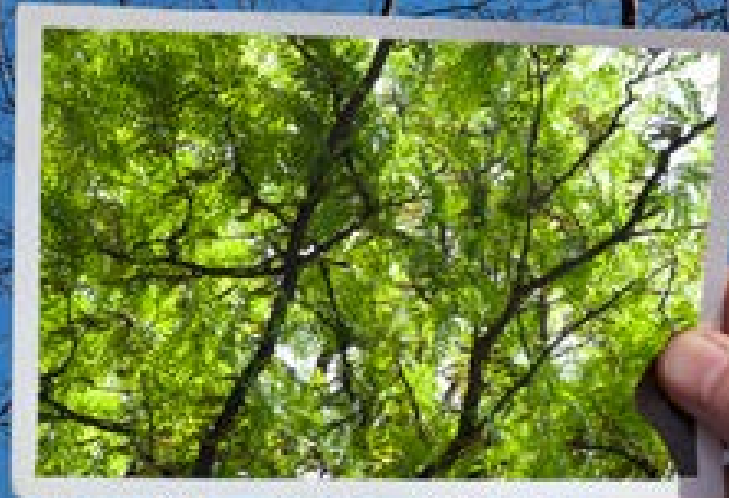


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Southeast Minnesota Human Services Redesign



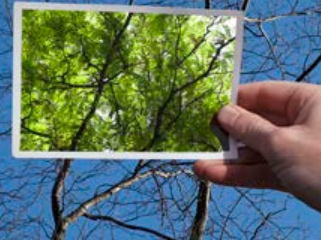
Implementation Playbook
July 2012

 **accenture**

Human Services
Empowering Services, Improving Lives

Implementation Playbook

Executive Summary



The SE MN Human Services Redesign Implementation Playbook defines the approach, timeline, and activities needed to implement a service delivery authority (SDA). Building on the Operating Model, the Implementation Playbook outlines the following:

- **Implementation Methodology** – The recommended implementation approach is organized into three phases, across eight functional workstreams. The capabilities of the redesigned organization are recommended to be deployed in the following order: 1) Administration, 2) Consumer Contact Services, 3) Support Services, and 4) Social Services.
- **Implementation Roadmap** – The anticipated implementation timeline is approximately 24-36 months from start to completion. The SDA is assumed to realize full operational benefits 36 months from the start of implementation.
- **Implementation Activities** – To achieve the implementation timeline, key activities are essential across eight functional workstreams throughout three phases: Mobilize, Cross-Functional Detailed Design, Execute.
- **Governance Structure** – The SDA will require the current governance structure, led by the Steering Committee, during the first two phases (Mobilize and Cross-Functional Detailed Design). Once counties vote to opt in for 5 years at the completion of these phases, decision making will be controlled by the proposed Governing and Executive Boards.
- **Critical Success Factors** – The implementation will need to minimize impact to consumers and employees, and will occur within the context of related local and state initiatives.

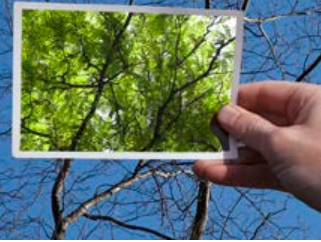


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- Governance Structure
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Background

From Blueprint to Implementation



The redesign project has three phases -- following the initial blueprint and design phases, this implementation planning document represents the third phase of SDA design and development.

Blueprint

1. Establish strategic intent and scope of SDA

- What is *the strategic intent* of establishing the SDA? Cut costs? Deliver better service?
- What is *the right scope* of the SDA? Which processes? Which operating organizations?

Design

2. Define operating model and business case

- How do we regionalize the administration and delivery of human services?
- How should we redesign our service delivery?

