Government Efficiency and Accountability Review (GEAR)

GEAR27 Board Meeting
January 11th 2022

https://GEAR.Delaware.gov/
Agenda

1. Introductions/Roll Call
2. Old Business
   – Review and Approve Minutes
   – 2022 Schedule
3. New Business
4. Enterprise Services Delivery
5. GEAR Field Team
6. Open Topics Discussion – Board
7. Public Comment
8. Adjourn
Introductions

Roll Call
Old Business

Review/Approve Minutes from Prior Board meeting

Final draft version sent to Board for review January 6th, 2022
## Old Business

### 2022 GEAR Board Schedule

<table>
<thead>
<tr>
<th>Month</th>
<th>Date &amp; Time</th>
<th>Location and/or Virtual</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Tues, 1/11 at 10 am</td>
<td>Virtual</td>
</tr>
<tr>
<td>March</td>
<td>Tues, 3/16 at 10am</td>
<td>TBD</td>
</tr>
<tr>
<td>May</td>
<td>Weds, 5/18 at 10am</td>
<td>TBD</td>
</tr>
<tr>
<td>July</td>
<td>Tues, 7/12 at 10am</td>
<td>TBD</td>
</tr>
<tr>
<td>September</td>
<td>Weds, 9/13 at 10am</td>
<td>TBD</td>
</tr>
<tr>
<td>November</td>
<td>Tues, 11/16 at 10am</td>
<td>TBD</td>
</tr>
</tbody>
</table>

Meetings will be held both in person and virtually. Detailed information will be provided prior to meeting date.

Please contact Bobbi DiVirgilio at 302-577-8546 or bobbi.divirgilio@delaware.gov for more information.
New Business

- 2022 Opening Comments
- 2021 Annual Report – Thank You!
- Measuring the effectiveness of GEAR
- GEAR Enterprise Services Delivery, GEAR Field Team, and GEAR P3 Task Force continue regular meetings
- GEAR Continuous Improvement Practitioner (CIP)
  - Cohort #2 - 15 complete training 2/3/22
  - Cohort #3 - Applications being processed
- GEAR Field Team
  - 45 member upon cohort #2 graduation
  - Continued emphasis on quantifiable outcomes in 2022
Deep Dives

Enterprise Services
Delivery Team
Secure End User Services

SEUS...share the message!

Secure End User Services (SEUS) equitably delivers the essential technologies and tools for a productive, secure State workforce. Agencies and workers benefit from standard enterprise tools, security, training, governance, and 24x7x365 support. SEUS is comprised of six enterprise components: Service Desk, Desktop, Network / Connectivity, Voice Services, Email / Collaboration, and Security Suite. These critical services are funded by a consumption-based (per-employee/month) cost recovery model.
Secure End User Services Delivery – Operational Model

**Statewide Service Desk**
The first point of contact for IT service and support.

**Enterprise Voice**
Services that support the Statewide communication system.

**Network & Connectivity**
Services that connect State network components.

**Security Suite**
IT services that protect State data, devices, and employees.

**Email and Collaboration**
Productivity services which focus on how employees share, collaborate, track, and deliver content.

**Enterprise Desktop**
24/7 onsite and remote support for IT Centralized agency staff computers, peripherals, office and productivity applications.

**Microsoft 365**
SEUS Roadmap

**FY 2025**

**ITC-BY-SERVICE IMPLEMENTATION**
- SEUS PRODUCTION: DHSS, DOE, DELJS, DOC
- SEUS centralization complete for in-scope agencies
- Address opt-in requests

**FY 2023**

**PHASED SEUS IMPLEMENTATION**
- SEUS PRODUCTION: DSCYF, DOL, Legacy ITC Agencies
- Cost model system changes
- ServiceNow Procurement,
- Risk, Compliance modules
- Agency Dashboard
- Workforce modernization

**FY 2024**

**ITC-BY-SERVICE IMPLEMENTATION**
- SEUS PRODUCTION:
  - Pensions, DEMA, DSP
- Shared service cost model
- SEUS process standardization

