



DEPARTMENT OF STATE HEALTH SERVICES TRANSITION PLAN

AUGUST 2, 2004

SUBMITTED BY THE DSHS DPMO ON BEHALF OF
EDUARDO J. SANCHEZ, MD, MPH
COMMISSIONER



DSHS TRANSITION PLAN

INTRODUCTION

Background

The 78th Texas Legislative Session passed House Bill 2292 to improve services, increase efficiencies and enhance accountability among the state's health and human service agencies. This act consolidated the programs of the Texas Commission on Alcohol and Drug Abuse (TCADA), the Texas Department of Health (TDH), the mental health components of the Texas Department of Mental Health (TDMHMR), and the Texas Health Care Information Council (THCIC) into a single department to be called the Department of State Health Services (DSHS).

Desired Outcomes of Consolidation

The desired outcome of the consolidation is for Texans to be able to access integrated public health, mental health, and substance abuse prevention and treatment services in their communities. This will be achieved at DSHS by:

- aligning and coordinating public health, mental health, and substance abuse prevention and treatment services;
- increasing the emphasis on the integration of the full range of public health services;
- enhancing the focus on prevention and early detection of health issues to avert chronic and infectious diseases as well as risky behaviors;
- seamlessly delivering health and human services to Texans;
- collaborating with public and private partners across many disciplines to address health issues and needs in Texas; and
- coordinating efforts to address inefficiencies resulting from multiple funding streams.

New DSHS Structure

In forming the new organizational structure to bring together the legacy agency structures and programs, DSHS leadership chose to create alignment based on functions. Organizing DSHS programs in functional groups rather than in program groups is expected to increase the efficiency of program operations and ultimately result in an optimized organization. As the transformation moves forward, new approaches to providing regional services will be established to ensure full integration of public and behavioral health services. The integration of whole population and individual client services will require a more cohesive regional structure. This integrated regional structure will improve DSHS's interface with other key services within the HHSC enterprise.

Once the legacy agency programs were organized along functional lines, the top priority set by DSHS leadership was to build the new management team that will lead the department through the transition and optimization. Only with the new management team in place will the real work of consolidation, transition, and optimization be possible. The steps in the process of hiring the leadership of DSHS are outlined below as well as a list of the new leadership.

The DSHS Business Case can be found in Attachment 1.



DEPARTMENT OF STATE HEALTH SERVICES Summary of Savings

Summary of Benefits/(Costs) as a result of this project

	2004	2005	2006	2007	2008	Total	
Salaries							
<i>Total FTE Benefits</i>	\$ -	\$ 8,396,702	\$ 8,396,702	\$ 8,396,702	\$ 8,396,702	\$ 33,586,808	
<i>Total FTE Costs</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Estimated Value due to Salaries</i>	\$ -	\$ 8,396,702	\$ 8,396,702	\$ 8,396,702	\$ 8,396,702	\$ 33,586,808	
Fringe							
<i>Total Employee Fringe Benefits</i>	\$ -	\$ 2,423,288	\$ 2,423,288	\$ 2,423,288	\$ 2,423,288	\$ 9,693,152	
<i>Total Employee Fringe Costs</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Estimated Value due to Fringes</i>	\$ -	\$ 2,423,288	\$ 2,423,288	\$ 2,423,288	\$ 2,423,288	\$ 9,693,152	
Division							
<i>Total Division Benefits</i>	\$ -	\$ 1,659,255	\$ 1,659,255	\$ 1,659,255	\$ 1,659,255	\$ 6,637,020	
<i>Total Division Costs</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Estimated Value due to Division</i>	\$ -	\$ 1,659,255	\$ 1,659,255	\$ 1,659,255	\$ 1,659,255	\$ 6,637,020	
Agency							
<i>Total Agency Benefits</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Total Agency Costs</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<i>Estimated Value due to Agency</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Non-Revenue Benefits	\$ -	\$ 12,479,245	\$ 12,479,245	\$ 12,479,245	\$ 12,479,245	\$ 49,916,980	
Total Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total	\$ -	\$ 12,479,245	\$ 12,479,245	\$ 12,479,245	\$ 12,479,245	\$ 49,916,980	
Check Figure	\$ -	\$ 12,479,245	\$ 12,479,245	\$ 12,479,245	\$ 12,479,245	\$ 49,916,980	
FTE CHANGE							
FTE CHANGE	-	203.00	0	0	0	203.00	
Method of Finance							



DSHS TRANSITION PLAN

Elements of the DSHS Transition Plan

- DSHS Business Case (included as Attachment 1)
- Events and timeline for the DSHS consolidation – December 2003 through October 2004
 - DSHS Senior Management Team
 - DSHS Department Program Management Office – Staffing and Roles
- DSHS Change Management Plan: “Expanding Horizons”
- DSHS Communications Roadmap (included as Attachment 2)
- DSHS Quality Management Plan
- DSHS Risk/Issues Management Plan
 - DSHS Immediate Priority Risks (Attachment 3)
 - DSHS Risk/Issue Process Flowchart (Attachment 4)
 - DSHS Risk/Issue Tracking Sheet



DSHS TRANSITION PLAN

EVENTS AND TIMELINE OF DSHS CONSOLIDATION PROCESS DECEMBER 2003 THROUGH OCTOBER 2004	
Event	Date
Hired DSHS Commissioner	December 2003
Submitted proposed organizational chart to HHSC	January 2004
Held public hearings on proposed organizational chart	January/February 2004
Hired Chief Financial Officer	February 2004
Submitted revised organizational chart to HHSC	March 2004
Submitted initial employee mass transfer file to HHSC	March 2004
Hired Managers of Accounting and Budget Sections	March 2004
Initiated Consolidation Projects	April 2004
Hired Chief Operating Officer	April 2004
Hired Director of Internal Audit	April 2004
Hired Deputy Commissioner for Public Health Services	April 2004
Hired Deputy Commissioner for Behavioral and Community Health Services	May 2004
DSHS organizational chart approved by HHSC	June 2004
Initiated Optimization Projects	June 2004
Hired Manager of Information Technology Section	June 2004
Sent letters to MHMR staff regarding specific employee transfers to DSHS/DADS/HHSC	July 2004
Sent DSHS Commissioner's email to all legacy agency staff explaining Reduction in Force plans, including timelines	July 2004
Hired Assistant Commissioners <ul style="list-style-type: none"> • Regulatory Services • Mental Health & Substance Abuse Services • Family & Community Health Services • Prevention & Preparedness Services 	July 2004
Hired Directors of Centers <ul style="list-style-type: none"> • DSHS Policy & Innovation • Program Coordination • Consumer & External Affairs 	July 2004
Hired General Counsel	July 2004
Hired Section Managers <ul style="list-style-type: none"> • Mental Health & Substance Abuse <ul style="list-style-type: none"> - Hospitals Section - Community Mental Health and Substance Abuse Services • Family & Community Health <ul style="list-style-type: none"> - Community Health Services 	July 2004



DSHS TRANSITION PLAN

EVENTS AND TIMELINE OF DSHS CONSOLIDATION PROCESS DECEMBER 2003 THROUGH OCTOBER 2004	
Event	Date
<ul style="list-style-type: none"> - Specialized Health Services - Nutrition Services • Preparedness and Prevention <ul style="list-style-type: none"> - Disease Prevention and Intervention - Laboratory Services - Regional and Local Services • Regulatory <ul style="list-style-type: none"> - Health Care Quality - Environmental and Consumer Safety • Chief Operating Officer <ul style="list-style-type: none"> - Executive and Staff Operations 	
Conducted Five Town Hall meetings presented by DSHS executive staff, available to all legacy agency employees	Mid-July 2004
Scheduled Five Brown Bag lunch sessions presented by DSHS Commissioner, available to all legacy agency staff	Early August 2004
Drafted Future-state Vision	August 2004
Initiated DSHS Staffing Plan, including Reduction in Force list	Mid-August 2004
Submitted updated employee mass transfer file to HHSC	Mid-August 2004
Hired Unit and Other Managers: <ul style="list-style-type: none"> • Center for Consumer and External Affairs <ul style="list-style-type: none"> - Communications Unit - Government Affairs Unit • Internal Audit <ul style="list-style-type: none"> - Program Audits Unit - Administrative Audits & Consulting Services Unit • Executive Staff and Support <ul style="list-style-type: none"> - Property Management / Building Services Unit - Printing Services / Reproduction / Materials Development - Support Unit • Information Technology Section <ul style="list-style-type: none"> - Application Development Unit - Information Technology Management Services Unit - Operations Unit 	



