



House Committee on Border and International Affairs

August 26, 2004



Presentation Overview

Consolidation Activities

Integrated Eligibility and Call Centers

Adult Protective Services (APS)



Consolidation Activities

HHS Transformation

HB 2292, 78th Legislature, Regular Session, 2003, set a new direction for Texas to make it easier for Texans to find the care they need.

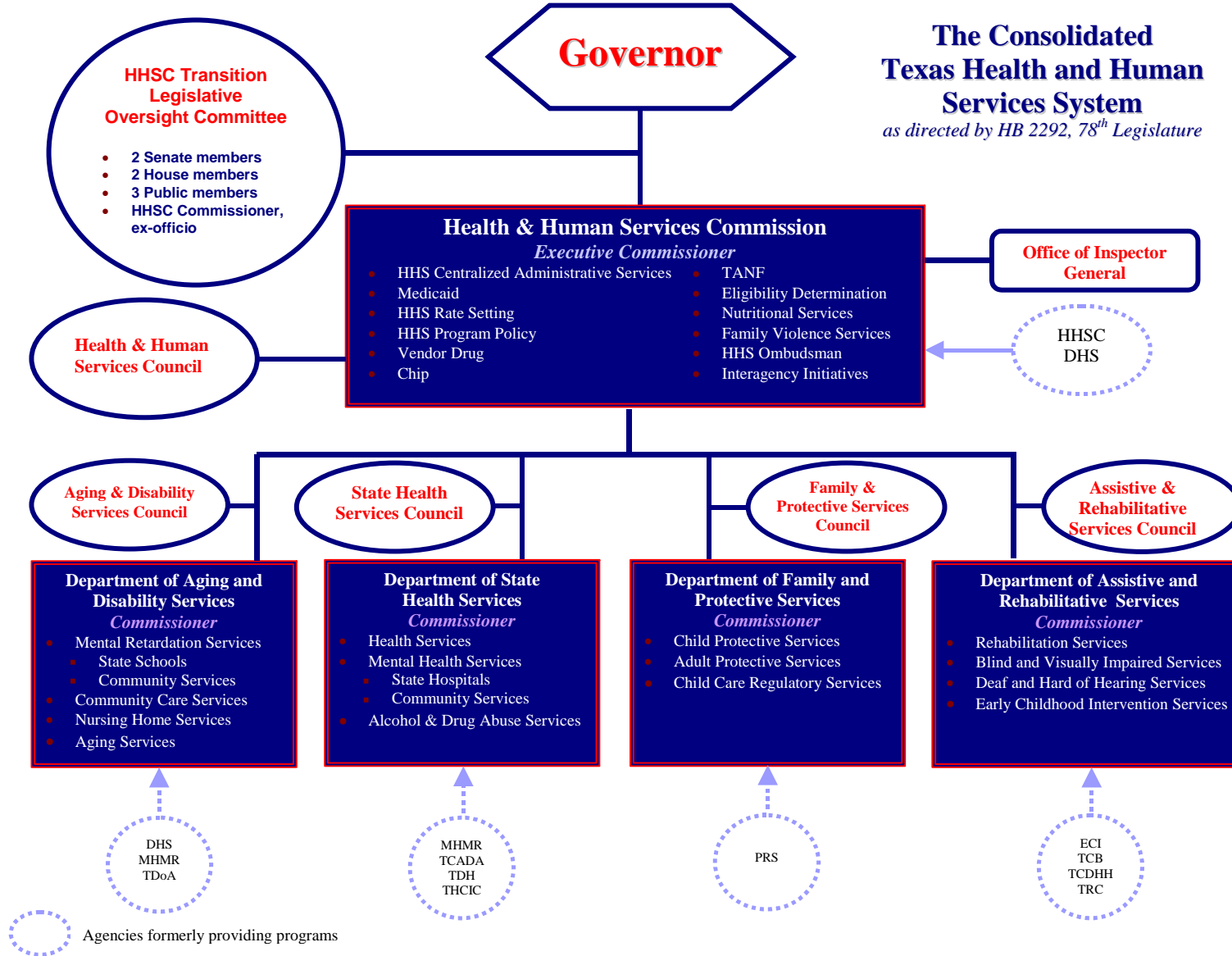
HB 2292 directives:

- Consolidate organizational structures and functions.
- Eliminate duplicative administrative systems.
- Streamline processes and procedures guiding delivery of health and human services

HB 2292 Goals:

- Improve Client Services
- Reduce Administrative Costs
- Strengthen Accountability
- Spend Tax Dollars More Effectively

Consolidation Organizational Structure



Consolidation Process

Consolidation Guiding Principles

- Focus on service delivery.
- Foster direct management accountability.
- Reorganize around common service delivery.
- Promote integration and consistency.
- Establish appropriate span of control.

