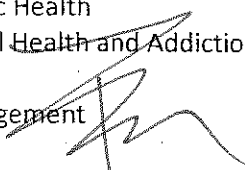


STATE OF CONNECTICUT

OFFICE OF POLICY AND MANAGEMENT

MEMORANDUM

TO: Roderick L. Bremby, Commissioner, Department of Social Services
James E. Dzurenda, Interim Commissioner, Department of Correction
Joette Katz, Commissioner, Department of Children and Family Services
Dr. Terrence W. Macy, Commissioner, Department of Developmental Services
Dr. Jewell Mullen, Commissioner, Department of Public Health
Patricia Rehmer, Commissioner, Department of Mental Health and Addiction Services

FROM: Benjamin Barnes, Secretary, Office of Policy and Management 

SUBJECT: Final Report and Recommendations Purchase of Service (POS) Contracting Efficiency Office

DATE: April 10, 2013

As you know, in early 2012, the Purchase of Service (POS) Contracting Project Efficiency Office was established here at OPM to analyze, recommend and initiate business process and organizational changes related to POS health and human service contracting. The Governor, Terry Edelstein, Nonprofit Liaison to the Governor, and I greatly appreciate the contributions of your departments to this critical effort, both through providing staff members to work in or with the project office and through the provision of needed information and feedback to the office. Most importantly, we are also grateful for your ongoing commitment to making the changes recommended in our nonprofit health and human service contracting processes.

The focus of these POS contracting changes continues to be on streamlining, standardizing, automating and reducing costs and paperwork for both state agencies and non-profit providers. Some of the specific outcomes to be achieved include improved timeliness of contract executions, more efficient and effective payment and reporting processes and a stronger focus on client outcomes. This initiative is consistent with the Governor's directive to agencies to apply Lean process improvement techniques in order to maximize efficiency and value to clients and minimize inefficiency and waste.

After meeting with your agencies, the project office has finalized the attached report and recommendations. The report contains agency-specific strengths, weaknesses and recommendations for improvement as well as overarching recommendations that relate to all POS agencies. In addition, detailed business process reviews are attached to the report for each POS agency.

Implementation actions on a number of the findings and recommendations have already commenced. OPM will soon be following up with each of you on implementation plans and actions related to agency specific recommendations. OPM is also developing implementation plans for the overarching recommendations, which plans will: outline specific action steps and related timeframes; identify responsible staff members and resources; and outline methods to measure implementation progress. In addition, OPM will be reviewing modifications needed to statewide POS standards as a result of the recommendations. Another critical aspect of the implementation will involve working with our nonprofit provider partners on these recommendations, particularly those that impact their operations.

Once again, OPM looks forward to working with you and your agency, private providers and others to improve the effectiveness, efficiency and the outcomes related to POS health and human service contracts.

Attachments

Cc: Governor Dannel P. Malloy
Terry Edelstein, Nonprofit Liaison to the Governor
Commissioner Amy Porter, Department of Rehabilitation Services
Commissioner Edith Prague, Department of Aging
Yvonne Klein, Commissioner of Housing
Myra Jones-Taylor, Director, Early Childhood Education
Robert S. Dakers, Executive Financial Officer, OPM
Suzanne Cooney, Project Director, POS Office; Director- Business Administration, DMHAS