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## Bend the Curve CIP-News - January, 2007

Bend the Curve Continuous Improvement Practitioners

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### The Coming Challenge

January 2007

Volume 2, Issue 1



In the December CIP newsletter we reflected on all the CIP accomplishments for 2006. The New Year is shaping up to be as challenging and stimulating for us as the one just past.

Last fall we heard about the Brookings Report and the many recommendations they had for Maine. Last week Governor Baldacci released his budget and began the discussion for his major initiatives for the next 4 years. Streamlining Government was one major theme that continued to be heard.

As CIPs we understand that streamlining begins and ends with process improvement. The methodology we have been refining and putting into place has demonstrated over and over how effective process improvement can be in producing efficiencies in the work of DHHS. These have been amply documented and quantified (see last month's newsletter). CIPs understand that process improvement is part of a much bigger initiative which is the total transformation of how work gets done in state government.

We have been taking the first few steps to get there. As CIPs, we are trained and fully capable of deploying a sound methodology that works. We know it works from the fact staff con-

tinues to call to ask if lean would work for them. When they hear about it and hear what we do, they get very intrigued. When they actually get down to do a VSM or Kaizen they see the power of the method and results.

To be sure there is still more training to do, more improvement in our methods and infrastructure, but word is getting out about what we offer and, more importantly, our work is recognized as an important part of the new DHHS. The work for us continues to build as our accomplishments become known. The challenge of doing more with less is where we will be at the forefront of the "streamlining" effort that we are hearing so much about.

In closing, I would like to acknowledge all the great work Rae-Ann Brann has done for *Bend-the-Curve* here in state government. Rae brought a tremendous amount of energy, insight, and commitment to this work. We will all miss her cheerful presence, intelligence, and quick wit that has kept us all on our toes. I have had the good fortune of working with Rae for almost 3 decades, and the loss of her daily presence will be greatly missed by me personally. I know you all will join me in wishing Rae all the best in her new endeavors, and we know she will use her Lean knowledge to good effect at OIT.

— Walter E. Lowell

"If you tell me what you are going to measure, I will tell you how I am going to behave."

- Kenneth E. Kirby, Associate Professor, Department of Industrial Engineering, University of Tennessee

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#### Special points of interest:

- Next Clinicals
  - › January 19
  - › February 16
- CIP Certification Process Flowchart
- Rae-Ann Brann Transitioning Back to DAFS/OIT-DHHS

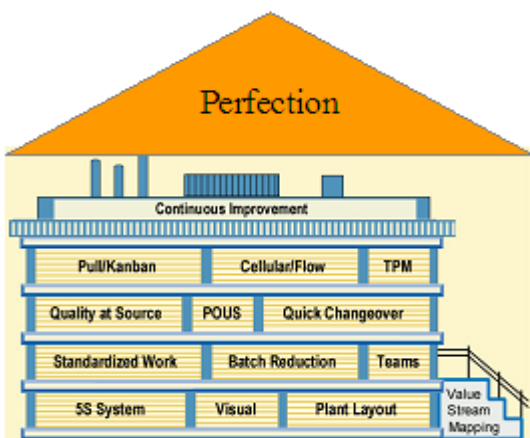
# Clinical Supervision News

The purpose of the December Clinical was to develop an understanding of the overall pre-entry contracting process and practice the skills of interviewing the Sponsor and identifying the customer.

Clinical Supervision provided an opportunity for CIPs to concentrate on learning and practicing intervention pre-entry/contracting knowledge and skills. ([Purpose/Objectives/Agenda](#))

Discussion included process of contracting and differentiating between contracting and chartering, using the example of the Phases of a Consulting Process (SMG): Entry & Contracting, Data Collection, Data Analysis, Feedback, Plan-Design: Intervention, Take Action: "Do It!", "Follow-up Evaluation, and Closure: Re-contract. (A collaborative, iterative process of inquiry and action.) Stress was placed on the need to examine and plan the pre-entry, entry, contracting, and transition stages from intrapersonal, interpersonal, group, intergroup and systems levels, taking into account dynamics such as role conflict, power, hidden agendas, misunderstandings, authority, vulnerability, different expectations, credibility, fears, trust, dependency, insecurity, credibility, feeling coerced, etc.

