APD Field Services

June 2013

In the Loop

ADRC stories…

Did you know Oregon has a free hotline for seniors and people with disabilities to call when they need help?

Oregon's Aging and Disability Resource Connection (ADRC) is a "one-stop shop" for older adults, people with disabilities, their caregivers, and families to get the information and services they need as health and long-term care needs change.

Harry and Charlotte Miller of Salem used the ADRC recently to help Harry find some help caring for his wife. With the help of an Options Counselor, Harry discovered the day services at the Salem 50+ Center they now use regularly. Harry said the five hours Charlotte spend at the Center has given him some "me" time each week to himself and has made a world of difference for him.

Charlotte and Harry Miller of Salem

The ADRC recently received high marks from a customer satisfaction survey conducted by Portland State University. To use the ADRC, call 1-855-ORE-ADRC or go the website at www.adrcoforegon.org.

For more information please contact: kristi.m.murphy@state.or.us or (503) 373-2112

In this edition:

Supporting APD/AAA field structure by providing efficient, timely, and accurate information through superior customer service.

Siebel insights: Terminology

As the new product gets closer to release, you may hear some new terminology around the office. Below are the three most common.

Oracle - the company that owns the new product, Siebel. Oracle is one of the biggest software development companies of the world, servicing companies such as Hewlett-Packard (HP), Dell, and IBM.

Cha Cha - Diane Holmes, OPAR

Siebel - the name of the Oracle product Oregon has purchased to replace current computer systems. Siebel is a large, comprehensive product with many capabilities to improve the work we do.

Initial Win - this is the first phase of implementation scheduled for later this year. To ensure the new system is accurate and meets the needs of Oregon, the Siebel product will be released iteratively, meaning small meaningful releases over a few years.

Good News: Unlike CAPI, Siebel is an "out-of-the-box" solution. This means instead of focusing on fixing an internally developed system with home grown computer programming, we are able to polish a proven product that can meet our technology needs.

Crystal Lehner, Business Transition

July 2013

Cellphone courtesy month
Hemochromatosis screening month
Wheelchair beautification month

July 4 - 10: Freedom week
July 14 - 20: Everybody deserves a massage
July 21-27: Independent retailers week

July 2: World UFO day
July 4: **Independence Day - CLOSED**
July 5: Math 2.0 day
July 11: Cheer up the lonely day
July 15: Be a dork day
July: 22: Casual Pi day
July 23: Gorgeous grandma day
July 26: Talk in an elevator day
July 27: Korean war armistice day
July 30: Medicare's birthday

Send your photos and stories to karen.l.gulliver@state.or.us & inspire others!

Hints from EAU

- It's helpful to Estates Administration Unit (EAU) if the customer's bank is listed in the resource section of Oregon ACCESS. This assists in collecting any bank funds available.
- Did you know you could order form DHS 9093, the EAU brochure, through the Forms and Distribution Unit? Just follow the link to place your orders: DHSOHA.PublicationRequest@dhsoha.state.or.us.
- Just a reminder, burial plans should be in the customer's name. Check the document to be sure the customer is listed as the owner; only the owner of the policy can make changes. If the owner is not a customer, it costs the customer nothing to make that change.

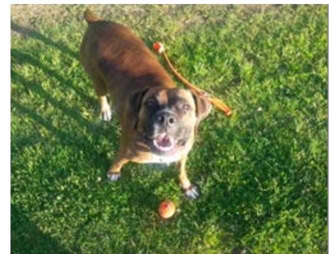
Estates Administration Unit

Canceling SNAP EBT benefits in the event of a death

When your customer passes away, get their benefits closed ASAP. There is no need to wait until the end of the month – that is a myth!

On a single person SNAP case you will want to cancel the benefits but, if you cancel the EBT card before deleting benefits – things get tricky, even downright impossible. Please check the benefits **before** canceling the card to see if there are benefits that need to be deleted.

