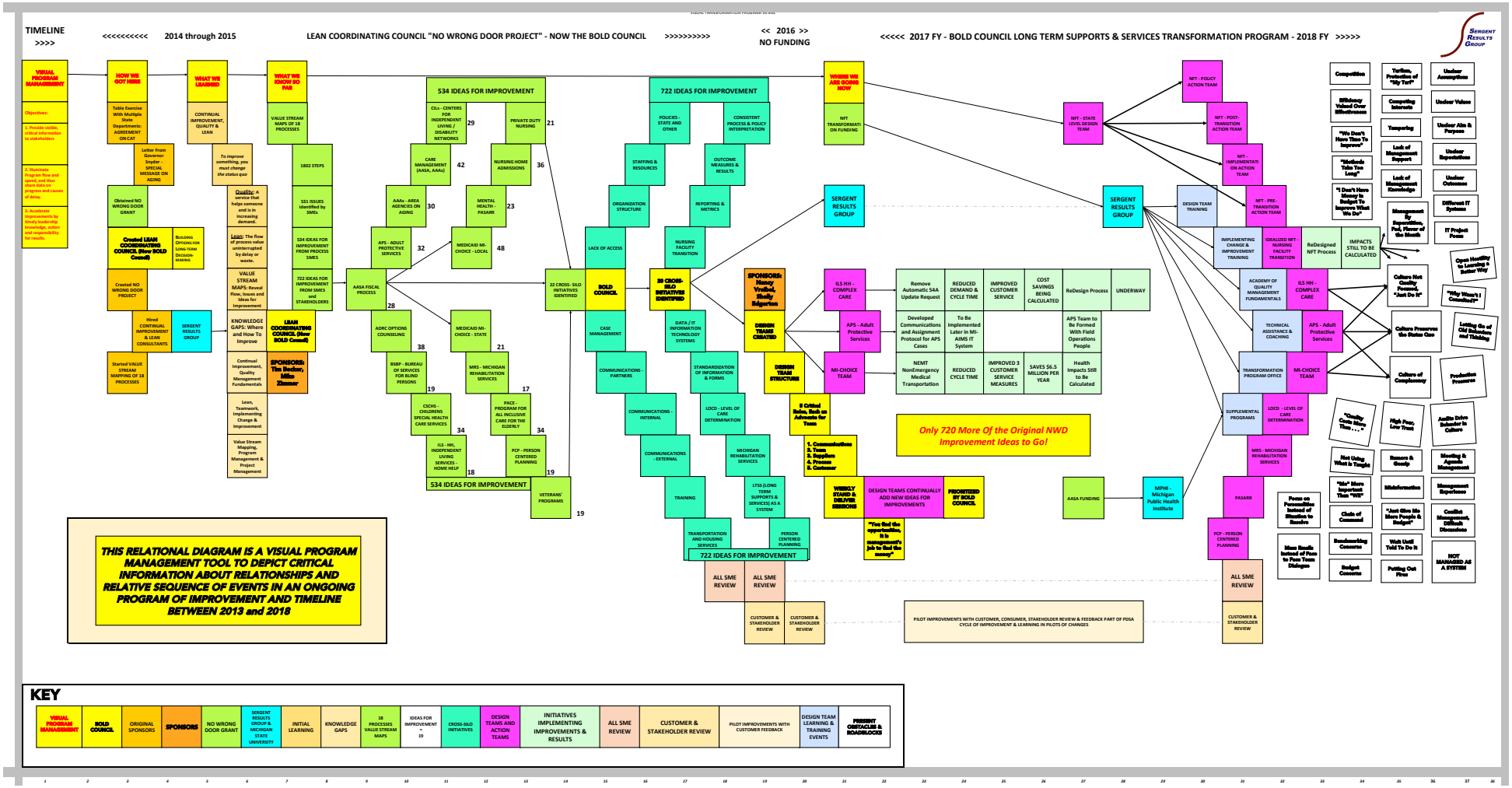
TIMELINE >>>>
<<<<<<<<<< 2014 through 2015
LEAN COORDINATING COUNCIL "NO WRONG DOOR PROJECT" - NOW THE BOLD COUNCIL >>>>>>>>>>
<< 2016 >> NO FUNDING
<<<<< 2017 FY - BOLD COUNCIL LONG TERM SUPPORTS & SERVICES TRANSFORMATION PROGRAM - 2018 FY >>>>>
SERGENT RESULTS GROUP
VISUAL PROGRAM MANAGEMENT
Objectives:
1. Provide visible, critical information to stakeholders
2. Illuminate Program flow and speed, and thus share data on progress and causes of delay.
3. Accelerate improvements by timely leadership knowledge, action and responsibility for results.
NOW WE GOT HERE
Table Exercise With Multiple State Departments: AGREEMENT ON CAT
Letter From Governor Snyder - SPECIAL MESSAGE ON AGING
Obtained NO WRONG DOOR GRANT
Created LEAN COORDINATING COUNCIL (Now BOLD Council)
Evolving Options for Long-Term Decision-Making
Created NO WRONG DOOR PROJECT
Hired CONTINUAL IMPROVEMENT & LEAN CONSULTANTS
SERGENT RESULTS GROUP
Started VALUE STREAM MAPPING OF 18 PROCESSES
WHAT WE LEARNED
CONTINUAL IMPROVEMENT, QUALITY & LEAN
To improve something, you must change the status quo
Quality: A service that helps someone and is in increasing demand.
