

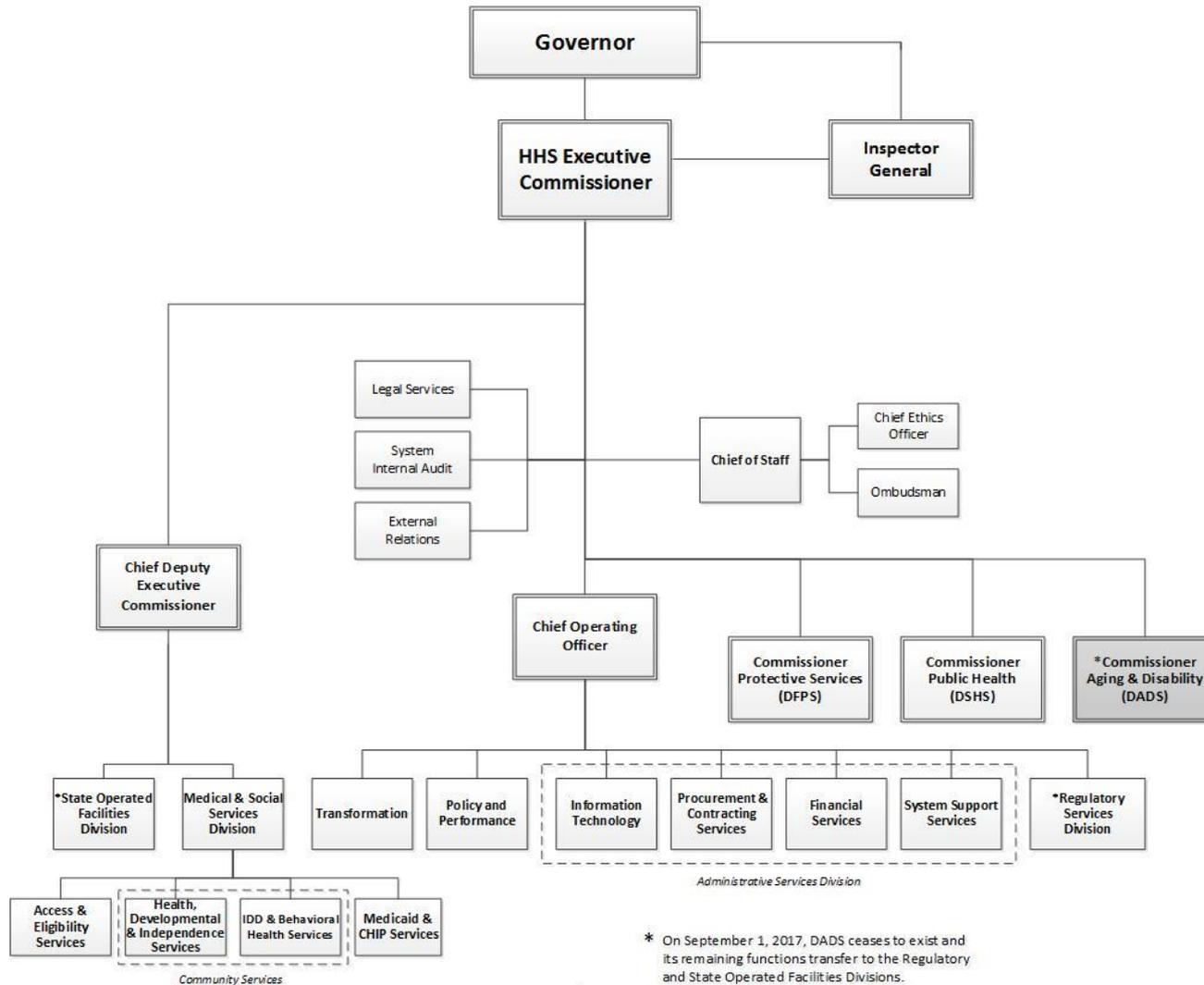
Presentation to the HHS Transformation Legislative Oversight Committee on Transformation Updates

