Office of Transformation and Innovation

Year in Review
Fiscal Year 2022

Partners in Continuous Improvement

TEXAS
Health and Human Services

Message from the Deputy Executive Commissioner

Change was certainly a theme for the Office of Transformation and Innovation (OTI) in 2022. In March, I succeeded Jordan Dixon—Chief Policy and Regulatory Officer—as the Deputy Executive Commissioner for OTI and it's my honor to present you with OTI's 2022 Year in Review.

OTI is the hub for process improvement and change management efforts in the HHS system. We work with HHS business partners using innovative approaches to transform the HHS system into a more efficient and accountable, data-driven organization as envisioned by the Texas Legislature.

MISTI HAIR
DEPUTY EXECUTIVE COMMISSIONER

OTI's mission, "to drive a culture of continuous improvement," starts at home. In the spring, we realigned OTI's organizational structure to focus on efficiency within our internal operations. This freed up resources to strengthen our collective skill set and enhanced the services we provide to our business partners.

Besides its work promoting process improvement, OTI also manages systemwide initiatives that experienced some significant firsts in FY 2022:

- OTI created a Strategic Operations team to oversee the development of the HHSC and HHS system strategic plans.

- Based on a member survey, the Cross-Division Coordination Group set up committees to improve effectiveness and identify ways to add value for members.

- The Support Services Agreements team produced and delivered the first set of Feedback Assessment Improvement Reviews (FAIRs) to each of the 12 HHSC administrative support areas (ASAs).

- As an HHSC ASA, OTI also received a FAIR and we use the results to keep us focused on the needs of our business partners, as together, we continue the work toward a more effective and efficient HHS system.

We hope you find this report informative and look forward to working with you all in the new year.

OTI CORE COMMITMENTS

Vision

An HHS system that provides the highest quality services as efficiently, seamlessly, and collaboratively as possible, eliminating bureaucratic and administrative waste and inefficiency to allow HHS team members to focus on their core functions.

Mission

To drive a culture of continuous improvement through a collaborative approach to business process improvement and design, change management, and cross divisional alignment.

Values

- Collaboration
- Approachability
- Excellent customer service
- High quality
- Teamwork

OTI Teams Drive a Culture of Continuous Improvement

Deputy Executive Commissioner's Office

The DEC's office supports business operations and promotes a culture of psychological safety for OTI.

STRATEGY AND INNOVATION

Known as "SIPI," this division works to drive a culture of continuous improvement at HHS by implementing innovative strategies that improve efficiency and optimization, and by training HHS staff on the methodologies that enable those efforts.

Innovation Team
This team collaborates with agency partners and subject matter experts to reengineer business processes using established process improvement methodologies and automation tools to improve outcomes that enhance the way a business area performs its work.

Process Improvement Team
The team trains HHS staff on government-focused continuous improvement methodologies and provides mentorship and consultation to HHS staff on their process improvement initiatives.

Strategic Operations Team
This team oversees the development of the HHSC and HHS system strategic plans. The team also supports process improvement efforts within OTI.

TRANSFORMATION AND ENGAGEMENT

Known by the acronym "TED," this division focuses on projects related to organizational change, promotion of change management practices, and initiatives that promote coordination and collaboration throughout the HHS system.

Transformation Team
This team specializes in modifying the organizational structure, culture, and work processes of business areas to improve performance. The team uses Lean, Six Sigma, and project management methodologies, which include root cause, failure mode and effects, and data analyses to consistently and continuously shape HHSC's organizational structure and help nurture business areas' work processes.

Strategic Engagement Team
This team promotes change management practices by providing support for OTI improvement projects and sharing change management strategies, tools, and methodologies through workshops open to all staff in the HHS system.

Office of Transformation & Innovation
Organizational Chart

MISTI HAIR
DEPUTY EXECUTIVE COMMISSIONER

- STRATEGY & INNOVATION DIVISION
  - INNOVATION TEAM
  - PROCESS IMPROVEMENT TEAM
  - STRATEGIC OPERATIONS TEAM
- DEC OFFICE
- TRANSFORMATION & ENGAGEMENT DIVISION
  - TRANSFORMATION TEAM
  - STRATEGIC ENGAGEMENT TEAM

By the Numbers

OTI PROJECT METRICS

FISCAL YEAR 2022

■ # Initiated ■ # Completed

Process Improvement Projects: Initiated 49, Completed 56
Total Projects: Initiated 70, Completed 74

