WHERE ARE OUR EMPLOYEES?

Kristin Polywacz | Process Analyst
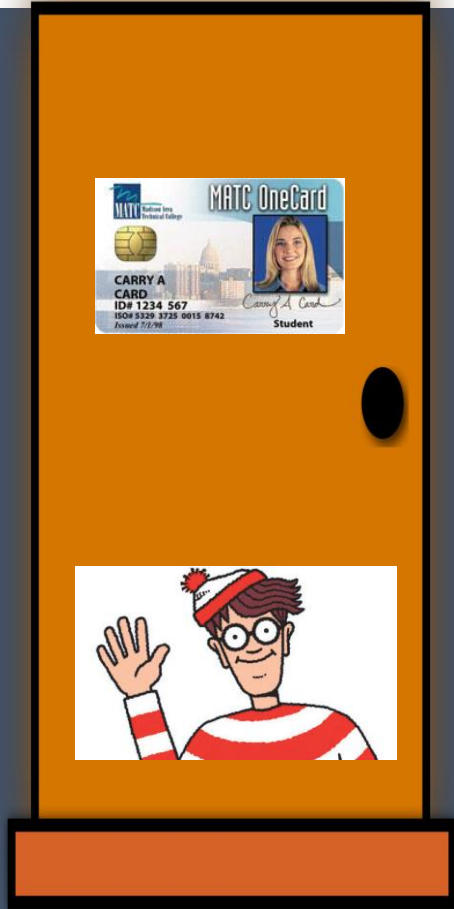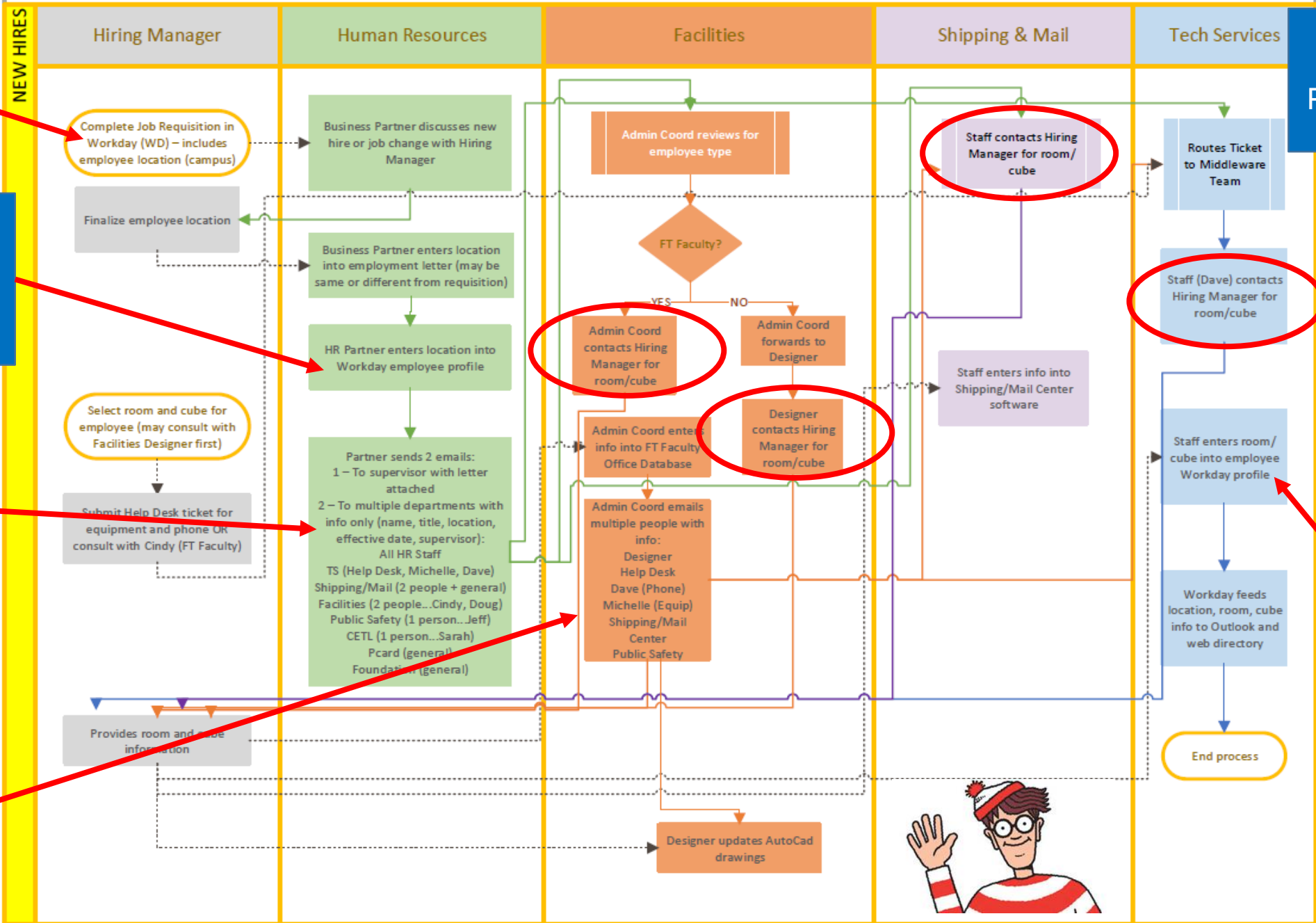
MADISON
AREA | TECHNICAL
COLLEGE
CENTER FOR OPERATIONAL EXCELLENCE

ISSUE: Assign location of employees

GOAL: 100% accuracy

Process: Enter Employee Location & Room # - Current State: August, 2016

NEW HIRES

Hiring Manager	Human Resources	Facilities	Shipping & Mail	Tech Services

Annotations (red callouts):
- WRONG START
- REDUNDANCY
- INCOMPLETE EMAILS
- DUPLICATE PROCESS FOR FACULTY
- EXTRA PROCESSING
- WAITING
- WAITING & ERRORS

Hiring Manager:
- Complete Job Requisition in Workday (WD) – includes employee location (campus)
- Finalize employee location
- Select room and cube for employee (may consult with Facilities Designer first)
- Submit Help Desk ticket for equipment and phone OR consult with Cindy (FT Faculty)
- Provides room and cube information

Human Resources:
- Business Partner discusses new hire or job change with Hiring Manager
- Business Partner enters location into employment letter (may be same or different from requisition)
- HR Partner enters location into Workday employee profile
- Partner sends 2 emails:
  1 – To supervisor with letter attached
  2 – To multiple departments with info only (name, title, location, effective date, supervisor):
  All HR Staff
  TS (Help Desk, Michelle, Dave)
  Shipping/Mail (2 people + general)
  Facilities (2 people...Cindy, Doug)
  Public Safety (1 person...Jeff)
  CETL (1 person...Sarah)
  Pcard (general)
  Foundation (general)

Facilities:
- Admin Coord reviews for employee type
- FT Faculty? YES / NO
- Admin Coord contacts Hiring Manager for room/cube
- Admin Coord forwards to Designer
- Admin Coord enters info into FT Faculty Office Database
- Designer contacts Hiring Manager for room/cube
- Admin Coord emails multiple people with info:
  Designer
  Help Desk
  Dave (Phone)
  Michelle (Equip)
  Shipping/Mail Center
  Public Safety
- Designer updates AutoCad drawings