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EVENTS AND TIMELINE OF DSHS CONSOLIDATION PROCESS DECEMBER 2003 THROUGH OCTOBER 2004	
Event	Date
<ul style="list-style-type: none"> • Legal Section <ul style="list-style-type: none"> - Government Law Unit - Enforcement Unit • Direct reports to COO <ul style="list-style-type: none"> - Center for Health Statistics Unit - Vital Statistics Unit - Contract Monitoring & Oversight Section • Accounting Section <ul style="list-style-type: none"> - Claims Processing Unit - Revenue Management Unit - General Ledger Unit 	
<ul style="list-style-type: none"> • Budget Section <ul style="list-style-type: none"> - Budgeting & Forecasting Unit - Grant Coordination & Funds Management Unit • Direct report to Assistant Commissioner for Regulatory Services <ul style="list-style-type: none"> - Enforcement Unit • Health Care Quality Section <ul style="list-style-type: none"> - Professional Licensing and Certification Unit - Regulatory Licensing Unit - Patient Quality Care Unit - EMS / Trauma Coordination Unit • Environmental and Consumer Safety Section <ul style="list-style-type: none"> - Policy / Standards / QA Unit - Inspection Unit - Meat Safety Assurance Unit • Community Mental Health and Substance Abuse Services Section <ul style="list-style-type: none"> - Program Services Unit - Contract Management Unit - Quality Management Unit • Hospitals Section <ul style="list-style-type: none"> - Projected management directed transfer Directors of DSHS State Hospitals (September 1, 2004) • Community Health Services Section <ul style="list-style-type: none"> - Preventive & Primary Care Unit - Performance Management Unit • Specialized Health Services Section <ul style="list-style-type: none"> - Purchased Health Services Unit 	Mid-August 2004



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EVENTS AND TIMELINE OF DSHS CONSOLIDATION PROCESS DECEMBER 2003 THROUGH OCTOBER 2004	
Event	Date
<ul style="list-style-type: none"> - Health Screening / Case Management Unit • Nutrition Services Section <ul style="list-style-type: none"> - Nutrition Education / Clinic Services Unit - Food Issuance & Redemption Services Unit • Community Preparedness Section (to be filled in August) <ul style="list-style-type: none"> - Infectious Disease Control Unit • Disease Prevention and Intervention Section <ul style="list-style-type: none"> - Health Promotion Unit - Epidemiology and Surveillance Unit • Laboratory Services Section <ul style="list-style-type: none"> - Laboratory Operations Unit - Quality Control Unit 	
DSHS Goes Live/ DAY 1	September 1, 2004
Employee mass transfer from legacy agencies to DSHS	September 1, 2004
Reduction in Force letters to legacy agency managers at the Unit level or above who were not selected for a DSHS position	September 1, 2004
Final day of employment for legacy agency managers at the Unit level or above who were not selected for a DSHS position	September 30, 2004
Publish Future-state Vision	October 2004
Reduction in Force letters to employees in positions eliminated due to reduced staffing needs or budget	October 1, 2004
Final day of employment for the employees in positions eliminated due to reduced staffing needs or budget	October 31, 2004
Complete Optimization Plan	December 1, 2004



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DSHS SENIOR MANAGEMENT TEAM AS OF AUGUST 2, 2004

Position	Name
Commissioner	Eduardo Sanchez, MD, MPH
Deputy Commissioner for Public Health Services	Nick Curry, MD, MPH
Deputy Commissioner for Behavioral and Community Health Services	David Wanser, PhD
<ul style="list-style-type: none"> Center for DSHS Policy & Innovation Center for Program Coordination Center for Consumer & External Affairs 	Rick Danko, DPH Debra Stabeno Jayne Nussbaum
Director of Internal Audit	Thomas Martinec
Chief Operating Officer	Randy Fritz
<ul style="list-style-type: none"> Executive and Staff Operations Section Information Technology Section – Information Resource Manager Legal Section – General Counsel 	Eddie House Thomas Thornton Cathy Campbell
Chief Financial Officer	Machelle Pharr
<ul style="list-style-type: none"> Accounting Section Budget Section 	Wilson Day Kathleen Barnett
Assistant Commissioner for Mental Health & Substance Abuse Services	Joseph Vesowate
<ul style="list-style-type: none"> Community Mental Health and Substance Abuse Services Section Hospitals Section 	Stacey Stevens, PhD Kenny Dudley
Assistant Commissioner for Family & Community Health Services	Evelyn Delgado
<ul style="list-style-type: none"> Community Health Services Section Specialized Health Services Section Nutrition Services Section 	Margaret Mendez Jann Melton-Kissell Mike Montgomery
Assistant Commissioner for Prevention and Preparedness Services	Alecia Hathaway, MD, MPH
<ul style="list-style-type: none"> Disease Prevention and Intervention Section Laboratory Services Section Regional and Local Services Section 	Casey Blass Susan Neill, PhD Mary Soto
Assistant Commissioner for Regulatory Services	Richard Bays
<ul style="list-style-type: none"> Health Care Quality Section Environmental and Consumer Safety Section 	Kathy Perkins Susan Tennyson



DSHS TRANSITION PLAN

DSHS DEPARTMENT PROGRAM MANAGEMENT OFFICE – STAFFING AND ROLES

The DSHS DPMO is responsible for ensuring an outcome for the transition that is consistent with the DSHS leadership’s vision for the new agency as well as the principles that have been previously outlined by HHSC. A significant part of this responsibility is to facilitate change and implement processes that provide documentation and other key information for tracking the transition.

In July 2004, DSHS leadership reshaped the operations of the DPMO and modeled it after the HHSC CPMO to be composed of staff who have full-time responsibilities with the DPMO but who will eventually return to the DSHS program to which they are mapped. The DPMO will work particularly closely with the three Centers, and will receive Communications and Change Management services by arrangement with the Directors of the appropriate Centers.

The following chart outlines the responsibilities of the DSHS DPMO staff:

DPMO Position Title	Responsibilities
Director	<u>DPMO Leadership</u> <ul style="list-style-type: none"> • Strategic direction for DPMO and DSHS in transition • Communication with DLT • Effective intervention & management within DSHS when needed. • COO’s proxy and representative on issues that have agency-wide impact and that require intervention or problem solving. <u>Policy and HR Oversight</u> <ul style="list-style-type: none"> • Oversee policy coordination activities • HR Master Plan implementation
Assistant Director	<u>DPMO Leadership</u> <ul style="list-style-type: none"> • Oversee all Day 1, consolidation, optimization and risk management processes <u>DPMO Staff Management</u> <ul style="list-style-type: none"> • Supervise staff • Manage staff workload <u>DPMO External Relations</u> <ul style="list-style-type: none"> • Primary DPMO point of contact with HHSC/CPMO • Ensure reporting schedule & requirements are met

DSHS TRANSITION PLAN

DPMO Position Title	Responsibilities
Risk Management Lead	<ul style="list-style-type: none"> • Provide training and information to program and project managers to ensure they are familiar with key risk management practices and are fully able to identify risks to program and department operations • Monitor risk submissions from program and project managers • Work with program and project managers to document mitigation plans • Work with DPMO leadership to elevate risks as necessary • Work with CPMO Risks/Issues manager to coordinate risk responses at enterprise level • Manage database of risk database and maintain support documentation • Follow through with DPMO and DSHS leadership to ensure that risks mitigation strategies are implemented and minimize escalation of risks to issues • Document all resolutions of risks and issues and ensure proper documentation is in place
Policy Coordination Lead	<ul style="list-style-type: none"> • Coordinate and ensure consistency of admin support and program policy development and documentation processes • Work with subject matter experts to draft DSHS policies • Work with DSHS legal staff to develop a coordinated DSHS approach to policy vs. rules • Assist in determining resolution of legacy agency rules and policies as necessary • Represent DSHS in policy-related workgroups sponsored by the Cross-agency DPMO or the CPMO
Reporting & Analysis Lead	<ul style="list-style-type: none"> • Coordinate and ensure timely submission of all reporting requirements (both from DSHS Staff to the DPMO and from the DPMO to the CPMO). • Coordinate report consistency across all DPMO activity areas, i.e., project management, risk management, policy coordination, communication, and change management • Supervise and coordinate the initiation and formal approval of all consolidation and optimization project charters and supporting documentation • Coordinate liaison activities of DPMO and serve as liaison to Assistant Commissioners and Section and Unit Managers to ensure that DPMO assignments and other key transition activities proceed successfully

