



Presentation to the 2023 Joint Ways and Means Subcommittee on Human Services

# ODHS | OHA Shared Services

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March 1, 2023



Oregon  
**Health**  
Authority



Oregon Department  
of Human Services



**ODHS Shared Services**

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# Outline

- I. Who we are
- II. About our work
- III. Governor's Budget

ODHS Shared Services



# Our history

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In 2010, several ODHS and other agency programs were combined to create OHA.



ODHS and OHA agreed to share services to save on dollars, time and capacity.



The agencies analyzed business services to determine what could be shared and where to house them.



ODHS and OHA jointly manage Shared Services

# Why our work matters



# A cornerstone of customer service

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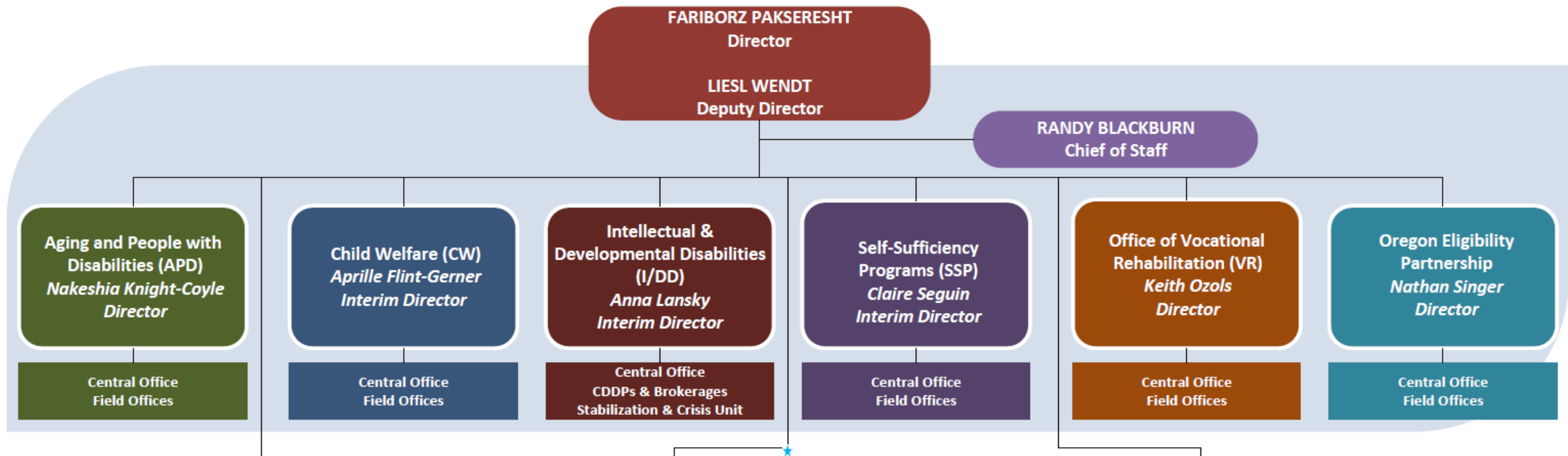
Shared Services consists of multiple units providing a wide range of **key business services** that help ODHS and OHA deliver for people in Oregon. These jointly led units include:



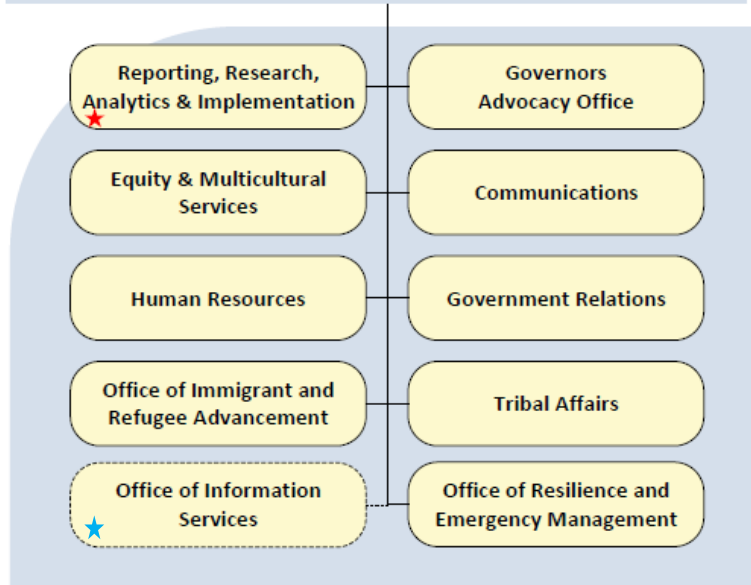
- Office of Information Services



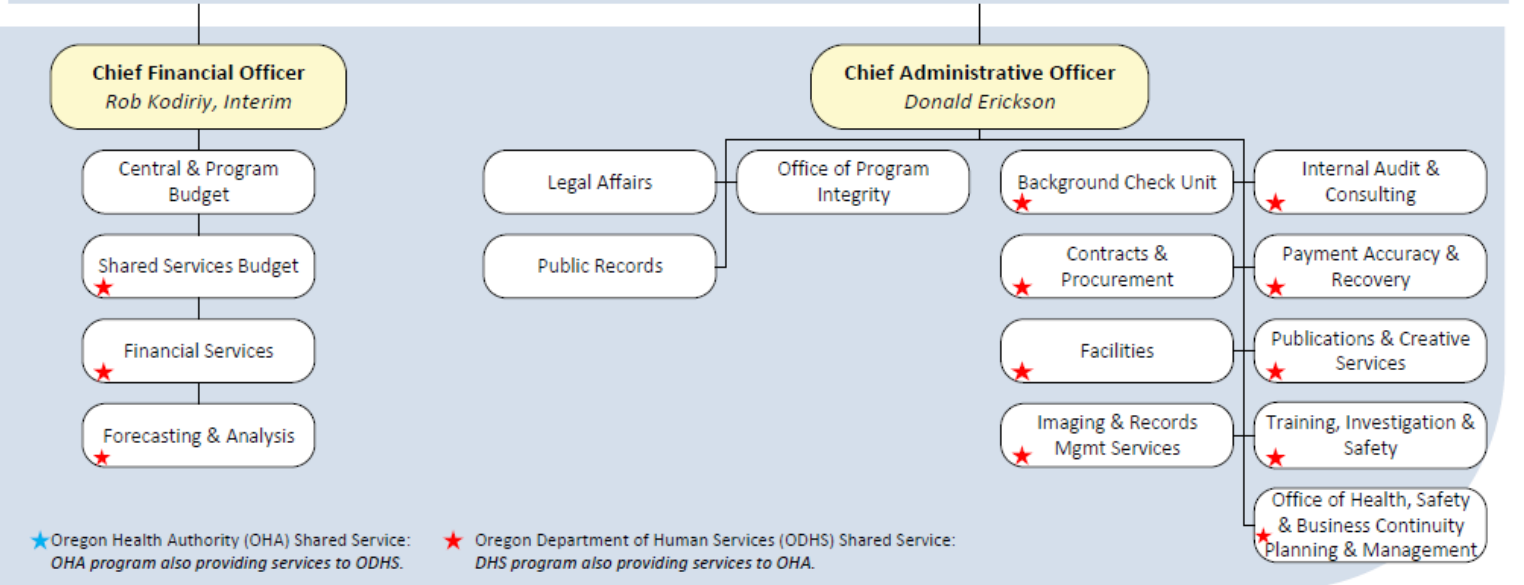
- Shared Services Administration
- Budget Center
- Background Check Unit
- Contracts and Procurement
- Facilities Management
- Financial Services
- Forecasting and Research Analysis
- Health, Safety and Employee Well-being
- Imaging and Records Management
- Internal Audit and Consulting
- Office of Enterprise Data Analytics
- Payment Accuracy and Recovery
- Publications and Creative Services
- Training, Investigations and Safety