Shipping & Mail:
- Staff contacts Hiring Manager for room/cube
- Staff enters info into Shipping/Mail Center software

Tech Services:
- Routes Ticket to Middleware Team
- Staff (Dave) contacts Hiring Manager for room/cube
- Staff enters room/cube into employee Workday profile
- Workday feeds location, room, cube info to Outlook and web directory
- End process

- 20 steps to 1 step

- Nearly 100% accuracy

- Right info, right departments, better service

- Time savings

- Established process owner

- Easier process for faculty seating

- Team that is proud and excited about their work!
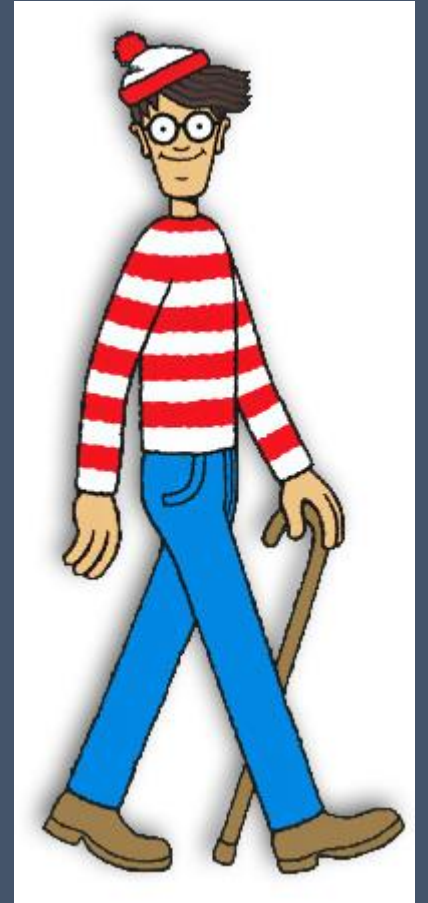
Simplifying the Personal Care Product Process

Shannon Moloney
Quality Improvement Coordinator
and

Collin Sainio
Resident Care Supervisor
CENTRAL WISCONSIN CENTER

October 27, 2017

Background

- No standard menu to order personal care products
- Uncontrolled variation within ordering process
- Ordering decisions personality dependent

Aim

- Reduce variation in five product categories
- Decrease time spent putting products away
- Decrease cost

Tools Used

- Survey
- Waste Walk
- Flow Chart
- Pareto Analysis
- Voice of the Customer
- Sort, Set, Shine, Standardize, Sustain
- Failure, Mode, Effects, and Analysis
- Define, Measure, Analyze, Improve, and Control

Changes Made

- Consulted direct care staff to identify top five product categories
- Assessed active ingredients to create new menu
- Developed system for ordering off-menu products
- Reorganized supply space
- Updated care plans

Results

- Reduced product variation by around 46% (26 products to 12)
- Reduced time spent putting away products
  - From 32.5 minutes to 22.5 minutes
  - Process occurs weekly, sometimes twice a week
- Organized supply storage area
- Reduced cost spent on personal care products by 24% (average of $1,387/month to $1,056/month)

Results

Next Steps

- Revise forms.
- Complete rollout.
- Standardize other products.
- Continue quality checks.
- Share lessons learned.

Rollout to Living Unit 4

Rollout to Murphy Hall W

July 17

Aug

Sep

Oct

Rollout to Living Unit 2

Rollout to Murphy Hall E
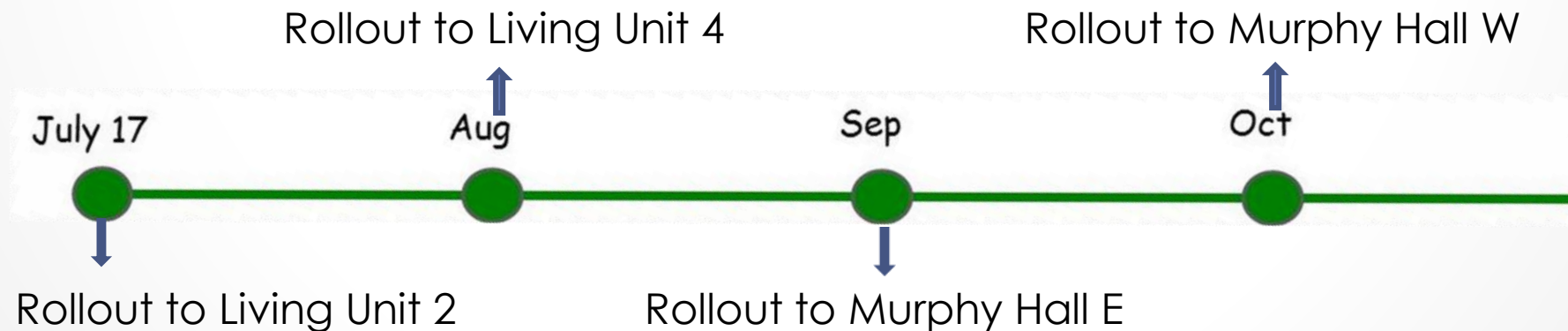
Impact

- Created system of materials management
- Developed standard for product ordering and change
- Simplified ordering process
- Organized storage area
- Ensured residents have the correct products
- Improved quality of care
  - Increased staff knowledge
  - Improved understanding of care plans
  - Increased tracking of product efficacy

Beneficiary Designation Acknowledgement Process Improvement

PI-22

Maryann Hilt, Project Lead

Racheal Rolli, Facilitator

etf

Process Problem

- ETF acknowledges over 23,000 beneficiary designations per year. Ideally, we would like to automate this process regardless of a member's status.

  - Currently, ETF uses WEBS to streamline the processing of active/inactive member confirmations, but complete an entirely manual process for acknowledgements for annuitants.

  - Based on internal performance tracking data, on average, it takes 2:46 longer to process annuitant confirmations than for active/inactive members. This results in an extra 351.12 hours per year in processing time.

  - Processing all beneficiaries in WEBS will optimize this process, save time, and resources.

Project Team & Objectives

- Reduce annuitant beneficiary confirmation processing time in half.

- Streamline the process in order to reduce overall processing time.

- Remove all unnecessary motion in the process.

