



GO TIME

GOVERNMENT THAT WORKS.



Governor's Office of Transformation, Innovation, Management and Efficiency
Annual Report | Fiscal Year 2016 – 2017



January 16, 2017

Dear Pennsylvania Citizen:

The Governor's Office of Transformation, Innovation, Management and Efficiency (GO-TIME) was created to mobilize government departments to save money, be more efficient and provide better service to the public. In response to the fiscal challenges facing the commonwealth, Governor Wolf asked his cabinet to deliver \$500 million in savings by 2020.

Working collaboratively with agencies, GO-TIME has already identified more than 275 projects generating over \$217 million in savings in 2016-17 and \$373 million in savings overall. GO-TIME has also undertaken strategic initiatives to support agencies in their transformation efforts.

In September 2016, GO-TIME launched a continuous process improvement program called LeanPA to empower employees to identify unnecessary delays and steps so that tasks are accomplished more easily and efficiently, which ultimately benefits customers. To date, over 334 individuals across 15 state agencies have been trained in LeanPA continuous process improvement. GO-TIME is also fostering employee engagement through the creation of an online tool to capture, track and review ideas that they suggest.

GO-TIME has also sought to bring fresh ideas and perspectives into state government through a partnership that connects program managers and policy makers with faculty and students at universities and institutions across Pennsylvania to research innovative solutions to policy issues.

As a result of these efforts, agencies are working together in new and collaborative ways to improve public safety, streamline field inspections, improve patient access to medical treatment, maintain highways more efficiently and improve processes for customer satisfaction by sharing technology, modernizing operations and thinking differently.

This report provides details on the projects and the people behind the results. We are grateful for their hard work and willingness to be on the forefront of building a Government that Works.

Sharon P. Minnich, Secretary
Pennsylvania Office of Administration

Sharon Ward, Director
Governor's Office of Transformation,
Innovation, Management and
Efficiency (GO-TIME)



About the Office

The Governor's Office of Transformation, Innovation, Management and Efficiency (GO-TIME) is working to modernize government operations to reduce costs and deliver better and faster services.

Governor Wolf has made improving government efficiency a top priority, and has tasked his leadership team with reviewing their agency operations and pursuing transformational projects.

GO-TIME works with agencies to identify opportunities to collaborate and partner with universities and practitioners to bring new ideas and best practices into state government. GO-TIME also engages employees in transformation through continuous process improvement and programs that seek out their ideas.

