



Moving Redesign Forward: Theory



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Moving Redesign Forward: Theory

ASSOCIATION OF MINNESOTA COUNTIES



Minnesota
REDESIGN

Governance, Transparency, Flexibility, Innovation & Outcomes.

Scope of Change



Not **Revolution**: i.e. total structural and organizational change-out

Not Just **Structural**: i.e. the 15 “regions”

Not Just “**Reform**”: i.e. changes within the system as it is

But **REDESIGN**: i.e. getting organizations to change in relationship to one another to re-orient and re-align the whole human service system



What are human service “systems”
(assuming we wanted to change one 😊)



Highly complex network organizations involving shared responsibilities with the State, intergovernmental relationships with other local governments, and school districts, multi-county partnerships and regional associations, joint powers entities, public-private partnerships and contracted services, community collaboratives and governance structures. **CAN WE SAY HYPER-ATTENTION & ACTIVITY DISORDER?**



Examples of Inter-Systems Problems

- Shifting costs and responsibilities
- Unsustainability of resources versus service demands
- Inflexible spending requirements
- Increasing complexity and inefficiency of rules, processes
- Disjointed technology/info & communication sys
- Inefficient & ineffective inter-system decision-making and problem-solving
- Siloed program and information systems
- Resistance to change or adaptiveness



Voluntary Multi-County Collaboration

Walmart example: “what’s in the big box?” supply chain integration, just in time inventory, process redesign, leveraged purchasing, cost controls, etc.

- Know why you are changing the box (structure, organization, org-chart)
- improved client outcomes?
- improved funding?
- greater efficiency in service delivery?
- increased capacity for staff specialization?
- improved accountability?

?? Integrate at program level, administrative level, service delivery system, organizational ??

State-County “Relationship”: What isn’t working



- 84 different human service authorities;
- A \$11 billion bureaucracy; 7200 employees
- 2 year legislative cycle; 4-year political cycle
- Administration “wind up” and “wind down”; turnover of key leadership & expert positions
- Bureaucracy characteristics: large, multilayered, top-down, hierarchical, command and control, rule-bound, rigid, slow, incremental, risk-averse, CYA

State-County “Relationship”: What isn’t working



- Old regulatory model= DHS is the “parent agency”, the central authority
 - Centralized control = DHS decides and issues rules, mandates, policies, procedures, requirements.
 - Bureaucratic Compliance = Counties’ performance and funding based on meeting DHS requirements
- POLITICIZATION**