The CIPs broke into groups to practice contracting/ interviewing, using real situations, in role (lead, co-lead, sponsor, observer), using a draft contracting question template. Discussion pointed out the importance of preparing for the contracting meeting, holding boundaries, self-assessment, and gathering client information ([Contracting](#)).



## Next Clinical Supervision: January 19th

Please make every effort to attend. These are critical sessions for your professional development, certification, and the success of your CIP work.

## Schedule of Events

Date	Time	Topic	Location	Contact
Jan 16	8-Noon	IR Access Plan Final.	BLS	Terry Lita
Jan 16	8:30 - 4:30	HETL Micro. Imp. Plan	Greenlaw	Walter
Jan 17	1-2	OMS First Contact Mtg.	442 Civic Center Dr.	Walter
Jan 19	8-4:30	Clinical Sup	BLS	Arthur
Jan 25	8:30 - 4:30	PDD Services	Greenlaw	Nancy Walter
Jan 31	8:30 - 4:30	Lic. & Reg. Intake Kaizen	41 Anth. Avenue	Walter
Feb 5	2 - 4	DHHS CIP	Greenlaw	Walter
Feb 16	8-4:30	Clinical Sup	BLS	Arthur
Mar 5	2 - 4	DHHS CIP	Greenlaw	Walter
Mar 16	8-4:30	Clinical Sup	CCD*	Arthur
Apr 2	2 - 4	DHHS CIP	Greenlaw	Walter
Apr 20	8-4:30	Clinical Sup	CCD	Arthur
May 7	2 - 4	DHHS CIP	Greenlaw	Walter
May 18	8-4:30	Clinical Sup	CCD	Arthur

\* With DOL's centralization move, the location of the Clinical Supervisions has not been confirmed yet. For now, this assumes that they may be held at the new DOL site out Civic Center Drive.

For a more detailed listing of events and their need for CIPs, go to the **Events-Interventions Calendar** under **Bend the Curve** in **All DHHS** in Outlook's **Public Folders**.

## RAE-ANN BRANN TRANSITIONING BACK TO DAFS/OIT — WILL CONTINUE INVOLVEMENT WITH BTC AND HER PRACTICE AS A CI-P !

As you all may remember, Rae-Ann Brann has been on a one-year loan from DAFS/OIT-DHHS as full-time staff in the DHHS Office of Lean Management. In a phased approach, she'll be transitioning back to DAFS/OIT-DHHS to work on OIT-DHHS information systems integration initiatives and will move to the OIT offices at 221State Street.

- The first two weeks of January ending on January 12th, she will continue four days with the Office of Lean Management and one day with OIT each week.
- For the next two weeks ending January 26th, this time will be split about 50/50.
- And then, from Jan 29th through Feb 9th, she will be at OIT almost full time, with some time allowed for remaining transitions. The intent is to have this transition completed by February 9th.

Most importantly, Rae will continue to participate in the monthly Clinicals and continue her practice as a CI-P.

## CI-P Certification Process: More Highpoints

We've learned that being a change agent and becoming a CI-P is a challenging effort. Yet, striving to create positive change in State government and broaden personal knowledge and experience can also be exciting and rewarding work. The CI-P Certification process recognizes this growth and achievement.

### More Highlights about CI-P Certification:

► CI-P Certification has three levels of mastery and is an iterative development process.