Maryann Hilt
Project Leader

Jaymee Meier
Project Sponsor

Racheal Rolli
Lean Facilitator
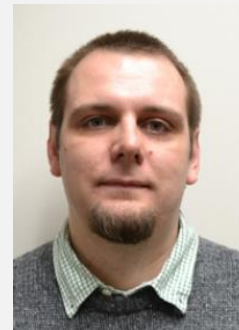
Caleb Johnson
Team Member

Lara Meinholz
Team Member

Luis Caracas
Team Member

Future State Map
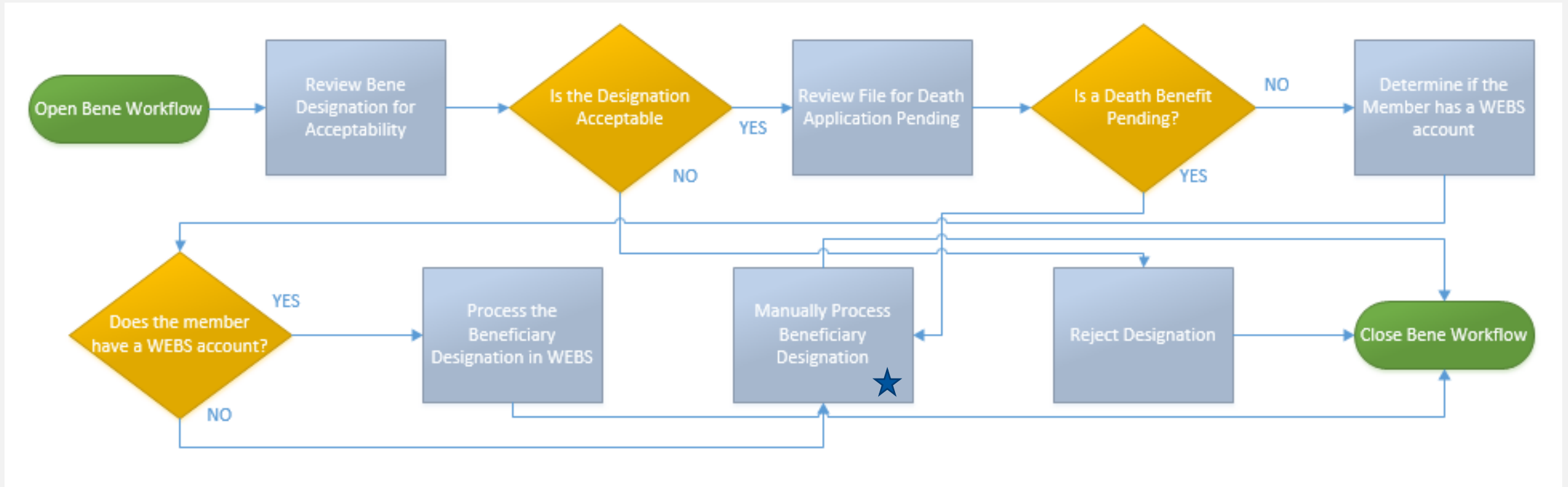
★ Manual Process only occurs if the member has no WEBS account or if there is a death benefit pending

Total Savings

ETF Population

- 68% Active/Inactive
- 32% Annuitant
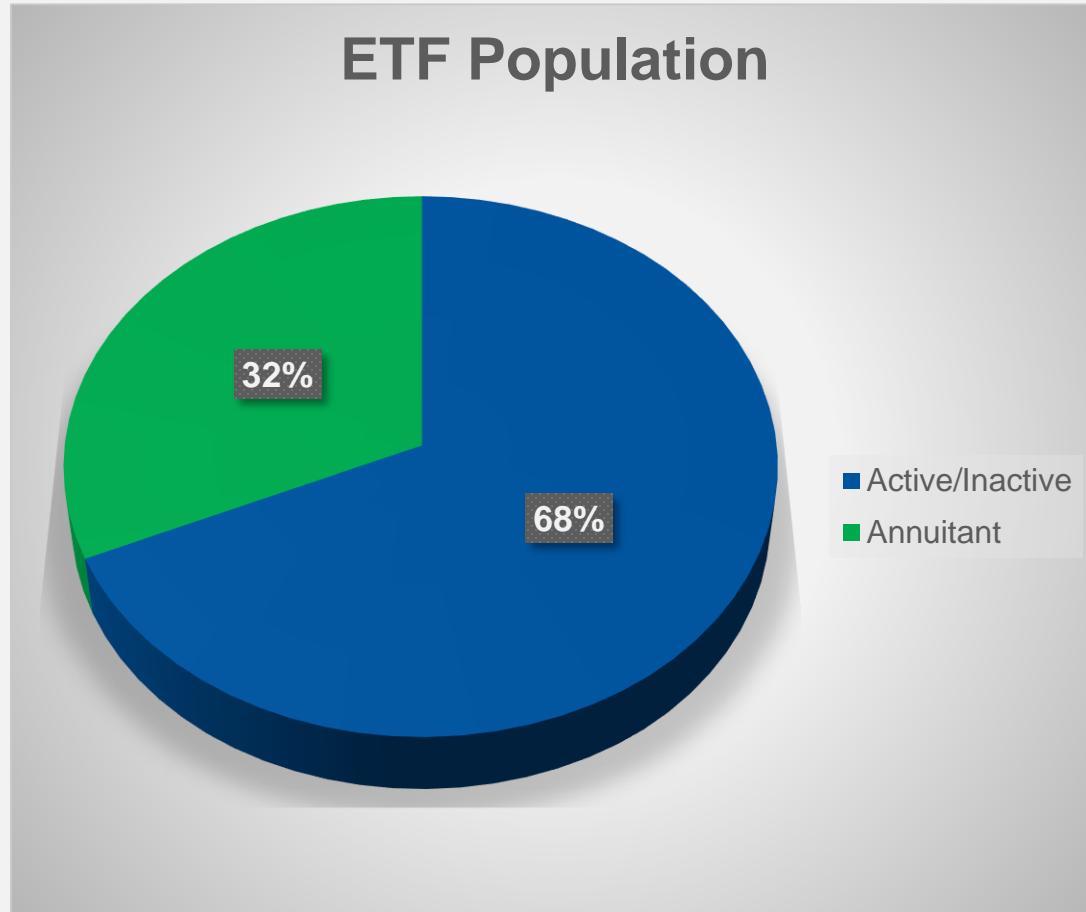
- 23,799 acknowledged in 2016

- 32% of 23,799 is 7,616 per year

- 2:46 savings per bene provides a total time savings of 351.12 hours

- Average ECSB TFS – Objective makes $24.65/hour = $8,655.11 cost savings per year

Impact

- Faster confirmations to members

- Decreased calls regarding beneficiary status

- Improved moral for beneficiary processers

- Reduced printing and resources in the call center

- Reduced motion in the process

DIVISION OF MEDICAID SERVICES

MilES Electronic Residency Verification Project

Presented by
Kofi Abaidoo & Vickie Campbell
Program & Policy Analyst – Advanced
- *Milwaukee Enrollment Services*

Objective

- ☐ Loss prevention
- ☐ Fraud prevention
- ☐ Case accuracy/quality control
- ☐ Eliminate waste

Changes/Process/Involvement

- Consortia receive ERV monthly report
- MilES staff research and investigate
- Case audit for accuracy
- Review all aspects of case

