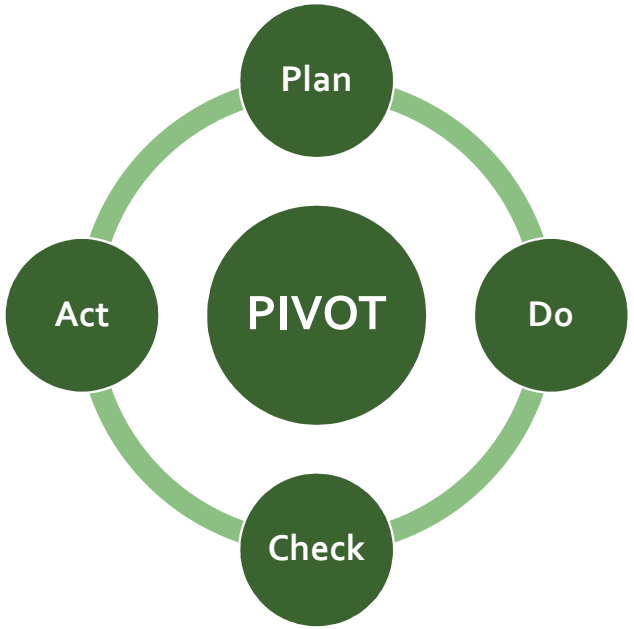
VT GOVERNMENT MODERNIZATION & EFFICIENCY

HOUSE APPROPRIATION COMMITTEE

January 31, 2017



Continuous Improvement Cycle

PIVOT

Presented by:

Sue Zeller, ***Chief Performance Officer***

VERMONT

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.**

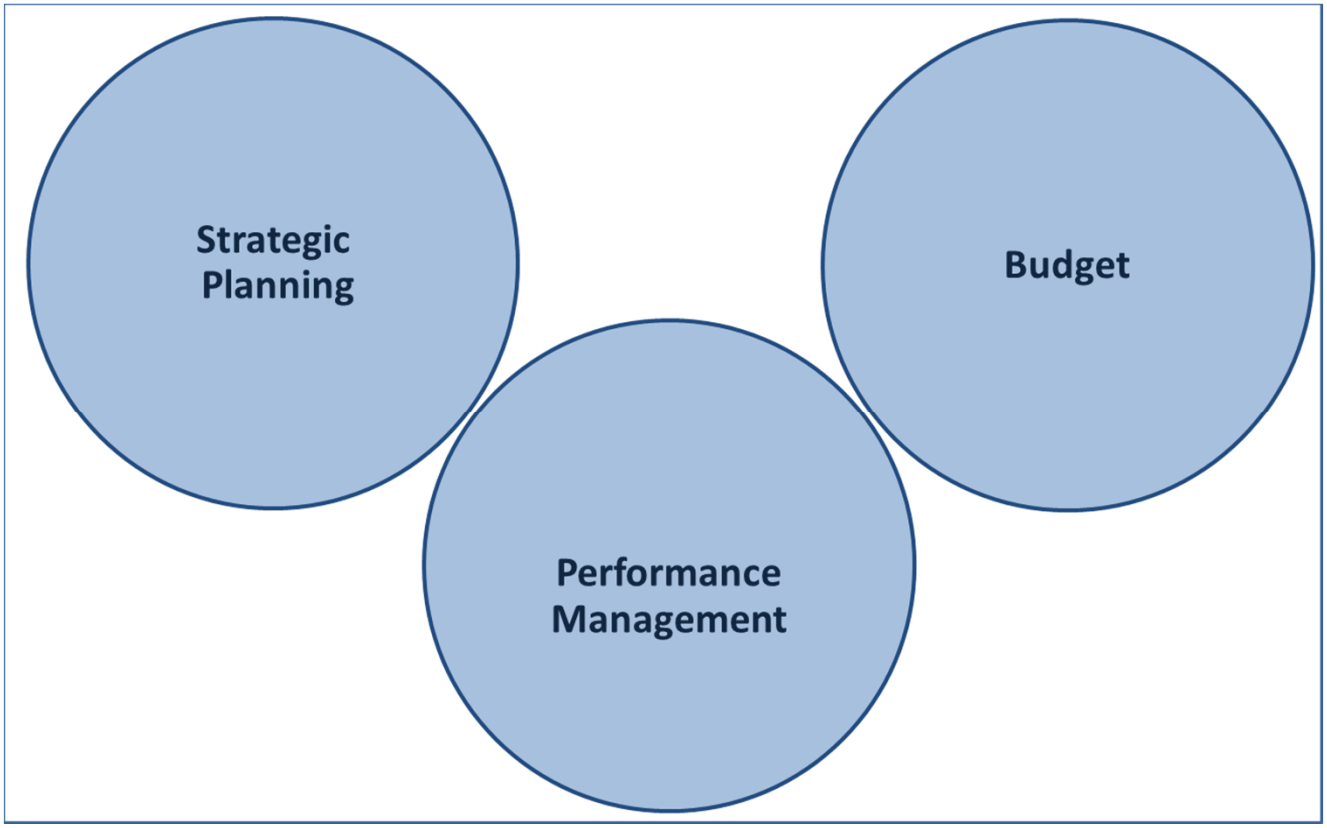
"These goals will drive every initiative we undertake"…(inaugural address 1-5-2017)

