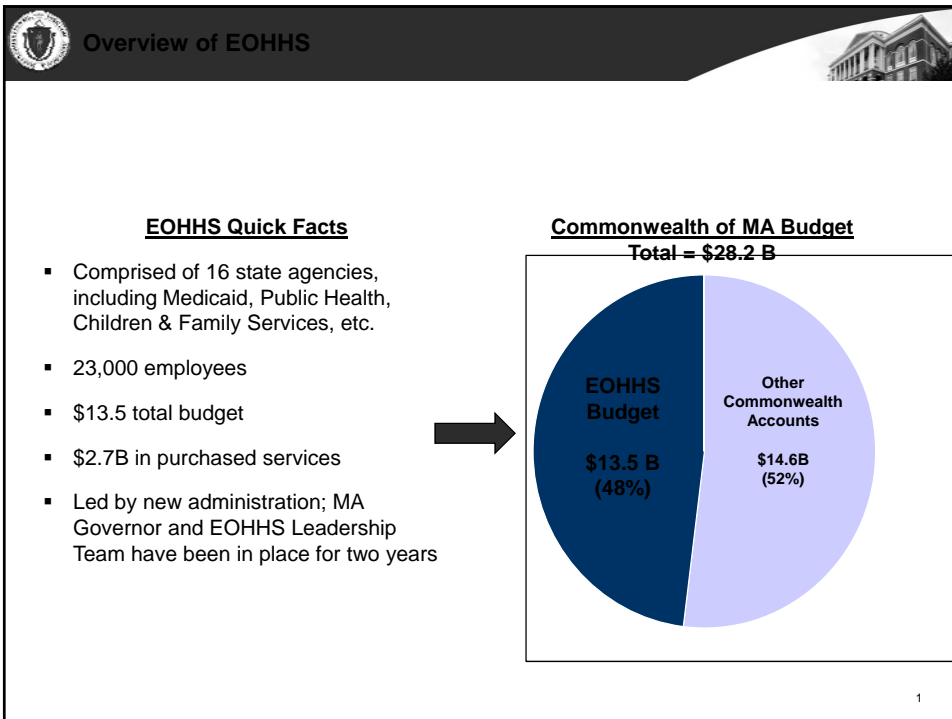




**Don't Let A Good Financial Crisis  
Go To Waste**  
*Making Changes – Experiences  
to Date in Massachusetts*  
**Executive Office of Health and  
Human Services**

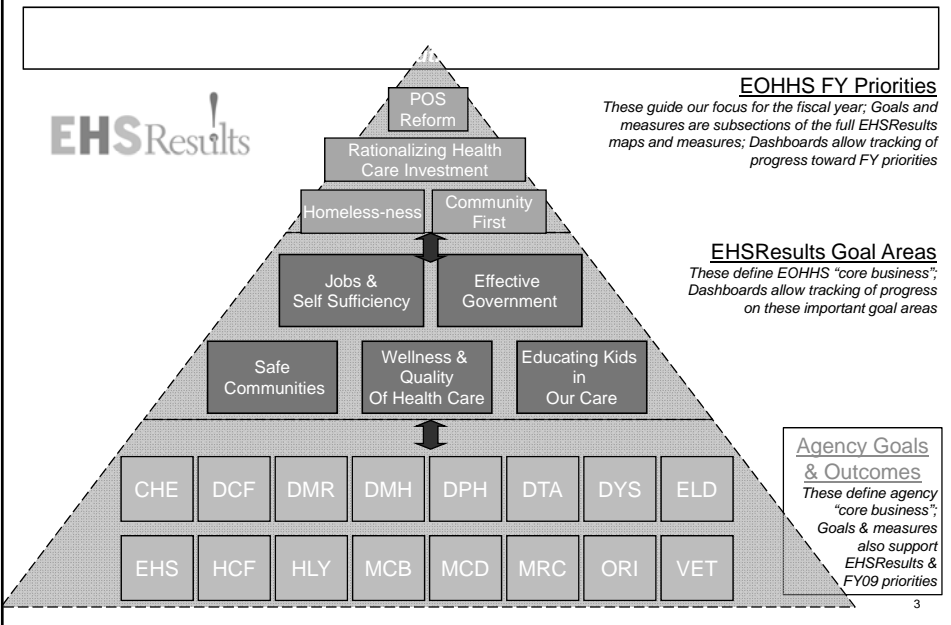
**Terry Dougherty**  
Asst. Secretary, Administration & Operations  
March 25, 2009





EOHHS has taken on at least three major activities to address opportunities for more structural change coming out of this financial crisis.

