

# VT GOVERNMENT MODERNIZATION & EFFICIENCY

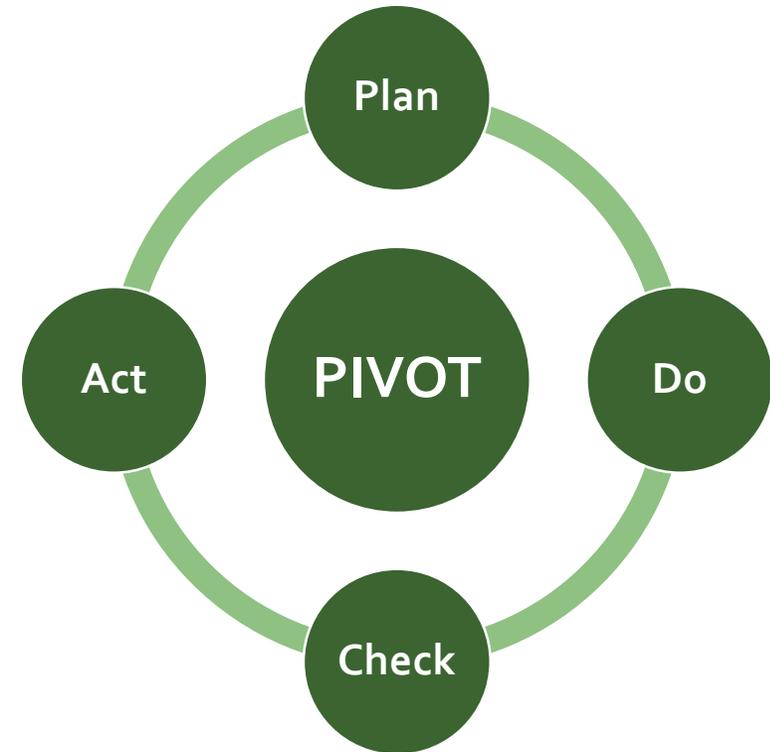
HOUSE APPROPRIATION COMMITTEE

January 31, 2017

## PIVOT

Presented by:

*Sue Zeller, Chief Performance Officer*



Continuous Improvement Cycle

# THE PIVOT TEAM

- *Sue Zeller, Chief Performance Officer*
- *Dru Roessle, AHS Director of Performance Improvement*
- *Justin Kenney, DEC Business Technology Project Manager*
- *Paul Keegan, AOT Lean Project Manager*

# GOVERNMENT MODERNIZATION & EFFICIENCY

- E.O. 03-17: Formation of Government Modernization & Efficiency Team (GMET)
- E.O. #04-17: Establish Program to Improve Vermont Outcomes Together (PIVOT)

# WHAT IS PIVOT?

- **Definition of pivot**

- 1 : a shaft or pin on which something turns
- 2 a : a person, thing, or factor having a major or central role, function, or effect;

**PIVOT = Program to Improve Vermont  
Outcomes Together**

# GOVERNOR'S TOP THREE PRIORITIES

- **Strengthening the economy;**
- **Making Vermont more affordable; and**
- **Protecting the most vulnerable.**

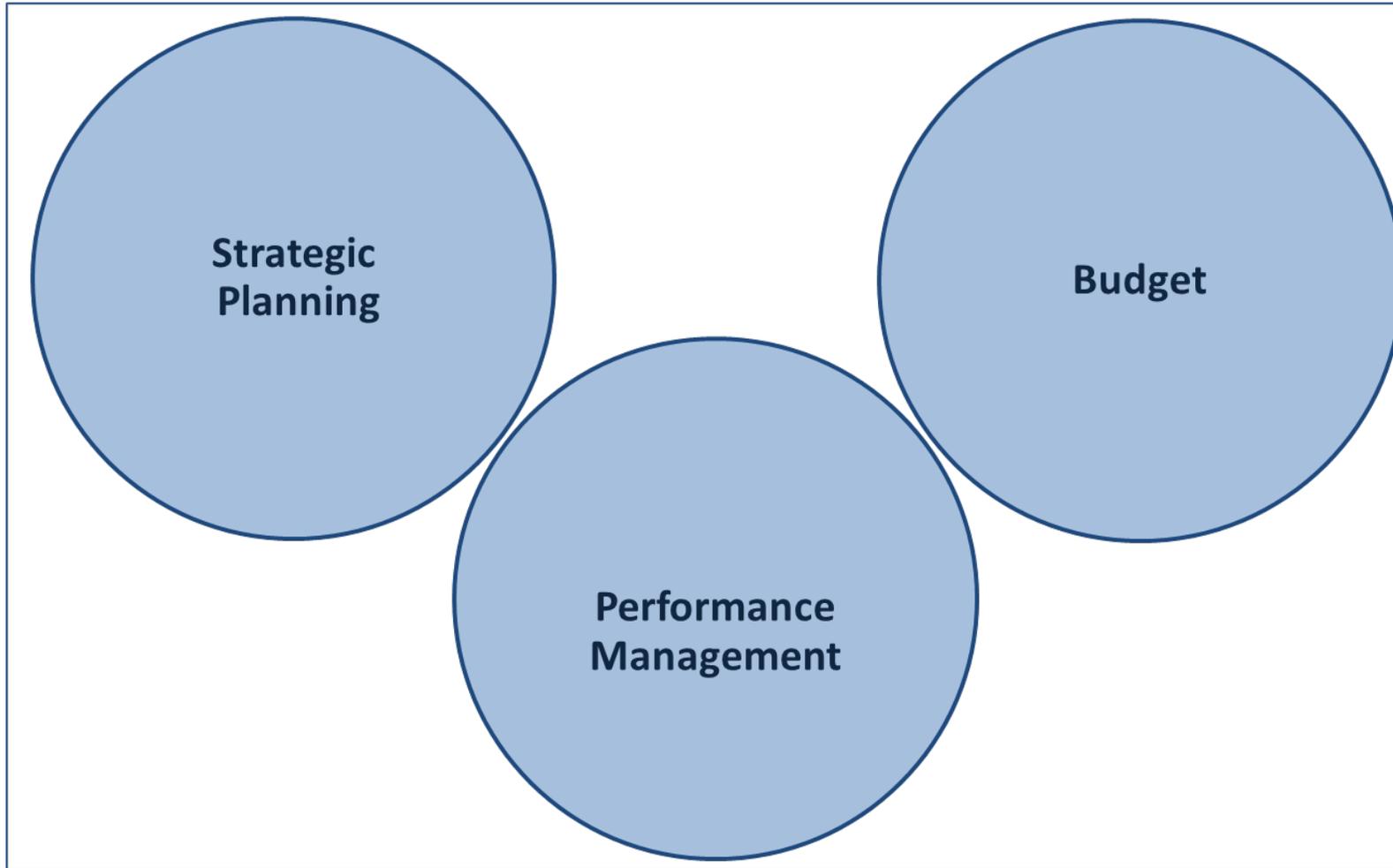
**“These goals will drive every initiative we undertake”...(inaugural address 1-5-2017)**