- Started February 2016
- 45 days to complete after data drop

Results

Month	Total cases closed	Medicaid cost avoidance	FoodShare cost avoidance	Total savings (FS & HC)
Feb/Mar-16	39%	$134,262.00	$68,052.00	$202,314.00
Jun-16	42%	$155,340.00	$31,668.00	$187,008.00
Jul-16	38%	$82,788.00	$15,108.00	$97,896.00
Aug-16	27%	$238,968.00	$43,650.00	$282,618.00
Sep-16	30%	$78,720.00	$12,066.00	$90,786.00
Oct-16	28%	$117,930.00	$22,734.00	$140,664.00
Nov-16	27%	$62,706.00	$11,640.00	$74,346.00
Dec-16	28%	$78,294.00	$18,528.00	$96,822.00
Jan/Feb-17	21%	$125,622.00	$34,644.00	$160,266.00
Mar-17	28%	$78,180.00	$10,290.00	$88,470.00
Apr/May-17	27%	$139,806.00	$11,808.00	$151,614.00
Jun-17	31%	$99,156.00	$12,294.00	$111,450.00
Jul-17	32%	$120,270.00	$15,888.00	$136,158.00
Aug-17	16%	$108,690.00	$24,144.00	$132,834.00
Sep-17	28%	$121,068.00	$20,622.00	$141,690.00
Total		$1,741,800.00	$353,136.00	**$2,094,936.00**

	Average monthly cost avoidance	
Start of project	Medicaid	$115,281.00
	FoodShare	$26,838.00
Through 9/30/17	Medicaid	$116,120.00
	FoodShare	$23,542.40

Average Montly Case Count
308

Next Steps

❑Maintain

❑Continuous improvement

❑Save in excess of over 2.5 million dollars in year two

Impact

❑Mindfulness with case accuracy

❑Decrease in case error rate

❑31% of applicants are ineligible for FoodShare and Medicaid

❑Cost savings

THANK YOU

For questions contact Vickie Campbell at Vickie.Campbell@dhs.wisconsin.gov

Streamline
High School Completion
Intake & Orientation Process

Madison Area Technical College
Connie Weisse - Institutional Effectiveness Analyst

The Problem:

- Information overload for students during orientation presentation

- Too much staff wait time during testing

- Too much student wait time before advising

- Not enough individual advising

The Solution:

- Identify process steps that could be completed outside of the group session:
  - Create student account before the session
  - Schedule a meeting with an advisor after the session
- Utilize technology to share documents and follow up with students

Results:

- Less time on Account Creation, Presentation, Waiting

- More time on Advising

- Test session was shorter, less overwhelming

- From 3 staff to 1 staff at test session

Students' Time Was Better Spent
Intake and Orientation

■ Before   ■ After

Time in Minutes

Category	Before	After
Account Creation	15	10
Presentation	20	10
Testing	150	150
Waiting	20	0
Advising	10	60
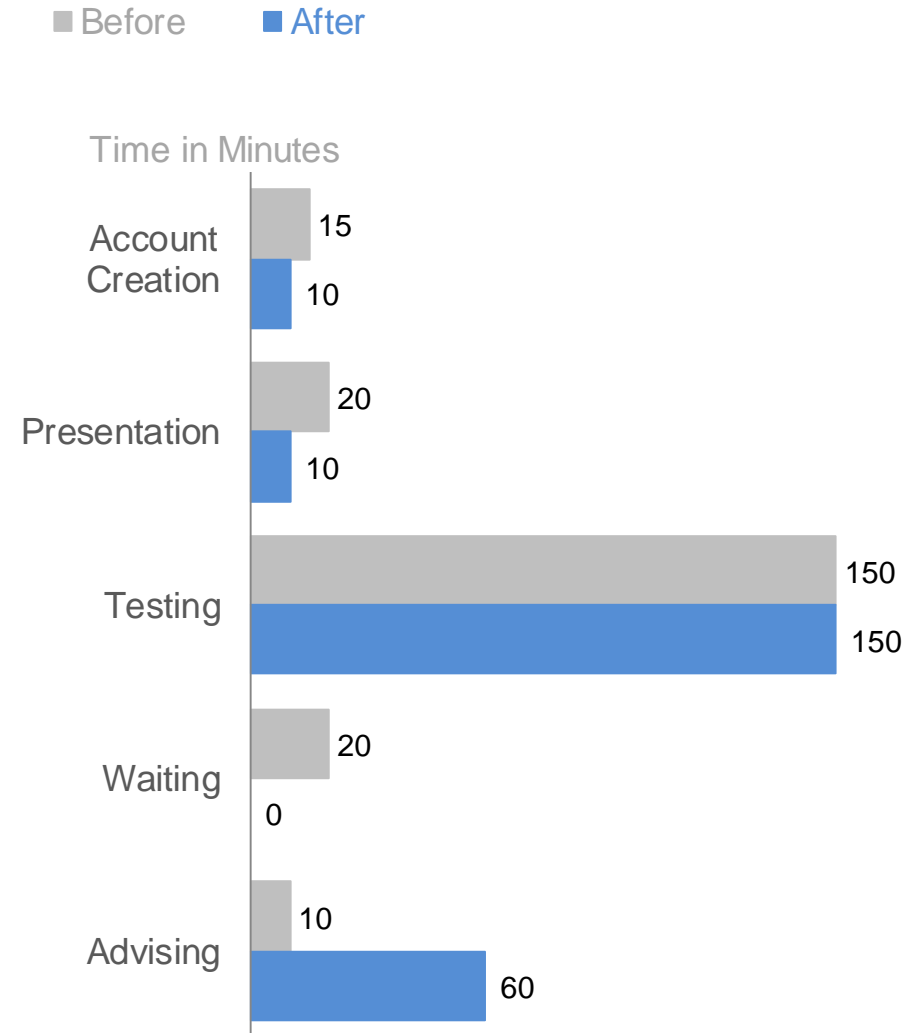
What's Next?

- Started with Commercial Ave Campus, Fall 2016

- South Campus, Fall 2017

- Next, Regional Campuses – Fort Atkinson, Watertown, Reedsburg, Portage

- Continuous Improvement team meetings

What Did We Learn?

Students had a more personalized experience and were more likely to enroll and attend classes

- Walked the process as the student

- Used a facilitated discussion with stake-holders

- Met regularly

- Split the project into phases

- Developed a process guide and flow chart

Timely Non-Annuitant Death Distributions

WI Lean Government 5 x 5

Presented by Laura Stella
Operations & Implementation Coordinator, Business Analyst

Benefit Services Bureau

Project Charter

Process: *Timely Non-Annuitant Death Distributions*

Scope: Improve the root causes of delinquency & standardize process for all inputs.

Customer Output: % of funds not distributed by the deadline

Business Output : Cost of Funds not distributed by the deadline

Problem: A review of accounts from the 2015 Act 302 annual query revealed 59% (110/186) of non-annuitant death benefits totaling $1.120 million were not distributed by the deadline.

Objective: Reduce the number of delinquent distributions from approximately 60% down to less than 10%.