Implementation

3. Develop implementation plan and change approach

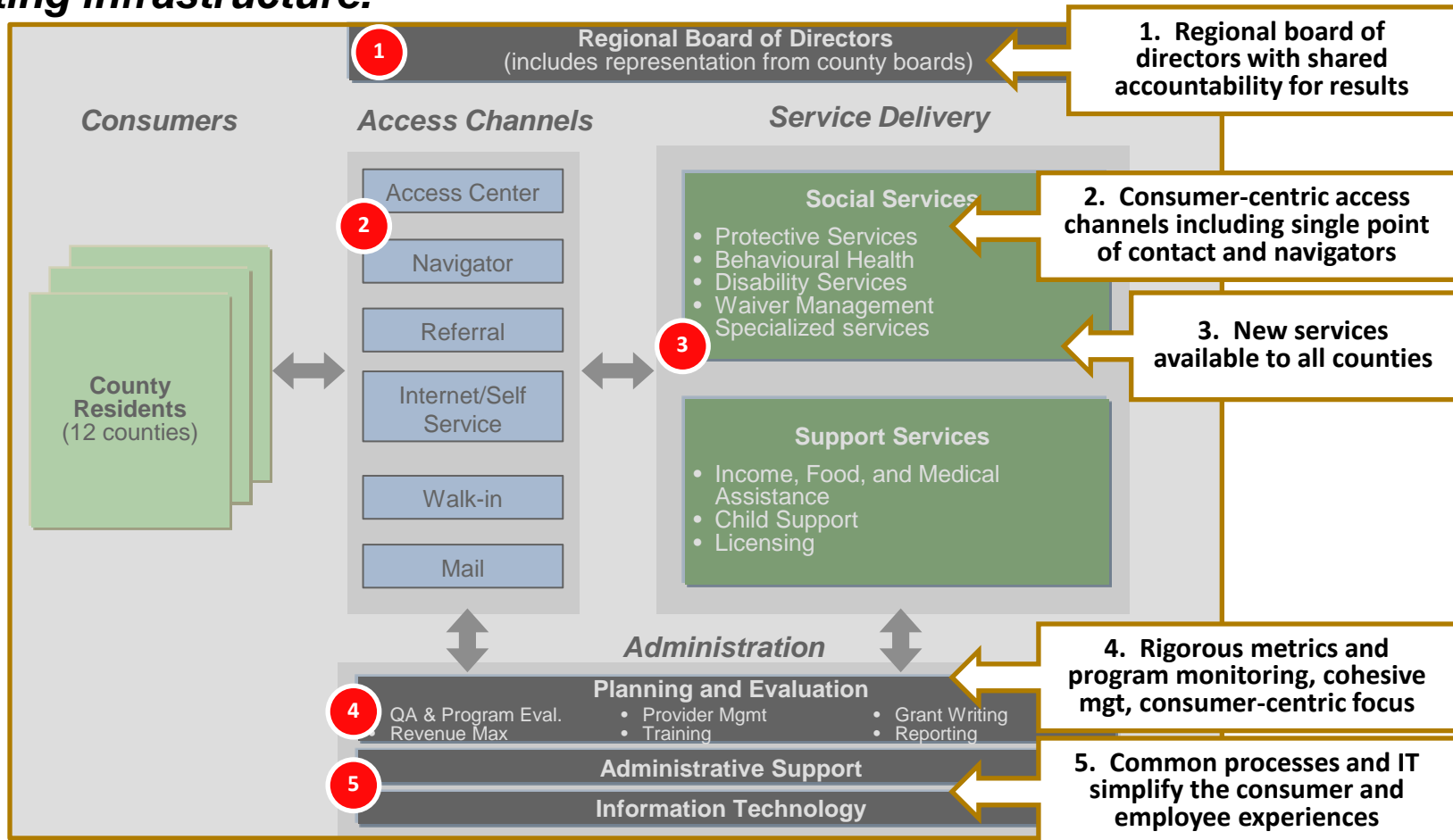
- What is the portfolio of initiatives required to implement SDA? How should they be prioritized? How should we organize the program?
- How should the change be managed to ensure that goals are achieved - securing buy-in and creating a new high performing operating model?



Background

Operating Model Overview

The redesigned service delivery model includes key changes including regional governance, consistent access and quality of care, and robust supporting infrastructure.



Background

Key Expected Benefits of SDA



By redesigning the current service delivery model, the regional operating model provides improved efficiency and better outcomes for consumers.

Better Services

- All participating counties will have access to an expanded menu of human services
- Improves program and resource effectiveness through consistent management, training, metrics tracking, and quality assurance processes
- Enables consistent service levels for all regional consumers

More Access Points

- Provides one regional contact center with accurate information and consistent services
- Online and phone access channels (as well as in-person) gives the public greater ability to reach services at the times and places that work for their lives

Local and Regional Control

- Helps assure local needs and regional decisions, rather than decisions of St. Paul and Washington, will drive the region's human services delivery
- In an environment of increasing expectations for local accountability, ability to chart the region's course for the future

Lower Costs

- Offers the 12-county region \$35 million of cost avoidance over the next five years
- Creates a sustainable cost structure to support the growing population and mitigate declining state funding