Here are things you need to know:



Zor - Maria O'Connor, Roseburg SSO

1. If the EBT card has not been canceled AND the benefits in the issuance month (month being canceled) have not been touched (not partially used) – the benefits can be deleted from the benefits issuance screen.
2. If the card has not been canceled AND the benefits in the issuance month have been touched (partially used) – the benefits can only be deleted from the adjustment/conversion screen.
3. If the card has been canceled AND the benefits in the issuance month have not been touched – the benefits can only be deleted from the adjustment/conversion screen.
4. If the card has been canceled AND the benefits have been touched – we're out of luck. Those benefits cannot be canceled and must age off. Benefits age off after 12 months if there have been no withdrawals.

If you have questions, prior to inactivating or canceling a card, please talk to your leads or contact SNAP Policy: snap.policy@state.or.us.

SNAP policy analysts

Medicare.gov

APD has secured permission for workers to use the website, Medicare.gov. Some areas are already using this site, but if your area is not using Medicare.gov yet, start now and save yourself a LOT of time and effort!

Medicare.gov can help you with the type of Medicare coverage a customer has, when the coverage started, what the customer's Medicare supplement is, and it is a great resource for Medicare information.

Use this site to help customers enroll in a Medicare Advantage Plan (MA) or a Prescription Drug Plan (PDP).

Thanks to Aaron Malvaney and Donna Malvaney in Redmond for the tip!

Don't forget! AAA and APD staff should **never** determine eligibility for MAA! Staff is not trained on MAA, the APD applications do not support MAA, **AND** it's an agreement we have with SS. Please do not act to close an MAA case, certify an MAA case, or change an MAA case – ask SS instead (yes, even if you've come to APD/AAA via SS). If you do not get a response from SS, let your lead, supervisor, or manager know and they can work on the local agreement.

What the auditor saw

A recent Secretary of State audit of potential fraud cases has just finished; you may have seen this mentioned in local newspapers or heard the audit discussed on the radio. All in all, we did pretty well – as usual.

The main focus of this audit was matches with Social Security Administration (SSA) death match list, Oregon lottery winners, Oregon prisoners, PERS, and DHS and OHA employees. The auditor matched DHS and OHA customers to persons on the above resources to look for discrepancies.

As always, there were issues related to completing the audit:

- Missing identification. Citizenship documentation, SSN information, etc., was not in the current working file.
- Service plans not in the file. Current service plans, with the signature, should be kept with the current file. The Oregon ACCESS version is not sufficient for a Secretary of State audit.
- Signed vouchers are missing. This is the same issue as the missing service plan. Please do not recycle or shred the signed vouchers.
- Missing eligibility narrations. Narrations which say something like "*SSI case. Recert for June 2013*" are not valid eligibility narrations. Each eligibility decision should be treated as if it is the very first one.
- Delayed response time.

Issues discovered by the auditor:

- **SSA death match list**: 1,000 total persons matched (0.01%)
  - Medicaid: 586 matches;
    - ★ Death not reported;
    - ★ Date of death (DoD) not entered in to the system (no recovery);
    - ★ Delayed action after SNAP: 4 cited for improper payments;
    - ★ Benefits were issued after the DoD was reported;
    - ★ Keying errors.
  - In-home services: 34 matches;
    - ★ New cases not opened for the surviving spouse;
    - ★ Keying errors;
  - Other:
    - ★ Undocumented non-citizens receiving benefits under a false SSN;

Chester - Linda Freidenberg, St. Helens

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- **Incarcerated customers**: 384 total persons matched
  - Delayed action;
  - Incarceration was not reported;
  - Incarcerated person was counted as a household member.
- **Lottery winners**: 371 total persons matched, 1 error
- **PERS**: 2373 total persons matched. T*his portion of the audit is still in process; early data indicates about a 6% error rate;*
- **DHS/OHA employees**: 683 total persons matched
  - Third party medical not coded;
  - Received benefits incorrectly due to case worker error;

Nina and Romulus - Robyn Schacher, Grants Pass

The auditors had a lot of suggestions about how Oregon can access the same information as the auditors, and those ideas are being reviewed. Also, everyone involved with audits at Central Office is working on how to make these audits less painful – thank you for your feedback!