**FY 2022**

**SECURE END USER SERVICES**
- SEUS PILOT: OMB and DHR
- SEUS PRODUCTION: DSHA
- Memo billing process
- ServiceNow workflows, CMDB
- MoU, Partner Service Agreement
- Onboarding/transition plan

**FY 2021**

**STRATEGIC PIVOT**
- FROM ITC BY AGENCY TO ITC BY SERVICE
# SEUS Shared Services Cost Model

<table>
<thead>
<tr>
<th>Chargeback Cost Model</th>
<th>Current</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost Model</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost Model Framework</td>
<td>CapEx</td>
<td>OpEx</td>
</tr>
<tr>
<td>Full-Service Costs</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Standard Rate</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Consumption Based</td>
<td>Partial</td>
<td>Yes</td>
</tr>
<tr>
<td>GF vs. SF agencies</td>
<td>GF = Non-Billable SP = Billable</td>
<td>Billable As IT Services Received</td>
</tr>
<tr>
<td>ITC Personnel Billing</td>
<td>Yes</td>
<td>No</td>
</tr>
<tr>
<td>Service Rate Annual Review Process</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Billing Method &amp; Process</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SLA - PPS Contract required</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>SLA - Standard &amp; Consistency</td>
<td>Partial</td>
<td>Yes</td>
</tr>
<tr>
<td>DTI Billing System*</td>
<td>TCMS - NICUS EMS</td>
<td>TCMS - NICUS EMS</td>
</tr>
<tr>
<td>Bill agencies thr FSF Auto - IV process</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>AIV Billing Frequency</td>
<td>Monthly</td>
<td>Monthly</td>
</tr>
</tbody>
</table>

*Note: TCMS-NICUS is the DTI chargeback billing system for IT Services billing except Telephone Service EMS is the DTI telephone service billing system*
Methodology:

• Repeatable implementation plan applicable to all agencies
• Collaborative execution methodology using Teams Planner
• Implementation planning across 11 work streams (centralization and operational readiness)
• Executive dashboard and progress metrics
• OMB/DHR Pilot with continuous improvement review

Communication Strategy:

• Agency Roadshows (Feb.)
• Relaunch IT Centralization website with focus on SEUS (Jan.)
Jason Clarke, Chief Information Officer
Jason.Clarke@Delaware.gov

Justin Day, Chief of Partner Services
Justin.Day@Delaware.gov

Visit us at DTI.Delaware.gov
Deep Dive

Human Resources

Services Delivery

DHR Deep Dive Presentation to GEAR
January 11, 2021
Projects focus on five areas

1. Centralizing and standardizing the delivery of services.
2. Modernizing the delivery of services using technology.
3. Reducing health care costs.
4. Training, developing and recognizing the great work of employees.
5. Streamlining human resources processes using process improvement strategies.

Initiatives underway

- Automating the Delaware Learning Center Helpdesk
- Providing LGBTQ+ tool kits and the ability to request preferred first names
- Creating trauma-awareness training
- COVID-19 Vaccination and Testing Certification and Verification
HR Centralization

Overview

- Manage the COVID-19 vaccination and testing certifications and verifications.
- Implement an Employee Success Center as a one-stop-shop for employees’ human resources needs.
- Centralize and standardize policies and procedures.
COVID-19 Vaccination and Testing Certification

Progress

- Executive Branch employees required to certify either fully vaccinated or have COVID-19 test within the past seven days.
- DTI provides DHR random list of employees. Secure link provided to HR Leads to pull weekly reports. HR staff contacts randomly chosen employees to provide proof of vaccination or testing.
- As of 1/4/2022, 83.8% (13,915) Executive Branch employees attested to being fully vaccinated
- 1,503/13,915K (10.8%) employees are testing weekly
- DHR continues to work with DTI to automated the system to eliminate paper forms submitted by employees without access to technology.