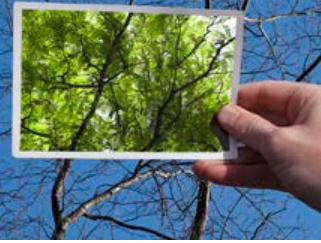


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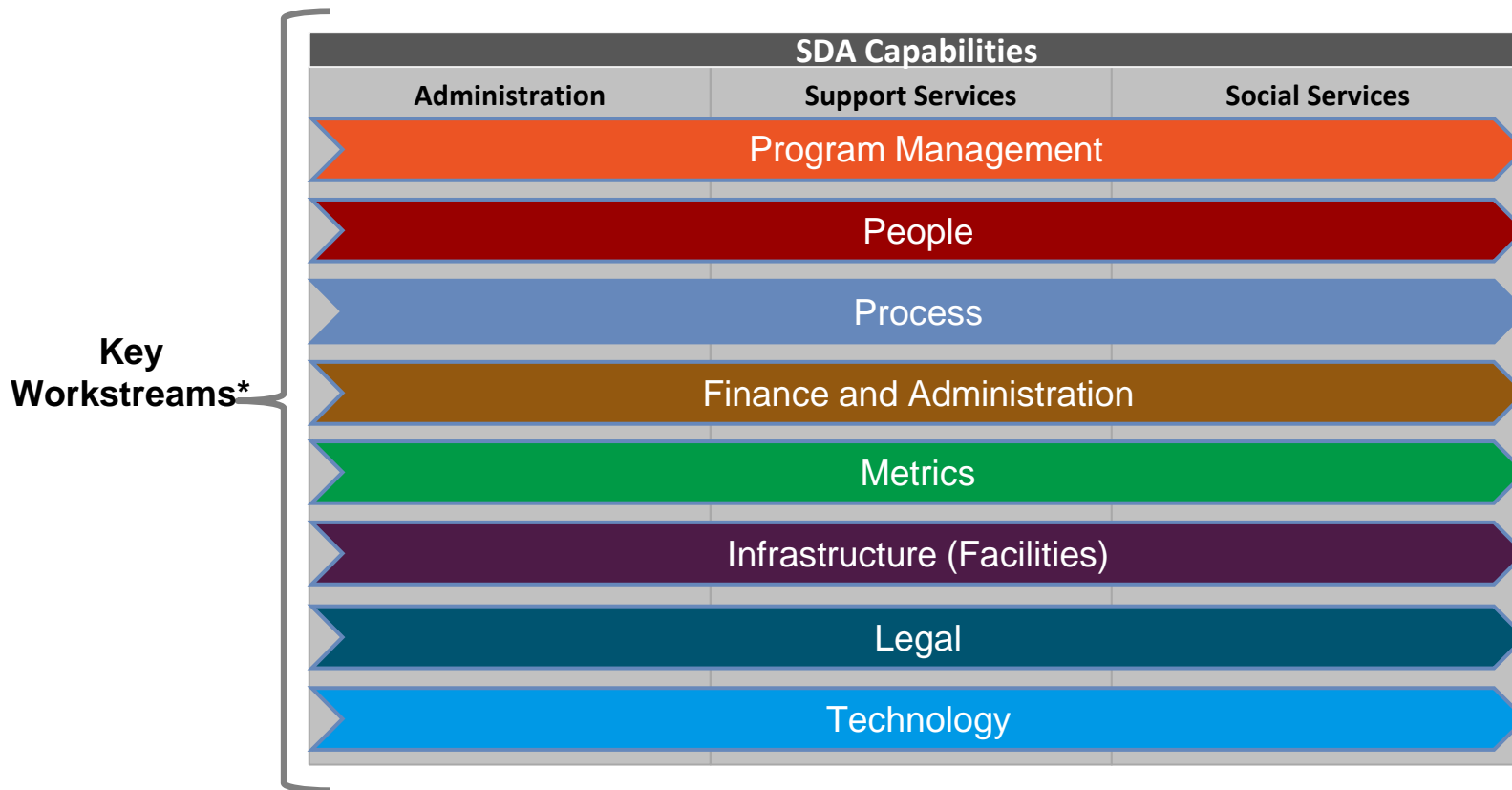
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Roadmap

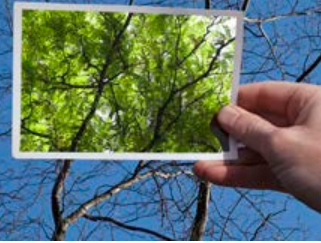
SDA Implementation Framework



Implementation of the redesigned operating model requires dedicated progress on eight functional workstreams across each of the SDA's primary capabilities.



*Note: The workstreams above are not intended to be interpreted as an organization chart. SDA leadership must select the team composition appropriate for the implementation.



Roadmap

Timeline and Key Milestones

Implementation activities are organized into three phases – Mobilization, Cross-Functional Detailed Design, and Execution.

