

# In the Loop

## HSB earns 2-year EarthWISE certification

The Barbara Roberts Human Services Building (HSB) has been recognized by Marion County for the second time with the [EarthWISE Certification](#) and a plaque for its commitment to environmentally friendly practices. The plaque is hanging in the HSB lobby by the reception desk.

The building’s facilities staff has worked hard to add ways to be environmentally friendly including: recycling glass, paper, metal, batteries, and electronics; energy saving by turning off some of the overhead lights during the day; using environmentally friendly cleaning products; and adding an electric car in the HSB motor pool.

“We are like a small city and we have the ability to affect our footprint in the environment,” said Shannon Dixon, Central Services Manager, Facilities. “We have a responsibility toward our environment to work toward being a green building.”

Being an EarthWISE business also helps in reducing garbage costs and lowering electric and water bills.



L-R: Linda Riddell, Principal Executive Manager, Facilities; Becky Creighton, HSB Building Manager; Shannon Dixon, Central Services Manager, Facilities

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

### Direct deposit for ICP

All Independent Choices Program (ICP) consumers must have direct deposit for their ICP benefit. The direct deposit form (DHS 7262i) has been updated and posted on the forms server at the following link: [DHS 7262i](#). Effective immediately, please start using this new form and note the change in location, CMU, to send the required form and check.

Along with this change, be aware that APD/AAA staff should not keep copies of the direct deposit form and check within the case, in EDMS, or to be viewed if the consumer brings it into the office.

If you have any questions about the above information of ICP please don't hesitate to contact Kelsey Weigel, 503-779-6849.

Check the [manual](#) first then email or call [Karen Kaino](#) with NVRA questions (503-569-7034).

### May 2017

Arthritis awareness month

Clean air month

Melanoma prevention and detection month

Older Americans month

May 1 - 7: Digital detox week

May 7 - 13: Public service recognition week

May 14 - 21: National nursing home week

May 22 - 29: Backyard games week

May 2: World asthma day

May 8: Women's check-up day

May 12: Fibromyalgia awareness day

May 18: Visit your relatives day

May 20: National museum day

May 25: Nerd pride day

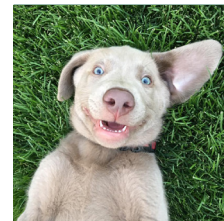
May 29: **Memorial Day - CLOSED**

May 31: Senior health and fitness day

### Hospital hold ends May 1

Effective May 1, 2017 the rule allowing a hospital to use the hospital admission date as the start date on OHP applications for inpatient admissions will be repealed. This process is no longer needed.

Instead, the [Hospital Presumptive Eligibility \(HPE\)](#) process allows hospitals to determine immediate, temporary OHP eligibility and assist patients



Apollo - Ashley Hayes, Bend

in applying for full medical coverage. If the patient is found eligible, they will receive two (2) months of OHP coverage, except for inlabor and delivery.

For more information, please see the Health Systems Division (HSD) [announcement](#).

### Fraud and waste hotline

Anyone with knowledge of or concerns about state government waste, inefficiency, or abuse can report this information confidentially via the [Oregon Government Waste Hotline](#).

Professional operators are available 24 hours a day, seven days a week to take calls.

Reporting concerns internally to a manager or a human resources officer may be the fastest and most effective way to address a problem. To report concerns anonymously, do not hesitate to contact the hotline.



Hotline operators may be reached at 800-336-8218 or visit the government waste [webpage](#) to make a report. For more information, see the Field Support Assistance Manual (FSAM), [XII. Reporting Fraud, Waste, or Abuse of State Resources](#).

Office of Secretary of State Dennis Richardson

## HCW caps monitoring and actions

The APD Long Term Care Systems policy team is continuing to process homecare worker (HCW) cap violations. The team is still issuing warning letters for HCWs with over authorized hours on their vouchers; the central processing team has reported a drop in submissions.

