



**DEPARTMENT
of HEALTH
and HUMAN
SERVICES**

**Fiscal Year
2010**

Office for Civil Rights

*Justification of
Estimates for
Appropriations Committees*

Introduction

The FY 2010 Congressional Justification is one of several documents that fulfill the Department of Health and Human Services' (HHS) performance planning and reporting requirements. HHS achieves full compliance with the Government Performance and Results Act of 1993 and Office of Management and Budget Circulars A-11 and A-136 through the HHS agencies' FY 2010 Congressional Justifications and Online Performance Appendices, the Agency Financial Report, and the HHS Citizens' Report. These documents are available at <http://www.hhs.gov/asrt/ob/docbudget/index.html>.

The FY 2010 Congressional Justifications and accompanying Online Performance Appendices contain the updated FY 2008 Annual Performance Report and FY 2010 Annual Performance Plan. The Agency Financial Report provides fiscal and high-level performance results. The HHS Citizens' Report summarizes key past and planned performance and financial information.



DEPARTMENT OF HEALTH & HUMAN SERVICES

OFFICE OF THE SECRETARY

Voice - (202) 619-0403
TDD - (202) 619-3257
Fax - (202) 619-3818
<http://www.hhs.gov/ocr/>

Director
Office for Civil Rights
200 Independence Ave., SW Rm 506F
Washington, DC 20201

Dear Reader:

I am pleased to present the Office for Civil Rights' (OCR) performance-based Fiscal Year 2010 Justification of Estimates for Appropriations Committees. This budget request provides support for the Administration's priority initiatives and reflects the goals and objectives in the Department's Strategic Plan. This justification includes the FY 2010 Annual Performance Plan as required by the Government Performance and Results Act of 1993, along with a direct link of the budget discussion with program performance.

OCR's requested budget will support our ability to protect the public's right to equal access and opportunity to participate in and receive services in all the Department of Health and Human Services' (HHS) programs without facing unlawful discrimination, and to protect the privacy of individuals with respect to their personal health information. OCR's performance objectives are in line with HHS's objectives for transforming the healthcare system, increasing access to high quality, effective health care; promoting the economic self-sufficiency and well-being of vulnerable families, children and individuals; and reducing disparities in ethnic and racial health outcomes.

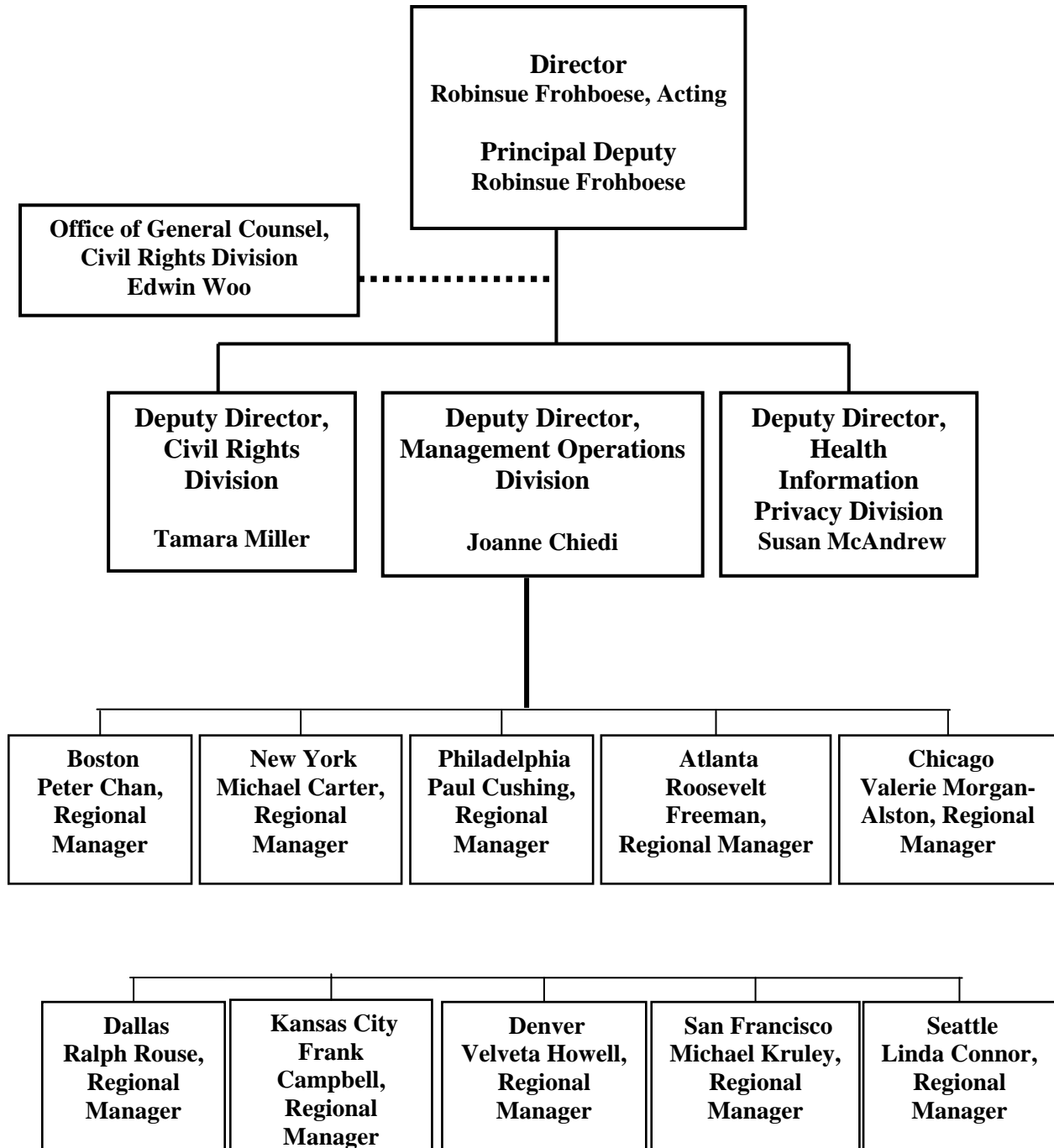
Lastly, a 2005 program assessment demonstrated our continued commitment to use our human capital effectively and efficiently to achieve results in support of our non-discrimination and privacy compliance mission. OCR has made considerable progress in achieving results to support HHS-wide initiatives to improve the health and well-being of the public. To ensure continued results, individual performance plans at all levels of OCR's leadership and staff are focused on achieving the goals and objectives set out in our organizational performance plan and program assessment submission. In this way, all OCR staff are working together to achieve our shared objectives in protecting civil rights and the privacy of health information.

Robinsue Frohboese, J.D., Ph.D.
Acting Director and
Principal Deputy Director

**DEPARTMENT OF HEALTH AND HUMAN SERVICES
OFFICE FOR CIVIL RIGHTS (OCR)**

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Department of Health and Human Services Office for Civil Rights



**Department of Health and Human Services
Office for Civil Rights**

Executive Summary

Agency Mission

The Department of Health and Human Services (HHS), through the Office for Civil Rights (OCR), promotes and ensures that people have equal access to and the opportunity to participate in and receive services from all HHS-funded programs without facing unlawful discrimination, and that the privacy of their health information is protected. Through prevention and elimination of unlawful discrimination and by protecting the privacy of individually identifiable health information, OCR helps HHS carry out its overall mission of improving the health and well-being of all people affected by its many programs.

