

Utah OPS: Building on SUCCESS

September 8, 2016
Salt Palace Convention Center

Tools For Success: Tips and Resources for
Achieving Big System Results

Presenter: Steve Cuthbert



S U C C E S S
— F R A M E W O R K —

- Introduction to SUCCESS.utah.gov
- Roadmap/Tips and Tools
- Key Concepts





WHAT'S IN IT FOR ME?

Insights from state employees about their achievements with the SUCCESS Framework.



SUCCESS STORIES

The SUCCESS Framework has enabled many state agencies to improve performance.



OPS CONFERENCE

Find helpful resources from the most recent UTAH OPS Conference.





[TRAINING](#) • [SUCCESS OVERVIEW](#) • [KEY CONCEPTS](#) • [GOMB CONSULTANTS](#)





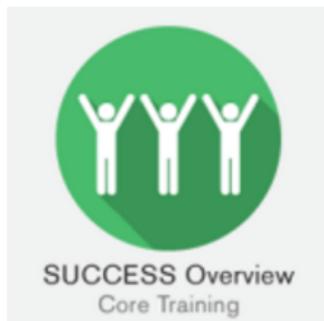
- Core Training >
- Result Data
- Advanced Training

START YOUR TRAINING HERE



[Start Training for SUCCESS Framework](#)

SUCCESS CORE TRAINING COURSES



SUCCESS OVERVIEW

In this course you will gain an overall understanding of the SUCCESS Framework and how its fundamentals can apply to your organization. Hear from Governor Herbert about the Mission and Vision of SUCCESS, as well as as understand the basic roadmap for system improvement.

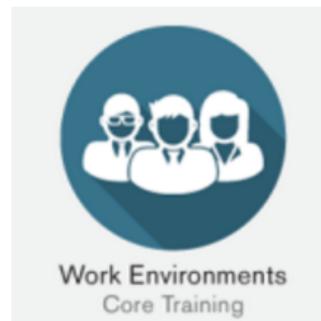
[START THE COURSE](#)



MANAGING SYSTEMS

In this course you will learn why a systems approach to improvement is important and why traditional improvement efforts often fail to deliver bottom-line results.

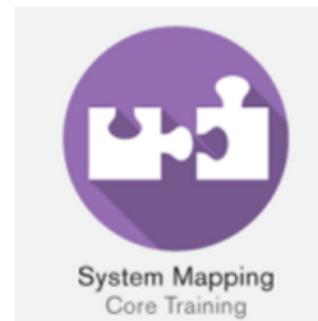
[START THE COURSE](#)



WORK ENVIRONMENTS

This course focuses on the key characteristics within the different types of government work environments. Understanding these key characteristics and how they apply to the systems in your organization will help to lay the foundation for improvement efforts.

[START THE COURSE](#)



SYSTEM MAPPING

In this course you will take the basic concepts from the managing systems course and apply them to an actual system in your organization, creating a system map that will align and drive improvement efforts.

[START THE COURSE](#)



ADVANCED TRAINING

ADVANCED TRAINING UNDER CONSTRUCTION AND COMING SOON!

With the advance training you will be able to gain a deeper understanding of the SUCCESS Framework and how it can help improve performance for specific government work environments.



Project



People/
Social Services



Inventory/
Distribution



Resource
Management

SUCCESS Overview

Employee Testimonials

Mission and Vision

Success Stories >

SUCCESS Overview

Learn How The
SUCCESS Framework
Creates Efficiencies

 WATCH VIDEO



WHAT'S IN IT FOR ME?



SUCCESS STORIES



OPS CONFERENCE

Learn More About the SUCCESS Framework



SUCCESS
FRAMEWORK
OVERVIEW

SUCCESS
FRAMEWORK

Governor Gary Herbert and GOMB Director Kristen Cox

"Why Do We Strive to Improve Efficiencies in Government?"



SUCCESS
FRAMEWORK

Creating More Value for Every Tax Dollar Invested



Cecilia Gutierrez – Utah Office of Crime Reparations

Cecilia works at the Utah Office for Victims of Crime. She uses the SUCCESS fundamentals to increase her ability to help people who have been victims of violent crime. Watch her story.



SUCCESS
FRAMEWORK

Cecilia Gutierrez
Utah Office for Victims of Crime



DEPARTMENT OF INSURANCE

KEY CONCEPT

Insurance Department Improves 46%

Reduces New Hires with SUCCESS



Using the SUCCESS Framework tools and processes, the Department of Insurance's Captive Insurance Division has enhanced accountability and increased productivity by 46%. On top of that, the division was able to hold off hiring three new FTEs while providing the framework necessary to justify any future personnel requests and technology investments. Above all, the SUCCESS tools have allowed the captive insurance team to collectively focus on critical functions and assist Utah in maintaining its leadership standing in the global captive insurance world by efficiently serving stakeholders with well-trained professionals.

The Captive Insurance Companies Act

In 2003, the Utah Legislature passed the Captive Insurance Companies Act and created the Captive Insurance Division. The division regulates captive insurance companies—insurance companies established and owned by a non-insurance parent company to insure risks for which the parent company is exposed. Over the past seven years, the number of captive insurers that call Utah home has grown 26% year over year, making Utah the second largest captive domicile in the U.S. and the fourth largest in the world.

MORE SUCCESS RESULTS

- > [Department of Heritage and Arts](#)
- > [Department of Technology Services](#)
- > [Department of Human Resources Mgmt](#)
- > [Utah Department of Agriculture & Food](#)
- > [Department of Health](#)
- > [Department of Environmental Quality](#)
- > [Department of Workforce Services](#)
- > [Department of Insurance](#)

KEY CONCEPTS

KEY CONCEPTS

- > [Systems Thinking](#)
- > [System Goal](#)
- > [Measurements](#)
- > [System Constraints](#)
- > [Ongoing Improvement](#)
- > [Multitasking](#)
- > [Flow and Speed](#)
- > [Quality at Source](#)
- > [Triage](#)
- > [Full Kit](#)
- > [Work in Process](#)
- > [Synchronization](#)
- > [Standard Work](#)
- > [Core Conflicts](#)
- > [Complete Solutions](#)
- > [Management Time & Attention](#)

Key Concepts

The key concepts listed here are the foundation for operational excellence in any organization. Although the concepts may appear simple, they are not always easy to implement. Learning how to apply them in your particular work environment will help drive continual improvement and provide more value for employees, customers, and taxpayers.



For each major system in your organization:

- Articulate a clear, concise and measureable goal
- Create a visual flow of work
- Develop system performance measures and supporting process measures
- Identify the the main challenges and constraints limiting system performance
- Develop and implement improvement strategies – monitor for results





SUCCESS Overview
Core Training



System Mapping
Core Training



System Measures
Core Training



Maximize Capacity
Core Training



Managing Improvement
Core Training



Managing Systems
Core Training



Maximize Flow
Core Training



Maximize Quality
Core Training



Work Environments
Core Training





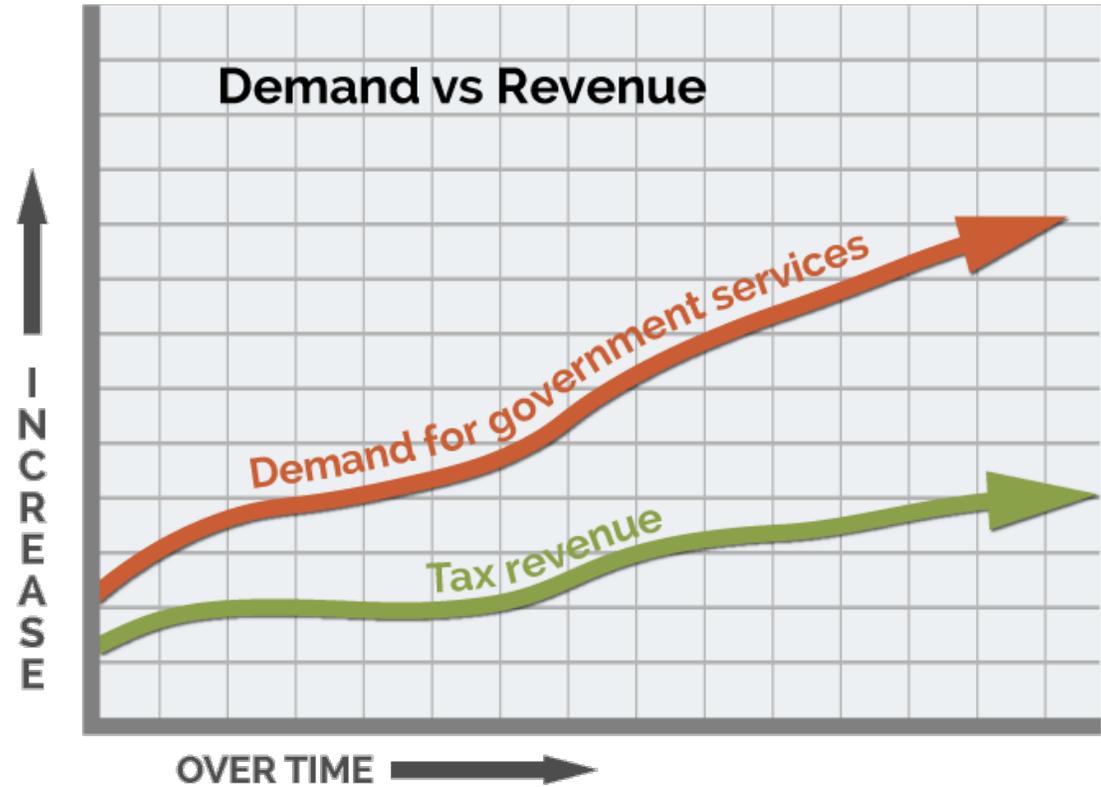
SUCCESS Overview
Core Training





SUCCESS Overview
Core Training

Why focus on
improving
performance?