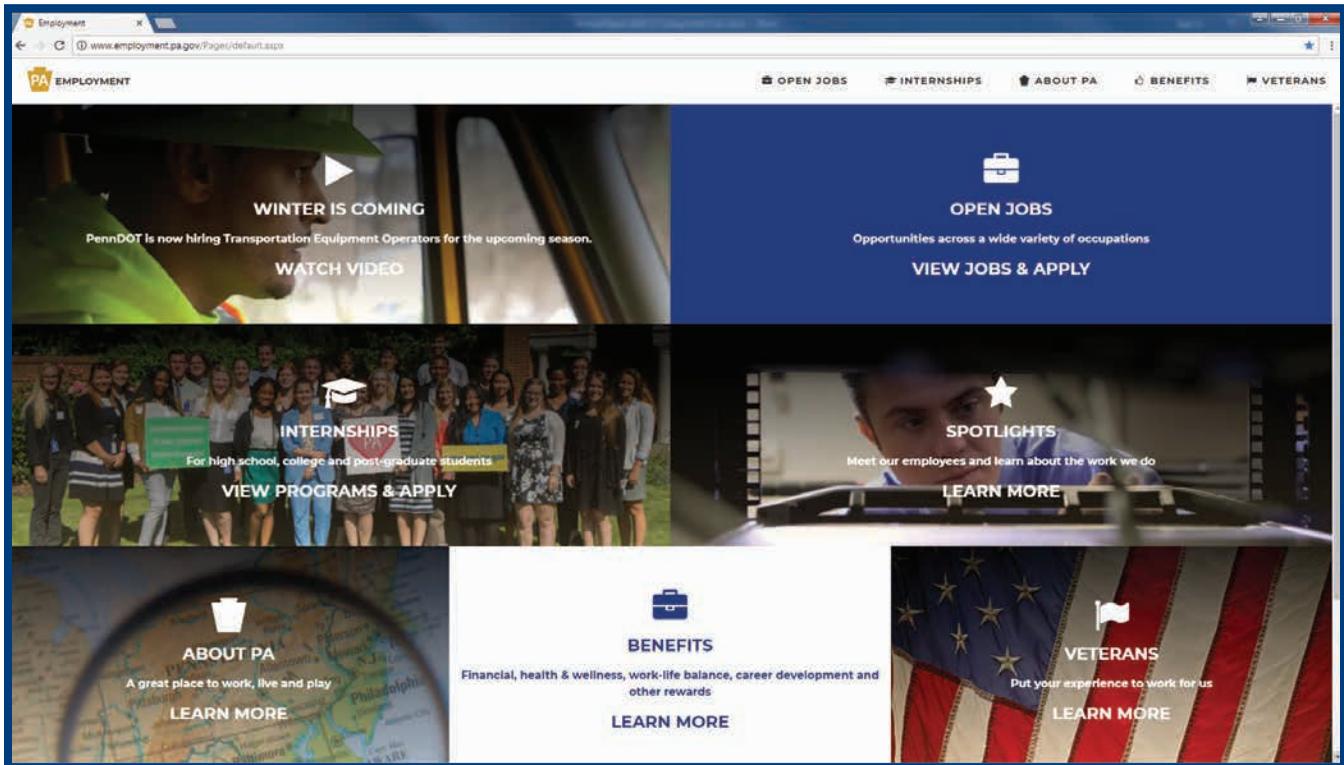
Since 2015, GO-TIME has identified more than 275 projects that reduce costs and improve operations. In 2015-16, 154 projects generated \$156 million in savings. The 2016-17 fiscal year was even more successful, with additional savings of more than \$217 million. These savings are reinvested into programs to absorb rising costs and maintain high quality services.

With over \$373 million in savings to date, GO-TIME is well on its way to achieving Governor Wolf's challenge to save \$500 million by 2020.

GO-TIME goals include:

- Improve service to commonwealth customers
- Increase efficiency or reduce process times for government activities
- Generate cost savings or new revenue from collections, fees or recoveries
- Engage citizens
- Improve employee involvement in transformational activities

Project Highlights: *Fiscal Year 2016-17*



Recruiting New Talent for State Employment

New State Employment Website Improves User Experience for Job Seekers Office of Administration (OA)

An overhaul of the state's employment website and job postings is providing a better experience for job seekers. The redesigned site provides details on specific vacancies, such as the position title, location and duties. Previously, applicants applied to general job categories without knowing exact positions or openings.

"For many years, outdated hiring processes have made it difficult for state agencies to compete with other employers in the job market," said Secretary of Administration Sharon Minnich. "This is the first step in a much bigger effort to transform how we recruit and retain talent in state government."

The new mobile-friendly website at www.employment.pa.gov also offers information on civil service positions and internship programs. Job seekers can also opt to receive notifications about new vacancies on the site.

Improving Public Safety Through Modernization

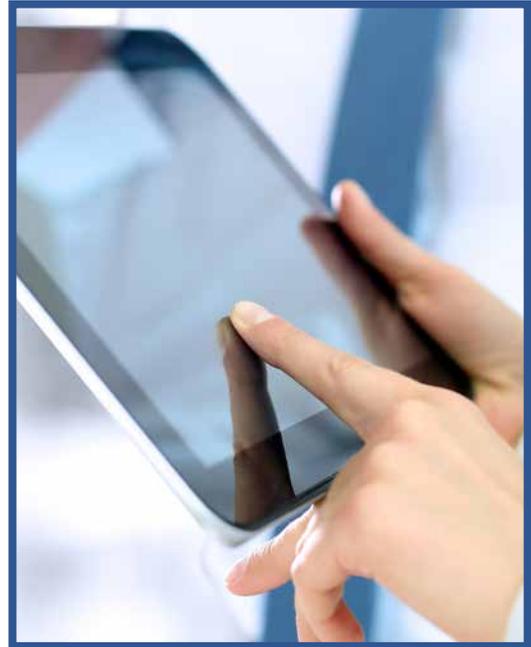
Mobile Technology for Parole Officers Increases Public Safety and Efficiency

