IA Health and Human Services Alignment Assessment

Project Plan Summary

August 2021

Outline

Purpose

The Project Plan aims to:

- Clarify the ways **both agencies** – Iowa Department of Public Health (IDPH) and Iowa Department of Human Services (DHS) – and Public Consulting Group (PCG) will be engaged throughout the assessment

- Outline the work to identify and analyze the opportunities for alignment **across and within the agencies**

- Describe the ways **internal and external stakeholders** will be contributing to this assessment and moving the work forward through a transparent decision-making process

- Break down the effort into discrete tasks and includes timeframes and responsibilities for each task

- Track project-related risks that threaten progress and plans for risk mitigation- These will be updated as new project risks emerge

Alignment Assessment Goals

IDPH and DHS have engaged PCG to support its Health and Human Services Alignment Assessment to help plan, organize and implement the alignment of program and service delivery across IDPH and DHS. The specific goals for this initiative are to:

1. Identify **clear, shared program goals.**

2. Align and integrate programs, practices and policies to **improve delivery of services** and most effectively leverage available funding sources.

3. Establish a **"no wrong door policy"** providing comprehensive and seamless access to the array of services and supports available to those in need.

4. Identify **cross-cutting technology systems** to capture client and population level information across programs, and other appropriate data sharing that meet the standards and needs identified by federal and state funding opportunities.

5. Align individual provider and program level **licensing, certification and accreditation reviews**.

Alignment Assessment Goals (continued)

6. Identify effective and appropriate **workload distribution** and methods for ongoing client management, including caseload management.

7. Identify **community-based stakeholders** (organizations and community members) **and other stakeholders to provide input and guidance** to the Departments' programmatic and policy efforts through opportunities for collaboration and partnership, including and especially those organizations working with the populations served by the Departments as well as community members who participate in/have a relationship with the Departments' programs and services.

8. Identify potential for **expanded funding sources**.

9. **Engage all levels of staff** including field, front line and program staff to inform the Departments' established goals and project plans.

10. Create an **organizational structure** that optimizes delivery of services, supports efficiency and ease of work for staff, and integrates the Departments' programs and services with community and other available resources.

Units and Programs Excluded from the Assessment

Selected public health activities housed within IDPH are excluded from the redesign scope of work due to the nature of their work and limited overlap with DHS operations and populations. These offices include:

- Professional Licensure Boards
- Health Statistics (vital records/statistics)
- Medical Cannabidiol
- Infectious Disease
- Acute Disease Prevention
- Emergency Response and Environmental Health
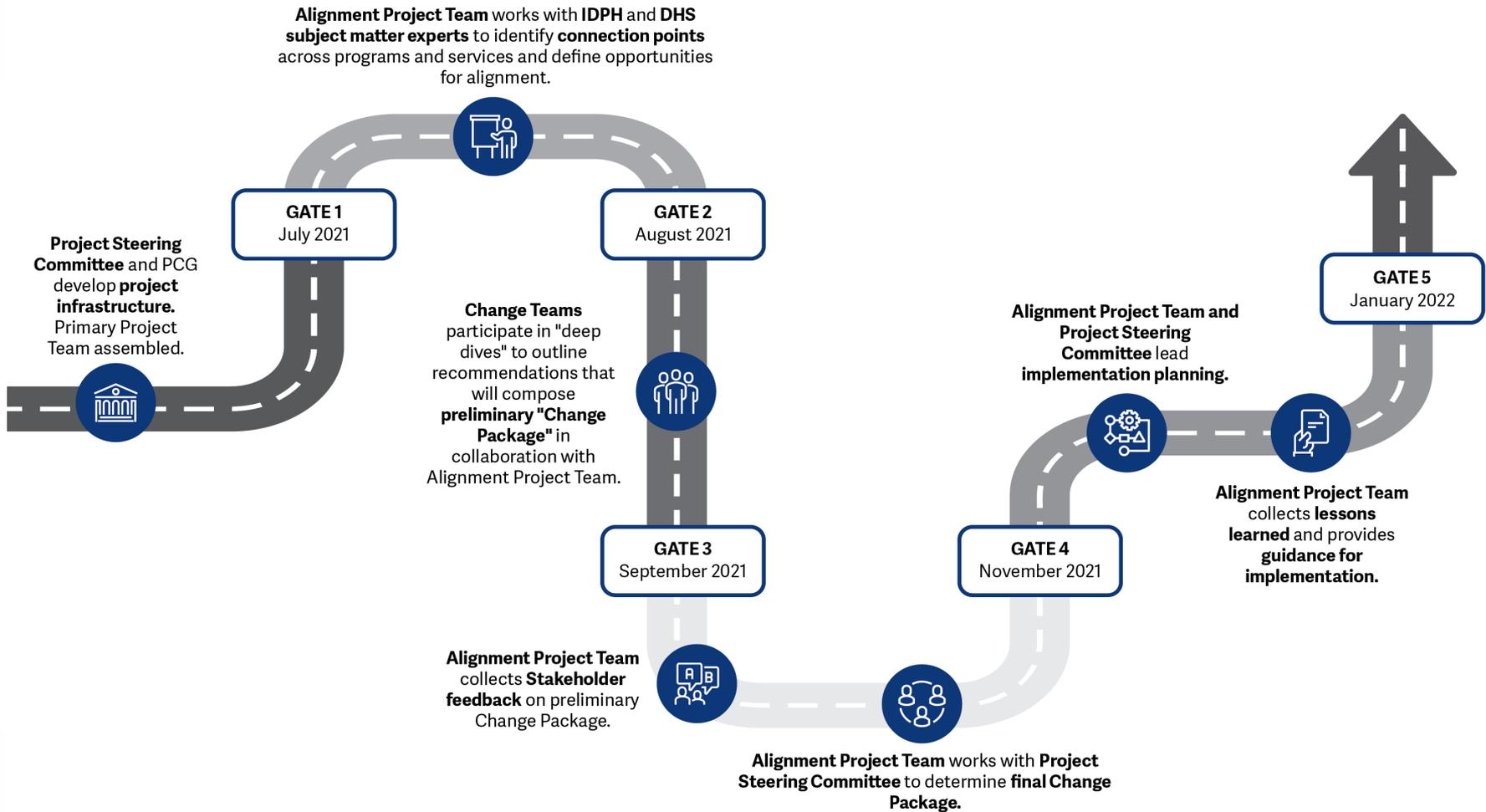
Key Stakeholders and Workgroups

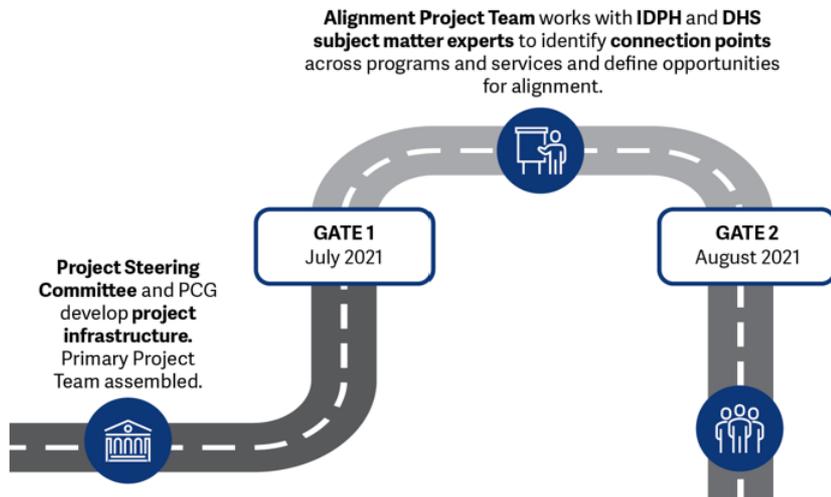| Group	Description	Roles & Responsibility
Executive Team/Director	IDPH-DHS executive team, led by the Director	Makes final executive decision if consensus decision is not reached
Project Steering Committee	Includes senior IDPH and DHS executives	Sets project direction and maintains oversight. Provides final approval for recommendations and is accountable for implementation
Alignment Project Team	Includes 8-10 representatives from multiple levels and agencies	Responsible for implementing the Project Plan
Project Management Team	Includes PCG and state staff	Provides day-to-day Project Management, coordinates resources, tracks progress. Functional support, such as communications. Produces deliverables (PCG)
Change Teams	Subject matter experts assigned to specific Connection Points	Charged with road testing Connection Points and developing detailed recommendations
External Stakeholders	Service providers, advocates, clients, lawmakers, funders, and general public	Provides ideas, input, and feedback in the process
Internal Stakeholders	IDPH and DHS staff who are not assigned a formal role on the project	Provides ideas, input, and feedback in the process

Alignment Assessment Approach

Project Roadmap*

Alignment Project Team works with **IDPH** and **DHS subject matter experts** to identify **connection points** across programs and services and define opportunities for alignment.