SUCCESS Overview
Core Training



TRAINING · SUCCESS OVERVIEW · KEY CONCEPTS · GOMB CONSULTANTS

Learn More About the SUCCESS Framework



TRAINING · SUCCESS OVERVIEW · KEY CONCEPTS · GOMB CONSULTANTS

Message From Governor Herbert

The Mission and Vision



COURSE PROCESS

- Section 1
Objectives
- Section 2
Message from
Governor Herbert
- Section 3
What is the goal?
- Section 4
Why is this a priority?
- Section 5
SUCCESS
Methodologies
- Section 6
Roadmap
- Section 7
Resources
- Section 8
Summary







Managing Systems
Core Training

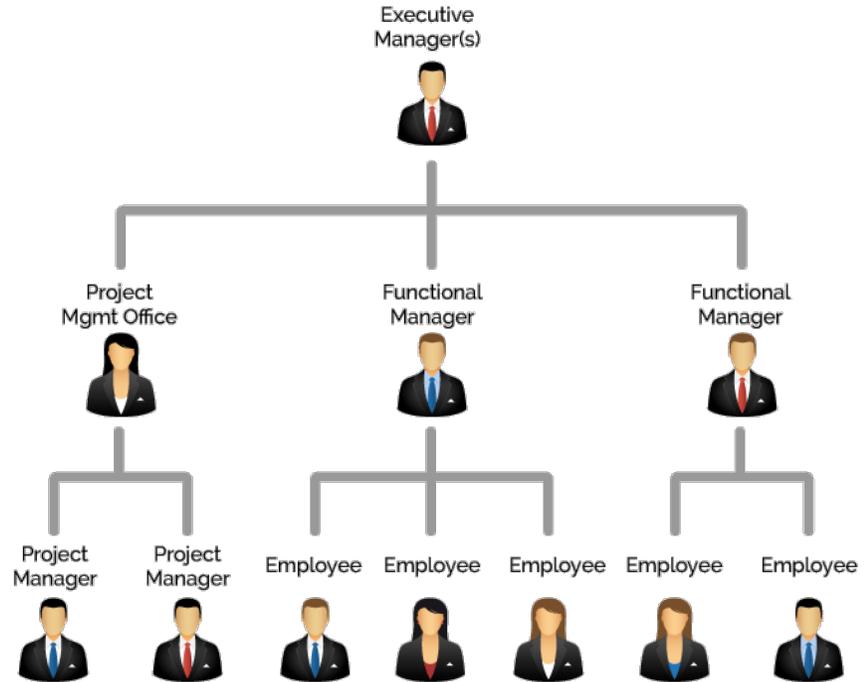


GOAL

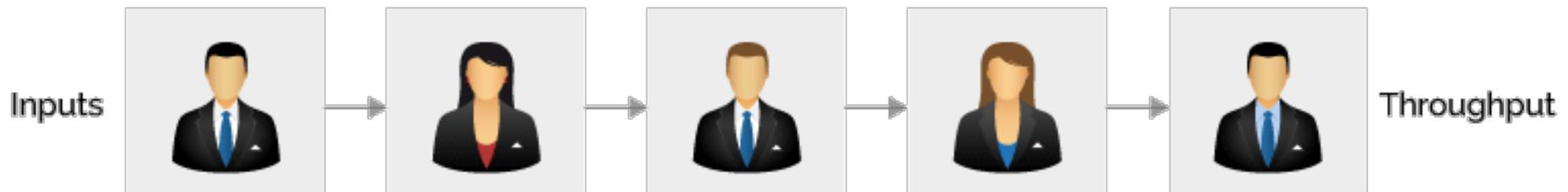




Managing Systems
Core Training

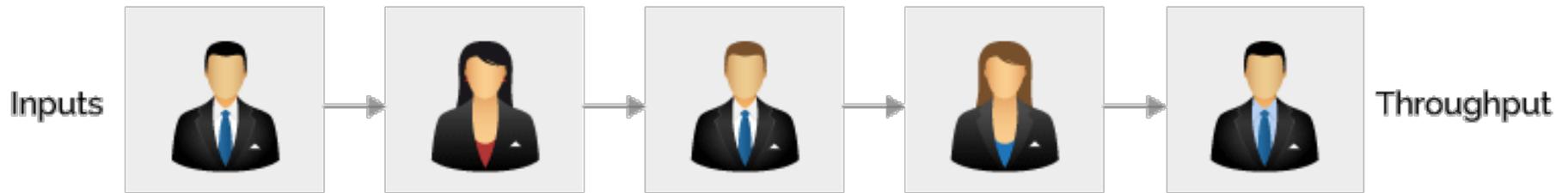


VS.





Managing Systems
Core Training



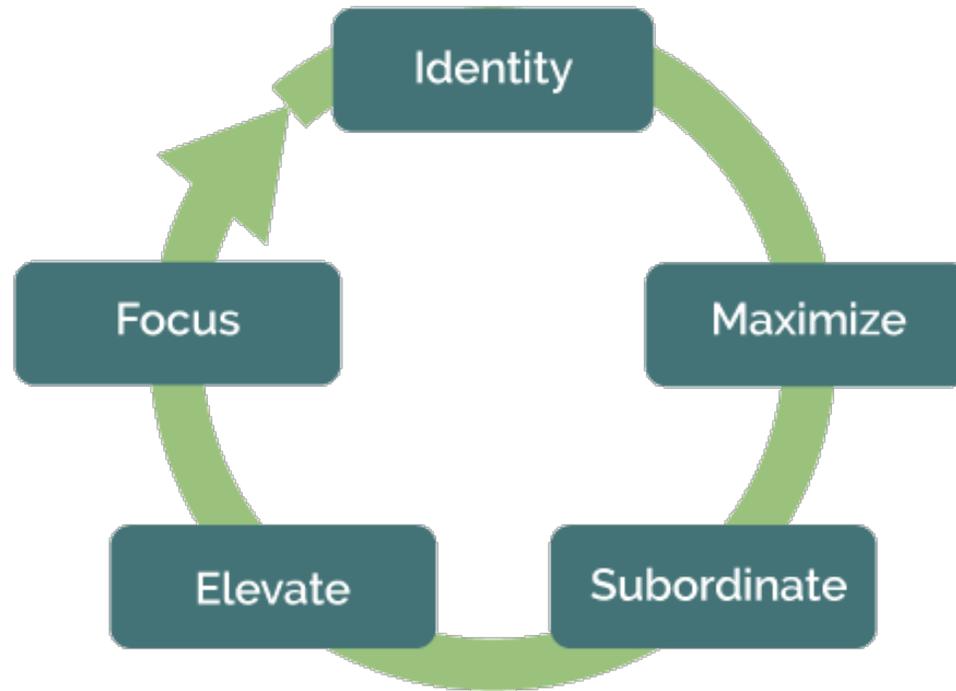
Types of Constraints

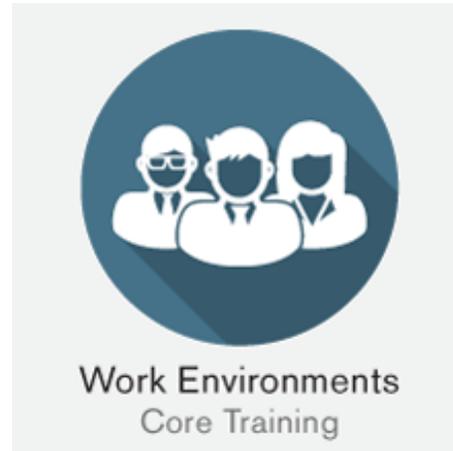
- Capacity
- Time
- Quality
- Policy





Managing Systems
Core Training







Work Environments
Core Training

Government Work Environments have similar:

- Goals
- Measures
- Workflows
- Challenges
- Strategies





Work Environments
Core Training



People/
Social Services



Project



Inventory/
Distribution



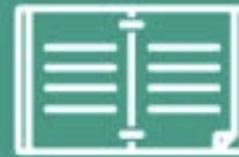
Transactional



Regulatory



Resource
Management



Policy



Marketing &
Outreach



Regulatory Environment

Examples of the types of programs or services in a regulatory environment:

- Enforcement
- Investigations
- Inspections



Generic Goal

Protect consumers, citizens, and taxpayers by educating and enforcing statutory and legal requirements.