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Health and Human Services Commission

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Health and Human Services Commission

September 14, 2016

HHS System as of September 1



September 1 was ‘Day 1’

September 1, 2016 was not the end but the beginning of our transformation

- September 1, 2016 shifted our resources and programs into the streamlined structure
 - 4,100+ positions transferred between agencies
 - New Medical & Social Services division comprised of 13,300+ positions
 - 120+ programs transitioned
- The work to deliver on the transformation goals for service delivery starts with the new structure
 - Cross-divisional coordination roles are being activated
 - Vendor onboarded to support with transformation activities

A focused 'Phase 1' in 2016

Four months to plan and execute critical logistics and change management activities



Critical activities needed to get to Day 1

1 **Logistics**

- ✓ Identified all activities needed to get the new structure in place
 - ✓ Established processes, timelines, ownership and governance
 - ✓ Assigned resources including dedicated project management
 - ✓ Assessed risks and define mitigation plans
 - ✓ Developed a monitoring process to ensure goals are met
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2 **Change Management**

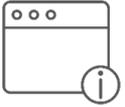
- ✓ Established a culture of continuous improvement and data-driven decision making
- ✓ Provided all HHS staff high level information on transformation activities
- ✓ Provided transitioning staff information on what is happening when and what actions are required of them
- ✓ Addressed staff concerns and questions

Logistics highlights

- Mapped 4,100+ positions from current divisions to new divisions
 - Implemented new supervisory structure
 - Implemented new budget structure
- Developed a process to transfer staff in our HR system
 - Conducted testing of the system to avoid disruption in payroll, benefits, leave or direct deposit information
- Conducted financial interface testing to ensure timely payment for vendors and clients on 9/1
- Migrated all transitioning employees to an @hhsc email address
- Rebadged transitioning employees with HHSC badging
- Created a unified cross-function command center for monitoring, escalation and resolution of any issues



Change management highlights

- 
- Established a mailbox for transformation related questions
 - Maintained a transformation intranet site for staff
 - Distributed weekly ‘TIPS’ emails with key information for transitioning staff
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- Developed a ‘Day 1 Essentials Guide’ with checklists and other critical information
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- Produced a series of leadership videos reinforcing transformation goals and phases
- 
- Developed 16 ‘Division Profiles’ for new and existing staff with overviews of the new HHS system and areas
 - Conducted webinars with supervisors to review critical logistics items and field questions
 - Developed a toolkit for supervisors

Success was defined as...

No interruption to client services

- ✓ Client feedback

No interruption in business operations

- ✓ Transfer of grants and contracts
- ✓ Vendor payments
- ✓ Benefits and payroll
- ✓ Job postings transition

No interruption in the work staff do

- ✓ Technology system access
- ✓ Email transmissions
- ✓ Facilities badging
- ✓ Time, labor and leave
- ✓ Manager duties

'Phase 2' has a dual focus in 2017

September							October							November							December											
S	M	T	W	Th	F	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S						
Day 1 2016							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Planning for the consolidation of regulatory programs, state supported living centers and hospitals (25,000+ staff)							27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
FOCUS #2:							21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
Planning and execution of initiatives that deliver on our transformation goals							15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7		
2017: Regulatory program & state-operated facilities into HHSC							8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
September							October							November							December											
S	M	T	W	Th	F	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S	S	M	T	W	Th	F	S						
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26							
7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	
14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	
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28	29	30	31	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29

The path to initiatives that achieve our goals

Improving service delivery

Client Services

- Best practices audit and analysis
- Facilitate work sessions to identify 2017 and longer term changes
- Develop blueprint and action plan for execution

Administrative Support Services

- Identify efficiency opportunities
- Define future state
- Develop milestones and action plan to get to future state

Enhancing accountability

Development of a performance measurement system for all areas

Administrative Support Services: IT

An example of short term outcomes and
long term opportunities

Why a phased approach?