- 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…

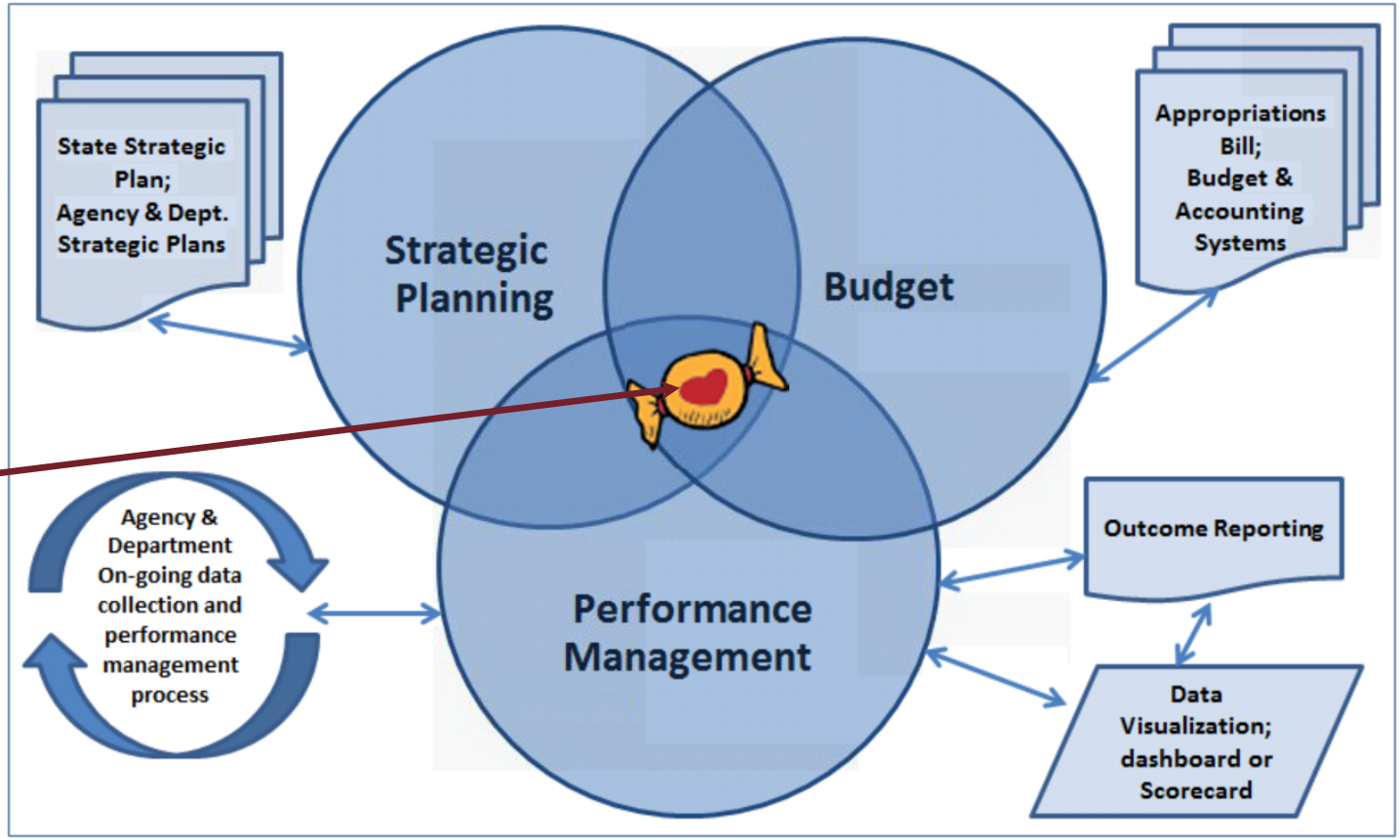


And never the twain shall meet…

…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		PROGRAMS		ACTIVITIES
Service Domains or Program Areas	*Delivered through*	Programs (name and staff)	*Enabled by*	Capabilities or Functions
• Housing • Employability • Nutrition • Aging • Health Care • Public Health • Mental Health Services • Substance Use Services • Child Protective Services • Financial Assistance Services		• WIC • Family Supportive Housing • Reach Up • 3Squares VT		• Case Management • Enrollment & Eligibility • Claims Processing • Provider Management

