



Governor Andrew M. Cuomo
Cabinet Meeting
October 12, 2011

The background is a blue-tinted photograph of the New York State Capitol building. In the foreground, there is a large, semi-transparent seal of the State of New York. The seal features the text "NEW YORK" at the top, "1788" below it, and "FREEDOM" at the bottom. The seal also depicts a figure holding a torch and a plow, with stars around the perimeter.

Transforming New York State Operations

Paul Francis, Director of Agency Redesign & Efficiency
Commissioner RoAnn Destito, Office of General Services

NYS Vision for Enterprise Shared Services

Statewide approach to purchasing and support services will cut costs and increase efficiency

Focus on 5 major areas:

Procurement

- Strategic Sourcing
- Contracting
- Purchasing
- Vendor Management

Real Estate

- Facility Management
- Leasing
- Space Planning and Moves

Information Technology

- Data Centers
- Telecom
- Email
- Hardware and Applications Support

Customer Service

- Licensing and Permitting
- Call Centers
- Web Services
- Fulfillment

Business Services

- Accounts Payable
- Accounts Receivable
- Payroll
- Time and Attendance
- Benefits Management

How We Will Achieve Our Goals

- Review best practices
- Develop plans for each of the five focus areas
- Monitor savings through performance metrics

Already using approach to save taxpayer dollars...

Procurement *Strategic Sourcing*

- Estimated **\$100 million** (All Funds) savings for 2012-13 budget year
- Approach could save taxpayers as much as **\$600 million** (All Funds) over 5 years
- Increase MWBE and small business participation

Procurement *Strategic Sourcing*

First of four phases

15 categories in Phase 1

Administrative Services	IT Hardware
Road Salt	IT Software
Payment Processing	Autos
IT Services	Auto Services/Parts
Building Management Services	Office Equipment
Security Guards	Office Supplies
Telecom	Fleet Card
Food	

Additional categories will be added...

The Process Works...

Just signed new contract for road salt...

State will Save **\$2.4 million**

Local Governments will Save **\$7.1 million**

First time contract was rebid in almost a decade...

Real Estate *Office Space Optimization*

25% vacancy rate
for State-owned or leased office space
in Capital Region & NYC

Wasting taxpayer dollars...