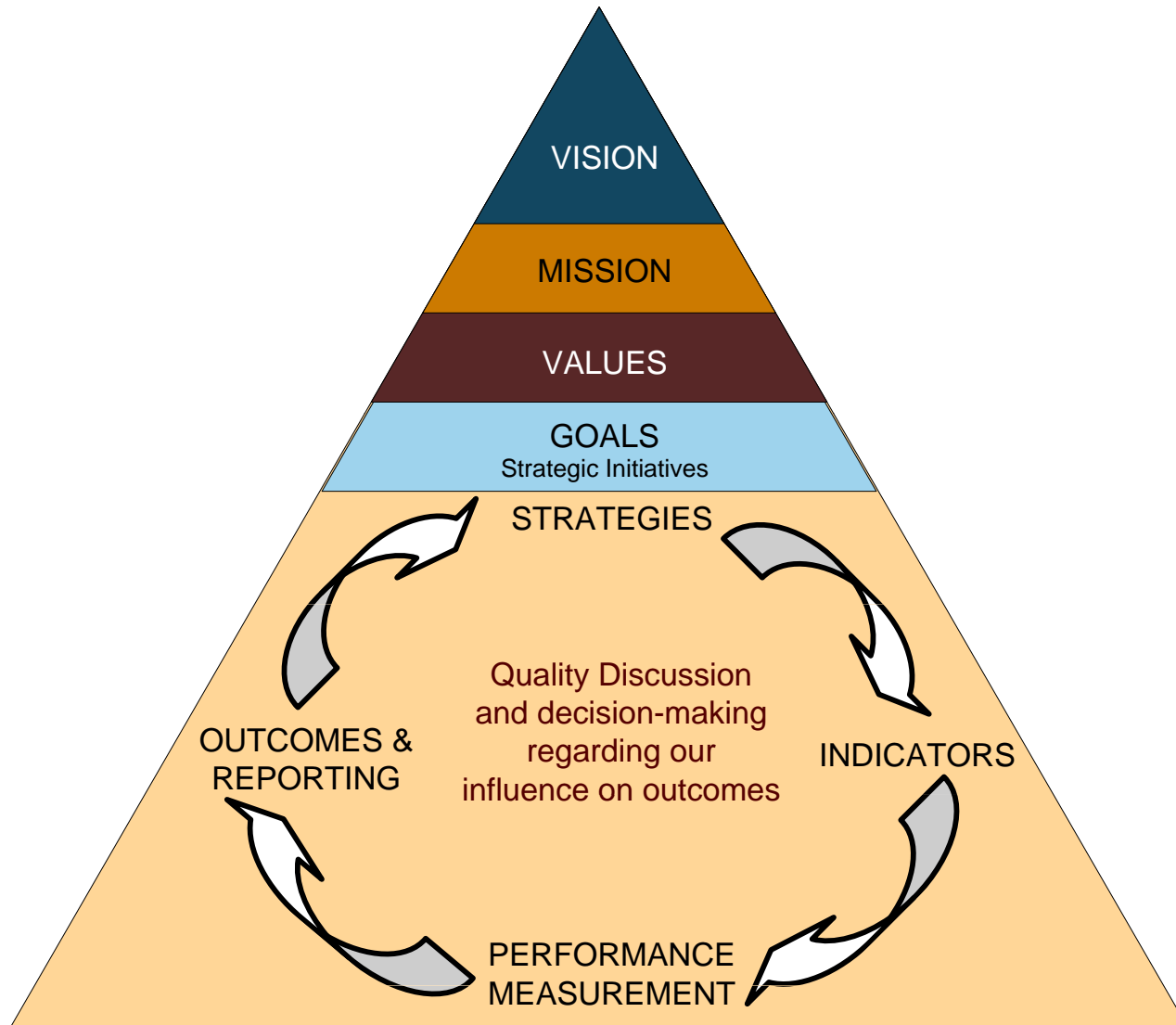


What is Missing?

Strategy Aligned Management

"Would you tell me, please, which way I ought to go from here?" said Alice to the Cheshire Cat.
"That depends a good deal on where you want to get to," said the cat. -- Lewis Carroll, **Alice in Wonderland**

S.A.M. is organizational leadership to get everyone and everything in concert to work in the same direction. Investments + People + Plans + Tools + Processes + Measures + Communications = results!



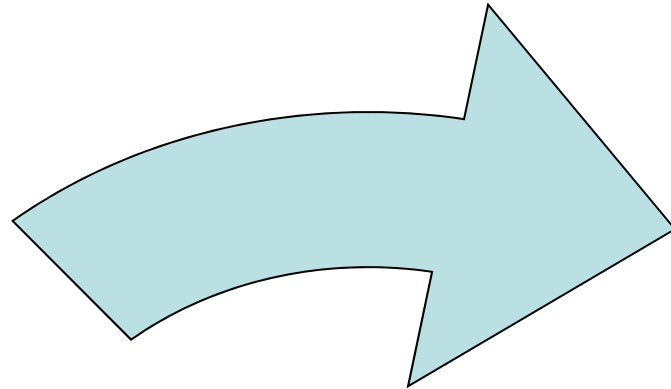


Who needs to agree & align?