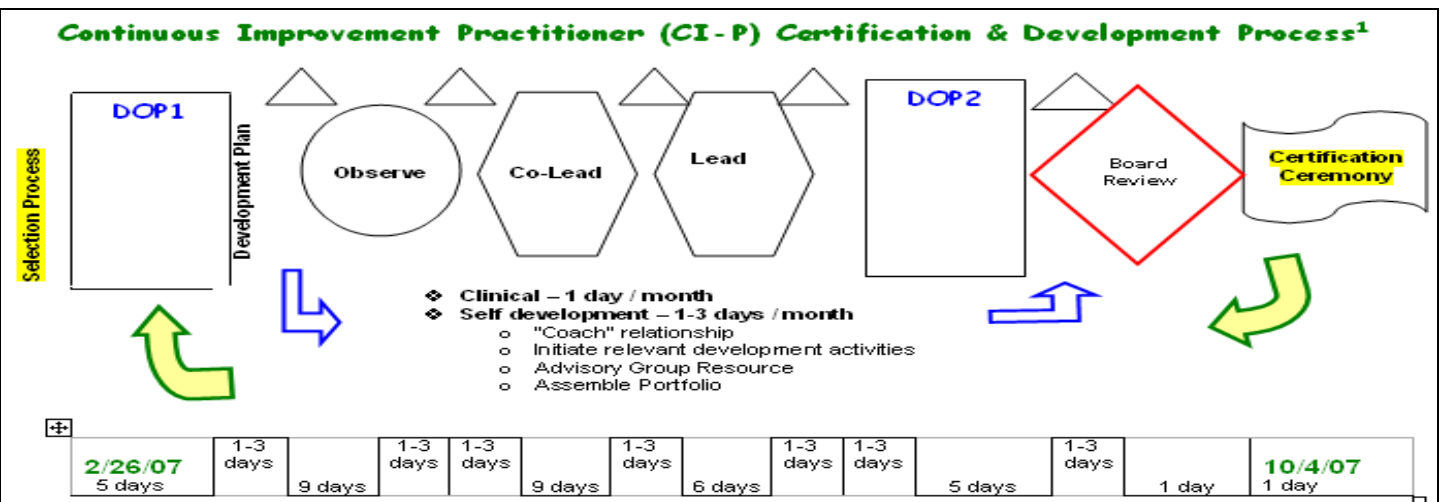
- In the first level, you can lead a VSM after you've co-led two VSMs, but in order to be certified, you must have co-led three complete events, two of which must be a VSM and the third some other improvement event.

► Each DOP must result in a Development Plan for the practitioner. A Coach has accountability to support practitioner to follow through in some way.

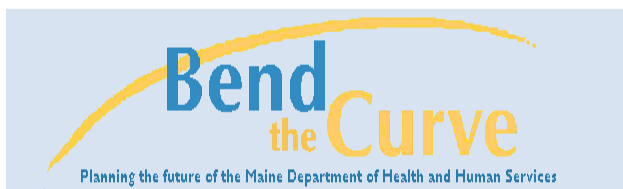
- DOP2 usually occurs 6 months after DOP 1.

► Portfolio must be submitted at least 2 weeks prior to certification review, including the following:

- Documents supporting the completion of steps in the appropriate level of CIP Development. (VSM Charters, Final Reports, Data Sheet, documented outcomes, etc.) Evidence of observation, co-lead, lead CIP dev. process.
- Written Success / Failure Story - the Learning
- Observation Sheets
- Evidence of development of Competencies
- Letter of Recommendation from Coach
- Evidence of Written Exam completed and passed. (Use existing exam until revised.)



<sup>1</sup> State of Maine, CI-P Development Process v.11-16-06: Total 50-64 days over first 6 months for first mastery practice level.



# Lean Intervention Highlights

## ➤ **Death Record Closure Process Improvement**

Sponsor: Don Lemieux

Death Records are received by the Office of Vital Statistics where they are reviewed and sent to a variety of other entities for data verification, data entry, record keeping, and error correction. The existing process needed to be streamlined to be more responsive to customer demands at a time when staffing levels have been reduced and volume is high. In addition, the process needed to be able to respond to policy changes and to coordinate between the two units that handle the data in the death certificates. Documents and data were handled numerous times, and multiple files waited to be processed. There were many steps in the process of filing death certificates, and some were unneeded or duplicative. The process also needed to be standardized to prevent errors and to make it easier to cross-train staff.