Board of Probation and Parole (PBPP)

Providing the board's parole officers with mobile technology reduced costs on time, paper and travel while improving supervision of offenders. Mobile tools let officers perform more tasks in the field instead of having to go to a district office, freeing them to spend more time with parolees.

More than 80,000 active offender files have been digitized with more than 300,000 archived files slated to undergo digitization as needed.

The Board of Probation and Parole saved over \$578,000 in 2016-17 alone. Additional savings will be realized in the future once all officers are equipped.



App Helps Crime Victims Connect to Assistance

Commission on Crime and Delinquency (PCCD)

A mobile app developed by students from Harrisburg Area Community College and staff at the commission is connecting victims of crime with information about services in their area, as well as their rights and protections. It also allows users to check their claim status with the Victims Compensation Assistance Program. Nearly 2,000 users have downloaded the app since it was introduced in March 2017.

"This new app will not only allow PCCD to reach more victims but also ensure that applying for benefits with PCCD will be easier than ever," said PCCD Chairman Charles Ramsey.

Collaboration Improves Care for Recovering Addicts

Department of Drug and Alcohol Programs (DDAP)

Department of Human Services (DHS)

DDAP and DHS collaborated to expedite the processing of Medicaid applications for offenders entering residential drug and alcohol treatment directly from county jail. As a result, over 2,000 offenders were immediately able to continue receiving treatment for their drug and alcohol addiction after their release. In light of the ongoing opioid epidemic, the initiative comes at a time when drug and alcohol treatment services are more critical than ever.

In addition to providing a clear path to recovery, the initiative has saved over \$3.3 million for the commonwealth.



Lab Services Expanded for Local Law Enforcement State Police (PSP)

The PSP is working to expand its blood testing services to local police departments.

State crime statistics show that driving under the influence arrests for controlled substances and/or alcohol have risen nearly 150 percent since 2004.

Under the expanded program, municipal police agencies will no longer need to utilize private laboratories to test for controlled substances, saving them over \$168,000 in 2016-17. The program was piloted in three PSP districts and was expanded to four additional districts in 2017, with plans to expand statewide over time.

Managing State Prisons Better While Saving Tax Dollars

Electronic Health Records Improve Inmate Care Department of Corrections (DOC)

The Department of Corrections modernized the management of health information for offenders through use of electronic health records (EHR). Previously, inmate health records were kept in a variety of locations.

An EHR provides a single record that includes all of a patient's health information. As a result, healthcare providers in all disciplines have access to a comprehensive, up-to-date and accurate health record, allowing them to work with the patient to ensure appropriate treatment.

Medical staff at all state correctional institutions have received training on the EHR system.

Keeping Commonwealth IT Systems Secure

Award-Winning Protection of Cloud Services Office of Administration (OA)

OA is helping to reduce costs and support greater adoption of cloud services by implementing services that can be used by all agencies. A recent example is risk-based multi-factor authentication (RBMFA), which is used to prevent unauthorized access using stolen passwords or devices.

When commonwealth employees and contractors log into their cloud email and storage from outside the office, they must now provide information in addition to their user name and password. This step helps to protect confidential citizen data from cyber threats.

In 2017, the initiative earned the State IT Recognition Award for cybersecurity from the National Association of State Chief Information Officers (NASCIO).