Vision

Through investigations, voluntary dispute resolution, enforcement, technical assistance, policy development and information services, OCR will protect the civil rights of all individuals who are subject to discrimination in health and human services programs and protect the health information privacy rights of consumers.

Mission

As the Department's civil rights and health privacy rights law enforcement agency, OCR investigates complaints, enforces rights, and promulgates regulations, develops policy, and provides technical assistance and public education to ensure understanding of and compliance with Federal non-discrimination and health information privacy laws, including:

- Ensuring that the more than 500,000 recipients of Federal financial assistance comply with the nation's civil rights laws.
- Ensuring that the privacy practices of several million health care providers, health plans, healthcare clearinghouses, and their business associates adhere to Federal privacy requirements under the Health Insurance Portability and Accountability Act (HIPAA).
- Implementing and enforcing new privacy protections under the Genetic Information Nondiscrimination Act of 2008 and the Health Information Technology for Economic and Clinical Health Act (HITECH) contained in the American Recovery and Reinvestment Act of 2009 and confidentiality restrictions under the Patient Safety and Quality Improvement Act of 2005.
- Annually resolving more than 12,000 citizen complaints alleging discrimination or a violation of HIPAA.
- Annually certifying more than 2,000 new Medicare applications for compliance with the nation's civil rights laws.

Overview of Budget Request

The FY 2010 President’s Budget request for OCR is \$41,099,000 – an increase of \$1,000,000 above the FY 2009 enacted Omnibus level. This budget maintains the same essential programmatic focus as provided in the FY 2009 President’s Budget, including enhancements funded in FY 2009 to OCR’s ongoing HIPAA compliance and enforcement activities and to expand educational activities designed to improve the public’s understanding of the HIPAA Privacy Rule.

Discretionary All-Purpose Table (Dollars in Thousands)

	FY 2008 Appropriation	FY 2009 Omnibus	FY 2009 Recovery Act	FY 2010 President’s Budget Request
Civil Rights and Health Information Privacy Rule Compliance	\$34,299,000	\$40,099,000	--	\$41,099,000
FTE	228	255	--	270

Note: FTE levels include 4 reimbursable FTE in FY 2008 and FY 2009, and 3 in FY 2010.

**Department of Health and Human Services
Office for Civil Rights**

Appropriations Language

For expenses necessary for the Office for Civil Rights, [~~\$36,785,000~~] *\$37,785,000* together with not to exceed \$3,314,000 to be transferred and expended as authorized by section 201(g)(1) of the Social Security Act from the Federal Hospital Insurance Trust Fund and the Federal Supplementary Medical Insurance Trust Fund.

**Office for Civil Rights
Appropriations Language Analysis**

No authorizing legislation or appropriations language changes have been made.

**Office for Civil Rights
Amounts Available for Obligation**

	<u>FY 2008 Actual</u>	<u>FY 2009 Est.</u>	<u>FY 2010 PB</u>
<u>General Fund Discretionary Appropriation:</u>			
L/HHS, Office for Civil Rights.....	\$31,628,000	\$36,785,000	\$37,785,000
Across-the-board reductions	-552,541		
Subtotal, L/HHS, Office for Civil Rights.....	31,075,459	36,785,000	37,785,000
Rescission	--	--	--
Subtotal, adjusted appropriation.....	\$31,075,459	\$36,785,000	\$37,785,000
 <u>Trust Fund Discretionary Appropriation:</u>			
Appropriation Lines.....	\$3,281,000	\$3,314,000	\$3,314,000
Across-the-board reductions.....	-57,319		
Subtotal, L/HHS, Office for Civil Rights.....	\$3,223,681	3,314,000	3,314,000
Rescission.....	--	--	--
Subtotal, adjusted trust fund discr. appropriation....	\$3,223,681	\$3,314,000	3,314,000
 Total, Discretionary Appropriation.....	 \$34,299,140	 \$40,099,000	 \$41,099,000
 Unobligated balance, start of year.....	 --	 --	 --
Unobligated balance, end of year.....	\$180,987	--	--
Unobligated balance, lapsing.....	\$180,987	--	--
 Total obligations.....	 \$34,118,153	 \$40,099,000	 \$41,099,000

Excludes the following amounts for reimbursable activities carried out by this account:
FY 2008 \$690,245; FY 2009 \$367,490; FY 2010 \$400,000

**Office for Civil Rights
Summary of Changes**

2009	Total estimated budget authority.....	\$40,099,000
2010	Total estimated budget authority.....	<u>\$41,099,000</u>
	Net Change.....	\$1,000,000

	2009 Estimate		Change from Base	
	<u>FTE</u>	<u>Budget Authority</u>	<u>FTE</u>	<u>Budget Authority</u>
Increases:				
A. Built-in:				
1. Annualization of January 2009 pay raise.....	251	\$29,546,000	--	\$279,000
2. Effect of Jan 2010 civilian pay raise of 2.0%.....	251	\$29,546,000	--	\$430,000
3. Effect of Jan 2010 military pay raise of 2.9%.....	251	\$29,546,000	--	\$4,000
4. Increase in rental payments to GSA and other common costs	<u>251</u>	<u>\$10,553,000</u>	<u>--</u>	<u>\$148,000</u>
Subtotal, Built-in Increases.....			--	\$861,000
A. Program:				
1. Increased HIPAA compliance and enforcement initiative: annualization of FTE & personnel costs	<u>251</u>	<u>\$29,546,000</u>	<u>16</u>	<u>\$1,312,000</u>
Subtotal, Program Increases.....			16	\$1,312,000
Total Increases.....			16	\$2,173,000
Decreases:				
A. Program:				
1. Reduced one-time contract and equipment costs..	<u>251</u>	<u>\$10,553,000</u>	<u>--</u>	<u>\$1,173,000</u>
Subtotal, Built-in Decreases.....				\$1,173,000
Total Decreases.....			--	\$1,173,000
Net Change.....			16	\$1,000,000

Office for Civil Rights
Budget Authority by Activity¹
(Dollars in Thousands)

	<u>2008</u>		<u>2009</u>		<u>2010</u>	
	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>	<u>FTE</u>	<u>Amount</u>
Compliance Activities.....	187	\$27,887	212	\$32,806	221	\$33,384
Legal Services.....	18	3,332	19	3,830	23	4,063
Program Management....	<u>19</u>	<u>3,080</u>	<u>20</u>	<u>3,463</u>	<u>23</u>	<u>3,652</u>
Total Budget Authority	224	\$34,299	251	\$40,099	267	\$41,099
General funds.....		\$31,075		\$36,785		\$37,785
HI/SMI trust funds.....		<u>3,224</u>		<u>3,314</u>		<u>3,314</u>
Total Budget Authority		\$34,299		\$40,099		\$41,099

¹ Excludes the following projected amounts for reimbursable activities carried out by this account: FY 2008 \$690,245 and four FTE; FY 2009 \$367,490 and four FTE; FY 2010 \$400,000 and three FTE.