Challenges:

- Large scope of potential work
- Limited time and resources for education
- Coordination with other agencies or entities
- Knowing when to intervene (subjectivity)
- External dependencies (data, information, contacts)
- Complex or changing laws and regulations

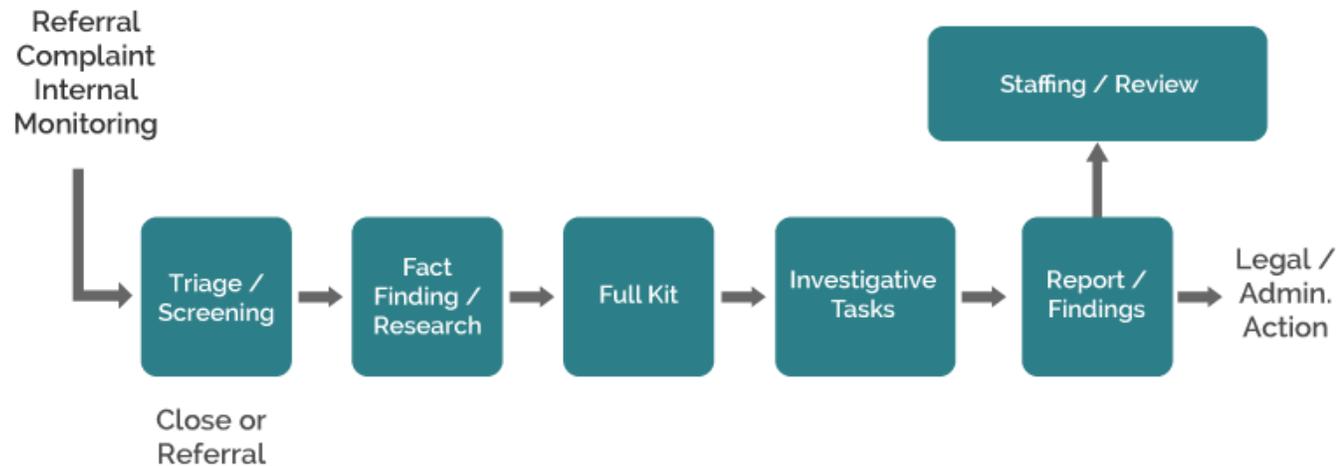
COURSE PROCESS

- Section 1
Objectives
- Section 2
Defining a Work Environment
- Section 3
The Eight Work Environments
- Section 4
Transactional Environment
- Section 5
Project Environment
- Section 6
People/Social Services Environment
- Section 7
Regulatory Environment

System Measures

- Throughput: Completed investigations (can be weighted by scope, severity, individuals affected, or monetary impact)
- Quality: Reliability standards, percentage of cases moved to legal or administrative action

Common Work Flow



KEY CONCEPTS

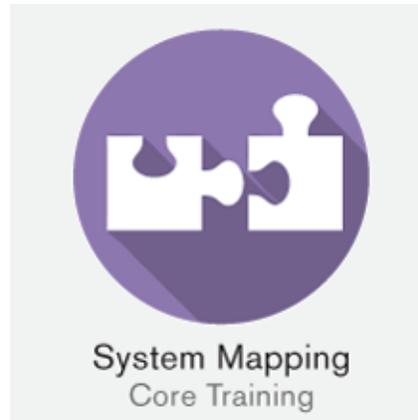
Section 8
Resource
Management
Environment

Section 9
Marketing and
Outreach Environment

Section 10
Inventory/Distribution
Environment

Section 11
Policy Environment

Section 12
Summary & Next
Steps



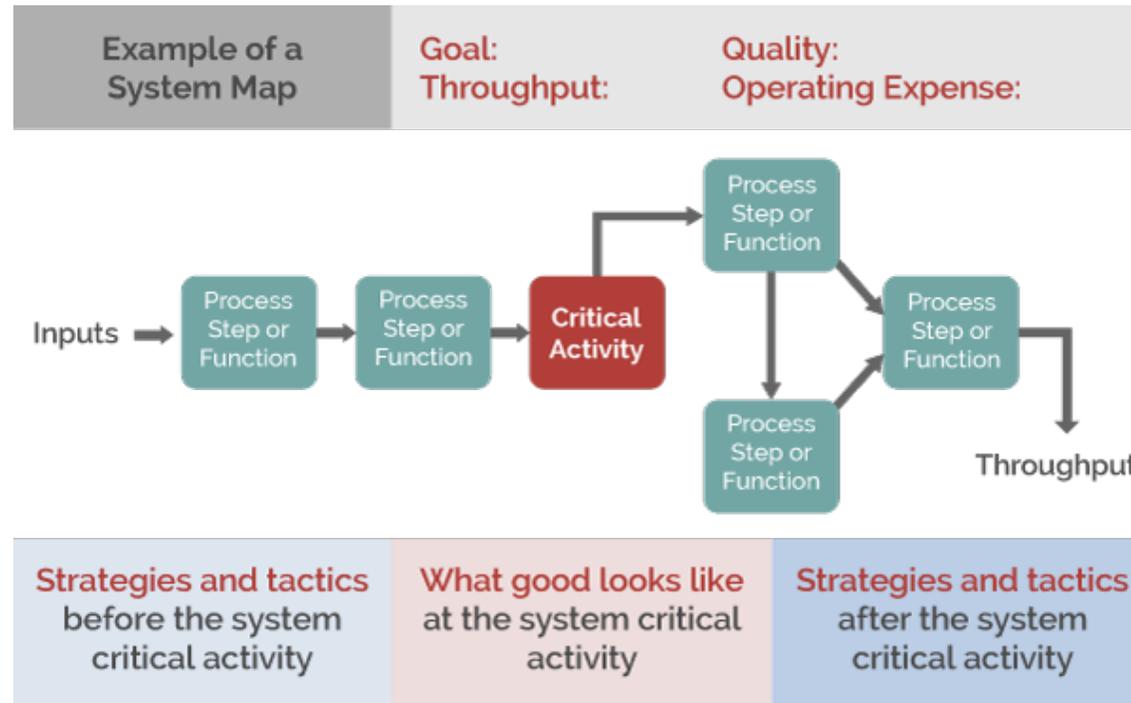


System Mapping
Core Training





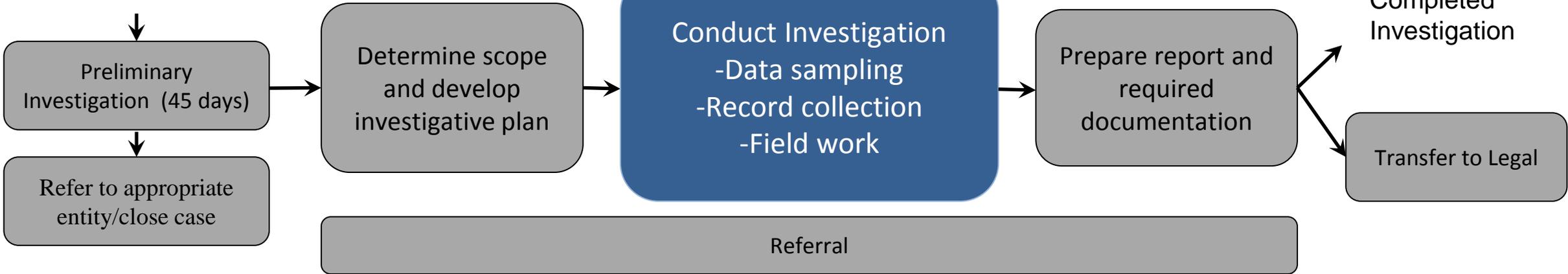
System Mapping
Core Training



Regulatory System

Goal: Complete quality, timely and thorough investigations
Throughput: Completed Investigation
Quality: Timeliness investigation (initial and full)
Quality: Investigative report quality

Referral or Complaint



Before the system critical activity

- Preliminary investigations are completed timely
- Subject matter experts are available to assist investigator in determining scope and development of investigative plan
- Cases are assigned and prioritized based on public safety and potential return on investment

At the system critical activity

- Work is assigned to investigators based on available capacity
- Investigators are spending a higher percentage of time in the field
- Management is available to resolve issues and help with key decision points
- Supporting functions have capacity and clear priorities to assist investigations

After the system critical activity

- Investigative reports contain all the necessary information/documentation for a successful legal/administrative action
- Investigative staff are available as needed to assist legal process
- There is shared ownership between investigations and legal throughout the life of the investigation



System Mapping
Core Training

Why start
improvement efforts at
a high level?





System Mapping
Core Training

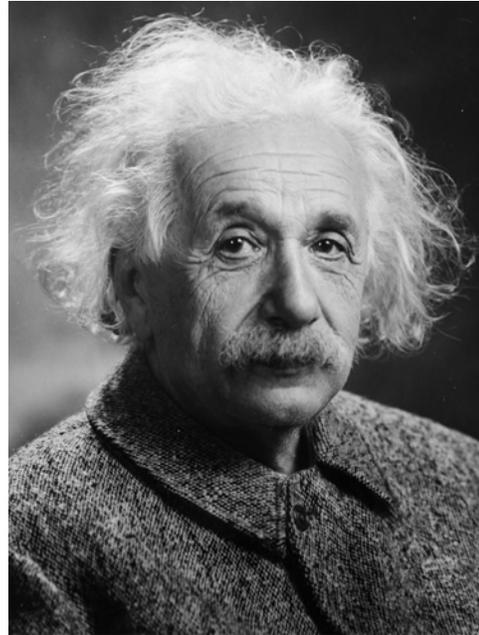
System maps are a tool to:

- Develop or clarify the system goal and related measures
- Reach consensus on how system “should” perform or function
- Identify challenges and the “system critical activity”
- Apply key concepts and develop improvement strategies





System Mapping
Core Training



“If you can’t explain it simply,
you don’t understand it well
enough”