- Will crosswalk to Act 186 Outcomes 3 VSA §307(c)(1) (refers to 32 VSA §2311)

# PIVOT: KEY ELEMENTS

- 1. Inventory of Service Domains, Programs, and Activities (SPA)**
- 2. Strategic Planning Framework**
- 3. Embedding a Continuous Improvement Culture**

# HOW WE'VE ALWAYS DONE IT...

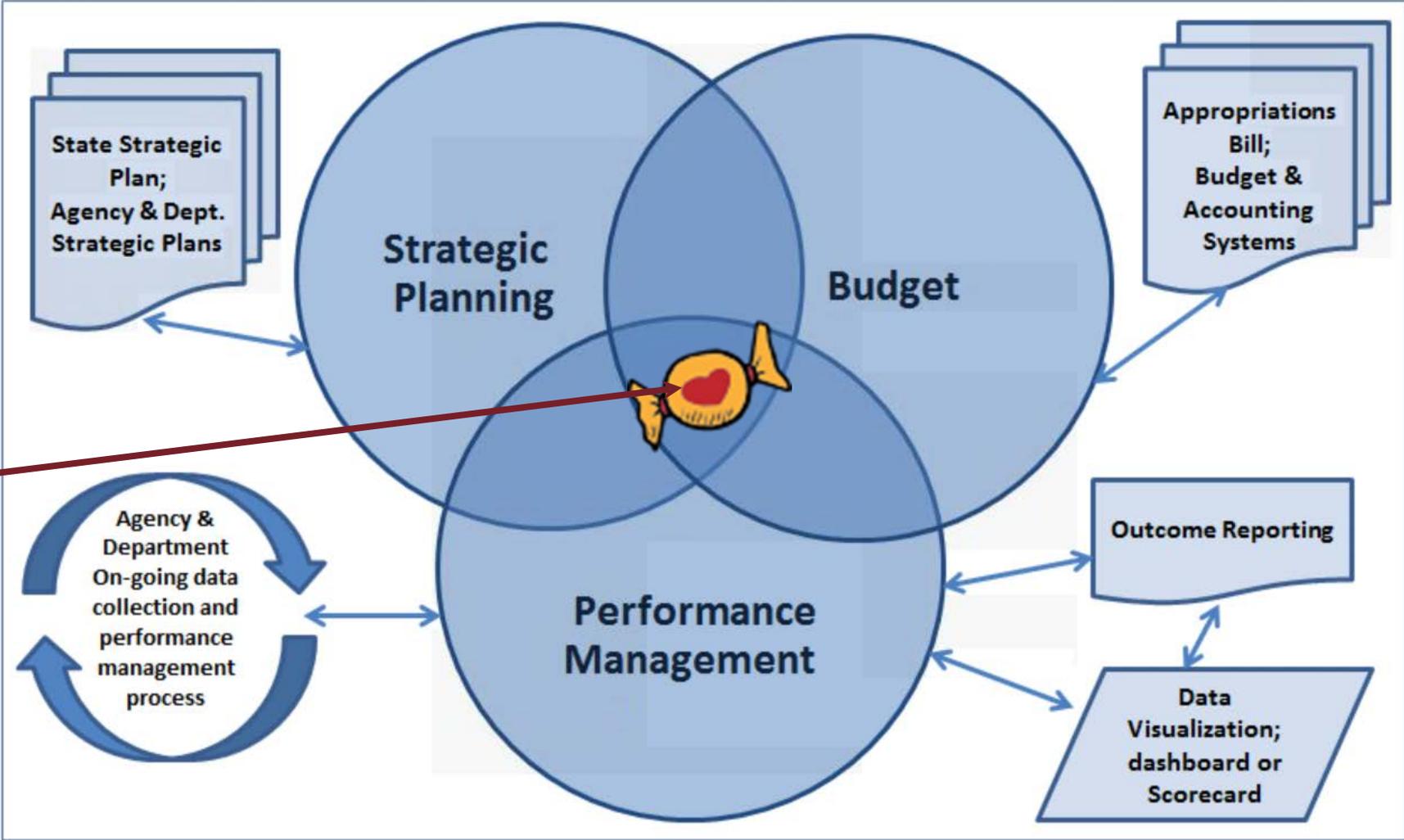


**And  
never the  
twain  
shall  
meet...**

*...Rudyard Kipling*

# GUBERNATORIAL MANDATE

The Continuous Improvement "Sweet Spot" (PIVOT using RBA and Lean)