The number of completed projects includes those that were initiated prior to FY 2022.
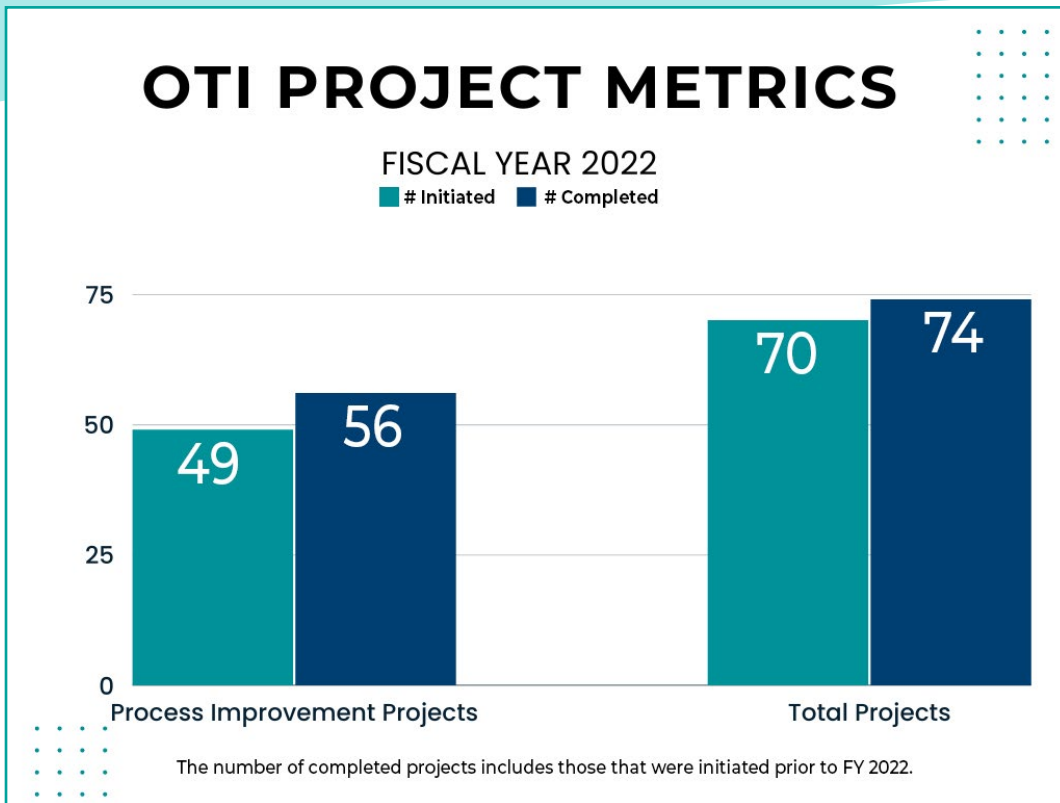
IN FY 2022, OTI PARTNERED WITH:

- The HHS Executive Commissioner's Office

- All HHSC Chief areas, including more than 60% of HHSC divisions

- Office of Inspector General

- Department of State Health Services

- Department of Family and Protective Services

> "
>
> *OTI project teams bring a fresh and independent perspective to each project. They consistently seek to fully understand the operational requirements and demands faced by program staff. They apply their unique knowledge and expertise to making fair and objective assessments and ultimately develop actionable recommendations that can be realistically implemented to achieve the goals of the project."*
>
> - Shyra Darr, Associate Commissioner, Compliance and Quality Control

Purchasing and Contracting Reform

In December 2021, HHS Executive Commissioner Cecile Erwin Young approved 11 new cross-divisional projects to continue improvement efforts for the HHS procurement and contracting system. OTI played a key role in those projects. Below are summaries of high impact improvement efforts OTI led.

RACI

- Responsible for doing
- Accountable for decisions or delegations
- Consult before decision
- Needs to be informed

PCS RACI Gets an Update

As part of procurement and contracting reform activities that began in 2018, HHS developed a Procurement and Contracting Services (PCS) RACI – Responsible, Accountable, Consulted, and Informed; a document detailing the roles and responsibilities of HHS staff in securing complex procurements.

As a result of recent improvements, HHS updated the PCS RACI to better reflect current roles and responsibilities. OTI collaborated with stakeholders from across HHSC, the Department of State Health Services, and the Department of Family and Protective Services to review and update the PCS RACI. The updates further clarify shared responsibilities between program and administrative support areas, diminish duplication of effort, and ensure the RACI reflects current roles and responsibilities.