Please continue to send any violations to [hcwvoucher.issues@state.or.us](mailto:hcwvoucher.issues@state.or.us) so the policy team can continue to support the local offices and ensure we are following the CBA appropriately. For regional offices which are using Barracuda or McAfee encryption, please send documents separately for each provider so they can be properly tracked.

APD Long Term Care Systems Policy Unit

## HCW Professional Development Certification

Did you know homecare workers and personal support workers can earn 50 cents more per hour by completing the Oregon Home Care Commission's (OHCC) *Professional Development Certification*? The certification consists of the worker choosing seven (7) out of twelve (12) selected classes. Additionally, the worker must also pass an assessment for each class.

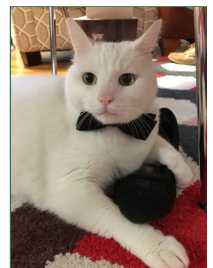
Those who earn the certificate are also required to have a current First Aid/CPR card and have a success rate of at least 80% for attending OHCC training classes. Once the homecare or personal support worker has met the criteria, they must submit a completed application requesting the certificate. The certification will be effective for 24 months, as long as the worker keeps their First Aid/CPR updated.

It is a very popular certification and to date, 142 individuals have completed the certification. Over 600 individuals have taken action to work towards the certificate. Each month, OHCC expects the group who requests the certification to grow as more and more workers realize how beneficial this is for their career.

The classes are designed to help the workforce develop stronger professional skills. It is very inspiring to hear from the workers how much they appreciate the opportunity to learn new techniques for delivering excellent services and be rewarded by receiving an increase in wage. OHCC is requiring the workers submit their application by the first of the month to be qualified by the first of the following month.

To ensure program integrity, the OHCC training unit is verifying every requirement for each person who applies. At this time, there is not a way to indicate who has the Professional Development Certification on the registry, but we are working towards that. The vouchers will read 15.00 per hour, instead of 14.50 for those who have earned the certification.

If a worker has questions about the certification, they can read more details on the Oregon Home Care Commission's [website](#) at. They can also email the training the OHCC Training Unit at [Certifications.OHCC@dhsosha.state.or.us](mailto:Certifications.OHCC@dhsosha.state.or.us).



Alfred -  
Michelle Read,  
Beaverton

## CA/PS comments - Appropriate documentation

The purpose of good case documentation is to keep a record of observations, eligibility decisions, pertinent information, and actions taken on a case. Recording this information should give readers a fairly good idea of the consumer's situation. Documentation and/or case narration can be completed in the CA/PS synopsis, OACCESS narrative section, CA/PS Comments sections for each ADL and IADL, and the Client Details section of CA/PS.

CA/PS comments should be about the consumer's abilities and the consumer's assistance needs. This documentation supports information that results in the Need Level determination: full assist, substantial assist, assist, and minimal assist. When describing the consumer's abilities and assistance needs, the ADL and IADL comments should not mimic OAR verbiage.

- Comments in each ADL/IADL section should document whatever was observed, heard, or read;
- Clarify information about the specific need being assessed. Explain or justify the need level chosen;
- Some comments may apply to more than one screen such as for breakfast, lunch, and dinner;
- Comments are used to clarify how the case manager came to the decision for a specific ADL and IADL.



The reader must be able to understand the consumer's abilities, specific needs, and understand how eligibility is established. Answering these questions below will help support the eligibility results, assessed need level, and ensure the reader understands the consumer's situation.

- **Why is there a need?**
  - It may not be necessary to describe this in each ADL/IADL, however the "why" needs to be clear in the assessment, synopsis, diagnosis tab, narrative, and elsewhere.
- **How frequent is the need?**
  - Be specific. Words or phrases such as, "occasionally", "at times", "only on bad days", are not specific enough.
- **How is the assistance being received?**
  - Try to describe what the provider is doing instead of just stating the assist type they offer; hands on or stand-by assistance, cueing, and similar terms are not enough.
- **Who is assisting the consumer in meeting the care need?**
  - This may help determine if the care need is paid via a HCW or contract agency or if it is an unpaid natural support.