# WE'RE NOT ALONE (CITY OF BALTIMORE)



Population: 623k (2014)

Declining population since 2000 -4.4%

8 Strategic Outcomes/  
23 Indicators

Use RBA and Lean

<https://outcomestat.baltimorecity.gov/>

# KEY ELEMENT 1: SPA

## Definitions

**SERVICE DOMAINS:** Areas of service for which your agency or department is responsible.

**PROGRAMS:** How your management or department manages the delivery of service (name, purpose, budget, staff).

**ACTIVITIES:** Processes used by programs to deliver services.

# KEY ELEMENT 1: SPA

- What do we do?
- How do we contribute to achieving a common agenda, across agencies?
- What do we know about what works and what doesn't?
- What are our most important points of leverage for improvement?
- **We will use the SPA matrix to inform which services and programs align with the strategic priorities.**

# KEY ELEMENT 1: SPA (AHS EXAMPLE)

## SERVICES

Service Domains or Program Areas

- Housing
- Employability
- Nutrition
- Aging
- Health Care
- Public Health
- Mental Health Services
- Substance Use Services
- Child Protective Services
- Financial Assistance Services

*Delivered through*

## PROGRAMS

Programs (name and staff)

- WIC
- Family Supportive Housing
- Reach Up
- 3Squares VT

*Enabled by*

## ACTIVITIES

Capabilities or Functions

- Case Management
- Enrollment & Eligibility
- Claims Processing
- Provider Management

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# KEY ELEMENT 1: SPA (DEC EXAMPLE)

## SERVICES

Service Domains or Program Areas

- Outreach and Education
- Environmental Protection
- Financial Assistance
- Monitoring
- Enforcement

*Delivered through*

## PROGRAMS

Programs  
(name and staff)

- Stormwater
- Wetlands
- Wastewater
- Air
- Recycling

*Enabled by*

## ACTIVITIES

Capabilities or Functions

- Technical Assistance
- Permitting
- Provider Management

# KEY ELEMENT 2: STRATEGIC PLANNING

## Strategic Planning will drive the process

- Based on info gained from SPA matrix.
- What do we want?
- What are our most valuable and impactful areas of contribution?
- How are we doing now?
- What do we commit to doing to improve in these priority areas?

# KEY ELEMENT 2: STRATEGIC PLANNING

## GOAL

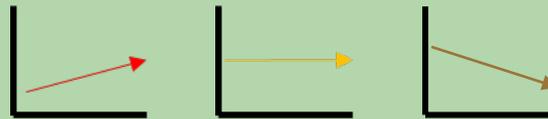
What do we want?  
And what will it take?

- What do we want?
  - (Governor Scott's Priority Outcomes)
- How is VT doing now?
- What do we believe it will take?
  - (Comprehensive strategies or theories of change)

## STRATEGY

What role does my  
Agency/Department play?

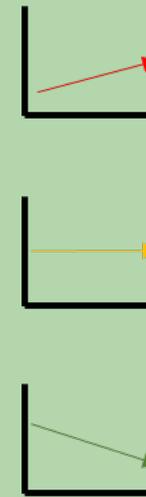
- How does my Agency contribute to the desired ends?
- What role do we play?
- How well are we doing in the most valuable areas of contribution?



## ACTION PLAN

What is our action plan to  
improve?

- What do we propose to do?



# KEY ELEMENT 3: CI CULTURE

- **How do we empower our workforce to improve performance in alignment with our strategic plan?**
- **How do we equip staff with the tools in the toolbox?**

# KEY ELEMENT 3: CI CULTURE

- **What is Continuous Improvement (CI):**
  - CI is a way of thinking, a commitment to making things better...a culture. CI comes with a toolbox filled with any number of different tools to use. No idea is a bad idea... regardless of whether an idea eventually works or not – the key to CI is to keep thinking!



# CI TOOLS IN THE TOOLBOX

- RESULTS BASED  
ACCOUNTABILITY (RBA)