“There’s no better way to protect our most vulnerable neighbors from this virus than getting the COVID-19 vaccine,”
- Governor Carney
HR Centralization

Progress

- Employee Success Center – On hold pending business analysis
- Centralized policies and procedures
  - Developed and implemented 18 new and revised policies and procedures including COVID-19-related, telecommuting, leave, and several related to respect and workplace culture
  - Standardized 26 forms and developed frequently asked questions
  - Use the Delaware Learning Center for policy acknowledgements

“To give state employees a greater voice in decisions that affect them, encourage diversity within personnel and of opportunity in the state workplace, and ensure uniform enforcement of policies.” - Governor Carney
HR Centralization

Next Steps

- Employee Success Center - map intersection of DHR business processes
- Centralized policies and procedures – on deck
  - LGBTQ+ toolkit-related procedures
  - Recruitment and hiring procedures
  - New employees orientation/onboarding processes
HR Centralization

Challenges & GEAR Board Request

• Support funding and project management to implement an Employee Success Center.

• Support the implementation of centralized policies and procedures.
Modernize Human Resources Delivery

Overview

- Centralize Timekeeping
- Delaware Learning Center Help Desk
- Centralize Classification, Recruitment, Hiring, Onboarding and Off-boarding System
- Electronic Employee Records
- Labor Relations Salesforce System Review
- Classification/Compensation Workflow Tracking System
- Employee Relations Business Process Tracking

“We must do things differently than we’ve always done them and find smarter ways to operate more efficiently...”
- Governor Carney
Modernize Human Resources Delivery

Progress

- Centralized Timekeeping
- Delaware Learning Center Help Desk
- Electronic Employee Records

- Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System
- Labor Relations Salesforce System Review Phase 2
  - Web Request Form for Step 3 Grievances and Appeals (Pending funding $)
  - Expand Salesforce for Step 1, Step2, and Complaints at agency level mapping and requirements gathering underway
- Classification/Compensation Workflow Tracking System
- Employee Relations Business Process Tracking
<table>
<thead>
<tr>
<th>Project</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralized Timekeeping</td>
<td>Implement Phase VI agencies</td>
</tr>
<tr>
<td>Delaware Learning Center Help Desk</td>
<td>Quote and SOW from Vendor received 1/4/2022</td>
</tr>
<tr>
<td>Electronic Employee Records</td>
<td>Schedule meeting to review quote</td>
</tr>
<tr>
<td>Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System</td>
<td>Finalize gap analysis</td>
</tr>
<tr>
<td>Labor Relations Salesforce System Review</td>
<td>Web request form and requirements completed (funding); agency DHR staff to review draft process map for Step 1 &amp; 2 grievances and complaint process</td>
</tr>
<tr>
<td>Classification/Compensation Workflow Tracking System</td>
<td>Last meeting 1/4/2022; working on reporting and dashboard requirements</td>
</tr>
<tr>
<td>Employee Relations Business Process Tracking</td>
<td>10/21 project placed on hold by DTI pending DHR hiring business analyst</td>
</tr>
</tbody>
</table>
## Modernize Human Resources Delivery

### Challenges –

<table>
<thead>
<tr>
<th>Project</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralized Timekeeping</td>
<td>Convince remaining DHR supported agencies to implement eSTAR Phase VI</td>
</tr>
<tr>
<td>Delaware Learning Center Help Desk</td>
<td>Reviewing quote</td>
</tr>
<tr>
<td>Electronic Employee Records</td>
<td>Lifting and moving solution to the cloud</td>
</tr>
<tr>
<td>Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System</td>
<td>PHRST/ERP indicated existing solution cannot meet all the requirements; need to finalize the RFP and/or request sole source purchase.</td>
</tr>
<tr>
<td>Labor Relations Salesforce System Review</td>
<td>Seamless implementation and interface with existing system and MERB website, and funding for project implementation.</td>
</tr>
<tr>
<td>Classification/Compensation Workflow Tracking System</td>
<td>Finalizing the requirements and support for solution to automate this manual process</td>
</tr>
<tr>
<td>Employee Relations Business Process Tracking</td>
<td>Hiring business analyst with knowledge of HR processes and DTI solutions</td>
</tr>
</tbody>
</table>
## Modernize Human Resources Delivery