Lean: The flow of process value uninterrupted by delay or waste.
VALUE STREAM MAPS: Reveal Flow, Issues and Ideas for Improvement
KNOWLEDGE GAPS: Where and How To Improve
Continual Improvement, Quality Management Fundamentals
Lean, Teamwork, Implementing Change & Improvement
Value Stream Mapping, Program Management & Project Management
LEAN COORDINATING COUNCIL (Now BOLD Council)
SPONSORS: Tim Becker, Mike Zimmer
WHAT WE KNOW SO FAR
VALUE STREAM MAPS OF 18 PROCESSES
1802 STEPS
531 ISSUES Identified by SMEs
534 IDEAS FOR IMPROVEMENT FROM PROCESS SMES
722 IDEAS FOR IMPROVEMENT FROM SMES and STAKEHOLDERS
534 IDEAS FOR IMPROVEMENT
CILs - CENTERS FOR INDEPENDENT LIVING / DISABILITY NETWORKS 29
PRIVATE DUTY NURSING 21
CARE MANAGEMENT (AASA, AAAs) 42
NURSING HOME ADMISSIONS 36
AAAs - AREA AGENCIES ON AGING 30
MENTAL HEALTH - PASARR 23
APS - ADULT PROTECTIVE SERVICES 32
MEDICAID MI-CHOICE - LOCAL 48
AASA FISCAL PROCESS
ADRC OPTIONS COUNSELING 28
MEDICAID MI-CHOICE - STATE 38
BSBP - BUREAU OF SERVICES FOR BLIND PERSONS 21
MRS - MICHIGAN REHABILITATION SERVICES 19
CSCHS - CHILDRENS SPECIAL HEALTH CARE SERVICES 17
PACE - PROGRAM FOR ALL INCLUSIVE CARE FOR THE ELDERLY 34
ILS - HHS, INDEPENDENT LIVING SERVICES - HOME HELP 34
PCP - PERSON CENTERED PLANNING 18
VETERANS' PROGRAMS 19
534 IDEAS FOR IMPROVEMENT
722 IDEAS FOR IMPROVEMENT
POLICIES - STATE AND OTHER
CONSISTENT PROCESS & POLICY INTERPRETATION
STAFFING & RESOURCES
OUTCOME MEASURES & RESULTS
ORGANIZATION STRUCTURE
REPORTING & METRICS
NURSING FACILITY TRANSITION
LACK OF ACCESS
22 CROSS-SILO INITIATIVES IDENTIFIED
BOLD COUNCIL
CASE MANAGEMENT
20 CROSS-SILO INITIATIVES IDENTIFIED
SPONSORS: Nancy Vroman, Shelly Edgerton
DESIGN TEAMS CREATED
DESIGN TEAM STRUCTURE
5 Critical Rules, Each an Advocate for Team
1. Communications
2. Team
3. Suppliers
4. Process
5. Customer
DATA / IT INFORMATION TECHNOLOGY SYSTEMS
STANDARDIZATION OF INFORMATION & FORMS
LOCD - LEVEL OF CARE DETERMINATION
MICHIGAN REHABILITATION SERVICES
LTSS (LONG TERM SUPPORTS & SERVICES) AS A SYSTEM
PERSON CENTERED PLANNING
COMMUNICATIONS - PARTNERS
COMMUNICATIONS - INTERNAL
COMMUNICATIONS - EXTERNAL
TRAINING
TRANSPORTATION AND HOUSING SERVICES
722 IDEAS FOR IMPROVEMENT
ALL SME REVIEW
ALL SME REVIEW
CUSTOMER & STAKEHOLDER REVIEW
CUSTOMER & STAKEHOLDER REVIEW
WHERE WE ARE GOING NOW
NFT TRANSFORMATI ON FUNDING
SERGENT RESULTS GROUP
ILS HH - COMPLEX CARE
APS - Adult Protective Services
MI-CHOICE TEAM
WEEKLY STAND & DELIVER SESSIONS
DESIGN TEAMS CONTINUALLY ADD NEW IDEAS FOR IMPROVEMENTS
"I've find the opportunities, it is Governor's job to find the money"
PRIORITIZED BY BOLD COUNCIL
Remove Automatic 54A Update Request
REDUCED DEMAND & CYCLE TIME
IMPROVED CUSTOMER SERVICE
COST SAVINGS BEING CALCULATED
ReDesign Process
UNDERWAY
Developed Communications and Assignment Protocol for APS Cases
To Be Implemented Later in MI-AIMS IT System
APS Team to Be Formed With Field Operations People
NEMT NonEmergency Medical Transportation
REDUCED CYCLE TIME
IMPROVED 3 CUSTOMER SERVICE MEASURES
SAVES $6.5 MILLION PER YEAR
Health Impacts Still to Be Calculated
Only 720 More Of the Original NWD Improvement Ideas to Go!