**Note:** It is not necessary to duplicate in case narration any information already documented in CA/PS. Rather, refer the reader to the CA/PS assessment for details. Make sure all documented information is objective and consumer focused.



## More NVRA Q&A

Here are more questions and answers about the National Voter Registration Act (NVRA) procedures. If you have a question, contact Karen Kaino by phone, 503-569-7034, email: [karen.l.kaino@state.or.us](mailto:karen.l.kaino@state.or.us), or IM. See [FSAM, VIII](#) for the complete NVRA manual, including procedures and examples.

**FYI:** *Staff are expected to follow procedures and guidance in the FSAM.*

**Q: If the eligibility team has already done voter registration, do I have to ask again when I do the assessment?**

**A:** No you do not (*probably – hang on ‘til the end*). You have to ask about voter registration once per qualifying event (new, renew, move). If the person who determined the eligibility already asked, there is no need to ask again because it’s covered. HOWEVER – if, at the eligibility interview, the person receiving the benefit was not present, then YES, you would have to ask at the assessment. B. Procedures [1. When to offer voter registration](#)

Only the person who is requesting our benefits can say yes or no to voter registration; not even the legal rep or guardian is allowed to answer. If the beneficiary is not able, or chooses not, to participate in the eligibility process *no one has asked about voter registration* until the case manager arrives for the assessment. Everyone who requests a benefit has to be given an opportunity to register to vote. B. Procedures [3. Case manager specific](#); and G. Special situations [1. Persons with cognition issues](#)

**Q: We have staff who say if the consumer wants to mail a voter registration card themselves they are supposed to use a 500. Am I misunderstanding something?**

**A:** You are not misunderstanding. *There is NEVER a reason we give out a 500.* The 500 is ONLY for the random public and not for us. The law requires all voter registration agencies to have a public use form and an internal use form. The 500 is for the public; the SEL 503 is for our use. This information is included on NVRA materials posted on the Field Services [webpage](#) including *NVRA: Just the basics*, the *NVRA forms guide*, and the [flowcharts](#). It is also in the NVRA manual, E. Forms [2. SEL 500](#) and [3. SEL 503](#).

**Q: So, there really are two separate voter registration forms? One for the lobby and one to hand out to consumers?**

**A:** Yes. The SEL 500 is only for the lobby and the SEL 503 is only for staff use and the two cannot be used in place of each other.



Gustav - Karen Kaino,  
Central Office

**Q: What is the link to the SEL 504 weekly report?**

**A:** All electronic voter registration forms can be found either on the Oregon Secretary of State Election Form [webpage](#) (at the bottom) or linked through the [NVRA](#) section of the FSAM. Please remember: you can bookmark the page for the SEL 504, but if you save it to your desktop, it doesn’t go anywhere when you submit it. [H. Resources](#)

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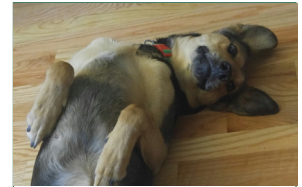
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**Q: I had a power of attorney update the mailing address for the consumer. Am I now supposed to contact the consumer to see if she would like to register to vote?**

**A:** You do NOT have to go to the consumer right now just for voter registration. The consumer wasn't present for the report and there is nothing else you need related to the address change, so you don't have to make a specific effort. If for some reason you needed clarification about the address change you would ask about voter registration while you obtained the clarification. Since you have everything you need, you can wait until the next qualifying event. G. Special situations [5. Authorized reps and third parties](#)

**Q. How do we order more voter registration forms?**

**A:** All voter registration forms are available for order through the standard FBOS forms ordering process in your branch. [E. Forms](#)



Cleo - Brandi Truitt,  
Hillsboro

**Q. If they don't mark on an 852 if they want to vote or not what should we do? Do we assume by not marking they are declining?**

**A:** If you are processing the 852 without calling them (like you normally do), the yes you can assume a *No* for voter registration. If you need to call them for any reason related to the 852, you will have to ask and get a real answer. [B.2 Acting on the consumer response](#)