**Office for Civil Rights
Authorizing Legislation**

	<u>2009 Amount Authorized</u>	<u>2009 Appropriations Act</u>	<u>2010 Amount Authorized</u>	<u>2010 Pres. Budget</u>
Office for Civil Rights:				
P.L. 88-352;				
42 U.S.C. 300s;				
P.L. 91-616;				
P.L. 92-157;				
P.L. 92-158;				
P.L. 92-255;				
P.L. 93-282;				
P.L. 93-348;				
P.L. 94-484;				
P.L. 95-567;				
P.L. 97-35;				
P.L. 103-382;				
P.L. 104-188;				
P.L. 92-318;				
P.L. 93-112;				
P.L. 94-135;				
P.L. 101-336;				
P.L. 104-191;				
P.L. 109-41;				
P.L. 110-233;				
P.L. 111-5	Indefinite	\$40,099,000	Indefinite	\$41,099,000

Office for Civil Rights Appropriations History Table

	<u>Budget Estimate to Congress</u>	<u>House Allowance</u>	<u>Senate Allowance</u>	<u>Appropriation</u>
2001				
Appropriation	24,142,000	18,774,000	23,242,000	24,742,000
Rescission	---	---	---	-51,000
1% Transfer	---	---	---	---
Trust Funds	3,314,000	3,314,000	3,314,000	3,314,000
2002				
Appropriation	28,691,000	28,691,000	28,691,000	28,691,000
Rescission	---	---	---	-50,000
Rescission	---	---	---	-23,000
Rescission	---	---	---	-126,000
Transfer to GDM	---	---	---	-376,000
Trust Funds	3,314,000	3,314,000	3,314,000	3,314,000
2003				
Appropriation	30,328,000	---	30,328,000	30,328,000
Transfer to GDM	-385,000	---	-385,000	-385,000
Rescission	---	---	---	-219,000
Trust Funds	3,314,000	3,314,000	3,314,000	3,314,000
2004				
Appropriation	30,936,000	30,936,000	30,936,000	30,936,000
Rescission	---	---	---	-133,000
Rescission	---	---	---	-182,000
Trust Funds	3,314,000	3,314,000	3,314,000	3,314,000
Rescission	---	---	---	-14,000
Rescission	---	---	---	-19,000
2005				
Appropriation	32,042,000	32,042,000	32,042,000	32,043,000
Rescission	---	---	---	-61,000
Rescission	---	---	---	-255,000
Trust Funds	3,314,000	3,314,000	3,314,000	3,314,000
Rescission	---	---	---	-27,000
2006				
Appropriation	31,682,000	31,682,000	31,682,000	31,682,000
Rescission	---	---	---	-317,000
Trust Funds	3,314,000	3,314,000	3,314,000	3,314,000
Rescission	---	---	---	-33,000
CMS Transfer	---	---	---	-24,000
2007				
Appropriation	32,696,000	31,365,000	31,365,000	31,628,000
Trust Funds	3,314,000	3,281,000	3,281,000	3,281,000
2008				
Appropriation	33,748,000	33,748,000	33,748,000	31,628,000
Rescission	---	---	---	-553,000
Trust Funds	3,314,000	3,314,000	3,314,000	3,281,000
Rescission	---	---	---	-57,000
2009				
Appropriation	36,785,000	36,785,000	36,785,000	36,785,000
Trust Funds	3,314,000	3,314,000	3,314,000	3,314,000
2010				
General Funds	37,785,000	37,785,000	37,785,000	37,785,000
Trust Funds	3,314,000	3,314,000	3,314,000	3,314,000

**Department of Health and Human Services
Office for Civil Rights**

Budget Narrative

Civil Rights and Health Information Privacy Rule Compliance

	FY 2008 Appropriation	FY 2009 Omnibus	FY 2009 Recovery Act	FY 2010 President's Budget Request	FY 2010 +/- FY 2009 Omnibus
Budget Authority	\$34,299,000	\$40,099,000	---	\$41,099,000	+\$1,000,000
FTE	228	255	---	270	+15

Note: FTE levels include 4 reimbursable FTE in FY 2008 and FY 2009, and 3 in FY 2010.

Authorizing Legislation:

P.L. 88-352, 42 U.S.C. 300s, P.L. 91-616, P.L. 92-157, P.L. 92-158, P.L. 92-255, P.L. 93-282, P.L. 93- 48, P.L. 94-484, P.L. 95-567, P.L. 97-35, P.L. 103-382, P.L. 104-188, P.L. 92-318, P.L. 93-112, P.L. 94-135, P.L. 101-336, P.L. 104-191, P.L. 109-41, P.L. 110-233, P.L. 111-5

FY 2009 Authorization Indefinite

Allocation Method.....Direct Federal/Intramural

Program Description and Accomplishments

The Office for Civil Rights (OCR) is the primary defender of the public's right to privacy of protected health information and the public's right to non-discriminatory access to and receipt of Federally-funded health and human services. Through prevention and elimination of unlawful discrimination and by protecting the privacy of individually identifiable health information, OCR helps HHS carry out its overall mission of improving the health and well-being of all people affected by the Department's many programs. OCR assesses compliance with non-discrimination and HIPAA Privacy Rule requirements by processing and resolving complaints. OCR's Civil Rights Division also oversees and coordinates a nationwide civil rights pre-grant review program for new Medicare applicants, to ensure compliance with civil rights laws and regulations. OCR's Health Information Privacy Division is also responsible for national policy on the confidentiality of information related to patient safety events and for the enforcement of those confidentiality protections under the Patient Safety and Quality Improvement Act of 2005. OCR conducts preventive compliance reviews, monitors corrective action plans, and engages in public education and technical assistance activities as additional means of achieving compliance with non-discrimination and Privacy Rule requirements. Finally, OCR headquarters' staff is responsible for policy development and rule-making activities, including analyzing the need for modifications to civil rights and privacy and confidentiality regulations and proposing regulatory modifications when necessary and promulgating regulations for new statutory authorities, such as the Genetic Information Nondiscrimination Act of 2008 and the Health Information

Technology for Economic and Clinical Health Act (HITECH) contained in the American Recovery and Reinvestment Act of 2009.

The critical nature of OCR's privacy and non-discrimination compliance and regulatory activities have assumed increasing importance in the Administration's priorities for health care reform, privacy protections in health information technology, enhanced civil rights enforcement, and inclusion of persons with disabilities and other members of special needs populations in planning for and responding to national emergencies, natural disasters and bioterrorism. A focal point of President Obama's health care reform efforts is adoption of electronic health records and other health information technology advances. Success in this area is dependent upon the public's trust that consumer privacy will be protected, as evidenced by the central role that privacy places in the Health Information Technology for Economic and Clinical Health (HITECH) Act. OCR has a significant role under the HITECH Act to strengthen HIPAA Privacy protections, enhance enforcement efforts, and provide public education about privacy protections. OCR plays a leading role in other health reform efforts, including patient safety and in personalized medicine based on genetic breakthroughs. For example, in FY 2008, OCR issued and implemented standards, policies, and regulations for enforcing the Federal privilege and confidentiality protections of the Patient Safety and Quality Improvement Act of 2005, and, during FY 2009 and FY 2010, is responsible for rulemaking and enforcement responsibilities under the Genetic Information Nondiscrimination Act of 2008. OCR has a similarly significant role in the Administration's commitment to enhanced civil rights enforcement, including, for example, vigorous enforcement of the Americans with Disabilities Act (ADA) and community integration for individuals with disabilities in accordance with the Supreme Court's *Olmstead v L.C.* decision under the ADA, and Title VI of the Civil Rights Act of 1964 in reducing disparities in health care access and quality for racial and ethnic minorities and other underserved populations. OCR has sole responsibility in HHS ADA enforcement, including *Olmstead* compliance. Finally, OCR is the Departmental leader in ensuring the appropriate flow of health information under the HIPAA Privacy Rule for emergency preparedness and response and that the rights of persons with disabilities and other special needs populations are effectuated.