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DPMO Position Title	Responsibilities
	<ul style="list-style-type: none"> • Provide drafts of regular reports to Asst. Director and Director prior to final submission, i.e., ensure accuracy, high quality writing, and documentation is in place. • Finalize Optimization Report prior to submission (Due 12/1/04) • Assist in response to <i>ad hoc</i> requests made of the DPMO from CPMO, HHSC, or DLT
<p>Project Management Lead</p>	<ul style="list-style-type: none"> • Solicit project charters from assigned project managers based on executive assignments • Ensure project managers are training on DPMO processes • Ensure project managers complete all required documentation • Manage all DSHS consolidation and optimization project documentation (charters, work plans, etc.) and manage posting of all DSHS records in common directory set up by CPMO • Draft and submit weekly portfolio-level status reports to CPMO (due Thursdays) • Draft TSC monthly reports (fourth Thursdays) • Prepare monthly portfolio-level milestone report • Ensure DPMO and DLT meeting agendas are ready each week. • Maintain DPMO calendar and DSHS transition major event calendar for DLT • Monitor DPMO assignment tracking and ensure timely completion of all activities • Support other DPMO project tracking efforts, especially Day 1 status reports • Manage projects and prepare <i>ad hoc</i> reports at the request of DPMO or DSHS leadership <p><u>Special Project Assignment</u></p> <ul style="list-style-type: none"> • Using data about new organization (such as org structure, management positions, other staffing information, description of functions of new organizational units, etc.), perform analysis that informs optimization opportunities for DSHS and provides information for strategic decision-making • Based on analysis, prepare reports to DLT, CPMO, and TSC • Draft Optimization Report based on these analyses and reports, on submitted optimization project charters and other direction from DLT

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DPMO Position Title	Responsibilities
DPMO and Project Management: Tracking and Support	<ul style="list-style-type: none"> • Process information from DLT agendas and assignments (each Thursday) • Weekly DPMO status reports and meeting agendas • Manage project management tracking database • Manage DPMO and DLT assignment database • Run periodic reports out of DPMO databases as directed by DPMO Assistant Director or Reporting Management Lead • Support the preparation of <i>ad hoc</i> reports at the request of DPMO or DSHS leadership
Communications Contact (s)	<ul style="list-style-type: none"> • Implement communication campaign with DSHS staff and stakeholders regarding organizational change and staffing issues. Activities include: <ul style="list-style-type: none"> - <i>DPMO Dispatch</i> & other newsletters and ensure DSHS staff receive information in a timely manner - Transition-related briefing documents for DLT - Briefing DSHS executives for transition-related legislative or TLOC meetings - Manage DSHS website and intranet and ensure DPMO website is up to date <p><i>The Director of the Center for Consumer and External Affairs has committed to the equivalent of 1 FTE for support of transition-related communication strategies and will call on the appropriate staff members to be involved in accomplishing these strategies.</i></p>
Change Management Contact (s)	<ul style="list-style-type: none"> • Implement strategies outlined in the DSHS DPMO Change Management Plan. • Respond to <i>ad hoc</i> change management activity needs identified by DLT, DPMO leadership, or Center staff. • Coordinate with DPMO Communications team on all activities to ensure consistency of message. <p><i>The Director of the Center for Program Coordination has committed to the equivalent of 1 FTE for support of transition-related change management strategies and will call on the appropriate staff members to be involved in accomplishing these strategies.</i></p>



DSHS TRANSITION PLAN

DSHS CHANGE MANAGEMENT PLAN: “EXPANDING HORIZONS”

Background

The DSHS Change Management Plan outlines the strategies designed to enable and support department staff in making a renewed commitment to serving the people of Texas in the new department.

The activities of the consolidation have a variety of impacts on the staff of the legacy agencies. The employees will have to adjust to many changes that may affect their productivity and sense of well being on the job. The changes that will affect employees include:

- Abolition of agencies to which many employees had developed great loyalty
- New organizational structure
- Different agency culture
- New leadership and new management expectations
- New agency mission
- New co-workers and new roles for continuing co-workers
- New teams with new missions
- New business processes, policies, and procedures

Assumptions

1. There is an internal process each staff person must go through in order to accept the change and move into the new situation. The internal process consists of three stages:
 - Ending (of legacy agencies);
 - Transiting (or neutral); and
 - Beginning (moving ahead in DSHS).
2. Where appropriate, efforts developed through this campaign may be used for communications with external stakeholders.
3. DPMO project management coordination or training efforts are outside the scope of this plan.
4. All materials (such as posters) will be designed and printed in house.

Desired Outcomes of Change Management Activities

- Through “agency retirement” events, communications, and targeted posters, staff will recognize their contribution to the positive impact of their work in the legacy organization and accepting the closure of those agencies.
- Through communications and “team launch” activities, DSHS staff will play a part in developing the new vision and mission of their respective sections or units and understanding the new operating procedures.
- Through interactions with senior and mid-level managers, DSHS staff will develop an increasing commitment to serving Texans through DSHS programs.



DSHS TRANSITION PLAN

Change Management Objectives

Objective 1: Assist newly formed DSHS teams in developing into cohesive, high performance workgroups.

Each new DSHS team will participate in a formal Team Launch exercise. As a best practice in organizational development, participation in this exercise has been shown to eliminate many of the problems new teams encounter during transition, formation, and the early stages of their existence.

The Team Launch event is designed to create cohesion and unity among team members. Each team will be guided through a series of steps to achieve the goal of creating strong, forward thinking teams.

Objective 2: Promote employee motivation and commitment to DSHS.

Enhancing motivation and encouraging commitment will be accomplished by:

- Recognizing project charter teams that have successfully completed charters, ensuring a successful Day 1;
- Proactively addressing the three stages of change/transition through creating an identity for DSHS. Change management activities will communicate the DSHS identity through email communications, face-to-face communication between leadership and staff.
- Develop DSHS employee orientation to familiarize staff of the DSHS vision and mission, the scope of the department services, and the optimization planning opportunities. All employees, new and newly transferred to DSHS from the legacy agencies, will have access to this employee orientation.

Objective 3: Provide employees with skills necessary to adapt to new situations.

A 2-hour session on change management will be provided to employees in Austin at various facilities during August and September. Topics include:

- Organizational news (and where to find this information);
- Stress management techniques;
- Review of the 3 internal processes of change (including a video); and
- Time management skills

The specific strategies to achieve the change management objectives are integrated into the Communications Roadmap. See Attachment 2.

DSHS Transition Plan Communication Roadmap



The creation of the Department of State Health Services is a complex process of merging structures and functions from the Texas Commission on Alcohol and Drug Abuse, the Texas Department of Health, the mental health services of the Texas Department of Mental Health and Mental Retardation, and the Texas Health Care Information Council. Communication is always important, but even more so during a complicated process. It is essential to keep employees and external stakeholders informed of developments as the transition moves forward. DSHS has implemented a comprehensive approach to communicating with all of its stakeholders.

Strategic Communication Objectives	
Communicate status of the DSHS creation	
Build a DSHS identity	
Promote awareness of, and gather input on, the new DSHS organization structure	
Promote understanding of the MHMR split	
Promote employee retention	
Solicit input regarding formation of the new department.	

Strategic Communication Planning	Tactical Communication Planning
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Strategic Objective	Target Audience (list)	Target Audience (detail)	Messages	Comm. Vehicle	Target Date	Actual Delivery Date (s)	Comm. Owner	HHSC Review Needed? (Y/N)
Promote awareness of, and gather input on, the new DSHS organization structure	Public; Clients; Adv Groups; Press; Vendors	Public; Clients; Adv Groups; Press; Vendors	Announcement of the public meetings (logistics, purpose) on proposed DSHS organizational structure	TX Register	1/14/2004	1/14/2004	DPMO Communication Team	Y
Promote awareness of, and gather input on, the new DSHS organization structure	Public; Clients; Adv Groups; Press; Vendors	Public; Clients; Adv Groups; Press; Vendors	Announcement of the public meetings (logistics, purpose) on proposed DSHS organizational structure Background info on the transformation/DSHS creation; Emphasize value of public input and its significant role in the transformation	Existing channels used by TDH, TCADA, MHMR	1/15/2004	1/15/2004	DPMO Communications Team	Y
Promote awareness of, and gather input on, the new DSHS organization structure	Public; Clients; Adv Groups; Press; Vendors	Public; Clients; Adv Groups; Press; Vendors	Background info on the transformation/DSHS creation; Importance of public input; Overview of proposed organizational structures	Public Meeting Presentation	1/29/2004, 1/30/04, 2/03/04, 2/04/04, 2/05/04	1/29/2004, 1/30/04, 2/03/04, 2/04/04, 2/05/04	Central PMO; CPMO Communication Team; DSHS DPMO	Y

Program: DSHS
Contact: Kirk Cole
Program Communication Coordinator: Betsey Bishop