LEAN PROJECT CHARTER
Timely Distribution of Non-Annuitant Death Benefits

801 W Badger Road
PO Box 7931
Madison WI 53707-7931
1-877-533-5020 (toll free)
Fax 608-267-4549
etf.wi.gov

Project Lead:	Laura Stella
Project Sponsor:	Deb Roemer
Process Owner:	Carley LeMahieu

Process Teams:

PHASE 1	PHASE 2	PHASE 3	PHASE 4
• Pam Moran	• Carley LeMahieu	• Connie Koberle	• Janice Faust
• Mary Preston	• Mary Preston	• Mike Hogard	• Brenda Hoffhein-Peter
• Anne Wellnitz	• Tami Licari	• Carley LeMahieu	• Mary Preston
• Linda Daane	• Jim Kachel	• Sally Lucey	• Donna Volk
• Carley LeMahieu	• Eric Held	• Linda Daane	• Peggy McCullick
• Kay Kalvin	• Doug Hennick		• Lynn Erickson
• Racheal Rolli (VSM Facilitator)	• Peggy McCullick		• Kristy Nelson
• Blain Parsons (Tax Policy Consultant)	• Brenda Hoffhein-Peter		• Katie Schmidt
	• Kathy Westby		• Laura Stella (VSM Facilitator)

Process Start Point:	Discovery of Non-Annuitant Death
Process End Point:	Entire account balance paid to Beneficiaries

Inputs:	• MSB Abandoned Accounts Query • BDAS and DHS Death Match Processes • B166 and B166X Non-Annuitant Death Notices • Annual Act 302 Query • 30-Day Forced Distribution Notices
Outputs:	• % of Funds & Cost of Funds not distributed by the IRS Deadline

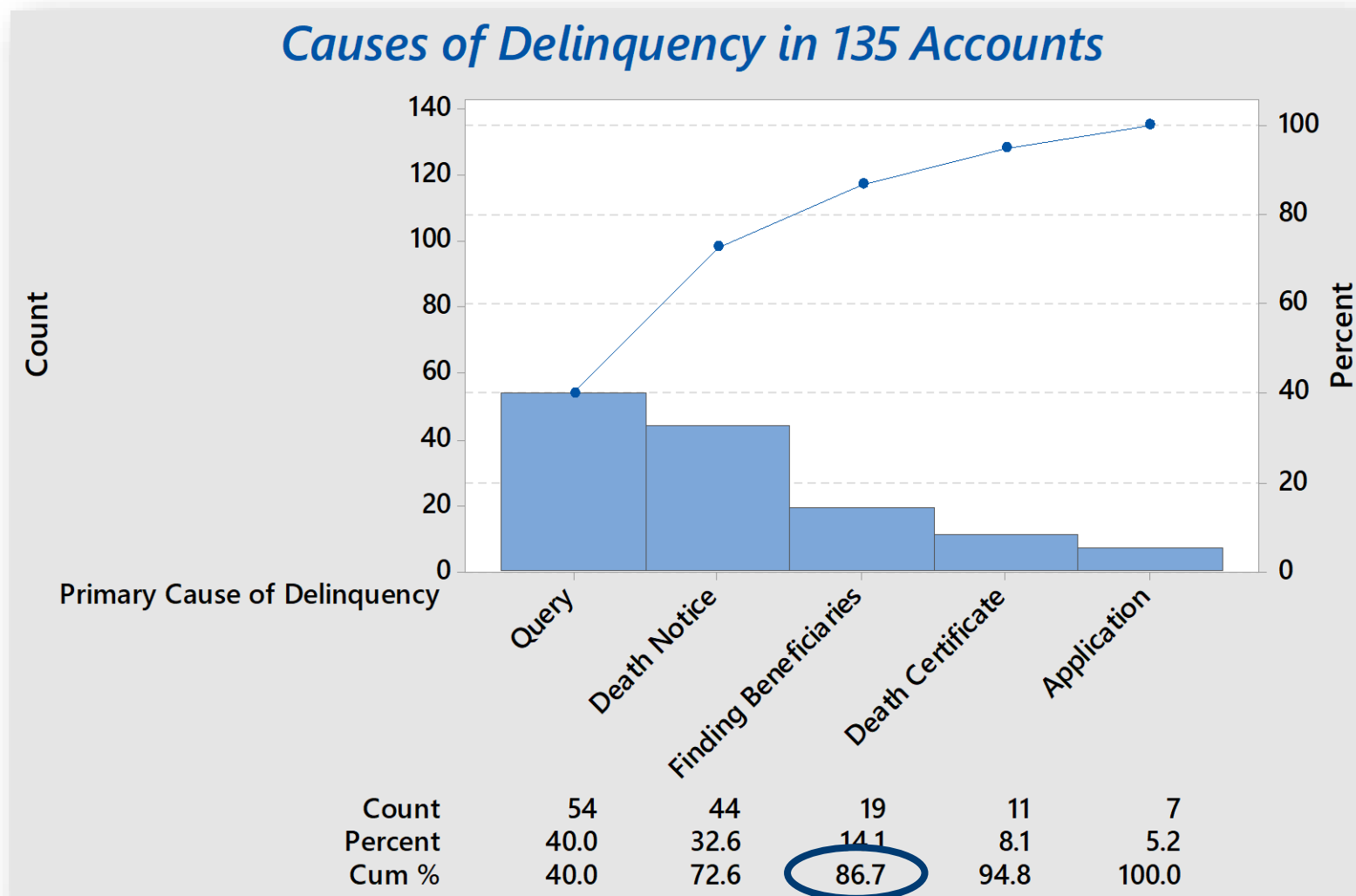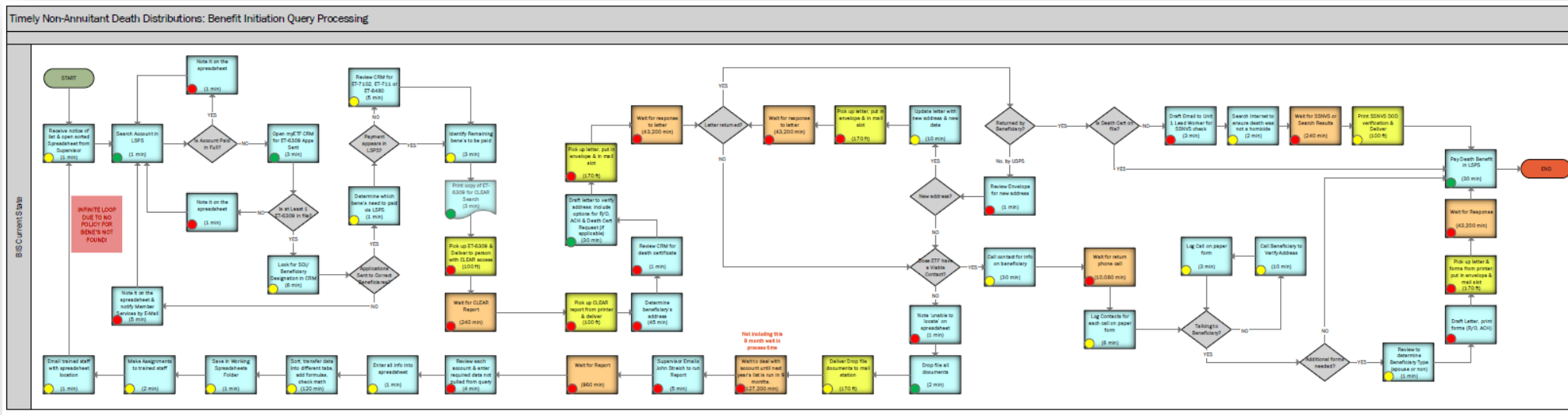|	
Primary Customer:	• IRS
Requirements:	• Accurate and timely payments & tax documents
Secondary Customers:	• Beneficiary Payee(s) • Internal Audit
Requirements:	• To be identified and paid accurately • Faster, standardized processes that meet state & federal deadlines and provide an accessible status or audit history; timelier notice of death.