OCR compliance staff provides the mission-critical function of conducting investigations to resolve complaints from the public concerning allegations of civil rights violations and HIPAA Privacy Rule violations. OCR ensures that HHS-funded programs do not support unlawful discrimination and that the privacy of health information is protected. The compliance staff also develops technical assistance and conduct public education events to prevent discrimination and privacy violations. In addition, compliance staff at OCR headquarters provides major input to the development of compliance and enforcement strategies as well as expert advice to regional staff in their formulation of investigative plans, letters of investigative findings, and resolution agreements for compliance reviews and complaint investigations.

OCR operates a nationwide civil rights pre-grant review program for new Medicare applicants to ensure compliance with Federal civil rights laws and regulations, including Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, and the Age Discrimination

Act of 1975.¹ OCR provides technical assistance to Medicare applicants, reviews health care facilities' policies and procedures for civil rights compliance, and sends clearance letters to the facilities after they have demonstrated compliance. OCR also enters into civil rights corporate agreements with major health care corporations to develop model civil rights policies and procedures at all facilities under corporate ownership and control, extending their reach to facilities beyond the scope of Medicare Part A program requirements. In this way, OCR is achieving voluntary compliance with health care organizations on a large scale, maximizing its impact and civil rights compliance efforts within the Medicare provider community.

In support of its mission, OCR has as a primary strategic objective to ensure compliance with, and to increase awareness and understanding of, Federal laws requiring non-discriminatory access to HHS programs and protection of the privacy of individually identifiable health information. OCR's two new outcome measures support this objective: (1) the number of corrective actions that covered entities take as a result of OCR intervention per year and (2) the number of substantive policy changes that covered entities make as a result of OCR intervention and/or review per year. OCR also has established a management objective of enhancing operational efficiency, represented by increasing over time the number of cases that can be resolved per assigned staff member.

OCR's performance efforts were reviewed in 2005. The program assessment findings concluded that OCR has strong purpose and design and is well-managed. Independent evaluations also indicate that OCR is effective and achieving results. OCR uses goals and measures developed as part of this program assessment to manage its resource allocations across the organization, using an internal scorecard and regular headquarters and regional teleconferences and docket reviews to track operational efficiency and to ensure alignment with program goals. OCR holds staff accountable for supporting and achieving Departmental and organizational programmatic and management goals by cascading the Director's annual performance contract objectives, including OCR's program objectives, to all managers and program staff.

Key Performance Measures:

- The number of covered entities that make substantive policy changes is a key measure of OCR's impact in achieving compliance with health information privacy and the public's right to non-discriminatory access to and receipt of Federally-funded health and human services. In FY 2008, the number of corrective actions that covered entities made as a result of OCR intervention was 3,910. This exceeded OCR's target of 3,200 by over 22 percent. Given the importance of assuring that covered entities comply with the laws that OCR enforces, it is significant that OCR was able to not only meet but exceed its target in this area in FY 2008. As a result, OCR has increased its target for this measure to 4,100 in FY 2010. Policy changes are a type of corrective action. The number of covered entities that made substantive policy changes as a result of OCR intervention and/or review was 2,601, which exceeded OCR's target of 2,150 covered entities by 21 percent. The number of covered entities that made substantive policy changes is a key measure of

¹ The HHS Centers for Medicare and Medicaid Services require that health care providers participating in the Medicare Part A program do not deny benefits or services to qualified persons based on race, color, national origin, disability, or age. OCR's pre-grant review process certifies civil rights compliance, as appropriate, and serves as an effective means of promoting voluntary compliance by health care providers, thus helping them prevent future civil rights compliance problems.

OCR's impact in achieving compliance with health information privacy and non-discrimination Federal requirement. Given the importance of assuring that covered entities comply with the laws that OCR enforces, it is significant that OCR was able to not only meet but exceed its target in this area. However, sustaining these results in FY 2010 and beyond depends upon the number of cases that OCR is able to resolve in a given year, since policy changes are a direct result of OCR's compliance activities. OCR has increased its target for this measure to 2,700 in FY 2010.

- In FY 2008, OCR compliance staff resolved 11,981 civil rights and health information privacy complaints filed by the public, and completed 2,350 new Medicare application reviews, for a total of 14,331 cases resolved; resolved cases come from new cases received in FY 2008 as well as cases in the inventory at the start of the fiscal year. OCR's overarching program goal for FY 2008 was to resolve sufficient cases to be equivalent to 97.5 percent of the number of new cases received or initiated in the year. OCR exceeded this goal by almost 6.3 percent. OCR continuously monitors case receipts and performance through the use of an internal monthly scorecard. Trends in workload and projected budget resources are factored into revisions to OCR's targets. Over the past four years operational improvements, including upgrades to OCR's case management system, enhancing employee skill sets through training and empowerment, and redistributing workload across regional offices to maximize productivity, has resulted in the number of cases resolved per FTE increasing by more than 31 percent. Continued efficiency gains will allow OCR to maintain its long-term measure of increasing the resolution rate of civil rights and privacy cases and new Medicare application reviews to 100 percent of new cases / reviews received per year in each of the areas of privacy and civil rights complaints and new Medicare application reviews.
- In FY 2008, OCR provided training and technical assistance to 92,600 individuals through its public education and compliance activities. OCR's target for FY 2008 was to reach 78,000 individuals, and therefore OCR exceeded its target by nearly 19 percent. While given the nature of its enforcement mission, most of OCR's resources are devoted to the resolution of citizen complaints; OCR believes that public education and outreach activities are essential components of an effective compliance program by preventing violations from occurring in the first instance. Accordingly, OCR requested and received additional funding in FY 2009 to support a national education campaign to improve the public's understanding of the HIPAA Privacy Rule. Most recently, the HITECH Act of 2009 charged OCR to even more significantly expand its outreach efforts by implementing a comprehensive national education initiative to enhance public transparency regarding the uses of protected health information and the rights of individuals with respect to those uses. At current funding levels, OCR believes that performance on this measure has shown very good results. OCR has increased its target for this measure to 98,200 in FY 2010.

OCR anticipates that, at the requested funding level, continued operational efficiency efforts will result in an increase in the number of cases resolved per FTE assigned.

- In FY 2008, OCR exceeded its target of 59 cases per FTE by resolving 65.6 cases per FTE. OCR's performance in relation to the established targets for increasing the number of cases resolved per FTE assigned is a significant accomplishment. OCR's management

objective of enhancing operational efficiency is critical for achieving each of the previously discussed performance goals. In the past several years, OCR has employed numerous strategies to increase efficiency, including managing caseloads across regional lines and a pilot to evaluate centralizing the intake function. Another OCR strategy to increase efficiency by developing and implementing a comprehensive training and workforce development program, which will be expanded during FY 2010.

OCR continues to improve responsiveness to the public. Therefore, OCR added new measures, with baselines established in 2008, to enhance the speed with which complaints are resolved. Specifically, these new measures establish the percentage of complaints that require a formal investigation to be resolved within 365 days of receipt, and the percentage of complaints that do not require a formal investigation to be resolved within 180 days of receipt. OCR's long-term goal is to resolve 90 percent of complaints that require a formal investigation within 365 days of receipt and to resolve 90 percent of complaints that do not require a formal investigation within 180 days of receipt. It is anticipated that results will be modest in the initial years of these measures (starting in 2009), as OCR continues to focus on resolving a number of older cases in its inventory.