OTI Aims to Improve Quality of Solicitations

The review of solicitation documents within the HHSC Office of Chief Counsel Legal Services Division (LSD) is a critical part of the procurement and contracting process.

In FY 2022, OTI worked with LSD to develop a tool to track and report the most common errors contracting attorneys find in their reviews, bringing an element of efficiency to the process. By identifying the most common errors and sharing that feedback with HHS programs, LSD hopes to improve the quality of the solicitations they receive.

> "
> *OTI brought a fresh perspective to our review of solicitations and offered great recommendations."*
>
> Hannah Ortega, member of LSD's Medicaid/CHIP contracts team

Process Maps Point Toward Improvement in Grants Management ●

As a group, OTI's recommendations are designed to help HHS programs assess the effectiveness of each grantee and inform decisions on how best to allocate funds to grantees to maximize program goals.

Programs and administrative service areas manage more than 200 grants across the HHS system. Because there is diversity in the types of grants HHS administers, there is variation in how each business area manages its grants.

OTI worked with Procurement and Contracting Services, Chief Financial Officer, Access and Eligibility Services, Health Developmental and Independence Services, Intellectual and Developmental Disability, Behavioral Health Services, and the Chief Medicaid and CHIP Services Officer to create comprehensive process maps showing the life-cycle of a grant, from initial application to grant program closeout.

Development of those maps led to a series of recommendations to improve how grant funds are managed, how HHS business areas assess grantee performance, and how best to allocate grant funds to those who are most proficient in using grant funds to meet program goals.

Those recommendations include implementing a technological solution for automating the collection and retrieval of data, improved coordination between HHS programs and administrative support areas, and improved technical skills for HHS staff managing grants.

> **"**
> *OTI is able to engage stakeholders across multiple divisions and I think OTI is viewed as a neutral t+hird party. I have come to appreciate more the process of process improvement through working with OTI."*
>
> Chad Riley, Deputy Executive Commissioner, Compliance and Quality Control

OTI Recommendations Bring Efficiency to Grants Monitoring

As part of its service delivery model, HHSC administers grants to state and local providers who deliver a significant number of health and human services in Texas.

The Fiscal Monitoring Unit (FMU) of HHSC's Compliance and Quality Control (CQC) division is responsible for ensuring grantees comply with HHS policies, rules, contract provisions, and state and federal fiscal monitoring requirements.

In the spring of 2022, the FMU asked OTI to evaluate the annual risk assessment and monitoring activities to identify opportunities to reduce administrative burden, improve coordination, and reduce the amount of time the FMU spends completing tasks.

OTI developed recommendations to allow the FMU to complete its compliance reviews more quickly. The recommendations focused on methods and tools to improve coordination, communication, and transparency throughout FMU's process. They included creating clear and concise checklists of monitoring review requirements for FMU's program and provider partners, and a schedule for communicating next steps to stakeholders.

CQC sees OTI's recommendations as broadly applicable and is looking to apply them to other areas of CQC to improve operations.

During the annual risk assessment process, FMU Implemented a quick win solution that saved 32 staff hours (about 4 days)

Program-Requested Projects

OTI Helps Adult Mental Health Program Boost its Ability to Ensure Quality of Care

OTI takes pride in the work it does to improve the administration of HHS programs that provide important services every day for the people of Texas.

One example of this work is a project designed to improve how an HHSC program monitors its contractors to ensure a high standard of quality in adult mental health services.

In March 2022, OTI began working with HHSC's Home and Community-Based Services–Adult Mental Health program (HCBS–AMH) to help increase the program's capacity to track contractor compliance using a risk-based monitoring approach. OTI found opportunities to improve HCBS–AMH's processes by developing tools to streamline and refine areas where consistency and continuity were most impactful.

OTI worked with HCBS–AMH to create an inventory organizing all contractor requirements outlined in the program handbook, contracts, and state plan amendments. The project team also designed a Corrective Action Plan tracker the program can use to document contractor compliance deficiencies and timely resolution of Corrective Action Plan requirements. The data captured in the tracker helps HCBS–AMH provide technical assistance to its contractors and actions they take with contractors who fail to meet HHSC standards.