- LEAN

# RESULTS-BASED ACCOUNTABILITY

## COMMON LANGUAGE

- Using the same words to imply the same ideas

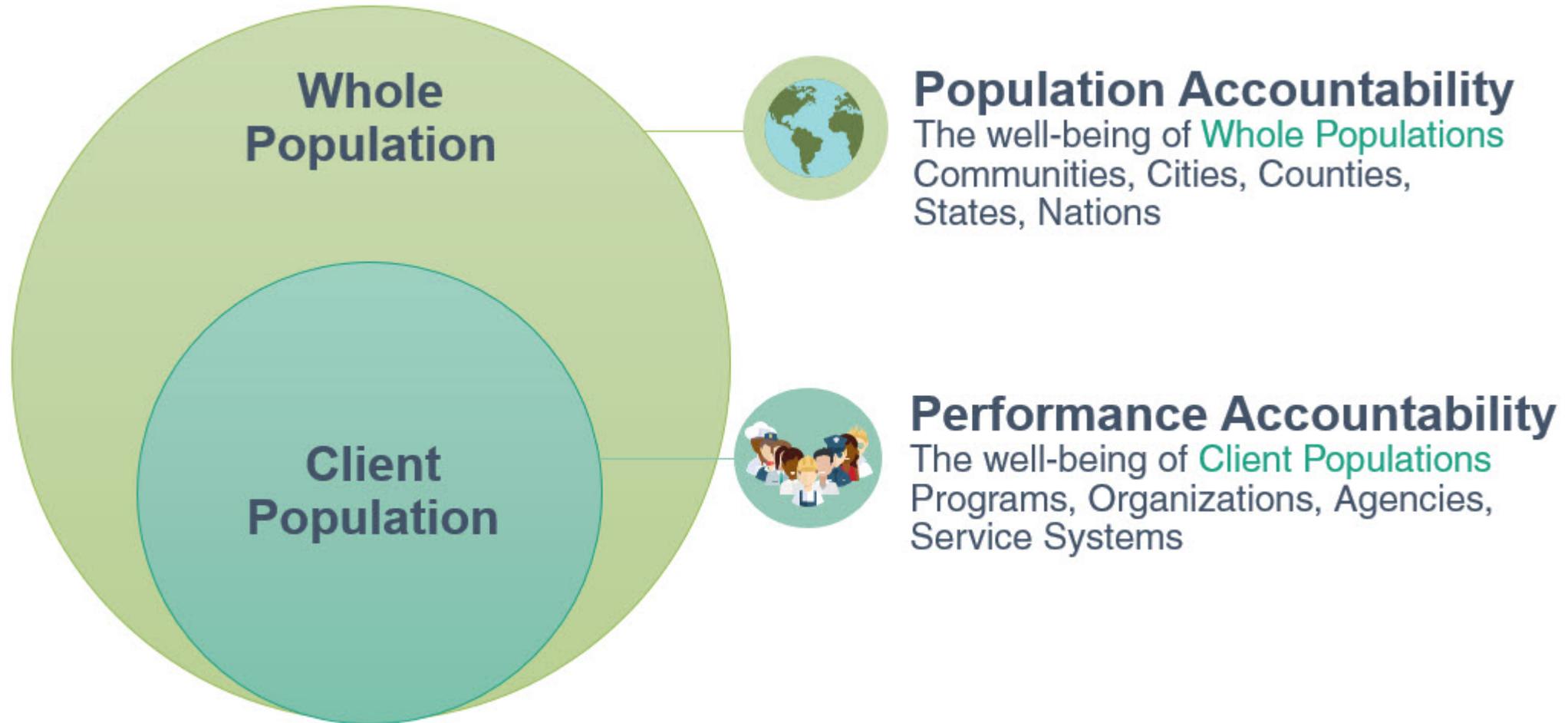
## COMMON SENSE

- Starting with the ends and working towards the means

## COMMON GROUND

- Conditions we can agree on

# RBA: TWO LEVELS OF ACCOUNTABILITY



# RBA: COMMON LANGUAGE

ENDS

Population

## OUTCOME (RESULT)

A condition of well-being for children, adults, families or communities.

Children born healthy, Children ready for school, Safe communities, Clean Environment, Prosperous Economy

## INDICATOR

A measure which helps quantify the achievement of a result.

Rate of low-birthweight babies, Percent ready at K entry, crime rate, air quality index, unemployment rate

MEANS

Performance

## PERFORMANCE MEASURE

A measure of how well a program, agency or service system is working.