Improving Public Health Using Technology

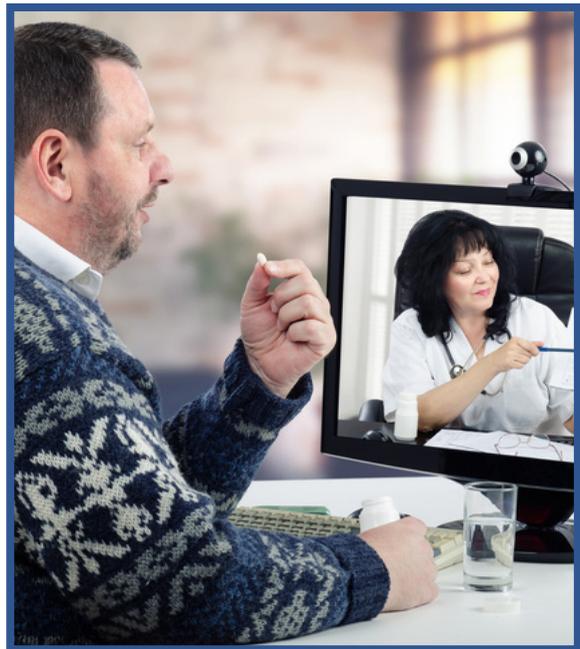
Telemedicine Streamlines Treatment of Tuberculosis

Department of Health (DOH)

DOH has piloted the observation of tuberculosis patients taking their medicine via video instead of in-person.

In 2015, there were 200 active cases of potentially fatal tuberculosis disease in Pennsylvania. Treatment includes six to nine months of in-person observation to ensure patients take their medication. This is necessary to avoid relapse and the development of drug resistance due to incomplete treatment.

Conducting the observations via video saves considerable time and cost, especially in situations where patients are only available outside of normal business hours or reside in rural locations.



Mobile App Improves Delivery of Benefits

Department of Human Services (DHS)

In 2016, DHS launched a mobile app called myCOMPASS PA for Pennsylvanians who have applied for or receive assistance benefits.

Users can receive and check the status of submitted applications, upload documents, view benefits details and update contact information directly from their phones instead of having to call or visit a county assistance office.

Since its launch, over 100,000 users have downloaded the app, which has over 580,000 benefit status views. When fully implemented, DHS will save an average of \$3.2 million annually by reducing mail processing time, manual information entry, call center calls, postage and printing.

Project Highlights: *Fiscal Year 2016-17*



Milk and Food Inspectors Cross-Trained for Efficiency **Department of Agriculture (PDA)**

Employees are being cross-trained to inspect both food and milk, since many businesses sell both. Hundreds of municipalities have stopped performing local inspections of restaurants, grocery and convenience stores and other businesses due to budget pressures. Cross-training has enabled the department to absorb the increasing workload without the need to hire additional staff. Cross-training will enable more timely inspections and re-inspections, resulting in safer food products for the public.

The first group of inspectors were cross-trained in 2017, with training of all inspectors expected to be complete by June 2018.

Increasing Convenience for Motorists

Dark-Hour Highway Maintenance Reduces Back-Ups, Improves Efficiency **Department of Transportation (PennDOT)**

Sealing asphalt during the day requires 20 full-time crew members due to heavy daily traffic volumes. By working an alternate schedule of four, 10-hour shifts and developing a custom lighting system, PennDOT workers in Montgomery County were able to complete the same work with 10 crew members.

The pilot program provides benefits such as cooler temperatures for road crews and a safer work environment due to less traffic. Other PennDOT offices are looking to adopt the dark-hour schedule.

Maximizing Tax Dollars Through New Contracts

Strategic Purchasing Saves on Goods and Services **Department of General Services (DGS)**

Commonwealth agencies spend more than \$3 billion each year on goods and services. By conducting a thorough examination of existing contracts, applying commercial best practices and reintroducing reverse auctions, DGS has saved approximately \$143 million on purchases over the past two years, including \$74 million in fiscal year 2016-17.

Reverse auctions are live, online auctions where bidders can anonymously see how their prices compare to those of other anonymous bidders competing for commonwealth contracts. The department is also using the contract renewal process as an opportunity to ask vendors to take a voluntary reduction.