Project Steering Committee and PCG develop **project infrastructure.** Primary Project Team assembled.

GATE 1
July 2021

GATE 2
August 2021

GATE 5
January 2022

Change Teams participate in "deep dives" to outline recommendations that will compose **preliminary "Change Package"** in collaboration with Alignment Project Team.

Alignment Project Team and Project Steering Committee lead **implementation planning.**

GATE 3
September 2021

GATE 4
November 2021

Alignment Project Team collects **lessons learned** and provides **guidance for implementation.**

Alignment Project Team collects **Stakeholder feedback** on preliminary Change Package.

Alignment Project Team works with **Project Steering Committee** to determine **final Change Package.**

*Note that completion dates are tentative and subject to change

Gates 1 and 2

Alignment Project Team works with **IDPH** and **DHS subject matter experts** to identify **connection points** across programs and services and define opportunities for alignment.

GATE 1
July 2021

GATE 2
August 2021

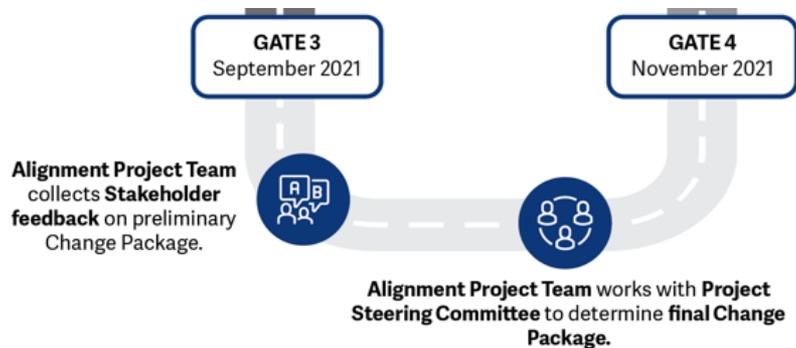**Project Steering Committee** and PCG develop **project infrastructure.** Primary Project Team assembled.

Phase 1: Develop Project Infrastructure

- Define the **Vision and Operating Principles** for the project

- Identify staff members to represent each department on the **Alignment Project Team**

- Determine **sub-teams** that PCG should work with – This includes the Change Teams and other teams critical to the roll-out and maintenance of the assessment (*e.g.,* Communications, Project Management and Data staff)

- Develop a **decision-making process plan** to advance deliverables and create a process to weigh-in on feedback from stakeholders

Phase 2: Identify and analyze connection points

- **Host brainstorming sessions with subject matter experts and other staff** in both departments to understand daily tasks, tools used to perform those tasks and opportunities for improvement to inform the Connection Points

- **Invite external stakeholders to validate our early ideas** about connection points through standing meetings with the Deportments and an online survey

- **Summarize the strongest opportunities** to align programs and staff in a **Connection Points report**

- **Recruit internal stakeholders to staff Change Teams based on subject matter expertise needed to evaluate top Connection Points**