May 2013 SNAP honor roll

100% accuracy!

0310	Canby APD	100%	2411	Salem ADS	100%
0313	Milwaukie APD	100%	2518	Portland West ADS	100%
0411	Warrenton ADS	100%	3013	Hermiston APD	100%
0911	Bend APD	100%	3111	La Grande APD	100%
0913	La Pine APD	100%	3211	Florence AAA	100%
1311	Burns APD	100%	3415	Tigard APD	100%
1513	Medford SSO	100%	3417	Beaverton APD	100%
2211	Albany ADS	100%	3515	Portland ADS	100%

90% or better accuracy!

1418	Portland South East ADS	96.00	2911	Tillamook ADS	93.33
1717	Grants Pass DSO	96.00	3011	Pendleton APD	93.33
3411	Hillsboro APD	96.00	2019	Cottage Grove AAA	92.86
3617	McMinnville ADS	96.00	1811	Klamath Falls APD	92.00
0311	Oregon City APD	93.33	2111	Toledo ADS	92.00
0314	Estacada APD	93.33	2711	Dallas ADS	92.00
0511	St. Helens APD	93.33	2011	Lane LCOG	91.11
0811	Gold Beach APD	93.33			

***66%** of all the APD and AAA offices are on the honor roll*

NVRA III – Bride of NVRA

More questions and answers on the National Voter Registration Act (NVRA) procedures. If you have a question, contact the agency NVRA coordinator, Karen Gulliver by phone, 503-569-7034, email: karen.l.gulliver@state.or.us, or IM.

Q: I know what to do when the customer says "yes", what do I do when they say "no"?

A: If there isn't an application with the question, such as ongoing medical or change of address, and the customer says "no", complete the SEL 503D, *Oregon Voter Registration Declination*. The customer has to complete the registration card, but any DHS or AAA staff member can complete the SEL 503D. Print the person's name, today's date, and mark the "no" bubble. The SEL 503D forms are given to the front desk/site coordinator just like the registration forms. Customers who say "no" on the application are done!.

Q: My customer lives in a facility and I only talk to his daughter. He could answer the question, but I don't see him at eligibility. Do I have to call him? Do I ask his daughter?

A: You do not have to contact the customer when they have an authorized representative. Only the person who receives the benefit can answer the question, so absolutely no one can speak on his or her behalf or this one question. However! You do have to ask the customer if they have an assessment based on that application.

Buddy - Debbie Moser, Grants Pass

If the customer applies for medical benefits and services with the help of an authorized rep, during the eligibility determination DO NOT ask the rep about voter registration if the customer is not present. If the customer is eligible for services, sk them during the assessment process related to the request for benefits. If he or she is not able to comprehend the question, you can indicate they said "no"

Q: What do I do when the customer says they don't want to register to vote during a phone interview?

A: If the customer tells you over the phone they are not interested in registering to vote, you can *either* mark the application if appropriate, or complete the 503D for the customer. If you are doing an eligibility interview you'll have an application, unless it's ongoing medical. If you are using the Oregon ACCESS application, you have to ***hand fill*** the voter registration bubble (the system can't do it), *or* click the box if you are using the online/forms server application.

For ongoing medical, since you don't have an application, or for address changes over the phone, when the customer says no, print their name on the 503D, today's date, marks the "no" bubble, and give the 503D to your site coordinator.

Q: Do voter registration requirements apply for the SNAP Interim Change Report?

A: Yes it does. The Interim Change Report, DHS 852, has been updated to include the federally required voter registration question – the question is right at the top. If the question is unanswered, consider it a "no" response.