Project Highlights: *Fiscal Year 2016-17*

Easier Application Processes for Better Customer Service

Online Form Saves Time, Reduces Errors

Department of the Auditor General

Department of Community and Economic Development (DCED)

The two agencies partnered to transform the process used by municipal retirees and volunteer firefighters to apply for pension and relief benefits each year from paper to electronic. The conversion to an online form improves data submission for applications, speeds processing and reduces errors.

“Hands down, this process streamlined submissions, improved efficiencies within my department and provided better customer service for the municipalities,” Auditor General Eugene DePasquale said. “We’ve heard from the municipalities about the ease of the new system. It made sense to simplify the process while cutting down on errors.”

More Efficiency for Grant Reporting

Office of the State Fire Commissioner (OSFC)

Municipal fire stations submit more than 600 grant applications annually to the Office of the State Fire Commissioner.

This project focused on consolidating the reporting for all grant applicants into a single application that is filed electronically, allowing for speedier review and approval.

Nearly \$5,000 was saved through this new simplified process in 2016-17.

Online Filing for Corporation Documents Increases Efficiency

Department of State (DOS)

New corporations wishing to do business in Pennsylvania can now register online. The new electronic filing process increases accuracy and efficiency, while reducing data entry costs to the commonwealth and customers.

The Bureau of Corporations and Charitable organizations received more than 282,200 online filings in 2016-17 and saved more than \$212,000.

Simplifying the Collections Process for More Savings and Improved Customer Service

Web Portal Improves Recovery of Funds

Department of Human Services (DHS)

An online customer portal has modernized and streamlined the recovery of funds when Medicaid is billed for services that should be covered by private insurance or another liable third party.

The portal allows cases to be opened, processed and resolved more rapidly. Customer service is improved, while staff time is freed up to process additional cases and ultimately increase recoveries. The modernization resulted in over \$10.5 million in savings in 2016-17.

Project Highlights: *Fiscal Year 2016-17*

New Policies Increase Collections **Department Labor and Industry (L&I)**

The collections office in the State Workers Insurance Fund (SWIF) reduced the collection threshold from \$20,000 to \$10,000 and offered a payment schedule that makes debts more manageable to repay. As a result, payments by employers who are behind on their contributions to SWIF for workers' compensation coverage increased by \$1.7 million in 2016-17.

Expert Witnesses Paid Timely **Department of State (DOS)**

Payments for services from expert witnesses in professional licensure cases should be completed in 30 days but were taking an average of 52 days. Through the use of Lean tools and methodologies, the department created an entirely paperless process using existing capabilities to reduce the overall timeframe for payment by nearly half to an average of 26.5 days.

Additionally, the process was dramatically simplified from 22 steps to 14. Customers and staff alike are extremely satisfied and inquiries regarding payment status have ceased.

Greater Transparency in Oil and Gas Inspections

Mobile Technology Streamlines Oil and Gas Inspections **Department of Environmental Protection (DEP)** **Department of Transportation (PennDOT)**

DEP partnered with PennDOT to develop a mobile application that enables staff to conduct electronic inspections of surface activities at oil and gas sites.

The app makes the inspection process more accurate and efficient, thanks to improved data quality, easier photo documentation, elimination of duplicate entry, electronic supervisor approval and other features. Previously, staff completed paper forms and then entered information into a database.

Electronic inspections also mean citizens can see surface inspection results sooner, with results posted online within days rather than weeks. With the recent addition of sub-surface inspections, productivity savings for the project are \$500,000, roughly the equivalent of six additional inspectors. Errors were also significantly reduced in the inspector and manager reviews.



Changing the Culture: *Continuous Process Improvement*

In FY 2016-17, GO-TIME began to lay the groundwork for a dramatic transformation of state government culture through the LeanPA continuous process improvement initiative.

Lean has been used successfully by federal agencies and state and local governments to address backlogs, simplify processes, increase quality and better meet the needs of their customers. Lean empowers employees with proven tools to improve how work is accomplished.

