

Government Efficiency and Accountability Review (GEAR)

GEAR17 Board Meeting
November 19th 2019



<https://gear.delaware.gov/>¹

Agenda

30 min

1. Introductions
2. Old Business
 - Review/approve minutes
 - 2019 Schedule
3. New business
 - GEAR team update
 - Annual Report
4. Deep Dives
 - Health & Social Services
 - GEAR Annual Report Draft review
5. Open Topics discussion -- Board
6. Public Comment
7. Adjourn

90 min

Old Business

Review/Approve Minutes from Prior Board meeting

*Sent to Board for review **October 10th, 2019***



New Business

2019 GEAR Board Schedule

Wednesday, January 17, 2019

9:00am to 11:00am

Haslet Armory, Conference Room 219

Tuesday, March 19, 2019

9:00am to 11:00am

Buena Vista, Buck Library

Wednesday, May 16, 2019

8:00am to 10:00am

Haslet Armory, Conference Room 219

Tuesday, July 16, 2019

9:00am to 11:00am

Buena Vista, Buck Library

Wednesday, September 18, 2019

10:00am to 12:00pm

Haslet Armory, Conference Room 219

Tuesday, November 19, 2019

8:00am to 10:00am

Buena Vista, Buck Library



New Business

2019 Deep Dive Schedule

Wednesday, January 17, 2019

Information Technology

GEAR

Tuesday, March 19, 2019

Education

Financial Services

Wednesday, May 16, 2019

DHSS & Healthcare

Criminal Justice

Tuesday, July 16, 2019

Information Technology

Human Resources

Wednesday, September 18, 2019

Financial Services

Education

Tuesday, November 19, 2019

DHSS & Healthcare

GEAR Annual Report



New Business

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8:00am to 10:00am

Buena Vista, Buck Library

Calendar invitations have been sent to all Board members and Designees



New Business



GEAR Team Update

- **Financial Services team meeting**
- **Annual Report prep**
- **Field Team gearing up**
- *EdGEAR*
- *IT Centralization update*
- *HR Consolidation update*
- *DNREC update*

GEAR

- 44% of Cabinet Agencies participate in GEAR
- We will extend an invitation to all other Agencies in 2020
- Join the discussion – share what you’re doing to drive continuous improvement in your agency

Department of Finance

Office of Management and Budget

Department of Health and Social Services

Department of Human Resources

Department of Education

Department of Technology and
Innovation

Department of Natural Resources and
Environmental Control

Department of Agriculture

Department of Correction

Delaware State Housing Authority

Department of Labor

Delaware National Guard

Department of Safety and Homeland
Security

Department of Services for Children,
Youth and Their Families

Department of State

Department of Transportation



Deep Dive

Health and Social Services

Health Care Benchmarks

Kara Odom Walker, MD, MPH, MSHS
DHSS Cabinet Secretary

Health Care Spending Benchmark

Executive Order (EO) 25

- EO establishes a subcommittee of Delaware Economic and Financial Advisory Council (DEFAC) for setting the health care spending benchmark for calendar year 2019.
- The Subcommittee set the benchmark at 3.8% for 2019.
- For subsequent calendar years, the benchmark will be:
 - 2020: 3.5% per capita Potential Gross State Product (PGSP) growth rate
 - 2021: 3.25%
 - 2022: 3.0%
 - 2023: 3.0%
- The EO also established 8 quality benchmarks in 3 general areas: health care utilization, behavioral health and cardiovascular disease.
- Delaware is the first state to have both spending and quality benchmarks.

Benchmark Timeline

**Governor's Executive Order
(November 2018)**

#25 →

Sets 8 quality benchmarks for 2019 and authorizes state financial council to set spending benchmark

**Spending Benchmark Set
(December 2018)**

3.8% →

Delaware Financial and Advisory Council sets spending benchmark for 2019 at 3.8%

Collect, Validate and Analyze Data (August 2019-ongoing)

Collecting data from insurers, Medicaid, Medicare and Veterans Administration

Public Reporting (Early 2020)

→ The CY 2018 spending baseline data for Delaware will be released. Mark will be used to measure 2019 spending growth against

Community Engagement (Ongoing)

→ Engage providers and community partners in regular forum with State to develop strategies to reduce variation in cost and quality

Benchmarks Performance (Q4 2020)