Real Estate *Office Space Optimization*

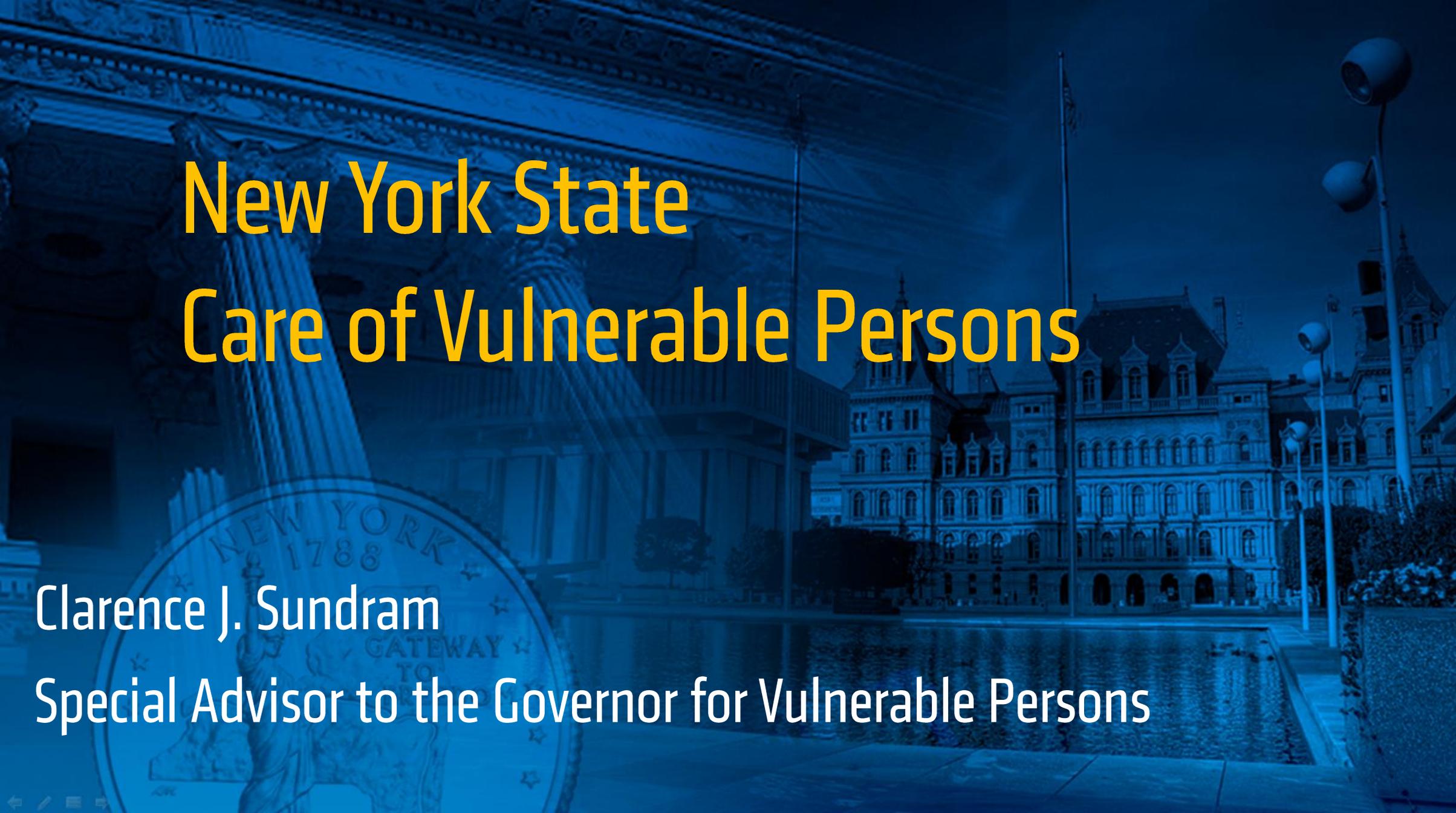
Capital Region

- Eliminating 3,000 vacant seats
- Saving \$9 million in lease costs per year

Phase 1: Corning Tower



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New York State Care of Vulnerable Persons