**Q. Our office forgot to submit reports while the coordinator was away. What do we do?**

**A:** Go ahead and submit them all today. You can EITHER submit each week individually (which is my preference) by changing the *Today's Date* field on the [form](#) OR you can submit them in a lump and make a note in the *Additional message* box at the bottom. Submitting them individually will give your office a more accurate report at the end of the year - and that is a good thing. F. Local site coordinators [2. SEL 504](#)

**Q: What number do we use for the 3-digit agency number on the reporting form?**

**A:** The agency numbers are assigned by Elections and are on the APD Field Services [webpage](#) under *Voter Registration, NVRA Agency ID#s*. If you do NOT see your office/branch, contact Karen Kaino for the information.

## Elder abuse

Each year hundreds of thousands of older adults experience abuse, neglect, and/or exploitation. Victims are people of all ethnic backgrounds, genders, and social statuses. Abusers are both women and men, and may be relatives, caregivers, or "trusted others." In general, elder abuse is an intentional act causing harm or an action, intentional or not, that creates a serious risk of harm to a vulnerable older adult. It includes failure by a caregiver to satisfy basic needs or to protect an elder from harm.

**Types of abuse:** Though specific definitions can vary, there are two broad categories of elder

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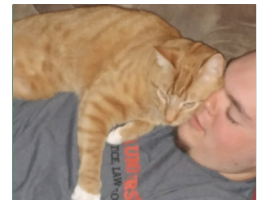
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abuse: domestic and institutional. Domestic abuse is committed by someone, such as a spouse, who has a special relationship with the older adult. Institutional abuse is mistreatment that occurs in a residential facility, such as a nursing home. There are also several generally recognized forms of abuse:

- Physical abuse: Physical force may result in bodily injury, physical pain, or impairment other than by accidental means.
- Emotional abuse: Derogatory or inappropriate names, insults, verbal assaults, profanity, or ridicule, harassment, coercion, threats or inappropriate sexual comments.
- Sexual abuse: Sexual contact with a non-consenting adult or an adult considered to be incapable of consent, verbal or physical harassment of a sexual nature.
- Financial exploitation: Wrongfully taking the assets, funds, property, or medications belonging to or intended for another adult.
- Neglect: A failure which creates a risk of serious harm or resulting in physical harm, unreasonable discomfort, or loss of personal dignity. Self-neglect is the failure to perform essential self-care tasks, which can lead to illness or injury.
- Abandonment: Desertion or willful forsaking of an adult by an individual who has assumed responsibility for providing care.
- Involuntary seclusion: confinement or restriction to a room or specific area, placing restrictions on an adult's ability to interact or communicate with other individuals.
- Wrongful use of physical or chemical restraint: the use of medications or physical restraints on an individual who has not been properly assessed by a medical professional or used for situations of convenience or discipline.

**Warning signs:** It is important to stay alert for signs of abuse. While a warning sign does not confirm abuse, the following indicators may point to a problem.

- Bruises, pressure marks, broken bones, abrasions, and burns
- Unexplained withdrawal from normal activities
- A sudden change in alertness or unusual depression
- Sudden changes in financial circumstances
- Bedsores, unattended medical needs, poor hygiene, or unusual weight loss
- Belittling, threats, and other uses of power and control by a caregiver
- Strained or tense relationships, which may include arguments with a caregiver



*Mabel - Darcy  
Patterson, Burns*

**Reporting abuse:** DHS employees are mandatory reporters and we all have a duty to make sure those around us are safe. You can contact APS or local law enforcement to report suspected abuse. [DHS Safe Line](tel:1-855-503-SAFE): 1-855-503-SAFE (7233).

Please also follow APD on [Twitter](#) and [Facebook](#) for more information and updates.

## Direct and indirect case management contact honor roll

The following branches completed 98% - 100% of their assigned contacts for February 2017. Great job everyone!