**ODHS DIRECTOR'S OFFICE**



**CENTRAL & SHARED SERVICES**



★ Oregon Health Authority (OHA) Shared Service: OHA program also providing services to ODHS.

★ Oregon Department of Human Services (ODHS) Shared Service: DHS program also providing services to OHA.



# Operational principles

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- **Educate, advocate, innovate**
- **Equity** through outcome parity
- Ensuring **equitable, safe and trauma-informed** services for our workforce and the people we serve
- **Customer-centered:** Putting the voice of the communities and customers first in all we do and ensuring we understand and anticipate wants, needs and communication preferences; create meaningful experiences; and build lasting relationships





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ODHS Shared Services



# Snapshots of the work we do

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Shared Services provides the operations and infrastructure that help both agencies provide excellent service. Our work spans a wide variety of functions, including:



Supporting the safety of children, older adults and people with disabilities by investigating reports of abuse



Helping communities get resources they need during emergencies



Ensuring that our facilities are safe and welcoming for community and employees



Providing equitable opportunities for small businesses to thrive through contracting



Ensuring accountability to the people of Oregon through audits, recovery and investigations

# Shared Services by numbers



**317,146**  
background  
checks completed

Background  
Check Unit

**10,093**  
new contracts,  
agreements and  
amendments

Office of Contracts  
and Procurement

Assisted with  
**40**  
state, federal or  
internal audits

Internal Audit  
and Consulting

Over  
**\$1 million**  
total value of  
volunteer time

Volunteer Program

**\$636.2 million**  
in recovery and  
cost avoidance

Office of Payment  
Accuracy and  
Recovery



**11,850**  
cases referred for  
abuse investigation

Office of Training,  
Investigations  
and Safety

**64**  
COBID\* firms  
have contracts  
with ODHS or OHA

Business Outreach  
Coordinator



All data are from the **2021-23 biennium** to date unless otherwise noted.

\*Certification Office for Business Inclusion and Diversity; current contracts as of February 2023

# Our community and staff priorities have changed

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Place a greater emphasis on physical and psychosocial safety for our workforce and those visiting our offices



Statewide suicide prevention and Narcan administration programs

Increase support for staff and communities exposed to traumatic events



ODHS Trauma-Informed Organization Policy and trauma-informed building design

Base our planning and decision-making in engagement and partnership with local communities



Partnered with Racial Justice Council to explore innovations in contracting and procurement



# Trauma-informed building design

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# Informed by the lessons: Equity in focus

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Our planning now emphasizes equity based on outcome parity:

- **Office of Payment Accuracy and Recovery (OPAR)** continues work with ODHS' Office of Equity and Multicultural Services to analyze investigation outcomes through a racial equity lens.
- **Background Check Unit (BCU)** is working with divisions to explore exclusionary rules that may limit employment opportunities without evidence of reducing risk to the public.



# Informed by the lessons: Creating efficiencies through partnerships

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The pandemic and wildfires spurred a range of innovations across Shared Services, and we continue to find new efficiencies, including:

- **Facilities Management** consolidated thousands of feet of warehouse space into locations leased to address the pandemic and wildfires
- **Publications and Creative Services (PCS)** created an internal translation team recruited from local communities





# Continuing to find efficiencies: Innovation in records management

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Imaging and Records Management Services (IRMS) is implementing the **ODHS/OHA Document Management Program** – a centralized, electronic record-keeping program designed to:

- Eliminate key security risks
- Save thousands of square feet currently used for records storage



# Unit spotlight: Trauma Aware

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**Trauma Aware** was created to implement elements of the Trauma-Informed Organization Policy.

- The **Navigator program** provided referrals and services to over 150 ODHS staff members impacted by wildfires in 2021 and 2022.
- **Critical Incident Stress Management (CISM)** is a peer-driven, evidence-based stress management program. CISM teams supported more than 380 staff members in 2022, following events that may have resulted in stress/trauma.
- **Suicide prevention and postvention** program has trained 9,000 ODHS employees to date.



# Unit spotlight:

## Office of Health, Safety and Employee Well-being

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The Office of Health, Safety and Employee Well-being (OHSEW) provides safety, security, risk management, health and workers compensation services to a workforce of approximately 14,000 across 165 office statewide.

- Responds to all ODHS and OHA incidents reported through the WorkDay incident reporting system
- Provides expert consulting to ODHS/OHA locations on environmental, safety and security issues
- Works with DAS Risk Management to identify and address areas of risk in both agencies

### Key partners

- Federal Bureau of Investigation
- Department of Administrative Services
- Local law enforcement agencies
- ODHS Facilities Management
- ODHS Trauma Aware

# OHSEW: Helping the agencies meet pressing safety needs

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Safety and security issues have escalated dramatically. Over the last two years, OHSEW has responded to **1,426** threats, injuries, domestic violence incidents or incidents involving damage to buildings, equipment or vehicles. Initiatives to address this changing reality include:



Working with national threat management consultants to create **ODHS/OHA Security Assessment and Recommendations**



The **WellBQ Survey**, designed to assess workforce risks and help the agencies develop a mitigation plan



Partnering with communities, libraries, food banks, non-profits, businesses, and state and local agencies to **identify safety solutions**



Touring our facilities and looking for **ways to restructure** lobbies, entryways, restrooms and other areas in our buildings to increase safety.