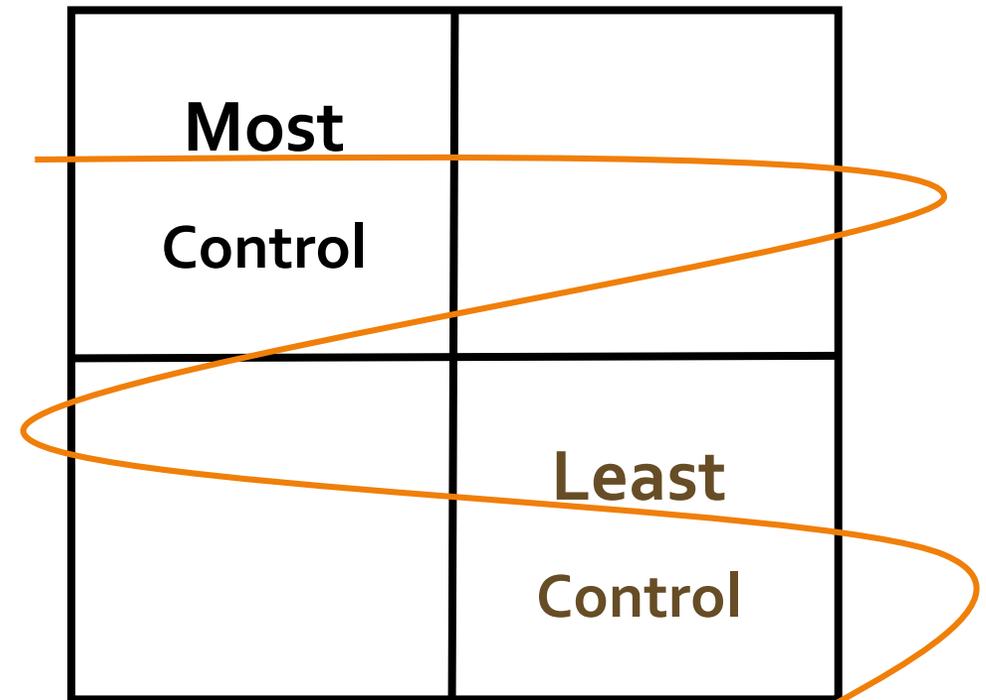
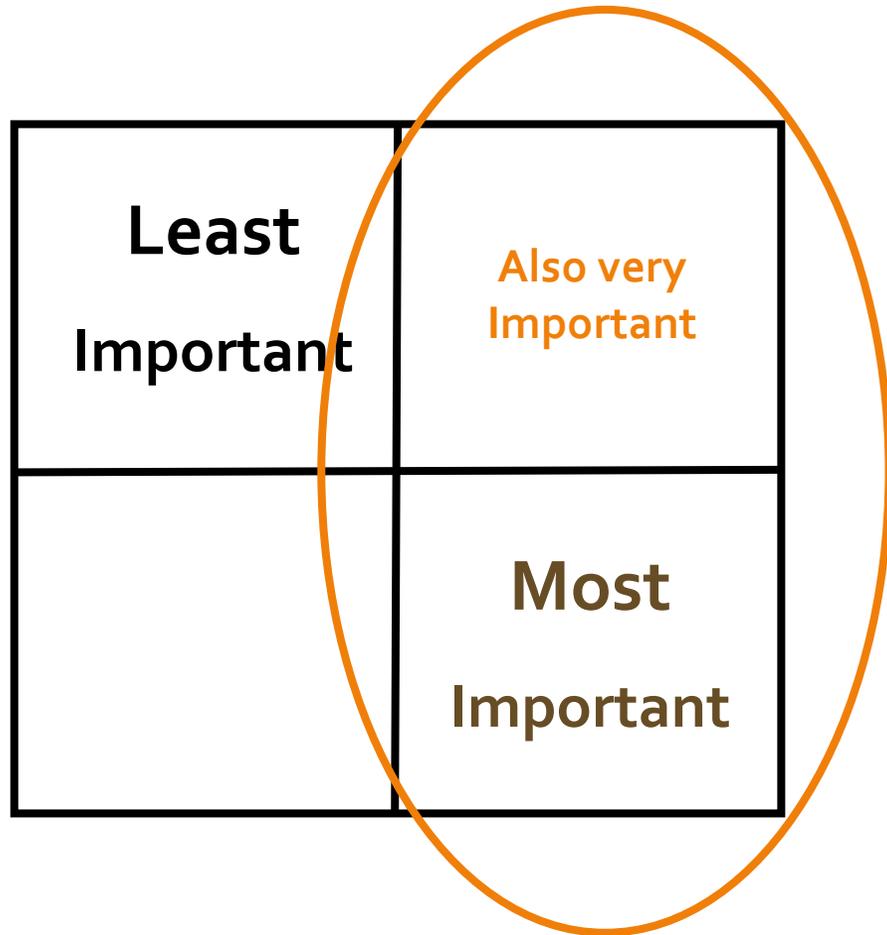
- means
1. How much did we do?
  2. How well did we do it?
- ends
3. Is anyone better off?

# RBA: PERFORMANCE MEASURES

<p><b>How Much</b></p> <p>did we do? (#)</p>	<p><b>How Well</b></p> <p>did we do it? (%)</p>
--	---

<p><b>Effort</b></p> <p>How hard did we try?</p>
<p><b>Effect</b></p> <p>Is anyone better off?</p>