July 2013 training calendar

Monday	Tuesday	Wednesday	Thursday	Friday
1 K Plan GoTo meeting (2:00 - 3:15)	2	3	4 **CLOSED**	5
8 K Plan GoTo meeting (10:00 - 11:15)	9 Case management essentials (8:30 - 4:30	10 Case management essentials (8:30 - 4:30	11 Case management essentials (8:30 - 4:30	12 Case management essentials (8:30 - 4:30) K Plan GoTo meeting (10:00 - 11:15) Ask diversity - Salem (8:30 - 12:00)
15	16 Oregon ACCESS basics (8:30-4:00) Advanced eligibility calculations and trusts (8:30 - 4:00)	17 Oregon ACCESS basics (8:30-4:00) EPD (8:30 - 4:30)	18 Presumptive Medicaid training (8:30 - 12:00)	19
22 APS core competencies, North Bend (8:00 - 5:00)	23 APS core competencies, North Bend (8:00 - 5:00)z Eligibility 101 (8:30 - 4:30) Advanced case management skills (8:30 - 4:30)	24 APS core competencies, North Bend (8:00 - 5:00) Eligibility 101 (8:30 - 4:30) Advanced case management skills (8:30 - 4:30)	25 APS core competencies, North Bend (8:00 - 5:00) Eligibility 101 (8:30 -12:00)	26 APS core competencies, North Bend (8:00 - 5:00)
29	30	31 Ask diversity - Salem (8:30 - 12:00)		

Dates and availability of classes are subject to change. Please review availability on the DHS Learning Center.

Canceling EBT cards when someone leaves a SNAP household

Ever gotten one of these calls? "*My boyfriend/girlfriend/wife/husband/child/roommate moved out last week and I want them taken off my case*." When you get information saying someone has left a SNAP group make sure to cancel their EBT card (if they have had one issued). Since we take clients statement on household composition, we would act on this change and remove that person from the case (with proper notice of course), and cancel their EBT card.

If it is the Head of Household (HH) who has left, have the other adult(s) remove themselves from the case and reapply. This will ensure the HH's benefits continue without interruption. Send the HH a ten day notice or have the persons removing themselves sign a 457D if you do not have 10 day notice. In this case only cancel the card of the persons removing themselves from the case; you would not cancel the HH's card.

Darwin and Boomer - Kim Welsh, Portland

The reason we must cancel the EBT card is SNAP benefits are issued to the SNAP group not specific individuals in the case. While benefit amounts are based on the number of individuals and all the income, the benefits are meant for the entire SNAP group. When an individual leaves a household we are required to cancel their EBT card, because they are no longer entitled to the household's benefits.

The up side to this? We preserve the household's benefits.

The down side to this? The person who left the household is not entitled to receive SNAP on their own until the next month, provided they are applying for benefits on their own.

Please remember you still need to give appropriate 10 day notice to reduce the household's benefits or have a 457D signed. If we fail to cancel the card for the person who left when it is reported, the benefits spent by the ineligible household member must be replaced.

SNAP Policy Analysts

Do you drive?

Have you taken the online Driver Safety Learning Course? How about, have you take it lately, like in the last year?

If you drive a state owned vehicle, it is **mandatory** for you to take this course and recommended you take it once a year. Find it on the DHS Learning Center, course # C02487. Be sure to follow the directions at the end to print out the course certificate and form to give to your HR person.

Diversion/Transition changes

Effective July 1., OAR 461-155-0710 will have a change in the authorization approval. The Diversion/Transition Special need Fund will be pre-authoirzed at the local office instead of Central Office.

Transition coordinators and case mangers will continue to ensure individuals meet diversion or transition criteria add meets no other special need rule. Field staff will continue to attain competitive bids. Contact Roberta Lilly, roberta.e.lilly@state.or.us or 503-945-5659 if you have questions.

Create an email template

Windows 7, Vista, and XP

Use email templates to send messages that include information that infrequently changes from message to message. Compose and save a message as a template, and then reuse it when you want it. New information can be added before the template is sent as an email message.

1. On the Home tab, in the **New** group, click **New E-mail**.

   Keyboard shortcut: *To create an email message, press CTRL+SHIFT+M*

   - Enter the message you want
2. In the message window, click the File tab.
3. Click Save As.
4. In the Save As dialog box, in the Save as type list, click Outlook Template.
5. In the File Name box, type a name for your template, and then click Save.

