



Presentation to the 2025

Joint Ways and Means Subcommittee on Human Services

# Oregon Eligibility Partnership

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Nate Singer, Director

March 27, 2025

# Agenda

- I. Who we are
- II. Program and budget overview
- III. Tracking our progress
- IV. Policy option packages
- V. Key issues
- VI. Closing remarks

**one** Oregon Eligibility Partnership

 Oregon Department  
of Human Services

# Helping people in Oregon get **medical, food, cash and child care benefits**

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# What we do

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We help 1.5 million people

**1 in 3 Oregonians**

access



Oregon Health Plan  
(OHP)



Supplemental Nutrition  
Assistance Program  
(SNAP)  
Summer Electronic Benefit  
Transfer (EBT)



Temporary Assistance for  
Needy Families (TANF)  
Temporary Assistance for  
Domestic Violence Survivors  
(TA-DVS)  
Refugee Services



Employment Related  
Day Care (ERDC)

# How we serve

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## Online

[benefits.oregon.gov](https://benefits.oregon.gov)



## Phone

ONE Customer Service Center  
Any ODHS office  
Any Type B Transfer Area Agencies on Aging (AAA office)



## In person

Any ODHS office  
Any Type B Transfer Area Agencies on Aging (AAA office)



## Mail

Oregonians can continue to apply by mail or mail in documentation

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# Context: Key budget changes over time

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## 2019-21

- **integrated ONE launched**
- **OHA Call Center** teams moved to ODHS
- **Public Health Emergency** declared
- **Healthier Oregon Program** implemented

## 2021-23

- **Employment Related Day Care** moved to Department of Early Learning and Care
- **Pandemic waivers** implemented
- **TANF Clothing Allowance**

## 2023-25

- **Public Health Emergency unwinding**
  - Eligibility redeterminations
  - Phasing out of pandemic relief funding
- **Basic Health Plan** implemented
- **1115 new programs** implemented
- **Summer EBT**
- **OEP established** as ODHS program

- **Federal pandemic relief programs** infuse new dollars into benefits programs

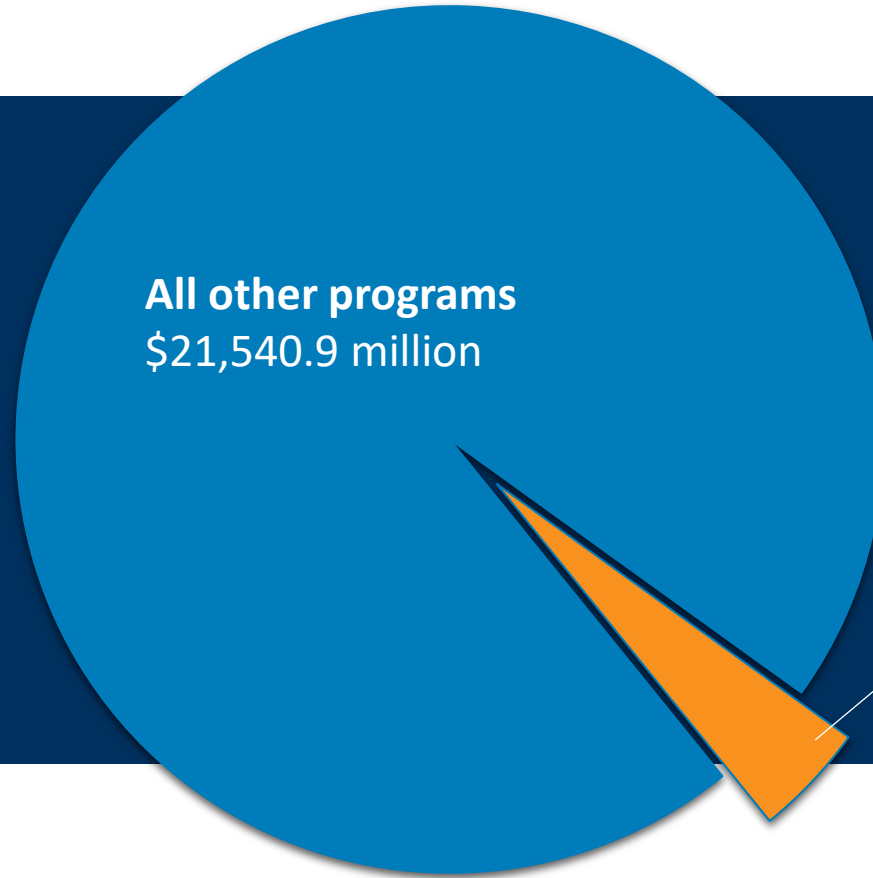
# 2025-27 Governor's Budget: OEP as a portion of total ODHS

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**ODHS total budget**  
\$22,493.3 million

**All other programs**  
\$21,540.9 million

**OEP**  
\$952.4 million  
4%

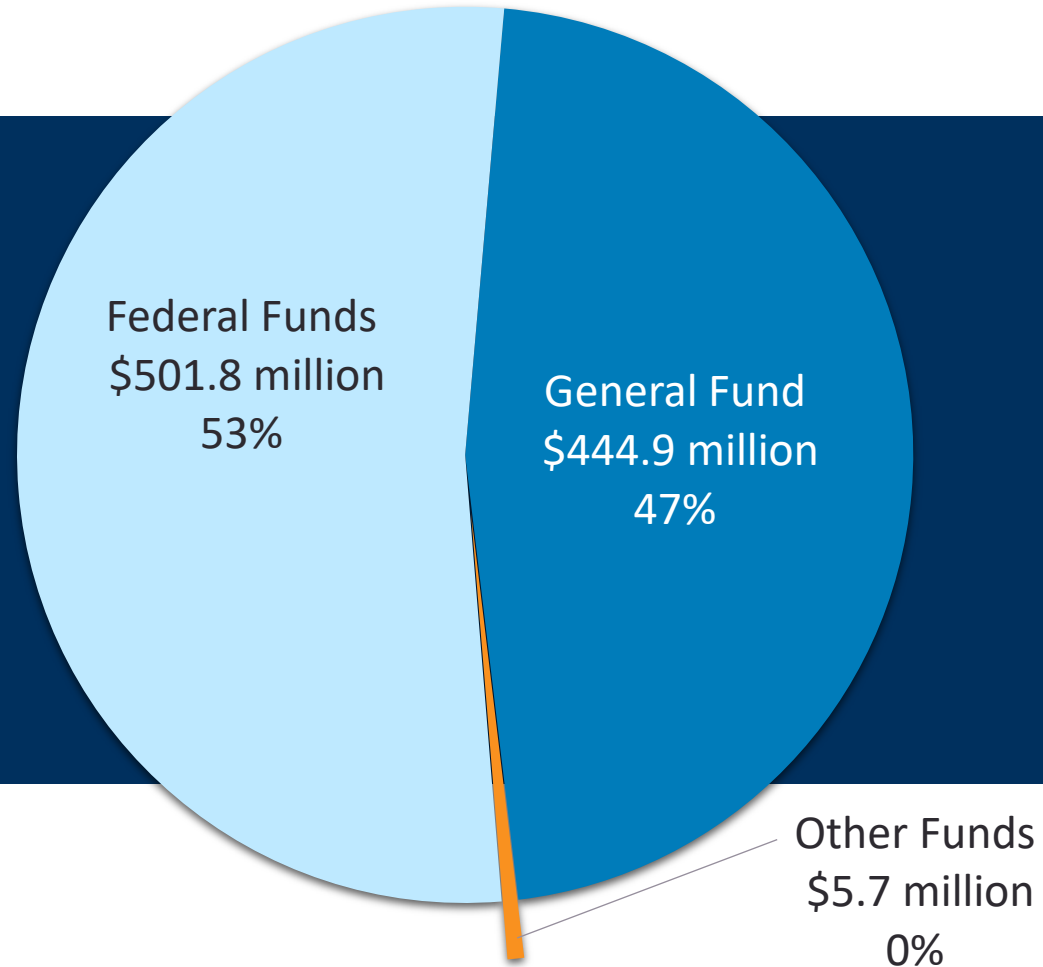




# 2025-27 Governor's Budget: Total OEP budget by fund type

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**OEP total budget**  
\$952.4 million



# 2025-27 Governor's Budget: Major federal funding sources

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**Medicaid**  
\$185M

**SNAP**  
\$182.6M

**CHIP\***  
\$6.7M

**TANF\*\***  
\$3.1M

\*Children's Health Insurance Program  
\*\*Temporary Assistance for Needy Families

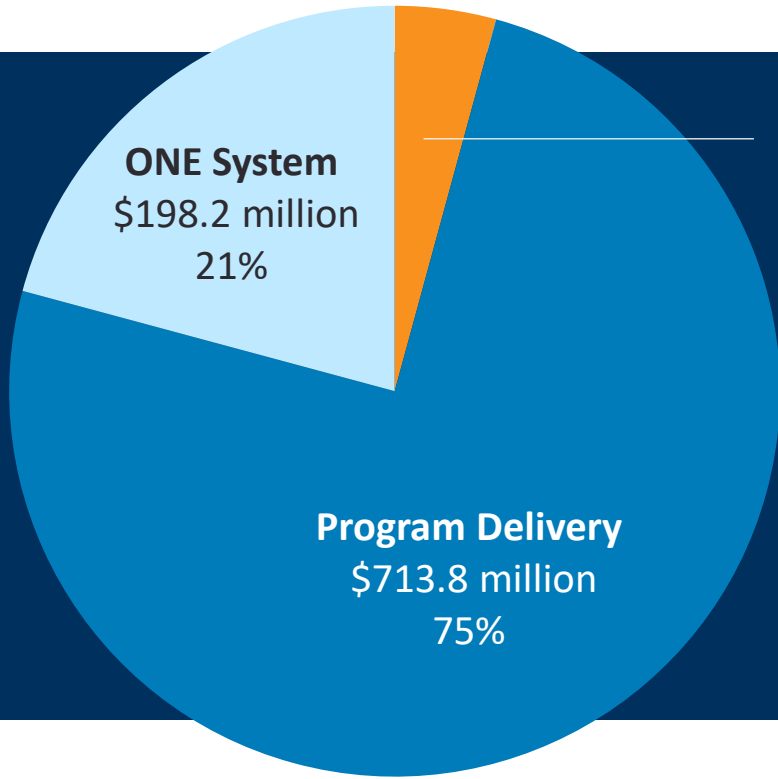
# OEP program and budget



# 2025-27 Governor's Budget: Total OEP budget by program area

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**OEP total budget**  
\$952.4 million