> Improved contract monitoring helps HHSC's HCBS-AMH program ensure a high standard of quality in adult mental health services

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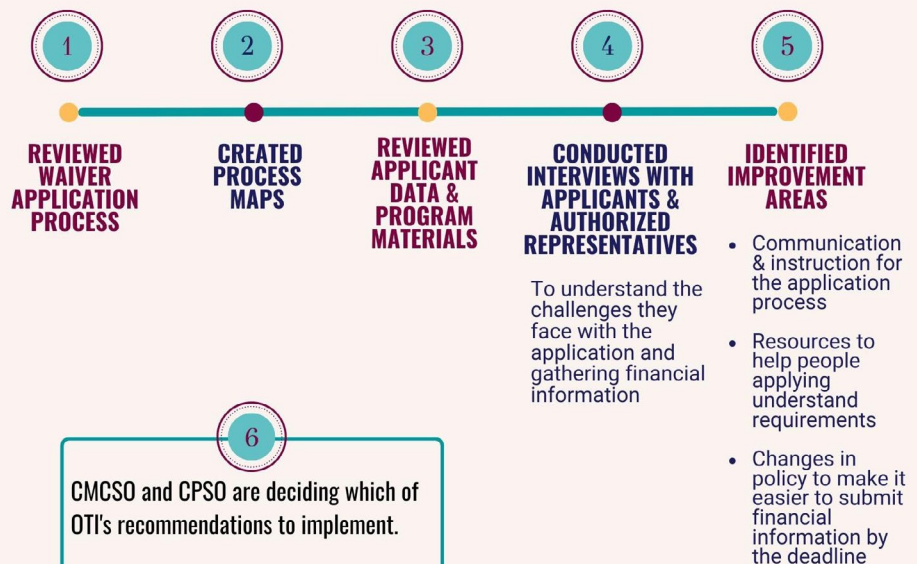## OTI Dives In to Find Solutions

The Problem

Staff with HHSC's Access and Eligibility Services (AES) and Chief Medicaid and CHIP Services Officer (CMCSO) read the data and recognized a problem:

Of the people denied entry into the STAR+PLUS Home and Community-based Services (HCS) program due to financial ineligibility, close to 80% were denied because they had failed to provide complete financial information.

OTI set out to find a solution.

OTI Path to Improvement

1. **REVIEWED WAIVER APPLICATION PROCESS**
2. **CREATED PROCESS MAPS**
3. **REVIEWED APPLICANT DATA & PROGRAM MATERIALS**
4. **CONDUCTED INTERVIEWS WITH APPLICANTS & AUTHORIZED REPRESENTATIVES**

   To understand the challenges they face with the application and gathering financial information
5. **IDENTIFIED IMPROVEMENT AREAS**

   - Communication & instruction for the application process
   - Resources to help people applying understand requirements
   - Changes in policy to make it easier to submit financial information by the deadline
6. CMCSO and CPSO are deciding which of OTI's recommendations to implement.

OTI Partners with Regulatory Services to Bolster Efficiency

HHSC's Regulatory Services Division asked OTI to help improve business processes used to investigate complaints and incidents related to acute care providers in Texas. The Complaint and Incident Intake (CII) team processes the intakes, and the Health Facility Compliance (HFC) team conducts the investigations.

OTI conducted interviews and data-capturing activities to learn about each team's policies, business processes, and challenges.

In May 2022, OTI provided Regulatory Services with a series of recommendations designed to improve CII and HFC processes surrounding complaint and incident intake and resolution of those intakes. The recommendations clarified roles and responsibilities of CII and HFC and identified the need for a "desk review" option to incidents self-reported by a facility. Collectively, the recommendations provide a roadmap that will lead to easier navigation of processes, greater capacity through efficient use of resources, and improved data quality.

> "
> *The OTI team was easy to partner with and showed genuine interest in, and understanding of, our business area. Their work resulted in solid recommendations on process improvement and efficiencies. They sought to develop cohesive solutions that benefit the entire agency."*
>
> Kara Whiddon, Deputy Associate Commissioner for Operations Support, Regulatory Services

New Intake Process Ignites Efficiency in Training System

The HHSC Learning Resource Network (LRN) offers hundreds of courses for HHS staff and regularly receives requests for new trainings or existing presentations beyond what is already scheduled.

In the spring of 2022, LRN asked OTI to help document, organize, and track its workload. After discussing the need with LRN staff and analyzing LRN data, OTI recommended using O365 Microsoft tools to modernize LRN's intake forms, create a new process, and develop a platform to track and manage workload. Using Microsoft Power Automate, OTI consolidated five LRN PDF intake forms into a single Microsoft Form. Now, when an HHS staff member submits an

intake form to LRN, the automated system sends the request to the SharePoint list to process, triage, and manage the request.

"Tracking all LRN requests ensures all approved projects have available resource capacity and consistent processes," said System Support Services Associate Commissioner Pollett Jones-Reasonover.