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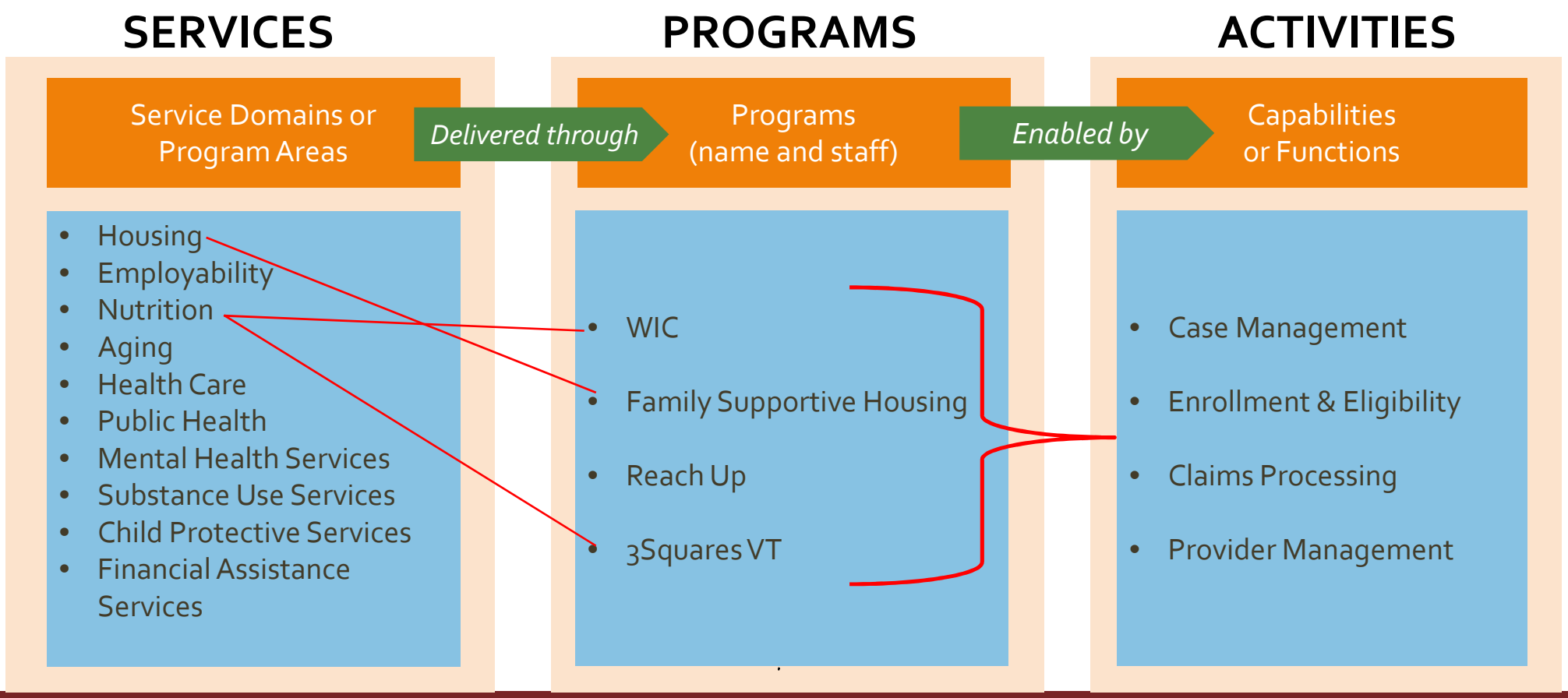
KEY ELEMENT 1: SPA (AHS EXAMPLE)



KEY ELEMENT 1: SPA (DEC EXAMPLE)

SERVICES	PROGRAMS	ACTIVITIES
Service Domains or Program Areas	Programs (name and staff)	Capabilities or Functions
• Outreach and Education • Environmental Protection • Financial Assistance • Monitoring • Enforcement	• Stormwater • Wetlands • Wastewater • Air • Recycling	• Technical Assistance • Permitting • Provider Management

Delivered through → *Enabled by*

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KEY ELEMENT 2: STRATEGIC PLANNING

Strategic Planning will drive the process

- Based on info grained 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

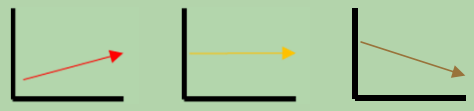
What do we want? And what will it take?

- 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?