Branch	Completion rate
0111	100%
0314	100%
0411	100%
0913	100%
1211	100%
1311	100%
2019	100%
2311	100%
2911	100%
3013	100%
0310	99.2%
0311	99.1%
0511	98.9%
0911	98.5%
1017	99.8%
1418	98.4%
1513	99.8%
1517	99.5%
1811	99.6%
1911	99.4%
2111	99.4%
2211	99.3%
2411	99.3%
2711	99.3%
3111	99.5%
3112	98.6%
3311	99.6%
3617	99.2%

APD Long Term Care Systems Policy Unit

Find past issues of *In the Loop* and indices on the APD Field Services [web page](#).



**Don't forget!** Please review [Manual Letter #75](#) on the APD Staff Tools website for updated rules and procedures. All changes are effective 4/1/17. Please see [SS-PT-17-004](#) and [SS-PT-17-005](#) for a complete list of updates. If you find errors, omissions, or confusing information, please e-mail Heather Williams [heather.d.williams@state.or.us](mailto:heather.d.williams@state.or.us) directly.

## Reminder - Issuing EBT cards

The local office is authorized to issue an EBT card on site after initial eligibility under a variety of circumstances including theft, damage, and medical need.

You may not know in addition to the common reason to issue an EBT card locally, managers can approve issuance of a card when:

- A delay would jeopardize health or safety of a member of the household; or
- Domestic violence prevents the consumer from accessing benefits to which they are entitled; or
- The card was lost in a fire or other disaster.



In these situations, please do not make the consumer wait for a card to be mailed because a delay of only a few days may be disastrous. Managers with questions about issuance of cards are encouraged to contact the EBT Coordinators, Bill Walker, 503-945-6075, or [SNAP.POLICY@dhsola.state.or.us](mailto:SNAP.POLICY@dhsola.state.or.us).

More information is available in the Oregon Trail Card procedures manual linked in the Field Support Assistance Manual, in [section III.A](#). Oregon Trail Card Replacement Line [website](#), also lists the exception process.



## SNAP cash-out project

When all members of a SNAP filing group are at least 65 years old or SSI recipients, and they reside in Clackamas, Columbia, Multnomah or Washington counties, they receive SNAP benefits through the “cash-out” program; this is called the SNAP Cash-Out project. SNAP Cash-Out benefits may be used to purchase food, nonfood items, and cash withdrawals.

Consumers who move into those four counties and have a verified address, may have their SNAP benefits converted to a cash benefit when their address is changed and the case is transferred.

To receive benefits using cash-out, each person in the filing group must be one of the following:

- An individual living alone who is age 65 or older or receiving SSI; or
- Individuals living together, *all of whom* are aged 65 or older or receive SSI benefits under title XVI of the Social Security Act.

When a consumer’s status changes from SNAP Cash-Out consumer to a regular SNAP consumer, the case manager must explain how this change will affect their benefits. SNAP Cash-Out benefits may be issued onto an EBT card, via direct deposit, or by check.

Consumers receiving SNAP Cash-Out must meet the same eligibility criteria as other SNAP participants. For more information, please see [461-165-0082](tel:461-165-0082) and SNAP. H. [SNAP Cash-Out Project for SSI or seniors](#).

### Kevin Everidge joins Central Office

APD is pleased to announce Kevin Everidge joined Central Office as Manager of the Central Delivery Supports team on April 11.

Kevin comes from the Hillsboro APD office where he has been a supervisor for the past 3 years. He also brings a career of experience including: operations and policy analysis within OHA, financial auditing, law enforcement, and military service.

Please join Central Office in welcoming Kevin!



*Thicket - Maureen Jensen, Albany*

### EAU and contact information

An important part of the Estates Administration Unit (EAU) recovery process includes contacting the *correct* family member or authorized representative. As you know, Estate Administrators rely on the information provided in Oregon ACCESS. Having a correctly spelled name and latest address in the *Contacts* section is extremely helpful in ensuring EAU reaches the appropriate person.

