

HUMAN RESOURCES

Objectives and Achievements	In Progress
<p>HR CENTRALIZATION <u>Objective:</u> Develop best practices for the delivery of Human Resources Services with a focus on customer service, efficiency, effectiveness and accountability. <u>Achievements:</u> HR Role (Transfer of People)</p> <ul style="list-style-type: none"> • Service Level Agreements signed with 16 agencies, including DSP and HR personnel transferred to DHR as of July 1, 2019 <p>Centralized Policies and Procedures – Implemented Parental Leave and Respectful Workplace and Anti-Discrimination policies, FMLA, Call Back Policy and Military Leave Policy.</p> <p>Technology and HR Systems</p> <ul style="list-style-type: none"> • Implemented eSTAR across the Department of Human Resources • Onboarding System proposal evaluated from 12 vendors as part of an RFI • E-Personnel Records - Functional requirements were developed by the e-Personnel File Workgroup and a business case submitted • Working with DNREC and the HR Office on an electronic personnel records pilot program <p>GEAR-P3 Innovation and Efficiency Award (GEAR P-3 Award) - Two teams were presented awards on May 9 with incentives provided to team members totaling \$20,000</p> <p>LEAN HR Demonstration - Established a roadmap for consistent process improvement. C/S Exception Request team recommended changes to the process to the Office of Management and Budget. Advanced Salary Request process mapped.</p> <p>First State Quality Improvement – Program funded at \$150,000; drafted training program details.</p> <p>Compensation Study - Data collection and draft report for Part I and Part II are completed.</p>	<ul style="list-style-type: none"> • Centralized Policies and Procedures - Policy and Procedure Workgroup continue revising policies and procedures identified with estimated dates for implementation • LEAN HR Demonstration <ul style="list-style-type: none"> ○ Advanced Salary Request process improvement ○ Reclassification process improvement • Technology and HR Systems <ul style="list-style-type: none"> ○ Update business cases for all HR-technology systems ○ Evaluating tracking systems for DHR processes and programs ○ Submitted a Business Case (BC) for ePerformance; demonstration scheduled for later this month. <p>GEAR-P3 Award – updating criteria to expand award to individuals.</p> <p>First State Quality Improvement Fund – drafting announcement seeking proposals for the training program.</p> <p>Compensation Study – Draft report for Part I focusing on State Pay Scales and II on State’s compensation and classification procedures is under review; DHR preparing recommendations for Administration.</p>
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> • Begin process map for the Reclassification processes. • Obtain cost proposals for an Onboarding System for the budget process • Draft an RFP for Electronic Personnel Records in FY20. Work with agency HR personnel to flowchart processes and identify opportunities for improvement • Compensation Study –DHR works to finalize recommendations for the Administration. 	<ul style="list-style-type: none"> • Resources/support for HR technology solutions: Onboarding, Electronic Personnel Records, and Complaint, Investigation, and Request Tracking • Agency engagement and participation and managing expectations • Compensation Study – Magnitude of implementation may require phased-in approach

