



GEORGIA DEPARTMENT
OF COMMUNITY HEALTH

Overview of the Office of Strategic Management



Presentation to: Board of Community Health

Presented by: Shawn Walker, Director of Strategic Management

Date: March 12, 2015



Mission

The Georgia Department of Community Health

We will provide Georgians with access to affordable, quality health care through effective planning, purchasing and oversight.

We are dedicated to A Healthy Georgia.

Office of Strategic Management

- The Office of Strategic Management (OSM) was established in July 2014 and oversees three Administrative Offices within the division of Operations:
 - The Office of Vendor Management
 - The Office of Support Services
 - Strategic Management Unit

Office of Strategic Management

- Through these Offices, OSM touches on every employee within the agency in some manner so it is our goal to:
 - Provide timely, effective and accurate customer service.
 - Promote synergy wherever possible to improve productivity and efficiency while removing duplicative processes.
 - Establish structured, uniform and transparent policies that govern certain agency-wide practices.

Office of Vendor Management

- **Director**, Melanie DeCay
- Vendor Management is charged with coordinating effective vendor oversight to promote vendor compliance and successful contractual outcomes.
- Contracts are assigned a risk level based on Cost, Duration and Consequence of Failure.
- High Impact/High Risk agreements are monitored rigorously through the use of a cross-functional, team-based approach.



Office of Vendor Management

- The High Risk/High Impact monitoring team is comprised of the following members:
 - Internal contract owner who provides subject matter expertise
 - Vendor Management Professional who provides compliance expertise
 - Others, as needed:
 - Contract Administration resource
 - Procurement resource
 - Contracts Payable/Budget resource



Office of Vendor Management

The monitoring team participates in all aspects of contract development and monitoring:

- Procurement development
(ex: Deliverables, Responsibilities, Service Level Agreements)
- Invoice Review
- Amendment Development
- Performance Assessments
- Vendor Meetings
- Corrective Action
- Site Visits

Office of Vendor Management

- Vendor Management will implement an automated system that will manage aspects of the process including routing, tracking performance assessments and will also serve as the repository for all monitoring-related documents.

Office of Support Services

Director, Quintin Gibbs

The Office of Support Services provides support to employees through its performance of various functions including:

- Business Continuity
- Facility and Space Management
- Asset Management
- Records Management
- Mail Services

Office of Support Services

- Business Continuity
 - Ensures infrastructure is in place to support operations during events that impact access to Home Office.
- Facility and Space Management
 - Coordinates with GBA on requests related to facility modifications (ex. build outs, renovations) or staff relocations.

Office of Support Services

- Asset Management
 - Includes the tracking and retiring of applicable assets acquired by the agency.
- Records Management
 - Provides direction and oversight of the agency's record retention policies and archiving activities.

