

# Strategic Lean Project Report



**For Reporting Period:** July 1, 2016 through December 31, 2016

## I. General Information:

Lead agency name: Department of Social and Health Services

Partner agencies: n/a

**Improvement project title:** Contract Template Value Stream Mapping

**Date improvement project was initiated:** 8/15/2016

**Project type:** New Project

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

Other

**If applicable, specify the alignment:**

Customer Satisfaction and Employee Engagement (1.3.a, 1.3.d, 1.4.c)

Transparency and Accountability (3.2)

2. Public Trust – Strong Management practices used to ensure quality and efficiency

[Click here to enter details.](#)

**Report reviewed and approved by:** Christine Bezanson, Division Director

## II. Project Summary:

The Department of Social and Health Services improved the Contract Template process, resulting in decreased waiting time of 73% (from 140.4 days to 38 days); and a reduction of 72% in the overall process from need identification to having a signed contract (from 143.7 days to 40.5 days).

## III. Project Details:

|                                 |  |
|---------------------------------|--|
| <b>Identify the problem:</b>    | Central Contracts and Legal Services discovered that roles and responsibilities for the Contract Template process were becoming unclear. The process contained waste (e.g., transportation; waiting; defects; and perhaps non-utilized talents, over-production and over-processing). There was a significant amount of back and forth requesting and providing information, each time causing additional reviews, approvals, and delays.  |
| <b>Problem statement:</b>       | As of July 1, 2016, contract templates, which begin with a need from the program and finish with support from Central Contract and Legal Services, take 143 days to process from start to finish. We did not have a target for how many days the process should be taking, but wanted to decrease this number as much as we could as quickly as possible. At the event, we determined that a reasonable target for completion of the process, with improvements implemented, was around 40 days. |
| <b>Improvement description:</b> | The group of 24 collaborated to come up with ideas to improve the process, including a data gathering/scoping template to be used by program staff when initializing the template request; a timeline resource to be used by the program to  |

# Strategic Lean Project Report



understand timeframes; and a written understanding of how the submitted templates will be reviewed (i.e. simple changes may call for a quick review versus a new templates that may require a more detailed review). Best practices were shared and utilized in the creation of these resources.

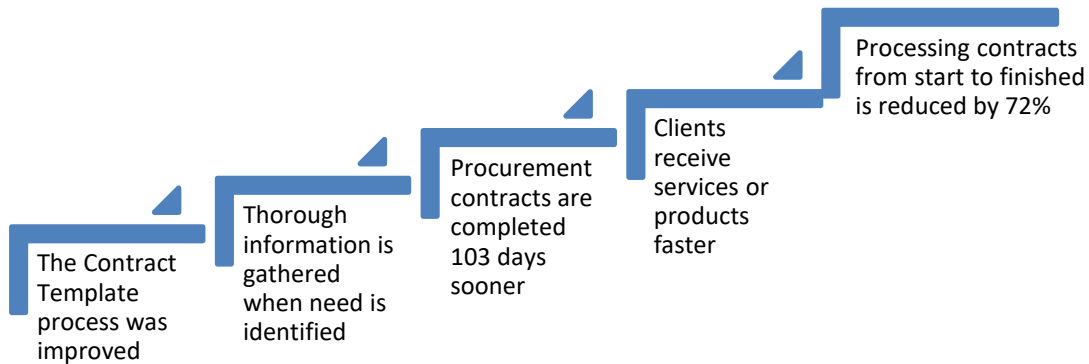
Additionally, the group decided process transparency would be beneficial. The group decided to create a dynamic, process driven webpage using SharePoint. This allowed automatic email notifications and a self-serve status repository. This will additionally free staff from having to make, receive, and/or return status inquiry phone calls/emails and allow them to focus on the actual contract template and language development.

**Customer involvement:**

A group of 24 stakeholders, including program and central services contract subject matter experts, participated in a five-day value stream-mapping event. During the event, the group discovered they have similar challenges in getting correct and thorough information from those who request contract template changes or new templates. This discovery allowed the participants to come together for the common purpose of finding the best way to create a standard data gathering methodology in a flexible and transparent way.

The team was empowered to make the changes necessary, including the creation of a SharePoint site with a workflow. This creates process transparency and keeps everyone informed of the status of each pending contract template request.

## IV. Impact to Washingtonians:



# Strategic Lean Project Report



## V. Project Results:

| Improved process as measured by:<br><i>(Click those that apply)</i> | Specific results achieved:<br><i>(Complete the narrative boxes below)</i>   | Total Impact:<br><i>(Actuals; Current Reporting Period)</i>                            | Results status: |
|---|---|--|-----------------|
| <input type="checkbox"/> Safety                                     |   |  |                 |
| <input type="checkbox"/> Cost                                       |   |  |                 |
| <input type="checkbox"/> Quality                                    |   |  |                 |
| <input checked="" type="checkbox"/> Time                            | Decreased overall processing time <b>from 143.7 days to 40.5 days.</b>  | -72%   | Preliminary     |
| <input checked="" type="checkbox"/> Customer Satisfaction           | Increased overall customer satisfaction by clearly identifying roles and levels of review <b>from</b> unsatisfactory or unclear <b>to</b> clearly documented and available for all to access. | <input checked="" type="checkbox"/> N/A (or) <a href="#">Click here to enter text.</a> | Preliminary     |
| <input type="checkbox"/> Employee Engagement                        |   |  |                 |

## VI. Contact information:

Name: Monika Vasil

e-mail: monika.vasil@dshs.wa.gov

Phone number: 360-664-6071

## VII. Optional Visuals:

