

Southern Health – Sante Sud

Quality Improvement Project Report Out

January 29, 2018

Carol Garnham, Lean Project Facilitator

Identity Mangement,

Who's Who in the Zoo?

LearningToSee



CONSULTING



Define

Focus

Identity management benefits the organization as an enterprise and the external relationships it has with affiliate and partner organizations.

Because there is no clear process identifying what information should flow, from whom, to who, when, the result is fragmented flow which often results in significant effort and confusion. This impacts the ability to provide and enforce:

- **Just-in-time Privilege *what you need when you need it...not before and not after.***
- **Just enough Privilege *read or write access to a sub-set or specific software module.***

The focus is to develop a sustainable process so that ICT is notified of the new hire or re-hire employee IDs as far upstream in the hire process as found to be possible to improve customer satisfaction, improve response time and reduce cost.

Define

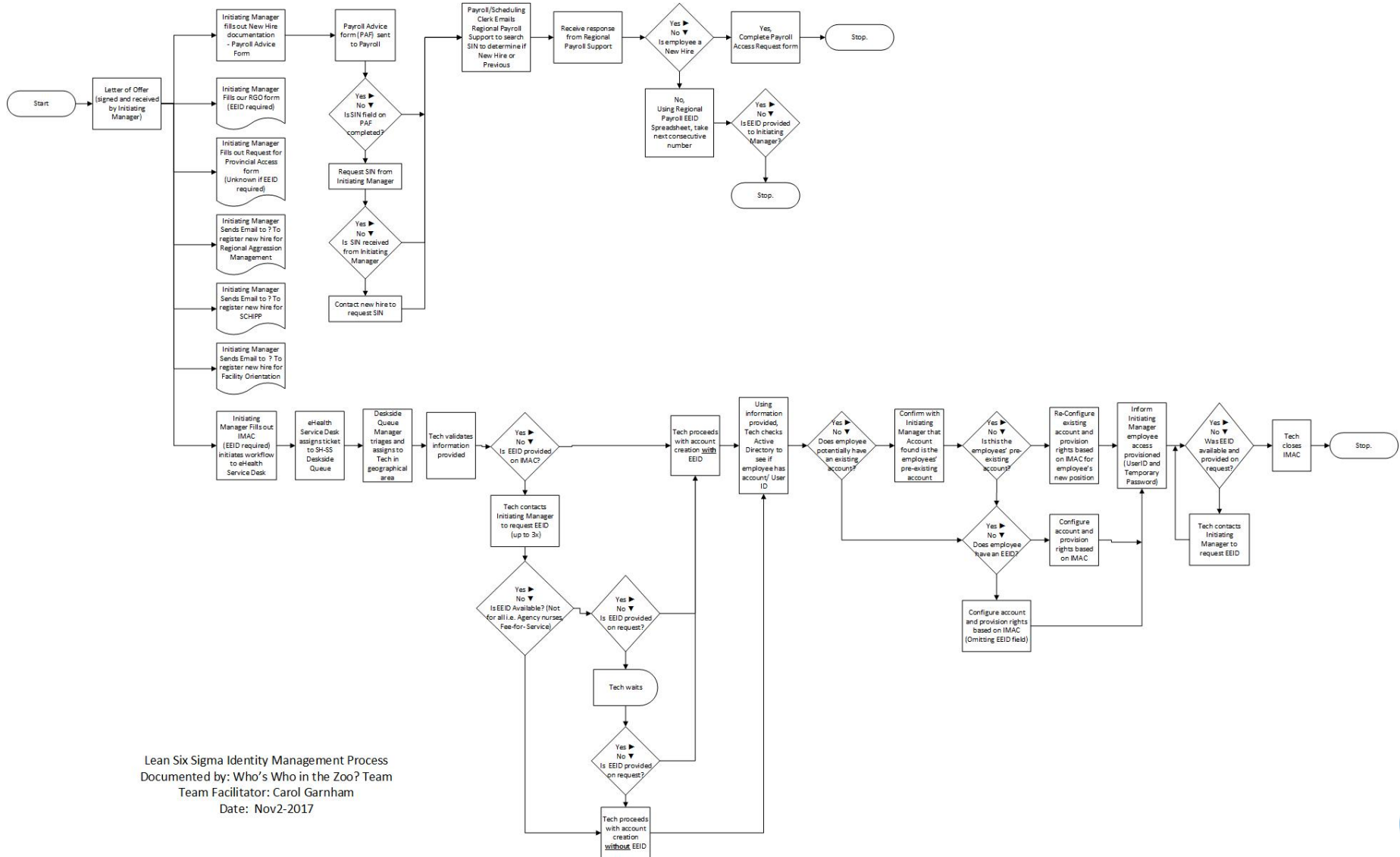
Problem Statement

Current processes to uniquely identify employees and non-employees and share the unique identifier with other customers are not well developed. They are complex, fragmented, and often involve internal and external groups with differing needs including:

***SH-SS Departments/Units, Affiliates,
DSM, eHealth,
Agency Employees, Physicians,
Students/ Residents, Volunteers,
Medical Clinic Staff,
Auditors, Vendors and Board Members.***

**New hires are SH-SS and Affiliates*

Define



Lean Six Sigma Identity Management Process
 Documented by: Who's Who in the Zoo? Team
 Team Facilitator: Carol Garnham
 Date: Nov2-2017

Measure

What?	How?	Where?	Who?	When?
What is being measured?	How will you track the measurement? Tracking sheets, observations, other? Do you need any items to measure? Clock, pedometer, etc.	On which unit/area will the data be collected?	Who is responsible for collecting the measures measurements?	When are the measures being collected?