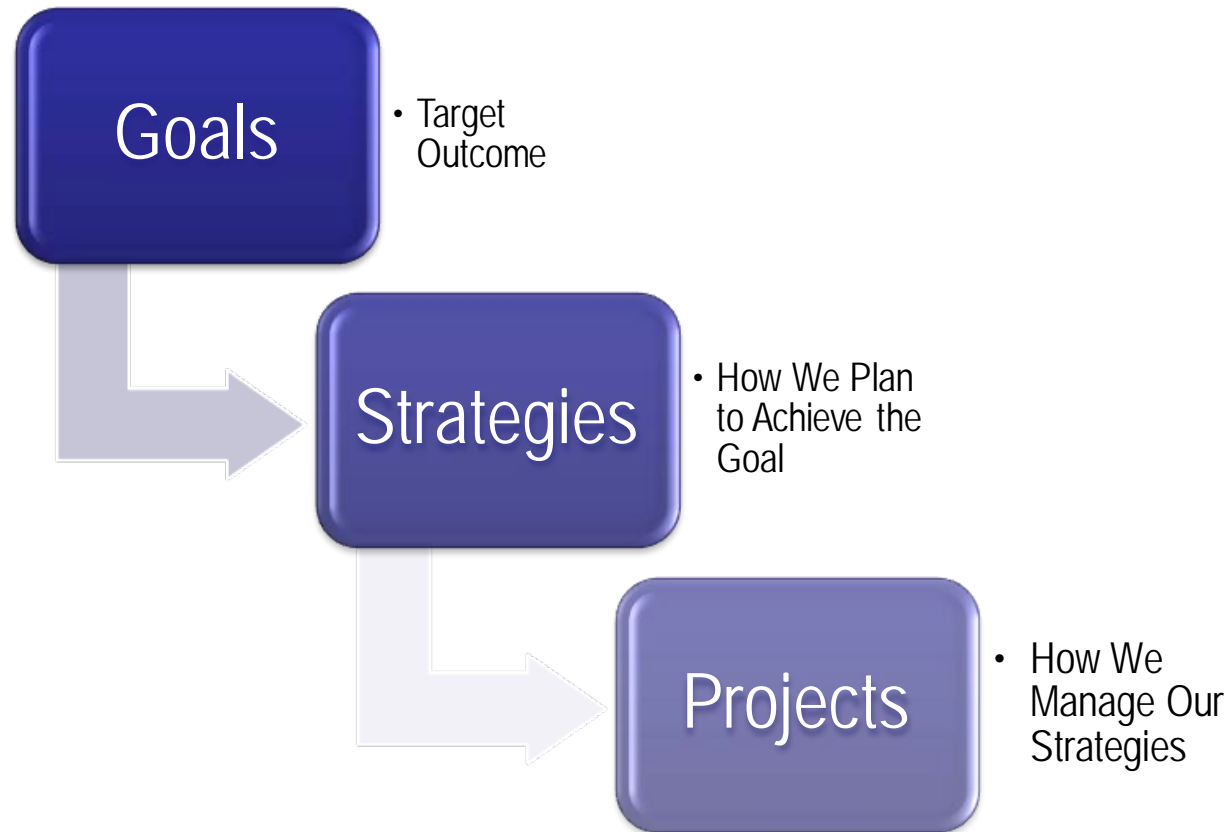
Strategic Management Unit

- **Director, Lisa Norris**
- Strategic Management is charged with establishing structured, consistent and transparent practices for essential agency functions including:
 - Strategic Plan Development and Maintenance
 - Enterprise Policies
 - Agency Dashboard

Strategic Management Unit

- Strategic Plan
 - In alignment with OPB guidance, the Strategic Plan is a four-year plan that outlines the agency's goals and strategies in support of over-arching statewide goals.
 - Strategic Management facilitates the agency's development and maintenance of this plan by:
 - Working directly with each division and senior leadership to identify and develop the strategies.
 - Collaborating with the divisions to periodically update the strategies and initiatives.

Strategic Management Unit



Strategic Management Unit

- Agency Dashboard
 - Project Management tool that allows for the effective tracking and management of critical agency projects
 - Strategic Management works directly with internal project managers to develop project plans.
 - Critical projects such as Strategic Plan initiatives are tracked as well as other projects identified by the Commissioner.

Strategic Management Unit

- These plans are tracked periodically to ascertain the health of the project's:
 - Time
 - Resources
 - Issues
 - Risks
 - Changes
- Projects with yellow or red indicators for any of these categories are managed more closely to address these issues timely.

Strategic Management Unit

- Dashboard reports are provided to senior leadership monthly.
- Critical issues that impeded a project's progress or success are immediately relayed to senior leadership.

