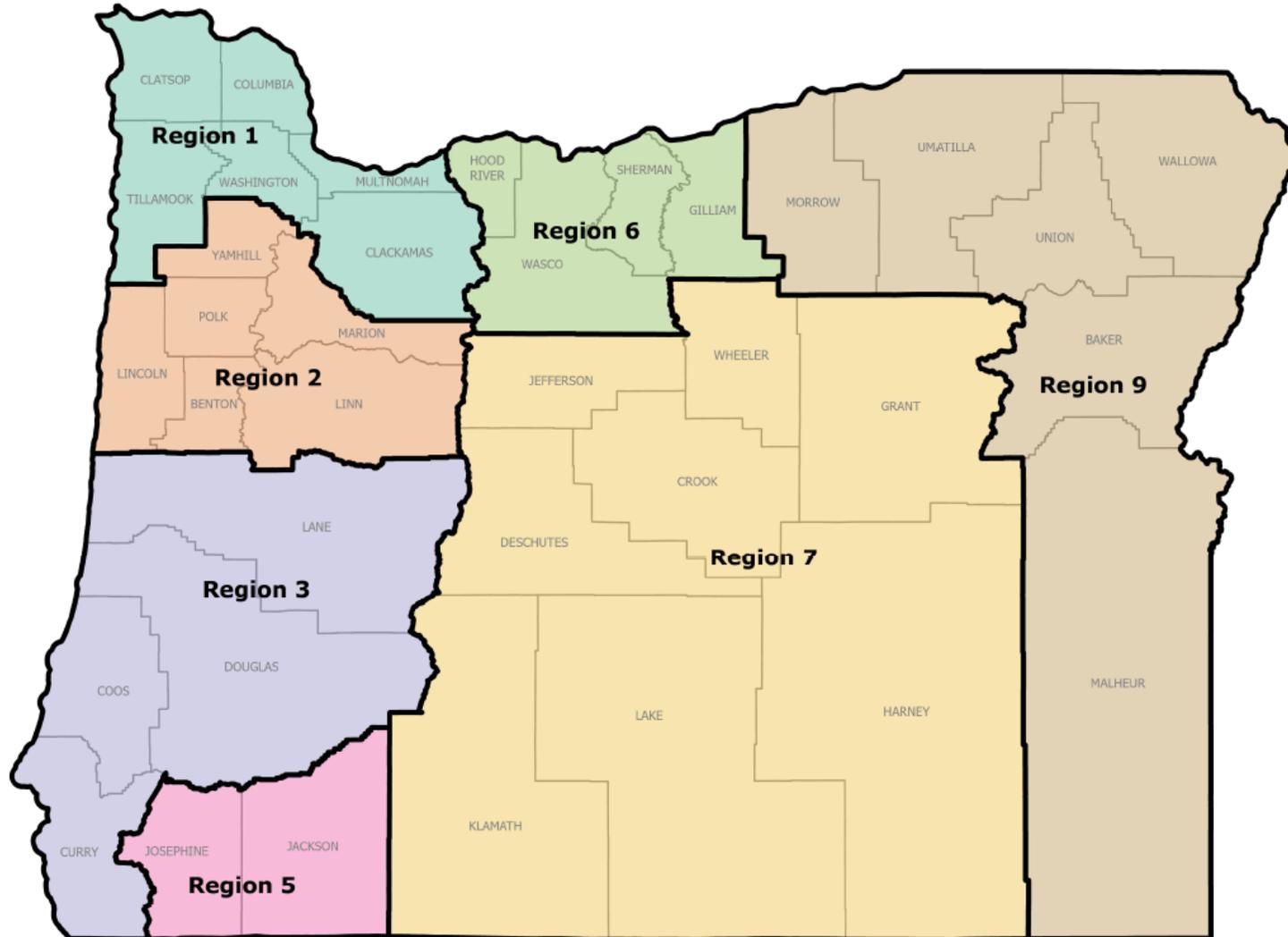
Equity Values

- Prioritizing equity
- Addressing health and economic disparities
- Ensuring an inclusive and welcoming Oregon
- Prioritizing community
- Addressing power, privilege, and race
- Redistributing power

Goals

- Ensure equitable access and outcomes
- Support collaborative, effective, and resourced community engagement
- Lead a comprehensive response to COVID-19
- Establish effective interagency coordination and communication