System Measures
Core Training





System Measures
Core Training

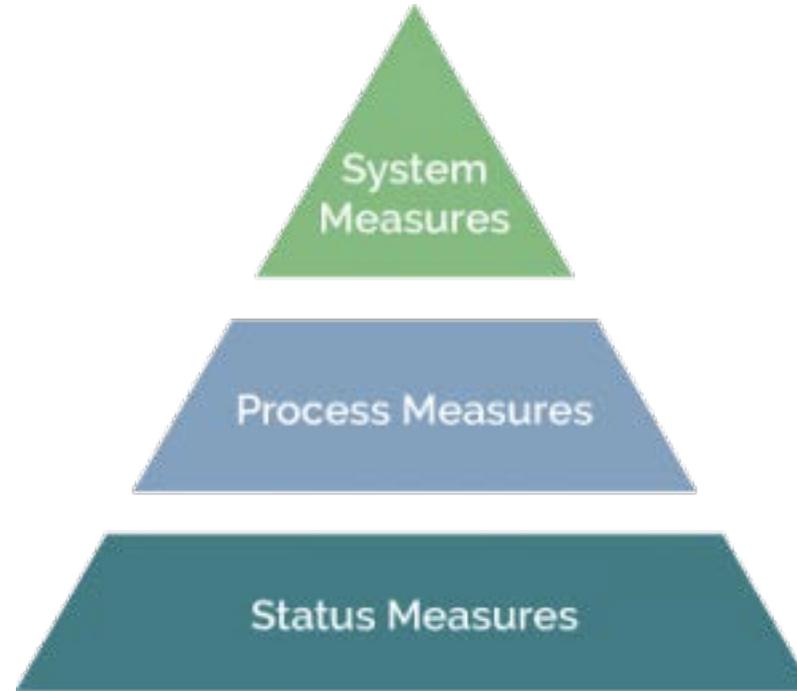
Mistakes with Measurements

- Measuring too many things
- Focusing only on activities or strategies (not actual results)
- Waiting for longitudinal outcomes





System Measures
Core Training





System Measures
Core Training

Amount of work completed/people served >>

T

(Throughput)

Accuracy, outcomes or effectiveness >>

Q

(Quality)

The cost of development and delivery >>

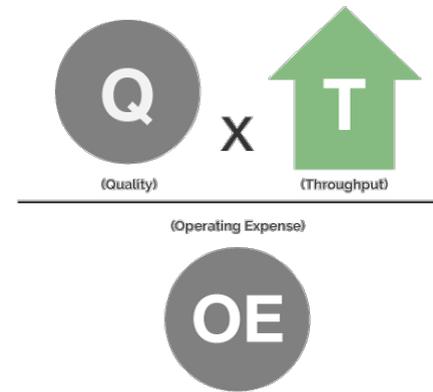
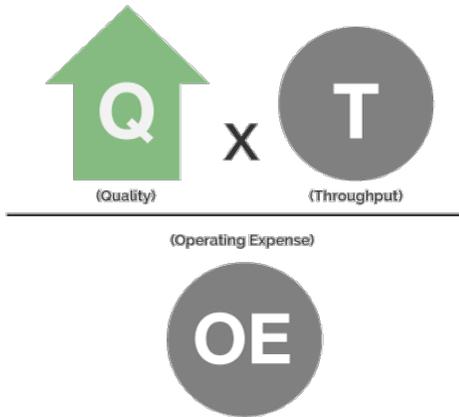
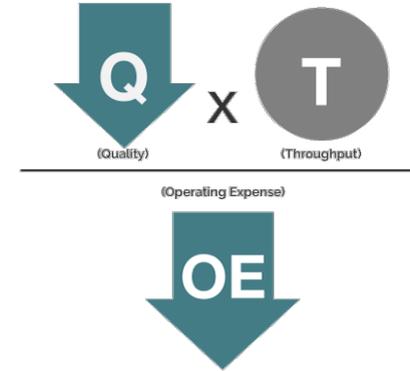
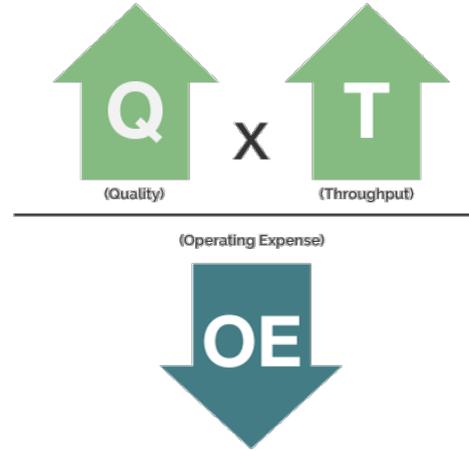
OE

(Operating Expense)





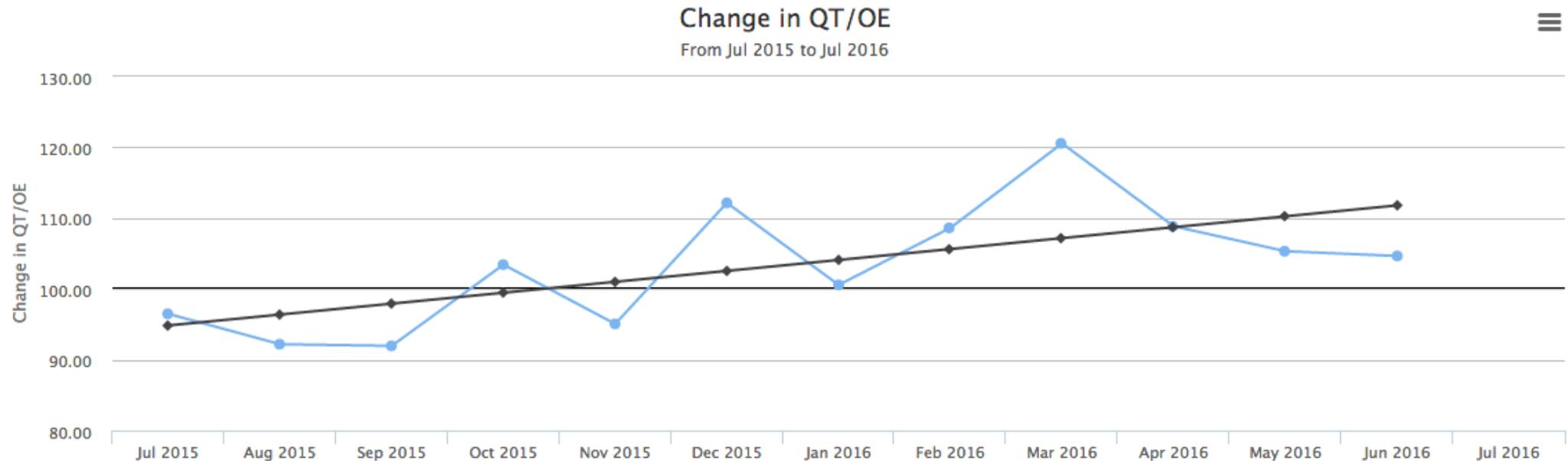
System Measures
Core Training





System Measures
Core Training

- Set targets out of historical variation
- Watch trends over time





Maximize Capacity
Core Training





Maximize Capacity
Core Training

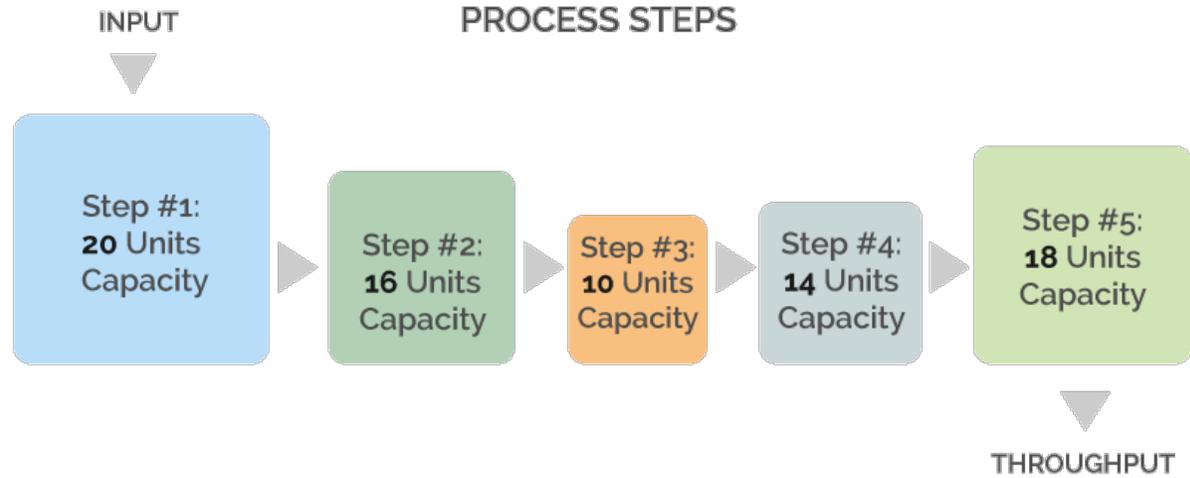
Have you ever...

- Began working on something only to find you need additional information?
- Waited for approval or sign off from management?
- Received poor quality work you had to do over?
- Had multiple, competing demands without a clear order of priority?
- Come into work early or stayed late to complete an important project or task?