# RBA: IMPORTANCE AND CONTROL

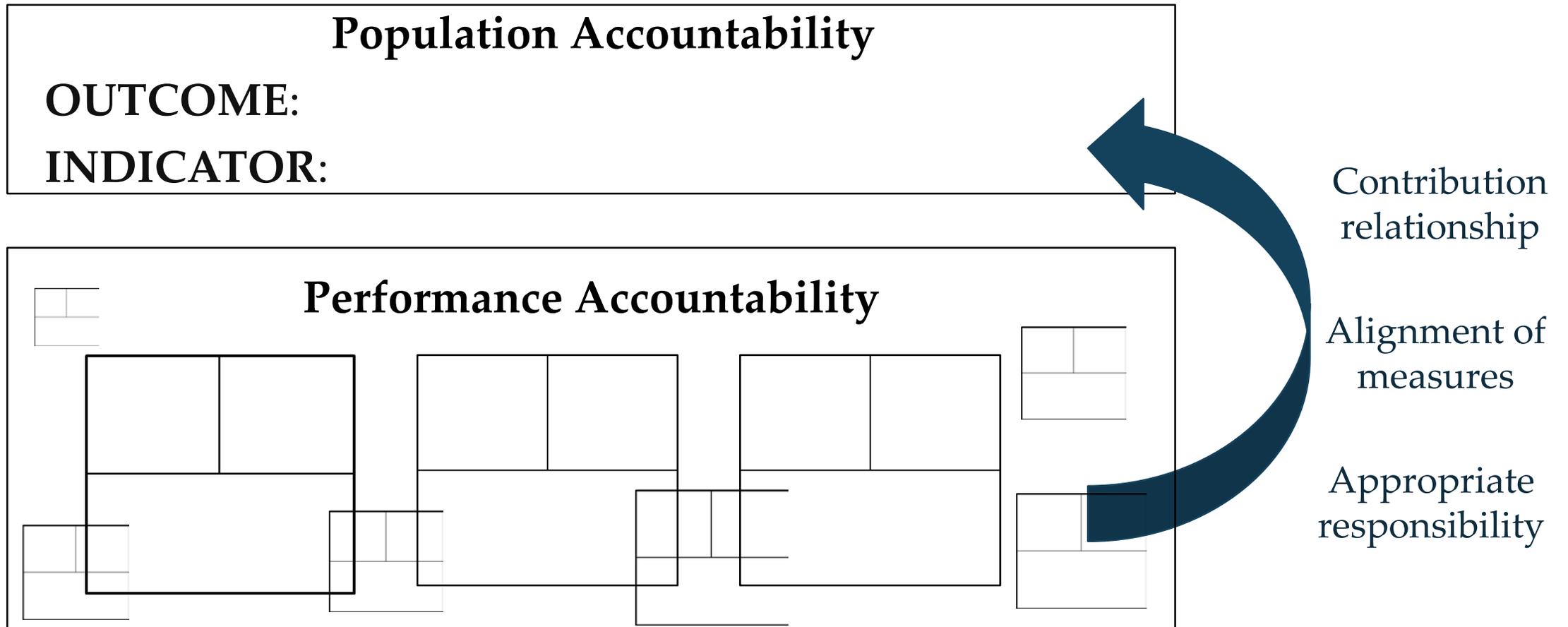


PARTNERSHIPS

# RBA: PERFORMANCE MEASURES

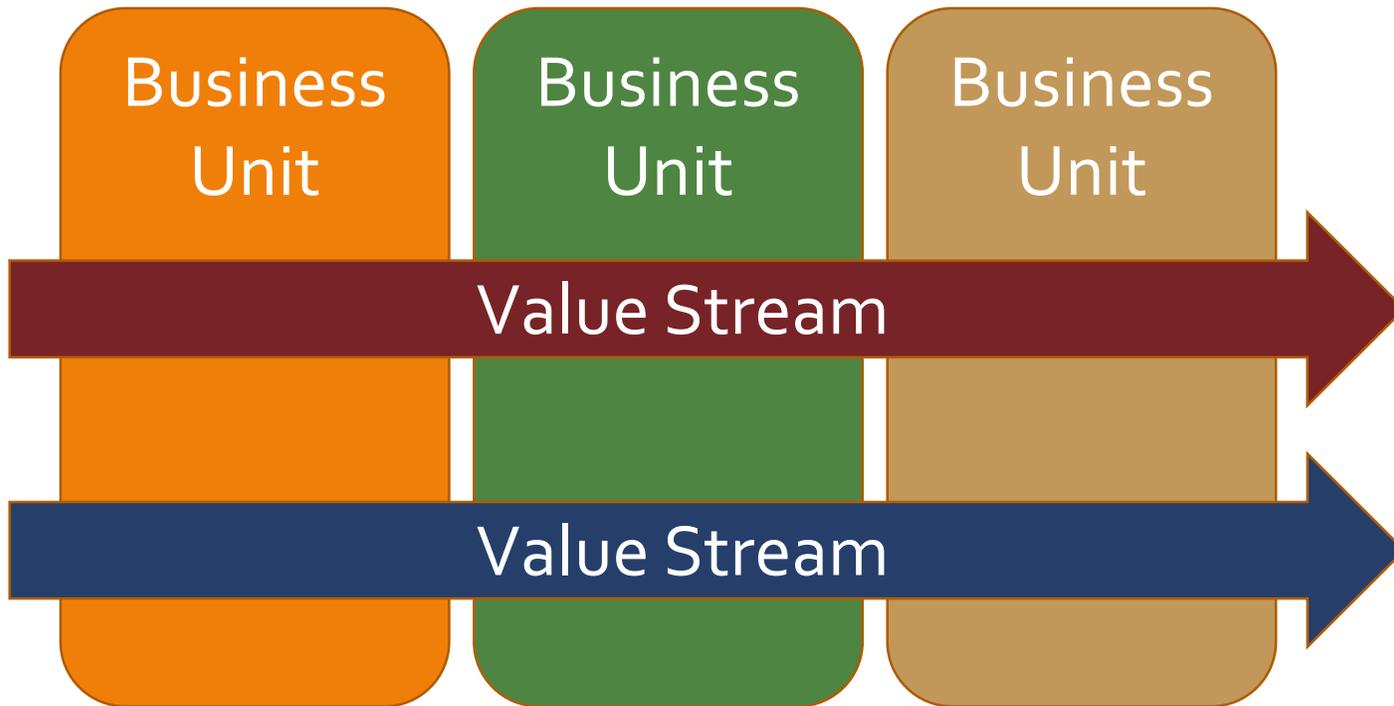
<u>How much did we do?</u>	<u>How well did we do it?</u>
<p># Clients/customers served</p> <p># Activities (by type of activity)</p> <p>→</p>	<p>% Common measures e.g. client staff ratio, workload ratio, staff turnover rate, staff morale, % staff fully trained, % clients seen in their own language, worker safety, unit cost</p> <p>% Activity-specific measures e.g. % timely, % clients completing activity, % correct and complete, % meeting standard</p>
<u>Is anyone better off?</u>	
<p>#</p> <p>#</p> <p>#</p> <p>#</p> <div data-bbox="879 939 1197 1168" style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;">Point in Time vs. Point to Point Improvement</div>	<p>% Skills / Knowledge (e.g. parenting skills)</p> <p>% Attitude / Opinion (e.g. toward drugs)</p> <p>% Behavior (e.g. school attendance)</p> <p>% Circumstance (e.g. working, in stable housing)</p>

# RBA ACROSS THE SYSTEM



# WHAT IS LEAN?

27

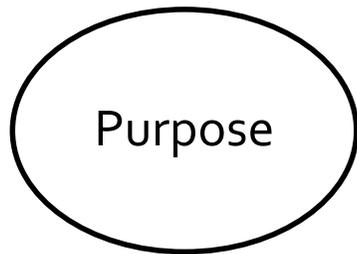


A culture of  
teamwork, shared  
responsibility and  
ownership

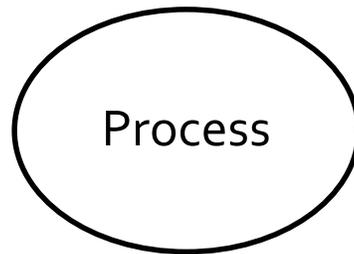
# WHAT IS LEAN?

