



FISCAL YEAR 2020

OTI Year in Review

PARTNERS IN PROCESS IMPROVEMENT



OFFICE OF TRANSFORMATION
AND INNOVATION



About Us

Office of Transformation and Innovation

The Texas Health and Human Services Office of Transformation and Innovation (OTI) is committed to driving a culture of continuous improvement at HHS.

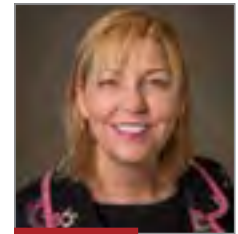
As the hub for process improvement efforts in the HHS system, OTI is leading initiatives to improve business operations and growing a network of process improvers through a new training and certification program that offers professional development opportunities and generates additional process improvement projects across HHS.

OTI started out as the HHS Office of Transformation, created by SB 200, 84th Texas Legislature, and oversaw the 2016-2017 consolidation of the HHS system.

Today, OTI is a division of the HHS Chief Policy and Regulatory Office, working collaboratively with HHS programs and administrative support service departments to identify opportunities to improve the efficiency, capacity, and quality of programs and service delivery.

Specifically, OTI provides the following services:

- ◆ Identifying, implementing and supporting process and system improvements.
- ◆ Facilitating coordination across HHS agencies and divisions.
- ◆ Promoting a culture of continuous improvement through training, consultative services and technical support to build process improvement expertise throughout the HHS system.
- ◆ Applying a structured approach to change management to promote participation and buy-in for process improvement changes.
- ◆ Planning and facilitating ongoing transformation activities within the HHS System.
- ◆ Developing and managing the HHS System and HHS strategic planning process.



Cecile Young
Cecile Young
Executive Commissioner



Victoria Ford
Victoria Ford
Chief Policy and
Regulatory Officer



Jordan Dixon
Jordan Dixon
Deputy Executive
Commissioner



“It’s been inspiring to watch OTI evolve from the group responsible for implementing the consolidation to what the Texas Legislature envisioned – a skilled, action-oriented team dedicated to helping transform HHS into an efficient, accountable, data-driven system.”

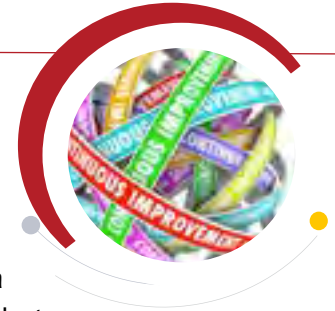
- Victoria Ford, Chief Policy and Regulatory Officer

WHAT WE DO

OTI has partnered with almost every division of HHSC and with DSHS to complete over 40 process improvement projects in the past two years. In August 2020, OTI launched a Lean Six Sigma Training and Certification program, the first such program offered through a Texas state agency. Through the program, HHS team members are trained in the tools, methodologies, and skills necessary to realize increased efficiency through shorter cycle times, lower costs, and reduced time spent on non-value-added activities.

In addition to serving as the hub of process improvement, OTI leads ongoing transformation efforts that advance the Texas Legislature's vision for the HHS system. OTI plans and manages organizational changes and led the development of Support Services Agreements, which are designed to ensure all HHS system agencies, divisions, and programs receive quality administrative support services. OTI also created and manages the Cross-Division Coordination Group, which promotes systemwide collaboration and coordination on new initiatives.

What follows in this report are examples of how OTI works as a consultancy—a collaborative partner that works with all members of the team to assess and solve operational problems in innovative ways.



“OTI’s work is an integral part of what the HHS Transformation set out to accomplish—a shift toward a culture of continuous improvement. The team is leading our efforts to find better, faster, more efficient ways of doing business.”

Cecile Young, Executive Commissioner

OTI VALUES

OTI team members strive to ensure that with every interaction and every deliverable we embody the values of:

- collaboration
- approachability
- excellent customer service
- high quality
- team work

2021 GOALS

In 2021, OTI will continue to collaborate with our internal partners to take on new challenges and build on our success. Key focus areas for 2021 include:

- Continued improvements to our procurement and contracting system, from requisition entry to vendor payment and delivery of goods;
- Exploring opportunities to further automate manual processes within existing resources;
- Enhancing work aids and clarifying business processes to reduce errors and rework;
- Streamlining and simplifying client interfaces with programs;
- Expanding the Lean Six Sigma Training and Certification and further customizing the program for HHS staff; and
- Increasing the use of change management best practices to ensure long-term sustainability of process improvements.