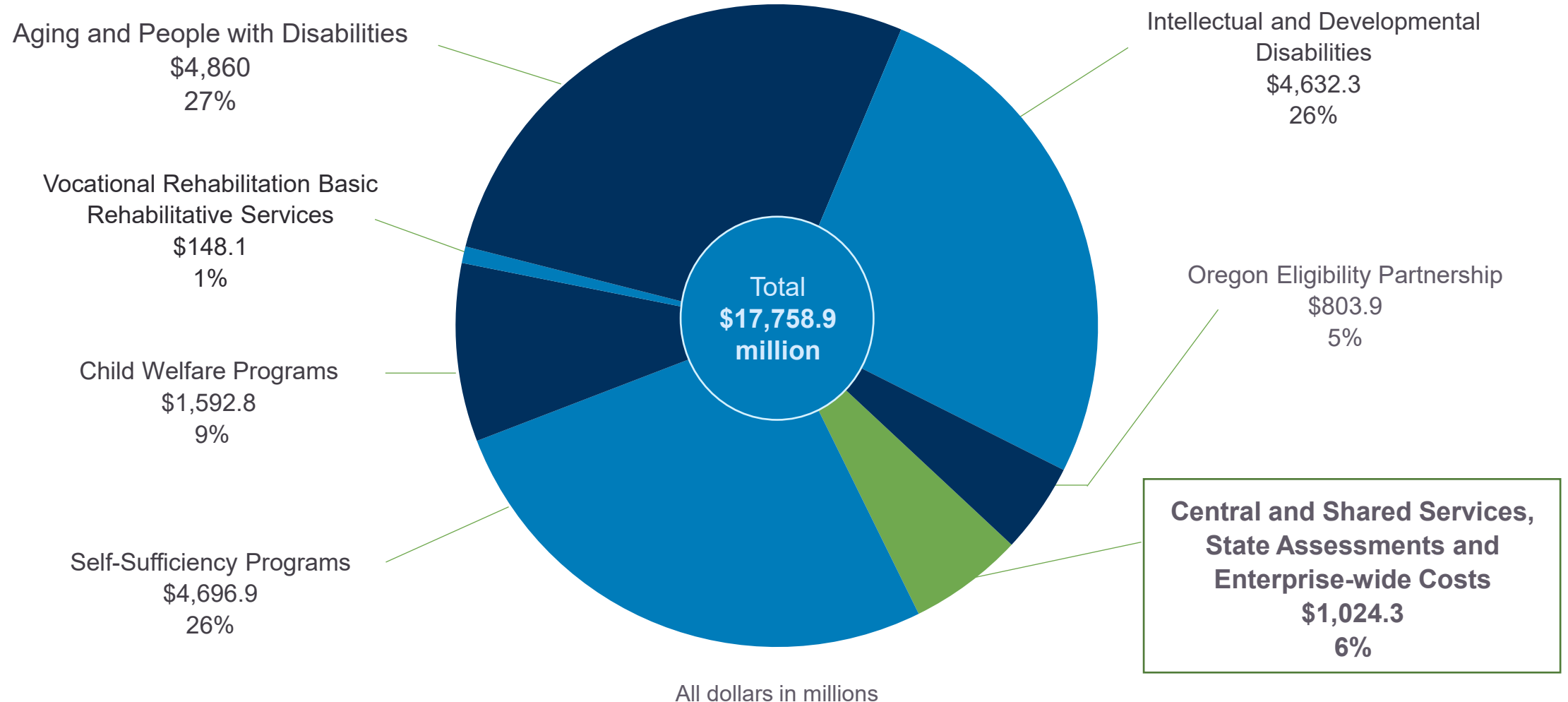
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ODHS Shared Services

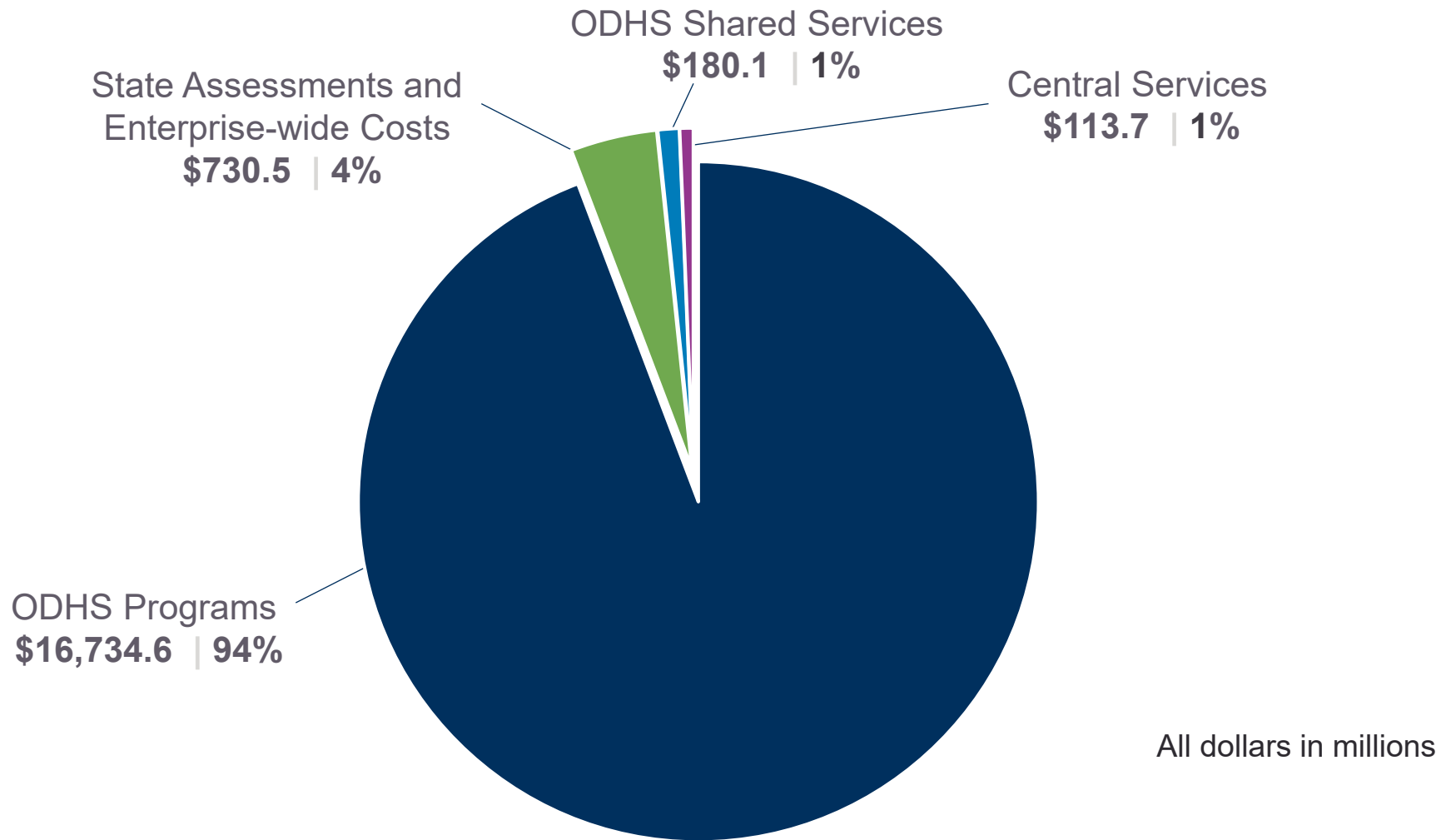


# 2023-25 Governor's Budget: ODHS total fund by program area



# 2023-25 Governor's Budget: Central and Shared Services

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# OHA Shared Services

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Office of Information Services (OIS)

# Agenda

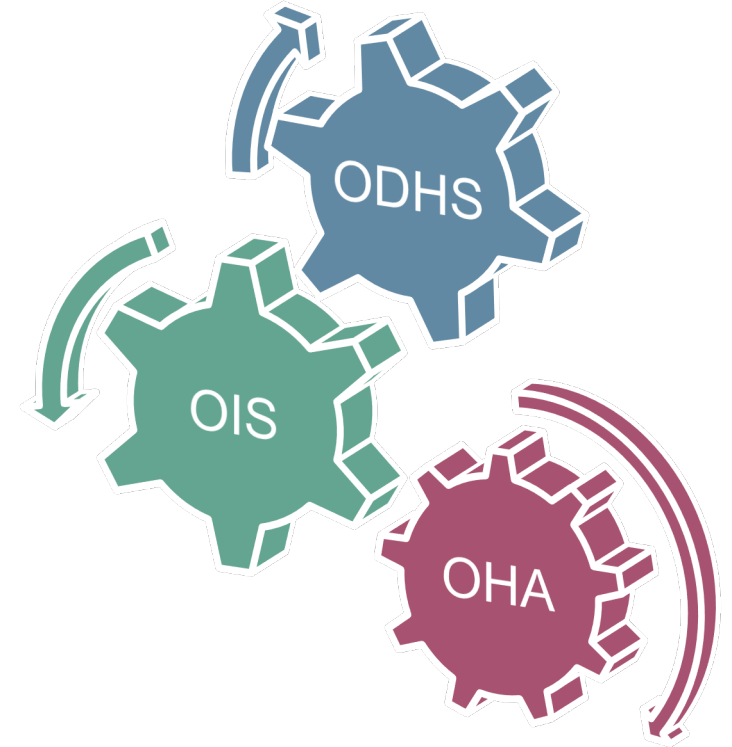
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- Why OIS
- What OIS Does
- Successes and Strategies
- Challenges
- Proposed Budget

# Why OIS

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- OIS exists to deliver technology solutions and services
  - Organizationally, OIS is under the administrative oversight of the OHA
  - As a shared services entity, it provides 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 people in Oregon achieve health, well-being, and independence



# OIS serves the people of Oregon

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



In support of babies, kids, and youth



In support of Oregonians with intellectual and developmental disabilities

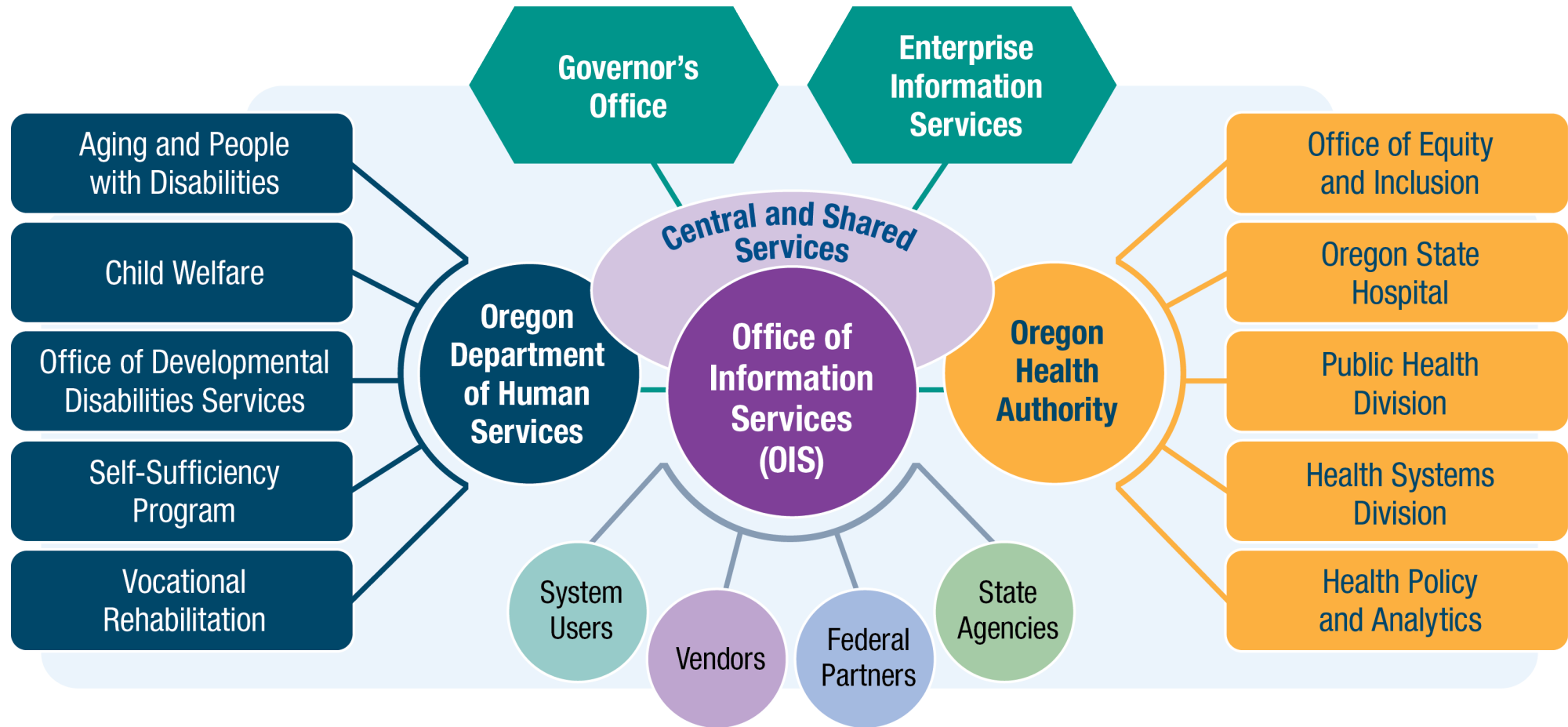


In support of seniors – our moms, dads, aunts, uncles, and friends



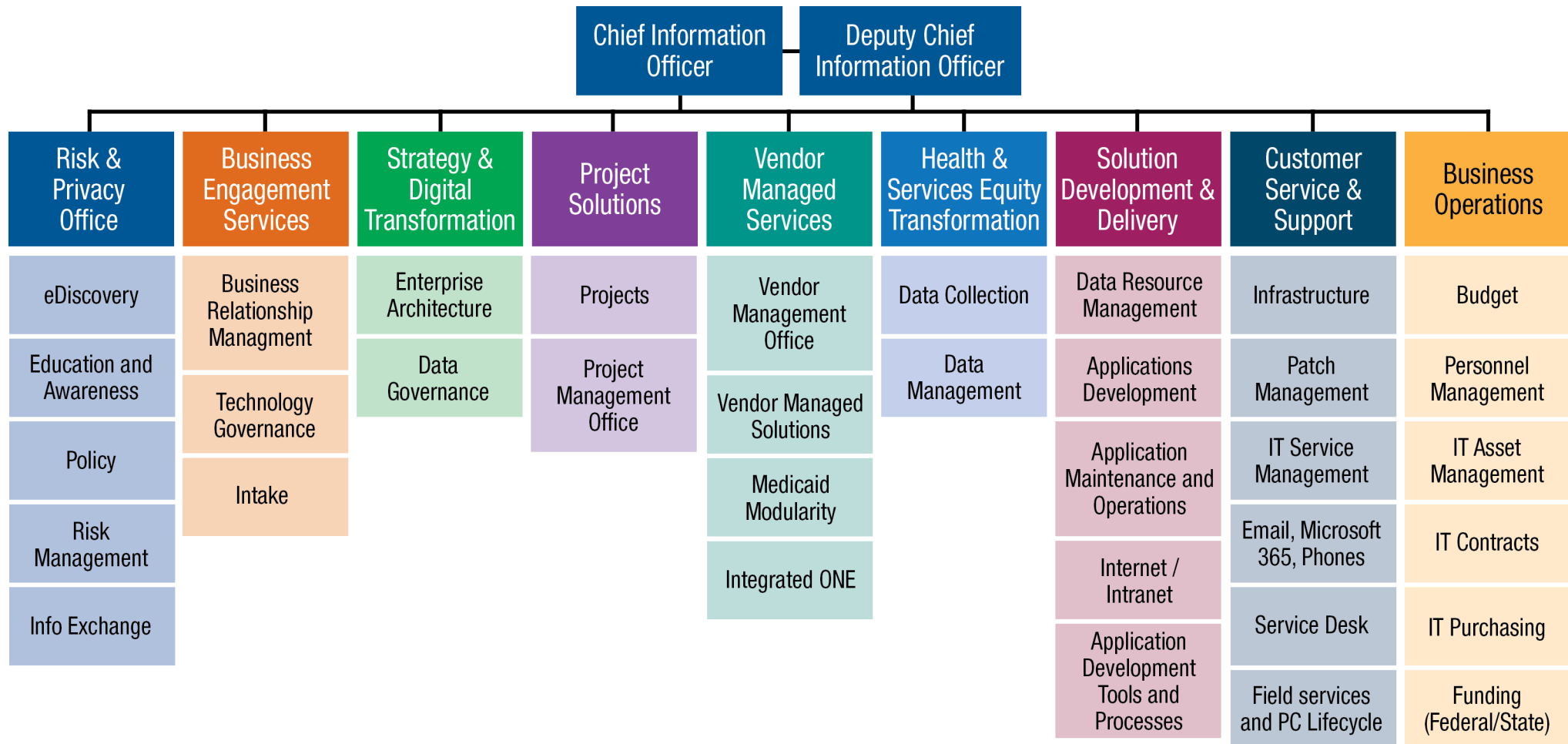
In support of providers, partners, and communities

# OIS partners





# OIS organization



# Support in every Oregon county

## People We Serve

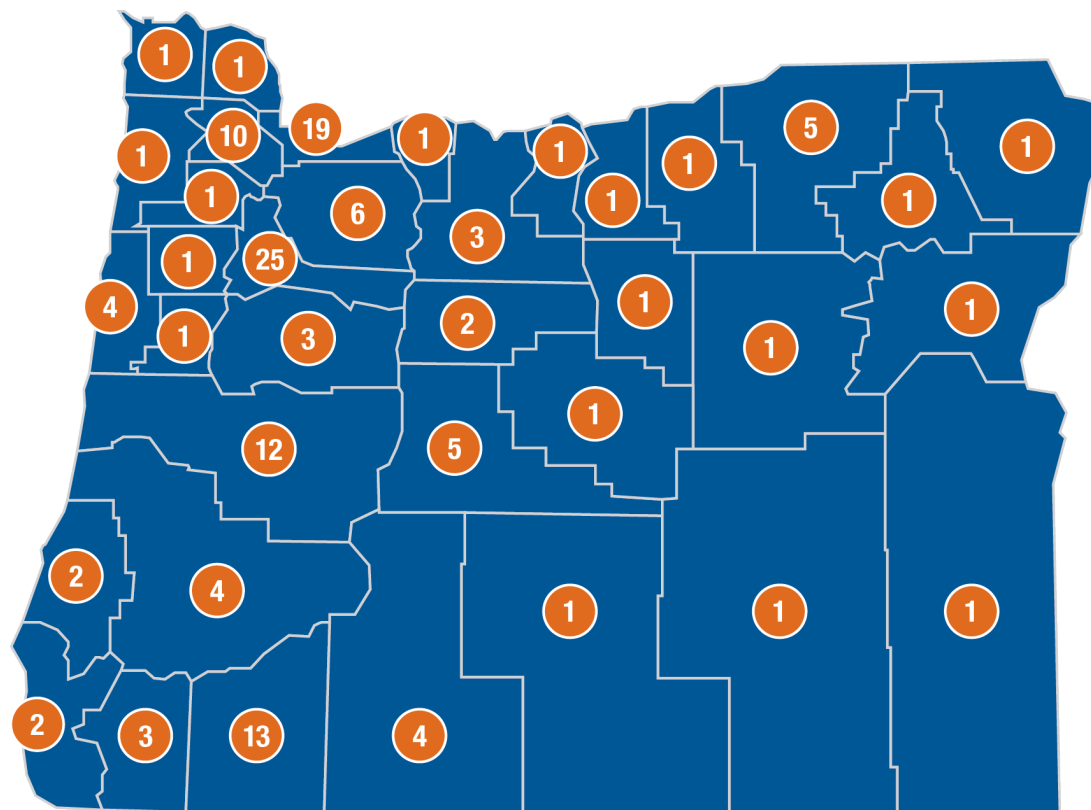
Clients	1,628,790
Staff	16,940
Partners	35,000
Medicaid providers	16,000