Business Decision Guidelines

- Carefully compile decision criteria.
- Require an open and competitive procurement process.
- Establish strong contract management focused on performance and accountability.
- Develop a transition strategy for affected state employees.
- Provide open and active communications.

Consolidation Activities

Transformation Timeline:

- November 3, 2003 – Transition Plan delivered to the Governor and the Legislative Budget Board
- December 2003 – Appointed Commissioners for new agencies:
 - Thomas Chapmond, Department of Family and Protective Services (DFPS)
 - Terry Murphy, Department of Assistive and Rehabilitative Services (DARS)
 - James Hine, Department of Aging and Disability Services (DADS)
 - Eduardo Sanchez, Department of State Health Services (DSHS)

Consolidation Activities

Transformation Timeline:

- Agency Operational Dates:
 - February 1, 2004 – DFPS
 - March 1, 2004 – DARS
 - September 1, 2004 – DADS and DSHS
- January-February 2004 – Held public hearings on the proposed agency organizational structure.
- February 2004 – Held workshop with stakeholder organizations to develop guiding principles and operating procedures for Agency Councils
- March 2004 – Held public hearings to receive input into the development of the Agency Councils' guiding principles and operating procedures.

Consolidation Activities

Completed Administrative Consolidations:

- Human Resources
- Office of Civil Rights
- Procurement
- Planning and Evaluation
- Office of the Inspector General (OIG)

Administrative Consolidations in Progress:

- Financial Services
- Information Technology
- Legal
- Ombudsman
- Internal Audit
- Leasing and Facilities
- Regional Administrative and Service Delivery Structure

Communication Strategies

HHS E-News Service

- Provides regular updates and information including issue alerts about the transformation
- Subscribe to the E-News Service, go to
 - www.hhsc.state.tx.us/Consolidation/Consl_home.html

Employee Updates

- The *Connection Newsletter* for HHS employees
- Timely transition information sent to HHS employees by e-mail

Stakeholders

- Distribution list of 90 publications and list-servs for advocacy groups and other stakeholders

Impact of Consolidation on Border Region

- The availability and the delivery of services in the Texas-Mexico border region will be unaffected by agency consolidations.
- Over time, administrative efficiencies will support the allocation of more resources to direct services.



Integrated Eligibility (IE) and Call Centers

Integrated Eligibility and Call Centers

Overview

- HB 2292 in part:
 - Moves eligibility determination functions to HHSC
 - Directs the HHSC to examine ways to streamline eligibility determination processes
 - Requires the establishment of call centers, if cost effective
 - Requires contracting with private entities for the operation of call centers unless the Commission determines that contracting would not be cost-effective.



Integrated Eligibility and Call Centers

Progress to date

- February 2004 - Released Discovery Document
- March 2004 - Released Business Case (cost-effectiveness study)
- April 2004 – Published proposed rule in Texas Register
- April & May 2004 – Held 12 public hearings
- July 30, 2004 – Published Adopted Rule in Texas Register



Integrated Eligibility and Call Centers

RFP Timeline

- June 7, 2004 - Released Draft RFP
- July 22, 2004 - Released Final RFP
- August 5, 2004 – Held Vendor Conference
- August 13, 2004 – Vendor Questions Due
- August 31, 2004 – Vendor Questions Answered
- September 30, 2004 – Proposals Due