LeanPA's goal is to create a culture of continuous process improvement in each agency and to produce better outcomes for citizens.

GO-TIME has provided training to agency leaders and employees, as well as directly facilitated projects. It has also hosted symposiums, lunch and learn sessions and other events to educate agencies about Lean.

The numbers:

- 50 lean leaders trained
- Three successful pilot agencies (General Services, Labor and Industry and State)
- 12 additional agencies participating
- Creation of a model agency at Department of General Services
- 330 individuals trained
- 130 completed projects

GO-TIME will continue to grow the LeanPA program through additional training and events. Lean leader training will be completed in 15 agencies, three new agencies will join the program and the number of completed projects will double to at least 300. GO-TIME will also train agencies in the development of annual improvement plans to guide their LeanPA efforts.

Project highlights:

Real Estate Lease Approval Streamlined: The Department of General Services (DGS) is implementing a plan that will reduce the time it takes for agencies to enter into new real estate leases from over one year to just over four months (62 percent improvement).

Decreasing Wait Times in the Unemployment Compensation System: The Department of Labor and Industry (L&I) is using Lean tools to review every aspect of the unemployment compensation system to speed eligibility determinations for people who lost their jobs. The first effort resulted in a plan to reduce the backlog in monetary claims from 1,600 per week to 750 per week (53 percent improvement). A video of the report is available at: <https://youtu.be/iHToha4m8cw>.

Changing the Culture: *Continuous Process Improvement*

Faster Hiring: The Office of Administration (OA) partnered with human resource staff, hiring managers and other stakeholders to identify ways to reduce hiring time from 172 days to 66 days (62 percent improvement).

Improving the Pathway to Pardons: The Lt. Governor and the Board of Pardons staff are working on a plan that will reduce the time to receive a pardon or commutation from four years to a little over one year (72 percent improvement).



DGS Secretary Curt Topper helps train over 50 lean leaders for LeanPA.

Improving the Bureau of Charities Registration: The Department of State (DOS) has implemented changes that will streamline annual registration for over 12,000 charities in the commonwealth.

Timely Payments for Expert Witnesses: Employees at DOS also redesigned the payment process for expert witnesses, reducing the turnaround time by almost half, from 52 days to 26.5 days.

Processing Payments Electronically: The Office of the Budget is making it easier for vendors to pay the commonwealth electronically to simplify the payment process and reduce staff time.

Expediting Tax Credit Letters: L&I reduced the time to process Work Opportunity Tax Credit letters to employers from four hours per day to one hour per day. The project also cut its tax letter backlog by nearly 50 percent in one year (116,111 in 2016 to 68,846 in 2017).

Health Research Office Expedited Annual Report Process: The Department of Health's Research Office streamlined the process to compile an annual report of research outcomes from grant recipients from 20 months to less than five months. The office also decreased its backlog of grantee reports from 50 to two reports within four months and reduced the process steps from 71 to 45.

Changing the Culture: *Continuous Process Improvement*



State employees participate in a Value Stream Analysis Project (VSAP); a LeanPA tool used to streamline processes for greater efficiency.

Standardizing for Efficiency: The Pennsylvania Liquor Control Board standardized its process for tracking monthly receipts from waste contractors across all its retail outlets and reduced delays of processing receipts from 90 percent to 10 percent.

Modernizing the Historic Files Placement Process: As the Right-to-Know coordinator, a human resources employee with the Office of Administration wanted to find a better method for filing historical information about employees. A database was created to scan and store the information. The electronic format allows for easier access to files and eliminates the need for box storage. Eventually, all agencies will use the new process.