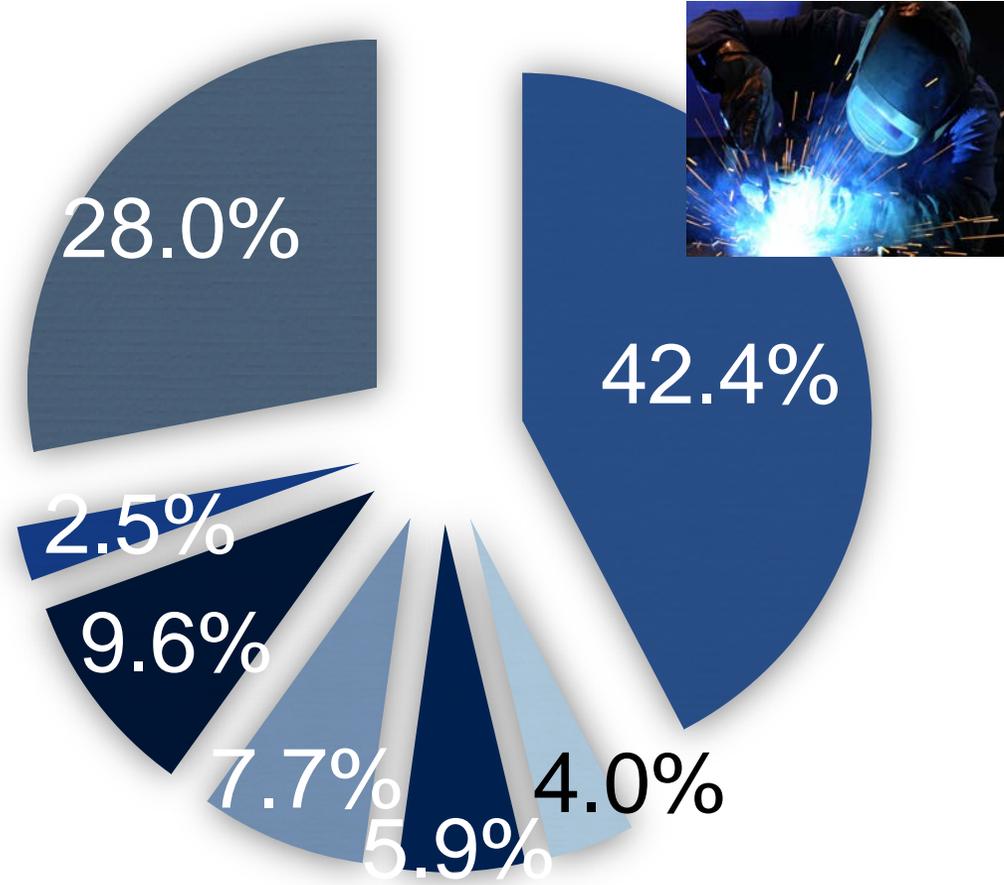


Maximize Capacity
Core Training



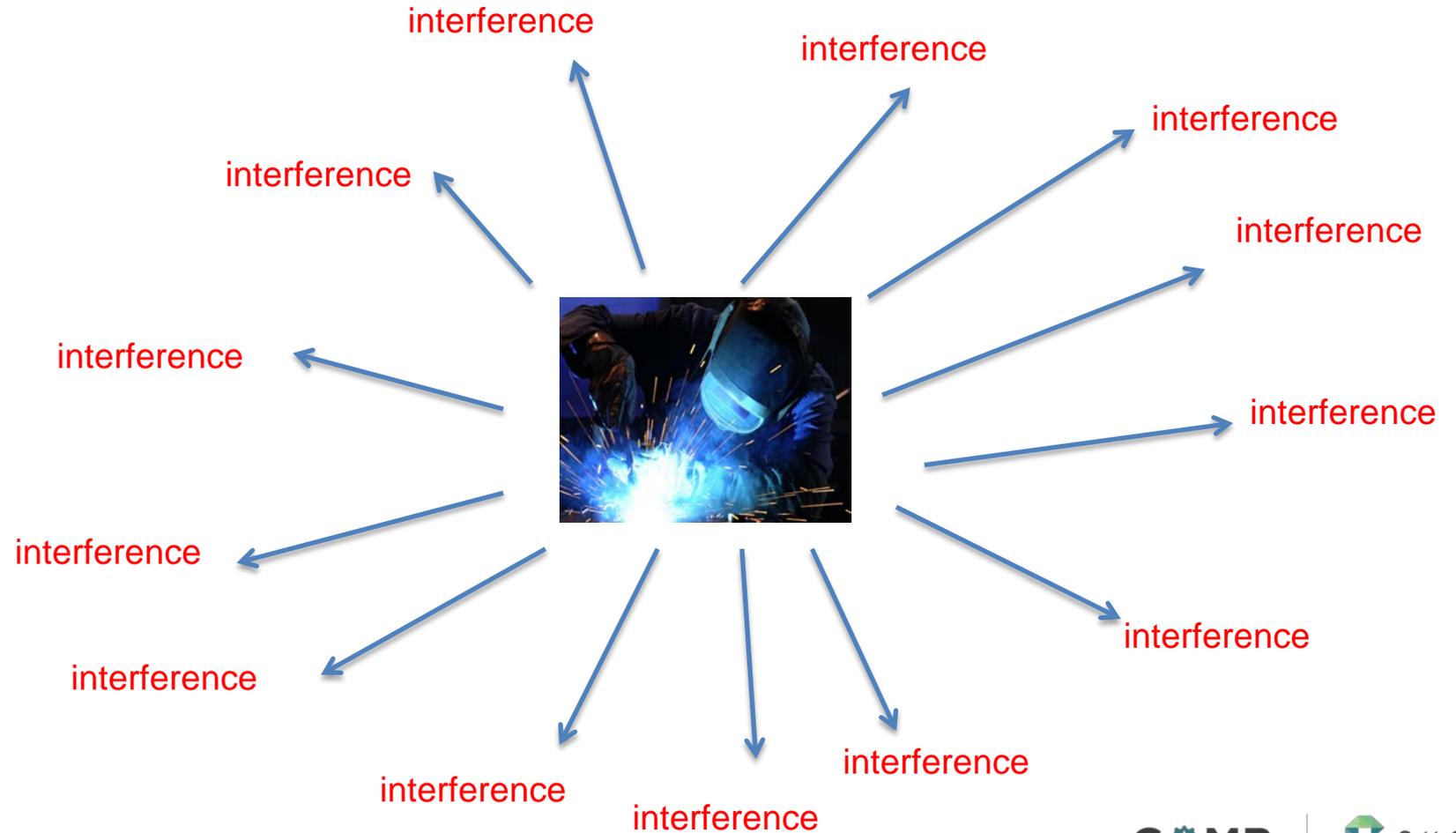


Maximize Capacity
Core Training





Interference Diagram





Maximize Flow
Core Training





Maximize Flow
Core Training

- "Work" time usually accounts for only 10% of total elapsed time
- Conversely, wait time usually accounts for 90% of total elapsed time





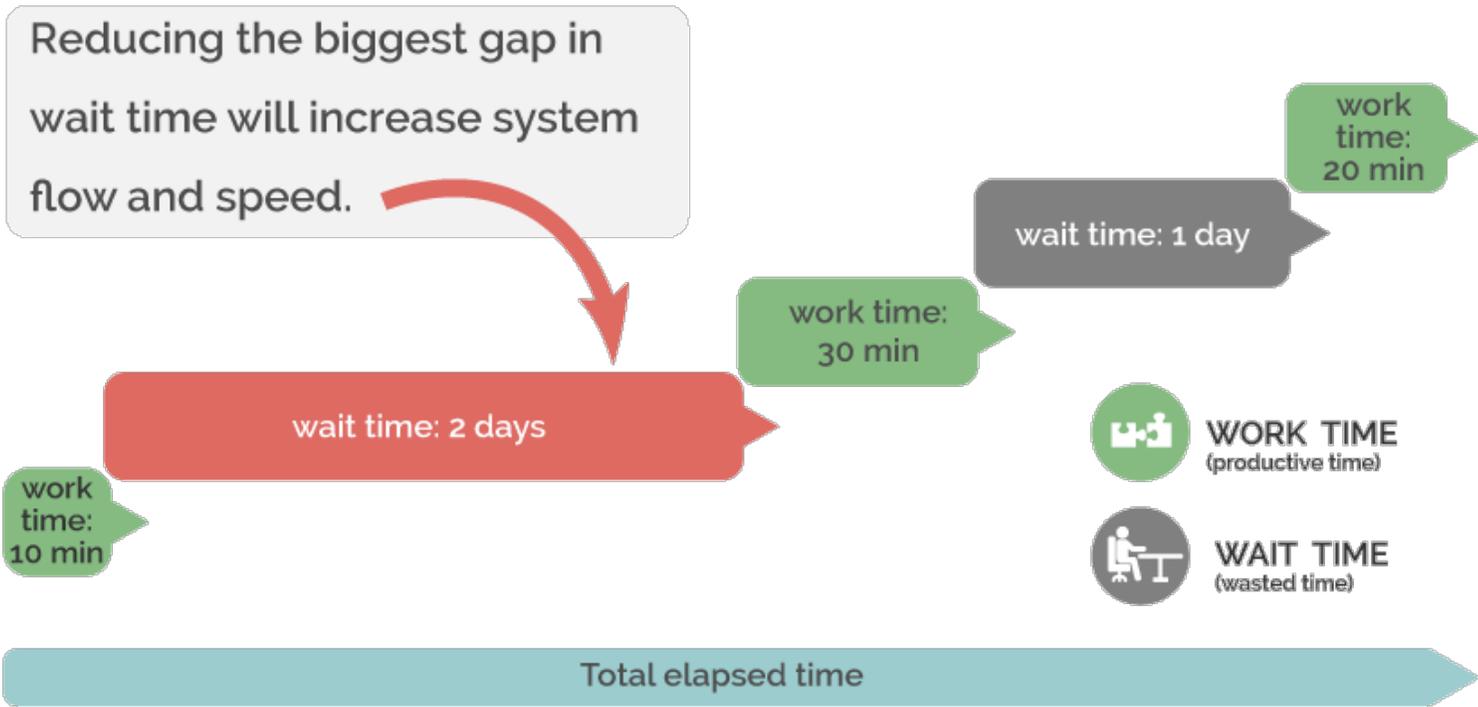
Maximize Flow
Core Training

Where does it make sense to
focus improvement efforts?