Future Activities

- Conduct evaluations and announce business decision
- Begin Implementation

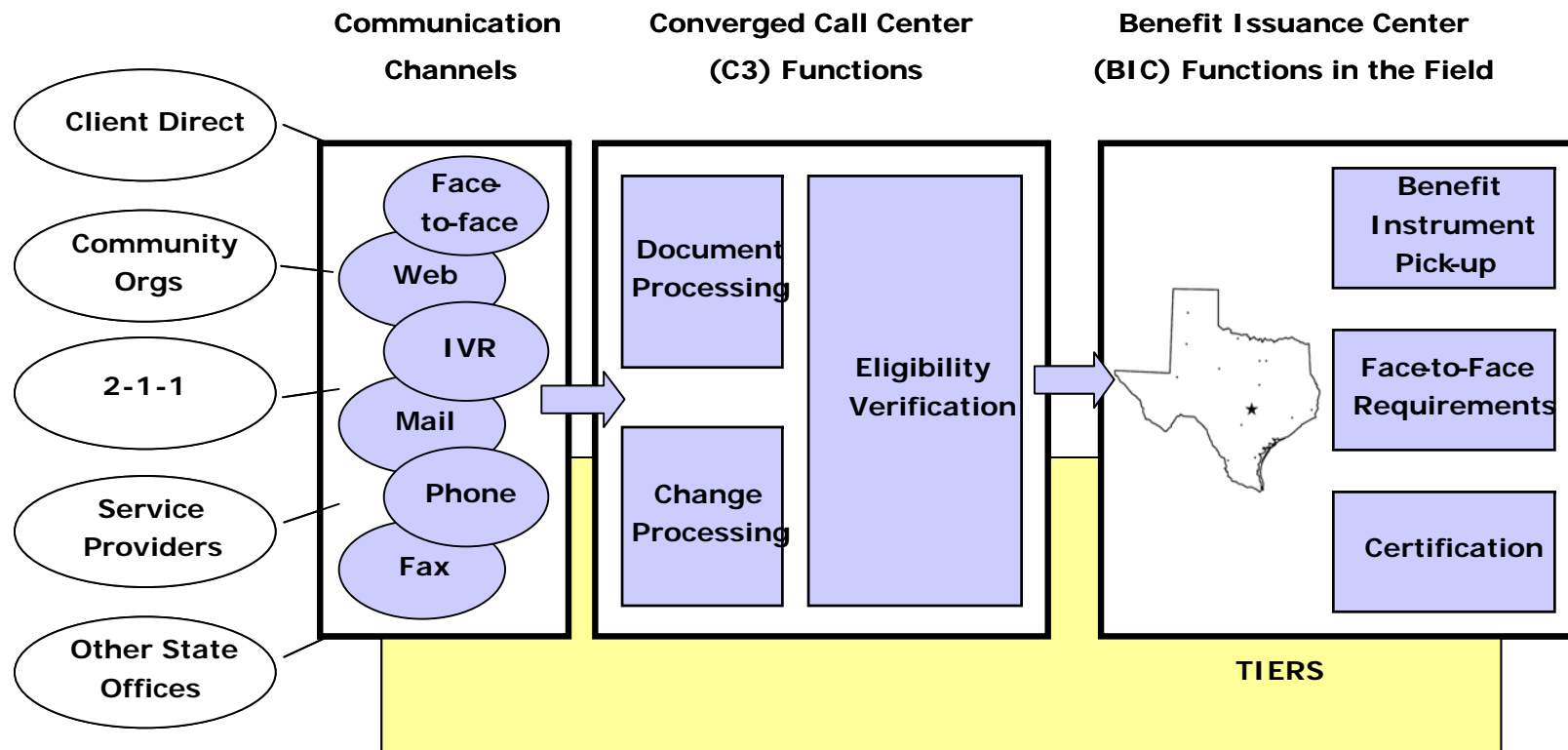
Integrated Eligibility and Call Centers

Current Status:

- Decisions on whether to outsource call centers functions has not been made.
- Decision on location of Benefit Issuance Centers and office consolidations has not been made.
- Location of call centers has not been determined.

Integrated Eligibility Model

Model for Integrated Eligibility Determination



Benefits of Proposed Model

- Improves client access
 - Model allows for multiple access points
 - Mobile units in rural areas
- Improves customer service
 - Consistency in processes
 - Clients no longer have to accompany their case information – case processing is centralized at C3 and wait times are reduced or eliminated
- Improves stewardship of taxpayer money, both State and Federal
- Improves community involvement

Benefits of Proposed Model

- **Client Benefits**
 - Increases convenience and decreases bureaucracy
 - Improves access and efficiency
 - Offers alternative access channels
- **Improves Worker Productivity**
 - Streamlines processes
 - Allows focus to be on value-added services
 - Increases efficiency and as a result reduces client complaints



Adult Protective Services (APS)

Overview of Governor's Executive Order

- Executive Order RP33 was issued on April 14, 2004, in response to reports in the El Paso area that indicated serious fundamental and systemic problems within the APS program.
 - The order directs the Health and Human Services Commission (HHSC) to oversee the systemic reform of the APS program of the Department of Family and Protective Services (DFPS).
 - Specific actions and outcomes required under the executive order:
 - Systemic reform;
 - Administrative & organizational reform;
 - Review of case files;
 - Increased use of technology;
 - Partnering with law enforcement & local communities; and
 - Review of statutes.