"This automation will provide transparency, standardization, and a streamlined approach to improve efficiency, reduce time spent on administrative tasks, and make the LRN team more agile. Automating the LRN intake form will help improve the customer experience and ensure our business operations perform at their very best," said Jones-Reasonover.

1,680
Approximate number of LRN staff hours redistributed annually after implementation

Purchase to Payment Portfolio

In FY 2022, OTI worked with the Chief Financial Officer (CFO) and Procurement and Contracting Services (PCS) on a portfolio of projects designed to improve the purchase–to–payment process within the HHS system. The following projects were part of the larger Purchase to Payment Portfolio.

Tool Takes Aim at Common Requisition Errors

HHSC staff now have a tool specifically designed to help them avoid making common mistakes when filling out purchase requisitions in the Centralized Accounting and Payroll/Personnel (CAPPS) Financials system, better known as CAPPS Financials.

OTI and CFO staff produced the Chartfield Common Errors Remediation tool in response to the CFO's estimate that more than 70% of requisitions submitted to its Accounts Payable Level One team, also known as Chartfield approvers, were flagged for missing or inaccurate information. Those errors resulted in rework for multiple teams across the agency, procurement delays, and other inefficiencies in the contract and procurement process.

The tool uses text explanations reinforced by screenshots to point out the most common errors staff make when submitting purchase requisitions, and ways to avoid those mistakes.

By decreasing the volume of requisition errors and rework, the CFO hopes to improve overall efficiency in the requisition approval process.

Changes Lead to Efficiencies in HHS Receiving and Invoicing

OTI finished a project in early FY 2022 to streamline the processes for invoicing and receiving at HHS.

Previously, when an HHS staff member entered a requisition to purchase a good, they had to choose from roughly 4,700 different delivery locations and an assortment of different addresses for where the vendor should send the invoice. This process often led to entry errors and times when staff had to match goods received at one location with an invoice sent to a different location. Also, too few staff were authorized to enter received goods into the Centralized Accounting and Payroll/Personnel System (CAPPS) Financials accounting system which led to payment delays and increased risk of lost or misplaced goods.

After working with key stakeholders in Procurement and Contracting Services, the Chief Financial Officer, and the HHSC Facility and Warehouse Services, OTI recommended a two-prong approach: modify the way locations for delivery and invoicing are setup in the Enterprise Portal and increase the number of HHSC warehouse staff authorized to enter received goods in the CAPPS Financials system. These two improvements corrected more than 600 location code errors, streamlined the receiving process, and decreased duplicative data entry work.

OTI's recommendations resulted in a decrease in late payments to vendors, a decrease in time HHS staff spent on data entry, and an overall decrease in time spent matching invoices with the goods received.

New Resource Center Offers Guidance, Tips on Requisitions

In FY 2022, a large percentage of purchase requisitions included errors that resulted in rework for multiple teams across the agency, delays in the procurement of goods and services, and other inefficiencies in the contract and procurement process.

In response, OTI led an HHS systemwide workgroup to develop the Requisition Resource Center—a one-stop SharePoint page for quick and easy access to resources to help guide creation of a full-kit purchase requisition.

The Requisition Resource Center page offers access to tools, training, quick reference guides, and other support materials designed to ensure that HHS team members have what they need to complete a full and accurate requisition. Resources on the page are organized for those who submit requisitions and those who approve them.

For those who don't engage with it on a regular basis, the requisition process can be frustrating. Putting all these resources in one spot will make it easier for newcomers and system veterans alike to find what they need to submit an error-free requisition, which makes the whole process run smoother."

– Trey Wood, HHSC Chief Financial Officer

OTI Team Members Completing Advanced Certifications in FY 2022

In FY 2022, OTI team members embodied the call to "drive a culture of continuous improvement" by strengthening their skills to enhance the collective services OTI provides its HHS business partners.

Agile
Andrew Basham

Nancy Carrico

Lane Cartwright

Shannon Creekmur

Christian Ninaud

Alaric Robertson

Andrew Wolfe

Jane Yi

Scrum Master
Jane Yi

Change Management
Andrew Basham

Melissa Cawthon

Meagan Garza

Josephine Juarez-Delgado

Eric Owens

Ty Pruessner

Alaric Robertson

LaWanna Wedgeworth-Frederick

Six Sigma Master Black Belt
Alaric Robertson

Government Quality Improvement Green Belt
Nancy Carrico

Josephine Juarez-Delgado

Meagan Garza

Eric Owens

Ty Pruessner

Alaric Robertson

Quick Results: Rapid Improvement Projects Deliver for HHS

Some improvements can be achieved with less time and effort than others. A Rapid Improvement Project (RIP) can deliver results and require 40 hours or less of an OTI project team's time. Here are some examples of RIPs from FY 2022.