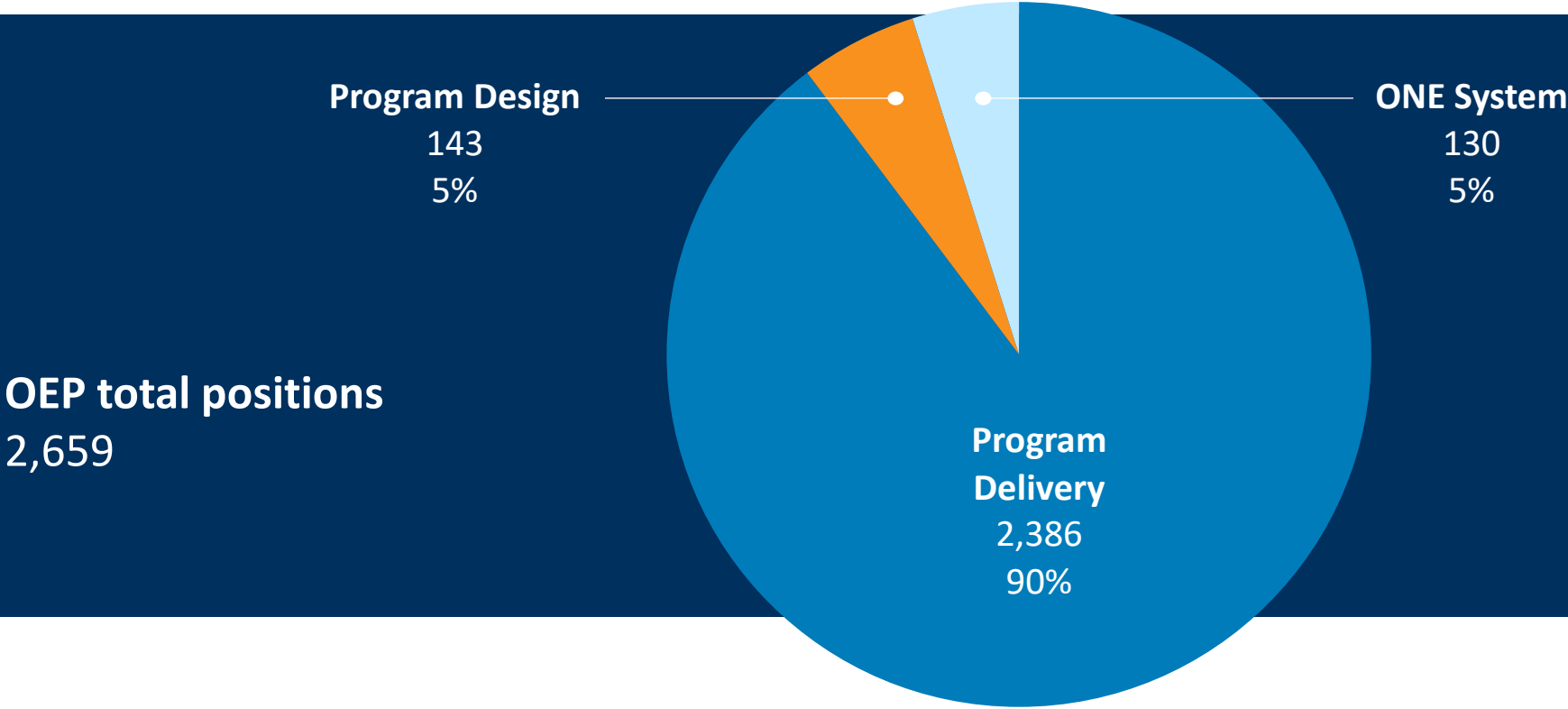
**Program Design**  
\$40.4 million  
4%

**Program Delivery**  
\$713.8 million  
75%

**ONE System**  
\$198.2 million  
21%

# 2025-27 Governor's Budget: Positions by program area

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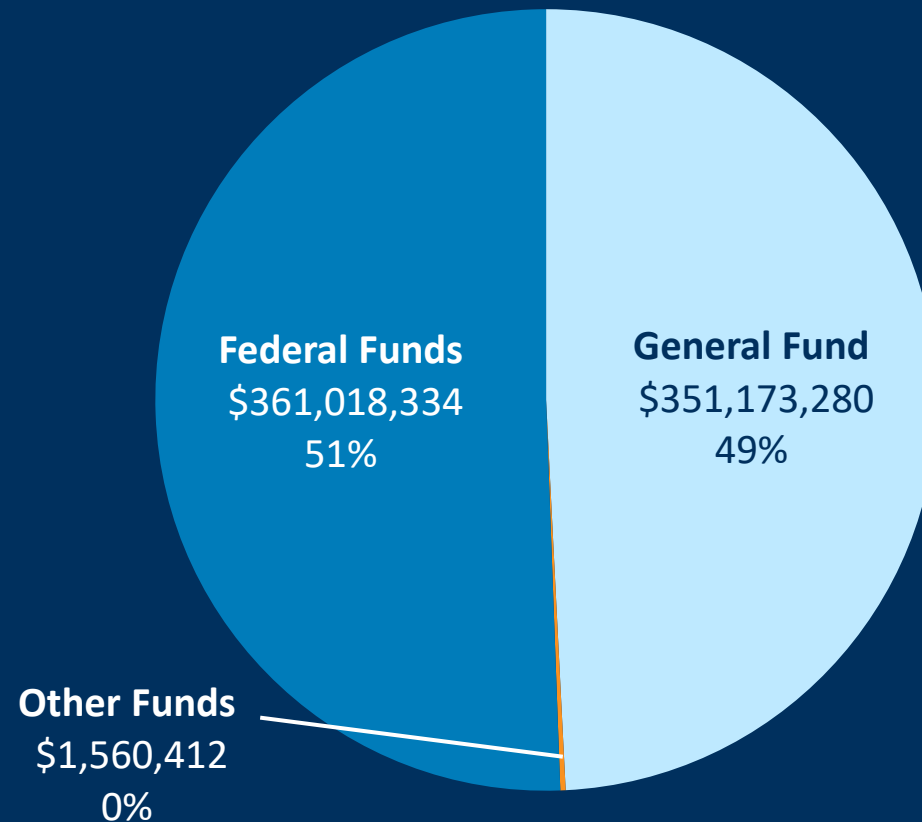


# Program Delivery: Funding split

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**Program Delivery  
total funds:**  
\$713.8 million

**OEP total budget:**  
\$952.4 million

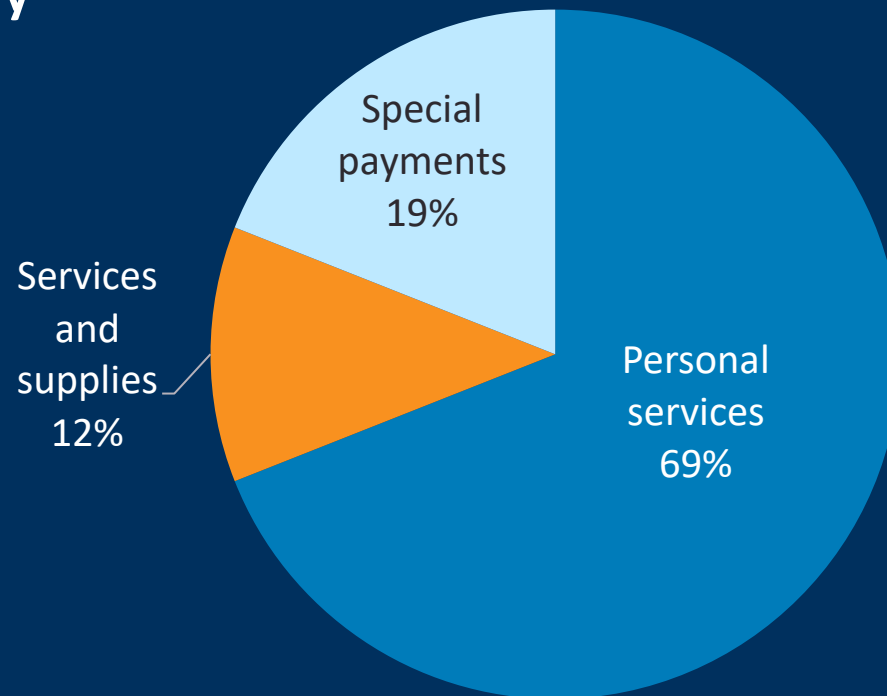


# Program Delivery: Cost breakdown

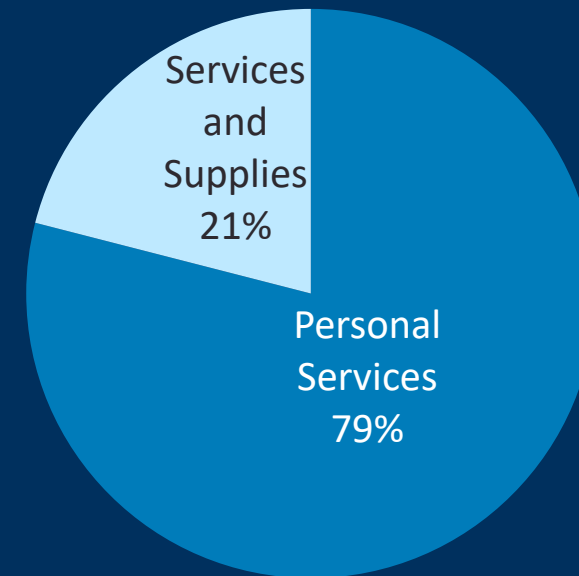
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Program Delivery  
total funds:  
\$713.8 million