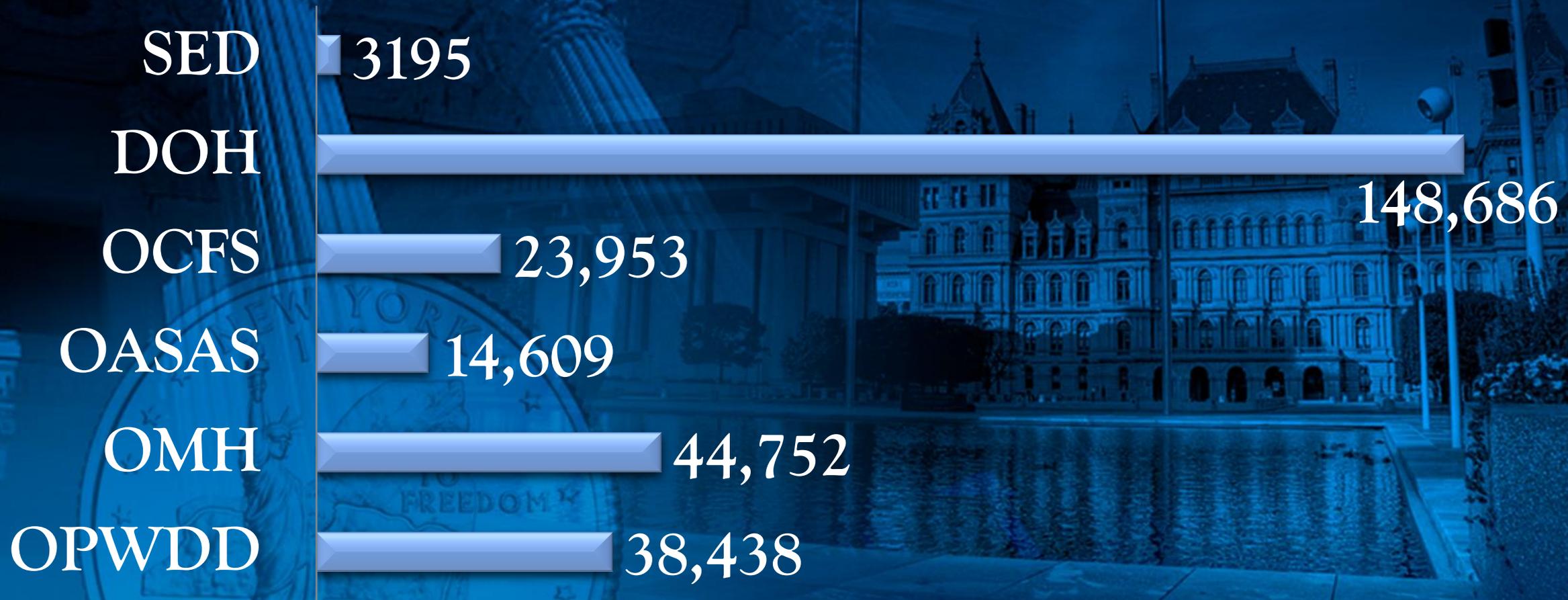
Clarence J. Sundram

Special Advisor to the Governor for Vulnerable Persons



Total Residential Beds **273,633**

Impacted Agencies



One of the Problems

New York State has Inconsistent
Laws, Rules, Regulations and Standards



Inconsistent Requirements for Reporting Incidences

Issue	DOH-HRFs	DOH-Adult Homes	OCFS Youth / Secure	OCFS Youth / Other	OCFS Adult Family Homes	OPWDD	OMH	OASAS	SED In-State	SED Out of State
Incident Management Program Required										
Definitions of A/N										
Program Investigates A/N										
Timeframe for Program Completion of Investigation										
Requires Trained Investigators										
Requires Incident A/N Trends Analysis										
Program Reports A/N to NY Licensing Agency										
NYS Licensing Agency Conducts Investigation										

required by law or regulation for all agencies

not addressed by law or regulations

encouraged or permitted by State licensing agency but not required of all programs



Agencies have different definitions of
abuse and neglect

Agencies have different definitions of
who can be reported as an abuser

Agencies have different standards as
to when to call law enforcement

Application Of Evidentiary Standards Across Systems For Abuse/Neglect Allegations (A/N)

Standard / Use	DOH	OCFS	OASAS	OMH	OPWDD	SED
<u>Sufficient credible evidence:</u> Residential Health Related Facilities	✘					
<u>Some credible evidence:</u> Institutional Child Abuse Investigations		✘	✘	✘	✘	✘
<u>Fair preponderance of evidence:</u> fair hearings to <u>sustain</u> Institutional Child Abuse Investigations		✘	✘	✘	✘	✘
<u>Preponderance of evidence:</u> to confirm A/N of any service recipient, child or adult			✘	✘	✘	
<u>Preponderance of evidence:</u> in state disciplinary actions	✘	✘	✘	✘	✘	✘
<u>No standards specified:</u> Adult Care Facilities certified by DOH and OCFS	✘	✘				

Number of Providers with Multiple Licenses: 112

Provider Numbers	State Certifying Agencies				
43	OASAS	OMH			
2	OASAS	OPWDD			
28	OMH	OPWDD			
13	OMH	OCFS			
9	OPWDD	OCFS			
3	OASAS	OMH	OPWDD		
11	OMH	OCFS	OPWDD		
1	OASAS	OCFS	OPWDD		
2	OASAS	OMH	OPWDD	OCFS	

A Good System Must Incorporate

Statutes/Regulations/Policies

Advocates

Community Contacts

Co-Workers

Friends

Family Involvement

Individuals Self-Protection

Elected Officials

Independent Oversight

State Quality Assurance

State Licensing/Certification

Boards of Directors

Incident Review

Provider Administration

Supervision

Staff Selection & Training

Overview of OPWDD System

Courtney Burke, Commissioner
Office of People with Developmental Disabilities



Provide services for **126,000 New Yorkers** with cerebral palsy, autism, mental retardation, epilepsy, learning disabilities

The Problems

- Diverse population with individualized needs
- Low qualifications for direct care workforce
- No automation of incident tracking systems, uncertified investigations
- Too few relationships with law enforcement
- Inconsistent discipline & barriers to getting bad employees out
- Lack of transparency & culture of non-reporting

Reforms - Workforce

- Raised qualifications of direct care workers
- Implemented consistent hiring standards
- Staff trained on abuse prevention & reporting
- Talent Development Consortium established

Reforms – Law Enforcement

- Immediate reporting of possible crimes
- Automation and 24 hour entry of incidents
- Linked incidents with investigation & employee discipline
- Agreement with State Police
- Centralized investigations
- 51 newly certified investigators & new lead investigator

Reforms –

Discipline & Keeping Good Employees

- No tolerance & required reporting of abuse
- Immediately suspend employees with substantiated egregious abuse
- Pursue termination in arbitration for egregious cases
- Negotiate with unions for a consistent table of penalties

Reforms- Culture Change & Transparency

- Over 1,000 unannounced site visits by OPWDD Leadership to state operated homes
- All staff trained on promoting positive relationships
- Enhanced communications including “I spoke out” campaign
- Provider performance is now public

Next 6 Months

- Make standards consistent across 13 regions and non-profits
- Continue implementing safety reforms
- Measure performance

Long-Term Vision

- Safety culture and collective mindfulness
- System redesign through innovative care delivery
 1. A sustainable and reformed financial platform
 2. Measure quality based on individual outcomes
 3. Individual & families choose services
 4. Increase person-centered and inter-agency services