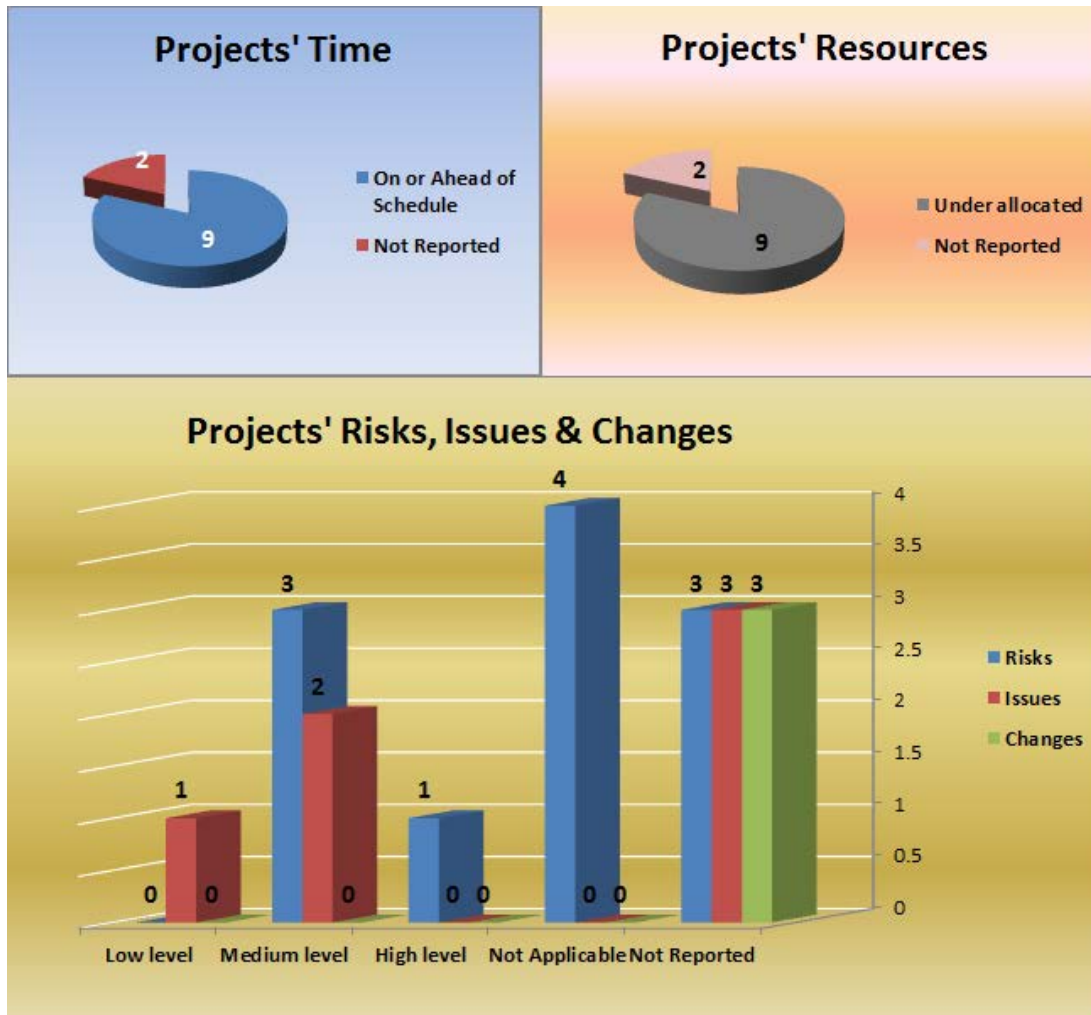
Sample Dashboard Report

Project Name	Time	Resource	Risks	Issues	Changes
2015 SHBP Vendor Implementation for Open Enrollment	●	●	●	●	●
ABD Medical Coordination	●	●	●	●	●
IES Design, Development and Implementation as of 9/19/2014	●	●	●	●	●
G1/M1. Reduce BMI in Children	●	●	●	●	●
G1/M2. Decrease the percentage of adult SHBP members identified with a BMI greater than 30	●	●	●	●	●
G2/M1. Increase the number of participating Medicaid providers	●	●	●	●	●
G2/M2. Increase Long Term Support Services spending for non-institutional services	●	●	●	●	●
G2/M3. Increase the number of Medical Encounters in underserved areas	●	●	●	●	●
G2/M4. Increase the number of adverse actions against unlicensed personal care homes	●	●	●	●	●
G3/M1. Increase the number of EHR incentive payments to eligible providers	●	●	●	●	●
G3/M2. Increase the number of program integrity reviews	●	●	●	●	●