## Locations We Support

Office network devices	3,500
Web conferencing rooms	280
Offices around the state	140

## Technology We Support

Computers and printers	32,100
Mobile devices	14,700
Servers	1,800
Applications (Mission Critical)	80





# Support during the pandemic and wildfires

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- Support to a wide variety of partners
  - Contact tracers, epidemiologists, 211 Call Center, and more
- Implemented technical solutions in response to the pandemic
  - Contact tracing, vaccinations, reporting, and community-based grant tracking
- Timely federal and state benefit changes
  - Pandemic EBT, Emergency Assistance, Emergency SNAP
- Rapid shifts to support OHDS and OHA staff
  - From home
  - Utilizing new technologies



# Lessons learned



**Community engagement is critical**



**Accessibility in the tech we use is vital for holistic collaboration**

**Language access** in the software we implement is required to reach all Oregonians

English Español 简体字

Arabic - العربية

Chinese (Traditional) - 繁體字

Chuukese - Fosun Chuuk

Hmong - Hmoob

Korean - 한국어

It all leads to new ways to work and **stay connected**



# Easier access for Oregonians

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- Final rollout of ONE (Oregon Eligibility) implementation was March 2021 and has transitioned to maintenance and operations.
- Oregonians and eligibility workers are now able to apply for medical, cash, childcare, and food benefits using a single online application
- OIS is on track to close 18 projects this biennium with an investment of \$38.1 M



# Work complete

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## Access

- ✓ Child Welfare Mobile Application
- ✓ Digital Vaccine Records
- ✓ Get Vaccinated Oregon
- ✓ Oregon Eligibility (ONE) and Applicant Portal Chatbot (Phase 2)

## Equity

- ✓ REALD capabilities in Oregon Vital Records
- ✓ REALD/SOGI Repository (Initial)

## Continuous Modernization

- ✓ WorkDay HR/Payroll system
- ✓ Microsoft 365
- ✓ eXPRS (Express Payment and Reporting System) Replatform

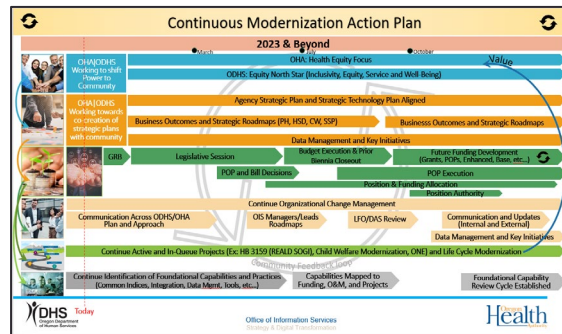




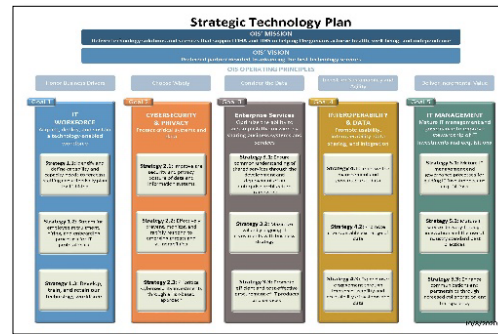
# Strategies and plans

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

Continuous Modernization Action Plan



Strategic Technology Plan

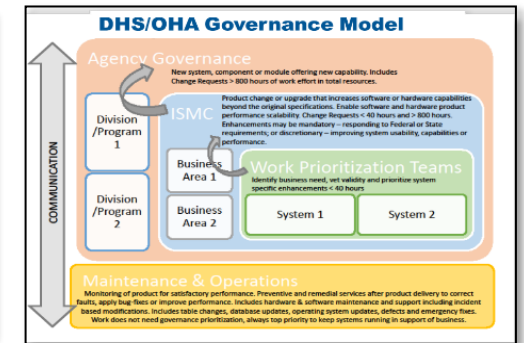


Strategic Technology Plan Activities

Strategic Technology Plan Activities Jul 2020-Jun 2021

Activity	Owner	Start	End	Status	Priority	Impact
1. Business Engagement Services						
1.1. Improve Self-Service for Business Units, Increase our communications to existing customers	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
1.2. Improve communications and website content provided to former and current job seekers	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
1.3. Increase number of business process development of communication on website, forms, and other digital content to support job seekers	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
1.4. Increase number of business process development of communication on website, forms, and other digital content to support job seekers	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
2. Project Solutions						
2.1. Improve Process, and Job Experience	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
2.2. Improve Process, and Job Experience	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
2.3. Improve Process, and Job Experience	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
2.4. Improve Process, and Job Experience	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
3. Business Engagement & Delivery						
3.1. Improve Process, and Job Experience	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
3.2. Improve Process, and Job Experience	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
3.3. Improve Process, and Job Experience	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction
3.4. Improve Process, and Job Experience	John Miller	2020-07-01	2021-06-30	Complete	High	Customer Satisfaction

Technology Governance



Project Management



Performance Management

The Performance Management dashboard displays various metrics and KPIs across different categories, including:

- Strategic Objectives
- Key Performance Indicators (KPIs)
- Performance Metrics
- Target Values
- Actual Values
- Variance

OIS Scorecard

The OIS Scorecard table provides a detailed view of performance metrics and scores across various categories:

Category	Score	Target	Weight
Customer Satisfaction	85%	80%	20%
Operational Efficiency	90%	85%	15%
Financial Performance	95%	90%	10%
Compliance	100%	100%	5%
Employee Engagement	80%	75%	10%
System Reliability	98%	95%	10%
Security	100%	100%	5%
Overall Score	88%	85%	100%