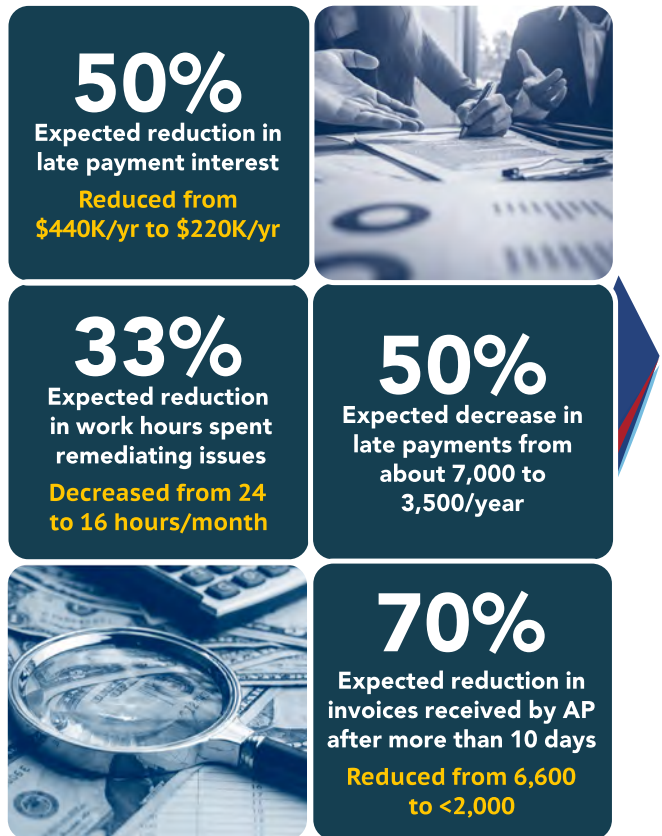
Collaboration Reverses Trend of Late Payments

Late payments to vendors and grant recipients can fracture business relationships and cost money in the form of late payment penalties. In 2019, OTI began partnering with HHS Accounts Payable to address a pattern of late payments that caused extra work for Accounts Payable staff, late payment penalties, and frustrated payees.

OTI's approach to the project was pragmatic. Building on efforts already begun by Accounts Payable, OTI started by identifying the root causes of late payments, then collaborated with Accounts Payable to develop solutions that maximized efficiency – new tools, processes, and templates to improve the flow of invoices; clear expectations for processing timelines across HHS business areas; and strategies for tracking agency late payment data and escalating payment delays to mitigate the likelihood of a late payment.

Since project launch, the upward trend in the number of late payments and interest paid has reversed and will continue to decrease as implementation continues.

OTI's partnership with Accounts Payable is another example of how OTI works in partnership with business units to make their ideal state a reality.



The expected improvements shown above are projections for the first year post-implementation of all improvements.



“Our partnership with OTI was instrumental in improving our Accounts Payable operations. Their project team worked closely with our leadership, our staff, and our business partners to really understand our business and operational challenges. Through this collaboration we were able to gain efficiencies and reduce agency late payments and prompt payment interest. A huge thank you to OTI for their project management expertise and support.”

— Paula Reed, Accounting Director

Automation Improves Warehouse Receiving

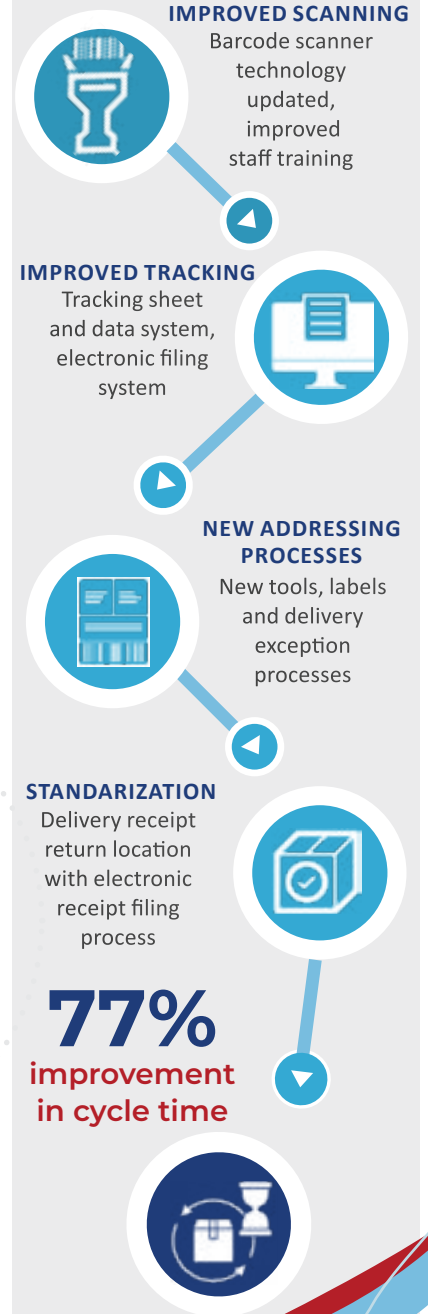
Disruption in fundamental business processes can lead to unexpected challenges, which can affect quality of services to clients. Here's an example of how OTI was able to help a critical HHS business unit adjust to a new system and increase efficiency at the same time.