Mia - Nicole Gustafson, OPAR

By default templates are saved in the following folders:

- Windows 7 and Vista: c:\users\username\appdata\roaming\microsoft\templates
- Windows XP: c:\documents and settings\username\application data\microsoft\templates

Open and use an email template:

To use an email message template, do the following:

1. On the Home tab, in the **New** group, click **New Item**, point to **More Items**, and then **Choose Form**.
2. In the **Choose Form** dialog box, in **Look In**, click **User Templates in File System**.
3. The default templates folder is opened. The folder location is as follows:
   - Windows 7 and Vista c:\users\username\appdata\roaming\microsoft\templates
   - Windows XP c:\documents and settings\username\application data\microsoft\templates
4. If your template is saved in a different folder, click **Browse**, and then select the template.
5. Select the template, and then click **Open**.
6. Make any additions or revisions to the recipients in the **To**, **CC**, or **Bcc** boxes. You can also change the text in the Subject box and add contents to the message body.
   - **Note:** Changes made aren't saved to the template. If you use the **Save** command, this creates a draft of your message, but won't update the template. To update the template, follow the steps in Create a template, starting with step 2.
7. Click **Send**.

Look for tips for creating a template in Windows 2010 next month!

Manual updates

The staff in Central Office is working hard to get your manuals updated – here are some areas which have been changed recently

- APD Worker Guide, B.5 Contacts for Statewide Assistance
  - Options for when another state requests a signed application to close benefits;
  - Narration to use when a request for out of state benefit closure has been made.
- APD Worker Guide, G.5 Case Files
  - Update to file order;
  - Removal of narration filing requirement;
  - Corrections to record retention schedule;
  - Mini-files made optional;
  - Clarification of file shipping method
- SSAM, IV. A Files/Filing
  - Update to file order;
  - Removal of narration filing requirement;
  - Corrections to record retention schedule;
  - Mini-files made optional;
  - Clarification of file shipping method.
- SSAM, IV. D. 5 Record Retention
  - Broken links are repaired;
  - Discontinued forms have been removed or replaced;
  - Client files section:
    - ★ Updated archiving process;
    - ★ Added section on archiving open cases.
- Generic Program Elements, J. Quality Control
  - Updated information on what Quality Control reviews are and how the data is used.

Scout Bayly - Merry Bayly, Roseburg

Don't forget! It's not your job to field complaints from customers about voter registration procedures! The procedures and requirements came from the federal Department of Justice, and the Oregon Secretary of State is out link way to the DOJ for NVRA. If your customer is unhappy, give them the phone number to the Secretary of State Elections and try not to get in the middle! (503) 986-1518

Want to see your area or project featured *In the Loop*? Send your photos and/ or your stories to karen.l.gulliver@state - go ahead and brag!

APD Governance Group update

The APD Governance Group has been up and running since August 2012. Our group is made up of case managers, adult protective services specialists, supervisors, policy analyst, and lean leaders. Our mission is to review every CI sheet sent up through the CI process.

Since we started, the group has received and reviewed 56 CI sheets from all over the state including branches in Hermiston, Coos Bay, Medford, Klamath Falls, Clackamas, Bend, Central Office, Hillsboro, and just about every office in between. CI sheets come from all type of staff all the way from clerical and managers, to operational policy analyst. We are so happy about all the great work you are doing and how hard you are working at making our processes better and more efficient for not only us but also our clients.

To determine which CI sheet will have the biggest impact, we have developed what we call a score card. The awesome thing about the score card is it's a tangible, transparent, and fair way to explain not only to you, but to anyone who wants to know what we viewed as something we need to fix right away all the way down to something we just need more information on. As we give each CI sheet a score, we prioritize it among the 56 based on the following:

- Customer service;
- Saves time;
- Saves money;
- If staff are invested in the idea;
- Overall effort/ Feasibility;
- APD Score Card.