# Measuring performance and quarterly reviews

ID	STP EIS T2	Measures	Definition	Red	Yellow	Green	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Target Met	Next Target
<b>Q1 Customer Satisfaction</b>													
OM 1.2	STP EIS	Applications: Future-State & Business Strategy Alignment	Percent of IT applications that have a future-state roadmap that aligns with business strategy	<80%	90%-95%	>95%	3%	11.67%	11.67%	11.67%	11.67%	★	15%
<b>Q2 Quality Products &amp; Services</b>													
OM 2.1a	T2	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	99.89%	99.92%	99.99%	99.91%	99.91%	★	99.8%
OM 2.1b	T2	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	99.98%	99.98%	99.98%	99.99%	TBD Q4 2022	★	99.9%
OM 2.1c	T2	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	99.80%	99.86%	99.84%	99.99%	99.99%	★	99.9%
OM 2.2c		System Response Time-MMIS	Percent of response time SLAs met (within 2% of SLA Target) (contractual)	<30% SLAs Met (or) Any SLA not met by 2%	>30% SLAs Met (and) All SLAs within 2%	ALL SLAs Met	100%	100%	100%	100%	100%	★	100%
OM 2.1d		System Uptime-Mainframe Environment (List of top business apps)	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	99.99%	99.99%	99.99%	99.99%	99.99%	★	99.9%
OM 2.1e		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	99.99%	99.99%	99.94%	99.95%	99.99%	★	99.9%
OM 2.1f		System Uptime-EXPRS	System availability of EXPRS	<98% ~15 hr./month	98.0% - 99.8% ~15hrs - 90 min/month	>99.8% ~90 min	99.95%	99.98%	99.54%	99.98%	99.99%	★	99.9%
OM 2.1g		System Uptime-Avatar	System availability of Avatar (contractual)	<99.58%	99.6% - 99.89%	>99.9%	99.99%	99.55%	99.67%	99.99%	99.99%	★	99.9%
OM 2.1h		System Uptime-IONE	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%	99.9%	99.9%	99.9%	99.9%	★	99.9%
OM 2.2h		System Response Time-IONE	Percent of all SLA response time met (within 2% of SLA target)	<30% SLAs Met (or) Any SLA not met by 2%	>30 SLAs Met (and) All SLAs within 2%	ALL SLAs Met	100%	100%	99.9%	99.9%	99.9%	★	99.9%
OM 2.3a		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	<6 hrs	<3 hrs	<8 hrs	<11 hrs	<2 hrs	★	≤8 hrs
OM 2.3b		Major Incident Mean Time to Resolution Sev 2	MTTR (Mean Time to Resolution) Average Resolution time of Major Incidents by Severity (weekends included)	>48 hrs	24 - 48 hrs	<24 hrs	<17 hrs	<24 hrs	<10 hrs	<17 hrs	<2 hrs	★	≤10 hrs
<b>Q3 Project Success</b>													
OM 3.1a	STP EIS	Project Portfolio Health Index	Average health of all reported Project Solutions' projects	<40%	40%-70%	>70%	79%	74%	78%	75%	66%		80%
OM 3.1b	STP EIS	Project Portfolio Schedule Health Indicator	Average schedule health of all reported Project Solutions' projects	<40%	40%-70%	>70%	77%	72%	78%	74%	65%		80%
<b>Q4 Operational Excellence</b>													
OM 4.3a	STP EIS	Timeline for IT Procurements - Hardware	Average number of days for hardware (ITAM) procurements	>12 Days	6-12 Days	<3 Days	12 Days	7 Days	5 Days	6 Days	7 Days		6 Days
OM 4.3b	STP EIS	Timeline for IT Procurements - Software	Average number of days for software (ITAM) procurements	>26 Days	15-26 Days	<14 Days	14 Days	18 Days	19 Days	19 Days	26 Days		16 Days

## Our Annual Results

- Critical applications maintaining uptime of **99.9%**
- Average resolution time for Service Desk tickets **1.7 days**
- Major incident resolution time is **less than 6 hours**
- Annual state required training completion rate of **91%**
- Average project health of **73%**
- Closed IT audit findings at **89%**

# Current strategic focus areas

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- Technology efforts enabling the Governor's priorities for OHA and ODHS
  - Employment Related Day Care (ERDC)
  - Medicaid Redeterminations
  - 1115 Waiver
  - Healthier Oregon
  - Basic Health Program
- Modernize IT services and infrastructure, processes, and staff's skills
- Advance cloud-based technology
- Enhance protection of data and systems