EAU also appreciates knowing the type of relationship and how they represented the consumer. Were they a child or sibling, authorized representative, or money manager? Perhaps they were a power of attorney or emergency contact only. Thank you for keeping this information complete and up to date!

*Kathleen E. Rossi, Estates Administration Unit*

## DHS 9017 updated

Please delete all copies of the prior versions of these forms from your desktop and archives and use only the current version going forward. All current forms are available on the [DHS Forms Server](#).

- DHS 9017, *DHS/SPD - QMB Qualified Medicare Beneficiaries*, in [English](#) and [Spanish](#) has been updated with the current income limits.



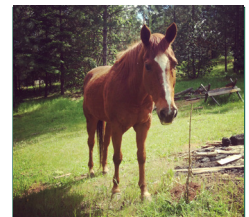
**Don't forget!** The National Core Indicators Aging and Disability (NCI-AD) survey is continuing through the end of June. Consumers in your office may receive a phone call from an interviewer asking for their participation – be assured this is an APD supported project and it is okay for them to participate. For more information please see [APD-IM-17-020](#).

## Service animals guidance

The Americans with Disabilities Act (ADA) and the State of Oregon have provided laws and guidelines for government offices, businesses, and organization to alleviate confusion around service animals and their ability to access government facilities.

Information will be added to the Field Support Assistance Manual (FSAM) in the coming months, but in the interim here are a few things to keep in mind:

- Staff *can* ask if an animal is a service animal but they **may not** ask for documentation or proof of the animal's status;
- Staff **may not** ask what disability the animal serves;
- Offices must allow service animals in the same areas – such as the lobby or interview room – where the consumer goes.



Reno - Cori  
Klosterman,  
Medford

Below is the exact language from the U.S. Dept of Justice specifying what employees can ask:

**Q: What questions can a covered entity's employees ask to determine if a dog is a service animal?**

**A:** In situations where it is not obvious that the dog is a service animal, staff may ask only two specific questions: (1) is the dog a service animal required because of a disability? and (2) what work or task has the dog been trained to perform? Staff are not allowed to request any documentation for the dog, require that the dog demonstrate its task, or inquire about the nature of the person's disability.

If for some reason the lobby is not safe for the service animal, please find a location in the office where the consumer and their service animal can be served such as an interview area.

Resources:

- [Oregon law](#)
- [ADA guidance](#)

### Kudos – Monthly service assessments

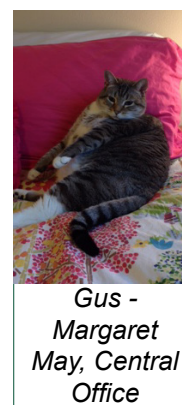
With all the work that needs to be done on a daily basis, you’re doing a great job keeping up with the monthly service reassessments. This is one of the most important things we do, ensuring individuals’ continued eligibility and ensuring that we are serving individuals who continue to need our assistance. Statewide, we are close to 100% for timely service reassessments! **Nice job** everyone!

*Report Period: February 2017*

Branch	All valid assessments	*Monthly reassessed	Monthly* not assessed	% Past due	% completed
Statewide	33,471	2,323	61	2.6%	97.4%
<i>*Reporting population – Assessments with a review by date within the month</i>					

### Honor roll - 100% timely service reassessments

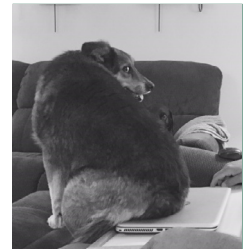
Branch	Valid assessments	Monthly reassessed	Monthly not assessed	% Past due
1017	1017	72	0	0.00%
1211	61	2	0	0.00%
1517	670	49	0	0.00%
1612	148	6	0	0.00%
1811	541	37	0	0.00%
2019	265	19	0	0.00%
2311	299	17	0	0.00%
2818	1221	105	0	0.00%
3011	351	30	0	0.00%
3013	373	34	0	0.00%
3112	72	8	0	0.00%
3211	181	15	0	0.00%
3411	1127	94	0	0.00%
3415	654	42	0	0.00%
3516	1231	94	0	0.00%
0111	103	4	0	0.00%
0310	469	28	0	0.00%
0314	297	19	0	0.00%
0811	259	19	0	0.00%
0911	585	35	0	0.00%
0913	124	6	0	0.00%
0914	293	18	0	0.00%



### Obsoleted forms

The following forms have been obsoleted; there are no replacement forms. Please recycle or delete all copies of these forms.