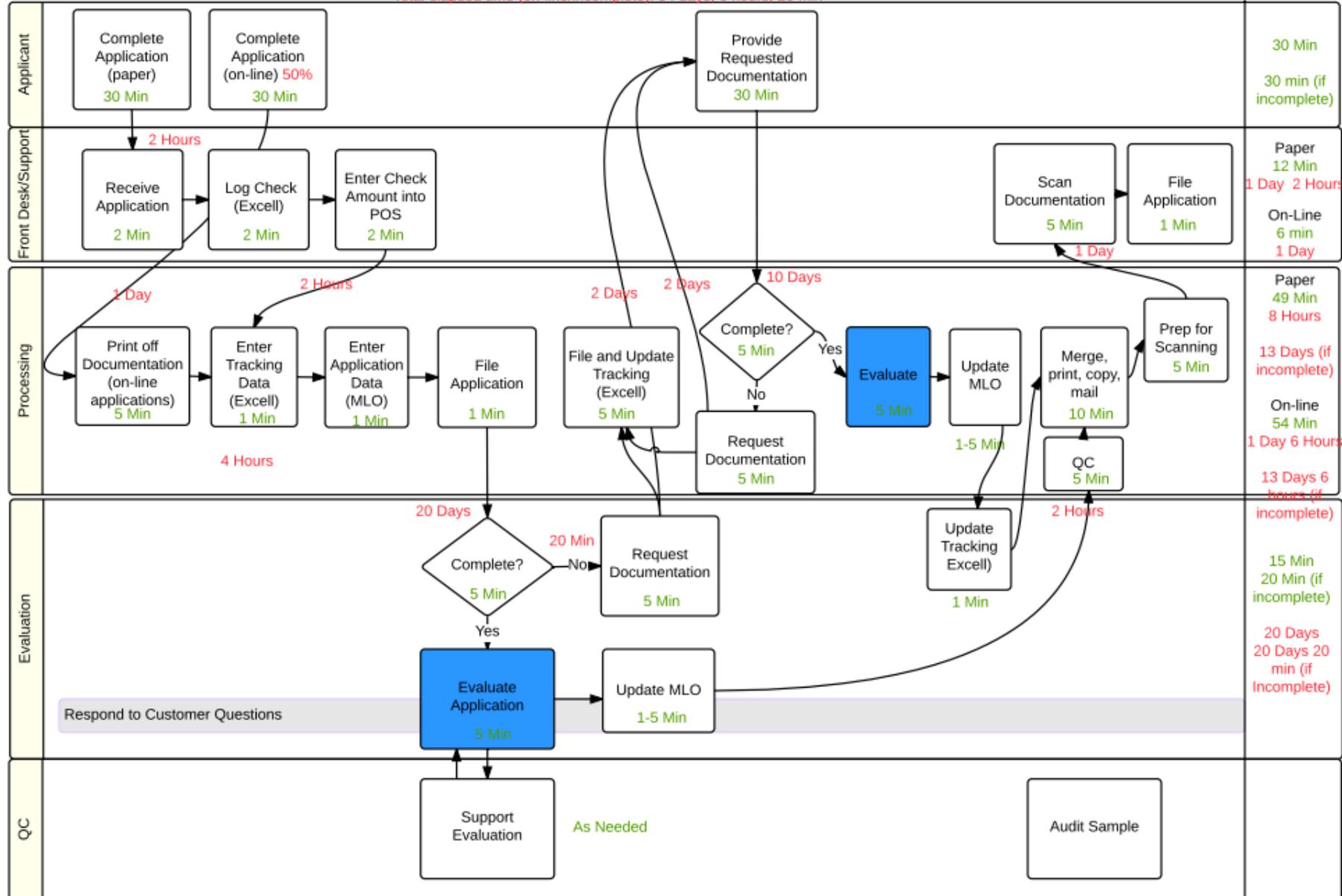


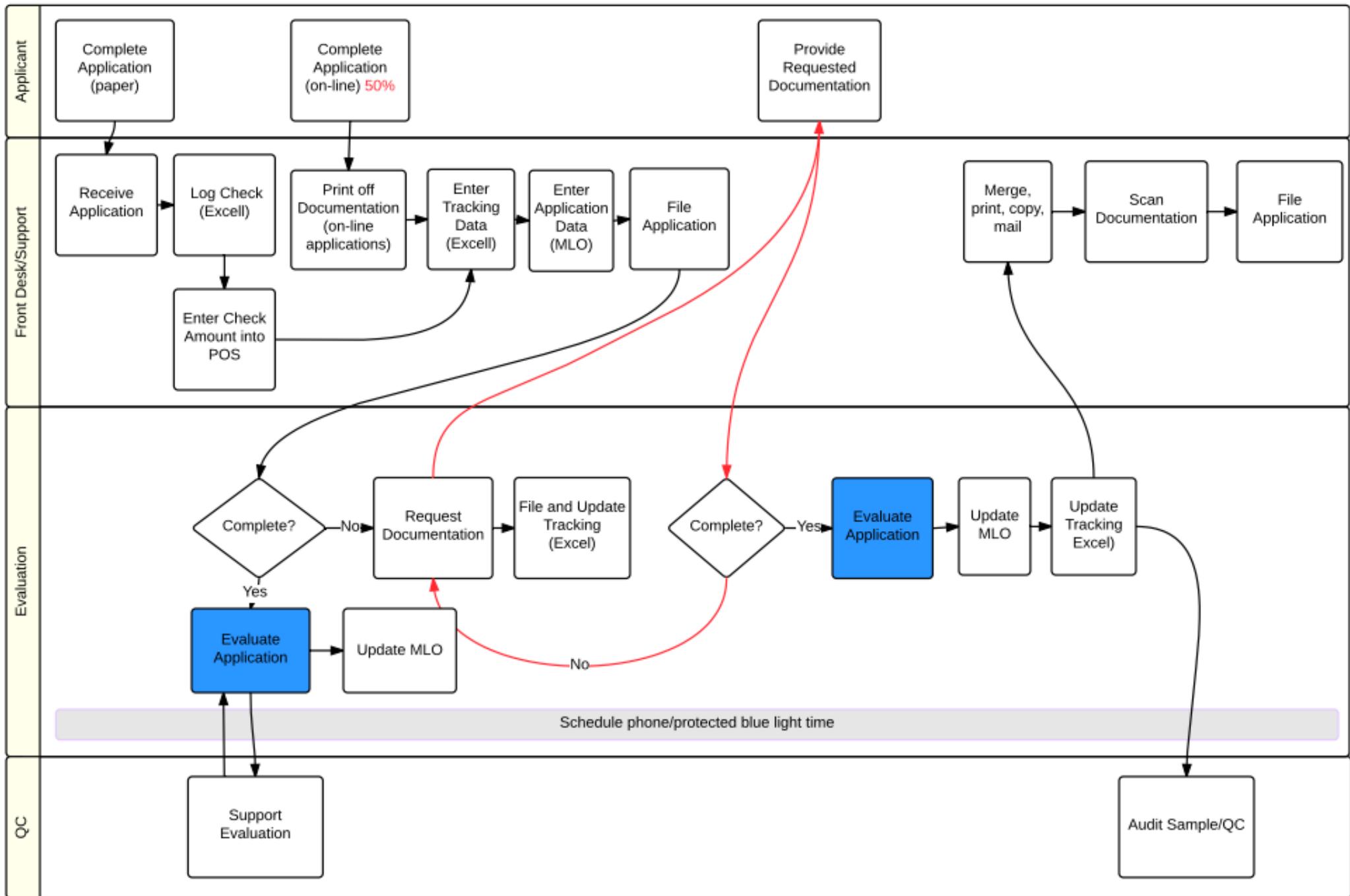
Maximize Flow
Core Training



Total work time (paper): 1 hour, 21 min
 Total work time (on-line): 1 hour, 20 min
 Total elapsed time (paper): 22 days, 2 hours
 Total elapsed time (on-line): 22 days, 6 hours
 Total elapsed time (paper/incomplete): 34 days, 2 hours, 20 min
 Total elapsed time (on-line/incomplete): 34 days, 6 hours, 20 min

**Work Time/
Elapsed Time**







Maximize Flow
Core Training



“If you can’t describe what you are doing as a process, you don’t know what you are doing”