STATUS INDICATOR KEY			
	Time	Resources	Issues, Risks, Changes
Green	Project is on or ahead of schedule	Resources are under-allocated	The majority of risks, issues or changes have a "Low" level
Yellow	Projects is < 50% behind schedule	Resources < 50% over allocated	The majority of risks, issues or changes have a "Medium" level
Red	Project is > 50% behind schedule	Resources > 50% over allocated	The majority of risks, issues or changes have a "High" level
Grey			Not applicable to this project
Purple	The required update has not been entered by project manager	The required update has not been entered by project manager	The required update has not been entered by project manager



Sample Dashboard Report



Sample Project Plan

WBS	Task Name	Planned Start Date	Planned Finish Date	Planned Duration	Actual Finish ...	Percent Complete	Resource
1	1.0 Implement IT solution for Disaster Recovery	2/20/2015	4/1/2015	29 days			
1.1	1.1 Roll out Microsoft Office 365	2/20/2015	4/1/2015	29 days			Vince Harris
1.2	1.2 Transfer applications to Microsoft Azure	2/20/2015	2/20/2015	1 day			Vince Harris
2	2.0 Develop new policies	2/20/2015	3/20/2015	21 days			
2.1	2.1 Develop HR policy regarding leave for extended period of inaccessib	3/2/2015	3/20/2015	15 days			Ann Burris
2.2	2.2 Finaize emergency procurement policy, including approvals	2/20/2015	3/13/2015	16 days			Armita Watson
3	3.0 Training	3/9/2015	4/24/2015	35 days			
3.1	3.1 DMT	4/7/2015	4/7/2015	1 day			Shawn Walker,Lisa Norris
3.2	3.2 All staff on DCH approach to BC/DR	4/13/2015	4/24/2015	10 days			Lisa Norris
3.3	3.3 Staff responsible for mission critiacle functions and essential functi	4/13/2015	4/24/2015	10 days			Quintin Gibbs
3.4	3.4 Identify BC Coordinators for each division/office	3/9/2015	3/20/2015	10 days			Lisa Norris
4	4.0 Mass Notification System	3/2/2015	3/27/2015	20 days		50%	
4.1	4.1 Create standard messaging	3/2/2015	3/6/2015	5 days	3/9/2015	100%	Shawn Walker,Quintin Gibbs,Lisa Norris
4.2	4.2 Remind staff to udpate personal information in PeopleSoft	3/2/2015	3/6/2015	5 days	3/9/2015	100%	Ann Burris
4.3	4.3 Educate staff rgearding mass notification and how messages will ap	3/16/2015	3/20/2015	5 days			Lisa Marie Shekell (DCH),Lisa Norris
4.4	4.4 Test Mass Notification system	3/23/2015	3/27/2015	5 days			Quintin Gibbs,Lisa Marie Shekell (DCH)
5	5.0 Validate Business Impact Analysis	3/2/2015	3/6/2015	5 days	3/9/2015	100%	
5.1	5.1 Develop protocol for access to remote facility	3/2/2015	3/6/2015	5 days	3/9/2015	100%	Quintin Gibbs,Lisa Norris
6	6.0 Test BC/DR Plan	3/9/2015	4/21/2015	32 days			
6.1	6.1 Develop terst scenarios	3/9/2015	3/13/2015	5 days			Charles Anderson,Quintin Gibbs,Lisa Norris
6.2	6.2 Develop assessment to evaluate test scenarios	3/9/2015	3/13/2015	5 days			Lisa Norris
6.3	6.3 Test plan	4/1/2015	4/15/2015	11 days			
6.4	6.4 Debrief and evaluate lessons learned	4/16/2015	4/21/2015	4 days			Shawn Walker,Quintin Gibbs,Lisa Norris

Strategic Management

- Enterprise Policies
 - Strategic Management establishes guidelines and procedures for the Department's adoption and maintenance of policies which apply to all agency employees.
 - Enterprise policies will be reviewed at least every three years to ensure the most contemporary information is incorporated and made available to staff.
 - Enterprise policies must be reviewed and approved by an internal review committee prior to Commissioner approval.

Strategic Management Unit

- An automated system was developed to assist with the routing, approval and storage of Enterprise policies.
- Current inventory of over 72 policies will be reviewed and possibly updated by the target date of December 31, 2015.