Report on performance relative to the quality and spending benchmarks

Strategic Planning/GEAR Initiate Updates

Lisa Bond

Director, Division of Management Services/COO



STRATEGIC PLANNING AND STAKEHOLDER ENGAGEMENT

PHASE 1 PROJECT STARTUP	PHASE 2 STRATEGIC PLANNING PROCESS	PHASE 3 ENVIRONMENTAL ANALYSIS & STAKEHOLDER SESSIONS	PHASE 4 COMMUNICATIONS & OUTREACH	PHASE 5 IMPLEMENTATION PLAN
KICK-OFF MEETING PROJECT AND COMMUNICATIONS MANAGEMENT	ESTABLISH STEERING COMMITTEE AND CONDUCT INITIAL OUTREACH FINALIZE PROJECT FRAMEWORK FINALIZE WORK PLAN	RAPID NEEDS ASSESSMENT STAKEHOLDER DATA COLLECTIONS PROGRAM INVENTORY MATRIX	SWOT ANALYSIS STRATEGIC PLANNING SESSIONS DEVELOP COMMUNICATIONS AND OUTREACH STRATEGY	DEVELOP OUTCOME MEASURES CHANGE MANAGEMENT DRAFT AND FINALIZE STRATEGIC PLAN DEVELOP IMPLEMENTATION PLAN

Inputs to Date

1. A Program Inventory and Analysis
2. Small Group Interviews with DHSS Staff
3. Voice of DHSS Internal Staff Survey
4. DHSS Voice of the Stakeholder Survey
5. Focus Groups with DHSS External Stakeholders
6. Rapid Needs Assessment of State and National Trends

SWOT Analysis

Strengths

- Shared understanding of and commitment to the Department and division-specific mission
- Aspects of internal communication
- Commitment of staff to programs/ populations
- Strong relationships with Governor and state partners
- DHSS leadership investment in mission and programs
- Positive external stakeholder and client satisfaction

Weaknesses

- Challenges in talent Management (staffing, training, performance evaluation, advancement)
- Lack of leadership & management accountability
- Breadth and variation of scope of service and populations served throughout DHSS
- Lack of inter-departmental collaboration through a client-centered approach
- Lack of program performance measurement
- Poor IT systems and data integration - inefficient processes, aging systems

Opportunities

- Governor's support for DHSS program integration
- Delaware provider interest in APMs and SDOH
- Realignment and integration of staff and programs, including consolidation of functions
- Strengthen communication and collaboration with external stakeholders
- Transformations in Medicaid and other health programs

Threats

- Aging DHSS workforce and inflexible staffing structure
- Lack of documentation of policies and procedures
- Programmatic and administrative resource limitations/ poor leveraging of federal resources
- Uncertainty at the federal level- transformations in Medicaid and other health programs, reductions in social services, changes in health policy

Next Steps

- Publish draft goals and objectives
- Draft strategies
- Hold town hall meetings
- Host webinars

- Ideas for public engagement?

Deep Dive

3rd GEAR Annual Report

November 19th, 2020 Draft

Review Key Points

GEAR Annual Report

- Third annual GEAR report will be published in December 1st

2019 Schedule

Sept-Oct

Meet with agencies to review content contributions

Nov 7th

Draft completed, Board reviews

Nov 14th

GEAR Board review/approval

Nov 19th → 22th

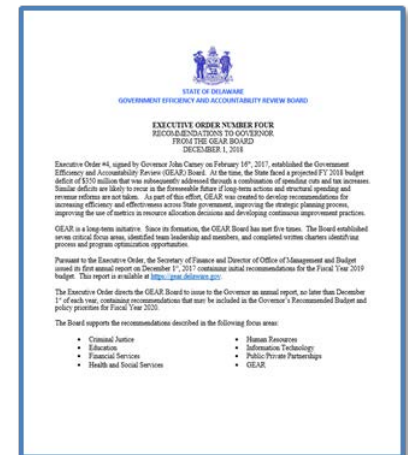
Final comments due from Board

Nov 21st → 26th

Final version mailed to Board

1st week of Dec

Report posted on GEAR website



Review by Focus Area

- Criminal Justice
- Education
- Financial Services Delivery
- Health and Social Services
- Human Resources
- Information Technology
- GEAR Public/Private Partnerships (P3)
- GEAR team
- *New* – DNREC update

Criminal Justice

- Standardized Sentencing Orders
- Criminal and Civil e-Filing
- Code Reform
- Pretrial Reform
- Problem-Solving Courts
- Community Court