HHSC Response

- In mid-April 2004, a team consisting of Office of the Inspector General (OIG) and HHSC Internal Audit was deployed to El Paso to begin case reviews of more than 1200 cases involving 200 clients
 - The review focused on cases with referrals in the last two years and that had more than three total referrals to APS
- OIG continued case readings in Fort Worth (Region 3)
- HHSC began an examination of operational, policy, and other aspects of the APS program



APS Reform Key Dates

- May 19, 2004 – HHSC released 30-day Preliminary Findings Report to the Governor
- July 12, 2004 – HHCS released 90-day Implementation Plan Report to the Governor
- November 1, 2004 – HHSC will release 180-day Report to the Governor

30-Day - Preliminary Findings Report

The preliminary report indicated serious deficiencies existed in most all aspects of the APS program.

Major Findings:

- Case Readings indicated poorly performed assessments, inadequate documentation, and lack of appropriate follow-up.
- Performance levels of Region 10 were lower compared to statewide averages.
- Current capacity tool is ineffective and statistically weak.
- Conflict exist between guardianship and investigation within the same agency.
- Technology has not been developed or deployed to support the investigative process.
- Records indicated poor compliance with documentation requirements.
- Staff turnover twice as high in El Paso compared to the statewide average.
- Staff training is inadequate and inconsistent.
- Inconsistent application of procedures increase risk of outcomes.
- Lack of partnerships with local and community stakeholders hamper effective response to individuals.

Initial Reform Activities

June 2004 - HHSC held two work sessions with outside stakeholders.

- APS Investigative Outcomes Work Session
- Community and Judicial Relations Work Session

HHSC developed cross-agency workgroups to:

- Examine all aspects of the APS Program;
- Identify deficiencies; and
- Recommend corrective actions.

Workgroups:

- Investigation & Service Delivery
- Client Assessment Tool
- Guardianship
- Funding
- Mobile Technology
- Judicial Relations
- Community Relations
- Staffing
- Training
- Performance Management
- Records Retention
- IMPACT

Preparation of 90-Day Implementation Plan

HHSC's APS examination focused on:

- Ensuring clearly defined outcomes at each step of the APS involvement with clients including local partnerships that define and maintain ongoing services;
- Defining management structure and support systems that are clearly aligned with the outcomes defined for the APS process; and
- Identifying the current problems that prevent APS staff from achieving these outcomes.



90-Day Implementation Plan

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- July 12, 2004 – HHSC released the 90-day Implementation Plan to the Governor
 - Report outlines corrective actions to be taken in each area of the APS program and a general timeline for implementing reforms
 - Three underlying themes emerged:
 - Goals of APS are not well defined;
 - There is not a clear delineation of the APS process steps; and
 - Few performance standards exist for the APS process.



90-Day Implementation Plan: Timeline

First Phase:

- Development, clarification, and revision of APS policies
 - Implementation of these policies is anticipated by the fall of 2004

Second Phase:

- Development of procedures to ensure revised policies are effectively implemented
 - Development and implementation of revised procedures anticipated by the spring of 2005

Third Phase:

- Development of an administrative structure and supporting technology
 - Implementation of the administrative structure and technology anticipated by the summer of 2005

Current Activities

Three critical areas are receiving the highest priority:

- **Ensuring sufficient staff in critical areas of the state**
 - Debra Wanser hired as Assistant Commissioner of Adult Protective Services
 - El Paso is in the process of hiring a Program Administrator
 - 10 caseworkers are on loan to El Paso from other APS regional offices
- **Development and deployment of a new Risk Assessment Tool**
 - Tool will review all aspects of the clients life including living conditions, physical & medical status, mental health, financial, social interaction and support
 - Field testing of the new tool will begin in fall 2004
- **Expanding the capacity of local Guardianship Programs**
 - Additional funds for local communities to expand guardianship infrastructure