Month

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 +

Mobilize

- Revise operating model and business case
- Establish funding for Cross-Functional Detailed Design phase
- Mobilize program management
- Mobilize communications and change management
- Confirm and convene governance bodies
- Develop plan/schedule for Cross-Functional Detailed Design

Cross-Functional Detailed Design

- Execute plan for all cross-functional capabilities (incl. HR, Technology, Facilities, Admin, Legal, etc.)
- Execute communications plan

Execute

Pilot

Build/Develop

Deploy

- Conduct pilots for each type of redesigned program area/capability
- Develop and deploy all redesigned program areas/capabilities
- Execute communications plan

Key Milestones



Milestone 1
Counties Vote to begin Implementation



Milestone 2
Counties Vote for 5-year In/Out



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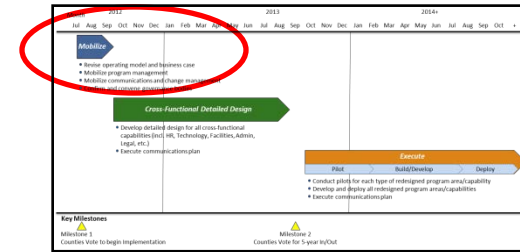
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Key Implementation Activities

Mobilize



The Mobilize phase, consisting of the first 1-2 months of implementation, focuses on standing up the necessary plans and infrastructure in response to the June/July county vote.



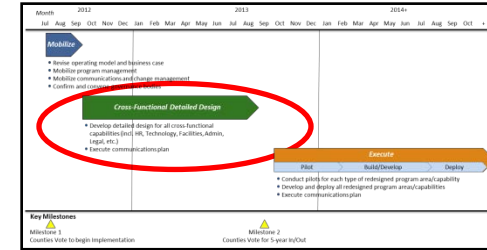
- Revise operating model and business case based on participating counties
- Establish & confirm funding for Cross-Functional Detailed Design phase
- Confirm and convene governance body (Steering Committee)
- Mobilize program management
- Mobilize communications and change management approach
- Develop plan & schedule for Cross Functional Detailed Design phase



Key Implementation Activities

Cross-Functional Detailed Design

The Cross-Functional Detailed Design phase, requiring 8-10 months of analysis, focuses on answering the functional questions county boards will have before formally implementing the SDA.



Program Management

- Manage detailed design workstreams
- Execute communications plan

People

- Create management and administrative structure
- Develop HR transition plan
- Develop implementation plan for Navigator program
- Develop transition plan for internal and external providers of services
- Negotiate with unions to transition to new organization and new way of doing business

Finance and Administration

- Develop plan for administrative systems to be established
- Develop plan procuring space needs
- Develop plan for approach to provider contracting
- Develop detailed financial projections

Metrics

- Develop SDA performance metrics and collection/reporting processes

Infrastructure (Facilities)

- Develop facilities placement and use assessment and plan

Legal

- Identify source for external/specialized legal support
- Manage SDA legal certification process

Technology

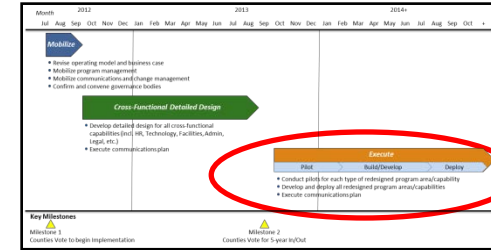
- Design regional electronic document management system (EDMS)
- Develop call center / regional telephonic access channels
- Design regional web presence
- Develop detailed approach for upgrading physical hardware
- Develop procurement strategy for SDA infrastructure
- Identify and evaluate changes required to existing technology to support regionalization and process changes
- Work with DHS on timing and approach for eligibility system replacement



Key Implementation Activities

Execute

The Execute phase, commencing after counties have voted on whether to go forward with the SDA, focuses on building out and deploying the SDA program areas.



Program Management

- Revise detailed design documents based on participating counties
- Manage execution workstreams
- Confirm and convene governance bodies

People

- Transition employees into new structure
- Implement changes to navigator programs
- Implement changes to internal and external providers

Process

- Redesign business processes to reflect regional model and Systems of Care philosophy

Finance and Administration

- Implement contractual changes to relationship with counties – leasing, indirect costs, etc.
- Implement procurement changes – regional contracts, rationalization of rates, streamlined processes (delegation, approval, procurement)
- Build regional financial management and reporting

Metrics

- Implement SDA performance metrics and collection/reporting processes

Infrastructure (Facilities)

- Execute on facilities assessment and use plan

Legal

- Execute on legal considerations (specialized support; certification)

Technology

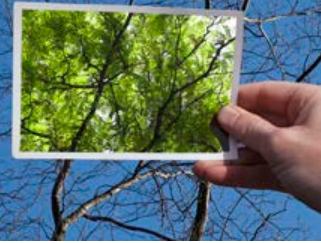
- Develop and deploy regional EDMS system
- Deploy regional approach for management systems (incl. Finance, HR, Procurement, SharePoint)
- Implement call center / telephonic access channels
- Deploy regional web presence
- Implement approach for upgrading physical hardware
- Procure SDA infrastructure provider
- Work with DHS to integrate regional technology with state systems and coordinate replacement of state systems

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Deployment Sequencing Strategy Considerations



The Execute phase is organized by waves of deployment, each preceded by pilot programs to verify effectiveness of redesigned program areas and capabilities before deploying the full capability to stakeholders.