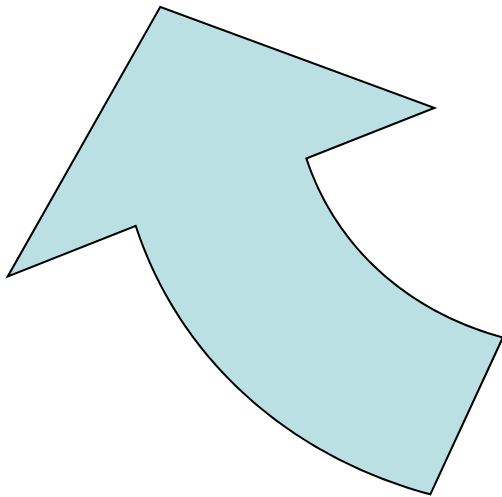
- **Strategic (Leadership Council)**--an executive-level group who is legislatively and administratively empowered with decision-making authority over deliverables of legislation
- **Tactical (Steering Committee):** -- stakeholders agency members who are required to develop the performance framework
- **Operational (Work Groups):** policy/program level experts from stakeholder agencies who can define specific elements to the agreements and gain consensus



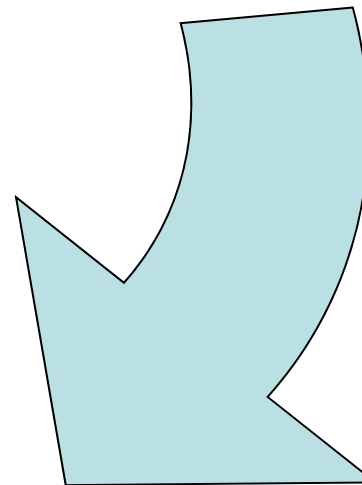
**Strategic
Organizational-
level**



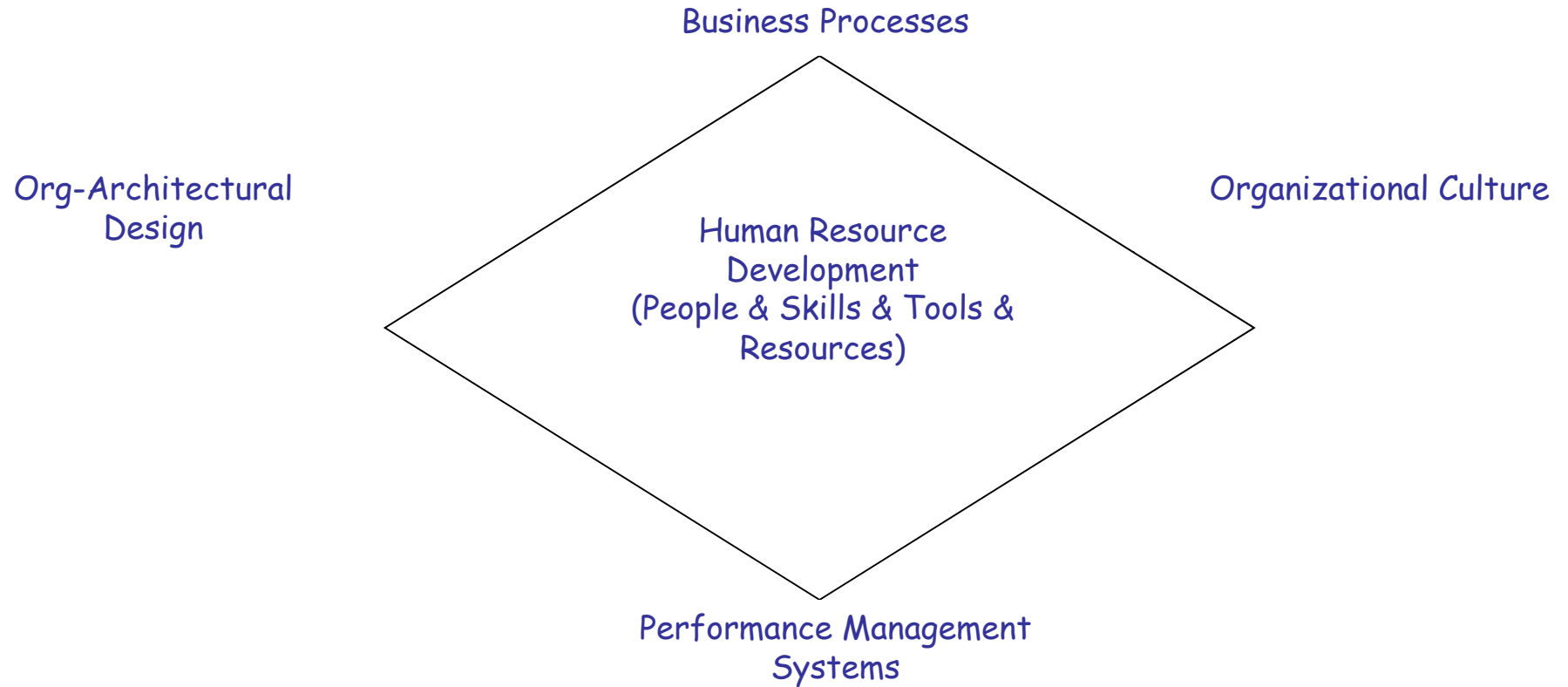
**Tactical
Program-level**



**Operational
Service-level**



Business Systems Diamond



The "Performance" Organization: (or what do Rooney, Papin, Fischer & Walsh do for a living?)

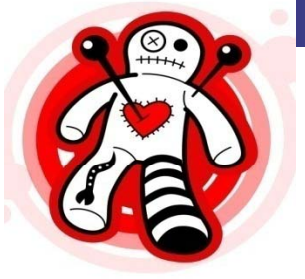


Mark Ragan

Rockefeller Institute of Government

In Building Better Human Service Systems: Integrating Services For Income Support And Related Programs

June 2003



A New "Relationship" *(HOW GOVERNMENT WORKS)*

= "Governance" rather than "Government"

- A choice to mutually commit as equal partners to a shared plan;
- Change or redesign is accomplished through a collaborative relationship & common binding agreements;
- The focus of the relationship and agreements are on results for the people we serve; bettered or improved lives
- Coordinate all resources to support performance
- Engage and involve all stakeholders in managing performance

A New "Charter"

***Destination, Course, Map, Direction,
Transport, Leadership, Crew***

The "Tradeoff"

- ✓ *What do we both want?*
- ✓ *What do "they" want?*
- ✓ *What do "we" want?*
- ✓ *What does the public want?*
- ✓ *What do our clients want?*



***Funding Flexibilities, Administrative
Simplifications, Adaptive Technology, Mandate
Relief, Cost & Responsibility-Shift Moratorium***