"

OTI identified a need for my team, but also discovered the need was shared by another part of our division. OTI combined all efforts and liaised with everyone involved to push through the needed solutions. OTI had the expertise to route us through the many barriers we faced."

Beth McCay, Director of Health Facility Compliance, Regulatory Services Division

## New Dashboard Helps Track Spending on Wireless Devices

OTI worked with HHSC System Support Services (SSS) and the Chief Financial Officer's Accounting division to develop a dashboard to track trends in procurement and cancellations of wireless devices including phones, tablets, and hotspots. The dashboard provides SSS and agency leadership with a clear view of the number and types of wireless devices for each HHSC division. This data helps agency leadership make informed decisions about issuing new devices and provides important insight as the CFO Budget Management Division considers reallocating funding within the wireless device cost pool.

"The Wireless Telecom Executive Dashboard report has assisted management with a monthly snapshot of the wireless telecommunication devices assigned to their programs," said Tamie Shepard, SSS Contract Manager. "The report identifies lines that show zero usage, allowing programs to evaluate the need for these lines and either cancel or reassign the lines to ensure services are being used and best fit programs' business needs."

OTI Produces Technical Assistance Solution

OTI worked with HHSC Behavioral Health Services (BHS) to produce a new intake form BHS contractors can use to request technical assistance from program staff. The new form uses branching questions to narrow the appropriate list of contractors, making it easier for BHS staff to share technical assistance—plus, it reduced by two thirds the time necessary to fill out the form.
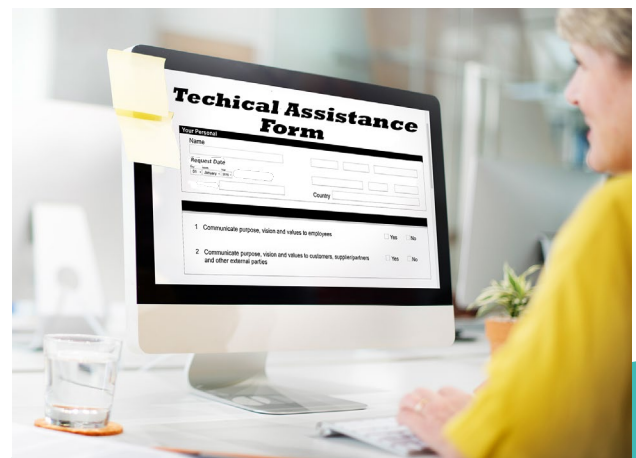
# Initiative Updates Related to Senate Bill

OTI Continues to Promote Awareness, Use of SSAs

FY 2022 saw deeper integration of Support Services Agreements (SSA) into the daily work of the HHS system.

SSAs are written agreements that bring more transparency to the various services each HHSC administrative support area (ASA) provides. They also add clarity to the business relationship each ASA has with their HHSC and Department of State Health Services (DSHS) customers.

In the fall of 2021, OTI deployed two inaugural SSA surveys. The SSA Issue Resolution Survey was released in September 2021. It measured use and effectiveness of the SSA escalation process for issues that cannot be resolved at or below the division level. That survey was followed by the SSA Customer Survey, deployed in October 2021, which focused on core-customer service principles of communication, timeliness, and quality. Results from those two surveys informed the Feedback Assessment Improvement Reviews (FAIRs), one for each ASA. The FAIRs provide each ASA with a summary of self-reported division measures, service-related escalation and resolution information, and customer survey data.

In FY 2022, OTI developed a DSHS version of the SSA for Compliance and Quality Control (CQC) and received requests to revise four other SSAs to reflect changes made since the original SSAs were published. The revised SSAs are on track to be posted in FY 2023.
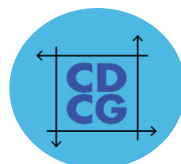
CDCG Provides Unique Forum for Shaping Change, Sharing Information

OTI continues to foster cross-divisional collaboration across the HHS system through its work facilitating the HHS Cross-Division Coordination Group (CDCG).

In FY 2022, the CDCG continued its work to review and help shape broad initiatives and policy changes; improve processes; reduce redundancy; and communicate up, down, and across the HHS system.

CDCG members are mid- to senior-level staff from the Department of State Health Services, Department of Family and Protective Services, the Office of Inspector General, and from each Chief area and many divisions withn HHSC. Monthly meetings average participation of more than 80 members and guests.