## Local Office Staff



## ONE Customer Service Staff

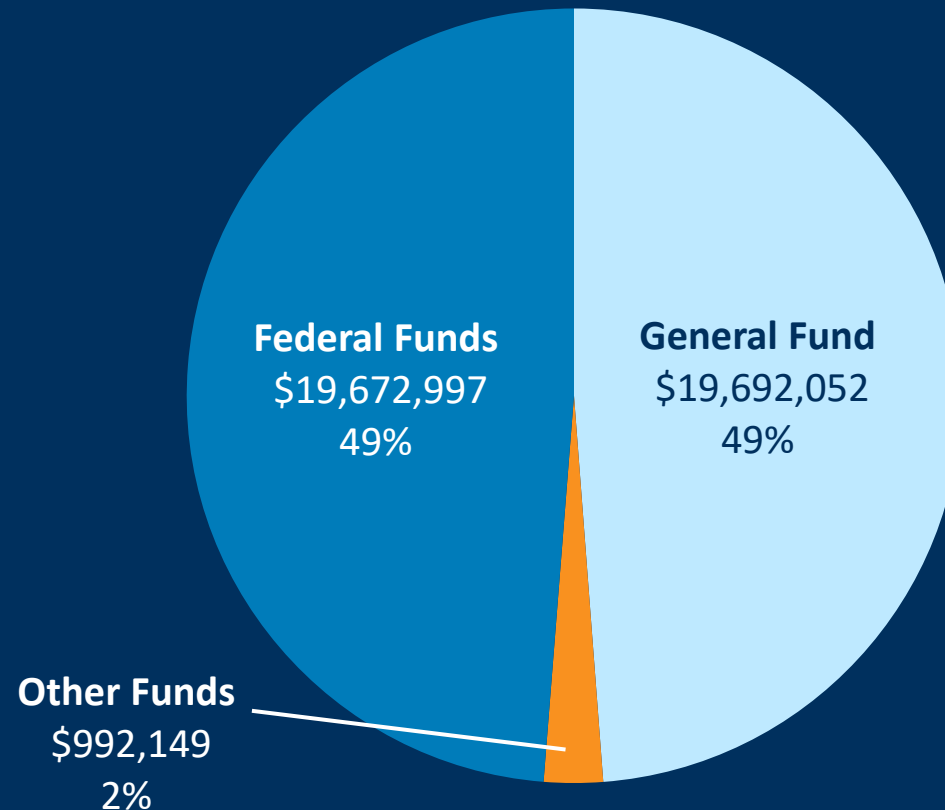


# Program Design: Funding split

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**Program Design  
total funds:**  
\$40.4 million

**OEP total budget:**  
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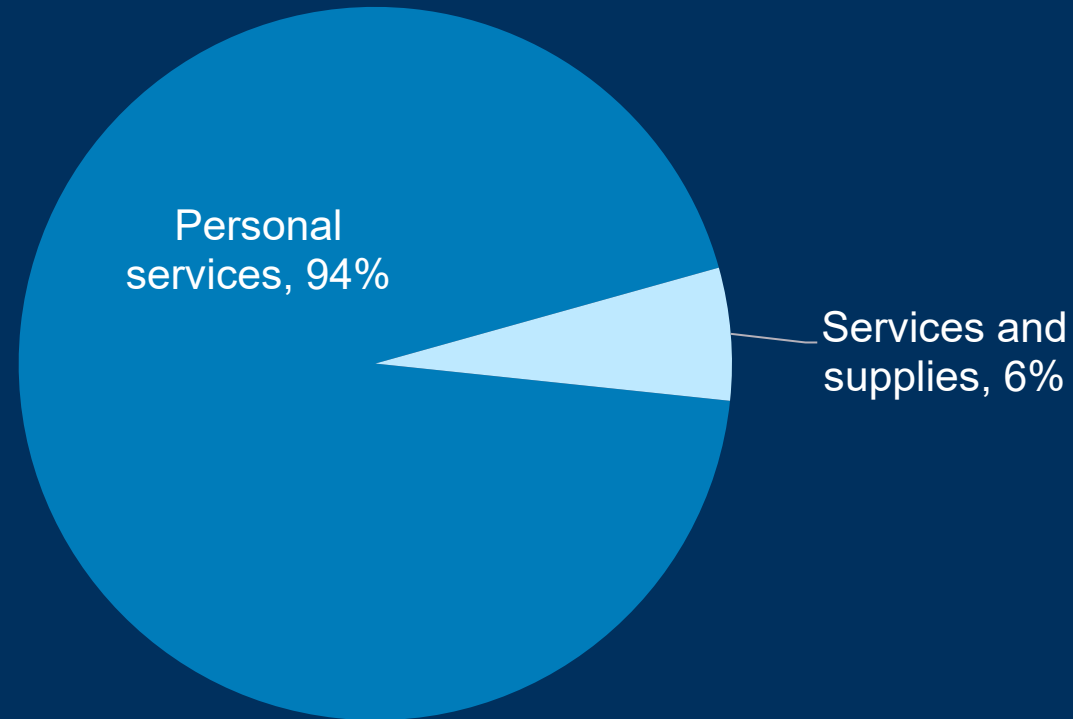




# Program Design: Cost breakdown

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**Program Design  
total funds:  
\$40.4 million**

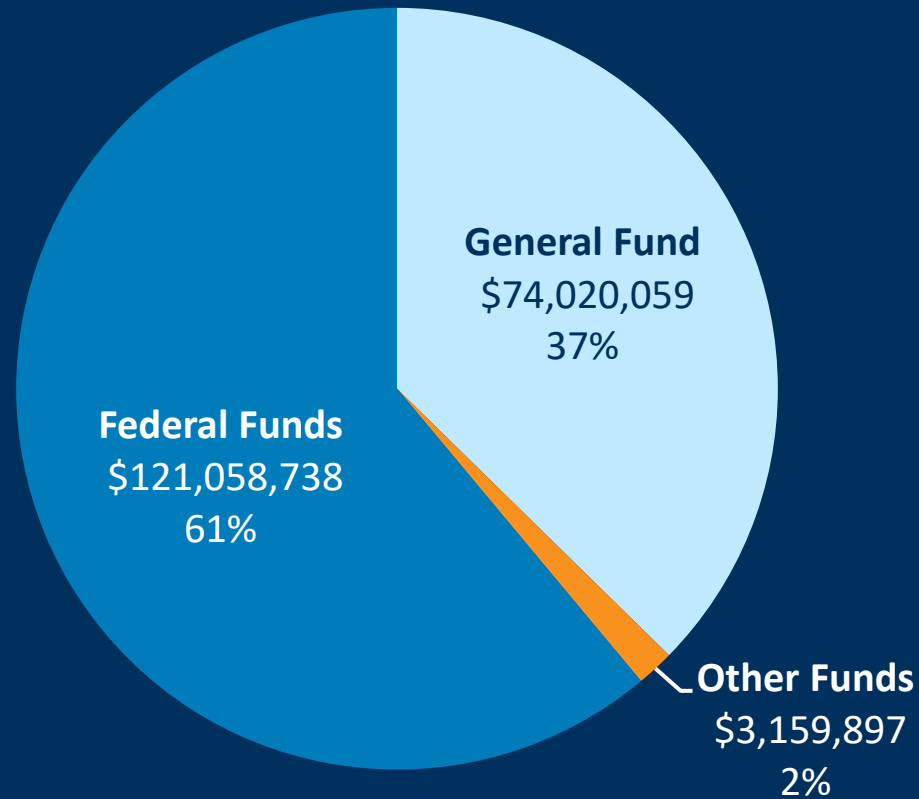


# ONE System: Funding split

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**ONE System\***  
**total funds:**  
\$198.2 million

**OEP total budget:**  
\$952.4 million



\*Includes ONE along with the Centralized Abuse Management (CAM) and Business Information Systems.

# Major costs

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| ONE system and other professional services | Software licenses and Hosting | Federal Data Services Hub | State staff    | Federal / Operational Changes | Centralized Abuse Management system |
|--|-------------------------------|---------------------------|----------------|-------------------------------|-------------------------------------|
| \$88.8 million                             | \$42.6 million                | \$20 million*             | \$38.3 million | \$3 million                   | \$6 million*                        |

All figures are **Total Funds** assumed within GRB

- Policy Option Packages assumed in GRB included in these numbers

# ONE place to manage benefits

ONE Online and the Oregon ONE Mobile app allows users to:

- Apply for benefits
- Access case information
- Compare health plans
- Ask questions

## Manage your benefits online

Use a ONE Online account or the free Oregon ONE Mobile app to manage your benefits.



| Features                     | ONE Online account | Oregon ONE Mobile |
|------------------------------|--------------------|-------------------|
| Access your case information | ✓                  | ✓                 |
| Renew your benefits          | ✓                  | ✗                 |
| Report changes               | ✓                  | Limited           |
| View notices                 | ✓                  | ✓                 |
| Submit proof of information  | ✓                  | ✓                 |
| Check benefit amounts        | ✓                  | ✓                 |
| Mobile friendly              | ✗                  | ✓                 |
| Tablet friendly              | ✗                  | ✗                 |



For desktop go to [benefits.oregon.gov](https://benefits.oregon.gov)



Scan this QR code to download the Oregon ONE Mobile app

Find more information at [benefits.oregon.gov](https://benefits.oregon.gov)

You can get this document in other languages, large print, braille or a format you prefer free of charge. Contact us at [ONE.Communications@odhsoha.oregon.gov](mailto:ONE.Communications@odhsoha.oregon.gov).

