



JOINT GOVERNANCE DOCUMENTS

Document #: XXX-0001 - CHARTER - Joint Policy Steering Committee.doc

Last Updated: 03/25/2011

Joint Policy Steering Committee

Charter

The Directors of the Department of Human Services (DHS) and the Oregon Health Authority (OHA), respectively, charter this Joint Policy Steering Committee.

1. Background

The Joint Policy Steering Committee (JPSC) is an internal leadership and governance steering committee established by the Directors of DHS and OHA in accordance with the Joint Governance Policy. Functioning jointly and cooperatively between DHS and OHA as a combined meeting of some of each agency's executive staff, the JPSC addresses the internal joint governance of shared services and the policy and strategy issues that are common to both DHS and OHA.

Shared services refers to those services that are performed by DHS or OHA for the other agency or for both of the agencies, in furtherance of the visions, missions, goals and values of the agency receiving the services.

Joint governance also requires effective communication and collaboration in strategic planning and policy issues common to both agencies. OHA and DHS recognize that there are many points of interconnection between their programs and the people who receive services through those programs. Consistent with the general principles upon which this Charter is based, one agency may provide programmatic expertise for intrinsic elements that are integral to the accomplishment of the other agency's mission.

2. Purpose

The purpose of JPSC is to increase each agency's ability to improve outcomes of clients, families and communities consistent with the visions, missions, goals and values of both agencies. The JPSC addresses the full range of issues and alternatives associated with internal joint governance of shared services and the policy and strategy issues common to both agencies. The JPSC provides internal governance decision-making for those issues and consults with the Directors of DHS and OHA on key policy and strategy issues. The JPSC is committed to actively addressing issues within the scope of this charter.

3. Principles

The following principles guide the JPSC:

- a) A fully engaged Joint Policy Steering Committee working collaboratively leads to successful governance outcomes.
- b) Leadership and collaboration in policy and strategy achieve results that benefit clients, families and communities served by the agencies.
- c) Coordinated and informed policy development and implementation supports both agencies' visions, missions, and goals.
- d) Policy decisions are supported by data.
- e) Continuous improvement principles inform strategic planning. Innovation and the use of continuous improvement tools are applied in development and implementation of policy and strategy to:
 - a. Work together across agencies and divisions.
 - b. Develop people and foster a culture of change across agency lines to demonstrate:
 - c. Welcoming Environment
 - d. Succession Planning
 - e. Workforce Development
 - f. Cultural Competency
 - g. Do the right work the right way in a shared services environment.
 - h. Engage with DHS and OHA partners for improved performance.
 - i. Get more with the DHS and OHA dollars.
- f) Shared services governance policies grant internal customers effective control and service quality.
- g) Access to shared services is balanced appropriately.
- h) Service excellence and accountability is a standard for both performance of shared services and resolution of issues common to both agencies.
- i) Transparency between DHS and OHA will guide policy, operations and governance.

4. Scope

The scope of the charter of this JPSC is broad.

- a) The JPSC is responsible for carrying out the roles described in this charter.

- b) The JPSC addresses issues of joint agency governance and decision-making, including but not limited to setting strategic direction related to legislative concept development and legislative strategies, budget and Emergency Board requests, policies and other matters that affect the internal operation of the shared-services governance model and the issues common to both agencies.
- c) Final budget decisions about programs or functions wholly funded by one of the two agencies continue to be the responsibility of the individual agencies.

5. Roles

Among the roles of the JPSC are the following:

- a) Develop and prioritize policies and make data-driven strategic decisions in program areas where DHS and OHA work together to provide services to the same or similar clients, including but not limited to:
 - Efforts to address major public health problems, especially those that disproportionately affect DHS clients.
 - Continued promotion of a "no wrong door" approach to the provision of health and social services.
 - The use of federal and state funding streams that affect both agencies.
- b) Collaborate in legislative planning and shared budget development.
- c) Provide high level oversight of policy and direction for policies and Oregon Administrative Rules that affect both agencies.
- d) Jointly develop and promote consistent application of federal policy direction, and pursuit of federal funding mechanisms.
- e) Coordinate the strategic and policy objectives of the JPSC to be complementary to and supportive of the visions, missions and goals of the agencies.
- f) Approve strategies to communicate with internal shared services stakeholders to ensure success of the shared service model, and to build a consumer-driven culture that promotes the shared services.
- g) Provide strategic leadership in ensuring the "Transformation Initiative" becomes the way in which all major bodies of work are managed and measured.
- h) Assure that strategic planning and policy development maintains an appropriate operational balance between pursuit of shared service benefits and individual agencies' business requirements.