- EHSResults
- Strategic Cost Recovery focused primarily on administrative processes
- Suggesting development of a Government Innovation Fund





## High-Level, Cross-Agency Outcomes of EHSResults



### Wellness & Quality of Health Care

- Ensure access to care
- Advance health care quality
- Contain health care costs
- Promote individual wellness
- Promote healthy communities

### Safe Communities

- Surveillance – Monitor key indicators of safe communities
- Preparedness – Develop infrastructure to support safe communities
- Prevention – Deliver proactive & targeted services to individuals, families & communities
- Intervention – Intervene where needed to ensure safety of individuals, families & communities

### Jobs & Self Sufficiency

- Increase accessibility & diversity of available jobs for targeted residents through policy & employer outreach
- Provide employment support services for targeted adults
- Maximize number of targeted adults who move toward self-sufficiency and independence through employment
- Successfully transition EOHHS youth entering the workforce

### Effective Government

- Provide client-centered customer service
- Develop & maintain a high performance workforce
- Improve internal efficiencies
- Increase efficiencies and quality of the POS system

### Educating Kids in Our Care

- Ensure access to education related programming, services & opportunities for children & youth in EOHHS care
- Maximize school attendance and engagement for children & youth in EOHHS care
- Maximize stability in education programs for children & youth in EOHHS care
- Maximize educational success for children & youth in EOHHS care

4



## EHSResults: Performance Management Benefits



**EHSResults! begins to move EOHHS towards High Performance Public Service.**

### Establish a Reporting and Tracking Mechanism



- ✓ Explains clearly and simply what EOHHS has accomplished
- ✓ Creates visibility at all levels into desired outcomes and EOHHS progress

### Provide a Management Tool



- ✓ Demonstrates and communicates success both to EOHHS executive management and to the Agencies
- ✓ Works across Agencies with goals and outcome measures that provide multi-Agency perspective
- ✓ Focuses budget and resource discussions on desired results instead of simply on dollars