Other accomplishment highlights for FY 2008 include:

- More than 2,500 individuals with disabilities institutionalized in Georgia's eight public psychiatric and developmental disabilities facilities now have the opportunity to live in their home communities, with appropriate supports tailored to meet their individualized needs, as a result of a statewide agreement entered between the State of Georgia and OCR on July 1, 2008. The agreement resolves statewide complaints filed with OCR by four Georgia advocacy groups alleging that, in violation of the ADA, the State of Georgia failed to treat qualified individuals with developmental disabilities and mental health disabilities in the most integrated setting appropriate to their needs, in accordance with the *Olmstead* decision. The State has committed to developing adequate community services for all persons with disabilities in public and private institutions and at risk of institutionalization, offering new opportunities for qualified individuals to live in their home communities and have full access to community life.
- Following OCR's investigation and subsequent compliance review concerning a complaint alleging that the Hawaii Department of Human Services (HDHS) denied an interpreter to an individual with limited English proficiency (LEP), HDHS signed a voluntary resolution agreement acknowledging that LEP individuals need language assistance services to access and fully participate in programs and activities operated by HDHS. Serving a State population of more than 1.2 million individuals, HDHS provides benefits and services throughout the State of Hawaii, including Temporary Assistance for Needy Families (TANF), child and adult protective services, medical waiver services and other home and community-based services through its four divisions and 88 local offices located on five islands. Under the agreement, HDHS will, among other things, notify LEP individuals of the availability of free language assistance, provide interpreters upon request, translate vital program documents, and train HDHS staff on policies and procedures for communicating with and serving LEP persons. HDHS agreed to submit semi-annual progress reports to OCR for a period of three years.

- As a result of OCR and CMS investigations under the HIPAA Privacy and Security Rules, HHS entered into a Resolution Agreement with Providence Health and Services of Seattle, Washington on July 15, 2008 to settle potential violations of the Privacy Rule by this health care provider. The investigations focused on Providence's failure to implement policies and procedures to safeguard protected health information of over 386,000 patients whose health information privacy was compromised after unencrypted media and laptops were removed from the premises and later stolen. Providence agreed to pay a \$100,000¹ settlement fee to the Federal government and to implement a corrective action plan that includes safeguards governing off-site handling of electronic media containing patient information, training workforce members on the safeguards, conducting audits and site visits of Providence facilities, and submitting compliance reports to HHS for a period of three years.
- Following up on media reports alleging that the CVS pharmacy chain had disposed of patient information in unsecured industrial trash containers, OCR conducted an investigation of CVS's compliance with the Privacy Rule. At the same time, the Federal Trade Commission (FTC) opened an investigation of CVS for potential violations of the FTC Act, making this the first case in which OCR has coordinated investigation and resolution of a case with the FTC. The reviews by OCR and the FTC indicated that CVS had failed to implement adequate policies and procedures to appropriately safeguard patient information during the disposal process and had failed to adequately train employees on how to dispose of such information properly. As part of a Resolution Agreement reached in January 2009, CVS agreed to pay \$2.25 million¹ and to implement a robust correction action plan that requires Privacy Rule compliant policies and procedures for safeguarding patient information during disposal, employee training, and employee sanctions for noncompliance. In a coordinated action, CVS Caremark Corporation, the parent company of the pharmacy chain, signed a consent order with the FTC to settle consumer protection violations.
- In collaboration with the American Hospital Association (AHA), OCR has accomplished significant outreach and technical assistance through its national initiative to provide technical assistance and share resources to help hospitals communicate effectively with individuals who are deaf or hard of hearing and individuals who have limited English proficiency. Currently, OCR is engaged in partnerships with 17 hospital associations in 16 states. Through this initiative, OCR has trained hospital administrators and staff in Arizona, Colorado, Idaho, Kentucky, Missouri, New York, Oklahoma, Rhode Island, Pennsylvania, Texas, Utah and Washington on applicable Federal anti-discrimination laws, and provided technical assistance to numerous hospitals on specific issues that they raised about their hospital language services programs. OCR also has developed a dedicated webpage that provides various resources and tools to facilitate effective communication between hospitals and the target populations. OCR collaborated with the AHA's Health Research and Educational Trust to provide each state hospital association with state-specific data regarding the target populations they serve and the language access services they offer. OCR also developed survey tools for Arizona, Colorado,

¹ Prior to enactment of the American Recovery and Reinvestment Act of 2009 on February 17, 2009, OCR was not authorized to retain settlement agreement amounts. Therefore, these settlement amounts were deposited into the Treasury General Fund.

Hawaii, Kentucky, Utah, and Washington member hospitals to gather data about the languages spoken and language assistance required in their states.

- In partnership with the National Institutes of Health (NIH), OCR created and deployed a first of its kind, scenario-based curriculum on health disparities and cultural competency in medicine to educate health care providers, medical educators, and student physicians on their civil rights obligations under Title VI of the Civil Rights Act of 1964 and other civil rights laws. This curriculum ensures that medical students and other health care professionals understand that some aspects of “culturally competent” care, including access for persons with limited English proficiency and nondiscrimination in health care on the basis of race, color and national origin, are not only tools for effective medical practice, but also may be legally required. NIH’s National Heart, Lung and Blood Institute awarded a five-year grant to a consortium of 18 medical schools around the country for the purpose of developing the curricula on cultural competency in medicine, and OCR is partnering with the National Consortium for Multicultural Education for Health Professionals to ensure the curricula include discussions of Federal civil rights laws.

Funding History

The following table displays OCR’s actual funding levels from FY 2005 through FY 2009, factoring in transfers and rescissions as appropriate.

FY 2005	\$35,014,000
FY 2006	\$34,622,000
FY 2007	\$34,909,000
FY 2008	\$34,299,000
FY 2009	\$40,099,000

Budget Request

Activities funded by the Office for Civil Rights’ request for \$41,099,000 in FY 2010 include:

- Complaint investigation, resolution, and corrective action monitoring;
- Public education;
- Technical assistance and compliance reviews, including civil rights pre-grant reviews of new Medicare applicants;
- Rulemaking and policy development and guidance.

The FY 2010 request will enable OCR to continue to address key non-discrimination issues, including ADA and *Olmstead* compliance to integrate persons with disabilities in communities instead of institutions; Title VI compliance to reduce disparities in health care access and quality for racial and ethnic minorities and other underserved populations, and to improve language

access for person with limited English proficiency; and the inclusion of persons with disabilities and other members of special needs populations in planning for national emergencies, while continuing to improve responsiveness to the public's questions about, and allegations of non-compliance with, the HIPAA Privacy Rule.

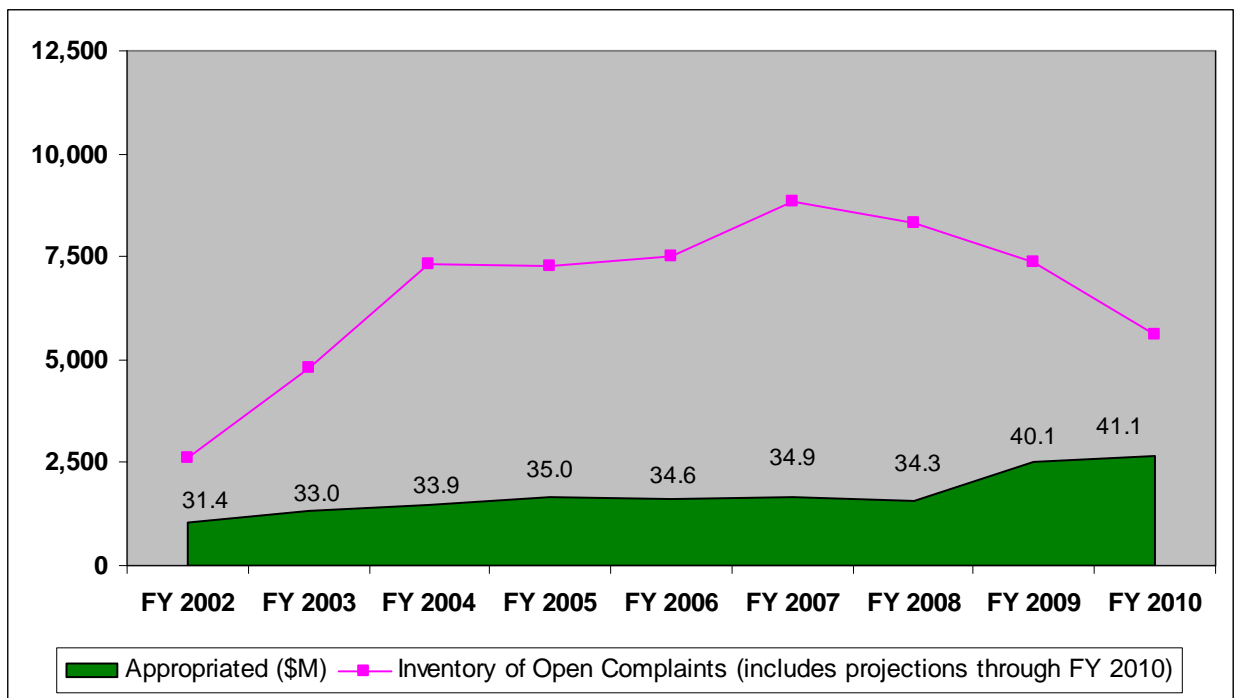
The FY 2010 request includes funding to continue the two programmatic initiatives launched in FY 2009 to invest additional resources into improving OCR's critical HIPAA compliance and enforcement operations and to support a national education campaign to improve the public's understanding of the HIPAA Privacy Rule.

Since implementation of the Privacy Rule in 2003, the number of complaints filed with OCR per year has grown six-fold, from 1,948 in FY 2002 to approximately 12,000 in FY 2008.¹ At the same time, staff resources available to address the public's expectations declined from a level of 267 FTE in FY 2002 to 228 FTE in FY 2008.

In an effort to keep pace with an ever increasing case workload, OCR instituted a number of efficiencies from FY 2002 through FY 2008, including a multi-year reorganization effort, improved staff skill sets, and ongoing improvements in case management techniques. These efficiency measures produced an increase in the number of cases resolved per FTE per year, although these measures did not fully offset the robust growth in complaint receipts. The programmatic enhancements to HIPAA compliance and enforcement operations funded through OCR's FY 2009 appropriation provide resources to reduce the inventory of open complaints. This enhancement will allow OCR to continue to improve its responsiveness to the public by focusing on the timeliness of resolving complaints, as presented in OCR's new performance measures found in the Performance Measures Table on p. 21 (measures 1.1.7 through 1.1.10).

The graph on the following page illustrates OCR's funding levels from FY 2002 through the FY 2010 budget request and OCR's inventory of open complaints in the same period (projections for FY 2009 and FY 2010).

¹ In FY 2008, OCR received 3,037 civil rights complaints, 8,944 health information privacy complaints, and 2,350 new Medicare applicant reviews.



The funding level for OCR in the FY 2010 President’s Budget will allow OCR’s compliance and enforcement operations to continue this renewed progress in being more responsive to the American public. The FY 2010 level of 267 direct FTE includes full-year annualization of the additional 13 FTE for compliance and enforcement operations and 2 FTE in support of a national education campaign to improve the public’s understanding of the HIPAA Privacy Rule as provided in the current year funding. Together with three reimbursable FTE representing OCR’s support for enforcement of the new privilege protections afforded health care providers engaging in certain patient safety activities under the Patient Safety and Quality Improvement Act of 2005, OCR’s FTE level for FY 2010 will total 270 FTE, an increase of 15 FTE over the FY 2009 budget level.

In addition to the above, OCR will continue to develop regulations and guidance in FY 2010, as required under Subtitle D of the HITECH Act, for the purpose of strengthening and enhancing privacy protections of the HIPAA Privacy Rule. The HITECH Act also requires OCR to further expand its outreach efforts by designing and implementing a comprehensive national education initiative that goes significantly beyond the national education campaign initiative currently funded. This campaign, which will be conducted in a variety of languages and presented in a variety of media to effectively target a highly diverse U.S. population, will enhance public transparency regarding the uses of protected health information and the rights of individuals with respect to those uses. OCR will also play a vital role in promoting access for underserved populations in health information technology initiatives by serving as an expert resource for the Secretary and other HHS components regarding equal access to health information technology, providing consultation on health information technology policy and programmatic initiatives to promote civil rights and ensure accessibility for individuals with disabilities and limited English proficiency, and enforcing compliance with applicable Federal civil rights laws by recipients of HITECH funding through complaint investigations, compliance reviews, technical assistance, and education.

**Office for Civil Rights
Performance Measures Table**

Program: Performance Detail

Long Term Objective: To ensure compliance, to increase awareness, and to increase understanding of Federal laws requiring non-discriminatory access to HHS programs and protection of the privacy of protected health information

Measure	Most Recent Result	FY 2009 Target	FY 2010 Target	FY 2010 +/- FY 2009
<u>1.1.1:</u> The number of covered entities that take corrective actions as a result of OCR intervention per year (<i>Outcome</i>)	FY 2008: 3,910 (Target: 3,200)	4,000	4,100	+100
<u>1.1.2:</u> The number of covered entities that make substantive policy changes as a result of OCR intervention and/or review per year (<i>Outcome</i>)	FY 2008: 2,601 (Target: 2,150)	2,650	2,700	+50
<u>1.1.3:</u> Rate of closure for civil rights and privacy cases and new Medicare application reviews per cases/review received (<i>Output</i>)	FY 2008: 103.6% (Target: 97.5%)	104%	105%	+1
<u>1.1.4:</u> Percent of civil rights cases and new Medicare application reviews resolved per cases/reviews received (<i>Output</i>)	FY 2008: 110.1% (Target: 105%)	110.5%	111%	+0.5
<u>1.1.5:</u> Percentage of privacy cases resolved per cases received (<i>Output</i>)	FY 2008: 99.7% (Target: 93%)	100%	103%	+3
<u>1.1.6:</u> Number of people made aware of Federal laws requiring non-discriminatory access to HHS programs and protection of the privacy of protected health information through the provision of information and training to individuals per year (<i>Output</i>)	FY 2008: 92,603 (Target: 78,000)	95,400	98,200	+2,800
<u>1.1.7:</u> Percentage of civil rights complaints that require formal investigation, resolved within 365 days (<i>Output</i>)	FY 2008: 30% (Baseline)	33%	30%	-3*
<u>1.1.8:</u> Percentage of civil rights complaints that do not require formal investigation, resolved within 180 days (<i>Output</i>)	FY 2008: 79.6% (Baseline)	80%	74%	-6*
<u>1.1.9:</u> Percentage of privacy complaints that require formal investigation, resolved within 365 days (<i>Output</i>)	FY 2008: 42.3% (Baseline)	45%	40%	-5*

Measure	Most Recent Result	FY 2009 Target	FY 2010 Target	FY 2010 +/- FY 2009
<u>1.1.10</u> : Percentage of privacy complaints that do not require formal investigation, resolved within 180 days (<i>Output</i>)	FY 2008: 67% (Baseline)	66%	63%	-3*

*An emphasis on resolving the older or more complex cases in OCR's open inventory in FY 2009 and FY 2010 may result in a short-term increase in the average time required to resolve cases in FY 2010.