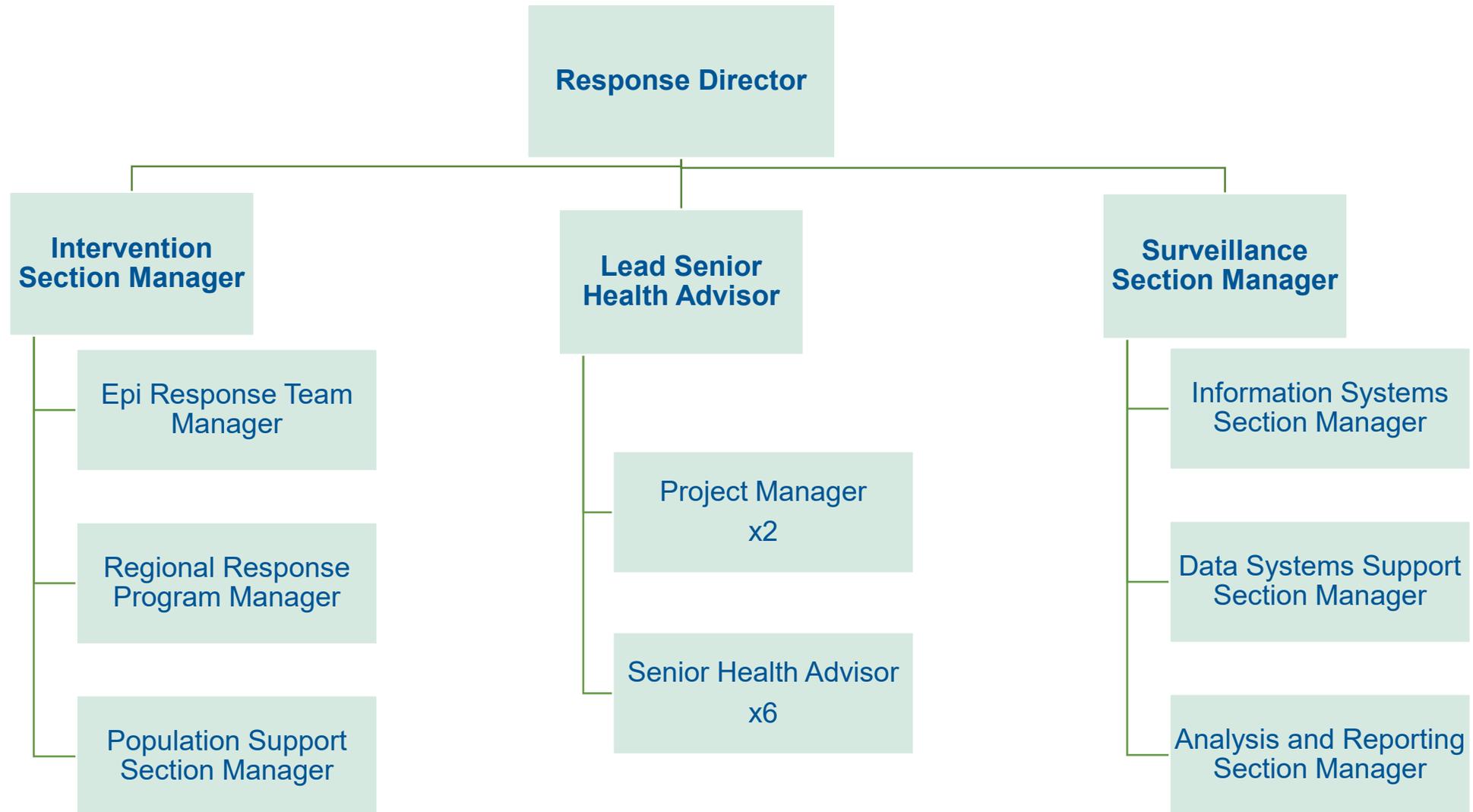
Regional Response



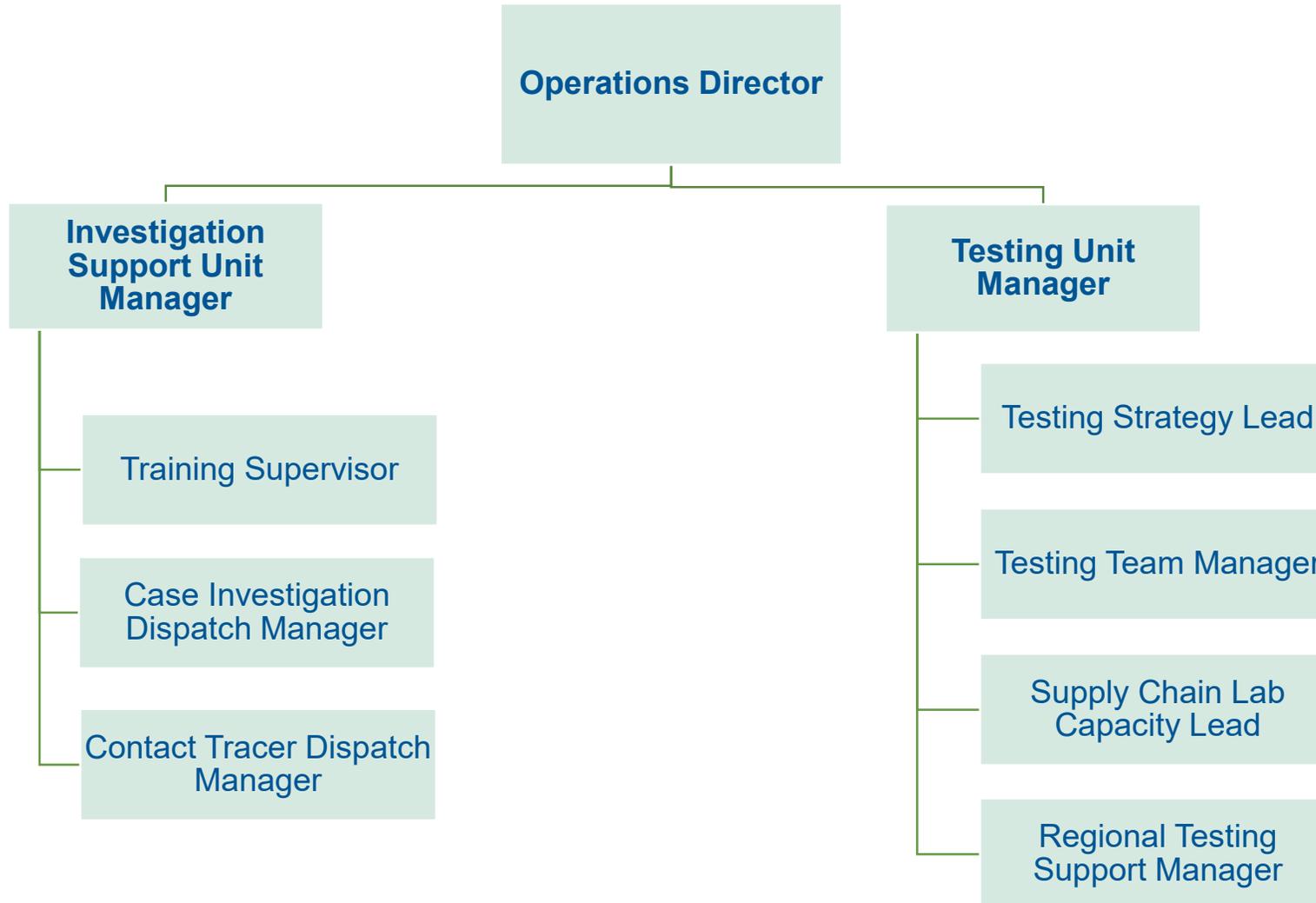
Organizational Structure



Response



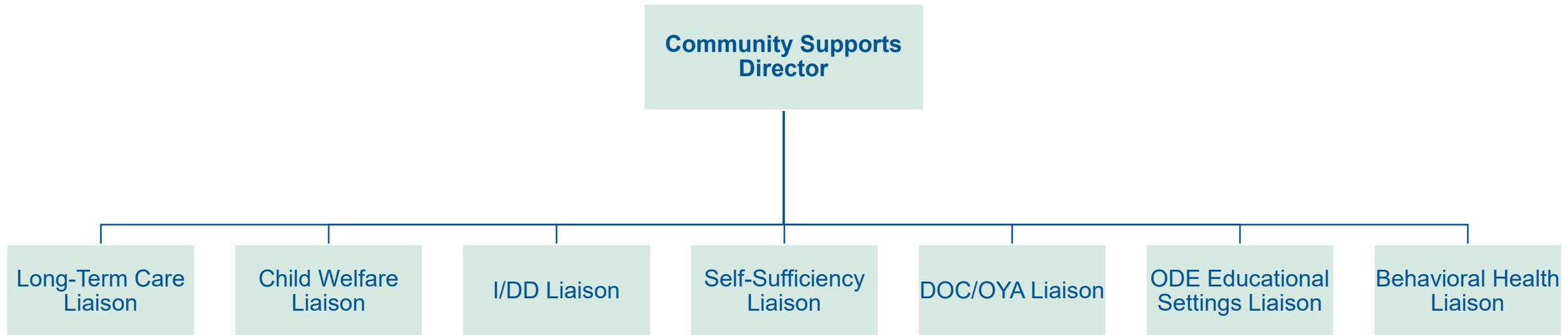
Operations



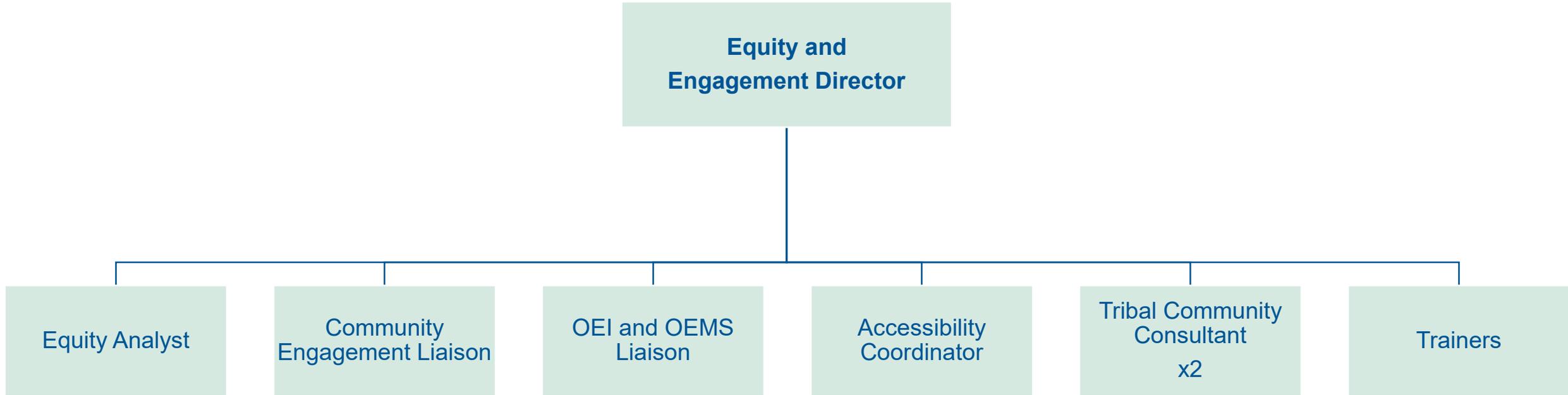
Testing Events



Community Support Services



Equity and Community Engagement



Budget Estimate

- **CRRU positions to date have been funded by federal dollars exclusively.**
 - Coronavirus Relief Funds—through the end of 2020
 - Epidemiology and Laboratory Capacity grant starting 2021
 - Federal Emergency Management Agency for any remaining costs
- **Total positions in CRRU: 289 FTE**
 - Total positions hired to date: 259 as of March 5
 - Total positions to be filled: 30 FTE

Looking Ahead

- Continued partnerships with LPHAs, Tribes, emergency managers, CBOs and other partners to fortify the local and regional structure
- Continue to lead with equity and identifying resources for priority populations
- Continue testing and surveillance support across the state
- Prepare for any necessary surge efforts
- Planning for recovery efforts as we move into communities to provide reopening communities and the impact that will have



Closing

Fariborz Pakseresht, Director, ODHS

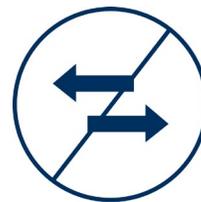
Shared Benefits



SHARED SERVICES



Efficiency



Avoid duplication



Swift changes

Thank you

Upcoming ODHS Presentations to the Committee

- ODHS Overview and Central Services
March 18
- Child Welfare Division
March 23

