



FOUNDATIONS

**MISSION**  
To help Oregonians in their own communities achieve wellbeing and independence through opportunities that protect, empower, respect choice and preserve dignity.

**VISION**  
Safety, health and independence for all Oregonians

**VALUES**  
Integrity, Stewardship, Responsibility, Respect, Professionalism, Innovation, Service Equity

KEY GOALS

People are safe and living as independently as possible

Equal access, service excellence, and equity for all

Strong Business partnerships

Strong Community relationships

Effective, efficient, transparent, accountable, operations

Highly qualified, effective, valued workforce

Enterprise Leadership

CORE PROCESSES

OPERATING PROCESSES

SUPPORTING PROCESSES

Program Design and Implementation OP1

Direct Service OP2

Protection and Intervention OP3

Provider Regulation OP4

Program Support SP1

Business Support SP2

Workforce Development SP3

Program Integrity SP4

SUB PROCESSES

- Developing program scope and implementation strategies
- Defining metrics and measuring success
- Prioritizing work and resources
- Engaging legislatively at the state and federal levels
- Meaningfully partnering with clients, service delivery staff and partners, business and program support services, and stakeholders
- Managing partner/contractor performance, including accountability for culturally specific practices and services
- Accountable for implementation of best-practices and use of data (both quantitative and qualitative) to drive decisions
- Communicating internally and externally, both proactively and in reaction to specific circumstances
- Continuously improving processes to maximize staff, IT, and program resources
- Focusing across programs on client needs and enterprise outcomes

- Managing customer relations
- Developing and engaging partners (Tribal, Equity, Community, Contract / Service)
- Ensuring equitable access and inclusivity
- Assessing safety and intervening as appropriate
- Service delivery
  - Determining eligibility for programs
  - Providing case management services to clients
  - Coordinating with service delivery partners to maximize outcomes for clients and meet client needs
  - Partnering with program design and business/program supports to maximize resources and improve client outcomes
  - Continuously improving processes to maximize staff, IT, and program resources
- Ensuring business integrity
- Meeting program requirements

- Identifying at risk groups / individuals
- Conducting Assessments
- Responding to eligible clients/residents
- Analyzing data
- Developing and designing program
- Coordinating with licensing / QA
- Engaging stakeholders
- Developing prevention strategies
- Engaging Tribes
- Providing equity in service delivery
- Providing culturally specific interventions

- Program expectation / writing, developing, and reviewing rules
- Certifying/licensing
- Providing technical assistance
- Training
- Communicating with stakeholders
- Collecting and interpreting data
- Monitoring / Reviewing program
- Ensuring compliance / Corrective action

- Coordinating state and federal legislative activities
- Improving external and internal communications
- Resolving client concerns with program actions
- Identifying systemic problems
- Supporting service equity improvements
- Coordinating strengthening of community relationships
- Coordinating Improvements in tribal relations
- Improving program data and analysis
- Documenting and reporting program outcomes
- Improving IT systems
- Supporting continuous process improvement
- Advancing accountability for results

- Managing finances
- Managing places
- Managing positions
- Managing information
- Ensuring business continuity
- Reporting results
- Managing procurement
- Managing documents
- Collecting revenue

- Diversifying Workforce
- Recruiting, Retaining, and Succession Planning
- Managing employee performance
- Coaching, training, and developing staff
- Developing leadership capacity
- Ensuring a safe work environment
- Involving stakeholders
- Monitoring employee satisfaction
- Developing professional partners

- Identifying and establishing compliance requirements and performance standards
- Proactively assuring quality
- Implementing internal and external quality control mechanisms
- Instituting internal controls
- Ensuring data integrity
- Providing technical assistance training
- Assuring culturally appropriate and equitable services
- Reporting Compliance

PROCESS MEASURES

- Budget
- Sustainable practices
- Performance achievement
- Schedule

- Equity awareness
- Staff to workload ratio
- Staff on-boarding

- Inconclusive disposition of investigations
- Timeliness of investigation
- Timeliness of investigation completion

- Provider quality improvement
- Monitoring

- Efficiency savings

- Timely payments to vendors
- Leadership accountability to performance measures

- Cultural Competency
- Employee satisfaction
- Performance feedback model – (1) position descriptions (2) development plans

- Audits/reviews related to program integrity
- Internal business reviews (business and contractor services)

PROCESS OWNER

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OUTCOME MEASURES

Service Equality O1

Innovative Services O2

Quality Service Delivery O3

Employee Engagement O4

Customer Satisfaction O5

Fiscally Responsible O6

Safety O7

Workforce Diversity O8

Community / Business Partnerships O9

People Living as Independently as Possible O10

- Access
- Outcomes

- Innovations Implemented

- Quality Service Engagement

- Employee Engagement

- Client Satisfaction

- On Target Spend
- Balanced Budget

- Re-abuse Rate
- Abuse Rate

- Workforce Diversity

- Contract Results
- External Customer Satisfaction

- In Home Service
- Successful Employment
- Progress to Less Restrictive Services
- Earning Sufficient Wages

MEASURE OWNER

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Trisha Baxter  
Jerry Waybrant

Carolyn Ross

Gene Evans

Eric Moore

Lois Day

Gloria Anderson

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VACANT