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<p>TALENT ACQUISITION – Resetting Recruitment and Retention</p> <p><u>Objective:</u> Develop a best practice for filling vacancies in the shortest time with excellent customer service using technology and GEAR principles.</p> <p><u>Achievements:</u></p> <ul style="list-style-type: none"> • Achieved alignment with agency HR leads on the overall Talent Acquisition Strategic Plan that incorporates each agency’s workforce analysis data including hires, vacancies, hard-to fill, time to hire and EEO-AA demographics and action plans. Continue to meet with each agency’s HR team to identify agency recruitment and retention objectives, process improvement targets, and alignment on recruitment metrics to measure process efficiency. • DHSS: Casual/Seasonal Nurse Recruiting Manager is using Zip Recruiter to source nursing resumes. Qualified applicants are shared with DHSS Nurse Leadership statewide. Developed talent pipeline relationships with area schools for CNA’s, LPN’s and RN’s. • DOC: Completed the FY18-19 Recruitment and Retention Pilot Incentive Bonus Program. Previously DOC had 260 vacant correctional officer positions. As of September 12, 2019 there are 148 vacant positions, of which 71 are entry level CO positions are being actively recruited. • JUDICIAL: Pay for Parking Recruitment and Retention Program for Wilmington-based Court employees started April, 1, 2019. Out of 453/520 employees are actively participating. • DOS: Implemented Recruitment and Retention Pilot Incentive Bonus Program in December, 2019 focused on attracting and recruiting CNA, LPN and RN nursing talent into Veterans Home Long-Term Care facility. A job fair was held in August and 10 conditional offers were made. As of May 1, 2019, 10 nurses were hired as part of the incentive program. 	<p>Talent acquisition strategy</p> <ul style="list-style-type: none"> • Partnering with agencies to develop agency specific Talent acquisition strategies with specific recruitment metrics. Actively working with DNREC, DOS, DOF, DHSS, DELDOT and DOL to identify agency recruitment and retention objectives, recruitment process improvement targets, and get alignment on recruitment metrics to measure process efficiency, effectiveness and accountability. We will continue to collaborate with other agency HR leads to create specific recruitment plans designed for each agency. <p>Employment Services - Functional Process Improvement</p> <ul style="list-style-type: none"> • Redesigning the online application form to improve applicant experience, reduce redundancies, and streamline the application process. • Mapping Employment Services procedures to adjust processes in order to eliminate waste, and shorten the time-to-fill process cycle. • Reviewing Merit Hiring Guide toward developing improved hiring process guidelines to be made available to HR and hiring managers to increase consistency and accountability across all agencies. <p>Market and Advertising Delaware Employer of Choice Campaign</p> <ul style="list-style-type: none"> • July 2019 Talent Acquisition began working with the vendor to provide marketing and advertising consulting services to focus on developing a major campaign to highlight the State of Delaware as the employer of choice. Phase I involves due diligence and discovery research to develop and articulate our value proposition as an employer. The approach includes interview and survey current employees to get their opinions. We continue to review DHR funding options to pursue Phase 2 of this initiative.
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<p>Implement Talent Acquisition Strategic Plan</p> <ul style="list-style-type: none"> • Work with agency HR leads and hiring managers to develop agency specific recruitment action plans. • Establish benchmarks and metrics for hiring process improvements. • Continue applicant outreach for best customer service. • Create collaborative marketing and advertising strategy • Aggressively pursue nursing talent through Nurse Recruiting manager 	<p>Talent Acquisition – Ability to:</p> <ul style="list-style-type: none"> • Maintain a high level of agency engagement and participation. • Make meaningful process improvements in the time-to-fill applicant flow process to increase the speed of hiring. • Address job offers with non-competitive pay and offer flexible job scheduling options that are competitively attractive to applicants given current contractual obligations. • Securing continued funding for State of Delaware recruitment marketing and advertising campaign.