- APD 0516, *AFH Inspection Report for Initial Application*
- APD 0517A, *Adult Foster Home Inspection Report and Notice of Violation and Correction*
- APD 0517B, *Adult Foster Home (AFH) Inspection Report and Notice of Violation and Correction*
- APD 0517D, *Key to Adult Foster Home Residents*
- APD 0517E, *APD Home and Community-Based Services Inspection Checklist*
- APD 0517F, *Adult Foster Home Inspection Report and Statement of Need for Compliance with Home and Community-Based Services*
- APD 0517G, *Adult Foster Home Inspection Summary and Statement of Need for Compliance with Home and Community-Based Services*



Miki - Brook Kremer, LaPine

### Email cleanup needed in OA

As you work in Oregon ACCESS (OA) doing updates, please check the email lines to make sure the information is both accurate and appropriate.

If the email area has other information on it, or is clearly not an email address, remove the information from that line.

If the consumer has a current email address, please start adding that information in our system.

The screens show the areas in OA where staff should be entering email information.

Provider



## A letter from Lean Academy

### Cohort 3

Once again, we have a graduation for another Cohort to join the building capacity of Local Lean Experts in the field! Please join us or stop by for a short ceremony and project presentations to see what these hard working lean applicators have done to better the agency both locally and enterprise wide. See below for graduation details:



Graduation will be:

**Human Services Building on 500 Summer St. NE, Salem  
Tuesday, May 16<sup>th</sup>, 2017 | 10 – 12:30 PM**

*Sponsors and supervisors of Lean Academy projects are encouraged to attend.  
Workgroup members, supporters, DHS staff and partners are all welcome.*

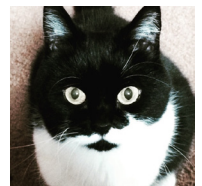
The following Cohort 3 members of the Lean Academy will become *Local Lean Leaders* in their respective areas to utilize what they've learned to help those around them continuously improve:

- |  |                                       |
|--|---------------------------------------|
| ▪ Diana Burney – APD Medford           | ▪ Rhonda Neighorn – SSP Klamath Falls |
| ▪ Jennifer Chaney – SSP Madras         | ▪ Brenda Pearson – Shared Services    |
| ▪ Megan Dinsmore – SSP Tigard          | ▪ Lance Pugh – CW Albany              |
| ▪ Xochitl Esparza – Central Office SSP | ▪ Maria Santos – SSP East Portland    |
| ▪ Sarah Ferebee – SSP Lebanon          | ▪ Luisa Waites – APD Medford          |
| ▪ Anastasia Godsey – APD Hillsboro     | ▪ Christine Whitaker – SSP Portland   |

*Congratulations to all those who are about to graduate!*

### Cohort 4

Cohort 4 looks to join Cohort 3 in their success by completing another round of classes and working through the early stages of 7-step problem solving. Many have completed problem statements and mapped out their current states. Next is to look at data and start brainstorming solutions. Each project benefits the agency and the consumers who utilize it. Ask around and see who's a part of Lean Academy in your area!



*Lacy - Victoria  
Surico,  
Hillsboro*

### Cohort 5

It's close to that time again! Look for recruitment news and updates for Cohort 5 this summer! If you have questions or are just curious about the work we've done, see below for contact information.

### Contact us

Questions about Lean Academy? Contact us on our Lean Academy – specific e-mail address: [OCIDirector.LeanAcademy@state.or.us](mailto:OCIDirector.LeanAcademy@state.or.us). Or check us out on our [intranet site!](#)