Government Efficiency and Accountability Review (GEAR)

GEAR17 Board Meeting

November 19th 2019
Agenda

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
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, July 16, 2019
9:00am to 11:00am
Buena Vista, Buck Library

Tuesday, March 19, 2019
9:00am to 11:00am
Buena Vista, Buck Library

Wednesday, September 18, 2019
10:00am to 12:00pm
Haslet Armory, Conference Room 219

Wednesday, May 16, 2019
8:00am to 10:00am
Haslet Armory, Conference Room 219

Tuesday, November 19, 2019
8:00am to 10:00am
Buena Vista, Buck Library
# New Business

## 2019 Deep Dive Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, January 17, 2019</td>
<td>Information Technology</td>
</tr>
<tr>
<td></td>
<td>GEAR</td>
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<tr>
<td>Tuesday, March 19, 2019</td>
<td>Education</td>
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<td>Financial Services</td>
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<tr>
<td>Wednesday, May 16, 2019</td>
<td>DHSS &amp; Healthcare</td>
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<td></td>
<td>Criminal Justice</td>
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<td>Tuesday, July 16, 2019</td>
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<td>Tuesday, November 19, 2019</td>
<td>DHSS &amp; Healthcare</td>
</tr>
<tr>
<td></td>
<td>GEAR Annual Report</td>
</tr>
</tbody>
</table>
New Business

2020 GEAR Board Schedule

- **Wednesday, January 15, 2020**
  - 10:00am to 12:00pm
  - Haslet Armory, Conference Room 219

- **Tuesday, March 17, 2020**
  - 9:00am to 11:00am
  - Buena Vista, Buck Library

- **Wednesday, May 20, 2020**
  - 8:00am to 10:00am
  - Haslet Armory, Conference Room 219

- **Wednesday, July 15, 2020**
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  - Buena Vista, Buck Library

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- **Tuesday, November 17, 2020**
  - 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 Serviced/COO
### STRATEGIC PLANNING AND STAKEHOLDER ENGAGEMENT

<table>
<thead>
<tr>
<th>PHASE 1</th>
<th>PHASE 2</th>
<th>PHASE 3</th>
<th>PHASE 4</th>
<th>PHASE 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROJECT STARTUP</td>
<td>STRATEGIC PLANNING PROCESS</td>
<td>ENVIRONMENTAL ANALYSIS &amp; STAKEHOLDER SESSIONS</td>
<td>COMMUNICATIONS &amp; OUTREACH</td>
<td>IMPLEMENTATION PLAN</td>
</tr>
</tbody>
</table>

| 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

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sept-Oct</td>
<td>Meet with agencies to review content contributions</td>
</tr>
<tr>
<td>Nov 7th</td>
<td>Draft completed, Board reviews</td>
</tr>
<tr>
<td>Nov 14th</td>
<td>GEAR Board review/approval</td>
</tr>
<tr>
<td>Nov 19th → 22th</td>
<td>Final comments due from Board</td>
</tr>
<tr>
<td>Nov 21st → 26th</td>
<td>Final version mailed to Board</td>
</tr>
<tr>
<td>1st week of Dec</td>
<td>Report posted on GEAR website</td>
</tr>
</tbody>
</table>
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
Education

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

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

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

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

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<tbody>
<tr>
<td>Implement HR centralization</td>
<td>1 green</td>
</tr>
<tr>
<td>Implement and integrate human resource systems and technology</td>
<td>2 yellow</td>
</tr>
<tr>
<td>Implement GEAR-P3 Innovation &amp; Efficiency Award</td>
<td>1 green</td>
</tr>
<tr>
<td>Reinstatement of First State Quality Improvement Fund</td>
<td>1 green</td>
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<tr>
<td>Streamline Talent Acquisition</td>
<td>1 green</td>
</tr>
<tr>
<td>Conduct Total Compensation Study</td>
<td>2 yellow</td>
</tr>
<tr>
<td>Support recommended legislative changes</td>
<td>3 grey</td>
</tr>
<tr>
<td>Reduce healthcare costs</td>
<td>1 green</td>
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</tbody>
</table>
Information Technology

**2019 Q3-Q4
IT GOVERNANCE EMPANELLED**
- Engage IT Governance Representatives
- Initiate Staff Migration Plan
- Service Catalog Linked to Chargeback Model
- Initiate Standardized Service Level Agreements
- Initiate Standardized Statements of Work
- Broker Selected IT Services
- Agency Assessments
- Establish Agency Review Priorities

**2019 Q1-Q2
LEGISLATIVE ACTION**
- Desktop-as-a-Service Contract
- Contract Review continues
- Update IT Enabling Statute
- Refine Chargeback Model
- Refine IT Governance Model
- Finalize Staff Migration Plan

**2018 Q4
PLANNING**
- Staff Planning
- Contract Review
- Desktop-as-a-Service
- Chargeback Model
- Governance Model

**2020 Q1-Q2
SHARED SERVICES**
- IT Governance Model Operational
- Staff Migration Plan Completed
- DTI Delivers or Brokers IT Services
- Vendor Management
- Digital Government Enhancements
- Refine Data Center strategy
- Refine Mainframe strategy

**2020 Q3-Q4 ENTERPRISE IT**
- Data Center/Mainframe Brokered Services
- Refine ITC Model

**2021 + DIGITAL GOVERNMENT ENHANCEMENT**
- Evaluate new technology
- Enhance Citizen Services

**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
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

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

• Modernizing Online Services to Better Serve Customers

• Continuous Improvement Training and Development
• Open Topics Discussion – Board

• Public Comment
Contact

Please direct any inquiries about the Delaware GEAR program to:

Jim Myran (james.myran@delaware.gov)
Exec Director of Government Efficiency & Accountability Review (GEAR)
Department of Finance

Bryan Sullivan (bryan.Sullivan@delaware.gov)
Director of Management Efficiency
Office of Management and Budget
Budget Development and Planning