Pilots

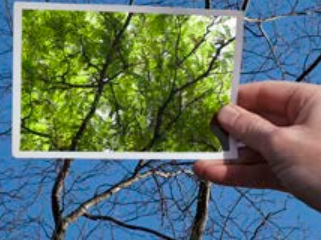
- Pilot each type of service/capability (rather than every service)
- Dedicate several months per pilot (more time for higher touch services)
- Include different types of counties in pilot (e.g., different sizes)
- Be inclusive in the design and assessment of pilots (across many stakeholders)

Waves of Deployment

- Develop approach based on lessons learned from pilots
- Define a rhythm for deployment – establish how/when each capability will be rolled out
- Sequence program areas/capabilities based on established criteria
- Consider critical success factors along the way

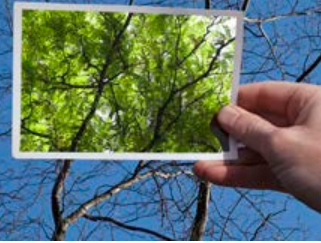
Deployment Sequencing Strategy

Sequencing Criteria



The proposed sequencing strategy for the Execute phase ‘waves of deployment’ approach balances aspects of the following criteria to maximize business benefit while minimizing operational risk.

#	Criteria	Characteristics
1	Minimized impact on consumers	<ul style="list-style-type: none"> Ensures that consumers are least affected by the changes of the organization
2	High priority by stakeholders	<ul style="list-style-type: none"> Highlights capabilities with visibility to stakeholders – establishing quick wins, building morale, and establishing culture
3	Increased standardization / scalability	<ul style="list-style-type: none"> Reduces risk and complexity through repeatability and lower incremental costs
4	Readiness for change	<ul style="list-style-type: none"> Capitalizes on existing momentum and opportunities for quick-wins across the capabilities
5	Dependency for other phases	<ul style="list-style-type: none"> Reduces delays and rework from phase to phase by ensuring that deployments that are dependent on others being completed are sequenced later in the timeline
6	Ease of transformation	<ul style="list-style-type: none"> Sequences processes with least complex processes first Considers unique needs of certain users due to complex transactions



Deployment Sequencing Strategy

Program Areas / Capabilities

Based on an evaluation of the criteria, the program areas/capabilities should be implemented in the following sequence: 1) Administration, 2) Consumer Contact Services, 3) Support Services, and 4) Social Services.

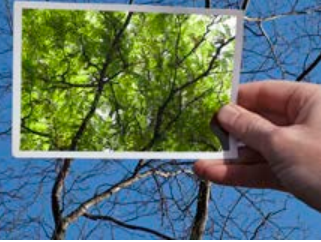
Criteria	Consumer Contact Services	Adult Services	Support Services	Children, Youth, and Family Services	Admin.
1. Minimized impact on consumers					
2. High priority by Stakeholders					
3. Increased Standardization / Scalability					
4. Readiness for Change					
5. Dependency for other Phases					
6. Ease of Transformation					
Overall Sequence	2	4	3	4	1

Legend	Least Desired	Most Desired
---------------	---------------	--------------

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Governance Structure Implementation Org. Chart

An inclusive and consensus-based governance structure is imperative to a successful implementation; Once counties vote on whether to join for 5 years, the SDA governing board will take over decision-making from the Steering Committee.