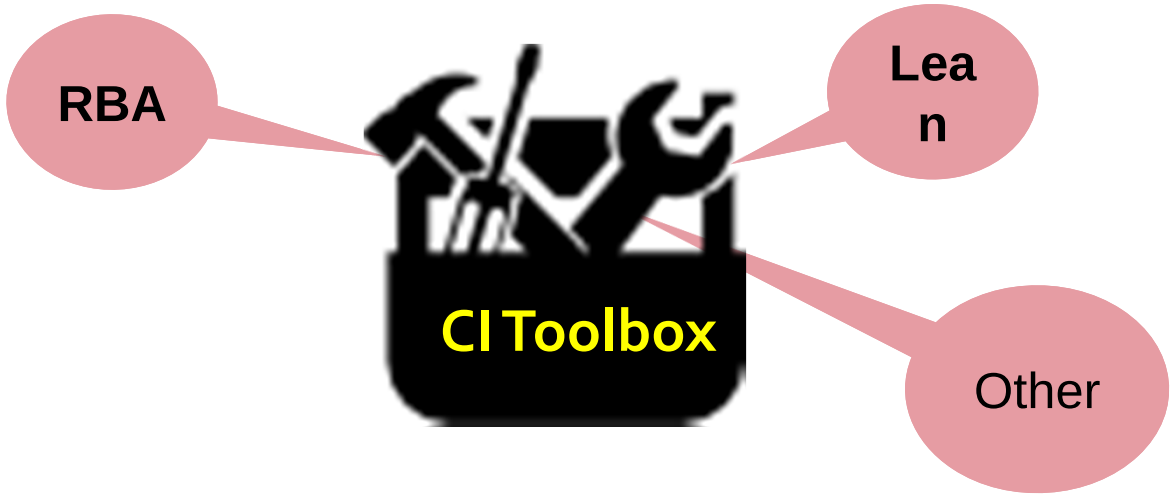
- What do we propose to do?

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

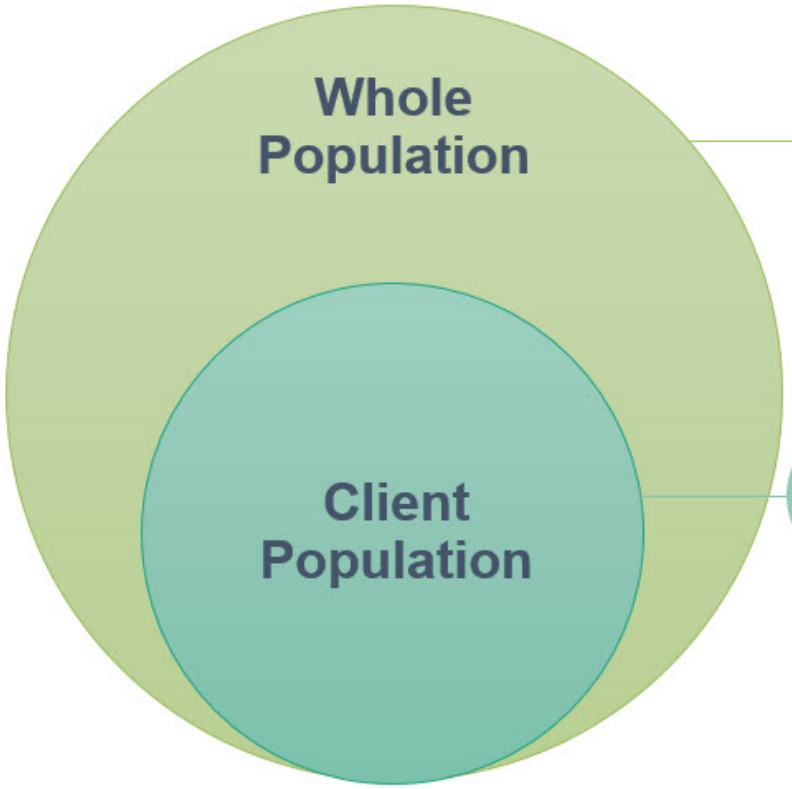
COMMON SENSE

- Starting with the ends and working towards the means

COMMON GROUND

- Conditions we can agree on

RBA: TWO LEVELS OF ACCOUNTABILITY



Population Accountability
The well-being of Whole Populations
Communities, Cities, Counties,
States, Nations

Performance Accountability
The well-being of Client Populations
Programs, Organizations, Agencies,
Service Systems