Doing More with What We Have

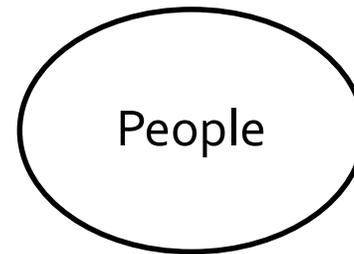
Smarter – Simpler – Cheaper – Faster – Better



The right value



The best method



The highest sense of  
accomplishment



The perfect transaction

# WHAT IS LEAN?

29

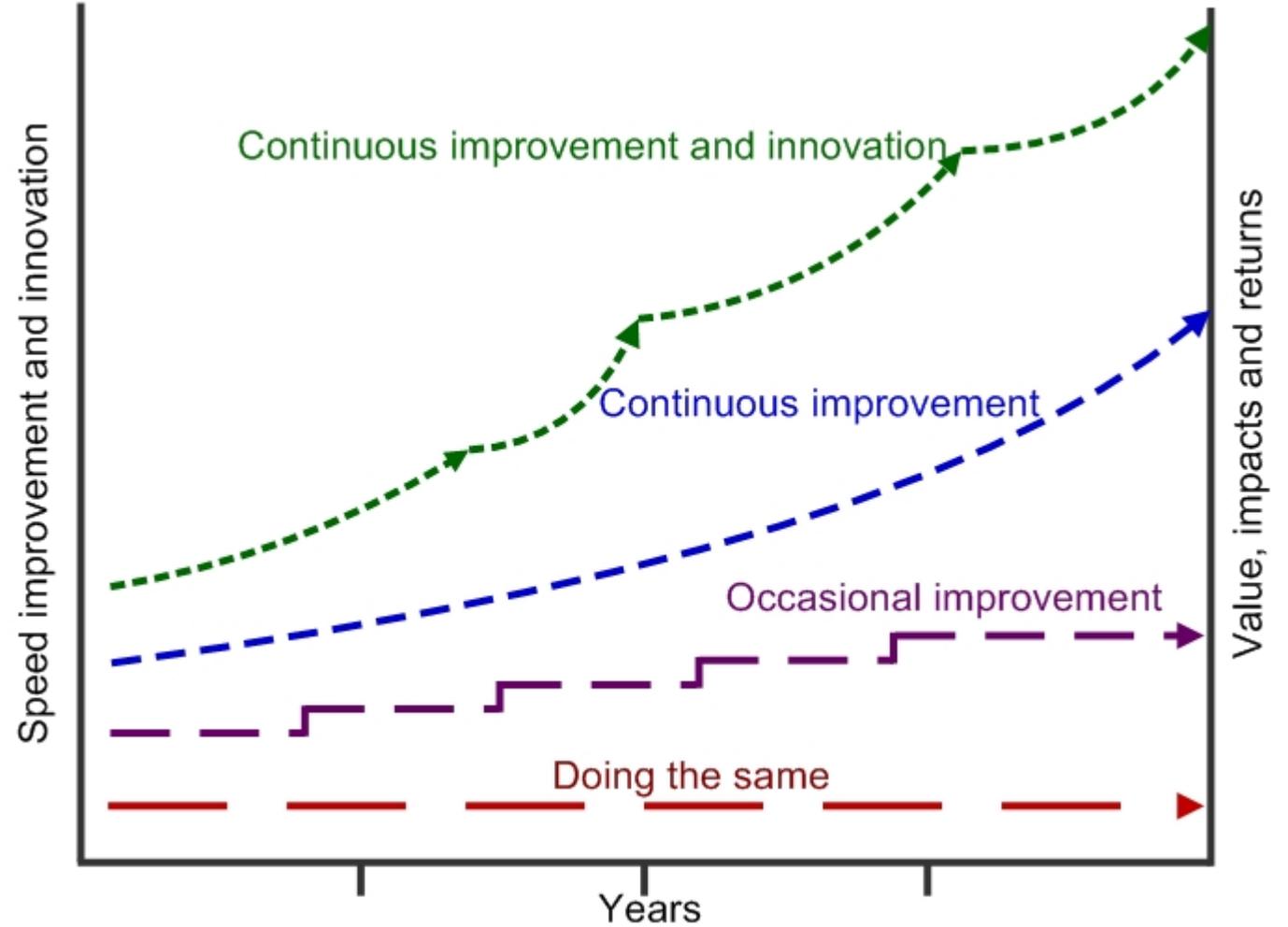
Flow...a process that flows from beginning to end without interruption