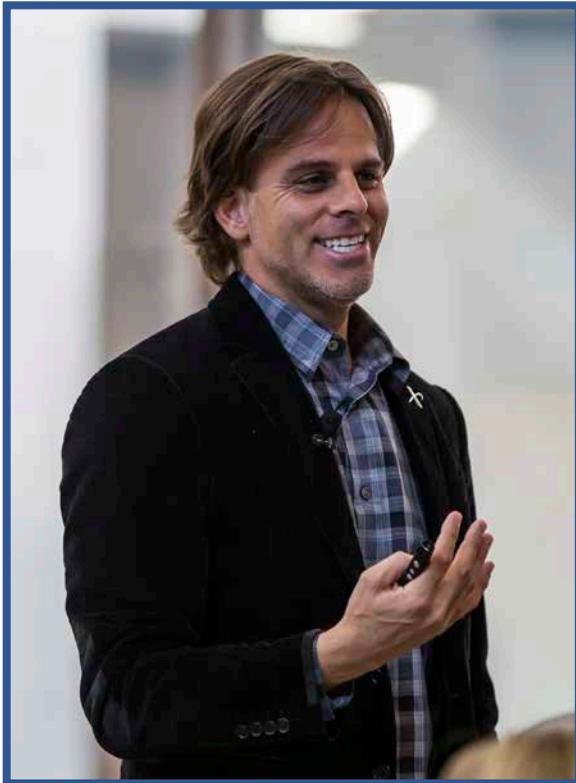


State employees learn about LeanPA and Embracing a Culture of Innovation presented by Deloitte at the November Innovation Showcase in 2016.

Changing the Culture: *Continuous Process Improvement*

GO-TIME LeanPA CPI Events 2016-17

Throughout 2016-17, the LeanPA CPI program offered events to bring employees together to brainstorm and learn new ways of thinking about doing their work. The events were well attended and supported by state employees. LeanPA will continue offering the events to help employees look at their jobs in a different way and engage with leadership to develop real solutions to improve operations.



(L) Innovation Showcase Keynote Speaker, Marcus Shingles, CEO XPrize Foundation. (R) LeanPA Continuous Process Improvement breakout session.

Building Relationships: *University Partnerships*

Pennsylvania has a strong public system of higher education and some of the best research universities in the nation. GO-TIME is working to foster greater collaboration between these outstanding institutions and state government through the Commonwealth – University Capstone Partnership.

The program links agencies to graduate level capstone programs to find creative solutions to public policy challenges. Students and faculty work on agency-identified projects, gather and analyze data and produce research reports. State leaders and policy makers can use this information to make decisions and improve program delivery. At the same time, students gain valuable real-world experience and exposure to the rewards and opportunities of public service.

GO-TIME is proud to have the Heinz School at Carnegie Mellon University, Temple School of Public Health and Penn State Harrisburg as participants and to offer this program at no cost to state agencies. In 2016-17, GO-TIME coordinated six capstone projects involving four agencies, including:

Department of Health & CMU conducted research to confirm that naloxone was being distributed to first responders in areas with the highest concentrations of opioid overdoses. With increased attention, more funding for naloxone has been included in the 2017-18 budget for first responders, and other programs and initiatives to combat the growing epidemic are underway. Other recommendations from the study include standardizing and improving data collection and expanding collection to include data from non-EMS first responders.



PennDOT & CMU assessed the feasibility of linking low-income workers to job hotspots using ride-sharing services like Uber and Lyft. The students found that subsidized ride-sharing services would increase employment options for workers and improve the job matching rate.



Department of Health & Penn State Harrisburg conducted an analysis to increase participation in the Women, Infants and Children (WIC) program and understand the cost effectiveness of local WIC providers. Recommendations from the study include targeting census tracts with the largest gaps in eligibility and participation to identify and reduce barriers to WIC services and partnering with Medicaid to do a more comprehensive gap analysis to include women who are pregnant or breastfeeding.

Department of Corrections and CMU analyzed the effectiveness of community placements for ex-offenders. Using research, interviews and program evaluation, the team examined the current risk assessment tool, processes for determining referral of an ex-offender, communication strategies across departments and agencies, post-prison placement and resource constraints and infrastructure capacity. The study gives recommendations that include evaluating communication strategies among public safety agencies to improve the referral process for ex-offenders.