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

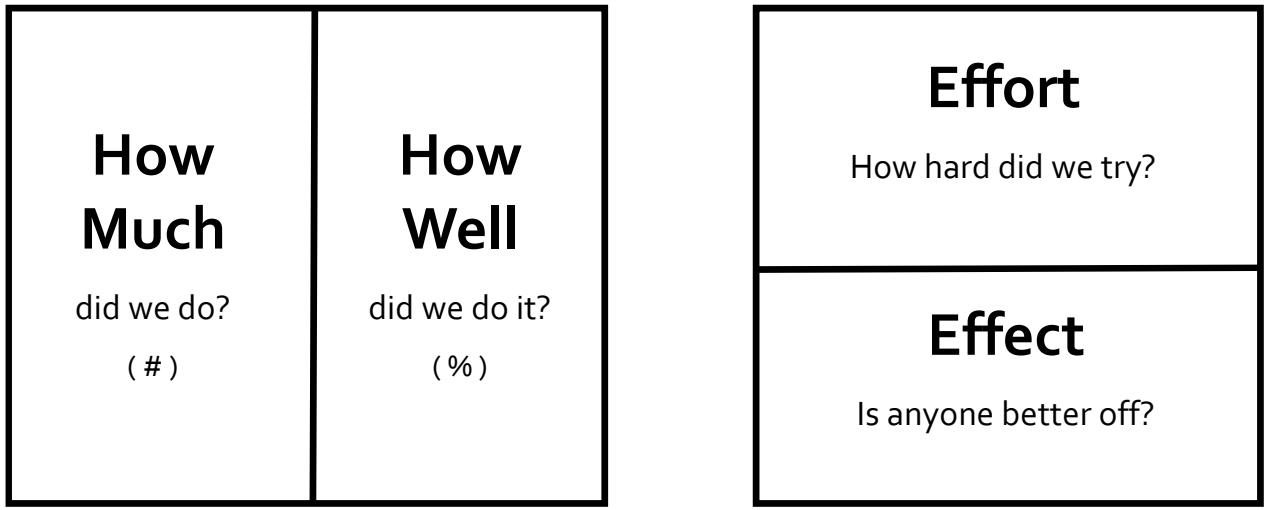
PERFORMANCE MEASURE

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

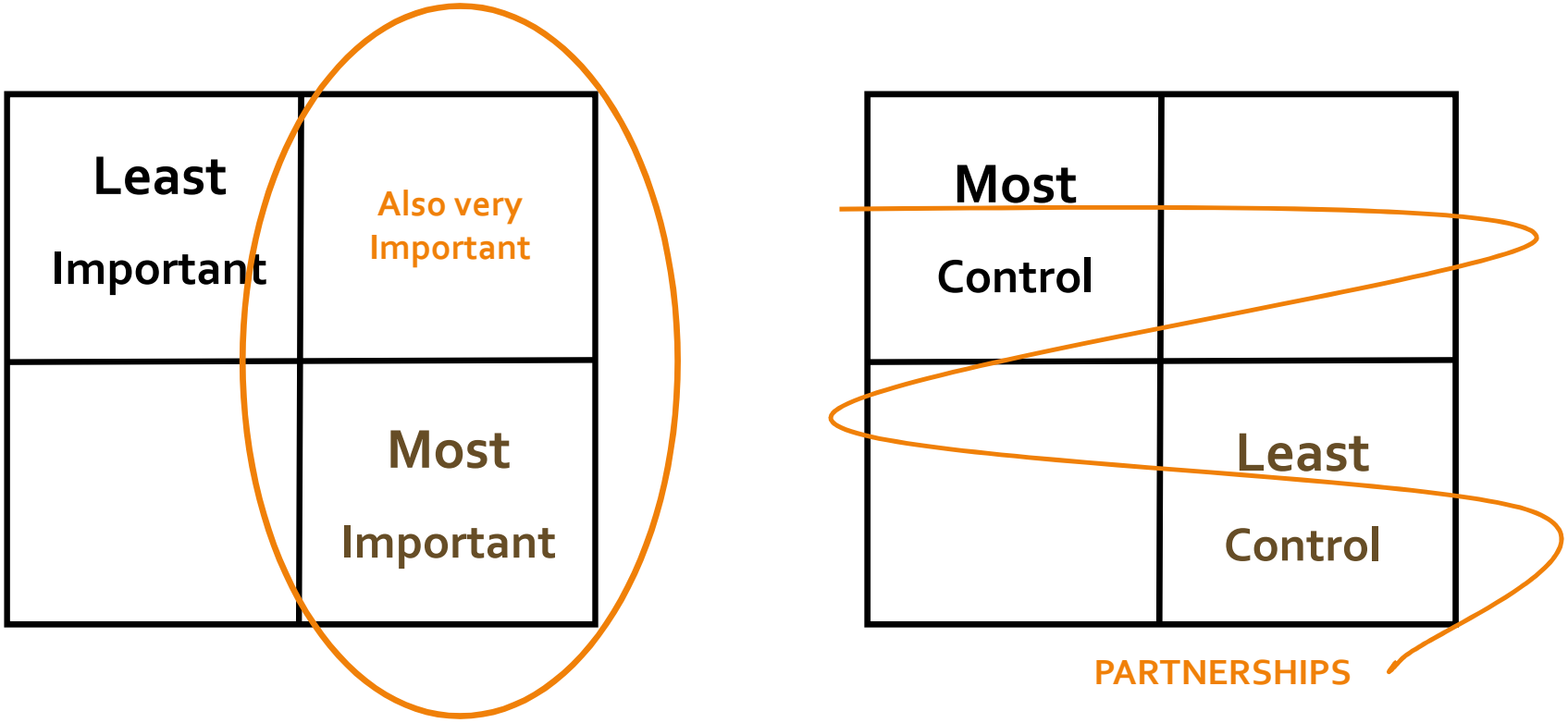
means
1. How much did we do?
2. How well did we do it?

ends
3. Is anyone better off?