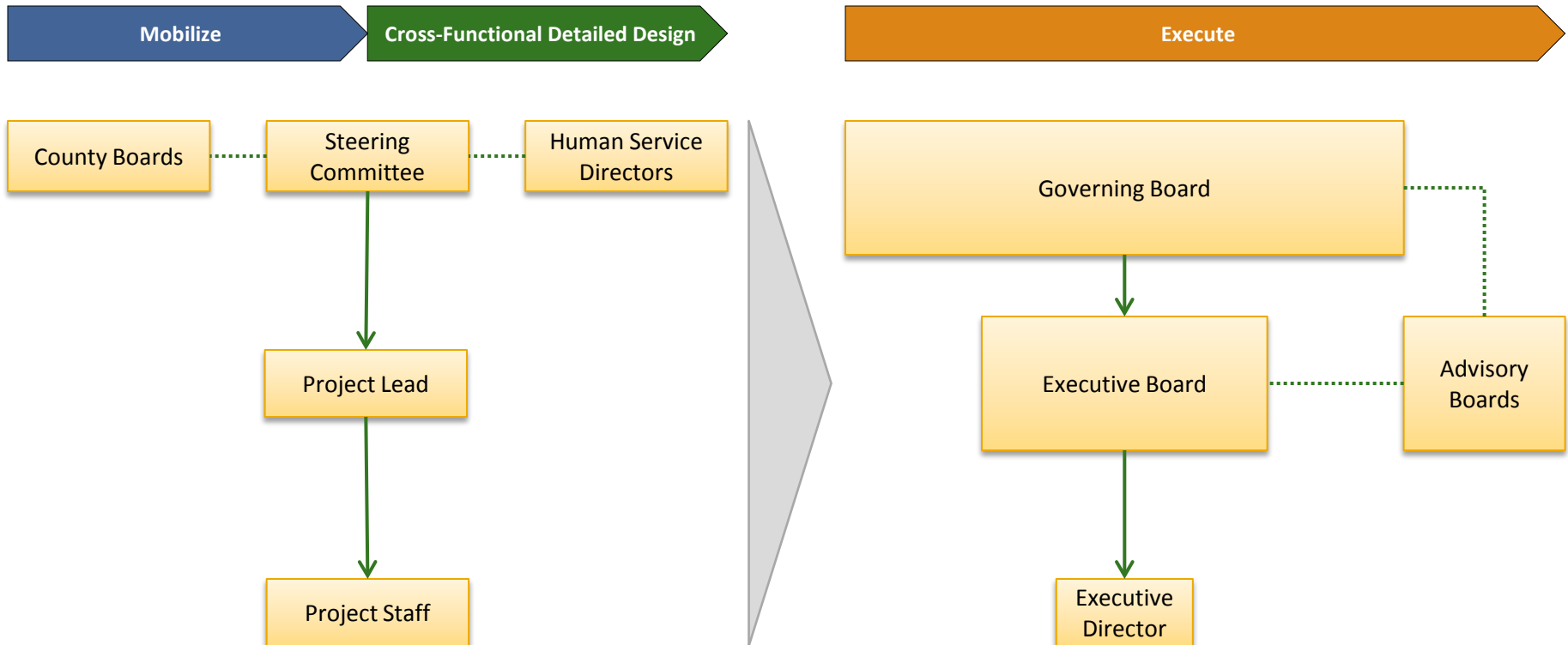


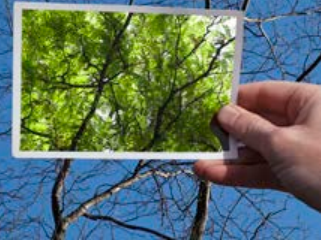
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Implementation Considerations

Key Related Initiatives

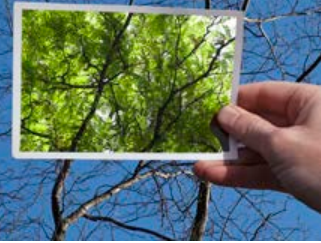


During implementation, the SDA will need to coordinate with a number of related local and state initiatives.

- Services
 - Child support regionalization
 - Increased state role in waiver management
 - State administration pilots for child care licensing
 - Public health coordination/mergers
- Legal
 - SDA metrics development process
 - MAGIC act
- Infrastructure
 - Regional EDMS implementation
 - State technology activity - Integrated eligibility system replacement, online portals, etc.
- Governance
 - MN legislative schedule
 - Local board elections

Implementation Considerations

Critical Success Factors

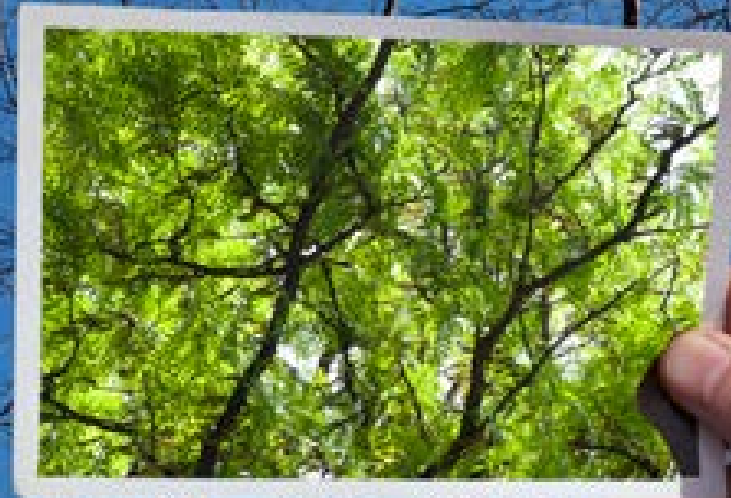


In addition to implementing redesigned capabilities, organizational culture must be addressed in order to ensure sustainable and effective change.