AASA FUNDING
MPHI - Michigan Public Health Institute
PILOT IMPROVEMENTS WITH CUSTOMER, CONSUMER, STAKEHOLDER REVIEW & FEEDBACK PART OF PDSA CYCLE OF IMPROVEMENT & LEARNING IN PILOTS OF CHANGES
NFT - STATE LEVEL DESIGN TEAM
SERGENT RESULTS GROUP
NFT - POLICY ACTION TEAM
NFT - POST-TRANSITION ACTION TEAM
NFT - IMPLEMENTATI ON ACTION TEAM
NFT - PRE-TRANSITION ACTION TEAM
DESIGN TEAM TRAINING
IMPLEMENTING CHANGE & IMPROVEMENT TRAINING
IDEALIZED NFT - NURSING FACILITY TRANSITION
ReDesigned NFT Process
IMPACTS STILL TO BE CALCULATED
ACADEMY OF QUALITY MANAGEMENT FUNDAMENTALS
ILS HH - COMPLEX CARE
TECHNICAL ASSISTANCE & COACHING
APS - Adult Protective Services
TRANSFORMATION PROGRAM OFFICE
MI-CHOICE TEAM
SUPPLEMENTAL PROGRAMS
LOCD - LEVEL OF CARE DETERMINATION
MRS - MICHIGAN REHABILITATION SERVICES
PASARR
PCP - PERSON CENTERED PLANNING
ALL SME REVIEW
CUSTOMER & STAKEHOLDER REVIEW
Competition
Efficiency Valued Over Effectiveness
"We Don't Have Time To Improve"
"Schools Take Too Long"
"I Don't Have Money In Budget To Improve What We Do"
Turfism, Protection of "My Turf"
Competing Interests
Tampering
Lack of Management Support
Lack of Management Knowledge
Management By Exposition, Pool, Flavor of the Month
Underlying Assumptions
Unclear Values
Unclear Aim & Purpose
Unclear Expectations
Unclear Outcomes
Different IT Systems
IT Project Focus
Open Hostility to Learning & Better Way
"Why Wasn't I Consulted?"
Losing Go of Old Behaviors and Thinking
Culture Not Quality Focused, "Just Do It"
Culture Preserves the Status Quo
Culture of Complacency
Production Pressures
Audits Drive Behavior in Culture
Meeting & Agenda Management
Management Experience
Conflict Management, Difficult Discussions
NOT MANAGED AS A SYSTEM
"Quality Costs More Than . . ."
Not Using What is Taught
"Me" More Important Than "We"
Chain of Command
Benchmarking Concerns
Budget Concerns
High Pace, Low Trust
Rumors & Gossip
Misinformation
"Just Give Me More People & Budget"
Wait Until Told To Do It
Putting Out Fires
Focus on Personalities Instead of Situation to Resolve
Mass Emails Instead of Face to Face Team Dialogue
THIS RELATIONAL DIAGRAM IS A VISUAL PROGRAM MANAGEMENT TOOL TO DEPICT CRITICAL INFORMATION ABOUT RELATIONSHIPS AND RELATIVE SEQUENCE OF EVENTS IN AN ONGOING PROGRAM OF IMPROVEMENT AND TIMELINE BETWEEN 2013 and 2018
KEY
VISUAL PROGRAM MANAGEMENT
BOLD COUNCIL
ORIGINAL SPONSORS
SPONSORS
NO WRONG DOOR GRANT
SERGENT RESULTS GROUP & MICHIGAN STATE UNIVERSITY
INITIAL LEARNING
KNOWLEDGE GAPS
18 PROCESSES VALUE STREAM MAPS
IDEAS FOR IMPROVEMENT = 19
CROSS-SILO INITIATIVES
DESIGN TEAMS AND ACTION TEAMS
INITIATIVES IMPLEMENTING IMPROVEMENTS & RESULTS
ALL SME REVIEW
CUSTOMER & STAKEHOLDER REVIEW
PILOT IMPROVEMENTS WITH CUSTOMER FEEDBACK
DESIGN TEAM LEARNING & TRAINING EVENTS
PRESENT OBSTACLES & ROADBLOCKS