DSHS Transition Plan Communication Roadmap

Strategic Objective	Target Audience (list)	Target Audience (detail)	Messages	Comm. Vehicle	Target Date	Actual Delivery Date (s)	Comm. Owner	HHSC Review Needed? (Y/N)
Communicate status of the DSHS creation	Vendors	MHMR Community Center - El Paso MHMR (CEO, Board and staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	2/5/2004	2/5/2004	Commissioner's Office	N
Promote awareness of status of the DSHS creation	Employees	TDH, MH, TCADA employees	Purpose messages (improved services, cost savings); information on processes	E-mail/Fact Sheet	2/13/2004	2/13/2004	DSHS DPMO	Y
To promote understanding of the MHMR split	Employees	MH employees	Announce MHMR commissioner retirement and interim leadership	Email	2/13/2004	2/13/2004	TDMHMR Communications Office	Y
Communicate status of the DSHS creation	Employees	MH employees	Address the following questions: - Is my facility going to be privatized? Will I lose my job? If no one bids, what is the next step?	email and press releases	2/13/2004	2/13/2004	TDMHMR Communications Office	N
Promote awareness of, and gather input on, the new DSHS organization structure	Employees	TDH, MH, TCADA employees	- Introduce the finalized organizational structure for DSHS - Explain rationale for the structure - Share highlights of where public input influenced the structure - Describe next steps - the kind of information they can expect and when - messages that promote DSHS identity and acknowledge change	E-mail directly to employees with web address for posted organizational chart	2/27/2004	2/27/2004	DPMO Communications Team	N
Promote awareness of, and gather input on, the new DSHS organization structure	Stakeholders	TDH, TCADA, MH stakeholders	- Introduce the finalized organizational structure for DSHS - Explain rationale for the structure - Share highlights of where public input influenced the structure	Existing channels used by TDH, TCADA, MHMR	2/26/2004	2/26/2004	Marsha Canright	N
Communicate status of the DSHS creation	Vendors	MHMR Community Center - Camino Real Community MHMR Center (CEO, Board and staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	3/8/2004	3/8/2004	Commissioner's Office	N
Build a DSHS identity	Employees	MHMR executive team, employees	Messages vary with each visit. Overall - provide current status of the transformation; meet and greet; establish relationship; listen to employees; get to know business of this agency.	Personal visit from Dr. Sanchez	Monthly	3/10/2004	Commissioner's Office	N
Build a DSHS identity	Employees	TCADA executive team, employees	Messages vary with each visit. Overall - provide current status of the transformation; meet and greet; establish relationship; listen to employees; get to know business of this agency.	Personal visit from Dr. Sanchez	Monthly	3/12/2004	Commissioner's Office	N

DSHS Transition Plan Communication Roadmap

Strategic Objective	Target Audience (list)	Target Audience (detail)	Messages	Comm. Vehicle	Target Date	Actual Delivery Date (s)	Comm. Owner	HHSC Review Needed? (Y/N)
Communicate status of the DSHS creation	Advocacy Grp.	Texas Council of Community MHMR Centers (MHMR Community Center CEOs and Board Chairs)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	3/12/2004	3/12/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Employees	All DSHS groups	Discuss eligibility determination and regional impacts, inform of senior managers meeting, and announce that optimization projects will be solicited.	E-mail directly to employees	3/26/2004	3/26/2004	DPMO Communications Team	N
Communicate status of the DSHS creation	Employees	TDH, MH, TCADA senior managers	Provide overview of the budget and optimization process.	Meeting	3/26/2004	3/26/2004	DPMO	N
Communicate status of the DSHS creation	Employees	TDH, MH, TCADA information technology staff	Introduce DRAFT information technology organizational structure for DSHS. Explain rationale for the structure. Describe next steps - the kind of information to expect and when.	E-mail directly to IT staff	3/26/2004	3/30/2004	Legacy Agency IRMs	N
Communicate status of the DSHS creation	Vendors	MHMR Community Center - Hill Country Community MHMR Center (CEO, Board and staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	3/29/2004	3/29/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Vendors	MHMR Community Center - Burke MHMR Center (CEO, Board and staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	3/31/2004	3/31/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Employees	Austin State Hospital Volunteer Services Council	Volunteers and staff	Personal visit from Dr. Sanchez	4/3/2004	4/3/2004	Commissioner's Office	N
Build a DSHS identity	Employees	MHMR executive team, employees	Messages vary with each visit. Overall - provide current status of the transformation; meet and greet; establish relationship; listen to employees; get to know business of this agency.	Personal visit from Dr. Sanchez	Monthly	4/4/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Employees	Texas Adolescent Mental Health in Primary Care Initiative	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	4/7/2004	4/7/2004	Commissioner's Office	N
Build a DSHS identity	Employees	TCADA executive team, employees	Messages vary with each visit. Overall - provide current status of the transformation; meet and greet; establish relationship; listen to employees; get to know business of this agency.	Personal visit from Dr. Sanchez	Monthly	4/8/2004	Commissioner's Office	N

DSHS Transition Plan Communication Roadmap

Strategic Objective	Target Audience (list)	Target Audience (detail)	Messages	Comm. Vehicle	Target Date	Actual Delivery Date (s)	Comm. Owner	HHSC Review Needed? (Y/N)
Promote awareness of, and gather input on, the new DSHS organization structure	Employees	DSHS legacy agency employees	Announcement of the COO, Budget Director and Accounting Director	E-mail	4/12/2004	4/12/2004	Commissioner's Office	Y
Communicate status of the DSHS creation	Advocacy Grp.	MHMR Volunteer Services State Council (Board members, staff & volunteers)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	4/16/2004	4/16/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Vendors	Waco Center for Youth (Staff & Volunteers)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	4/19/2004	4/19/2004	Commissioner's Office	N
Promote awareness of, and gather input on, the new DSHS organization structure	Employees	DSHS Legacy agency employees	Announcement of Deputy Commissioners and Director of Internal Audit	E-mail	4/22/2004	4/22/2004	Commissioner's Office	Y
Solicit input regarding formation of the new department	Employees	TDH, MH, TCADA	Explanation of the DPMO function, inform of progress on organizational chart and inform employees of the method for submitting optimization ideas.	E-mail directly to employees through the DSHS Dispatch	4/28/2004	4/28/2004	DPMO Communications Team	N
Communicate status of the DSHS creation	Vendors	MHMR Community Center - Lubbock Regional MHMR Center (CEO, Board and staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	4/30/2004	4/30/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Employees	TDH, MH, TCADA senior managers	Update on status of DSHS creation	Meeting	5/3/2004	5/3/2004	DPMO	N
Communicate status of the DSHS creation	Vendors	MHMR Community Center - Tropical Texas Center for MHMR (Rep John Davis, CEO, and staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	5/3/2004	5/3/2004	Commissioner's Office	N

DSHS Transition Plan Communication Roadmap

Strategic Objective	Target Audience (list)	Target Audience (detail)	Messages	Comm. Vehicle	Target Date	Actual Delivery Date (s)	Comm. Owner	HHSC Review Needed? (Y/N)
Communicate status of the DSHS creation	Employees	Rio Grande State Center (Rep. John Davis and state center staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication. Communicate department vision.	Meeting	5/3/2004	5/3/2004	Commissioner's Office	N
Build a DSHS identity	Employees	MHMR executive team, employees	Messages vary with each visit. Overall - provide current status of the transformation; meet and greet; establish relationship; listen to employees; get to know business of this agency.	Personal visit from Dr. Sanchez	Monthly	5/4/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Advocacy Grp.	TMA Board of Trustees	Communicating current department status.	Meeting	5/12/2004	5/12/2004	Commissioner's Office	N
Build a DSHS identity	Employees	DSHS legacy agency employees	Message from Commissioner about his visit to Harlingen with TDH and MHMR co location of facility	E-mail	5/17/2004	5/17/2004	Commissioner's Office	N
Build a DSHS identity	Employees	TCADA executive team, employees	Messages vary with each visit. Overall - provide current status of the transformation; meet and greet; establish relationship; listen to employees; get to know business of this agency.	Personal visit from Dr. Sanchez	Monthly	5/18/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Vendors	MHMR Community Center - MHMR of Tarrant County (CEO, Board and staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	5/21/2004	5/21/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Employees	DSHS legacy agency employees	Announcement of soft hiring freeze	E-mail	5/21/2004	5/21/2004	Commissioner's Office	Y
Communicate status of the DSHS creation	Vendors	MHMR Community Center - MHMR Authority of Harris County (CEO, Board and staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	5/26/2004	5/26/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Advocacy Grp.	19th Annual Texas Community MHMR Centers and Trustees Training	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	6/3/2004	6/3/2004	Commissioner's Office	N
Build a DSHS identity	Employees	All DSHS groups	Announce DSHS logo	E-mail directly to employees through the DSHS Dispatch	6/4/2004	6/4/2004	DPMO Communications Team	Y
Communicate status of the DSHS creation	Employees	All DSHS groups	Provide a status of transition and that we are moving forward, leadership positions are being filled as quickly as possible, announced posting of section positions and announce logo design.	E-mail directly to employees through the DSHS Dispatch	6/4/2004	6/4/2004	DPMO Communications Team	Y
Build a DSHS identity	Employees	All HHS employees	Announce DSHS logo	The Connection Newsletter	6/7/2004	6/7/2004	HHSC Communications	Y