Long Term Objective: To enhance operational efficiency

Measure	Most Recent Result	FY 2009 Target	FY 2010 Target	FY 2010 +/- FY 2009
<u>1.2.1</u> : Rate of closure for civil rights and privacy cases and new Medicare application reviews per FTE (<i>Output</i>)	FY 2008: 65.6 cases (Target: 59 cases)	66 cases	66.5 cases	+0.5 cases

**Office for Civil Rights
Budget Authority by Object**

	2009 Estimate	2010 Estimate	Increase or Decrease
<u>Personnel compensation:</u>			
Full-time permanent (11.1).....	22,536,000	24,395,000	1,859,000
Other than full-time permanent (11.3).....	875,000	592,000	(283,000)
Other personnel compensation (11.5).....	575,000	575,000	--
Military personnel (11.7).....	66,000	69,000	3,000
Special personnel services payments (11.8).....	--	--	--
Subtotal personnel compensation.....	24,052,000	25,631,000	1,579,000
Civilian benefits (12.1).....	5,449,000	5,894,000	445,000
Military benefits (12.2).....	24,000	25,000	1,000
Benefits to former personnel (13.0).....	21,000	21,000	--
Total Pay Costs.....	29,546,000	31,571,000	2,025,000
Travel and transportation of persons (21.0).....	400,000	410,000	10,000
Transportation of things (22.0).....	25,000	26,000	1,000
Rental payments to GSA (23.1).....	2,800,000	2,870,000	70,000
Communication, utilities, and misc. charges (23.3)..	240,000	245,000	5,000
Printing and reproduction (24.0).....	75,000	77,000	2,000
<u>Other Contractual Services:</u>			
Advisory and assistance services (25.1).....	--	--	--
Other services (25.2).....	1,573,000	500,000	(1,073,000)
Purchase of goods and services from government accounts (25.3).....	2,325,000	2,280,000	(45,000)
Operation and maintenance of facilities (25.4)....	920,000	945,000	25,000
Research and Development Contracts (25.5).....	--	--	--
Medical care (25.6).....	--	--	--
Operation and maintenance of equipment (25.7)..	1,565,000	1,600,000	35,000
Subsistence and support of persons (25.8).....	--	--	--
Subtotal Other Contractual Services.....	6,383,000	5,325,000	(1,058,000)
Supplies and materials (26.0).....	505,000	500,000	(5,000)
Equipment (31.0).....	125,000	75,000	(50,000)
Land and Structures (32.0).....	--	--	--
Investments and Loans (33.0).....	--	--	--
Grants, subsidies, and contributions (41.0).....	--	--	--
Interest and dividends (43.0).....	--	--	--
Refunds (44.0).....	--	--	--
Total Non-Pay Costs.....	10,553,000	9,528,000	(1,025,000)
Total Budget Authority by Object Class.....	40,099,000	41,099,000	1,000,000

Note: The FY 2010 Budget Appendix figures for this account are \$41M in FY 2009 and \$42M in FY 2010. The Budget Authority by Object table excludes the following amounts for reimbursable activities carried out by this account: \$.7M in FY 2009 and \$.4M in FY 2010. The Budget Appendix for this account summarizes in "other services" the costs in objects other than salaries and benefits, GSA rent, and supplies.

**Office for Civil Rights
Salaries and Expenses**

	2009 Estimate	2010 Estimate	Increase or Decrease
<u>Personnel compensation:</u>			
Full-time permanent (11.1).....	22,536,000	24,395,000	1,859,000
Other than full-time permanent (11.3).....	875,000	592,000	(283,000)
Other personnel compensation (11.5).....	575,000	575,000	--
Military personnel (11.7).....	66,000	69,000	3,000
Special personnel services payments (11.8).....	--	--	--
Subtotal personnel compensation.....	24,052,000	25,631,000	1,579,000
Civilian benefits (12.1).....	5,449,000	5,894,000	445,000
Military benefits (12.2).....	24,000	25,000	1,000
Benefits to former personnel (13.0).....	21,000	21,000	--
Total Pay Costs.....	29,546,000	31,571,000	2,025,000
Travel and transportation of persons (21.0).....	400,000	410,000	10,000
Transportation of things (22.0).....	25,000	26,000	1,000
Communication, utilities, and misc. charges (23.3)..	240,000	245,000	5,000
Printing and reproduction (24.0).....	75,000	77,000	2,000
<u>Other Contractual Services:</u>			
Advisory and assistance services (25.1).....	--	--	--
Other services (25.2).....	1,573,000	500,000	(1,073,000)
Purchase of goods and services from government accounts (25.3).....	2,325,000	2,280,000	(45,000)
Operation and maintenance of facilities (25.4).....	920,000	945,000	25,000
Research and Development contracts (25.5).....	--	--	--
Medical care (25.6).....	--	--	--
Operation and maintenance of equipment (25.7)..	1,565,000	1,600,000	35,000
Subsistence and support of persons (25.8).....	--	--	--
Subtotal Other Contractual Services.....	6,383,000	5,325,000	(1,058,000)
Supplies and materials (26.0).....	505,000	500,000	(5,000)
Total Non-Pay Costs.....	7,628,000	6,583,000	(1,045,000)
Total Salaries and Expenses.....	37,174,000	38,154,000	980,000
Direct FTE.....	251	267	16

Note: The Salaries and Benefits table, compared to the Budget Authority by Object table on the previous page, does not include Rental Payments to GSA and Equipment. This Salaries and Benefits table excludes the following amounts for reimbursable activities carried out by this account: \$.7M in FY 2009 and \$.4M in FY 2010.

**Office for Civil Rights
Detail of Full Time Equivalents (FTE)**

	2008 Actual Civilian	2008 Actual Military	2008 Actual Total	2009 Est. Civilian	2009 Est. Military	2009 Est. Total	2010 Est. Civilian	2010 Est. Military	2010 Est. Total
Headquarters:									
Office of the Director and Principal Deputy Director..									
Direct.....	6	---	6	5	---	5	6	---	5
Reimbursable.....	---	---	---	---	---	---	---	---	---
Total.....	6	---	6	5	---	5	6	---	5
Office of the General Counsel (Civil Rights).....									
Direct.....	7	---	7	9	---	9	12	---	13
Reimbursable.....	1	---	1	---	---	---	---	---	---
Total.....	8	---	8	9	---	9	12	---	13
Civil Rights Division.....									
Direct.....	22	---	22	24	---	24	24	---	24
Reimbursable.....	0	---	---	---	---	---	---	---	---
Total.....	22	---	22	24	---	24	24	---	24
Health Information Privacy Division.....									
Direct.....	12	---	12	20	---	20	22	---	22
Reimbursable.....	3	---	3	3	---	3	3	---	3
Total.....	15	---	15	23	---	23	25	---	25
Management Operations Division.....									
Direct.....	19	---	19	20	---	20	23	---	23
Reimbursable.....	---	---	---	---	---	---	---	---	---
Total.....	19	---	19	20	---	20	23	---	23
Regional Offices.....									
Direct.....	157	1	158	173	1	174	179	1	180
Reimbursable.....	---	---	---	---	---	---	---	---	---
Total.....	157	1	158	173	1	174	179	1	180
OCR FTE Total.....	227	1	228	254	1	255	269	1	270

Office of the Director: Increase of 1 FTE from FY 2009 to FY 2010 represents the anticipated filling of the Director vacancy by the new Presidential Administration.