# Centralized Abuse Management (CAM)

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\$6 million  
Total Fund

A decade ago, abuse information was siloed across programs. Individuals could be found substantiated for abuse in one system and continue to work in another system.

The CAM system was put into place to help solve this. It records abuse investigations for APD, CW, ODDS and OHA.

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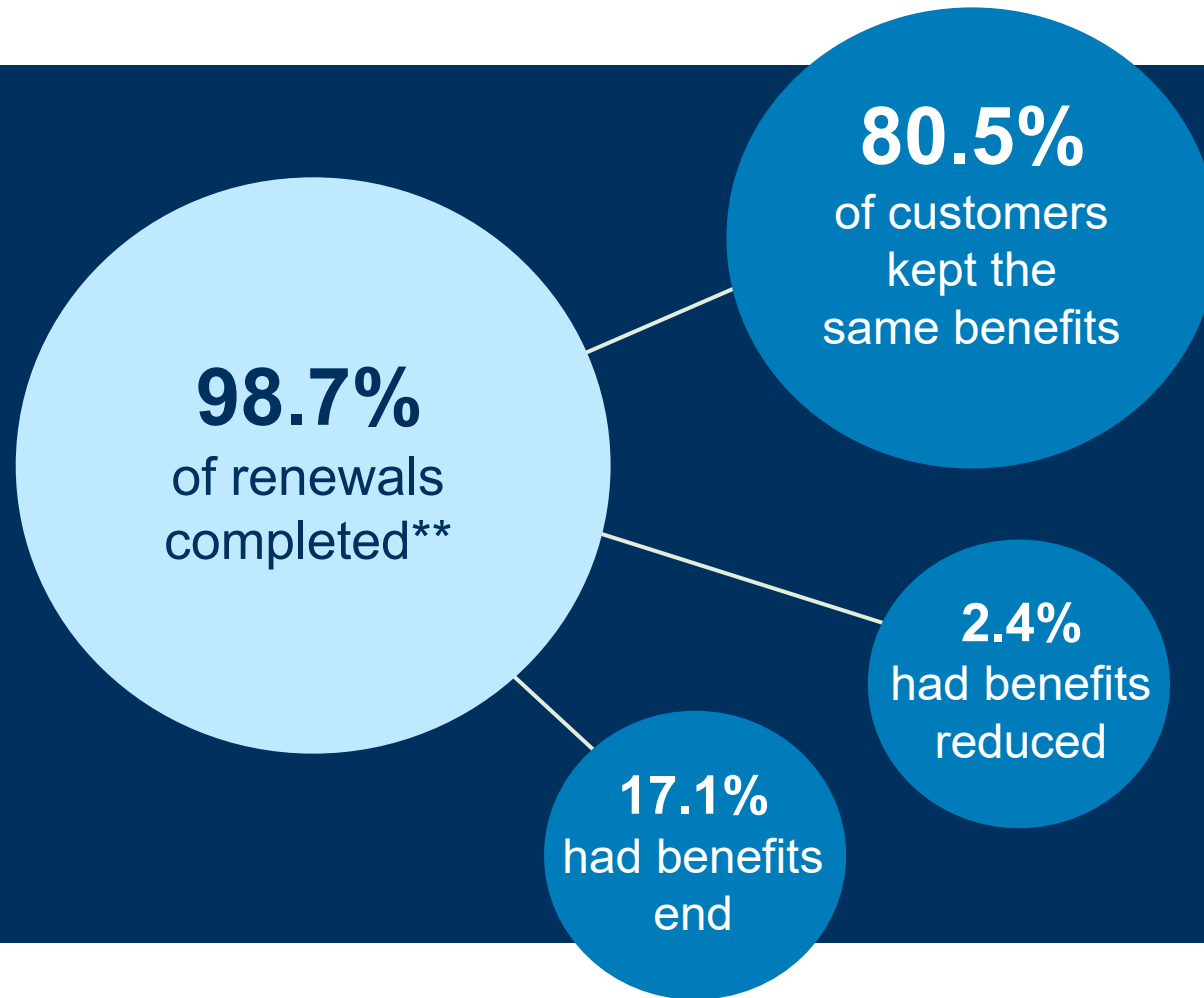
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# Public Health Emergency unwinding: Keeping Oregonians covered

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Oregon had the highest Medicaid renewal rate in the nation as of August 2024.\*



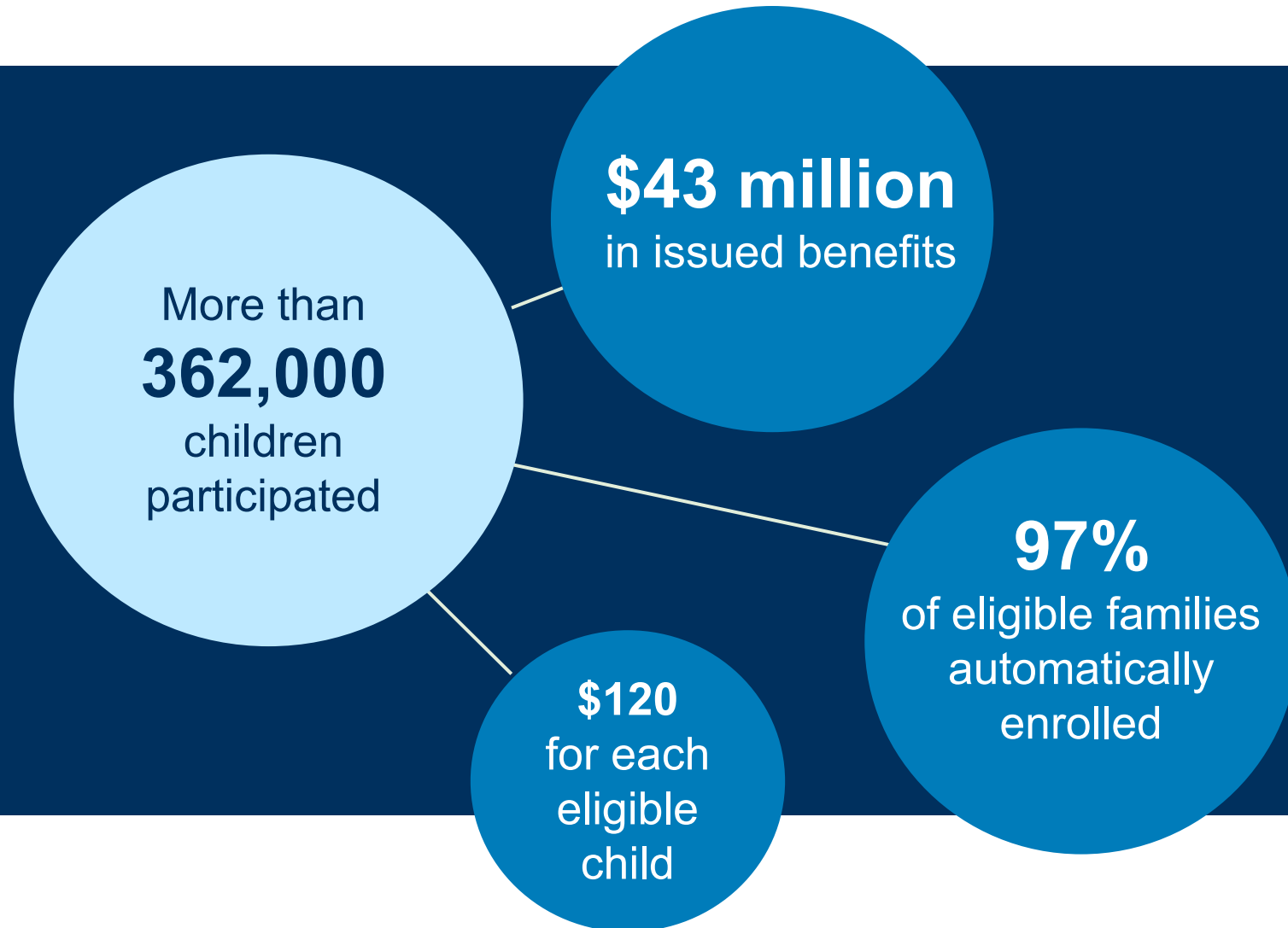
\*Among reporting states. KFF: [Cumulative Medicaid Renewal Outcomes for Reporting States.](#)

\*\*As of Dec. 8, 2024

# Summer EBT:

## Ensuring kids don't go hungry when school's out

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# Oregon Health Plan (OHP) Bridge:

## Promoting well-being by covering more Oregonians

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Oregon is  
**third in the nation**  
to implement a  
basic health  
program

Bridge **expands**  
**OHP coverage**

People earning  
138% - 200%  
of poverty level  
qualify

Bridge helps Oregon  
hold one of the  
**lowest uninsured**  
**rates** in the nation

“We had a client tell us today that she is extremely grateful as she takes care of her husband who has Parkinson's disease, so she is unable to go out and make more money. She is very thankful to us and this program.”

– ODHS staff member relaying a message from a Summer-EBT participant



# Customer Service surveys

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How would you rate your overall level of satisfaction with the service you received?

3.76

How would you rate the employees on their helpfulness, courtesy, and respect?

3.83

How would you rate the employees' ability to answer your questions?

3.73

\*Official numbers for December 2024 out of a 1-4 scale, 1 being Poor and 4 being Excellent

# ONE System survey

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How useful was your ONE Online account in completing the action you needed?

2.4

Did you use any of the tools available in your ONE Online account or on the website to answer any of your questions, and if so, how helpful were these tools?

2.28

How easy is your ONE Online account to use and to understand?