Page 1 of 7

Drill Down Pareto

Pareto Analysis revealed the top 3 causes (87%) of Delinquency were:

- (40%) Annual Act 302 query

- (33%) Late reported Death Notice received

- (14%) Issues identifying beneficiaries

Causes of Delinquency in 135 Accounts

Primary Cause of Delinquency

	Query	Death Notice	Finding Beneficiaries	Death Certificate	Application
Count	54	44	19	11	7
Percent	40.0	32.6	14.1	8.1	5.2
Cum %	40.0	72.6	86.7	94.8	100.0

Team Members

LEAN PROJECT CHARTER
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Phase 1: Analyze "Value Stream Mapping Event"

Timely Non-Annuitant Death Distributions: Benefit Initiation Query Processing

Current State

Category	Steps	%	Minutes	%	Feet	%
Value-Added	6	12.5%	69	0.0%	-	0.0%
Cost-Added	19	39.6%	207	0.1%	270	27.6%
Waste	23	47.9%	141,197	99.8%	710	72.4%
Grand Totals	48		141,473		980	

Goals:

- Reduce the number of process steps and overall processing time by 50%.

- Implement the changes by 6/1/17.

Phase 1: Improve

Timely Non-Annuitant Death Distributions: Benefit Initiation Query Processing

Ideal State

Category	Steps	%	Minutes	%	Feet	%
Value-Added	3	13.0%	33	0.1%	-	0.0%
Cost-Added	9	39.1%	53	0.1%	-	0.0%
Waste	11	47.8%	53,308	99.8%	100	100.0%
Grand Totals	23		53,394		100	
Percent Improvement	52.1%		62.3%		89.8%	
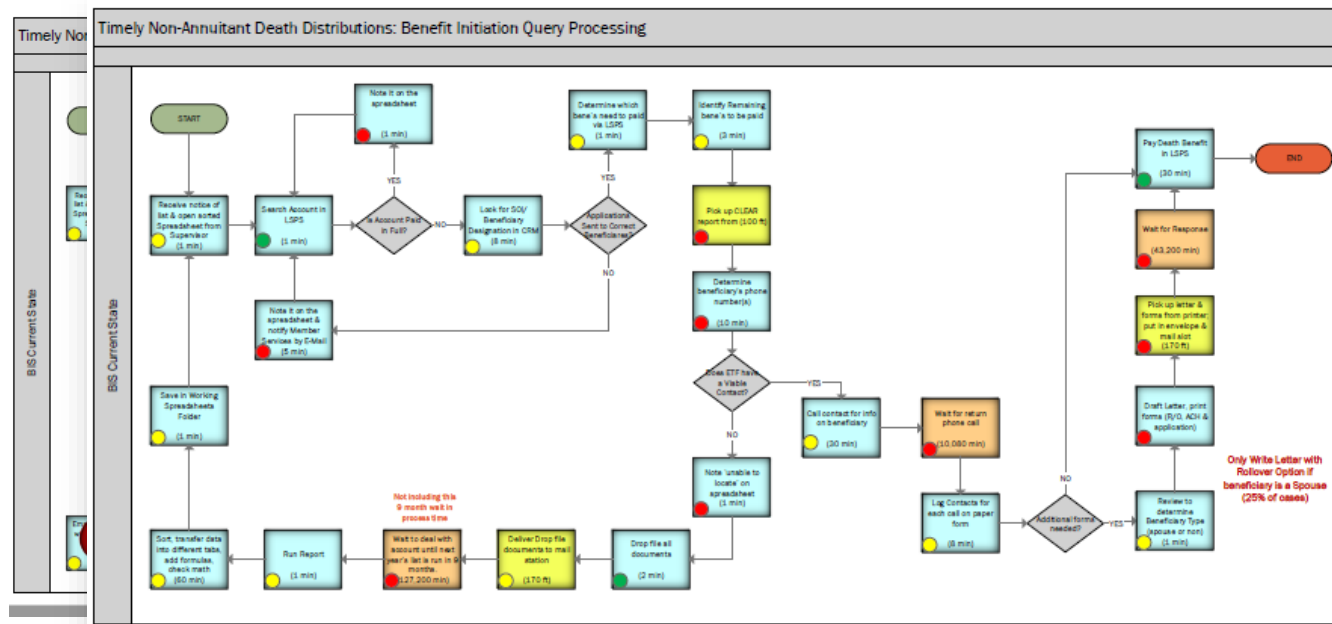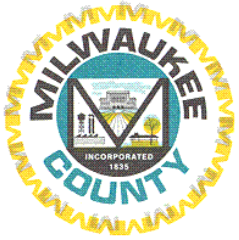
Results:

- Process steps reduced by **52.1%**

- Processing Time (in minutes) reduced by **62.3%**

- Implemented June 2017.
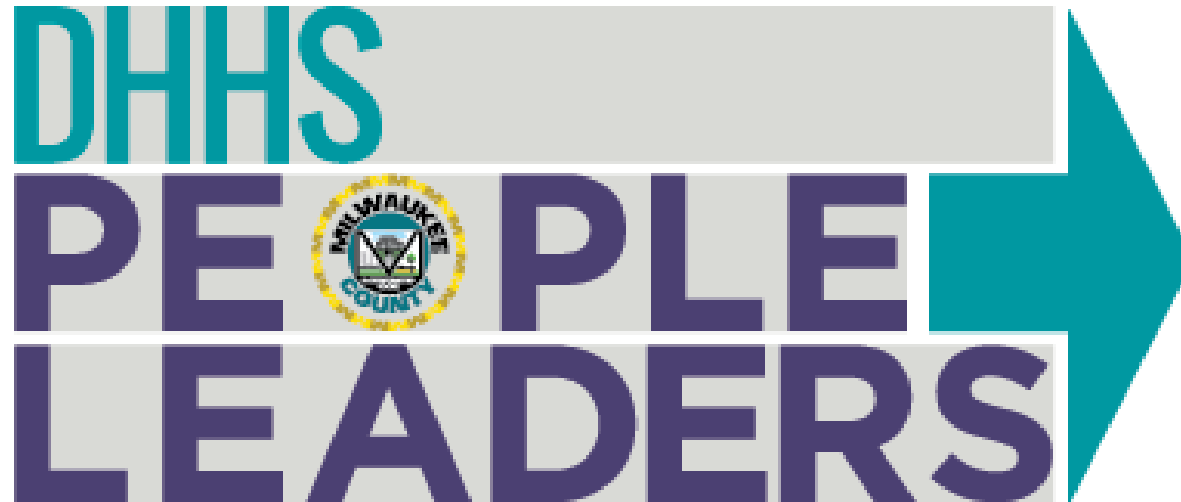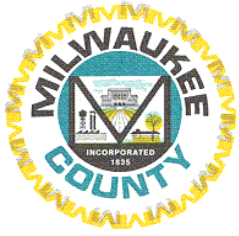
Purpose

- DHHS is committed to growing leaders who demonstrate behaviors to engage and empower the DHHS workforce to serve customers beyond their expectations

- Results from the 2016 employee engagement survey indicate DHHS employees have a great desire for growth, development, and opportunity for advancement

- Results also show a need to improve trust and two-way communication between leaders and their staff

Changes Made

- The **Do The Right Thing** employee led program to build a values based culture was such a success, we built on it to develop values and principles for leaders to instill the culture of **PRIDE** (Partnership, Respect Integrity Diversity Excellence) values

- Last October, all leadership meetings received a presentation on leadership styles followed by a discussion to identify which traits leaders themselves thought were important for effectively working with staff.