DSHS Transition Plan Communication Roadmap

Strategic Objective	Target Audience (list)	Target Audience (detail)	Messages	Comm. Vehicle	Target Date	Actual Delivery Date (s)	Comm. Owner	HHSC Review Needed? (Y/N)
Communicate status of the DSHS creation	Employees	TDH, MH, TCADA senior managers	Update on status of DSHS creation, including staffing issues and presentation by Wanda Thompson from HHSC regarding HR, payroll and purchasing.	Meeting	6/7/2004	6/7/2004	DPMO	N
Communicate status of the DSHS creation	Vendors	MHMR Community Center - Austin Travis County MHMR Center (CEO, Board and staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	6/8/2004	6/8/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Employees	EI Paso Psychiatric Center (CEO & key management staff)	Introducing Dr. Sanchez, organizational chart and communicating current department status. To open the lines of communication.	Meeting	6/9/2004	6/9/2004	Commissioner's Office	N
Build a DSHS identity	Employees	MHMR executive team, employees	Messages vary with each visit. Overall - provide current status of the transformation; meet and greet; establish relationship; listen to employees; get to know business of this agency.	Personal visit from Dr. Sanchez	Monthly	6/14/2004	Commissioner's Office	N
Communicate status of the DSHS creation	Employees	All DSHS groups	Provide a status of transition, organizational chart information to the unit level, update on filling of leadership positions, basic information on Day 1 readiness workgroups, and plans for Internet and Intranet pages.	E-mail directly to employees through the DSHS Dispatch	6/17/2004	6/21/2004	DPMO Communications Team	Y
Build a DSHS identity	Public	General public including stakeholders, leg. Offices, and other HHS agencies	Create DSHS interim Internet site	Internet site	6/18/2004	7/2/2004	DPMO Communications Team/Web Workgroup	Y
Promote awareness of, and gather input on, the new DSHS organization structure	Employees	DSHS legacy agency employees	Announce DSHS Information Resources Manager	E-mail	6/22/2004	6/22/2004	Commissioner's Office	Y
Build a DSHS identity	Employees	TDH, MH, TCADA	Announce DSHS web site	E-mail	6/25/2004	7/2/2004	DPMO Communications Team	N
Promote awareness of, and gather input on, the new DSHS organization structure	Employees	DSHS legacy agency employees	Announce hiring of Assistant Commissioners and Center Directors	E-mail	6/29/2004	6/29/2004	Commissioner's Office	Y

DSHS Transition Plan Communication Roadmap

Strategic Objective	Target Audience (list)	Target Audience (detail)	Messages	Comm. Vehicle	Target Date	Actual Delivery Date (s)	Comm. Owner	HHSC Review Needed? (Y/N)
Promote understanding of the MHMR split	Employees	DSHS legacy agency employees	Letter to MHMR employees designating whether they are mapped to DSHS or DADS; simultaneous e-mail to TDH and TCADA employees telling them they would not receive a letter because they are all mapped to DSHS.	Letter/E-mail	6/30/2004	6/30/2004	Commissioner's Office/HHSC/ MHMR management/ DPMO Communications	Y
Promote employee retention	Employees	DSHS legacy agency employees	Announcement of Town Hall Meetings	E-mail	7/7/2004	7/7/2004	DPMO Communications Team	Y
Promote awareness of, and gather input on, the new DSHS organization structure	Employees	DSHS legacy agency employees	Inform employees about process for assignment to DADS or DSHS	E-mail from Commissioners Sanchez and Hines	7/12/2004	7/12/2004	Commissioner's Office/HHSC	Y
Promote employee retention	Employees	TDH employees	Inform employees about DSHS transition and staffing plans and answer employee questions.	Town Hall meeting	7/12/2004	7/12/2004	DPMO Communications Team	N
Promote employee retention	Employees	DSHS legacy agency employees	Change management poster series.	Posters	7/12/2004-9/30/2004	7/12/2004-9/30/2004	DPMO/Change Management Workgroup	N
Promote employee retention	Employees	TCADA employees	Inform employees about DSHS transition and staffing plans and answer employee questions.	Town Hall meeting	7/13/2004	7/13/2004	DPMO Communications Team	N
Promote awareness of, and gather input on, the new DSHS organization structure	Employees	DSHS legacy agency employees	Announcement of DSHS General Counsel	E-mail from commissioner	7/14/2004	7/14/2004	Commissioner's Office	Y
Promote employee retention	Employees	MHMR employees	Inform employees about DSHS transition and staffing plans and answer employee questions.	Town Hall meeting	7/15/2004	7/15/2004	DPMO Communications Team	N
Communicate status of the DSHS creation	Advocacy Grp.	Regulatory advocacy groups, associations, licensees	Letters to various groups regarding changes to the regulatory structure.	Letters	7/15/2004-8/15/04		Regulatory Services	N
Promote employee retention	Employees	TDH employees	Inform employees about DSHS transition and staffing plans and answer employee questions.	Town Hall meeting	7/16/2004	7/16/2004	DPMO Communications Team	N
Promote employee retention	Employees	TDH Regional employees	Inform employees about DSHS transition and staffing plans and answer employee questions.	Town Hall meeting videoconference	7/19/2004	7/19/2004	DPMO Communications Team	N

DSHS Transition Plan Communication Roadmap

Strategic Objective	Target Audience (list)	Target Audience (detail)	Messages	Comm. Vehicle	Target Date	Actual Delivery Date (s)	Comm. Owner	HHSC Review Needed? (Y/N)
Promote employee retention	Employees	All legacy agency employees	Thanking employees for participation in town hall meetings and announcing brown bag sessions	E-mail from the commissioner	7/19/2004	7/19/2004	DSHS Communications	N
Promote employee retention	Employees	DSHS legacy agency senior managers	Create understanding among senior managers of the stages of change and provide strategies/talking points	Senior managers meeting	7/19/2004	7/19/2004	DSHS Communications	N
Solicit input regarding formation of the new department	Public	Public; Clients; Adv Groups; Vendors	Announcement to stakeholder regarding the date, time, and location of the DSHS LAR hearing.	E-mail	7/12/2004	7/12/04-7/18/04	DSHS OGR/ Budget Office	Y
Solicit input regarding formation of the new department	Public	Public; Clients; Adv Groups; Vendors	LAR Hearing	Public Meeting Presentation	7/20/2004	7/20/2004	DSHS OGR/ Budget Office	Y
Promote employee retention	Employees	DSHS legacy agency employees	Announce posting of Contract Monitoring section manager position and Center for Health Statistics and Vital Statistics unit manager positions	E-mail	7/20/2004	7/20/2004	DSHS Communications	N
Promote awareness of, and gather input on, the new DSHS organization structure	Employees	DSHS legacy agency employees	Announcement of DSHS section managers	E-mail from commissioner	7/21/2004	7/21/2004	Commissioner's Office	Y
Promote employee retention	Employees	DSHS legacy agency employees	Reminder regarding ERS summer enrollment and Positive Performance training	E-mail	7/22/2004	7/22/2004	DSHS Communications	N
Communicate status of the DSHS creation	Employees	DSHS legacy agency employees	Message from Tom Thornton, IRM, regarding IT Day 1 readiness.	E-mail	7/28/2004	7/28/2004	DSHS IRM/DSHS Communications	N
Promote employee retention	Employees	DSHS legacy agency employees	Invitation to brown bag meetings.	E-mail	7/29/2004	7/29/2004	DSHS Communications	N
Build a DSHS identity	Employees	DSHS legacy agency employees	Create DSHS interim Intranet site	Intranet site	6/25/2004	8/2/2004	DPMO Communications Team/Web Workgroup	Y
Communicate status of the DSHS creation	Public	External stakeholders, including vendors	Provide DSHS transition updates through the interim DSHS Internet site	Internet site	8/2/2004-8/31/2004	8/2/2004-8/31/2004	DSHS Communications	N

