

A3 Report

Project Details

Organization	Southern Health-Santé Sud	Facility	Mental Health
Project Name	The A Team	Project Facilitator/Belt Level	Tiina Cordell, Green Belt Candidate
Project Sponsor	Ken Kroeker	Project Team	Carol Schneider, Cyndi Menke, Sharon Carroll, Dana Human, Jacqueline Kihn, Jennifer Merasty,
Project Start Date	November 1, 2014	Project End Date	Anticipated February 28, 2015

Problem Statement

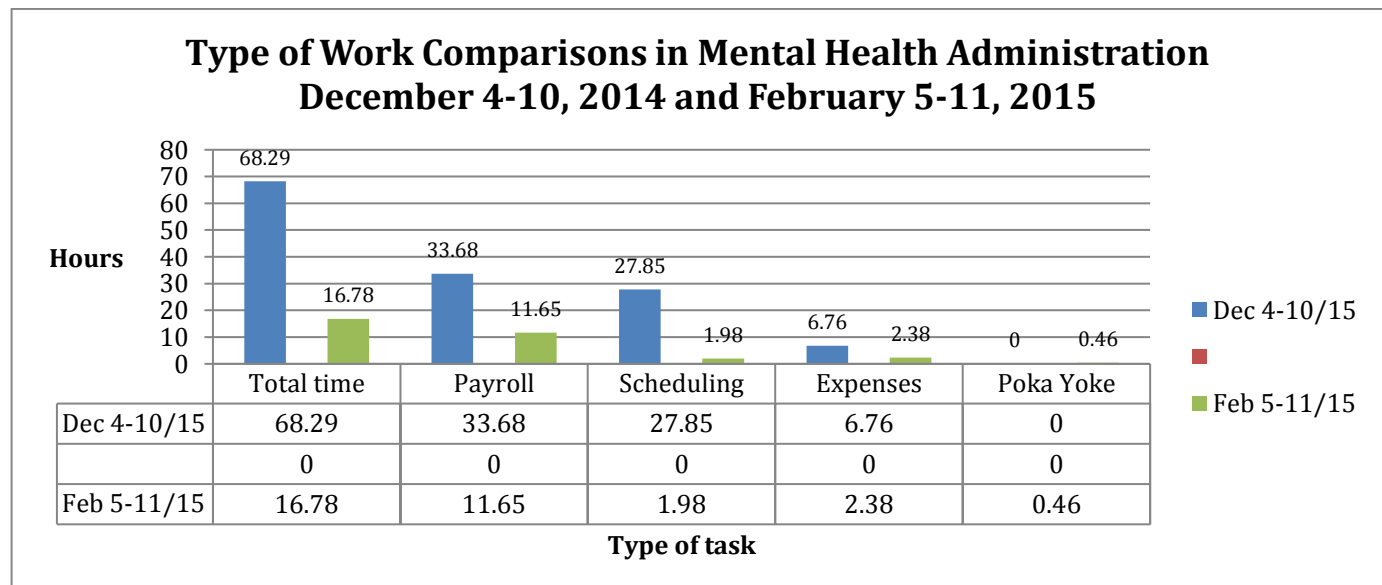
Our current processes are not standardized and have too many cooks in the kitchen. It leaves the A Team and customer confused and frustrated and results in work created in an inefficient manner.

Current State Analysis - What's the Data Story?

The data tells us that email provides the majority of requests for assistance or tasks for admins across the region. Requests originate from the adult component which makes sense as the component with the largest number of staff. Workers make the most requests for admin support for a variety of reasons. The top types of work vary only slightly among the three areas with payroll functions occupying the top activity spot regionally.

Completing payroll functions is done daily with varying time frames from 1-2 minutes to several hours to resolve complicated issues. While Stats is the second most frequent function it doesn't affect the primary offices and may be part of a separate PDSA cycle.

The other top duties vary from office to office and have differing impacts on overall work. It is clear from the data that the confusion and frustration expressed is very real for the admin assistants.



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Project Aim

Of the many things that created the problems identified by the admin assistants our project aim is to make improvements in a few key areas as noted in the PDSA descriptions below. Other areas for improvement were noted and a plan for the next stage will be developed at the Control Day at the end of February.

Implementation Plan

	PDSA – Brief Description	Implementation Date
1	<i>Reduce the amount of time it takes Admin Assistants to schedule and coordinate activities for managers and other staff by 50%. The A Team requested access to outlook calendars in order to eliminate multiple emails and phone calls trying to find mutually agreeable times.</i>	January 23, 2015
2	<i>Standardize and streamline payroll and expense processing and reduce the amount of time for Admin Assistants to complete these tasks by 80%. A virtual Hub was created where payroll, expenses and other documents needing manager signature are managed by Admin Assistants thus reducing multiple efforts to locate a manager to sign off on documents.</i>	February 5, 2015.
3	<i>Improve the health and wellness of Admin Assistants by creating awareness and respect for their shared spaces by reducing noise and disruptions that interfere with their ability to perform their daily tasks. Created a survey to gauge current experience and post implementation experience. We removed noisy equipment. We created a Dear Jackie forum to address the issues that emerge from not appreciating the environmental needs of the Admin Assistants.</i>	January 26, 2015
4	<i>Standardize completion of documents and reduce the number of errors made by staff on forms by 100%. Memo sent to all staff that all forms were to be filled out correctly and Admin Assistants would return incorrect forms to originating employees for correction and resubmission.</i>	February 2, 2015

Controls Utilized

<input type="checkbox"/> Fundamental Change	Outlook is only option for scheduling meetings for managers. The Hub used for any documentation requiring manager signature.
<input type="checkbox"/> Error Proofing	Poka-yoke of documentation submitted for leave requests and expense claims.
<input type="checkbox"/> Visual Control	Format of The Hub computer drive directs where documents requiring signing are placed.
<input type="checkbox"/> Standard Work	Processing leave requests, expenses and invoices is standardized regionally with creation of The Hub.
<input type="checkbox"/> Training	Training plan developed for all Managers and Admin Assistants on The Hub and Outlook scheduling.
<input type="checkbox"/> Continue to Measure	Measuring to take place in the week leading up to control points.
<input type="checkbox"/> Audit	Should issues continue an audit will be conducted to determine where the problem might be.
<input type="checkbox"/> Checklist	To be developed for ensuring standardizing of the process for The Hub continues.
<input type="checkbox"/> Policy & Procedure	Guidelines have been developed for the use of the Hub and Outlook Scheduling.
<input type="checkbox"/> Written Sign	Dear Jackie has a permanent location in office sites.

Outcomes – Qualitative and Quantitative Outcomes: Administrative Assistants report a reduction in overall frustration and confusion as a direct result of the Lean process PDSA improvements. The savings to date reflect 1.4 EFT time savings in Admin functions. This time reduction had an impact on the staff ability to manage their work loads.