### GEAR Board Requests

<table>
<thead>
<tr>
<th>Project</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Centralized Timekeeping</td>
<td>Continue to support these projects through implementation; including encouraging leadership remaining agencies to implement eSTAR.</td>
</tr>
<tr>
<td>Delaware Learning Center Help Desk</td>
<td></td>
</tr>
<tr>
<td>Electronic Employee Records</td>
<td></td>
</tr>
<tr>
<td>Centralized Classification, Recruitment, Hiring, Onboarding and Off-boarding System</td>
<td>Ensure the recommendations and paths forward enable automation of manual processes and meet or exceed functional and non-functional requirements.</td>
</tr>
<tr>
<td>Labor Relations Salesforce System Review</td>
<td>Support funding for DHR technology.</td>
</tr>
<tr>
<td>Classification/Compensation Workflow Tracking System</td>
<td></td>
</tr>
<tr>
<td>Employee Relations Business Process Tracking</td>
<td>Support DHR’s need for project manager to continue the work started by the ER workgroup.</td>
</tr>
</tbody>
</table>
Train, Develop, and Recognize Employees

Overview

• GEAR-P3 Innovation & Efficiency and Trailblazer awards

• Continuous Improvement Practitioner Certification (CIP) Program

• iLEAD Delaware Leadership Program
Train, Develop, and Recognize Employees

Progress

• GEAR-P3 Innovation & Efficiency and Trailblazer Awards
  – 3rd year of implementation
  – Working to coordinate timelines and streamline the process.

• Continuous Improvement Practitioner Certification (CIP) Program
  – 21 employees completed program June 2021
  – 15 participants in Fall 2021 cohort to be completed in February 2022.
  – Nomination's submissions closed 1/10/2022.

• iLEAD Delaware Leadership Program
  – Leadership Essentials launched March 2021 – 175 completed and 275 in progress
  – Frontline Leadership launched July 2021 – 109 approved and enrolled

Next Steps

- GEAR-P3 Innovation & Efficiency and Trailblazer awards – streamline the awards processes, including obtaining matching funds.

- Continuous Improvement Practitioner Certification (CIP) Program – Spring 2022 cohort to begin in March. Funding available for one cohort beginning Fall 2022.

- iLEAD Delaware Leadership Program – develop the training program details for the Project and Process Leadership and Organizational Leadership programs and seek funding source for the programs (pending funding)
Train, Develop, and Recognize Employees

Challenges

• GEAR P3 Innovation & Efficiency and Trailblazer awards
  – Ensure smooth implementation
  – Ensure private sector matching funds

• Continuous Improvement Practitioner Certification (CIP) Program
  – Funding to support the need to build the State’s bench strength of employees with the skills to lead and improve the efficiency and effectiveness of government processes and programs
  – Employees available to participate in the program
  – Funding available for one cohort

• iLEAD Delaware Leadership Program additional phases
  • Provide continuous improvement to CIP graduates including training on project and process leadership.
  • Develop State agency’s future organizational leaders.
  • Funding needed for this higher-level leadership training.
GEAR Board Requests

• GEAR-P3 Innovation & Efficiency and Trailblazer awards – continue to promote the GEAR-P3 awards to the Governor’s Cabinet and partner with the business community to support the programs.

• Continuous Improvement Practitioner Certification (CIP) Program – Support $100K increase to the FSQIF to support the implementation of the Project and Process Leadership iLEAD Program and to train up to 30 employees annually to prepare the State’s future project and process leaders.