# WHY LEAN?

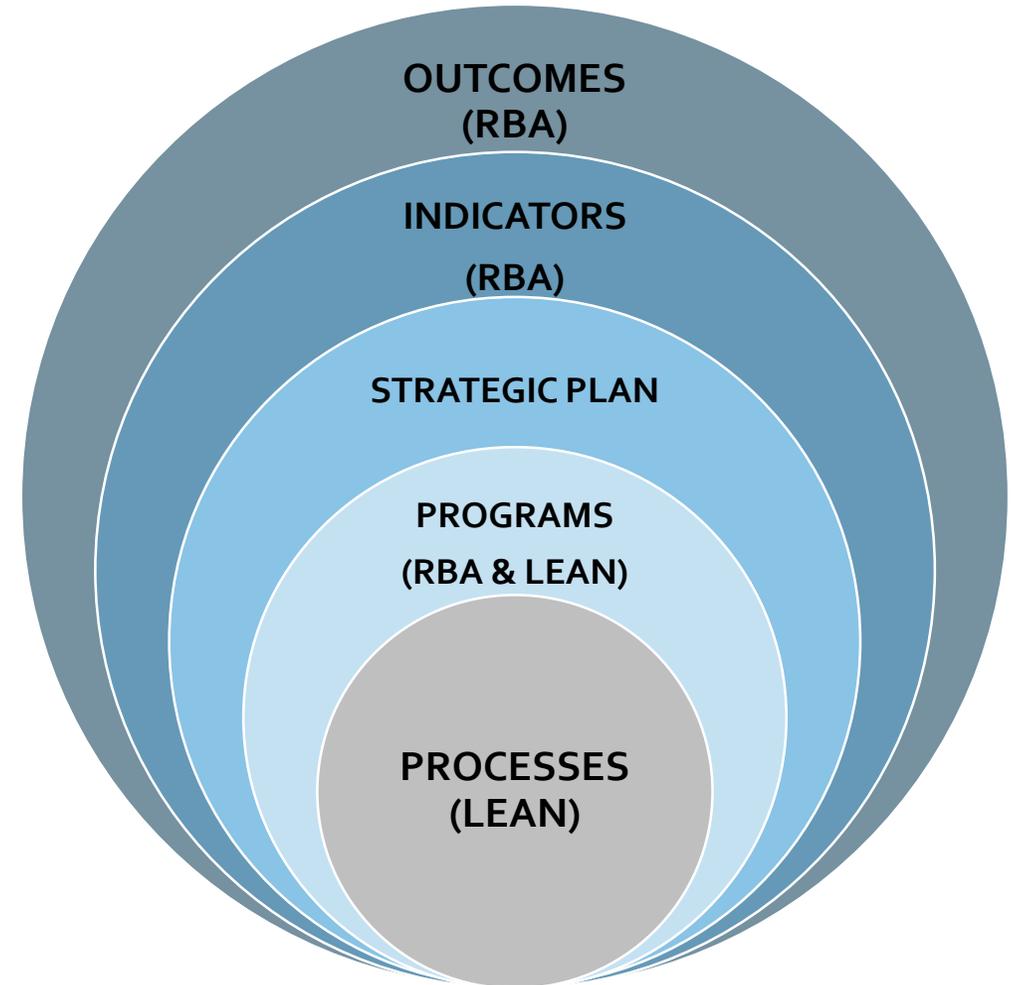
30

Where does your Agency/Department fall?



# PIVOT - FROM OUTCOMES TO IMPROVEMENT

- **OUTCOMES**
  - **INDICATORS**
    - **STRATEGIC PLAN**
      - **PROGRAMS**
        - **PERFORMANCE MEASURES**
          - **PROCESS IMPROVEMENT**



# THE TOOLS FROM TOP TO BOTTOM

## Strategy - Continuous Improvement - RBA and Lean Working Together

DEC STRATEGIC PLAN PRIORITY	Lake Champlain Clean-up
<ul style="list-style-type: none"> <li>Population-Level Outcome (RBA)</li> </ul>	VT's Environment is Clean and Sustainable
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Population-Level Indicator (RBA)</li> </ul> </li> </ul>	percent of Vermont's inland waters that meet State water quality standards;
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Program</li> </ul> </li> </ul> </li> </ul>	<p><b>Stormwater Management Program:</b> provides regulatory oversight and technical assistance to ensure proper design and construction of stormwater treatment and control practices necessary to minimize the adverse impacts of stormwater runoff to surface waters. This is done primarily through <b>program staff reviewing and issuing a variety of Stormwater permits.</b> The ability to effectively acquire and manage permit and project information is crucial to the success of program operations.</p>
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Process (Lean)</li> </ul> </li> </ul> </li> </ul> </li> </ul>	<p><b>Stormwater Permits:</b> The ability to effectively acquire and manage permit and project information is crucial to the success of program operations. <b>Roughly 75% of applications received were administratively and technically incomplete.</b> In addition, application and project information was manually entered into a database multiple times in multiple places. Furthermore, a large percentage of projects were delinquent on inspections, re-certifications, fees, and permit renewal requirements. The program saw a need to make some significant improvements to their process.</p>
<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>Performance Measure (Lean Results)</li> </ul> </li> </ul> </li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>90% of applications received administratively complete.</li> <li>80% of applications received technically complete.</li> </ul>

# EXTENDED CABINET ROLE

- Mandatory Boot Camp attendance (4 hours):
  - January 30, 2017
  - February 6, 2017



# EXTENDED CABINET ROLE

- Reinforce a common agenda (manage systems, not programs)
- Know and speak the language regularly (communicate)
- Ask out loud:
  - What are we doing to contribute?
  - How well are we doing? Are we making a difference?
  - Why or why not? What can we do to improve?

# EXTENDED CABINET ROLE

- Hold themselves and managers accountable for measurable improvements
- Target resources for evaluation and data analysis
- Actively support staff performance improvement activities and celebrate wins (even small ones)

# FY 2018 PROGRAMMATIC PERFORMANCE MEASURE BUDGET REPORT

## FY 2018 Programmatic Performance Measure Budget Report:

[http://spotlight.vermont.gov/sites/finance\\_transperancy/files/Performance Measures/FY2018\\_ProgBudRpt\\_FINAL.pdf](http://spotlight.vermont.gov/sites/finance_transperancy/files/Performance%20Measures/FY2018_ProgBudRpt_FINAL.pdf)

- Are our selections being driven by overall strategy?
- Are we focusing on the highest value programs?
- Are we focusing across government or even agencies?
- Are all agencies and departments invested in this?