Engaging Employees: *Idea Hub*

Commonwealth employees have first-hand knowledge of how state programs and offices operate, giving them a unique lens into how government can perform better.

That is why GO-TIME partnered with state agencies to make sure that every employee can have their ideas heard and considered by senior leadership. Idea Hub is a modern take on the employee suggestion box. Employees can submit their ideas electronically through a simple online form. Behind the scenes, workflows allow the idea to be routed to the appropriate subject matter experts and decision makers in their agency for evaluation.

GO-TIME has made Idea Hub available as a software template that can be branded, configured and customized by each agency.

Since July 2016, over 700 ideas have been submitted by employees through agency Idea Hubs and similar online applications. To date, 119 of those ideas have been brought to fruition.

The following are some examples of employee-driven transformation and improvement:

Consolidating Grant Program Processes Department of Environmental Protection (DEP)

A DEP employee who fields phone calls about grants managed by the department submitted an idea to replace its current labor intensive, paper-based applications with an online grants system. This would provide an easy, one-stop shop for applicants and faster, more efficient processing by DEP staff. This suggestion evolved into a GO-TIME project by DEP to leverage the electronic grants system of the Department of Community and Economic Development rather than buy or build a new system.

Simplifying Employee Time Tracking Department of Labor and Industry (L&I)

An L&I employee suggested a number of simple enhancements to the enterprise timekeeping system to reduce errors and reliance on HR staff. Subordinates can now correct entries rejected by a supervisor instead of it going to HR to fix. Another feature reminds users to input time or leave for days where no entries have been made.



Increasing Adopt-A-Highway Program Participation Department of Transportation (PennDOT)

In order to supplement existing efforts to promote the agency's highway beautification programs, PennDOT implemented a suggestion by an employee to have Adopt-A-Highway Program Coordinators conduct proactive outreach to businesses, civic groups and fraternal organizations about participation in the program.

Updating Forms for Gender Neutrality Department of Transportation (PennDOT)

A salutation on a PennDOT form was changed to be gender neutral and the department will make similar updates moving forward as needed based on an idea from an employee in the department's Uniontown-based region.

Welcome Center Safety Days Department of Transportation (PennDOT)

Based on a Welcome Center employee's idea, each of PennDOT's 14 Welcome Centers will begin hosting safety days in 2018 to educate the public on topics such as work zones, car seats, motorcycles and more.

Encouraging Use of Life Jackets for Dogs Department of Conservation and Natural Resources (DCNR)

A DCNR employee in Moraine State Park was surprised by how many people do not put life jackets on their dogs when they go boating. So, she created posters to raise awareness about the importance of life jackets and made them available to other state parks to use.



Encouraging Conservation Department of Conservation and Natural Resources (DCNR)

State Parks Conserve is an employee-suggested program developed to decrease DCNR's energy and resource consumption, thus saving the commonwealth money. Depending on how many actions the state park implements, it receives bronze, silver or gold window decals with the State Parks Conserve logo for its main office windows/doors. The parks that meet the gold standard of certification are also recognized in the DCNR newsletter.

Improving Outreach of Mobile App for Benefits Department of Human Services (DHS)

A Department of Human Services employee had the idea to increase the visibility of the new myCOMPASS PA mobile app on the DHS website. The home page now features an article pointing individuals to the new app, as well as a link at the top of the page to "Apply for Benefits."



Online Camping Permit System for State Forests

Department of Conservation and Natural Resources (DCNR)

DCNR is implementing a camping permit system for state forests that it developed for state parks. Currently, if someone wants to camp in a state forest, they must physically fill out a form obtained from a forestry district office. With this suggestion, visitors will be able to make a camping reservation in a state forest online without having to fill out a paper form.

Welcoming New Hires

Emergency Management Agency (PEMA)

At the suggestion of an employee, PEMA is working on a new employee orientation that goes beyond topics such as workplace policies and the location of the emergency exits to focus on the mission of the agency, its offices and their functions and day-to-day operations. Research shows that effective onboarding makes employees feel welcomed, valued and engaged with their new employer.