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<p>REDUCE HEALTH CARE OPERATING COSTS</p> <p><u>Objective:</u> Offer State employees/retirees/dependents adequate access to high quality healthcare at affordable cost while promoting healthy lifestyles and engaged consumers.</p> <p><u>Achievements:</u></p> <ul style="list-style-type: none"> • Implemented copay differentials to encourage use of preferred sites of care resulting in a 5.2% decrease in visits to high-tech non-preferred facilities and a 8% increase in the ratio of urgent care to ER visits • Increased copays for non-preferred lab sites in July 2018 resulting in a 6.5% increase in preferred lab utilization for the first three quarters of FY19 • Enhanced care management programs and services resulting in an 80% engagement rate through FY19 Q3 for those identified as eligible. • Promoted interactive and targeted tools leading to 21.9% utilization of myBenefitsMentor Consumer Decision online tool; 53.9% viewing of the “What’s New Video” and 84.7% overall employee participation in 2019 Benefits Open Enrollment • Implemented a separate high quality network for certain pre-planned surgical procedures available to enrolled health plan members. • Launched a new, mobile and consumer-friendly website focused on providing users with easy access to important information • Developed and distributed posters and other communications to remind members to use lower cost preferred sites of service when appropriate for lab, imaging and urgent care 	<ul style="list-style-type: none"> • Supporting primary care and advancing value based care through ongoing reporting and negotiation of third party administrator contract terms • Implementing a Surgeons of Excellence network of providers and facilities that can provide high quality service at a lower cost for pre-planned procedures • Focusing on addressing the prevalence of pre-diabetes and diabetes through promotion of and participation in free programs and services • Providing scorecards to employer organizations which provide key engagement and health status measurements on employees enrolled in a State health plan and intended to assist in the development of agency specific education and awareness campaigns • Staff participation in an education and training program focused on measurement of and advocacy for hospital quality and safety and effective methods of member steerage to preferred providers and sites for care • Implementing smart technology to assist consumers to identify gaps in care and areas where they can focus and set goals for healthy living. • Developing of a Disability Insurance Program curriculum for employee and Human Resources/Benefit Representatives • Educating enrolled members about benefit plans by providing online videos, training and other communications • Developing a Request for Proposal for a third party administrator for best in class infertility benefits administration • Enhance the SBO website with hospital quality and safety information and tools. Promote information to members.
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> • Educate members about their benefit plans by providing online videos, training and other communications. • Explore and consider transparency and consumerism tools and services with State Employee Benefits Committee • Evaluate impacts of health policy and legislation related to the Healthcare Benchmark and Primary Care on the Group Health Program • Revise Group Health Insurance Program strategic framework • Develop a Chronic Lower Back Pain pilot program with DHSS that promotes use of non-Opioid treatments. • Explore Opioid Management Program through Express Scripts for health plan members 	<ul style="list-style-type: none"> • Engaging and expanding members understanding on the importance of using preferred sites and getting preventive care • Offering benefit plan types, plan design and cost to satisfy changing needs of employees and pensioners while remaining within budgetary constraints • Maintaining compliance with all federal and state legislation and mandates including Patient Protection and Affordable Care Act • Leveraging HR centralization and union partners DSEA, DSTA, COAD, AFSCME to further engage employees regarding benefit programs and consumerism

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<p>Insurance Coverage - Reduce Workers' Compensation Costs <u>Objective:</u> To reduce the lost time days and incurred costs from workers' compensation injuries. <u>Achievements:</u></p> <ul style="list-style-type: none"> • Reduced lost work days from average of 54 to 52 days • Reduced overall costs compared to medical inflation rate • Conducted safety training to 453 state agency participants in 21 classes • 100% of all participants in the program reporting electronically. • 6.3% increase in circulation of the Insurance Coverage Office "Safety Matters" newsletter. • Completed 40 State properties inspections in FY19 • Implemented RTW Coordinator and Workers' Compensation TPA process for returning employees to work 	<ul style="list-style-type: none"> • Provide Training on Safety & Risk Management Services & Incident Reporting • Continue statewide property inspections of State insured properties to insure and eliminate unsafe conditions; currently inspect 40 State properties annually • Increase participation of agencies using the Return to Work – the earlier injured employees return the work, in any capacity, results in the reduction of overall direct and indirect costs to the State. • Returning Employees to Work • Communicate Results – provide agencies with quarterly reports on workers' compensation costs, lost days, timely reporting, and causes of losses driving costs • Expand electronic reporting of injuries
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> • Provide safety training to Executive Branch agencies (100% participation) • Establish Statewide Safety Program • Reduce Return-to-Work Time through outreach to participants of the workers' compensation program on return to work program. This program allows the injured worker to return to work on restricted duty for a limited period of time • Further aggressive claims handling through our third party administrator to control cost • Bi-yearly stewardship meetings with the third party administrator to monitor state's workers' compensation cost 	<ul style="list-style-type: none"> • Safety & Loss Control Participant Engagement • Non-Executive Branch Buy-in with Return-to-Work Program and Safety & Loss Control