• iLEAD Delaware Leadership Program – Support $100K increase to the FSQIF support implementation of the Organizational Leadership to prepare our leadership in State agencies.
QUESTIONS?
Deep Dives

GEAR Field Team
January 2022 Update
GEAR Portfolio

• 11 Agencies, Judicial Branch, Enterprise Services Delivery team represented in portfolio

• Project initiatives classified consistent with GEAR Annual Report format

  – Project Health
    • Green  Project performing to plan
    • Yellow  Project experiencing manageable challenges
    • Red  Project experiencing significant issues
    • Gray  Project being assessed or withdrawn
    • Blue  Project complete

• 108 total projects
GEAR Portfolio Projects by Project Health

![Project Totals Chart]

**SFY 2022**

<table>
<thead>
<tr>
<th>Total Projects</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>84</td>
<td>102</td>
<td>103</td>
<td>103</td>
<td>108</td>
<td>108</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
### GEAR Portfolio Projects by Organization

<table>
<thead>
<tr>
<th>Organization</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>DHSS</td>
<td>21</td>
</tr>
<tr>
<td>DDL</td>
<td>2</td>
</tr>
<tr>
<td>Judicial Branch</td>
<td>8</td>
</tr>
<tr>
<td>DOE</td>
<td>7</td>
</tr>
<tr>
<td>DNREC</td>
<td>10</td>
</tr>
<tr>
<td>DSCYF</td>
<td>2</td>
</tr>
<tr>
<td>ESD*</td>
<td>49</td>
</tr>
<tr>
<td>GEAR P3</td>
<td>3</td>
</tr>
<tr>
<td>GEAR</td>
<td>6</td>
</tr>
</tbody>
</table>

*Enterprise Services Delivery team includes:
- OST
- DOF
- DTI
- DHR
- OMB
- Auditor of Accounts*
GFT Project Presentations

1. Dolly Parton’s Imagination Library (DPIL) project  
   Sheri Brown, DDL

2. Quality Service Reviews Interpretive Guidelines Project  
   Laurie Souza, DHSS

3. Delaware Learning Center Help Desk Tracking project  
   Jim Robinson, DHR
Division of Libraries

Dolly Parton’s Imagination Library (DPIL)

Gear Meeting Presentation
January 11, 2022
Program Overview

Through Delaware Libraries’ DPIL program, a free book is mailed monthly to children from birth up to their 5th birthday. The purpose is to instill the reading and library habit, which aligns with the Delaware Communities Of Excellence (DE COE) goal of creating equity through literacy.

Delaware’s DPIL is a program of First Lady Tracey Quillen Carney’s First Chance initiative.
Overview

Strategic Objective:
Register 100% of Delaware’s preschoolers.

Tactical Goals:
• Increased access and timely resolution to inquiries.
• Additional registrations through ease, simplification and effective promotion.
Progress

• Links for registration and inquiries were added to Delaware Libraries home page and DPIL Libguide.
• Process was redesigned to allow for parent/public inquiries to be addressed through Ask a Librarian DE (LibAsk software).
• Large spikes in registrations following promotion by Governor.
• Hospital newborn registration partnerships now enroll 80% of Delaware newborns.
• Outreach to families with children under 5 through childcare centers and other organizations underway.
• Stretch goal is 100% of DE preschoolers. The Dollywood Foundation says typical community achievement is 60% registration. Delaware has achieved about 35% so far.
Next Steps

• Continued testing of DPIL and Delaware Libraries access through test parent account.
• Begin to identify data available through LibAsk software.
• Determine data to be tracked and monitored for effectiveness and continuous improvement.
• Feature Dolly Parton, for example put Dolly on billboards. Will Dolly’s effect be the same or greater than the Governor?
• Work with remaining hospital systems to register 100% of DE hospital newborns by FY 2023.
• Expand outreach efforts to include state service centers in Q3 & Q4 of FY 2022
Challenges

- Limitations of DPIL software, including non-intuitive format for parents/public to access the affiliate (DDL) for help.
- Staff resources needed for timely response to growing number of registered families and inquiries.
GEAR Board Ask

• More timely data sharing. Our current birth rates per zip code (received in 2019) are 2013-2017. In some parts of the state, we are getting more accurate birth rate data from DPIL than what is currently available to us.