After the Value Stream Mapping session, the process reduced customer lead time from 90 days to 5 days and reduced the number of processing steps from 23 to 11. Customers of this process have given many praises to Vital Stats for the improved timeliness in acquiring death certificates from the State of Maine.

## ➤ **Information Resources (IR) Access Process Improvement**

Sponsors: Jim Lopatosky & Don F. Williams  
Managers: Karen Curtis & Holly Pomelow

Because feedback has been received that employees are not being consistently connected in a timely manner to the information system and computer programs necessary to conduct their work, an IR Access Team was convened in December to consider the management of employee system and application access and access rights, particularly with employees new/transferring to the department. The Team represents information technology, human

resources, and program staff. It has developed a new, uniform process that shifts the 1) identification and approval of technology needs prior to these employees reporting for work and 2) provision of appropriate and timely access to information resources, including hardware, software, network, and specialized applications (depending on training requirements) to the same day they report for work.

The Team completed its implementation plan on 1/16 and has identified related processes and problems that must also be addressed. It has scheduled follow-up team meetings for 2/13, 3/13, and 4/10.

## ➤ **In-State Travel Voucher Payment Process Improvement**

Sponsors: Kirsten Figueroa and Liz Hanley  
Manager: Chip Woodman

Many State employees are required to travel within Maine as part of their work. They then submit a request for reimbursement and receive their money. (Approximately 17,000 of these requests are submitted annually.) Because of many complaints about long delays, the Travel Voucher Team met on November 8th and 13th to map and improve the process of Travel Voucher Payment. The team membership included staff from Regional Offices, DHHS Finance, and the Service Center. After the 2-day VSM, the team itself asked to spend additional time 'finishing up' their Implementation Plan.

It developed a plan that would bring the average of 18 days to process each voucher down to 10. Some tasks include 'Traveler' Training, Standardizing Regional and Central Office Travel and Supervisory Approval processes, Eliminating Unneeded Reviews by Finance staff, and Updating/Error-Proofing the Travel Voucher form. Unfortunately, this team has not yet had the opportunity to meet with their Sponsors to get the 'green light' to implement.





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The primary purpose of the *Bend the Curve* Team is to provide support, consultation, assistance, and leadership in process and other improvement approaches and activities for State staff and work teams as they seek to continually improve their work culture, procedures, processes, and environments – in order to meet the mission of the department and the expectations of Maine citizens.

We're on the Web !  
<http://inet.state.me.us/dhhs/bendthecurve>

## Lean TIPS



- Use the pre-entry engagement process to fully identify and understand both the problem and/or task being presented and the outcome/objective desired. Doing this well will inform you in determining the appropriate intervention(s) to use.
- When you're supporting team members to map their process(es) and develop their implementation plans, keep the process purpose/goals/objectives up front — explicit and visible. There's a real danger that team members may focus so much on the details of the steps that they lose sight of the purpose of the process itself, i.e. see the trees but miss the forest.

## CIP DOP 1-4 Postponed !

The week-long CIP introductory training scheduled for February 26 - March 2nd is being postponed. However, keep in mind that you are always a critical part of the CIP recruitment process because you're in a position to identify and encourage staff who have expressed interest and/or who you think would be effective CIPs. Nominations from the supervisors (whose support is required) can be sent to Walter and/or Arthur. FYI, the CIP "job" description is on the DHHS BTC Web site. Remember, too, you can get a head start on also playing an important role at the DOP itself by volunteering to present and/or facilitate specific learning/practice segments.

### ***DHHS CIP Listing***

***L = LEAD or CL = Co-Lead  
C = Champion for Lean***

Brann, Rae-Ann	L
Carnes, Kate D.	L
Desisto, Nancy	L
French, Jane	L
Fussell, James	L
Greene, Rebecca	L
Johnson, Kimberly	C
Klavins, Lita	L
Lemieux, Don	
Littlefield, Muriel	CL
Lowell, Walter	L
Nicholas, Jack	C
O'Brien, Ann	L
Ring, Cheryl	CL
Robinson, Christine	
Sandusky, Terry	L
Shapiro, Jeffrey	C
Toppan, Clough	CL