

Appendix A

Description of System Planning Process

House Bill 2292, 78th Legislature, 2003, required the consolidation of strategic planning and evaluation functions for the HHS system at HHSC. In April 2003, before H.B. 2292 passed, HHSC convened a workgroup of legacy agency planners to make recommendations regarding the consolidation of planning and evaluation functions at HHSC. After passage of H.B. 2292, the workgroup re-convened to develop an implementation plan for the consolidation.

Part of the work prior to consolidation involved development of a scope statement to delineate the planning and evaluation functions that were strategic in nature, and thus would reside at HHSC, and those that were more tactical or operational in nature, and would remain with the service delivery agencies. The five-year Strategic Plans of Operation required by Texas Government Code, Chapter 2056, were clearly defined as in-scope for consolidation, though it was clear that service delivery agencies were key players in developing these plans for their respective agencies.

Planners and evaluators from the Texas Commission on Alcohol and Drug Abuse, the Department of Health, the Department of Protective and Regulatory Services, the Department of Human Services, the Texas Rehabilitation Commission, and the Department of Mental Health and Mental Retardation were transferred to HHSC on January 2, 2004 and joined with HHSC planning and research staff.

The planning unit organized into teams to reflect the five-agency structure under H.B. 2292, and took the lead in defining the approach and structure of the Plan and in producing the initial draft. Each of the four department Commissioners appointed a single point of contact or liaison to work with the consolidated planning staff. Liaisons were responsible for ensuring provision of needed data from their respective agencies, facilitating communications with department and budget staff, and coordinating reviews, comments, and executive approvals. Within this structure, HHSC planners worked with department staff to assess service delivery and service population trends as well as challenges and opportunities for the system and individual agencies. Updated service descriptions were also developed for discussion in the context of the new HHS goals.

In preparation for consolidation, the legacy agencies completed a systematic functional review process, which provided valuable reference material for preparing the Plan. The planning staff also relied on the *H.B. 2292 Transition Plan* as an important resource. The transition plan delineates the vision, mission, and guiding principles for the system as a whole, and it lays out a plan for agency and administrative consolidation. The transition plan also incorporates the input of many

public hearings across the state. These hearings reflect the views of multiple stakeholders: clients, advocacy groups, providers, and others.

In February 2004, with the appointment of Chief Financial Officers for each HHS agency, HHS planning staff and liaisons from each of the agencies began working with agency staff to draft goals, objectives, and strategies that would form the basis for the budget structure and the Legislative Appropriations Request for Fiscal Years 2006-2007. External factors, such as the need for a new federal cost allocation plan, required the rapid development of new budget structures that reflected H.B. 2292 provisions.

Concurrent with the development of the draft plan, the newly consolidated Program Performance and Evaluation Team designed a process for changing the performance measure structure for the HHS system. Agencies received review guidelines and listings of their respective performance measures. In each agency, subject matter experts conducted a thorough review of those measures according to specific review criteria and submitted proposed changes to legacy performance measures. The program performance and evaluation staff reviewed and aggregated the proposed changes to produce a set of measures that follows the approved budget structures for the five consolidated agencies.

All of these elements—goals, objectives, strategies, and performance measures—emerged from a thorough assessment of internal and external factors impacting the HHS system. The result is a system-level Strategic Plan that is unprecedented among Texas HHS agencies.