Project	Status
Improve Technology and Data	
Standardized Sentencing Orders	2 green
Criminal and Civil e-Filing	1 green
Technology to Reduce Costs, such as costs for transporting inmates.	3 red
Eliminate the Manual Payment of Bail	2 yellow
Increase the Capacity for Data Management and Statistical Research	2 yellow
Simplify and Make Statutes More Cohesive	
Criminal Code Reform	1 green
Modernize the Pre-Trial System	1 green
Give Offenders a Better Chance to Succeed	
Reduce Debt Burden on Ex-Offenders	1 green
Develop a Community Court	1 green
The Means to Progress	
Expansion of Process Improvement Efforts	1 green
Partner with Universities for Expanded Research Capacity	2 green
Improved Organizational Structures	1 green

Education

- EdGEAR
- Council on Educational Technology
- Data Standardization for Financial Transparency

Project	Status
Grow EdGEAR	1 green
Support Council on Educational Technology	2 green
Drive data standardization for financial transparency	1 green
Identify business technologies for potential standardization	2 green
Improve procurement processes and procedures, leverage consolidated purchasing	1 green
Improve surplus asset acquisition and disposal processes	2 green
Define a more cost-efficient strategy for school deferred maintenance	1 green

Financial Services Delivery

- Lower Lease Costs and Restructure Lease Program
- Reintroduce Strategic Planning and Performance Budgeting Processes
- Improve Data Integration and Mapping
 - Delaware Population Consortium Legislation
 - School District Enrollment Projections
 - Leverage FirstMap for Data Sharing
 - Establish a State Land Inventory
 - Ensure Effective Internal Control Systems Are Developed and Maintained
- Implement an Integrated Revenue Administration System (IRAS)
- Leverage Financial Service Delivery (FSD) GEAR Team to Drive Financial Process Improvements
- Conduct a Comprehensive Review of the State’s Banking Structure

Project	Status
Reintroduce strategic planning and performance budgeting processes	1 green
Conduct a comprehensive review of State’s banking structure	1 green
Eliminate duplicative internal financial service functions	2 gray <i>tabled</i>
Ensure effective internal control systems are developed and maintained	2 yellow
Improve data integration and mapping	1 green
Require all State agencies to use Delaware Population Consortium projections	1 green <i>completed</i>
Establish centralized land inventory database	2 green
Create a financial services roundtable	1 green
Ensure effective internal control systems are developed and maintained: Travel per Diem	1 green
Ensure effective internal control systems are developed and maintained: PCard	1 green
Implement Department of Finance Integrated Revenue Admin System (IRAS)	1 green
Accelerate OMB (DFM & GSS) contractual real estate support to address office space leases	1 green

Health and Social Services

- Healthcare Spending and Quality Benchmarks
- Centralization of Human Resource Functions
- Department-wide Strategic Planning
- Division of Medicaid and Medical Assistance (DMMA) Strategic Planning
- Provider Rate Methodology Study
- Modernization of Public Safety and Security
- Telework
- Saving Energy Costs
- Containing the Growth of Lease Costs
- Leveraging Federal Funding
- Increasing Fees
- Efficiency through Technology

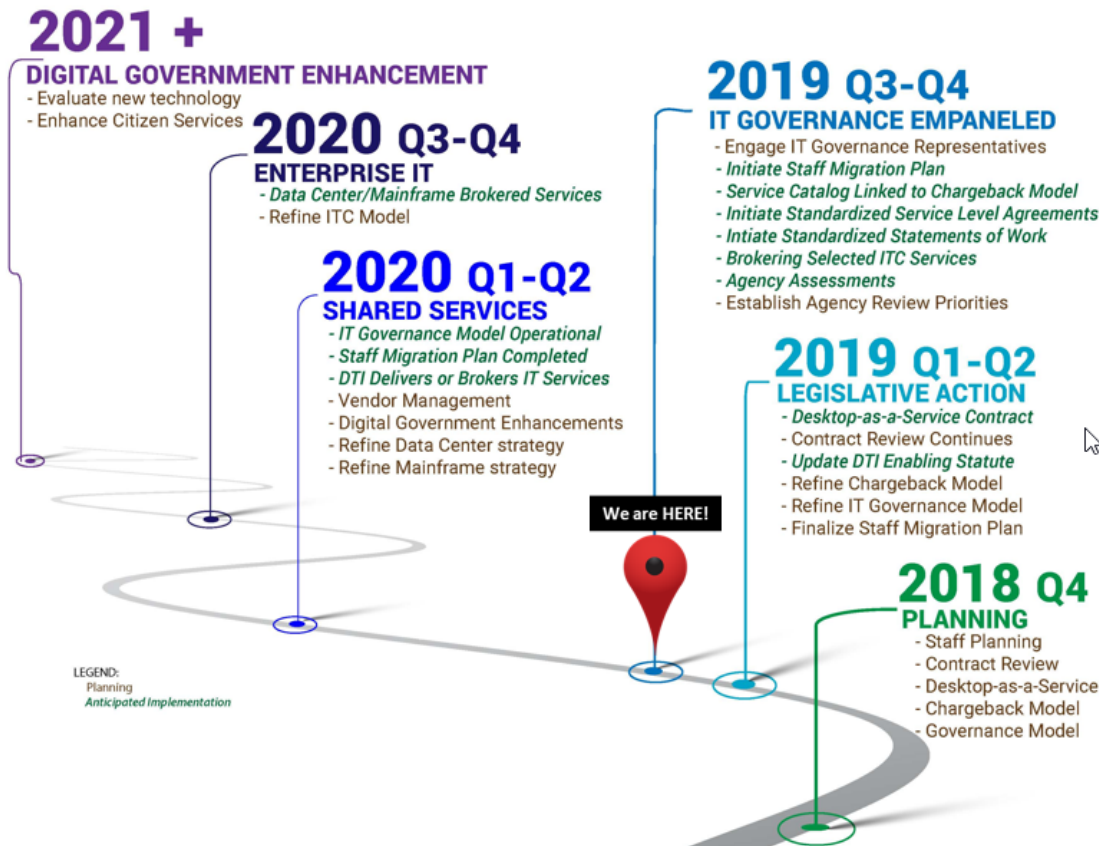
Project	Status
Contain Lease Costs	1 green
Complete Energy Savings program	1 green
Leverage Federal Funding	1 green
Centralize Human Recourses	1 green
Implement Electronic Signature	1 green
Continue Review of Overtime Reduction	2 yellow
Optimize Mailing and Postage	2 yellow
Pilot Electronic Management of Boards and Commissions through software initiative	3 yellow
Pursue Increasing Fees	1 red