• Promotion of DPIL and DE Libraries, My First DE Library Card and Super Card.
Division of Developmental Disabilities Services
Office of Service Integrity

Quality Service Reviews
Interpretive Guidelines Project

Gear Meeting Presentation
January 11, 2022
Service Description

• Program Evaluators conduct Quality Service Reviews (QSRs), to determine compliance for services rendered under the HCBS Waiver.

• A score of 86% or higher on a Quality Service Review drives compliance.
## Performance Measures

<table>
<thead>
<tr>
<th>Tag #</th>
<th>Performance Measure</th>
<th>FY22 Q1</th>
<th>FY22 Q2</th>
<th>FY22 Q3</th>
<th>FY22 Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>C-a-2</td>
<td>The percent of provider sites determined to be in compliance with provider qualification standards for Home and Community Based Services.</td>
<td># Licensed Provider QIPs in Compliance</td>
<td>26</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td># Licensed Provider QIPs Reviewed</td>
<td>32</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% In Compliance</td>
<td>81%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tag #</th>
<th>Performance Measure</th>
<th>FY22 Q1</th>
<th>FY22 Q2</th>
<th>FY22 Q3</th>
<th>FY22 Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>C-b-1</td>
<td>The percent of providers not required to be licensed/certified determined to be in compliance with DDDS Provider Standards for HCBS.</td>
<td># Of non-licensed QIPs in compliance</td>
<td>97</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td># Of non-licensed QIPs reviewed</td>
<td>100</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% In Compliance</td>
<td>97%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>
Project Purpose

• Align DDDS Standards with:
  • DDDS Policies and Procedures
  • HCBS Waiver
  • Division of Health Care Quality Licensing Requirements
  • State and Federal Regulations
  • Community Rule
  • Board of Nursing
  • Limited Lay Administration of Medications curriculum (LLAM)
  • Center for Medicare and Medicaid Services (CMS)
  • Centers for Disease Control (CDC)
  • DDDS Case Management System
  • Best Practice

• Increase providers compliance score on QSRs to 86% or greater

• Standardize the review process
# Service Integrity Strategic Framework

## Vision:
Service Integrity and Enhancement (SIE) will work to promote and maintain the highest level of service.

## Mission:
The Division of Developmental Disabilities Services values persons with intellectual and developmental disabilities, honors abilities, respects choice, and achieves possibilities. We work together to support healthy, safe and fulfilling lives.

## Drivers for Change:
Performance Measure Compliance

## Core Values:
- Ensure a safe, respectful, and enriching environment in keeping with person-centered service provision and all relevant federal, state and local standards;
- Recognize, reward, and spread best practices;
- Demonstrate integrity, professionalism, quality, timeliness, and attention to detail in our work.

## “Organization” Strategic Framework FY2021

### Strategy Summary: Standards Checklist & Interpretive Guidelines

<table>
<thead>
<tr>
<th>3-5 Year Objectives</th>
<th>1 Year Objective</th>
<th>Metrics</th>
<th>Key Actions</th>
</tr>
</thead>
</table>
| Verify the DDDS Provider Standards, Policies and Procedures, HCBS Waiver, and the Case Management System are in alignment with each other. | - Develop user manual  
- Cross reference standards with source that dictates compliance | - 100% of the standards will be in alignment with Policies and Procedures, HCBS Waiver, Community Rule and the DDDS Case Management System | - Increase communication between units  
- Identify the source that drives each standards on the checklist |
| Revise DDDS Provider Standards | - Identify which standards need to be updated, removed or revised | - 100% of the standards will be in alliance with the driving source and in compliance with the HCBS Waiver and Community Rule expectations. | - Create communication plan  
- Create committee |
| Standardize the review process and compliance expectations | - Develop standards checklist  
- Develop interpretive guidelines  
- Develop training tools  
- Develop work flowcharts | - 95% Provider Compliance on Annual Site Reviews  
- 100% of Program Evaluators use the checklist and interpretive guidelines to gauge compliance during reviews | - Link training to provider and user needs  
- Measure provider compliance annually  
- Measure stakeholder satisfaction through surveys and provider feedback sessions |

© Copyright 2021 Phase Two. All rights reserved.