DSHS Transition Plan Communication Roadmap

Strategic Objective	Target Audience (list)	Target Audience (detail)	Messages	Comm. Vehicle	Target Date	Actual Delivery Date (s)	Comm. Owner	HHSC Review Needed? (Y/N)
Communicate status of the DSHS creation	Employees	DSHS legacy agency employees	Provide DSHS transition updates and other employee resources through the interim DSHS intranet site	Intranet site	8/2/2004-8/31/2004	8/2/2004-8/31/2004	DSHS Communications	N
Promote employee retention	Employees	MH and TCADA employees	Update employees on transition and day one readiness and answer questions	Brown Bag Session	8/3/2004	8/3/2004	Commissioner's Office	N
Promote employee retention	Employees	TDH Central Office employees	Update employees on transition and day one readiness and answer questions	Brown Bag Session	8/4/2004	8/4/2004	Commissioner's Office	N
Promote employee retention	Employees	TDH Central Office employees	Update employees on transition and day one readiness and answer questions	Brown Bag Session	8/5/2004	8/5/2004	Commissioner's Office	N
Promote employee retention	Employees	TDH Central Office employees	Update employees on transition and day one readiness and answer questions	Brown Bag Session	8/6/2004	8/6/2004	Commissioner's Office	N
Promote employee retention	Employees	TDH Region 9/10 employees	Update employees on transition and day one readiness and answer questions	Brown Bag Session	8/9/2004	8/9/2004	Commissioner's Office	N
Promote employee retention	Employees	TDH Central Office employees	Update employees on transition and day one readiness and answer questions	Brown Bag Session	8/13/2004	8/13/2004	Commissioner's Office	N
Promote employee retention	Employees	DSHS legacy agency employees	Change management sessions for employees	Meetings	8/15/2004-12/31/2004		DPMO/Change Management Workgroup	N
Promote employee retention	Employees	DSHS legacy agency employees	Stress management techniques	Various	8/1/2004-12/31/2004		DPMO/Change Management Workgroup	N
Promote employee retention	Employees	DSHS legacy agency employees	"Retirement party" contest - to celebrate the successful retirement of the legacy agencies	Event	8/15/2004-8/31/2004		DPMO/Change Management Workgroup	N
Communicate status of the DSHS creation	Advocacy Grp.	All External Stakeholders, including vendors	Update external stakeholders on status of transition and solicit input on operations	Videoconference	8/24/2004	8/24/2004	Commissioner's Office/DPMO/ DSHS Communications	Y
Build a DSHS identity	Employees	DSHS Agency Employees	Countdown featuring Commissioner Hawkins and THCIC History	E-mail/countdown	8/24/2004	8/24/2004	DSHS Communications	Y
Build a DSHS identity	Employees	DSHS Agency Employees	Countdown featuring Dr. Mary Lou Adams and TDH History	E-mail/countdown	8/25/2004	8/25/2004	DSHS Communications	Y
Build a DSHS identity	Employees	DSHS Agency Employees	Countdown featuring Rev. Leslie Smith and TCADA History	E-mail/countdown	8/26/2004	8/26/2004	DSHS Communications	Y
Build a DSHS identity	Employees	DSHS Agency Employees	Countdown featuring Dr. Lawrence Harkless and TDH History	E-mail/countdown	8/27/2004	8/27/2004	DSHS Communications	Y
Build a DSHS identity	Employees	DSHS Agency Employees	Countdown featuring Joe Loveless and MHMR History	E-mail/countdown	8/30/2004	8/30/2004	DSHS Communications	Y

Program: DSHS
Contact: Kirk Cole
Program Communication Coordinator: Betsey Bishop

DSHS Transition Plan Communication Roadmap

Strategic Objective	Target Audience (list)	Target Audience (detail)	Messages	Comm. Vehicle	Target Date	Actual Delivery Date (s)	Comm. Owner	HHSC Review Needed? (Y/N)
Build a DSHS identity	Employees	DSHS Agency Employees	Countdown featuring Dr. Sanchez	E-mail/countdown	8/31/2004	8/31/2004	DSHS Communications	Y
Build a DSHS identity	Employees	DSHS Agency Employees	Countdown featuring Governor Perry	E-mail/countdown	9/1/2004	9/1/2004	DSHS Communications	Y
Build a DSHS identity	Public	All External Stakeholders	Announce/Unveil DSHS Web site	E-mail	9/1/2004	9/1/2004	DSHS Communications	Y
Build a DSHS identity	Employees	DSHS Agency Employees	Announce/Unveil DSHS Intranet site	E-mail	9/1/2004	9/1/2004	DSHS Communications	Y
Build a DSHS identity	Public	General public	Creation of the Department of State Health Services. TDH is now DSHS, part of BT efforts, includes TCADA and MH	Advertising campaign	9/1/2004	9/1/2004	DSHS Communications	Y
Build a DSHS identity	Employees	All DSHS groups	Day one: Vision for the new department	Various; event	9/1/2004	9/1/2004	DSHS Communications	Y
Build a DSHS identity	Employees	DSHS Employees	Various messages to promote internal communication, departmental identity, and a cohesive atmosphere through online employee newsletter	Online - Intranet site	9/1/2004-ongoing		DSHS Communications	N
Communicate status of the DSHS creation	Public	External stakeholders	Communicate continuing changes, news and other information	Various - Internet, press releases, correspondence, etc.	9/1/04 - ongoing		DSHS	N
Solicit input regarding formation of the new department	Employees	DSHS Employees	Solicit feedback on new department operations and optimization projects	Various	9/1/2004 - ongoing		DSHS	N
Solicit input regarding formation of the new department	Public	External Stakeholders	Solicit feedback on new department operations and optimization projects	Various - Advisory Council, Internet, press releases, correspondence, etc.	9/1/2004 - ongoing		DSHS	N



DSHS TRANSITION PLAN

DSHS QUALITY MANAGEMENT PLAN

Definition of Quality Management for DSHS Transition

In keeping with HHSC goals for the transition, DSHS will keep quality at the forefront of all the activities relating to the creation of the new agency and all the projects undertaken to implement consolidation and optimization.

Components of the DSHS Quality Management Plan

The DSHS Quality Management Plan has two key components:

- Incorporating quality management principles and practices in all DSHS projects, and
- Center for Program Coordination functions relating to improving business processes and practices.

Quality management principles and practices in all DSHS projects

For all consolidation and optimization projects, DPMO will ensure the implementation of processes in alignment with the Project Management Institute standard practices. The result of this practice will be comprehensive documentation of plans, risks, and deliverables allowing for tracking success and instituting new best practices based on those successes.

Criteria will be established for the approval of each project. Different sets of project approval criteria will be applied by project sponsors, by DPMO leadership, and in cases where it applies, by the director of one of the three centers. By requiring that the approval of projects be based on these criteria, the DPMO can ensure that DSHS quality standards are met and that all projects align with the DSHS future-state vision.

All project managers will have a liaison in the DPMO who will provide one-on-one technical assistance in the implementation of new project management procedures. In addition, liaisons will work with project managers to enhance their understanding of the direction set for DSHS by the executive leadership so that the future-state vision for DSHS is embedded in all projects.

DSHS leadership will implement standard practices for all department operations through policy that will ensure accountability among executive and other managers.

Center for Program Coordination (CPC) functions relating to improvement of business processes and practices

To identify and implement the appropriate tools for each program operation or consolidation/optimization project, the Center for Program Coordination staff will develop a set of tools for business process improvement, based on industry standards and best practices, and work with program and project managers.

To ensure the full integration of legacy agency functions and operations, the DSHS leadership team decided in July 2004 to end all pre-existing agency-wide function-specific workgroups (such as the TDH contract improvement team) in August 2004. After the consolidation is complete in



DSHS TRANSITION PLAN

September 2004, CPC staff will work with all program managers to establish new workgroups to identify key functions to be standardized and integrated across the department.

In addition to supporting the priorities set by DSHS leadership in the DSHS Optimization Plan, a key function of the CPC will be to identify and propose new optimization projects that move DSHS toward the future-state vision. This will be accomplished as part of their ongoing work with program managers on business improvement processes and in establishing new workgroups.



DSHS TRANSITION PLAN

DSHS RISK/ISSUES MANAGEMENT PLAN

Background

Executing the integration of four legacy agencies into one department is an enormously complex endeavor. Effective planning and communication can ensure that the process is executed as effectively as possible with little to no interruption in regular agency operations. In order to ensure that all risks to the consolidation are minimized or mitigated before they become serious issues, DSHS has established a risk management process that emphasizes planning on the part of program and project managers and constant communication between managers, DPMO, and DSHS leadership.