Human Resources

- HR Centralization
- Implement and Integrate Human Resource Systems and Technology
- Human Resources Process Improvement Programs
- Talent Acquisition
- Reduce Health Care Operating Costs
- Future Activities
 - Onboarding System
 - Talent Management System
 - Electronic Personnel File System
 - Employee Performance

Project	Status
Implement HR centralization	1 green
Implement and integrate human resource systems and technology	2 yellow
Implement GEAR-P3 Innovation & Efficiency Award	1 green
Reinstate of First State Quality Improvement Fund	1 green
Streamline Talent Acquisition	1 green
Conduct Total Compensation Study	2 yellow
Support recommended legislative changes	3 grey
Reduce healthcare costs	1 green

Information Technology



Project	Status
Implement Shared Services	1 Green
Improve Policy and Governance	1 Green
Implement Centralization	1 Green
Develop Desktop as a Service Program	1 Green
Implement Vendor Management Program	1 Green

GEAR Public/Private Partnerships (P3)

- Strengthen the GEAR P3 Innovation and Efficiency Award
- Assist in the Implementation of the Delaware Governmental Accountability Act
- Create Expert Public/Private RFP and Grant Proposal Writing Team
- Building the Next Generation of IT Professionals for an Innovation Economy
 - Create programs that Produce Next Generation IT Professionals
 - Developing a Digital Government Enterprise Strategy

Project	Status
Strengthen & Grow the GEAR P3 Innovation and Efficiency Award	1 green
Identify P3 Opportunities	1 green
Loaned Executive program	1 green
Connect to Lerner School of Business and Economics	2 yellow
Assist in the implementation of the Delaware Governmental Accountability Act	1 yellow
Determine Impact of Expert Public/Private RFP and Grant Proposal writing team	2 yellow
Next Generation Workforce for Digital Innovation	2 yellow

GEAR Team

- Initiate A Continuous Quality Improvement Training and Development Program
- Augment Leadership Training Provided by The State
- Require the Establishment of Continuous Improvement Teams in State Agencies
- Create a GEAR Field Team
- Support the Reintroduction of the GAA
- Support the Population Consortium Legislation
- Support the Growth of EdGEAR
- Standard Practices and Tools for Continuous Improvement Projects

Project	Status
Initiate continuous quality improvement training and development	1 green <i>completed</i>
Augment leadership training provided by the State	2 green
Require the establishment of continuous improvement teams in State agencies	1 yellow
Create a GEAR Field Team	1 green
Support the reintroduction of the GAA	1 yellow
Support the Population Consortium legislation	1 green <i>completed</i>
Support the Growth of EdGEAR	1 green <i>completed</i>

Beyond GEAR: DNREC

- Modernizing Online Services to Better Serve Customers
- Continuous Improvement Training and Development

- **Open Topics Discussion – Board**
- **Public Comment**

Adjourn



Contact



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