- A list was made of each trait and ranked by importance, resulting in a list of over 75 traits!

- Characteristics were ranked by information collected in the meetings (very important, important, helpful, nice-to-have)

- Additional research was completed to ensure alignment with the Milwaukee County Leadership Evaluation form and the Milwaukee County Leadership Development curriculum

- Similar to **PRIDE** values, **LEADERS** was developed
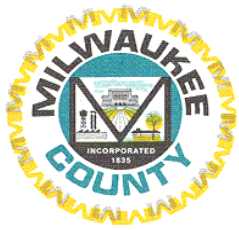
LEADERS

LEAD BY EXAMPLE – DHHS leaders are introspective, self-aware, demonstrating the PRIDE values by always Doing The Right Thing.

ENGAGE – Leaders engage the workforce with empathy, support, fairness, consistency, and recognition, resulting in a culture of trust.

APPROACHABLE/ACCESSIBLE – Leaders are approachable and accessible, acknowledging employees, taking time to listen and respond.

DRIVE THE MISSION, VISION, VALUES, PURPOSE – Leaders inspire workers to understand the DHHS purpose, where DHHS is going, and why. They develop and share a robust strategy, making it clear how each player's role ties into long-term objectives.

EMPLOYEE DEVELOPMENT – Leaders ensure organizational sustainability through employee development, providing skills and resources needed to meet personal and organizational goals of growth and excellence.

RISK TAKING – DHHS leaders drive a culture of intelligent risk taking, resulting in innovation in processes and results.

SERVE THE CUSTOMERS, WORKFORCE, COMMUNITY, AND STAKEHOLDERS – DHHS leaders look beyond the self and the organization to improve the community.

Results

- First Annual People Leaders Event –
  - 80 of 113 (71%) of DHHS leaders -defined as having at least one direct report - came together for the first time to discuss their roles as leaders

- All have been requested to take a DiSC assessment to identify their leadership style (**71 % completed as of Tuesday!**)

- *All* leaders were offered executive coaching and customized workshops to celebrate and support leadership strengths *(27% as of Tuesday!)*
  - Aligned with Baldrige Criteria, PDSA, and ADKAR change management methodology
  - Rooted in LEADERS values
 - Emphasizing how to leverage personal leadership style and work with other styles
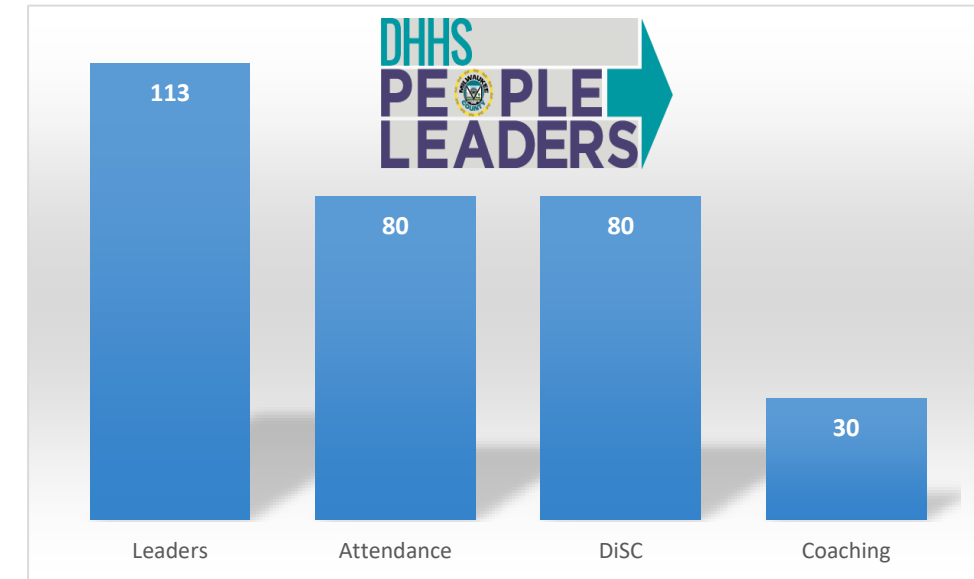
Next Steps

- All leaders who opted for coaching complete 360 assessment

- Scheduled workshops for leaders to discuss strategies on *Trust* and *Communication* around DiSC (top two drivers of employee engagement)

- Some division leadership teams coming together to:
  - Provide support
  - Provide peer coaching
  - Meet and discuss what the team is doing to build Trust and Communication

- Schedule a second People Leaders Event in January for all leaders

- Implement quarterly employee engagement pulse checks and be ready to respond to results

Impact
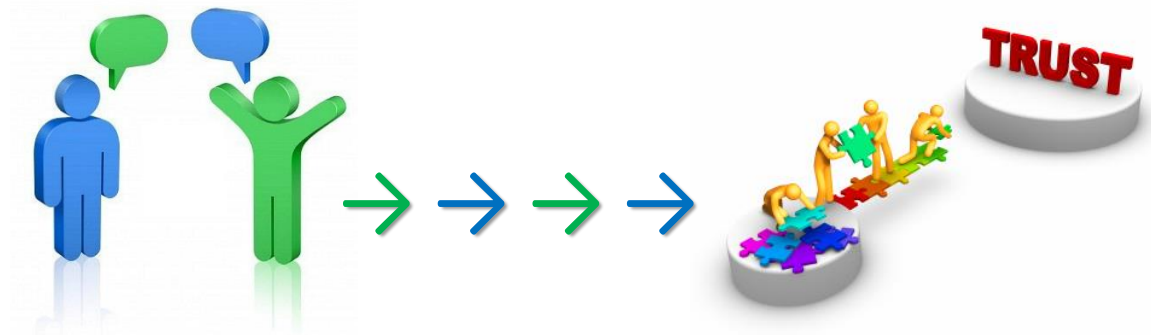
- Increased communication at all levels within and outside DHHS

- Increased awareness, introspection, internalization and, demonstration of values driven leadership behavior

- Increased leadership collaboration and integration across divisions within DHHS – breaking down silos

- Increased Trust and Communication between workforce and leadership at all levels

- Increased employee engagement to drive improvements in organizational excellence

- Helps quantify the understanding for the need, desire (WIIFM) and how to instill a "culture of quality"