1. Maintain a laser-like focus on the consumer
2. Ensure leadership commitment and involvement – from commissioners, directors, DHS, and legislators
3. Create a new culture and have everyone in organization commit to it from early on
4. Prepare stakeholders for the change and provide a seat at the table for consumers, employees, unions, elected officials, and citizens
5. Make key changes decisively – form a new identity, implement structural changes
6. Safeguard project execution via ongoing issue and risk management

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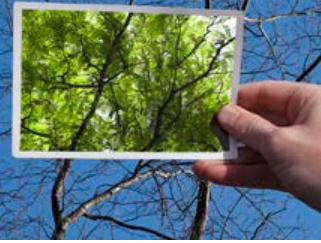
Southeast Minnesota Human Services Redesign



Appendix

Key Activities by Workstream

Program Management



Key Steps / Considerations:

Cross-Functional Detailed Design

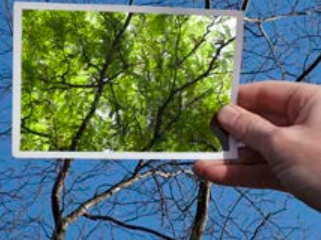
- Manage detailed design workstreams
- Execute communications plan

Execute

- Revise cross-functional detailed design documents based on participating counties
 - Identify components of design documents that require re-design due to vote
 - Work with counties to confirm updated operating model
- Manage execution workstreams
 - Coordinate transition to program leadership teams
 - Execute communications plan
 - Execute implementation plan
- Confirm and convene governance bodies
 - Develop governing bylaws
 - Appoint membership to Governing Board
 - Conduct elections to Executive Board
 - Identify external involvement, as needed, to governing bodies
 - Confirm formal decision-making model and adhere to regular schedule in reporting, decision-making and meetings
 - Define composition and membership of Advisory Boards

Key Activities by Workstream

People



Key Steps / Considerations:

Cross-Functional Detailed Design

- Create management and administrative structure
 - Develop hiring plan and recruit SDA executive team
 - Develop staffing model for project manager and program management office and recruit personnel
- Develop HR transition plan
 - Inventory employee programs /practices at each current organization, e.g., salary grades, benefit and pension plans, performance management, training
 - Validate current employee info
 - Identify gaps between future state design and current reality
 - Determine effort required to close the gap
 - Develop approach for cross-training, horizontal collaboration, and workforce development and training
- Develop implementation plan for Navigator program
 - Develop vision for future navigator program
 - Inventory and map existing resources and capabilities
 - Identify gaps and opportunities for growth
 - Develop approach for growing/strengthening the program
- Develop transition plan for internal and external providers of services
 - Inventory and map existing providers across all services
 - Identify areas of overlap and/or gaps
 - Confirm future needs for providers
 - Develop approach for migrating existing providers, adding/removing providers, etc.
- Negotiate with unions to transition to new organization and new way of doing business

Execute

- Transition employees into new structure
 - Select future benefits plan and transition employees onto it
 - Adjust job descriptions
 - Adjust reporting relationships
- Implement changes to navigator programs
- Implement changes to internal and external providers

Key Activities by Workstream Process



Key Steps / Considerations:

Cross-Functional Detailed Design

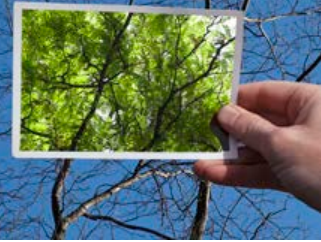
- N/A

Execute

- Redesign business processes to reflect regional model and Systems of Care philosophy
 - Inventory and map existing business processes
 - Define future-state business processes and desired outcomes
 - Evaluate gaps between existing and future business processes
 - Design implementation plan to achieve target process
 - Deploy process changes

Key Activities by Workstream

Finance and Administration



Key Steps / Considerations:

Cross-Functional Detailed Design

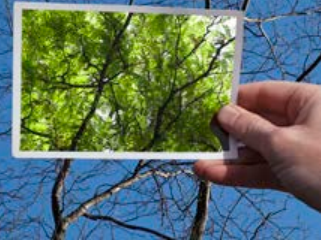
- Develop plan for administrative systems to be established
 - Evaluate options for finance, procurement, HR/payroll, & other administrative systems
 - Put agreements and/or contracts into place for administrative systems based on evaluation
- Develop plan procuring space needs
 - Review facilities needs evaluation
 - Develop plan for who to approach for identified space needs
 - Develop detailed cost estimates for space needs
- Develop plan for approach to provider contracting
 - Compile list of potential providers by program
 - Develop plan for how to evaluate & select providers
 - Manage communications with providers to keep them engaged and to learn best and most effective ways to work with them
- Develop detailed financial projections
 - Compile cost estimates from other planning activities in this phase
 - Develop projected Income Statements, Balance Sheets, Cash Flow Forecasts