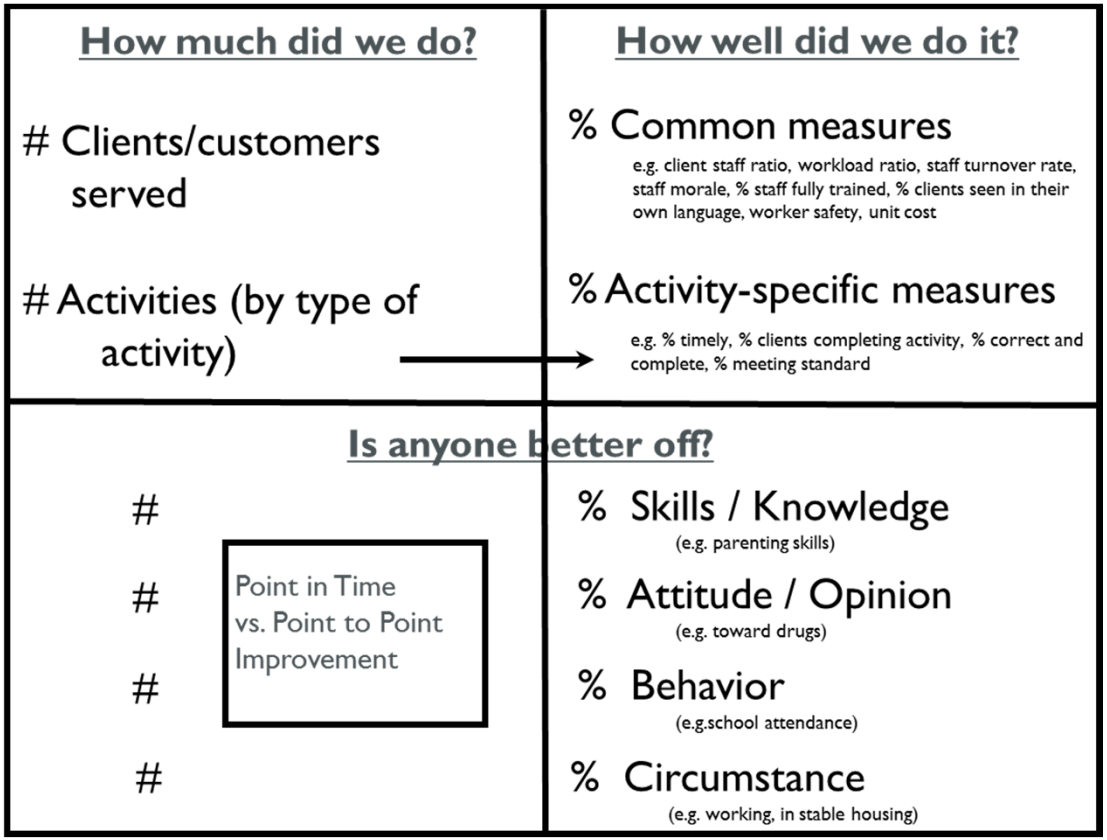
RBA: PERFORMANCE MEASURES



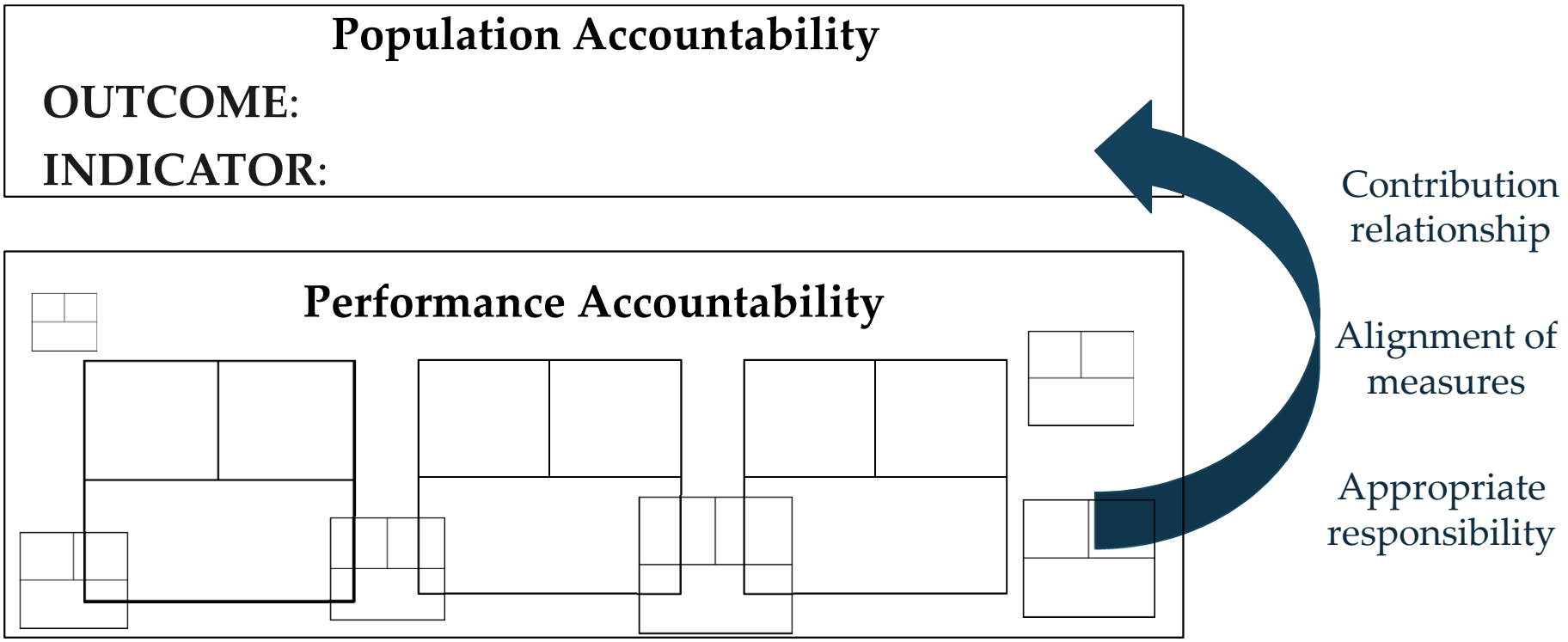
RBA: IMPORTANCE AND CONTROL