Rev. DATE: 5/15/2021
1.7.2  
At least one billable note must be maintained for each service delivered, each service day.

<table>
<thead>
<tr>
<th>Source:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Electronic Record</td>
</tr>
<tr>
<td>• HCQ Regulation 4.2.7</td>
</tr>
<tr>
<td>• THERAP Training Module: ISP Data Reports – Clinician</td>
</tr>
<tr>
<td>• THERAP Training Module: Billing Summary</td>
</tr>
<tr>
<td>• THERAP Training Module: Attendance Summary</td>
</tr>
<tr>
<td>• BIAR Report</td>
</tr>
</tbody>
</table>

Pull 3 months’ worth of data to ensure the provider submitted one Home & Community note for each service for each day the service was delivered. Review documentation to confirm if the service recipient was admitted into the hospital, went on vacation, home with family, or was absent from the program for any reason.

Service dates and attendance can be verified utilizing the attendance module, billing summary and/or BIAR Reports.

*Residential services are delivered 365 days per year unless the service recipient was hospitalized, with family, or on vacation.*

☐ Yes  ☐ No
HCBS Services

• Residential
  – Licensed Neighborhood Home (NH)
  – Community Living Arrangements (CLA)
  – Supported Living (SL)

• Day Services (Facility & Non-Facility)
  – Day Habilitation (DH)
  – Prevocational (PV)
  – Supported Employment (Individual & Group) (SE)
  – Community Participation (CP)
Overview

• Issues:
  ▪ Program Evaluators used different methods, tools, or guidance when determining compliance
  ▪ Lack of training tools for new staff
  ▪ New Providers not knowing what drives and determines compliance
  ▪ Not all standards are used for each review type
Progress

• Checklist & Interpretive Guidance
  – Opening a new site
    • NH, CLA, & DH pilot completed/final documents issued
  – Annual NH, CLA, SL & DH
    • Drafts completed
    • Pilot Started
  – Annual SE, PV, & CP
    • Developing interpretive guidance

• Issued memos to contracted providers with updates and clarification

• Held provider awareness meeting to review and address questions and concerns regarding updates

• Met with HCQ and the DAG’s office to clarify state regulations
Next Steps

Oversight and Monitoring

Data Unit:
- Pull quarterly and annual F.Y. reports from WellSky extracting information from the following data fields
- Create Pivot tables to calculate data

<table>
<thead>
<tr>
<th>Provider</th>
<th>QIP ID</th>
<th>DDDS Program Evaluator</th>
<th>QIP Service Type</th>
<th>QIP Review Type</th>
<th>QIP Fiscal Year</th>
<th>QIP Status</th>
<th>QIP Review Date</th>
<th>QIP Due Date</th>
<th>QIP Remediati on Due Date</th>
<th>QIP # of Findings</th>
<th>QIP Initial Compliance Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pull from Provider Tab</td>
<td>Pull from QIP Tab</td>
<td>Pull from QIP Tab</td>
<td>Pull from QIP</td>
<td>Pull from QIP</td>
<td>Pull from QIP</td>
<td>Pull from QIP</td>
<td>Pull from QIP</td>
<td>Pull from QIP</td>
<td>Pull from QIP</td>
<td>Pull from QIP</td>
<td>Pull from QIP</td>
</tr>
</tbody>
</table>

SI Program Administrator:
- Compare compliance scores for current F.Y. against future F.Y.
- Identify reviews that received a compliance score of 85% or less
- Identify standards for which multiple providers are consistently being cited
- Monitor performance measures C-a-2 and C-b-1 for compliance
Next Steps