Starting in FY2018, the state of Texas required HHSC to use the Texas SmartBuy online ordering system for the purchase of office supplies. Transition to Texas SmartBuy increased the average time to order and receive office supplies from three to 30 days and dramatically increased the number of packages coming into the HHS warehouse, forcing a shuffling of staff to manage the workload. For some programs, the delay in delivery of supplies affected staff's ability to effectively serve clients.

OTI examined the entire purchasing lifecycle, from supply requisition to delivery to

the end user, and found, among other things, that the receiving side of warehouse operations was not operating as efficiently as possible. For example, prior to OTI's involvement, it took an average of almost 18 minutes for warehouse staff to receive a package and process the necessary paperwork. OTI collaborated with HHS Warehouse Operations staff to redesign those receiving processes and implement a series of other improvements, which shrank the cycle time for each package to an average of about four minutes, a 77 percent improvement.

Warehouse Receiving Improvements



Cycle time for each package in warehouse fell from almost 18 minutes to an average of 4 minutes



“The Office of Transformation and Innovation helped us improve the way we operate. They worked quickly to analyze and improve the imperfections in our department. OTI is diligent, efficient, and effective. What a great resource!”

— Chris Collins, HHS Facility and Warehouse Services Director

OTI Helps Manage, Develop Improvements in Procurement Processing

HHS relies heavily on contracts with vendors to deliver life-savings services to millions of Texans. With more than 20,000 contracts valued at over \$34 billion, the efficiency and integrity of procurement and contracting activities at HHS is crucial. Beginning in the summer of 2018, OTI led a collaborative effort to make foundational changes to the agency’s procurement and contracting system, including redesigning the process for complex procurements.

It grew from a pain point, but development of the ambitious HHS Procurement and Contracting Improvement Plan (PCIP) proved to be the perfect opportunity to reassess the complex, multi-faceted system used to secure goods and services for the HHS system.

Critical to the success of the PCIP portfolio, comprised of 16 major projects, was the ongoing collaboration of an experienced team of OTI project managers, supported by change management experts, who joined project managers from other parts of the HHS system to effectively engage stakeholders in productive, focused conversations on ways to improve intricate procurement and contracting processes and systems.

At the heart of PCIP was a project to develop a standard end-to-end framework to optimize the procurement process.

A senior project manager from OTI led the workgroup, which examined the existing procurement process, developed a new procurement process, and provided recommendations for implementation. In a test of the new process, the Department of State Health Services Contract Management section found the average amount of time to route contracts for approval decreased from 54 business days to less than 5 business days.

The end-to-end procurement process produced through PCIP created a more efficient procurement process flow with the opportunity for agency-wide collaboration, resulting in more effective and timely procurement processing.

In the DSHS Pilot of the new procurement process, the average amount of time to route contracts for approval decreased from **54**  **< 5** business days

“The PCIP led by OTI created an opportunity for DSHS and PCS to pilot an initiative to transfer contract development and routing functions to program areas. This initiative led to a drastic reduction in processing times for contracts and amendments. This successful effort was ultimately rolled out to the rest of the HHS system.”

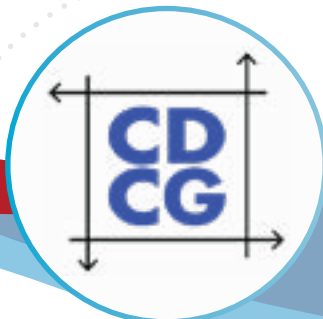
—Patty Melchior, CTCM, Contract Management Section Director
Department of State Health Services

Strategic Planning Coordination Gives OTI Broad Perspective

To sustain a coordinated, forward-looking approach to the provision of statewide health and human services, OTI leads the HHS system's strategic planning efforts, which are guided by statutory requirements.