In FY 2022, CDCG members provided input that helped shape nine projects with broad cross-divisional impact. In addition, they shared information with their home areas about other projects and initiatives that touch most programs and divisions in the HHS system.

In summer 2022, members formed workgroups to develop strategies to increase awareness of the CDCG's unique role and the opportunities the CDCG offers for collaboration, input, and communicating across the HHS system.

CDCG By the Numbers - FY 2022

45 members

18 divisions/areas sharing

81 average monthly meeting attendance

36 projects, policies, and initiatives addressed

Continuous Improvement Training Update

OTI revamped its HHS process improvement training in 2022 under the banner of the Continuous Improvement Academy.

Training Academy Drives Continuous Improvement

OTI completed two Continuous Improvement Academy (CIA) training classes in FY 2022. Each class consisted of 55.5 hours of instruction over eight weeks, with a focus on fundamental concepts of Lean Six Sigma process improvement methodologies, project management, change management, and emotional intelligence.

Twenty-five students were certified as CIA Level I Practitioners after completing the course and passing the exit exam. Five of those students also completed

process improvement projects in their program areas and were certified as CIA Level II Practitioners.

In addition, OTI staff delivered a two-hour process map training for the Audit and Inspections team of the Office of Inspector General (OIG). The training offered 55 OIG staff fundamental concepts of process mapping, a live demo outlining how to use process mapping tools, and a hands-on workshop where participants created their own process maps.

Post-training survey responses indicate that nine out of 10 students were satisfied with the FY 2022 CIA training.

> *It [CIA course] discusses concepts and tools that if utilized throughout the agency will help the agency move forward towards its vision, mission, and goals."*

> *I want to thank all OTI-CI Academy staff. Without your support and dedication with the one-on-one coaching sessions and the countless virtual office hours beside those eight-week trainings, I could not adequately demonstrate my proficiency in learning Lean Six Sigma, project management, and change management."*

> *Instructors had positive, upbeat, and encouraging feedback throughout the course. The tutoring times were spent encouraging, supporting, and informing. Very important time spent."*

OTI Leans Into Change Management

In FY 2022, OTI's commitment to change management practices and principles expanded in several ways. Change management gives people affected by change a voice in the process and helps prepare them for the change to come.

"We see change management as an integral part of the process improvement work that we do," said OTI Deputy Executive Commissioner Misti Hair. "It's an essential part of our mission to drive a culture of continuous improvement within the HHS system."

Hair has set a goal to provide change management training for all OTI staff involved in process improvement work and change management support is now a feature of most projects OTI manages. OTI also provides change management support for systemwide projects, such as the improvements made to the CAPPS Financials system in FY 2021.

FY 2022 also saw an expansion of OTI's efforts to share change management knowledge and tools with the broader HHS system. OTI conducted 17 change management workshops under the banner, *Take the Surprise Out of Change.* Five of those workshops were two-session events designed to give participants the chance to apply the change management tools and strategies they learned about in the first session to their own project or initiative.

OTI also conducted custom change management workshops for leaders in Long-Term Care Regulatory, the Office of the Ombudsman, and the Civil Rights Office, as well as the HHS Continuous Improvement Academy and the Executive Leadership Academy. In all, just under 300 HHS staff attended an OTI change management workshop in FY 2022.

OTI further encouraged the use of change management by developing and sharing worksheets that support the change management approach featured in the *Take the Surprise Out of Change* workshops.

Leaders in the HHS Civil Rights Office participate in an OTI Change Management Workshop in Austin, one of five custom workshops held in 2022. OTI also conducted 17 *Take the Surprise Out of Change* workshops

OTI Drives Development, Revision of HHS Circulars

Policy circulars are documents approved by the HHS Executive Commissioner that provide all HHS staff guidance on a specific subject. In FY 2022, OTI helped develop one circular and revise two others.

Circular Brings Clarity to Use and Revision of Solicitation Templates

Solicitation templates are pre-formatted documents HHS staff use to initiate and develop a solicitation for complex procurements: Requests for Proposal, Requests for Offer, Requests for Qualification, and Requests for Application (grants).

During its work to improve the HHS procurement processes, OTI found some HHS staff members were confused regarding the use of solicitation templates, template changes, and the roles and responsibilities of Procurement and Contracting Services and the Office of the Chief Counsel Legal Service –System Contracting and Data Governance departments. OTI also found there was no formal process in place to consider and approve changes to solicitation templates.

