

Detailed Lean Improvement Project Report

For the June 1, 2014, through December 31, 2014, reporting period

Agency name:

Department of Social and Health Services, Children's Administration

Improvement project title:

Improved Operational Management of Change Control Board and Leadership Team

Date improvement project initiated:

October 1, 2014

Summary:

Children's Administration improved management of leadership meeting materials and processes, resulting in efficiencies for administrative support staff and leadership meeting participants. The efficiencies are directly related to access of current and historical materials, thus providing continuity and consistency to the leadership team on the shared information.

Details:Description of the problem:

- Follow-up activities from leadership meetings are not tracked.
- Leadership meeting minutes are emailed to and stored by each recipient.
- Documented decision items from leadership meetings are difficult to locate.
- Large quantities of paper are used, transported and most often recycled when Change Control Board and Leadership Team meet.
- Headquarters administrative support staff spend 30-40 hours a month on leadership team meeting agendas; scheduling meeting rooms; emailing participants; agenda item management; and copying/transporting meeting materials.
- Change Control Board information is in multiple locations.

Description of the improvement:

- Children's Administration established a SharePoint site for all meeting agendas, minutes and locations; video-conferencing connections; follow-up tasks and decision points. The Change Control Board SharePoint site includes the Change Request priority list used by all Division Directors and Regional Administrators.
- All Children's Administration Leadership Team has mobile computing devices that allow access to the materials when at the meeting. This eliminates copying.
- A standard form and protocol was established for meeting agendas and minutes. They are posted on the SharePoint Site prior to the meetings and within five working days after the meeting.
- This standardized agenda format now embeds all meeting materials.
- Standardized meeting minutes document follow-up items and decision points for each agenda item.

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- The SharePoint site contains a Tasks list where all follow-up items are documented with timelines and owners. Any Children's Administration Leadership Team member can generate status reports on assignments. The Assistant Secretary has one place to view all action items generated by the Leadership Team.

Specific results achieved: Customer Satisfaction: Change received with enthusiasm.

In the two months since full implementation:

- Follow-up action items are brought forward and completed.
- Headquarters Administrative Support decreased copies from 2,000 pages to 10 pages.
- Time spent on managing the meeting agenda and preparation reduced to four hours.

How we involved customers or stakeholders in this effort:

- October 2014: Using SharePoint to manage Change Control Board materials was presented as an option to the Change Control Board and the Leadership Team. Feedback was solicited. Administrative Support staff had the opportunity to discuss possible efficiencies to the Leadership Team meeting processes.
- November 2014: The Change Control Board meeting used the SharePoint site to present the change request prioritization list to the Leadership Team. Feedback was solicited regarding improvements to the site.
- November 2014: Children's Administration Leadership Team restructured its meetings to gain efficiencies. The Future State tool was used to generate suggestions for incorporating change.
- December 2014: Children's Administration Leadership Team incorporated suggested changes to its meetings. Training on the SharePoint site was provided to all meeting participants. The Leadership Team provided positive feedback on the new processes and the SharePoint site. Administrative support staff provided positive feedback regarding reducing staff hours needed to prepare for Leadership Team meetings.

Contact persons:

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