Titan - Georgia Millington, Grants Pass

We score from 1 to 5 in each of those categories. So the minimum a CI sheet can get is a 5 and the maximum is a 30. We determine if it is something our group can help with or if it needs to be looked at by another group. We look to see if it's something that may be a best practice issue or something just the branch needs help with.

In only a year we have closed 12 CI sheets as completed referred, 7 referred several to other groups, and sent a few back to the field offices to work as local issues. The rest are in the process of prioritizing or have been pended them to obtain other information.

The best part about all of this is pretty soon you will be able to see what your CI sheet score was. That'll tell you where your CI sheet is in the process. There is no such think as a bad idea and we are listening to everything you are saying so keep your ideas for process improvement coming! We think you are doing a great job and look forward to seeing your ideas.

Heather Bell, for APD Governance Group

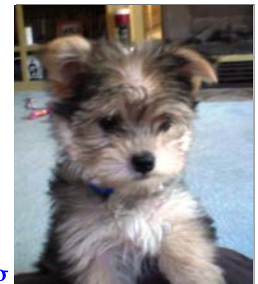
Don't forget! When customers self-identify as a tribal member, be sure to narrate the name of the tribe in which they are a member, the benefits they receive from the tribe, and any income received from the tribe. If the customer does not receive any income or benefits from a tribe, be sure to narrate also.

DV and APD/AAA client resources

After realizing the lack of training available on the subject, a team of Leadership Academy participants developed a self-paced (Power Point) domestic violence training focusing on the elderly and disabled populations. Kesha Baxter, Sara Kleinschmit, Kym Lamb, and Nicole Wirth's presentation includes facts about domestic violence and specific information about its effects on aging and people with disabilities. This Power Point includes warning signs, definitions, DHS|OHA policies, and client resources.

The training can be accessed through this link: https://dhslearn.hr.state.or.us/kc/main/pop_up_frm.asp?loc=/kc/content//teamrooms/team_room_915/2384_final_DV.ppt.htm&strFunction=undefined&strTable=undefined&strContentID=undefined.

Or find the training by clicking on the *Collaboration* tab in the DHS Learning Center, then click *Team Rooms* and search for Domestic Violence. The presentation is called Domestic Violence/Aging and People with Disabilities.



Kooper - Christine Maciel, Central Office

Kym Lamb, Beaverton

July Community Based Care payment schedule

July provider service payments for the APD, DD, and CEP Programs will issue the night of Monday July 1st and mail to providers the next business day, which is the morning of **Tuesday July 2nd**. Due to the July 4th Holiday, paper checks may be delayed in processing and delivering through the United States Postal Service.

Regular payment schedules are as follows:

- APD and DD payments process the night of the first of each calendar month and mail the next business day.
- CEP payments issue the night of the first *business day* of the month and mail the next business day.

Direct Deposit (EFT) payments will also issue per the schedule noted above, however rather than being mailed they will be sent to the Department of Treasury and out to individual banks for processing. *Banks are allowed to use up to three (3) banking days to process direct deposit payments which does not include weekends or holidays!* Please note DHS does not have any control of how and when individual banks process their direct deposit payments.

Due to the July 4th holiday, EFT payments may be delayed in availability in provider accounts. This depends on the individual bank's EFT deposit schedule. EFT payments will be available in all provider accounts on or before 11:59pm of **Friday July 5th**.

Per the agreement signed by the provider to begin direct deposit of their payments, the provider is required to confirm funds are available before making purchases out of their account. DHS will not reimburse providers for overdraft charges due to insufficient funds.

SPD Pyament Support Unit

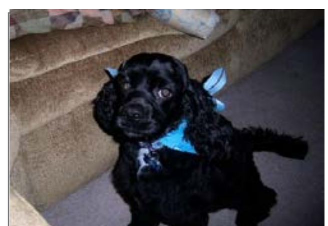
Secretary of State audits - FYI

The Secretary of State Audits Division was established in 1929 by the state legislature to carry out the duties of the Secretary of State (SOS) as the constitutional Auditor of Public Accounts. The mission of the Audits Division is auditing to protect the public interest and improve Oregon government.