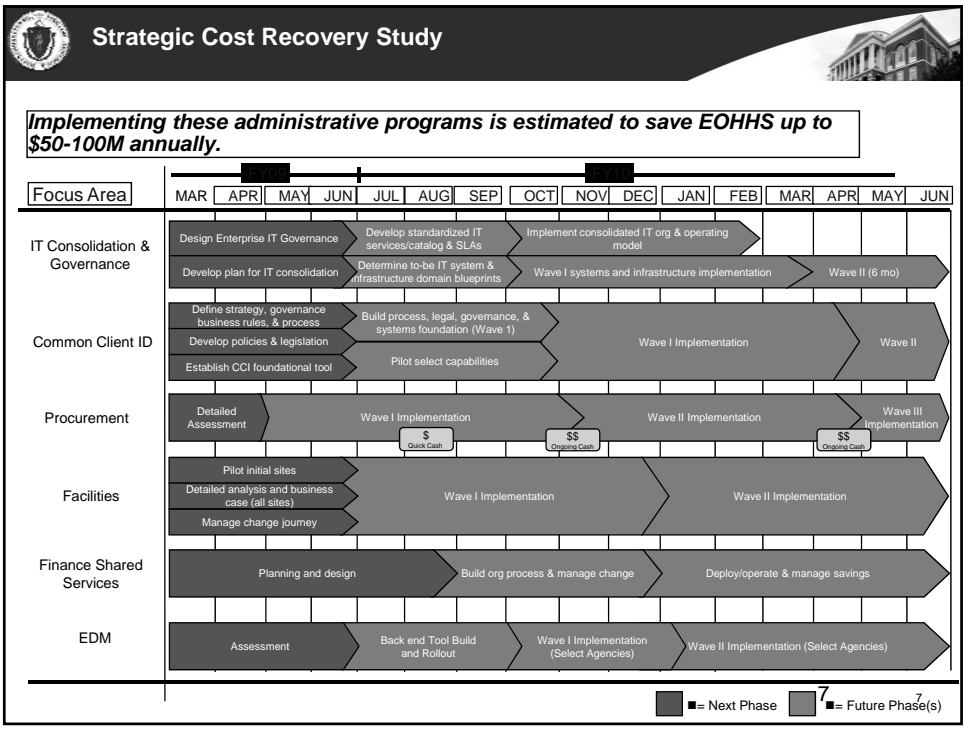
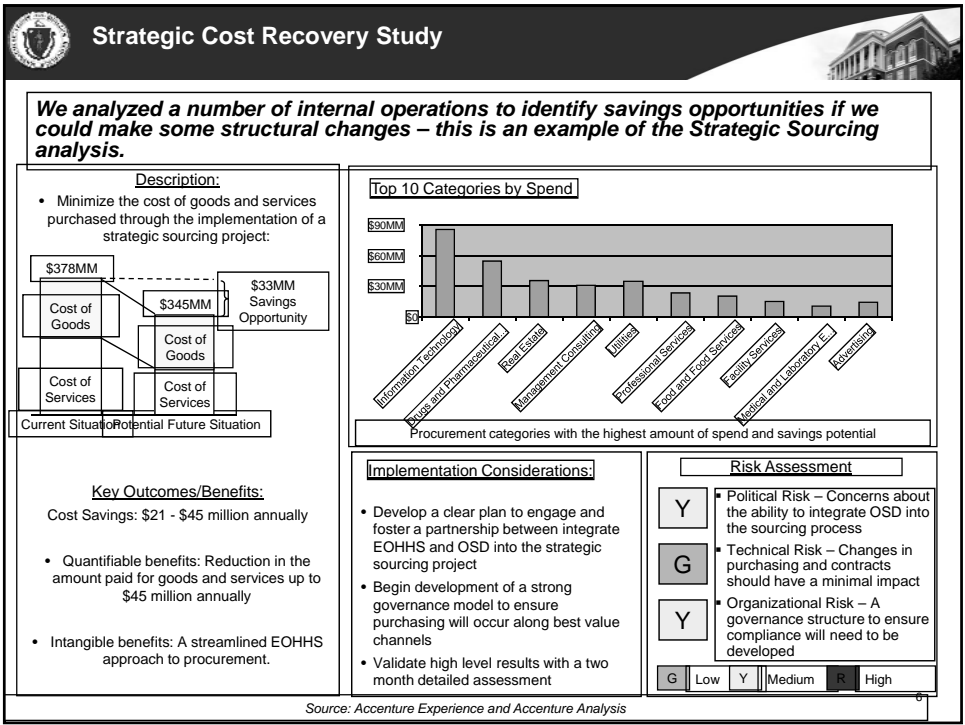
### Create a Performance Management Culture



- ✓ Focuses on cooperative efforts to deliver outcomes citizens care about
- ✓ Enables Agencies to make the case for findings and change
- ✓ Clarifies connections between Agency and Secretariat priorities

© 2004 Accenture. All rights reserved.

5





## How can we create a Government Innovation Fund?



*ARRA funds provide a unique opportunity to create a fund that will help put our resources to better use and adhere to the spirit of recovery through innovation.*

- Estimates of what the ARRA provides to MA State Government exceeds \$3.4B
- Maintaining a balanced budget for FY09 and FY10 will require at least 60% of those funds, leaving the remaining funds as part of the State “stabilization”
- A portion of these remaining funds should be set aside for a new Government Innovation Fund ~\$40M

8



## How Would it Work?



*The Government Innovation Fund will be self-funding, requiring realistic requirements, good governance, and on-going accountability for results and improved outcomes.*

### **Proposed Project Requirements:**

- Secretariats/Agencies propose ideas complete with:
  - business case articulating project work plan,
  - ROI, and
  - timeline for achieving the innovation/savings
- Proposal must have estimates of cost savings that are achievable, and a plan for how funds are re-purposed to provide better services to residents
- Fund is not a substitute for Capital Budget, but rather for incubation of ideas that re-design work and processes that save money

9