2.44

\*Official numbers for December 2024 out of a 1-4 scale, 1 being Poor and 4 being Excellent

# Efficiency and expansion

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**User Input**

**System  
Changes**

**Process  
Automation**

# Interactive Voice Response: Improving customer experience

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## 24/7 access

- No need to wait for staff availability or hours



## Assistance with commonly asked questions

- Reduced call wait times by offering self service



## Receive benefit status

- Approved, Denied, Pending, Discontinued



## EBT Card Replacement

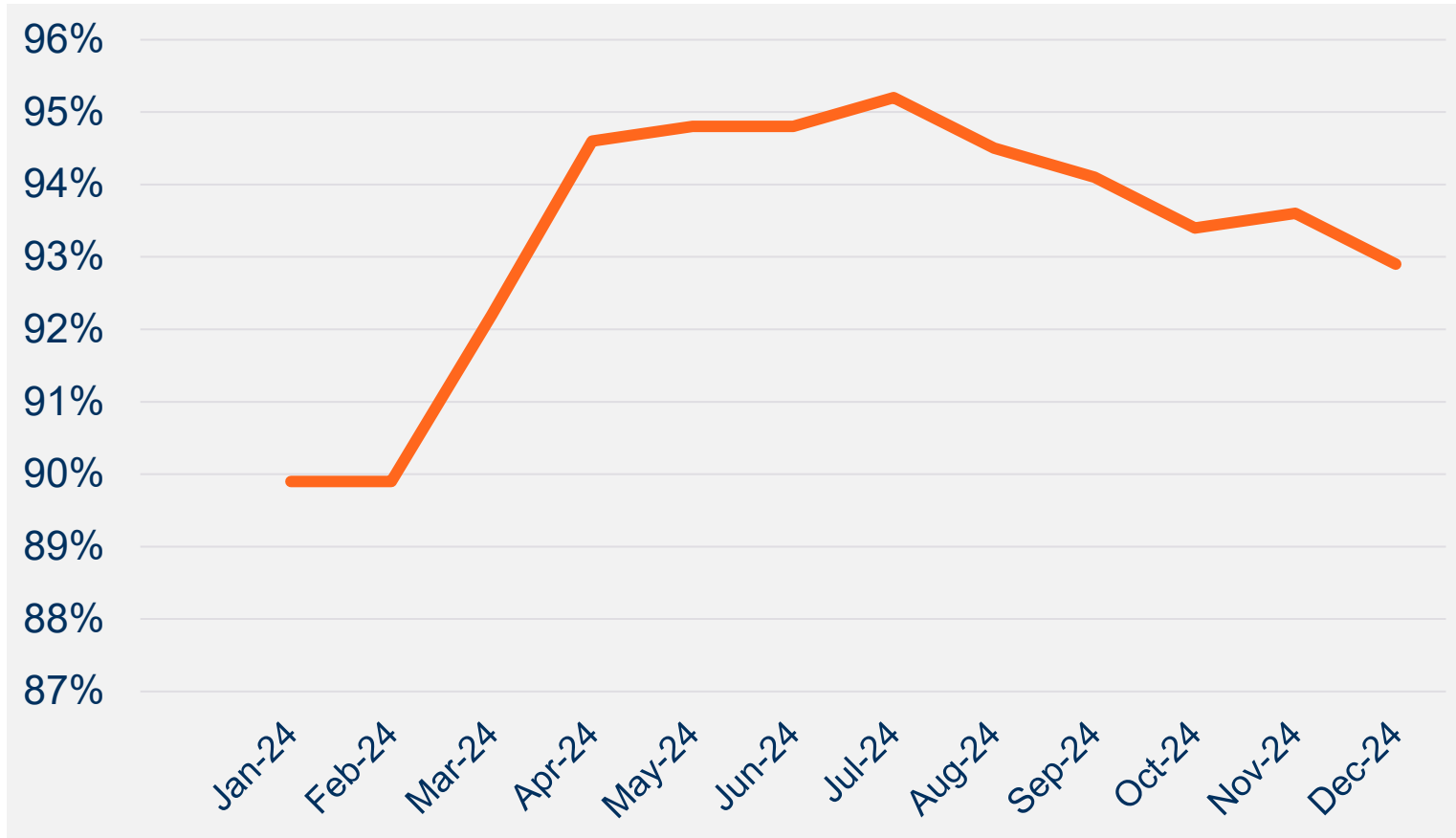
- Available for authenticated callers
- Easing lobby traffic and manual requests



## Verification code

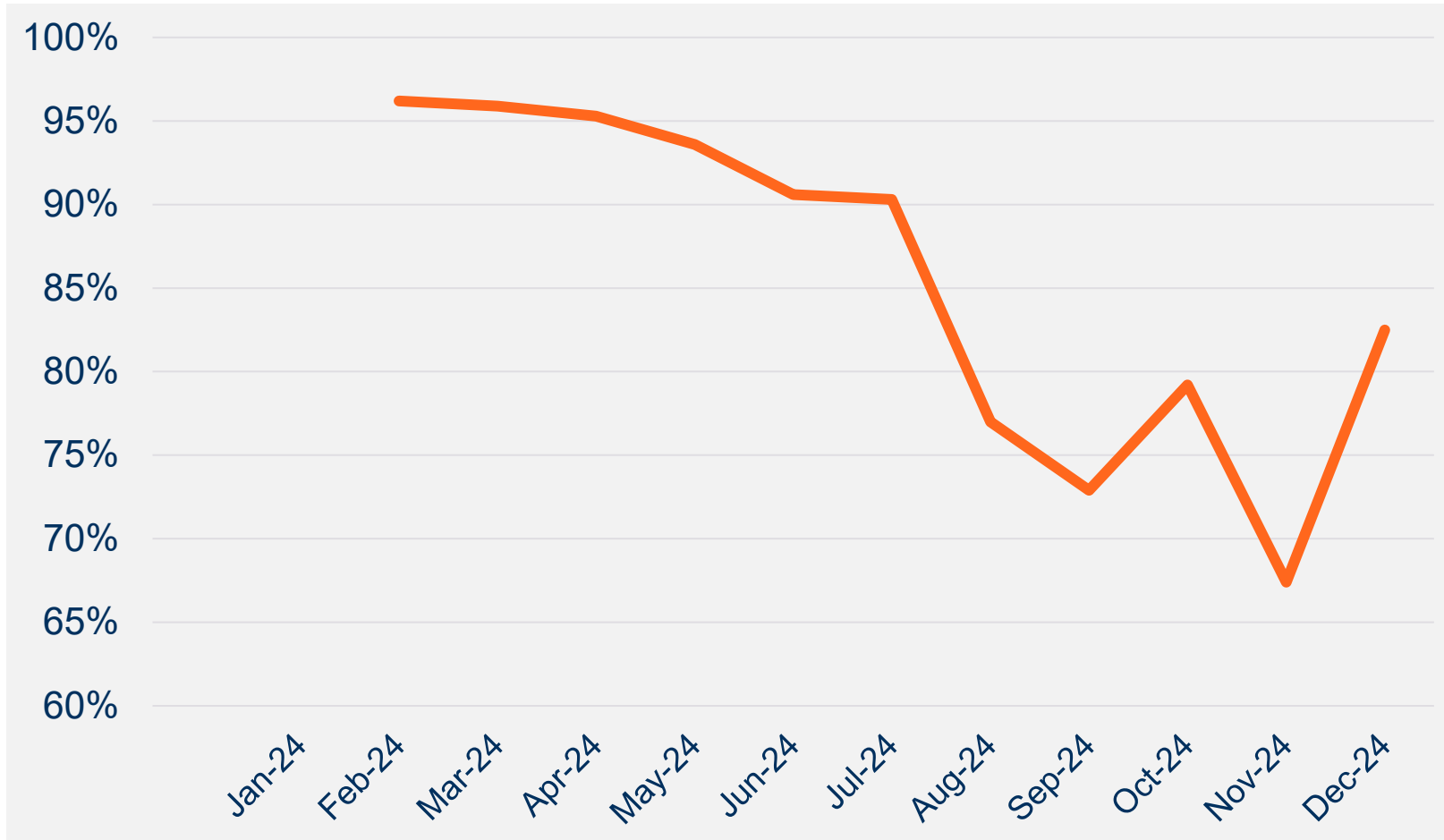
- Access IVR even quicker with a verification code