DSHS has made significant progress in implementing its risk management process. Among these accomplishments are:

- Executive and program managers in both DSHS and its legacy agencies identified risks and issues that DSHS faced during the consolidation and transition process through the functional review process, Day 1 charters, and other project charters;
- Executive, program, and project managers, as they joined the DSHS team, identified risks that the department will face during its first months of existence;
- Teams of DSHS managers and staff have developed, or are currently working on, strategies to mitigate the identified risks;
- DSHS DPMO has implemented a process for tracking identified risks;
- DSHS DPMO has communicated with managers to determine when the risks identified do not emerge or when they have been satisfactorily mitigated;
- DSHS DPMO has maintained communication with CPMO about identified risks; and
- DSHS DPMO and Executive Management have worked successfully within DSHS legacy agencies, with HHSC, and with other DPMOs to resolve several risks to Day 1 readiness.

Roles and Responsibilities in DSHS Risk Management Process

The **Department of State Health Services Leadership Team (DLT)** will retain the ultimate responsibility for ensuring that risk management takes place within the department. The DLT will deal with risk management issues through DPMO reports at each week's DLT meeting. They will set the expectation for program and project managers that risks must be identified and mitigated. They will hold managers and staff accountable for assessing and monitoring identified risks and, as new processes and systems are implemented, for identifying new risks. The members of the DLT can also bring risks to the Risk Caretaker Group, RM, and/or program and project managers that they identify because of their unique vantage point within the agency.

The **DSHS executive managers, program managers, and project managers** are responsible for identifying the risks that may affect the success of the consolidation or department operations. Executive managers are responsible for ensuring that program and project managers fulfill their responsibility of identifying the risks inherent in their area(s) of responsibility. Executive managers



DSHS TRANSITION PLAN

should approach risk identification from a department-wide perspective. (If portions of the department are left out of the risk identification process, the possibility of a major risk remaining unidentified is great.)

Once the department risks are identified, managers are responsible for ensuring that mitigation plans are established to manage those risks. The preparation of such plans should be the responsibility of executive, program, and project managers or their designees. These plans must comport to the DPMO standard templates and processes.

When the DPMO Director or Assistant Director determines that decisions about resolving an issue need to be made immediately and it is not possible to assemble the entire DLT, they will call together an **Issue Resolution Group (IRG)** made up of at least three executive level managers; members of the IRG will be appropriate to the issue to be resolved. The IRG will assist the DPMO Director and the DPMO Risk Manager to bring each issue to resolution. The DPMO Risk Manager will document the issue and resolution and inform the DLT of the methods used to resolve the issue. The IRG concept will also play a critical role in making decisions about issues raised prior to and during the legislative session.

The **DPMO Risk Manager (RM)** is responsible for working with executive, program, and project managers once they have identified risks that may affect department business. The RM will help management brainstorm possible methods for mitigating identified risk if necessary. The RM will also monitor the progress toward the implementation of risk mitigation plans to ensure that all identified risks are being addressed. The RM will implement the risk mitigation process for the DPMO and report regularly to executive management on the progress being made to put risk management plans into effect. The RM will also ensure that the risk mitigation report format provides the information necessary to allow executive management or DPMO staff to verify that risk is being effectively managed yet, at the same time, not be too cumbersome for project management to complete. The RM will also be responsible for communicating with the CPMO and HHSC about issues related to departmental risk management.

The **project managers** will be responsible for identifying the risks inherent in their consolidation and optimization projects. They will formulate mitigation strategies for those risks and describe those strategies in risk mitigation plans. They will ensure that their staff implements those strategies and the risk is mitigated as completely as possible. They will work with the DPMO liaison and/or RM to ensure that information regarding departmental and program risks is communicated and that reporting requirements are met.

The **DPMO Director and DPMO Assistant Director** are responsible for coordinating the risk identification process, assessment, monitoring, and mitigation of risks at the project level. Once the RM is on board, they may delegate these responsibilities to the RM, but they must ensure that identification, assessment, monitoring, and mitigation of risks are taking place across the department and in coordination with the CPMO.



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Criteria to Consider in Risk Identification

Executives and managers should consider both risks to the organization and its major stakeholders. They should identify any factor that would hinder or prevent DSHS from reaching its organizational and programmatic goals. These factors include

- The cost of program or process to implement and administer;
- The danger of clients/Texans not receiving services or receiving significantly reduced services if a program or process is reduced;
- The criticality of a program to departmental operations (i.e., if the program, process, or application stopped functioning, whether that would lessen the effectiveness of DSHS and the organization's ability to meet its goals or achieve its mission statement);
- The likelihood that DSHS will be out of compliance with state and federal statutes without a specific program;
- The risk of adverse publicity for the department represented by a certain program or process;
- The amount of oversight a program/process receives from internal or external oversight entities (internal audit, SAO, federal and state programmatic monitors, etc.) A program that is frequently monitored/audited represents less of a departmental risk than one that is rarely examined. The recentness of the last monitoring activity that occurred should also be considered, as should the quality of the work performed by the monitoring agency.

Risk Management Process at DSHS

Risks and issues are identified by program or project management staff, who then complete an issue/risk identification and tracking sheet. In the tracking sheet, the project manager describes the scope and potential impact of the risk and determines if the severity or scope of that risk warrants it being elevated to the DPMO. If it does not, the project manager continues to monitor the issue/risk and to periodically reevaluate the need for DPMO, DLT, or other intervention.

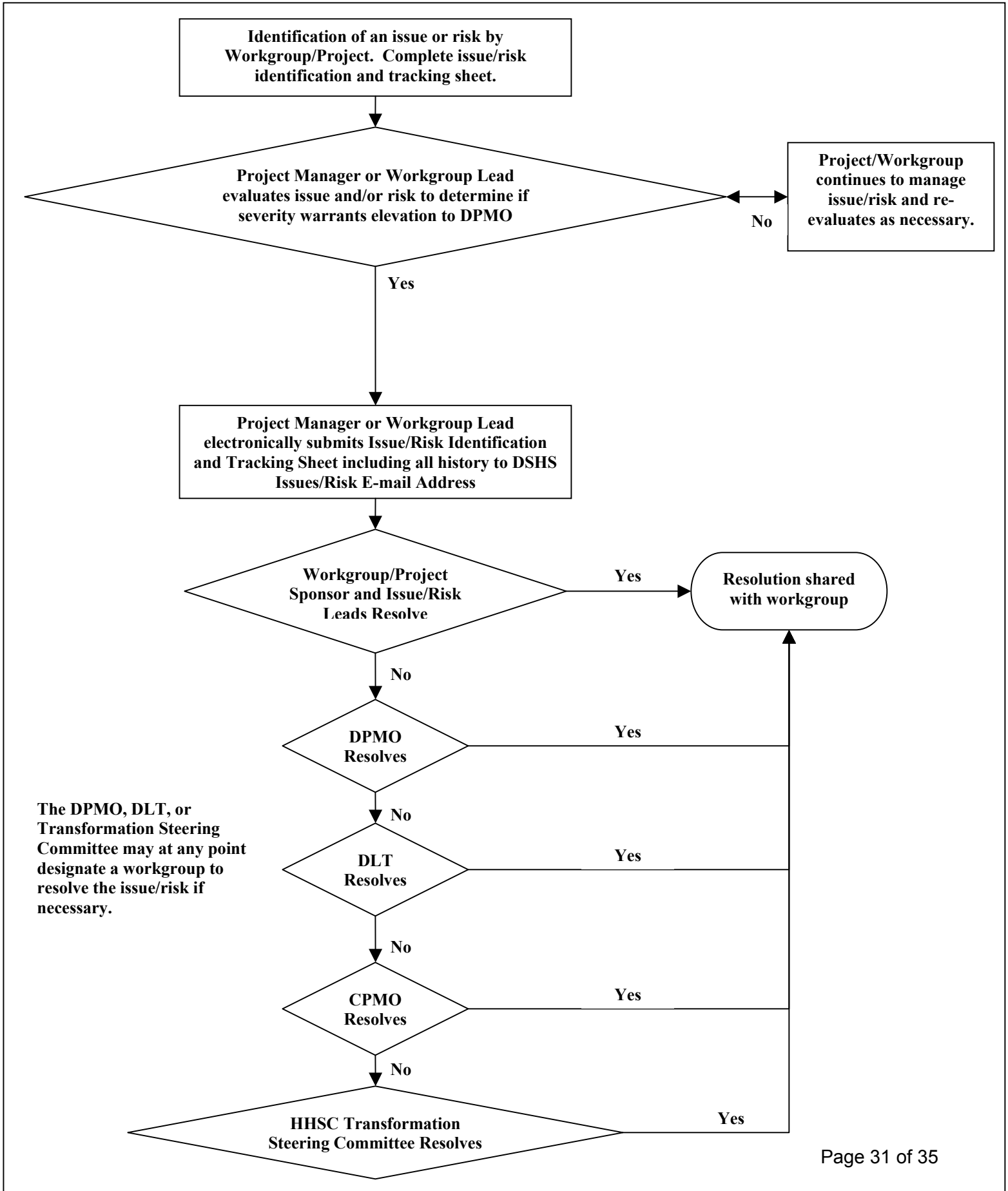
If the Project Manager decides the issue/risk does need to be elevated to the DPMO, they electronically submit the Issue/Risk Identification and Tracking Sheet to the DSHS Issue/Risk e-mail address. The tracking sheet includes the entire history of the risk/issue, including what action has been planned to that point to mitigate the risk/issue.