Strategic vs. Operational

Narrowing Our Focus

Kristin Gunther, Policy Advisor

Mark Lamkins, Director of Communications

Wisconsin Department of Employee Trust Funds

Background

- Prior plan: poor structure and process

- Multi-year strategic plan

- 4 focus areas

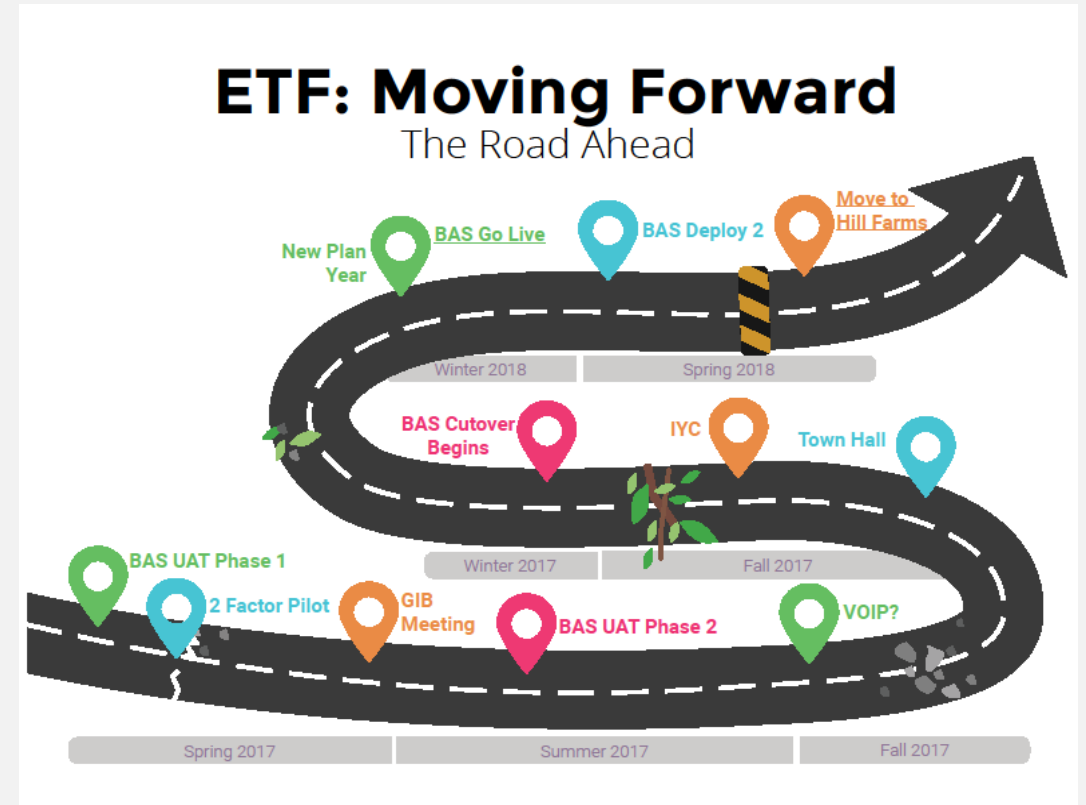- Improved structure and process

- Problem: narrowing our focus

Changes

- Separated operational activities and strategic initiatives

- Applied PESTLE

- Kept SMART

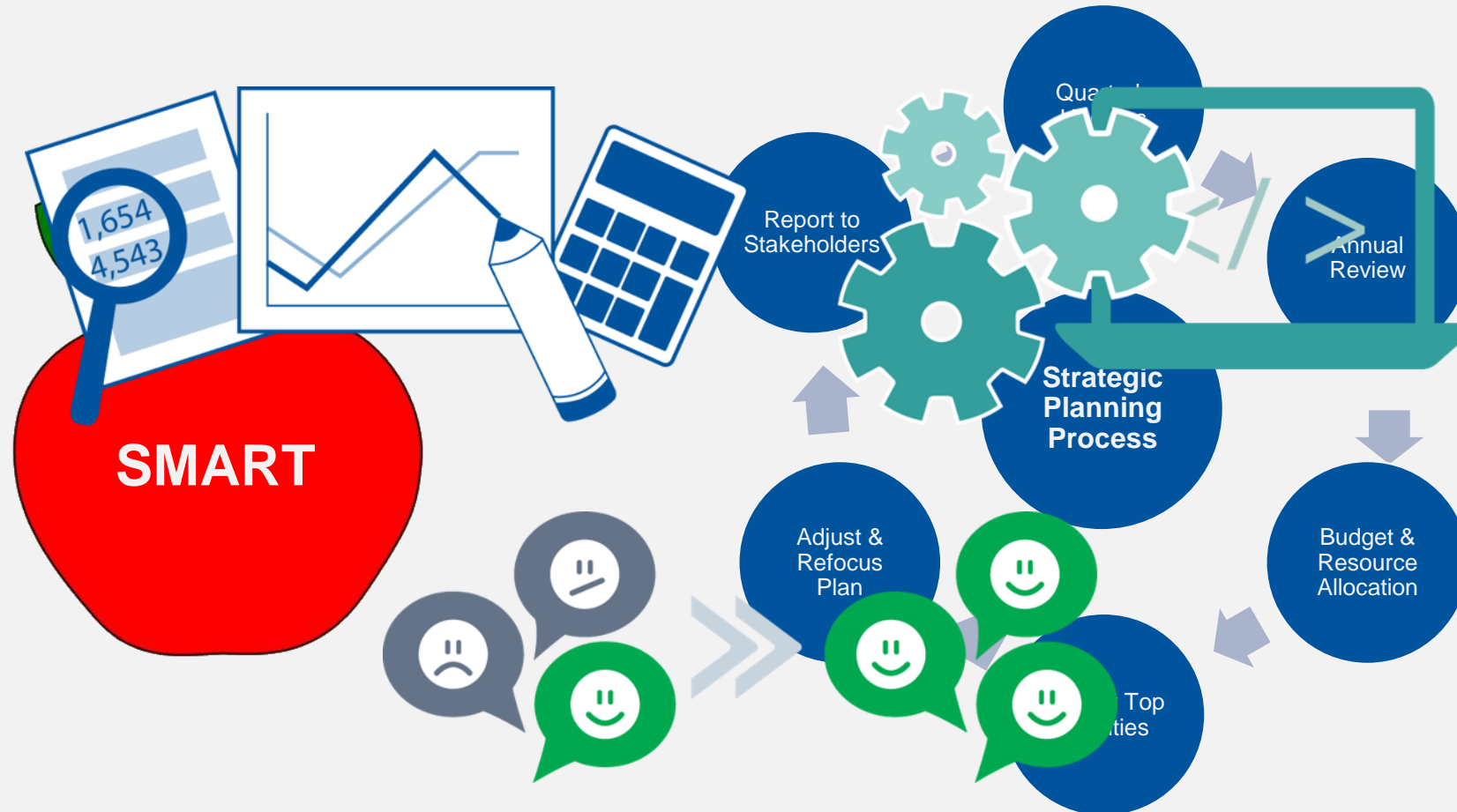- Focused on the "effortless" experience

Results

- Reduced strategic initiatives from 72 to 15

- Identified top priorities

- Improved tracking and reporting of accomplishments… *and problems*

- Increased staff engagement

Next Steps

Impact