# KPM: Timeliness of application processing



59% of applications are processed in 24 hours  
+ 7.7% from 2023

# KPM: Timeliness of processing for renewal applications



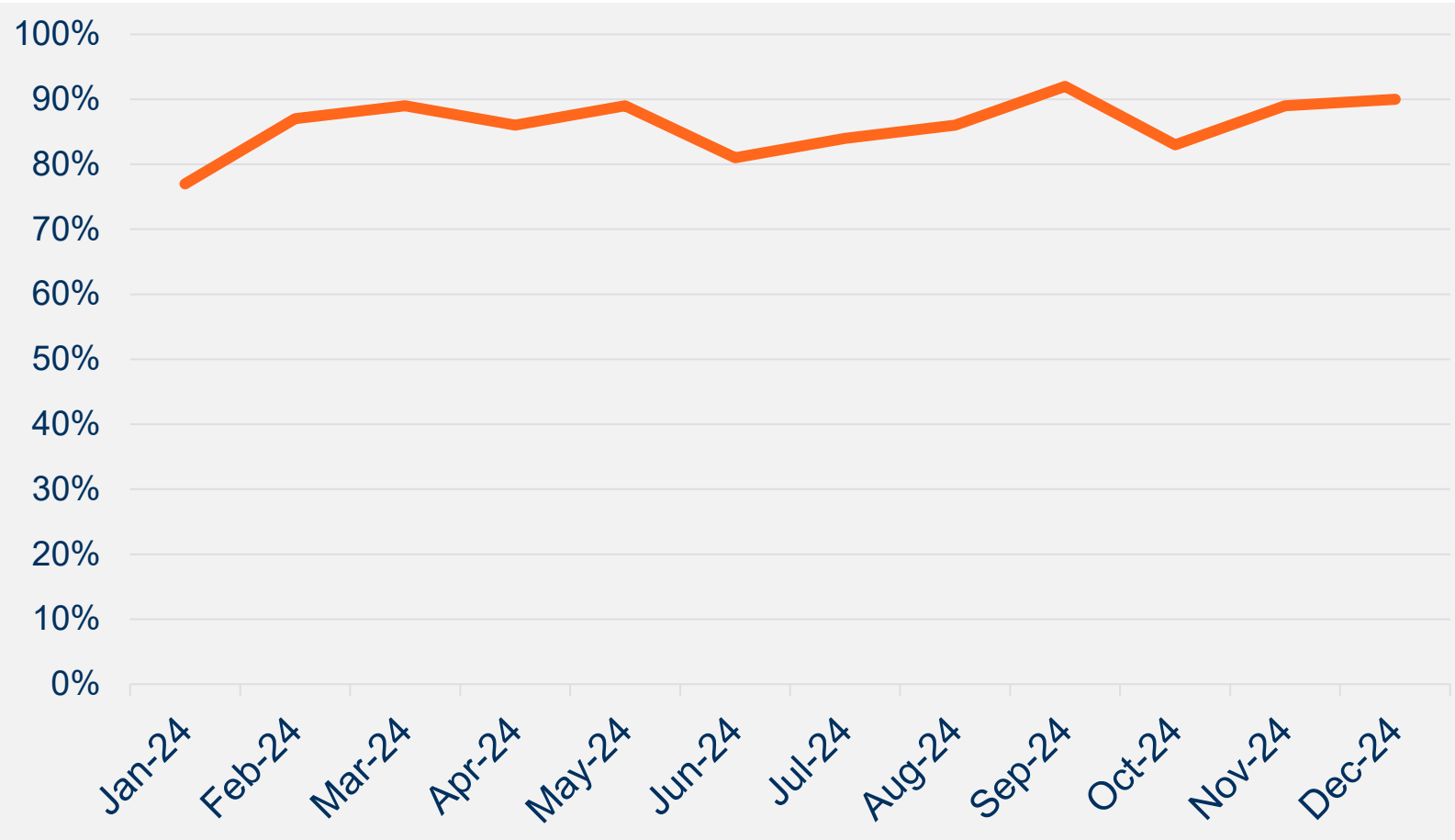
87% of applications are processed within federal standards

+ 2.3% from 2023



# KPM: SNAP applications processed accurately

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Reduced SNAP processing errors from 22% to 13%

# Other measures that matter

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| Percentage of eligibility calls answered |            |        | Eligibility phone queue average wait time |            |        | Customer satisfaction 0-4 scale, phone only |           |        |
|--|------------|--------|---|------------|--------|---|-----------|--------|
| Sept. 2023                               | Sept. 2024 | Change | Sept. 2023                                | Sept 2024  | Change | Sept. 2023                                  | Sept 2024 | Change |
| 54%                                      | 74%        | +20%   | 36 minutes                                | 14 minutes | - 22%  | 3.17  | 3.33      | + .16  |

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# 2025-27 Governor's Recommended Budget Policy Option Package (POP) 104

## Federally Required Changes to Data Services Hub

### PROBLEM

- Federal changes to funding
- Rapid migration to Openscape
- Increasing ONE Mobile app use

### SOLUTION

Pay the 25% State match that allows 60% of applications to be processed "no touch".

Establish a dedicated help desk team.

### RESOURCES

- **GF:** \$4,980,394
- **OF:** \$0
- **FF:** \$15,038,366
- **Pos.:** 4
- **FTE:** 3.00



**ODHS priority: Customer Service**

# 2025-27 Governor's Recommended Budget

## POP 113

### Central Abuse Management (CAM) System Maintenance and Operations

#### PROBLEM

CAM's maintenance, licensing and operational needs are underfunded, posing risks to abuse investigations and federal compliance

#### SOLUTION

- Fund the costs for ongoing M&O of the system.
- Enable system modifications for improved reporting and analytics

#### RESOURCES

- **GF:** \$1,250,000
- **OF:** \$0
- **FF:** \$1,250,000
- **Pos.:** 0
- **FTE:** 0



**ODHS priority: Safety**

# 2025-27 Governor's Recommended Budget

## POP 201

### Mainframe Modernization

#### PROBLEM

ODHS continues to rely on outdated mainframe system that limits its ability to meet legislative requirements and customer needs

#### SOLUTION

Allocate resources to support the transition from the aging mainframe systems to modern, stable IT environments.

#### RESOURCES

- **GF:** \$2,207,443
- **OF:** \$407,237
- **FF:**\$3,618,002
- **Pos.:** 6
- **FTE:** 4.5



**ODHS priority: Customer Service**

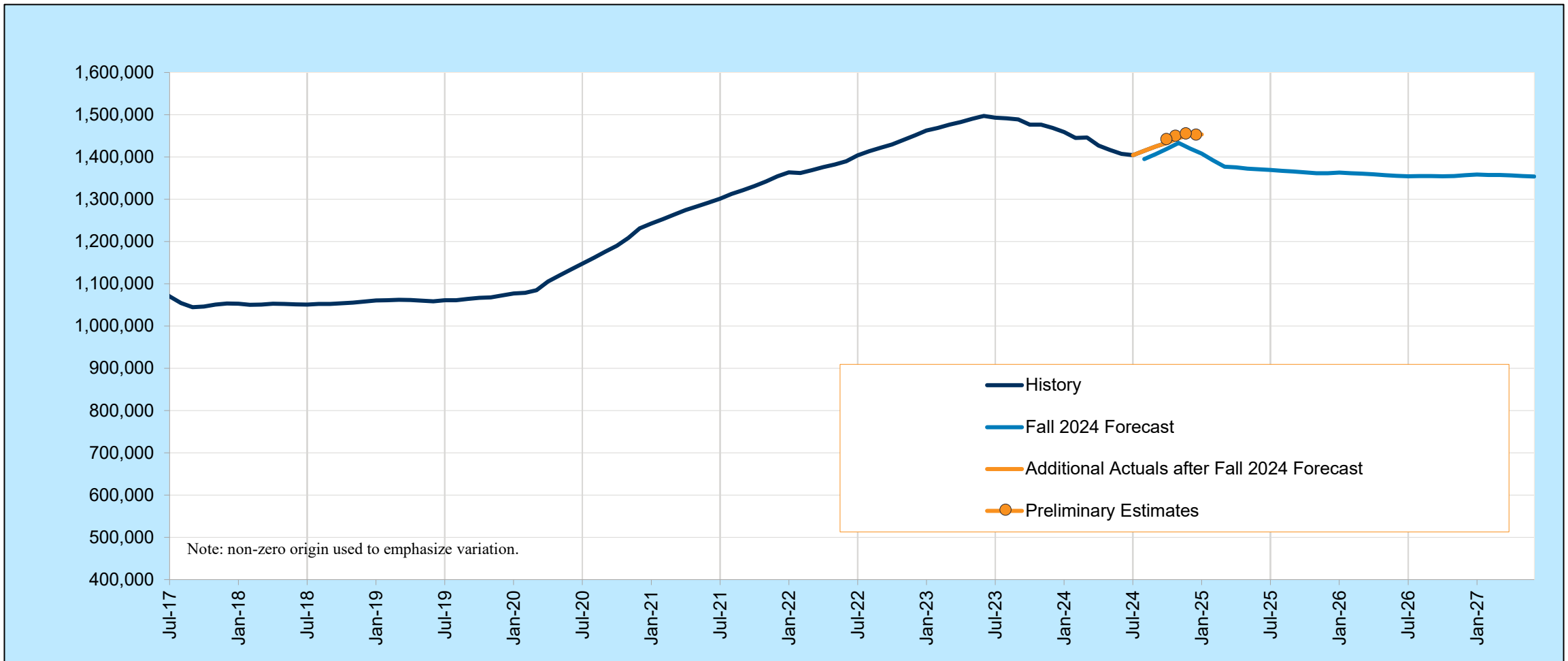
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# Key challenge: Medical caseload