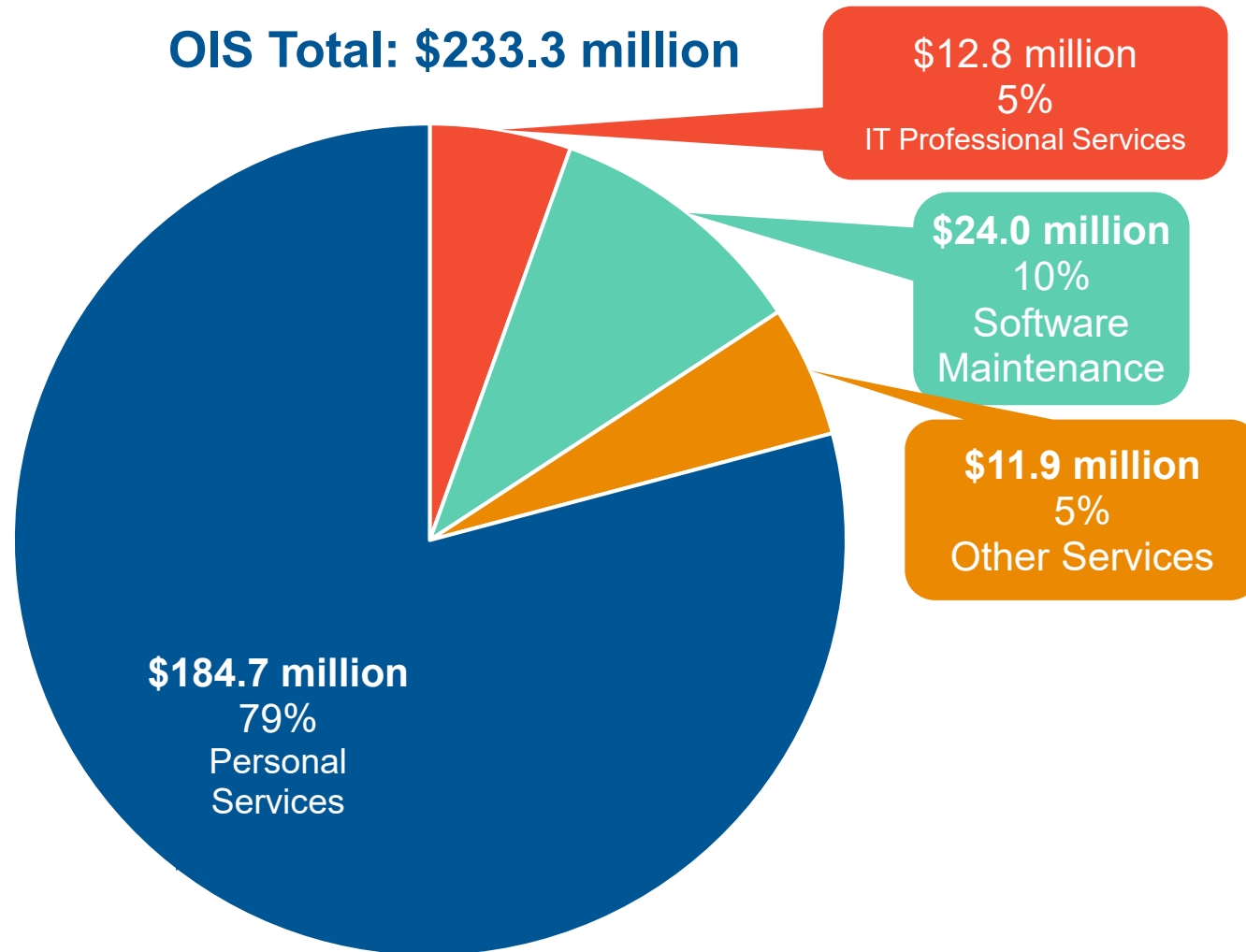
# Challenges

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- Competitive IT market elongates the recruitment cycle to on-board staff
- Heavy administrative processes slow down the delivery of services
- Limited funding available to support modernization results in increased risk of:
  - Clients not receiving benefits
  - Slower delivery of federal and state mandated changes
  - Data not being protected to modern security standards

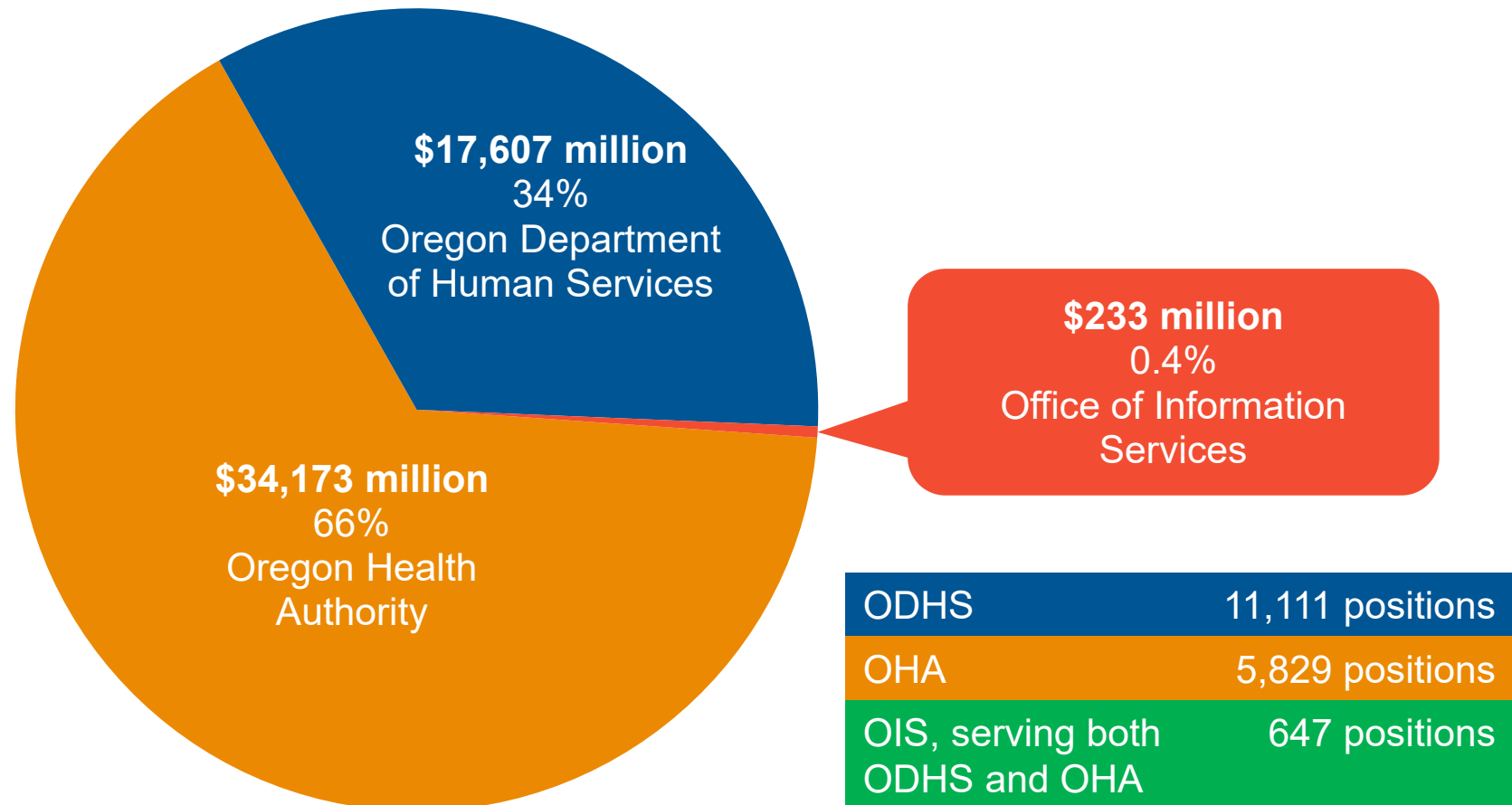
# 2023-2025 Governor's Recommended Budget

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# OIS as percentage of OHA and ODHS budgets

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# Policy Option Package 143: Maintaining value of existing IT assets

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This policy package requests funding for:

- Ongoing maintenance and enhancements
- ODHS Oregon Eligibility Program resources
- Cloud migration
- Additional software licensing needs
- One-time payment to IT vendor for final contract cost (payment held to make sure the vendor made certain upgrades within a multi-year warranty and the State agreed to authorize that payment upon the end of that period)

**The Governor's Budget includes \$15.9 GF, \$39.1 TF and 34 positions.**

# Policy Option Package 203:

## Improving our client and provider payment system

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More than one million people in Oregon count on the state's current mainframe platform to receive their benefit or provider payments.

The COBOL programming code on the mainframe system dates to the 1970s and is increasingly unsupported, which creates the risk of payment bottlenecks and prevents efficient flow of information across interfacing IT systems.

The Governor's Budget includes **\$4.9 GF, \$13.1 TF, and 31 positions** to address the risks, helping ODHS and OHA:

- Avoid the risk of service and payment breakdowns caused by old software.
- Bring ODHS & OHA technology into alignment with peer agencies and improve information flow.
- Achieve full benefit from the state's investments in the ONE system.

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**Thank you**

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