- Create checklist & interpretive guidelines for lead/provider reviews
  - Staff Training
  - Provider Policies & Procedures
  - Staff onboarding, including background checks, drug screenings, PPD checks

- Revise/Update Provider Standards

- Share documents with contracted providers so they can use them to conduct internal audits
Challenges

• Continuous policy, system and waiver changes that impact the guidance

• Conflicting or unclear information

• Staffing issues
Conclusion

• The checklist defines which DDDS Provider Standards should be reviewed to determine compliance for each review type/service type

• The Interpretive Guidelines bring uniformity and compliance across the state for internal and external stakeholders
GEAR Board Ask

• GEAR Board—what, if anything, does the project need or want from the GEAR Board that will help make it succeed?

  – Continued support and training
Delaware Learning Center (DLC)
Help Desk Ticketing Solution
DLC Help Desk Ticketing Solution

Overview

• DHR does not have an automated and standardized method to manage and track incoming Delaware Learning Center (DLC) system support requests from their customers (State employees, agencies system administrators, community partners/citizens)
  – Since the DLC was deployed in 2015, DHR has been using email and phone calls to manage and track 10,000+ requests that come in each year
  – Most of the requests are multiple faceted with numerous interactions and exchanges of supporting documentation
  – DHR provides tier I and tier II support to all system users and agency training programs
  – System utilization has exponentially increased since initial implementation (40k+ users, 377K+ training registrations in 2021, 90 State agency training programs) while the staff to support has remained constant
DLC Help Desk Ticketing Solution

Current State
• Non-standardized and manual process workflows
• Inefficient
  – Unable to efficiently track requests and issue resolution progress
  – Users will email same requests for support to multiple system administrators wasting productivity time
  – Supporting documents are stored in multiple locations
• No metrics or standardized reporting of issues/resolutions

Future State
• Standardized and automated process workflows
• Single point of information and communication
• Assignment of tasks/tickets to training providers
• Metrics
DLC Help Desk Ticketing Solution

In Progress

• Phase I
  – Evaluate and document existing processes
    • Flowcharts
    • Step-by-step work documentation
  – Create requirements documentation for RFP

• Phase II (We are here)
  – Review SOWs and vendor quotes
  – Secure funding
  – Select vendor for implementation and support

• Phase III
  – Work with ServiceNow (SN) implementation vendor and DTI to create catalogs, process flows
  – Modify processes to create optimized workflows incorporating the SN solution
  – Iterative process of evaluating, documenting, and redesigning workflows
  – Building corresponding forms and knowledge bank
DLC Help Desk Ticketing Solution

What’s Next?

Process Optimization
Using industry best practices, create efficient and easy to use processes to report issues and/or request system support

State of the Art Ticketing Solution
Provide method for our customers to submit requests, report issues, and find information redundancy and confusion

Governance
Reevaluate and clarify who we support and how best to meet the customer needs

Metrics
Analyze relevant data to ensure our Team’s success and efficient platform utilization
<table>
<thead>
<tr>
<th>Challenges</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project implementation timeline within the FY with staffing/resources</td>
<td>Apply sound project management principles to implementation effort</td>
</tr>
<tr>
<td>Finding opportunities within the solution to improve current processes</td>
<td>Utilize process improvement techniques to find most efficient ways to meet needs</td>
</tr>
<tr>
<td>Complete change to how support requests are submitted by customers</td>
<td>Employ industry leading change management techniques to changes with processes and how the changes affect system users</td>
</tr>
</tbody>
</table>
DLC Help Desk Ticketing Solution

GEAR Board Requests

- Continue to support the Continuous Improvement Practitioner (CIP) training program as these skills are invaluable for planning a project, leading a process improvement event, and managing change.
• Open Topics Discussion – Board

• Public Comment
Adjourn
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

Please direct any inquiries about the Delaware GEAR Field Team to:

Charles Clark (charles.clark@Delaware.gov)
Director of Government Efficiency & Accountability Review (GEAR)
Department of Finance