Gates 3 and 4

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Alignment Project Team works with **Project Steering Committee** to determine **final Change Package.**
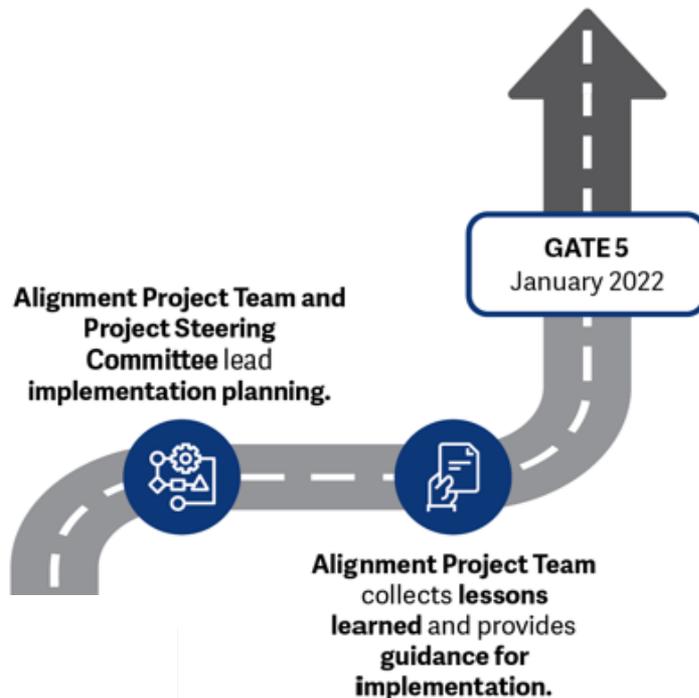
Phase Three: Change Team deep dives to define change package options

- Work with **Change Teams** to test the hypotheses from the Connection Points report through a series of **Deep Dive sessions**. These sessions will include a review of the following to validate that each Connection Point would be feasible for staff and a true value-add for Iowans:

  - Program performance data
  - Staff capacity
  - Contracts
  - Access points
  - Ability to better leverage funding
  - Ability to improve service delivery

- **Draft preliminary change package**, highlighting the overall vision, integration points and benefits/challenges

- Develop **high-level blueprint** to implement assessment opportunities, organizational restructuring

Phase Four: Present preliminary change package to stakeholders and collect feedback

- Provide stakeholders multiple forums to offer feedback on the preliminary Change Package

- **Host stakeholder engagement meetings with external stakeholders** and distribute feedback surveys to IDPH and DHS staff who have not participated in Change Teams

- **Produce stakeholder summary report from sessions**

- **Host Final Recommendations Conference** to present the final Change Package with Executive Sponsors and other relevant state-wide stakeholders

Gate 5

Alignment Project Team and Project Steering Committee lead implementation planning.

Alignment Project Team collects **lessons learned** and provides **guidance for implementation.**

GATE 5
January 2022

Phase Five: Implementation planning

- Draft **recommendation report**, built on lessons learned throughout the project and stakeholder feedback sessions

- Develop a **series of smaller project plans**, outlining the major components of the final Change Package

- Build a set of **actionable, meaningful and accessible performance measures** to track progress

- Develop a **Program Management Office (PMO)** that would serve as the backbone for implementation. Major activities of the PMO include program design and coordination with other units across the agencies, quality control and continued stakeholder engagement

Communication Plan

Phase	Vehicle	Purpose	Lead	Audience
1	Email – Blast and individual outreach	• Program announcements • Progress updates • Recruit Alignment Project Team, change teams	Project Steering Committee Project Management team	IDPH and DHS staff
1	IDPH and DHS Alignment Assessment website	• Public announcements • Share key materials, deliverables • Host feedback form	Communications sub-team Project Management team	General public
2	Bureau and Unit Staff Meetings	• Alignment Assessment promotion, general education • Periodic check-ins	Alignment Project Team	IDPH and DHS staff
3	Word of Mouth	• General information sharing about Alignment Assessment • Promoting opportunities to participate	Change Teams Alignment Project Team	Staff
4	Social Media	• Public program announcements • News items • Solicitation of external stakeholder feedback	Communications sub-team	IDPH and DHS Staff General Public
4	Current Stakeholder Meetings	• Progress updates • Policy changes, program changes that may impact IDPH and DHS operations	Communications sub-team Alignment Project Team	External Stakeholders
4	Legislative Meetings	• Progress updates • Opportunities to leverage funding through alignment	Director Garcia Communications sub-team	Statewide leadership General public
4	Press Releases	• Stakeholder engagement announcements • Final Change Package highlights • News items	Communications sub-team Project Steering Committee Alignment Project Team	General public
5	Ad Hoc Feedback Sessions	• Quick, real-time solicitation of feedback for implementation plan	Alignment Project Team	IDPH and DHS staff

Solutions that Matter