Execute

- Implement contractual changes to relationship with counties – leasing, indirect costs, etc.
- Implement procurement changes – regional contracts, rationalization of rates, streamlined processes (delegation, approval, procurement)
- Build regional financial management and reporting

Key Activities by Workstream

Metrics



Key Steps / Considerations:

Cross-Functional Detailed Design

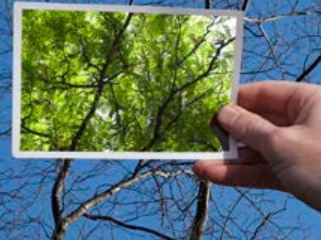
- Develop SDA performance metrics and collection/reporting processes
 - Work with SDA Steering Committee on Performance and Outcome Reforms to understand new mandated metrics
 - Develop approach for regional strategic planning and performance management
 - Develop additional SDA-specific goals and performance metrics for non-program areas (e.g., satisfaction levels, return on taxpayer investment, operational service levels)
 - Develop processes for collecting and reporting regional metrics

Execute

- Implement SDA performance metrics and collection/reporting processes

Key Activities by Workstream

Infrastructure (facilities)



Key Steps / Considerations:

Cross-Functional Detailed Design

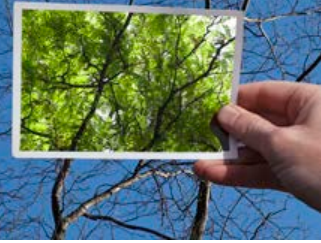
- Develop facilities placement and use assessment and plan
 - Evaluate existing real estate portfolio
 - Evaluate existing workplace strategies
 - Confirm future needs – consumer, employee, facility, etc.
 - Design roadmap for redesigned facilities strategy

Execute

- Execute on facilities assessment and use plan

Key Activities by Workstream

Legal



Key Steps / Considerations:

Cross-Functional Detailed Design

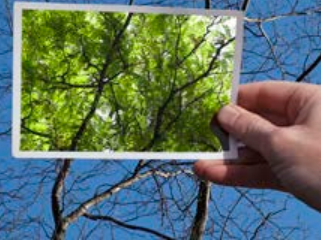
- Identify source for external/specialized legal support
- Manage SDA legal certification process
 - Notify SDA redesign council of intent to establish and develop brief description of proposed changes for consideration by council
 - Work with DHS, county attorneys, and leadership team to confirm list of desired regulatory changes
 - Work with DHS to develop MOU for SDA development
 - Coordinate with DHS and legislature on necessary regulatory changes
 - Assess opportunities and impacts of MAGIC act

Execute

- Execute on legal considerations (specialized support; certification)

Key Activities by Workstream

Technology (1/2)



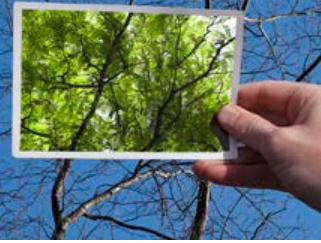
Key Steps / Considerations:

Cross-Functional Detailed Design

- Design regional electronic document management system (EDMS)
 - Analyze scope and nature of organizational needs for EDMS
 - Develop business and functional requirements
 - Conduct product selection
- Develop call center / regional telephonic access channels
 - Confirm target access channels (e.g., 211)
 - Determine regional demand for telephonic access
 - Identify existing regional capacity and capabilities
 - Identify requirements (physical/virtual, technical/business)
 - Design infrastructure (call center, network, operations)
 - Confirm design with stakeholders
- Design regional web presence
 - Confirm target access channels (e.g., regional website)
 - Identify existing resources and target platform
 - Develop approach for migrating to target platform
- Develop detailed approach for upgrading physical hardware
 - Confirm physical hardware needs
 - Identify existing resources
 - Develop approach, source, and timeline for upgrading equipment
- Develop procurement strategy for SDA infrastructure
- Identify and evaluate changes required to existing technology to support regionalization and process changes
- Work with DHS on timing and approach for eligibility system replacement

Key Activities by Workstream

Technology (2/2)



Key Steps / Considerations:

Execute

- Develop and deploy regional EDMS system
- Deploy regional approach for management systems (incl. Finance, HR, Procurement, SharePoint)
- Implement call center / telephonic access channels
 - Install and configure data center equipment
 - Deploy and test solution
 - Conduct post-deployment activities
- Deploy regional web presence
- Implement approach for upgrading physical hardware
- Procure SDA infrastructure provider
- Work with DHS to integrate regional technology with state systems and coordinate replacement of state systems