OTI worked with HHSC chief areas and programs to develop Circular C-067, Solicitation Template Revision Policy, which establishes clear roles and responsibilities related to solicitation templates and sets a standard process to govern changes to approved solicitation templates.

Support Services Agreement Circular Revised

OTI updated and simplified the HHS Support Services Agreement (SSA) Policy Circular C-051 to focus on the major elements, purpose, goals, and mechanics of the SSA process.

This circular establishes the policy for implementing a system of administrative services through SSAs that ensure HHSC and DSHS divisions receive support through collaborative work. Key updates included:

- Updating the role of the Chief Policy and Regulatory Officer

- Defining the role of the Office of Transformation and Innovation

- Revising the review and update process

- Revising the process of inquiries

- Incorporating an escalation and resolution process

- Updating the name of the circular and programmatic division including administrative support area names

Circular C-067 was approved by HHS Executive Commissioner Cecile Erwin Young and became effective Feb. 4, 2022.

Circular C-051 was approved by HHS Executive Commissioner Cecile Erwin Young and became effective May 5, 2022.

Revised Circular Clarifies Roles of CDCG Members

FY 2022 was a watershed year for the HHS Cross-Division Coordination Group (CDCG), the multi-HHS agency group that puts a focus on ensuring cross-system collaboration and coordination.

In FY 2022, OTI revised HHS Circular C-053, Cross-Division Coordination Group, the document that established and gave structure to the CDCG. Since C-053 was first published in 2017, the CDCG evolved by becoming less of a think tank, and more of a forum where mid- to senior-level staff

from the Department of State Health Services, the Department of Family and Protective Services, the Office of Inspector General, and HHSC come together to review and comment on initiatives, policy changes, and other projects that may affect multiple areas of the system, then report back to their home areas about those initiatives.

The circular identifies OTI as the area responsible for administration of the CDCG and facilitator of the group's activities, including monthly meetings.

CDCG Member Roles

The revised C-053 clarifies the three main roles carried out by CDCG members:

Stakeholder

Provide input for initiatives and policies under consideration at the system, agency, division, or program level

Collaborator

Work to solve common problems as well as share lessons learned and best practices

Messenger

Serve as conduit for sharing information about initiatives between different member teams

Fiscal Year 2022 Office of Transformation and Innovation Team

Alicia Alvarado
Senior Strategic Engagement Specialist

Andrew Basham
Director of Innovation

Brenda Bielke
Senior Strategic Engagement Specialist

Kimberly Billeaud
Senior Strategic Operations Specialist

Nancy Carrico
Senior Process Improvement Specialist

Melissa Cawthon
Senior Transformation Specialist

Shannon Creekmur
Senior Transformation Specialist

Meagan Garza
Transformation Specialist

Misti Hair
Deputy Executive Commissioner

GerriAnne Huey
Strategic Operations Specialist

William Mupo
Senior Innovation Specialist

Christian Ninaud
Senior Innovation Specialist

Eric Owens
Senior Process Improvement Specialist

Ty Pruessner
Senior Transformation Specialist

Alaric Robertson
Director of Transformation and Engagement

Sarah Roper-Coleman
Deputy Associate Commissioner, Strategy and Innovation

Mikki Teneyuka
Senior Innovation Specialist

Veronica Vargas
Executive Staff Services Officer

LaWanna Wedgeworth-Frederick
Senior Advisor

Andrew Wolfe
Director of Process Improvement

Geoff Wool
Manager of Strategic Engagement

Jane Yi
Senior Innovation Specialist

John Banaszak
Former Senior Advisor

Lane Cartwright
Former Senior Transformation Specialist

Sheri Costa
Former Director of Strategic Engagement

Jordan Dixon
Former Deputy Executive Commissioner

Rachel Hampton
Former Senior Innovation Specialist

Tim Hefflinger
Former Senior Transformation Specialist

Jennifer Hubley
Former Process Improvement Specialist

Joey Joseph
Former Transformation Specialist

Josephine Juarez-Delgado
Former Strategic Engagement Specialist

Laura Lucinda
Former Strategic Planning Specialist

Victor Parrish
Former Senior Strategic Engagement Specialist

Eric Vryn
Former Director of Process Improvement

Thank you to the OTI team members who contributed to our success in fiscal year 2022. Your efforts have impacted the agency and improved services for the State of Texas. I look forward to continued success in fiscal year 2023.

Misti Hair, Deputy Executive Commissioner

Office of Transformation and Innovation
Year in Review
Fiscal Year 2022

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