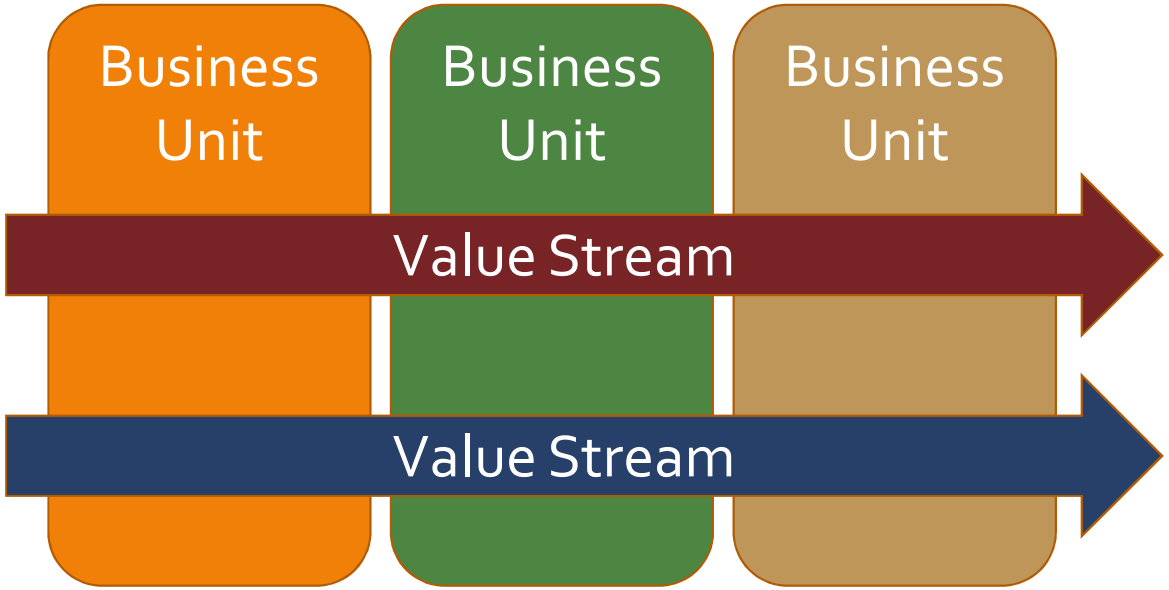
RBA: PERFORMANCE MEASURES



RBA ACROSS THE SYSTEM



WHAT IS LEAN?