What do you mean “Results”?=
delivered value to taxpayers, voters

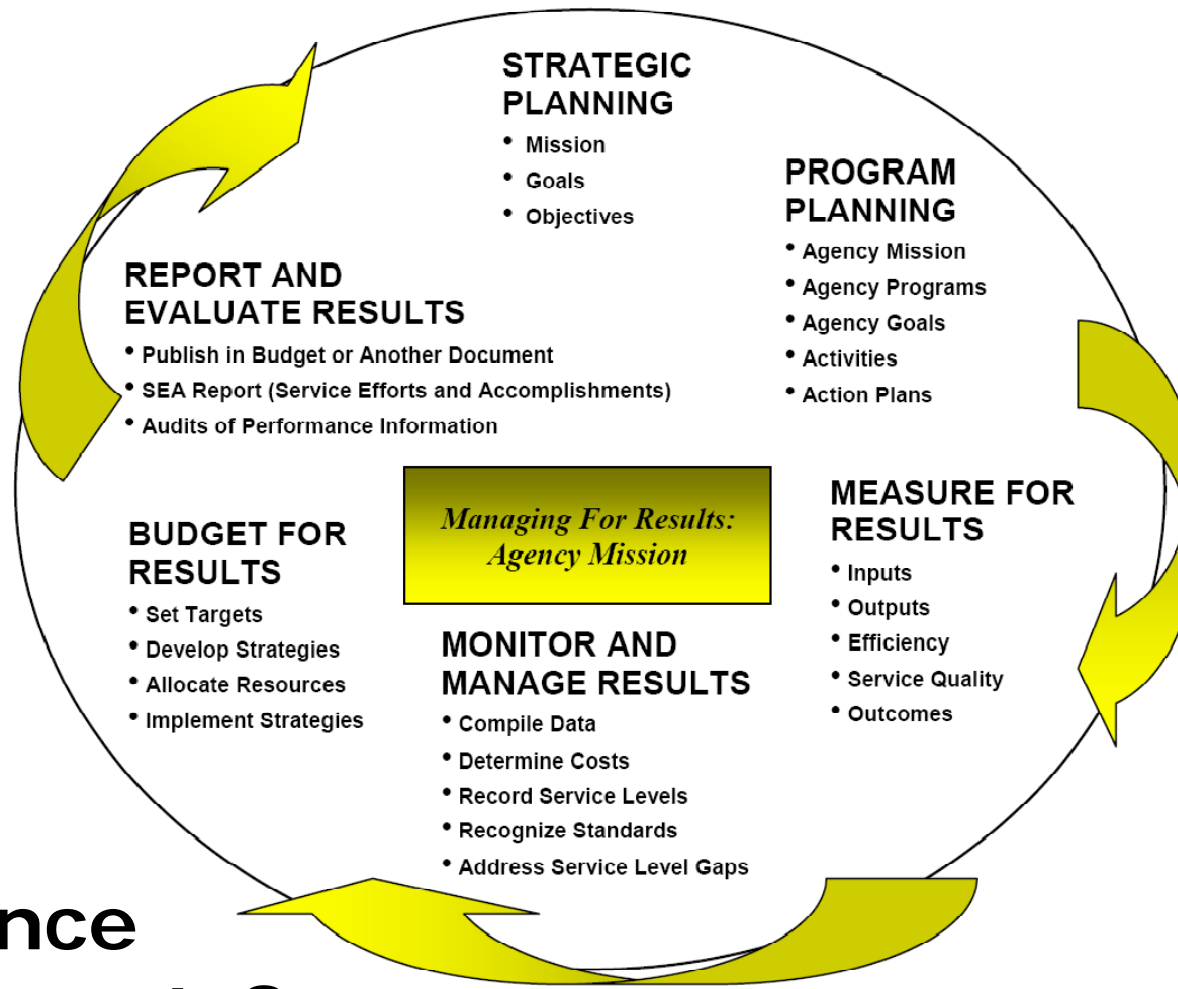
(Mark Friedman)

- **Quantity of effort:** did we provide a good amount of service for the tax dollar?
- **Quality of effort:** did we provide service well?
- **Quantity of effect:** are people’s lives bettered or improved as a result?
- **Quality of effect:** What percent of people are better off and how are they better off?



Fairfax
Virginia

Strategic Planning and Performance Measurement Process Flow Chart



What is
performance
"management"?