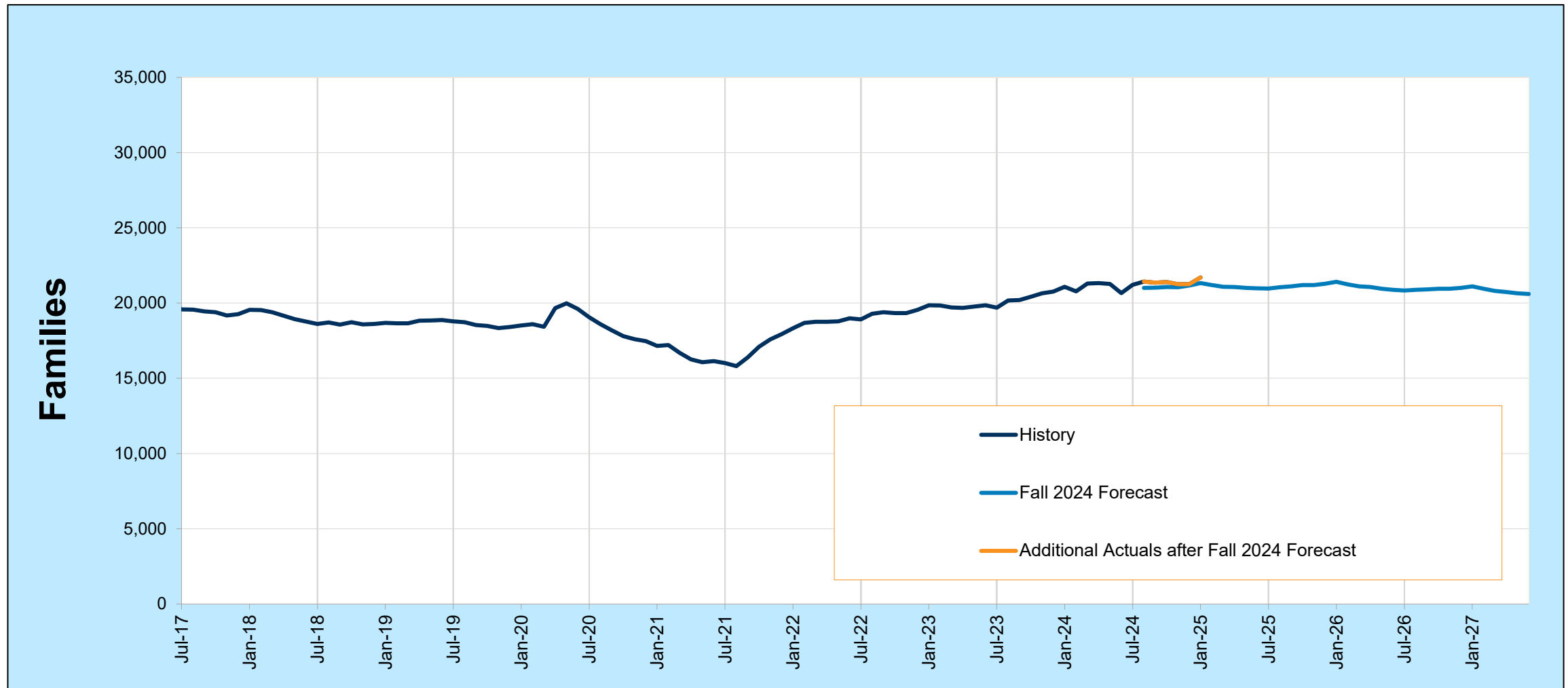


Health Systems - Medicaid administers state programs that provide medical coverage to low-income Oregonians, such as Medicaid and CHIP. These include: OHP clients, other Medicaid caseloads, and Healthier Oregon. The Medicaid counts do not include Partial Duals who only receive Medicare premium assistance.



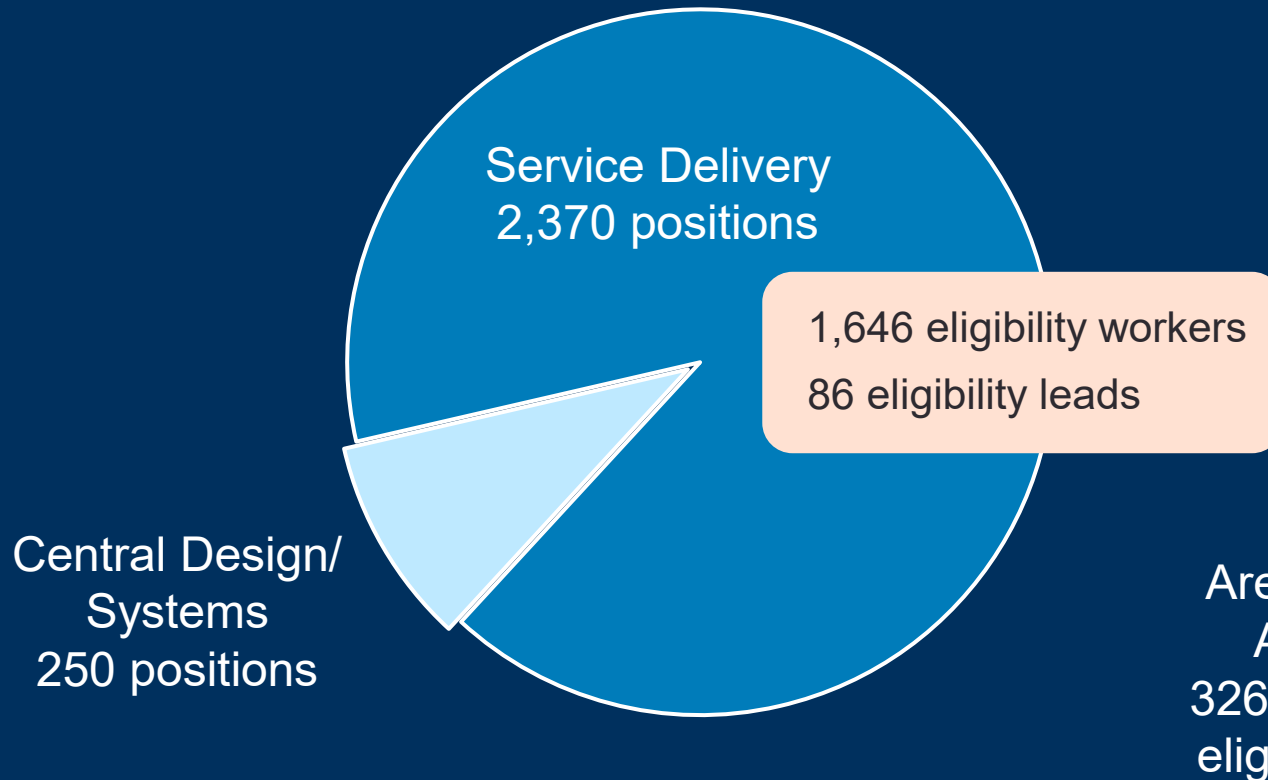


# Key challenge: Temporary Assistance for Needy Families (TANF) caseload

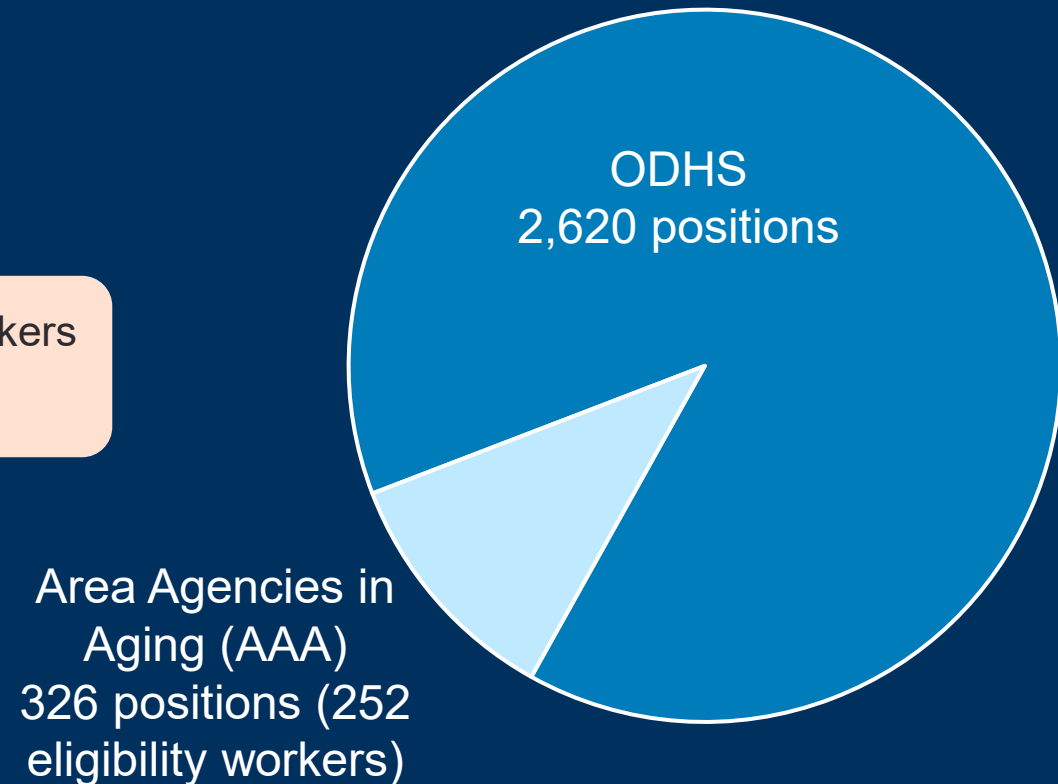


# Eligibility positions overview

Total OEP positions: 2,620



Positions by agency type



\*All figures from 2023-25 Legislatively Approved Budget following fall 2024 rebalance.

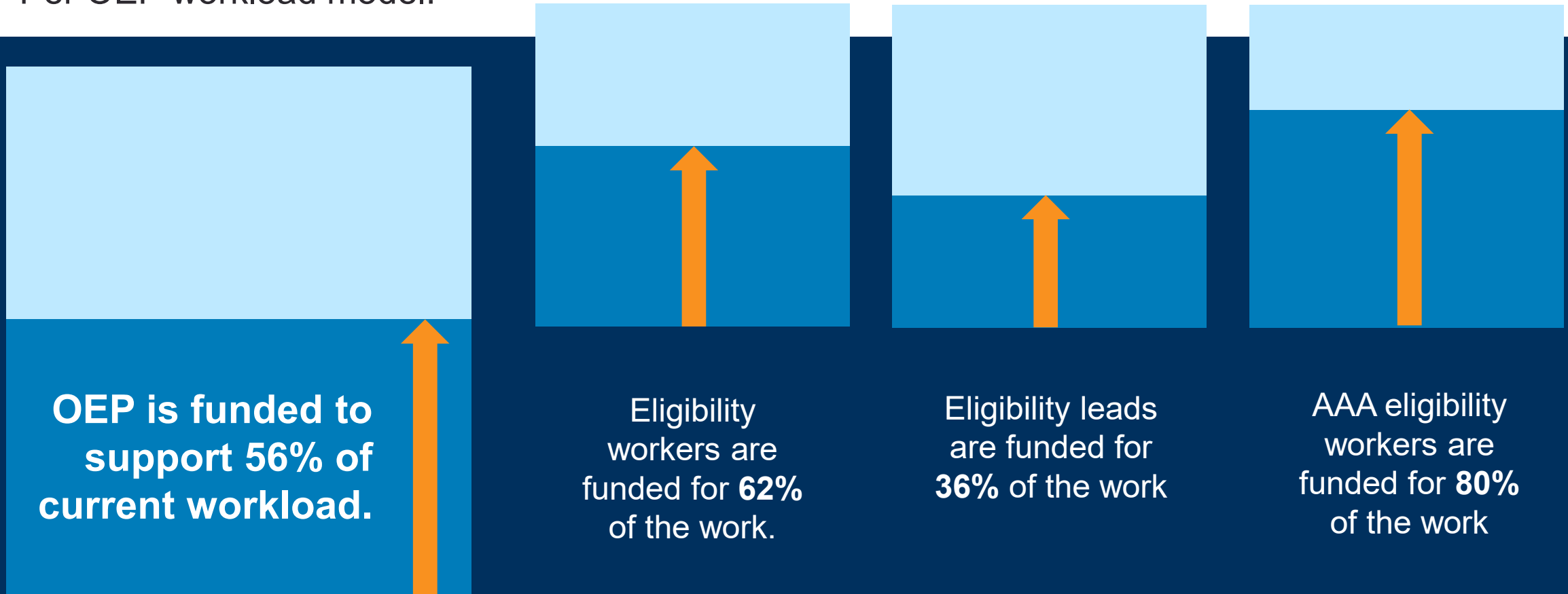
\*\* AAAs are funded based on statutory definition of 95% of the costs the State, not with actual positional authority