IT internal transformation planned in phases that will be completed by September 1, 2018

- ✓ Reduces risk of disruption in service delivery
- ✓ Allows for IT consolidation to occur simultaneously while supporting larger transformation efforts
- ✓ Bringing all IT services together breaks down silos and leads to further identification of improvement initiatives
- ✓ Ease of implementation increases when IT services are together

Strategic phased approach

Timeline for IT consolidation

2016

2017

2018

Pre-Day 1

5/2015

Information Resource Managers from HHS agencies report to the HHSC CIO

4/2016

Consolidated HHSC IT organizational structure approved for 9/1/16 implementation

PHASE 1

 **9/1/2016**

- Project management oversight
- Technology architecture review
- Research and development
- Security assurance and operations
- Data center services
- Network, telecom, voice communications, email and collaboration

PHASE 2

9/1/2017

- Regional field support
- Budget tracking and forecasting
- Internal and external reporting

PHASE 3

9/1/2018

- Application development and maintenance
- Remaining project management resources

High level outcomes

- Identifying and implementing consistent best practices
- Knowledge sharing and cross training for better coverage and support
- System-focused technical solution development aligned with system vision and business strategy
- Improved, consistent customer service
- Leveraging purchasing power and technical solutions across the system

Leveraging system resources for better service delivery

CURRENT STATE

Operating Agency:	HHSC Information Technology Help Desk	DSHS Information Technology Help Desk	DFPS Information Technology Help Desk	DARS Information Technology Help Desk
Serving Staff at:	   State Hospitals Only			
Average Monthly Call Volume:	27,348	4,275	6,754	1,838

- ✓ Call volume remains but higher quality customer service for callers
- ✓ Flexibility to shift staff as needed as a result of cross training
- ✓ Marginal savings at initiative level but contributes to cumulative effect

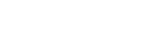
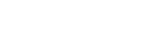
FUTURE STATE

Operating Agency:	HHS Information Technology Service Desk serving all HHS employees
Serving Staff at:	
Average Monthly Call Volume:	40,305

IT initiative example: *Telecom Services*

Multiple contracts consolidated to one system-wide contract

PRE-TRANSFORMATION – SEPT 2015

Operating Agency:	HHSC Telecom Managed Services AT&T	DADS SSLC Telecom System ConvergeOne/Avaya	State Hospital Phone Systems Various Vendors	DARS Telecom System State Staff/Avaya
Serving Staff at:	 Excluding State Hospitals  Excluding SSLCs  	   	   	   
Telecom System Types:	AVAYA NORTEL	AVAYA	Mitel	AVAYA
Transformation Date:	9/1/15 – 9/1/17	by 9/1/17	9/1/16 – 9/1/17	by 12/31/16

POST TRANSFORMATION STATE

Operating Agency:	HHS System Telecommunications Via Century Link contract
Serving Staff at:	
Telecom System Types:	AVAYA State Owned/Vendor Managed CISCO Vendor Owned/Vendor Managed

- ✓ Leverages combined purchasing power across agencies
- ✓ Initial investment to upgrade but generates cost avoidance post year 1
- ✓ Improved contract oversight
- ✓ Replaced old technology with new features and functions
- ✓ Next focus is 1-800 numbers, call center telecom services and bridge services

Developed a system policy to establish formal Support Service Agreements (SSAs)

- Currently discussing Support Service Agreements between administrative and program areas
- Agreements will include performance measures
- Updated *at least* annually to ensure ongoing relevancy as changes occur

- Final Transition Plan was published in the August 19th edition of the *Texas Register*
- Transformation vendor was selected to assist with:
 - Development of performance measurement system
 - Development of cost allocation plan
 - Development of change management and communication plan
 - Technical project management for transformation
- Established HHS Executive Council
 - Strengthens stakeholder input from a system perspective
 - Upcoming meeting dates: September 23 and November 17
 - Advisory Committees linked to the Council