- i) Ensure consistent internal and external communication of shared services policy and strategy that leads to a uniform understanding of joint governance.
- j) Make commitments and recommend action and commitments that DHS and OHA should take to make joint governance successful.

6. Relationship with Other Governance Groups

The JPSC routinely interacts with several other internal governance groups, and may charter specific groups to assist in specific areas of JPSC responsibility.

- a) Routine interactions include:
 - Joint Operations Steering Committee: The JPSC provides policy and strategy direction to the Joint Operations Steering Committee.
 - DHS Cabinet and OHA Cabinet: The JPSC works with the DHS and OHA Cabinets as identified within the scope of this Charter.
 - Medicaid/CHIP Policy Steering Committee (Steering Committee): The purpose of the Steering Committee is to ensure coordination of Medicaid/CHIP policy.
- b) The JPSC may also charter specific work groups with measurable objectives and outcomes, in order to assist in its work. These charters should be reviewed annually, and a current list of active work groups and committees should be maintained.
- c) Initially, the JPSC should examine the utility of existing policy-focused work groups or standing committees, determine their utility and benefit, and charter those work groups or committees that should be continued.

7. Responsibilities of Members

Members of the JPSC are responsible to:

- a) Attend meetings or send a representative that is empowered to exercise the authority of the member.
- b) Fairly and objectively exercise their best judgment in carrying out their responsibilities in accordance with this charter.
- c) Communicate with and seek input from their respective agency leadership.

8. Membership

Membership on the JPSC will be comprised of four cabinet-level individuals from DHS and four cabinet-level individuals from OHA, selected by and serving at the request of the directors of DHS and OHA, respectively. Invited guests include: the Joint Operations Steering Committee co-chairs. The Director of DHS, Director of OHA and CIO are ex officio members of the JPSC.

9. Co-Chairpersons

The DHS and OHA Directors will each appoint one individual from the members of the JPSC to serve a one calendar year term as co-chairs of the JPSC.

10. Meetings

The JPSC will meet periodically, at a frequency to be determined by the JPSC.

Decision-making during meetings will be based on a modified consensus model. Committee members will be required to consistently represent the issue and the committee's decision to other interested parties.

The below criteria have been established for review of items prior to being added to the agenda, if the Co-chairs defer an item the Committee will be notified when items are delegated to another group.

Criteria for agenda items:

- i. Does the issue impact both DHS/OHA?
- ii. Can it be resolved at a different level?
 - a. Can it be delegated?
 - b. Is the groundwork done?
- iii. Is it policy related? If there are elements of both, co-chairs are first screen, refer to group if doubt.
- iv. Does it need a decision?
- v. If there are updates, should be structured.

Prioritizing:

- i. Is it central to strategy for both?
- ii. Level of impact.
- iii. Critical path – sense of urgency.

Agenda items for consideration are due to the Co-chairs no later than close of business five calendar days before the meeting. Co-chairs are the first filter for agenda items. The Co-chairs may grant exceptions as required.

11. Meeting support

The co-chairs will prepare and distribute a meeting agenda in advance of every meeting. The co-chairs will arrange for a record to be maintained that tracks decisions and action items of the JPSC.

12. Review of the Charter

This charter will be reviewed annually, at the time of the change in the co-chairs. Changes to the charter may occur upon recommendation by the JPSC and approval of the Directors of DHS and OHA, respectively.

13. Authority

The Joint Policy Steering Committee is authorized by the Directors of DHS and OHA, respectively, in accordance with the Joint Governance Policy. The JPSC provides executive internal oversight for joint governance in accordance with this charter. The JPSC may convene other technical or advisory committees or work groups to provide advice to the JPSC.

DHS and OHA are authorized to cooperate by agreement in performing their duties, in exercising their powers, or in administering delegated powers. ORS 190.110. State law authorizes DHS and OHA to delegate to each other any duties, functions or powers deemed necessary for the efficient and effective operation of their respective functions. 2009 Or. Laws, Ch. 595, sec. 19 and 20. This charter represents a cooperative agreement for those purposes.

Signature Approvals:

Director, Department of Human Services

Date

Director, Oregon Health Authority

Date