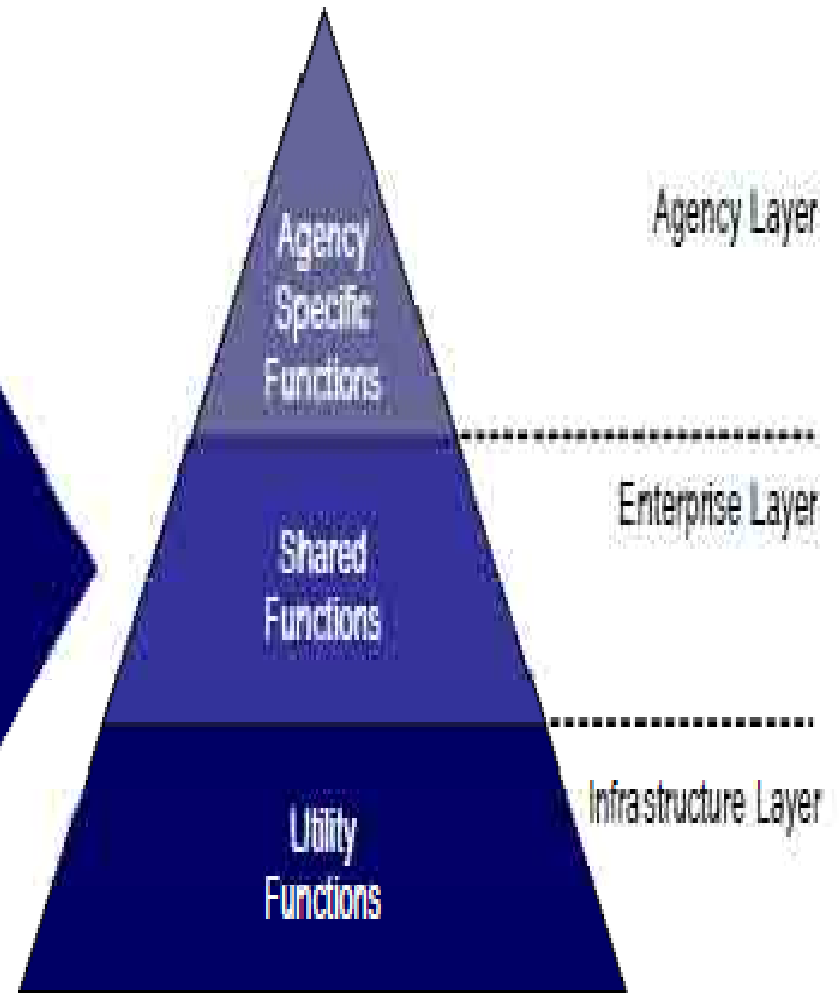
State Strategies (for the State 😊)

- **Enterprise Lean is a coordinated state government initiative for improving the organizational performance and results in Minnesota's state government agencies. Using time-tested process Lean approach, while also embracing Six Sigma tools and total quality management philosophies, Enterprise Lean has a simple