OTI seeks executive leadership's guidance on the HHS vision, mission, and goals, then partners with the HHS Cross-Division Coordination Group (CDCG) and others— more than 40 liaisons—to support area-level planning across the entire HHS system.

In 2019, OTI partnered with the HHS Office of Mental Health Coordination to provide a best-practices workshop series and a Strategic Planning Toolkit that includes a step-by-step overview, practice guidance, and other important resources that can be used by program areas and divisions throughout the HHS system who are tasked with developing programmatic strategic plans.



CDCG members and other stakeholders across the agency play a vital role in shaping agency-wide policies and initiatives.



“OTI has been key in developing OMHC staff skillsets in stakeholder engagement and strategic planning. As a result of OTI training, OMHC has successfully developed a mission and vision statement for the office with an eye toward developing a strategic plan for the office in the future. In addition, we’ve been able to practice these skills in our support of behavioral health advisory committees.”

— Carissa Dougherty, Office of Mental Health Coordination
Director of Stakeholder Engagement and Strategic Planning

Process Improvements Produce Efficiencies in Vital Statistics Services

Process improvement can have a direct effect on the experience Texas residents have with the services their tax dollars support. In 2019, OTI worked with the Department of State Health Services (DSHS) to improve processing times for requests involving vital statistic records.

The Department of State Health Services (DSHS) Vital Statistics section reviews and processes over 2 million requests annually and as the Texas population grows, the volume of requests received increases as well. As demand for services increased over the years, Vital Statistic processing times for closing amendments to birth and death records had gone well beyond the 30-day limit set in statute – an average 96 days for birth records and 68 days for death records in May 2019. Additionally, staffing shortages and the transition to a new electronic registration system, TxEVER, in January 2019 impacted application processing times. Against this backdrop, OTI worked with the Vital Statistics section and the DSHS process improvement section to identify potential efficiencies.

After an examination of existing processes, two key recommendations were implemented.

The first recommendation called for earlier identification and rejection of incomplete requests, which would prevent unnecessary delays in informing Vital Statistics customers of rejected applications, and allow Vital Statistics staff to focus their reviews on correctly completed amendment applications.

The second recommendation led to development of a shared workbook for Vital Statistics staff to use to enhance critical information sharing. Staff previously used logs to track information which only allowed a single staff member real-time access. The shared workbook feature reduced waste and made vital information more readily accessible to the Vital Statistics team.

After the recommended process improvements and other improvements initiated by Vital Statistics leadership were implemented, the average number of days to complete amendment applications dropped to 25 days for birth records and 36 days for death records in August 2020.



Change in average number of days to complete amendment applications:

96 ⇨ **25**
Days for
Birth Records

68 ⇨ **36**
Days for
Death Records

OTI – Fostering a Culture of Continuous Improvement

OTI is breaking new ground by empowering HHS employees to think critically about how to do business more effectively with fewer obstacles and inefficiencies, so collectively, the HHS system can generate greater value for its customers and clients.



As part of its mission to contribute to a culture of continuous improvement, OTI recently created the Lean Six Sigma (LSS) Training & Certification Program, the first of its kind in Texas government, with a goal of developing a network of process improvement professionals, well-versed in how to approach the practical, statistical, and human elements of process improvement. The program prepares practitioners for both the art and science of process improvement in the government sector.

Despite its name, the program is about more than just traditional Lean and Six Sigma methodologies. It also incorporates elements of emotional intelligence training, teaching students how to align

diverse voices and experiences as they work to develop and implement process improvements. The LSS Green Belt class provides students with coaching and mentoring by experienced LSS Black Belt practitioners as they work to solve real operational problems at HHS.

Faced with COVID-19 restrictions, the program has successfully conducted two virtual LSS Yellow Belt classes and a LSS Green Belt class, which will conclude in early 2021. Class offerings will be expanded in 2021 to three Yellow Belt classes and one Green Belt class. In 2021, OTI plans to continue to customize its internationally accredited curriculum to the government sector, and to HHS-specific process improvement efforts.



OTI Knowledge and Resource Library—Resources to support process improvement projects



HHS LSS Certified Alumni Directory—IASSC-certified network of process improvers



OTI Lean Six Sigma Project Repository—Projects that have improved processes for HHS

“I’m proud of the dedicated team of professionals in OTI who continue to add value across the HHS system by streamlining processes and increasing efficiency so that HHS team members can focus on what really matters—providing quality services to the clients who depend on us. This new program is the next logical step—we want to equip staff across the agency to identify and implement process improvements in their own departments.”

— Jordan Dixon, OTI Deputy Executive Commissioner



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