# Staffing picture: February 2025

| Classification                               | Current Position Authority (2023-25) | 100% Positions Needed Based on Forecast | Percent of Need | Difference: Current to Workload Forecast |
|--|--------------------------------------|---|-----------------|--|
| Human Service Specialist 3                   | 1,646.00                             | 2,629.98                                | 62.6%           | (983.98)                                 |
| Human Service Specialist 4                   | 86.00                                | 239.09                                  | 36.0%           | (153.09)                                 |
| Office Specialist/Human Service Specialist 1 | 517.00                               | 1,060.37                                | 48.8%           | (543.37)                                 |
| Administrative Specialist 2                  | 35.00                                | 96.40                                   | 36.3%           | (61.40)                                  |
| Supervisor 2                                 | 179.00                               | 365.15                                  | 49.0%           | (186.15)                                 |
| <b>Totals:</b>                               | <b>2,463.00</b>                      | <b>4,391.00</b>                         | <b>56.1%</b>    | <b>(1,928.00)</b>                        |

# The workload picture

Per OEP workload model:



AAA eligibility leads are currently not funded.

# New programs add to the workload

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## 2023-2025

**96,000+ hours and \$17.3 million invested in ONE system changes:**

- Healthier Oregon
- OHP Bridge
- Young Adult/Youth with Special Health Care Needs (YSHCN)
- Summer EBT



## 2025-2027

**New programs in development:**

- Carceral-reentry (2025)
- Reproductive Health Program (2026)

**Unknown Federal Changes**

# Internal mitigation: Continuous Eligibility and process updates

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From fall 2024 rebalance to February 2025, OEP:

- Introduced policy changes with continuous eligibility for Medicaid
- Made processing efficiencies within ONE



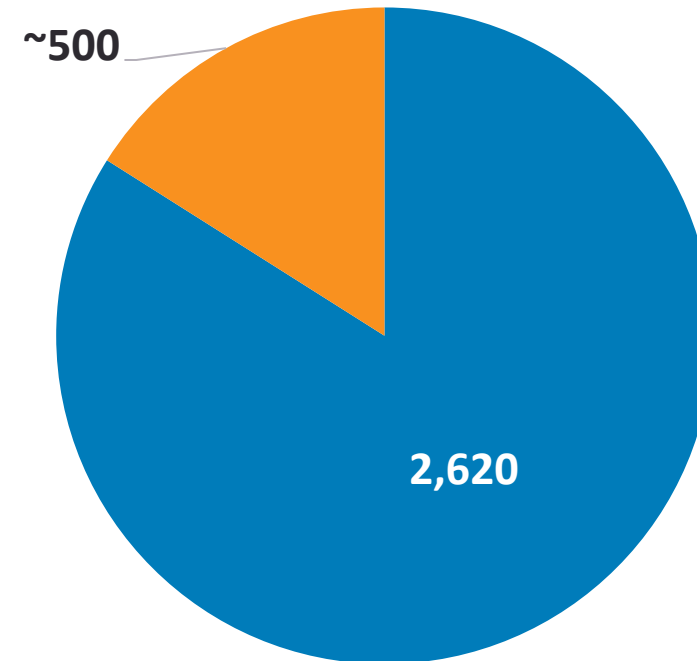
## Results:

- **Reduced the FTE funding gap** from 3,061 to 1,928
- **Increased overall funded staffing** from 44% to 56%
- **Increased the level of funded eligibility workers** from 49.7% to 62.6%

...without adding any new staff or funding.

# Key challenge: Position authority

- **Non-budgeted positions** remain necessary to meet federal timeliness standards given current caseloads.



- Budgeted positions
- Non-budgeted positions (approximate count as of Jan. 2025)



# Non-budgeted positions

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**OEP has reduced its NBP count by more than 40%,** bringing it from 930 to approximately 500 over the course of the 2023-25 biennium.

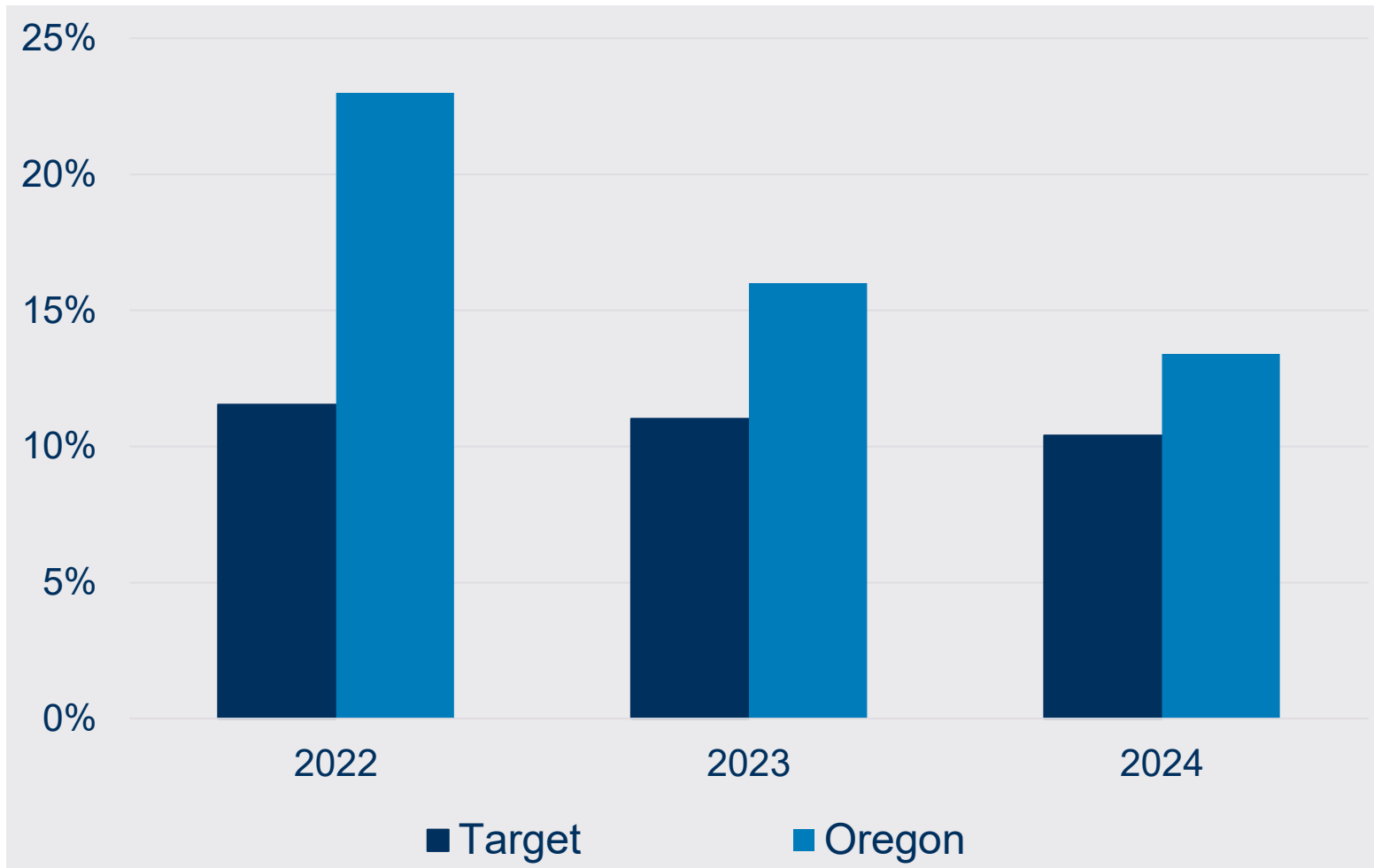
# Total Positions: Maintain current level

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|                                       | Delivery | Design | ONE System |
|---------------------------------------|----------|--------|------------|
| Positions funded in Governor's Budget | 2,386    | 143    | 130        |
| Non-budgeted positions*               | 424      | 62     | 5          |

\*Includes positions with planned resolution as of Feb 2025

# Key challenge: SNAP Error rates



USDA determines the national payment error rate by calculating the weighted average of all individual state payment error rates. Weighting is determined by a state's proportion of total SNAP benefit issuances that fiscal year.

# Key challenge: Timeliness

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| Expedited SNAP<br>7 days |        | SNAP<br>30 days  |        | Medical and other benefits<br>45 days |        |
|--------------------------|--------|------------------|--------|---------------------------------------|--------|
| Federal Standard         | Oregon | Federal Standard | Oregon | Federal Standard                      | Oregon |
| 95%                      | 86.6%  | 95%              | 91.7%  | 100%                                  | 94.4%  |

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