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

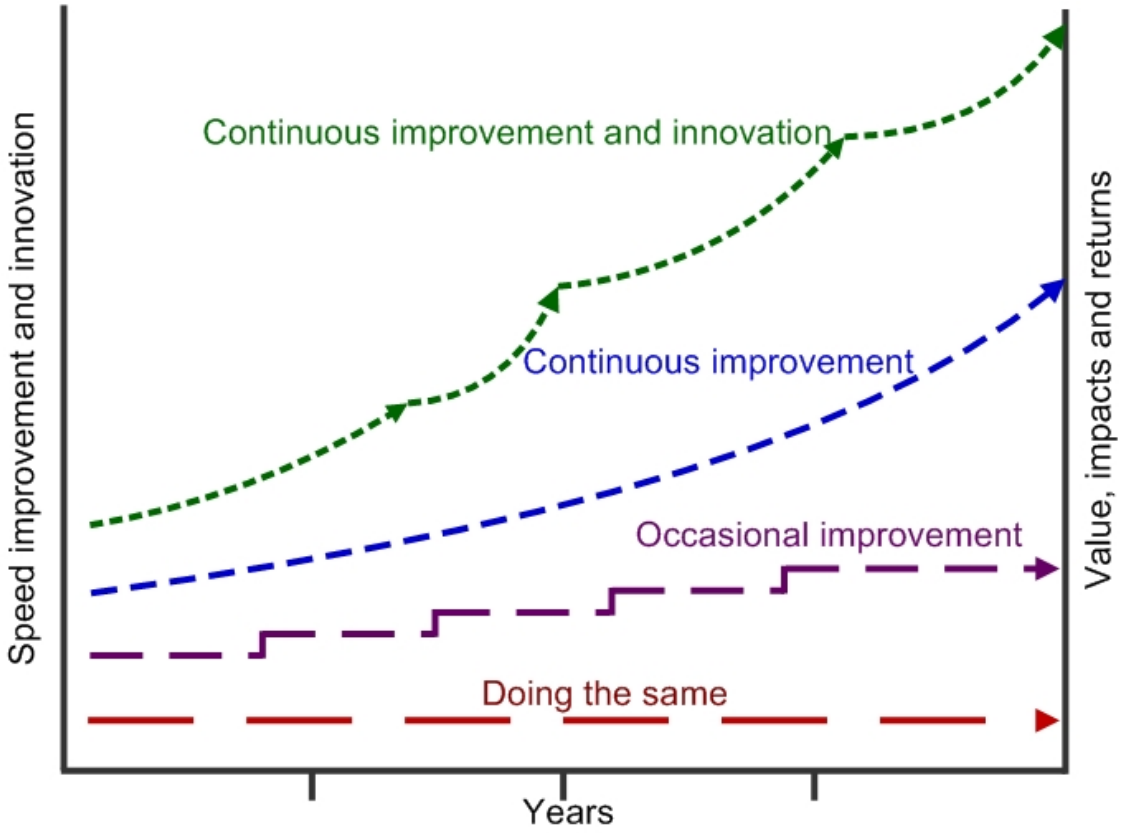
The perfect transaction

WHAT IS LEAN?

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

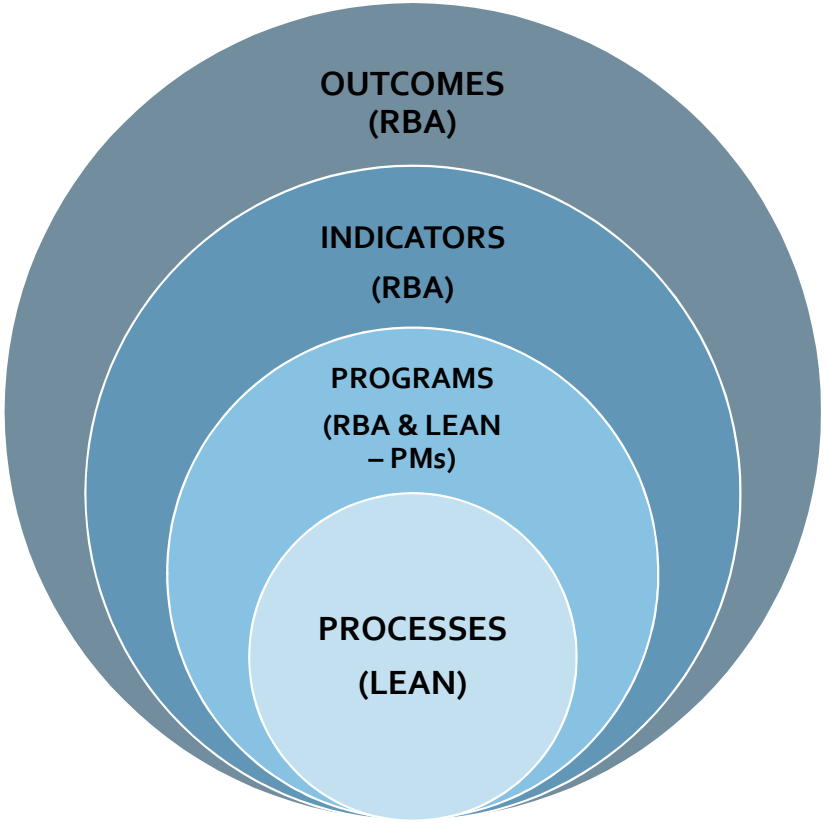
WHY LEAN?

Where does your Agency/Department fall?



PIVOT - DRIVE OUTCOMES AND EFFICIENCIES FROM STRATEGIC GOALS

- STRATEGIC PLAN
  - OUTCOMES
    - INDICATORS
      - 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
• Population-Level Outcome (RBA)	VT's Environment is Clean and Sustainable
• Population-Level Indicator (RBA)	percent of Vermont's inland waters that meet State water quality standards;
• Program	Stormwater Management Program: 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 program staff reviewing and issuing a variety of Stormwater permits. The ability to effectively acquire and manage permit and project information is crucial to the success of program operations.
• Process (Lean)	Stormwater Permits: The ability to effectively acquire and manage permit and project information is crucial to the success of program operations. Roughly 75% of applications received were administratively and technically incomplete. 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.
• Performance Measure (Lean Results)	• 90% of applications received administratively complete. • 80% of applications received technically complete.

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/PerformanceMeasures/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?