The SOS Audit Division ensures that public funds are properly accounted for, spent in accordance with legal requirements, and used to their best advantage. They conduct their work in compliance with Generally Accepted Government Auditing Standards.

Most SOS audits are one of four types: Financial, Compliance, Information Technology, or Performance

- **Financial audits** look at the financial operations of a program or entity. Financial audits are performed to express an opinion as to whether the financial statements are presented accurately in accordance with accounting principles.
- **Compliance audits** determine whether a program is in compliance with a specific law, rule, policy, or other guidance in conducting its operational and administrative programs. These audits are usually completed on the larger federal programs provided by DHS and OHA.
- **Information Technology audits** determine whether our computer systems adequately protect public funds and electronic information, and whether they operate as intended. They look at ways to improve electronic information security, practices, and procedures.
- **Performance audits** determine how well a program is meeting its stated goals, purpose, and outcomes, in an efficient and effective way, while maintaining compliance with the laws and rules that govern it. This is the most flexible of the four types of audits. Many of the performance audits conducted by the SOS can begin as a broad subject area review. The actual audit objective and scope are then determined after an initial period of information gathering, often referred to as "survey work."



Harley - Gina Bradshaw, OPAR

Most audits begin with an entrance conference where the auditors meet with Agency leadership and discuss the general area or areas that they will be looking at. This is often followed by either field work or survey work, depending on the type of audit. It is usually in this phase that staff in the field might be involved. At any given time, there may be numerous audits occurring. These audits and reviews are a normal part of doing the business that we do. If you are questioned by an auditor, either external or internal, you should be truthful and transparent in your answers and provide the information requested to the best of your ability.

During field work, information is gathered to explore the subject area. Periodic update meetings are held to make sure progress is being made and to discuss initial findings. After

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field work is completed, an audit report is drafted for Agency review and comment. The Agency reviews the report and provides feedback to the SOS auditors. This review and feedback is usually discussed at an exit conference. The final draft of the report is then issued. This is the audit report the Agency will respond to. The report will likely have one or more recommendations that the Agency can either agree or disagree with. If the Agency agrees with the recommendations, our response will discuss the "corrective actions" we have taken or will take in the future to address the recommendations.

Boris - Karen Gulliver, Central Office

Audit recommendations are followed up on by both the SOS auditors and Agency internal auditors. The status of Agency follow up is also reported to the Legislature on a periodic basis. It is important that all affected staff understand the corrective actions the Agency commits to making as a result of these audits and that we all follow through on implementing these actions as effectively and efficiently as possible.

SOS audits are public documents. The final audit reports, including the Agency responses, are published on the SOS webpage located at: http://www.sos.state.or.us/audits/pages/state_audits/state_audits.html.

The results of SOS audits are also often discussed in both print and broadcast media.

DHS Internal Audit Unit

Pocket Change: *Change You Can Carry With You*

How can you better handle change? Remember **ADKAR. Ability** - is a building block of the ADKAR model that follows **Knowledge**.

Ability is the action of change, following the learning of it. Some behaviors that foster Ability include practice, time, coaching, or role modeling, access to correct tools, and feedback.

What are areas of your work where you can foster your **Ability** for change?

Crystal Lehner, Business Transitions

Pets wanted!

I know you have pets - I've seen them on your phones! Send in your pet's image - holiday snaps are appreciated - and show off your pet in the newsletter.

Not sure how to get them form your phone to my email? Not a problem - you can send them to my iPhone as a text message.

Attached your photo and send me your name and your pet's name: 503-569-7034. I understand some people are concerned abut pet safety issues, so let me know if you want your name kept anonymous.

Karen G

Don't forget! Local offices can provide orientation materials in other languages. Provider enrollment agreement, confidentiality forms, and HCW Guides are available in different languages; those not printed in the requested language may be on the form server.