Maximize Quality
Core Training





Maximize Quality
Core Training

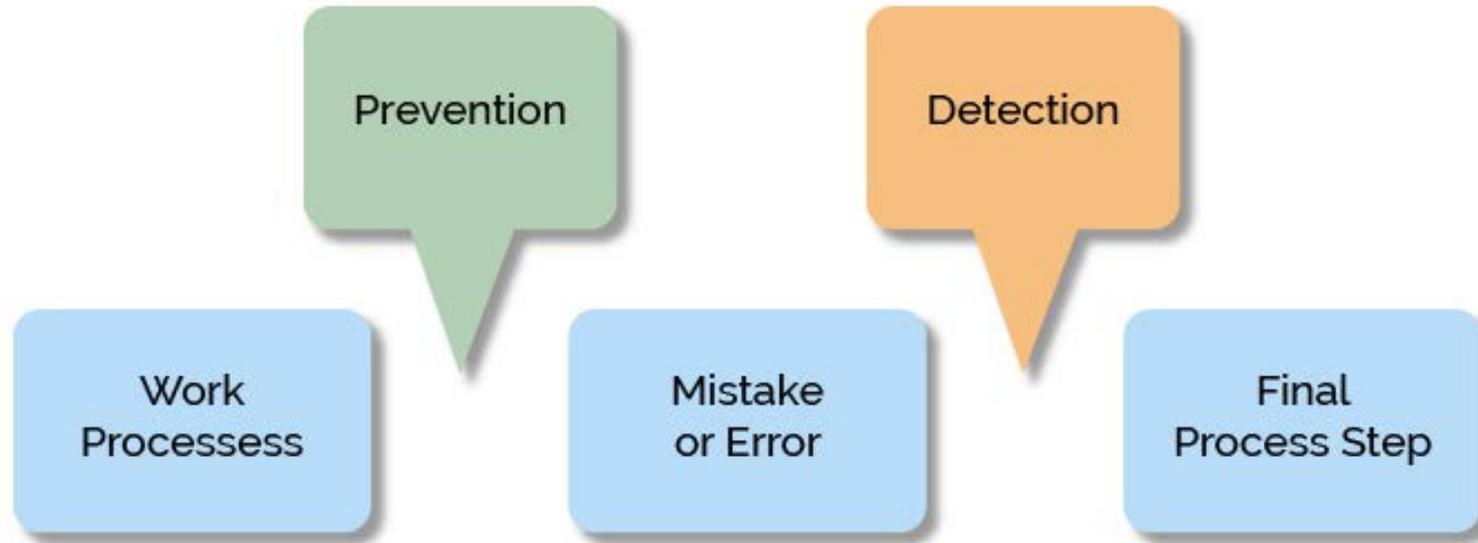
What is the cost of poor quality?

- Rework
- Increased questions, calls or complaints
- Longer elapsed times
- Increased quality control or inspection activities
- Frustration