Office of the General Counsel: Increase of 1 FTE from FY 2008 to FY 2009 represents filling an existing vacancy. The increase of 3 FTE from FY 2009 to FY 2010 is for increased Health Information Privacy enforcement activities associated with the funded FY 2009 initiative to improve citizen experience (complaint processing).

Civil Rights Division: Increase of 2 FTE from FY 2008 to FY 2009 represents filling existing vacancies.

Health Information Privacy Division: Increase of 8 FTE from FY 2008 to FY 2009, 2 of which are associated with the funded initiative to improve public understanding of privacy rights (public education) and 6 that are associated with existing vacancies that are in the process of being filled. The increase of 2 FTE from FY 2009 to FY 2010 is for the annualization of the funded FY 2009 initiative to improve public understanding of privacy rights.

Management Operations Division: Increase of 1 FTE from FY 2008 to FY 2009 represents filling an existing vacancy. The increase of 3 FTE from FY 2009 to FY 2010 is for centralized intake of complaints designed to improve the efficiency of OCR's complaint process. This supports OCR's FY 2009 funded initiative to improve citizen experience (complaint processing).

Regional Offices: Increase of 18 FTE from FY 2008 to FY 2009, 5 of which are for filling existing vacancies and 13 of which are for the FY 2009 initiative to improve citizen experience (complaint processing). The increase of 6 FTE from FY 2009 to FY 2010 is for the annualization of the FY 2009 initiative to improve citizen experience.

Average GS Grade	
FY 2005.....	12/07
FY 2006.....	12/07
FY 2007.....	12/09
FY 2008.....	13/04
FY 2009.....	13/04

Note: The FTE levels include four reimbursable FTE in FY 2008 and FY 2009 and three in FY 2010. OCR has revised its Average GS Grade calculation methodology from grade and step averaging to calculating grade and step based on cost averaging.

**Office for Civil Rights
Detail of Positions**

	2008 <u>Actual</u>	2009 <u>Estimate</u>	2010 <u>Estimate</u>
Executive Level I.....	---	---	---
Executive Level II.....	---	---	---
Executive Level III.....	---	---	---
Executive Level IV.....	---	---	---
Executive Level V.....	---	---	---
Subtotal.....	---	---	---
Total - Executive Level Salaries.....	---	---	---
Total - SES.....	6	6	6
Total - SES Salaries.....	<u>\$928,132</u>	<u>\$925,072</u>	<u>\$984,562</u>
GS-15.....	24	28	27
GS-14.....	42	42	41
GS-13.....	33	44	51
GS-12.....	85	84	83
GS-11.....	6	17	23
GS-10.....	---	---	---
GS-9.....	13	18	19
GS-8.....	2	3	3
GS-7.....	11	12	13
GS-6.....	3	3	3
GS-5.....	1	3	1
GS-4.....	6	6	7
GS-3.....	3	7	7
GS-2.....	---	---	---
GS-1.....	---	---	---
Subtotal ¹	<u>229</u>	<u>267</u>	<u>278</u>
Total - GS Salaries.....	\$19,575,929	\$22,551,928	\$24,071,438
<hr/>			
Average SES salary.....	\$154,689	\$163,730	\$164,094
Average GS grade.....	12/9	13/4	13/4
Average GS salary.....	\$88,800	\$89,240	\$91,180
Average Special Pay categories.....	---	---	---

¹ Reflects the number of positions encumbered as of the end of FY 2008, and projections of the number of positions anticipated to be encumbered as of the end of FY 2009 and FY 2010. Excludes object classes for “other personnel compensation” and benefits, as well as amounts for reimbursable activities carried out by this account.

**Office for Civil Rights
Programs Proposed for Elimination**

No programs are being proposed for elimination.

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FY 2010 HHS Enterprise Information Technology Fund: E-Gov Initiatives

OCR will contribute \$56,756 of its FY 2010 budget to support Department enterprise information technology initiatives as well as E-Government initiatives. Operating Division contributions are combined to create an Enterprise Information Technology (EIT) Fund that finances both the specific HHS information technology initiatives identified through the HHS Information Technology Capital Planning and Investment Control process and E-Government initiatives. These HHS enterprise initiatives meet cross-functional criteria and are approved by the HHS IT Investment Review Board based on funding availability and business case benefits. Development is collaborative in nature and achieves HHS enterprise-wide goals that produce common technology, promote common standards, and enable data and system interoperability.

Of the amount specified above, \$9,471 is allocated to support the E-Government initiatives for FY 2010. This amount supports the E-Government initiatives as follows:

FY 2010 HHS Contributions to E-Gov Initiatives*	OCR
Line of Business - Federal Health Architecture (FHA)	\$7,968
Line of Business - Human Resources	\$541
Line of Business - Financial	\$345
Line of Business - Budget Formulation and Execution	\$230
Line of Business - IT Infrastructure	\$387
E-Gov Initiatives Total	\$9,471

*The total for all HHS FY 2010 inter-agency E-Government and Line of Business contributions for the initiatives identified above, and any new development items, is not currently projected by the Federal CIO Council to increase above the FY 2009 aggregate level. Specific levels presented here are subject to change, as redistributions to meet changes in resource demands are assessed.

Prospective benefits from these initiatives are:

Lines of Business-Federal Health Architecture: Creates a consistent Federal framework that improves coordination and collaboration on national Health Information Technology (HIT) Solutions; improves efficiency, standardization, reliability and availability to improve the exchange of comprehensive health information solutions, including health care delivery; and, to provide appropriate patient access to improved health data. HHS works closely with Federal partners, state, local and tribal governments, including clients, consultants, collaborators and stakeholders who benefit directly from common vocabularies and technology standards through increased information sharing, increased efficiency, decreased technical support burdens and decreased costs.

Lines of Business-Human Resources Management: Provides standardized and interoperable HR solutions utilizing common core functionality to support the strategic management of human capital. HHS has been selected as a Center of Excellence and will be leveraging its HR investments to provide services to other Federal agencies.

Lines of Business –Financial Management: Supports efficient and improved business performance while ensuring integrity in accountability, financial controls and mission

effectiveness by enhancing process improvements; achieving cost savings; standardizing business processes and data models; promoting seamless data exchanges between Federal agencies; and, strengthening internal controls.

Lines of Business-Budget Formulation and Execution: Allows sharing across the Federal government of common budget formulation and execution practices and processes resulting in improved practices within HHS.

Lines of Business-IT Infrastructure: This initiative provides the potential to leverage spending on commodity IT infrastructure to gain savings; to promote and use common, interoperable architectures that enable data sharing and data standardization; secure data interchanges; and, to grow a Federal workforce with interchangeable skills and tool sets.