goal of helping state government work better for its customers and employees.**

- **Drive to Excellence**

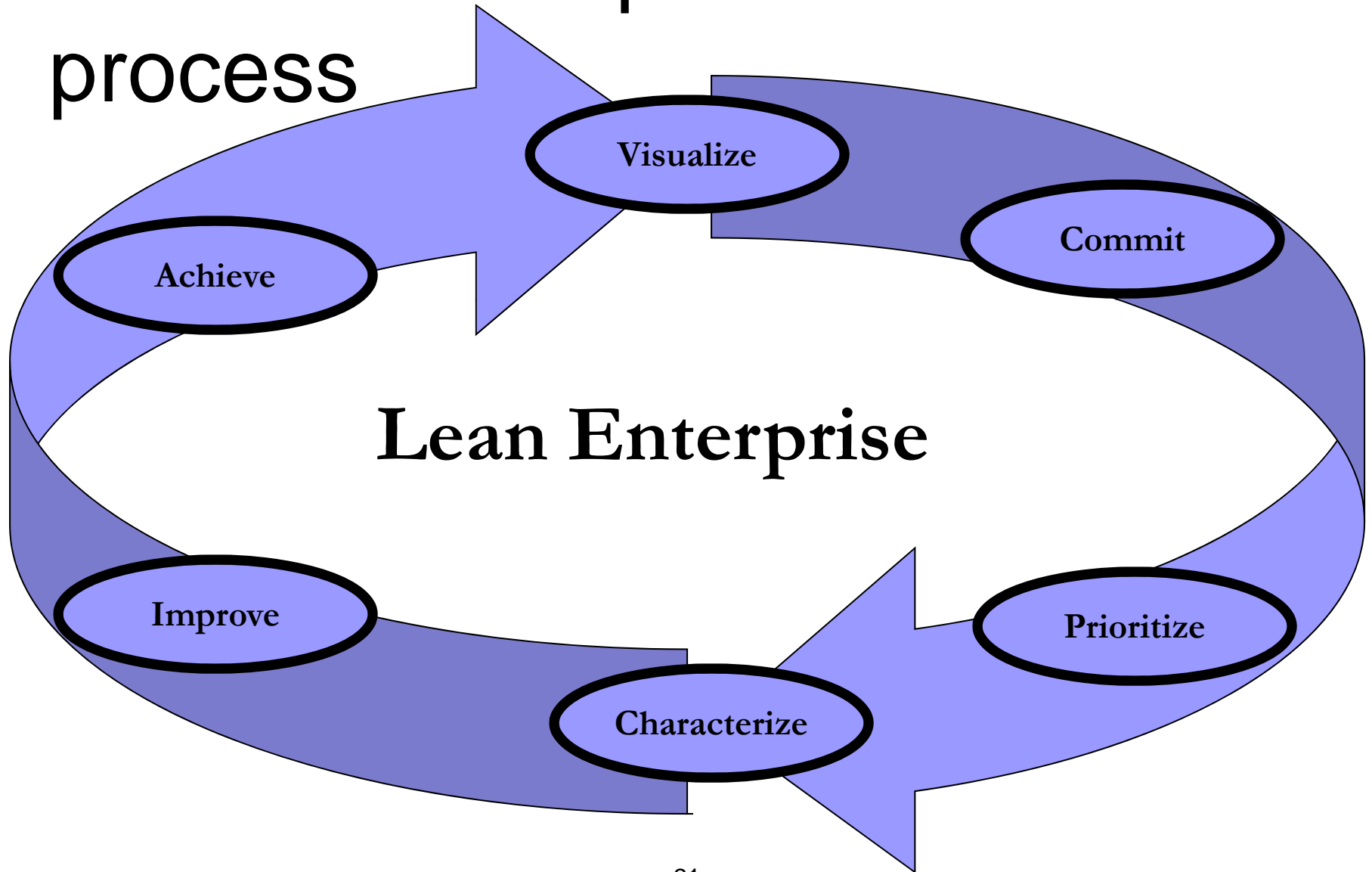
Commissioner	Commissioner	Commissioner
Agency Specific Functions	Agency Specific Functions	Agency Specific Functions
Procurement	Procurement	Procurement
Finance	Finance	Finance
Info. Tech.	Info. Tech.	Info. Tech.
Human Res.	Human Res.	Human Res.