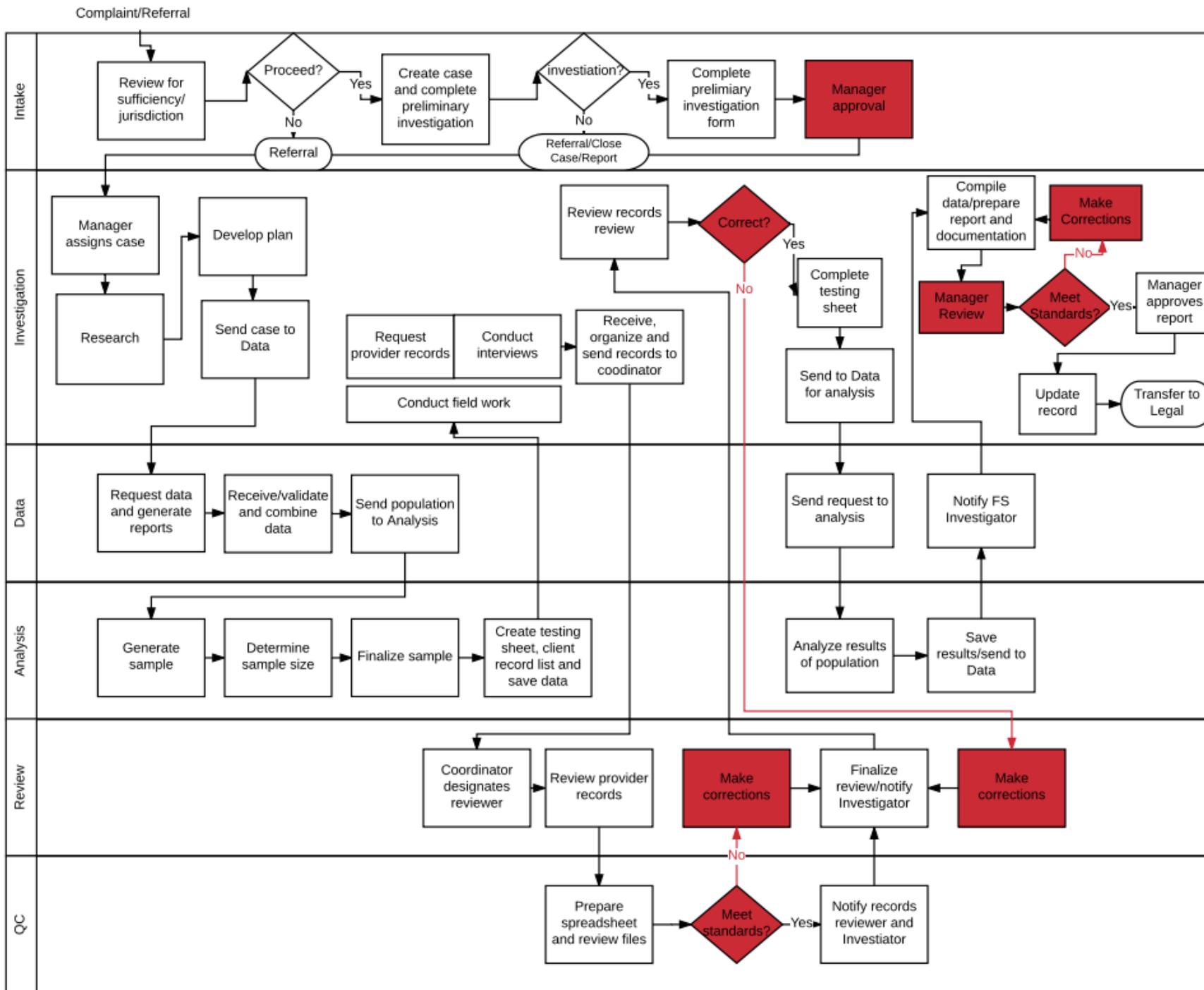
Maximize Quality
Core Training

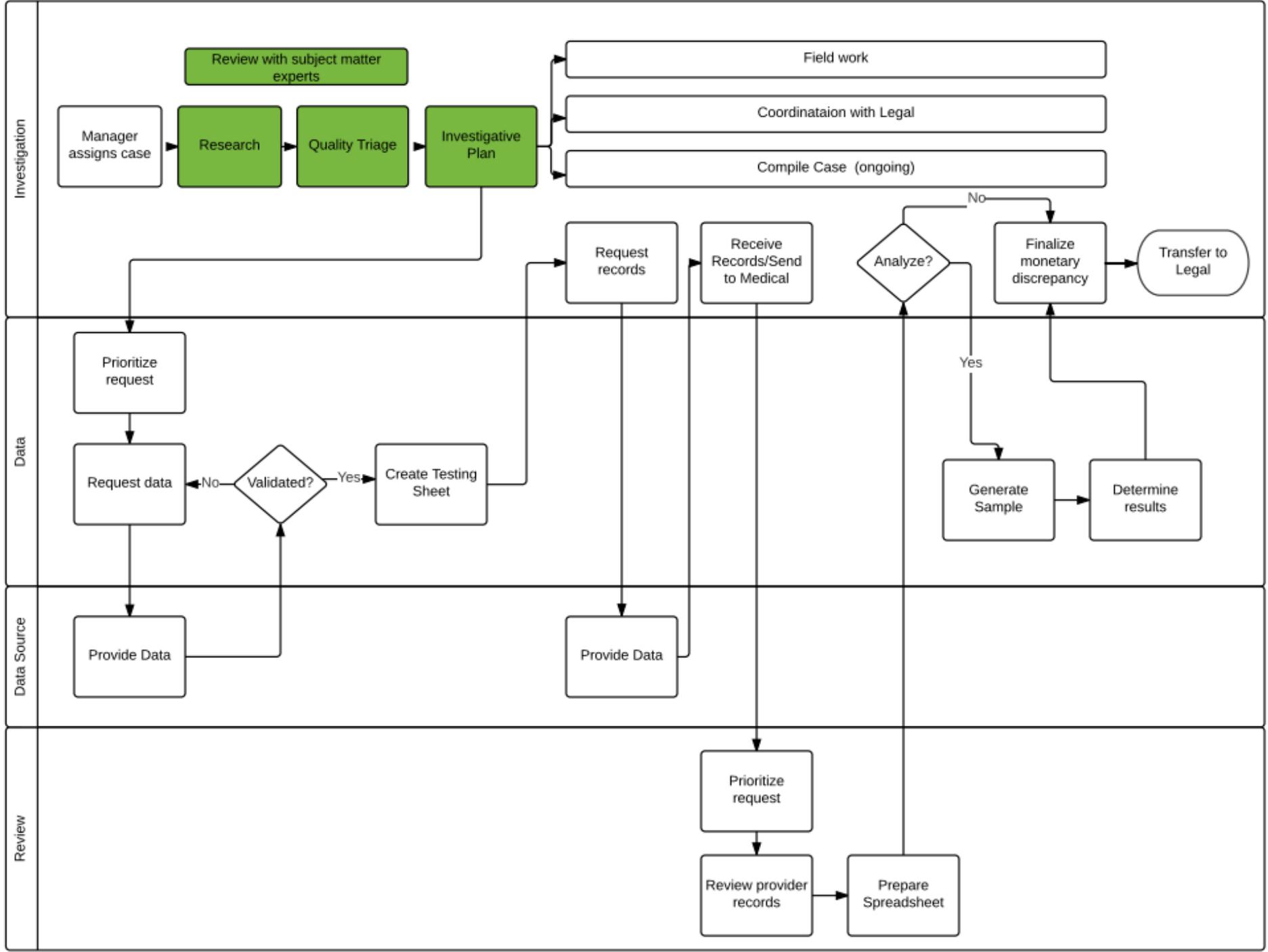




Maximize Quality
Core Training

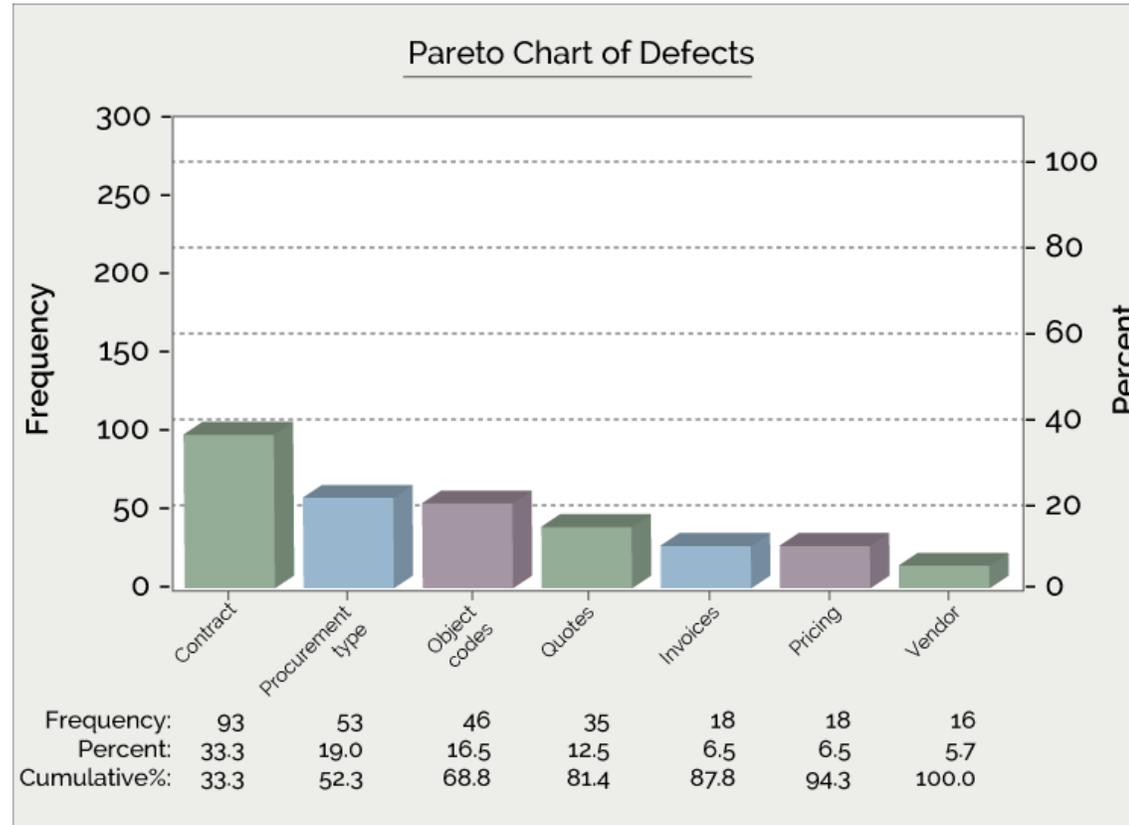








Maximize Quality
Core Training



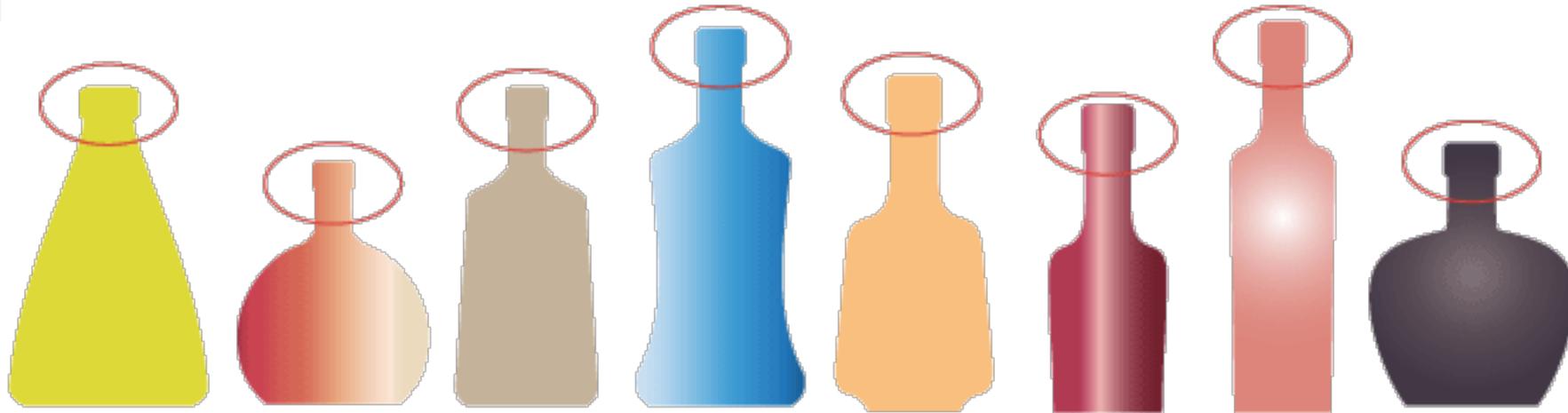


Managing Improvement
Core Training





Managing Improvement
Core Training



Management Time and Attention



Managing Improvement
Core Training

Management objective:

- Only introduce changes that will significantly improve operations

Avoid jumping to:

- IT solutions
- Employee training
- Reorganizations
- Adding additional resources





Managing Improvement
Core Training







Managing Improvement
Core Training

WORK IN PROCESS - TASK BOARD

To Do/Backlog	Work in Process	Completed
 		
 	 	 
 		 
 		

KEY CONCEPTS

KEY CONCEPTS

- > Systems Thinking
- > System Goal
- > Measurements
- > System Constraints
- > Ongoing Improvement
- > Multitasking
- > Flow and Speed
- > Quality at Source
- > Triage
- > Full Kit
- > Work in Process
- > Synchronization
- > Standard Work
- > Core Conflicts
- > Complete Solutions
- > Management Time & Attention

Key Concepts

The key concepts listed here are the foundation for operational excellence in any organization. Although the concepts may appear simple, they are not always easy to implement. Learning how to apply them in your particular work environment will help drive continual improvement and provide more value for employees, customers, and taxpayers.



Triage

Triage is a concept that assigns a degree of urgency to determine the order or priority of treatment. It would be difficult to find a hospital emergency room that didn't practice some form of triage. In fact, effective triage is a continual focus in emergency rooms in order to decrease patient wait times and overall length of stay as well as reduce the number of patients who might leave without being seen by medical personnel.

Emergency room triage strategies focus on quickly identifying and separating patients into different areas based on the severity of their condition. These different areas are staffed by an assortment of emergency room personnel—nurses, medical assistants, physician assistants, x-ray technicians, and physicians. It is critical that all functions work on the same level of priority to protect the time of the physicians so they can maximize their time on acute cases.

The triage concept is just as important to business processes—it is the first key concept used to increase the flow and speed of work. An effective approach to triage increases overall system capacity by ensuring the system critical activity is fully engaged and focused on the appropriate type of work. Incoming work should be quickly assessed to determine if it could be quickly resolved or handled by other resources, thereby protecting the time of the critical activity. Triage is also essential in determining the appropriate type of activity, treatment, or intervention that best fits the situation instead of treating every type of work input or customer the same.



Work In Process

At some point, almost everyone has felt the frustration of working very hard but accomplishing very little. If you have felt this frustration, it is very likely that you were working on too many tasks, assignments, or projects all at once. Trying to do too much at once and having too much work in process (WIP) always delays completion times.

Every type of work has an ideal amount of WIP based on capacity. Exceed this capacity, and the rate of completion times will slow down or stop altogether. This is why WIP control is the third key concept for increasing the speed and flow of work. A paper shredder is a good example of WIP control—it has a certain capacity in terms of sheets of paper that it can shred at the same time. If you exceed this capacity by feeding it too many papers at once it will slow down and eventually grind to a halt. However, if you feed just the right amount of paper into the shredder, it will work at full capacity.

Essentially, too much WIP leads to bad multitasking, decreases overall productivity, and increases the time it takes to complete a task or project. Conversely, if WIP is reduced, productivity and completion times improve. While this may not be intuitive at first glance, beginning work earlier does not lead to



assign too
 uce the
 ded. WIP
 upled with a full kit, WIP control can free up a



- Complete entire roadmap
- Articulate reasons behind effort
- Think horizontally (flow of work)
- Understand system throughput
- Focus the biggest constraints or challenges
- Benchmark other like systems
- Start at a high level
- Focus improvement on quality measure(s) first
- Watch performance trends over time
- Engage subject matter experts
- Document basic process flow and gaps in work time
- Focus on prevention and quality at source
- Have process measures for key strategies
- Limit the number changes
- Learn and apply key concepts

- Systems are simple
- All systems can improve
- People are good
- Conflicts can be resolved

THANKS!

scuthbert@utah.gov



S U C C E S S
— F R A M E W O R K —