Working together, the DPMO Risk Manager (RM) and the project manager (and sponsor, if necessary) will establish a strategy to sufficiently mitigate the risk using resources at their disposal. If this is possible, the mitigation strategy is shared with the project staff, who will then implement that strategy. If it is not possible for the RM and the project manager to devise such a strategy within their resources, the risk/issue under consideration will be elevated to the DPMO, DLT, CPMO, or HHSC Transition Steering Committee (in sequential order depending on each entity's ability to resolve the risk/issue). At whatever level of the organization the resources are able to mitigate the risk in such a way that agency management can accept the residual risk, the process of elevating the risk will end.

See Attachment 3: DSHS Risk/Issue Process Flow Chart

See Attachment 4: Risk/Issue Tracking Sheet

**Attachment 3:
Departmental Program Management Office (DPMO)
Issue / Risk Flowchart**





**Attachment 4:
Departmental Program Management Office (DPMO)
Issue/Risk Identification and Tracking Sheet**

GENERAL TOPIC				
IDENTIFIED BY	Name of Project Manager		Name of Workgroup/Project	
TYPE	<input type="checkbox"/> Risk – May Happen <input type="checkbox"/> Issue- Happening Now <input type="checkbox"/> Risk or part of Risk elevated to Issue			
BRIEF DESCRIPTION Briefly describe the issue or risk to be resolved.				
DETAILED DESCRIPTION Potential Impact on Scope, Time, Cost, Quality. Other projects that may be impacted. (See Instructions)				
IMPACT LEVEL	<input type="checkbox"/> VERY HIGH – potential for extreme/ intolerable disruption in achievement of objectives or projects progress.			
	<input type="checkbox"/> HIGH – potential for major disruption in achievement of objectives or consolidation projects progress.			
	<input type="checkbox"/> MEDIUM – potential for significant disruption in achievement of objectives or consolidation projects progress.			
	<input type="checkbox"/> LOW – potential of moderate disruption in achievement of objectives or consolidation projects progress.			
	<input type="checkbox"/> VERY LOW – potential for minor disruption in achievement of objectives or consolidation projects progress.			
PROPOSED/ IMPLEMENTED ACTION STEPS FOR MITIGATION or RESOLUTION (if known)	Steps	Owner	Due Date	Status
History Event Log (Monitoring and Reporting by DPMO Issues/Risk Leads)	Event	Person Updating Issue	Date	
Brief Description When Resolved and Closed:				
Date:				



DSHS TRANSITION PLAN

DSHS IMMEDIATE RISK PRIORITIES

Several Risks Related to the Information Technology Infrastructure Present Challenges to DSHS Success.

- Reductions in IT staff may impede operations of DSHS by losing support for systems currently in place. Optimizing IT is a goal of DSHS, but immediate loss of critical functions may affect service delivery and long-term savings.
- Applications critical to Community mental health and state hospitals must continue to be developed and maintained.
- Gaps in staffing for the support and oversight of mental health Medicaid programs have resulted from employees transferring to DADS who currently supports both MH and MR Medicaid programs.
- IT planning is at risk from a lack of clarity regarding the overall enterprise vision.

Mitigation Strategy

- In coordination with the CPMO, DSHS DPMO, DSHS IRM, DADS IRM, and HHSC CIO staff will outline the scope of the IT risks and outline mitigation strategies that meet the enterprise-wide need.

Communication with Stakeholders

Informing stakeholders about organizational changes, changes in access to services, and changes of contact information is critical to their satisfaction with the services of DSHS

Mitigation Strategies

Department-wide communication strategies have been planned and more need to be established (such as the new DSHS website). Division-specific strategies need to be implemented in coordination with department-wide strategies.

Clarity of Roles and Responsibilities in Consolidated Functions and Programs

The clear articulation of the roles and responsibilities of consolidated and shared enterprise functions is central to enhancing accountability and increasing efficiency as we move through the transformation and beyond. Without documented business processes for consolidated functions and programs between and among the HHS agencies, the department faces a potentially serious risk of interruption of services. Articulating the business processes and best practices for enterprise functions and identifying responsible parties and points of contact for key elements of those functions will help ensure success of the transformation.

Examples of situations that require articulation of roles and responsibilities through such a definition of roles and responsibilities:

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- As staff that support current MHMR IT systems (such as client payment systems) are transferred to HHSC from MHMR, clear understanding of roles and responsibilities is needed to ensure that required activities are performed that ensure the systems function properly (e.g., payments are made in a timely manner).
- Ensuring that facilities support services (under HHSC direction) are coordinated with the facility management (under DSHS or DADS direction) is absolutely critical to the provision of services at each of the state schools and hospitals. Effective communication and timely response to needs must stem from clearly outlined processes and responsibilities.

Mitigation Strategy

At this time, DSHS is suggesting that the DPMO directors work together to propose a strategy to achieve the clarity described above. The strategy will outline the identification and prioritization of key consolidated or shared functions and the steps necessary to articulate business processes and responsibilities for each. The action needed from HHSC is a commitment to participate in the refinement of the strategy and to review and approve the final proposed strategy. Subsequent to that approval, we will ask that HHSC commit staff resources to executing the approved strategy.

Delay in posting rules for mandated rule changes.

Without the ability to post rules for public comment prior to the appointment of the advisory council in September, a statutory deadline (in HB 2292) for changing rules regarding 2-year licensing renewals may be missed. Fiscal impact is substantial for even a short-term delay (awaiting confirmation from budget office on specific figure).

Mitigation Strategy

CPMO directed DPMO directors to assess “emergency” status of rules change needs. If the situation is critical, then CPMO guidance indicates that Dr. Sanchez should speak to their HHSC executive contact.

Having assessed this risk as very high, DPMO has asked the Asst. Commissioner for Regulatory Services will provide Dr. Sanchez with a summary of key information. DPMO will ask Dr. Sanchez work directly with Dr. Bell to identify a solution.

Enterprise-wide Space Planning

Enterprise-wide space planning is also a strong concern at DSHS. With multiple agencies consolidating and relocating, the impact of poorly coordinated or multiple moves on staff could reduce productivity. It is almost inevitable that DSHS plans will affect, and be affected by, the plans of the other agencies.



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Mitigation Strategy
 DSHS is currently developing a DSHS space plan for DSHS staff and property. Our plan will be submitted to HHSC leadership for consideration and approval.

Loss of Subject Matter Experts
 Subject matter experts are being lost from all the legacy agencies, although MHMR and TCADA have been particularly affected. SMEs are also being pulled to participate in consolidation activities.

Mitigation Strategy
 This risk has been raised to the Transition Steering Committee.

EXAMPLES OF RISKS ALREADY RESOLVED

HR and RIF Policy Guidance
 In relation to Human Resources, staffing reductions have been requested by HHSC in the FY 2005 Operating Budget. Inadequate or delayed guidance could result in delayed salary savings and may otherwise leave the department at risk in the area of human resources.

Mitigation Strategy
 Guidance on human resource policies and procedures was provided, enabling DSHS leadership to execute a fast-track hiring process for the executive management team. The staffing planning process for managing the reductions in force are proceeding in conjunction with DADS and HHSC.

Legal Section
 DSHS legal staff waited for guidance from HHSC regarding the structure of the department's legal functions and staffing. We understand that work is underway at HHSC to resolve this issue and we encourage timely resolution of these issues. If this posting does not occur very soon, it will be difficult to have the legal management team in place in a timely manner.

Mitigation Strategy
 With attention from HHSC executive leadership, the HHSC Legal Plan was submitted July 1, 2004, and General Counsel positions were posted and filled.