Agency Silos



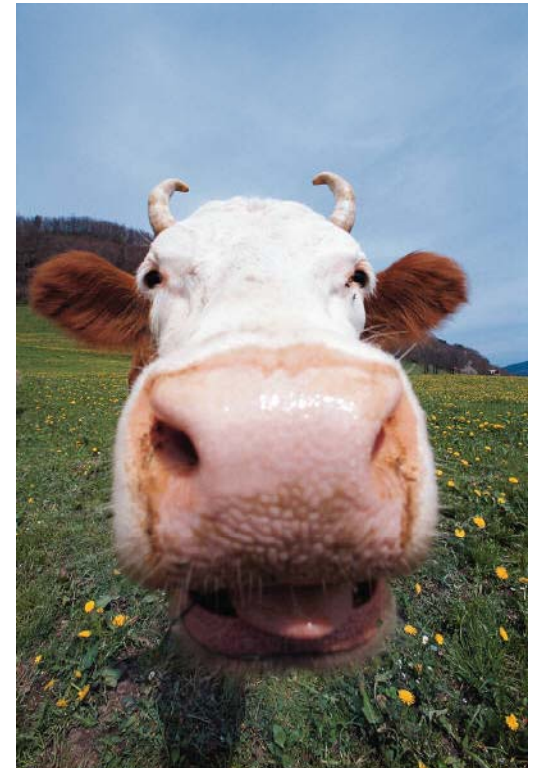
Balanced Enterprise Framework


Continuous improvement process



Harlan Madsen says “Don’t Give Away the Farm”

- County Boards choose
- Maintain current options for Partnerships
- Set reasonable min.population Standard
- Allow flexible options for meeting the requirements of the statute





The essential role of technology and total performance management

- E-gov and e-citizen portals
- Collaborative networking sites
- Electronic document management systems
- Redesigned work flows and business processes and automated processes
- Caseload and workload management
- Integrated service delivery
- Business Intelligence and analytics
- Remote access work



Questions?