Incomplete IMAC Is EEID on IMAC?	Tracking sheet. Yes/No and Date and time lapse between when IMAC received via workflow and when EEID received, if ever. Note: separate counts when multiple employees on one IMAC	Regional , All Deskside Support Areas	In person, Deskside Queue Manager (rotating through Techs)	Trial period: Effective Tues.Nov7-2017 to Thurs.Nov9-2017 at 4:00 p.m. Information will be reviewed and any required changes made so it can be sent back out for the three-week data collection period
Account(s) created without EEID. Is account created and access rights provisioned without EEID?	Tracking sheet. Yes/No	Regional, All Deskside Support Areas	In-person, ICT Deskside Support	Tues.Nov14th to Fri.Dec1-2017 at 4:00p.m.
Wait for confirmation of existing EEID or new hire from Regional Payroll Support	Tracking sheet. Date and time lapse between when request sent and response received.	Regional, All Payroll/Scheduling Clerks	In-person, Payroll/Scheduling Clerks	As above

Measure con't

What?	How?	Where?	Who?	When?
What is being measured?	How will you track the measurement? Tracking sheets, observations, other? Do you need any items to measure? Clock, pedometer, etc.	On which unit/area will the data be collected?	Who is responsible for collecting the measures measurements?	When are the measures being collected?
Cannot close ticket until three (3x) attempts have been made to get EEID from Initiating Manager. Date time EEID requested from Requester	Tracking sheet. Date and time lapse between when request sent and response received. No. of times request made?	Regional, All Regional Deskside Support Areas	In-person, ICT Deskside Support	4:00p.m. As above
Escalation Date time EEID requested from Payroll Support	Tracking sheet. Date and time lapse between when request sent and response received. No. of times request made?	Regional, All Regional Deskside Support Areas	In-person, ICT Deskside Support	
Payroll Advice Form missing information. Are SIN and Full Legal Name fields complete on form?	Tracking sheet Yes/No response to each question	Regional, All Payroll/Scheduling Clerks	In-person, Payroll/Scheduling Clerks	
Regional Payroll receives Payroll Advice Form x days prior to projected first paid day.	Tracking sheet. Date and time lapse between when PAF received and first paid day	Regional, All Payroll/Scheduling Clerks	In-person, Payroll/Scheduling Clerks	

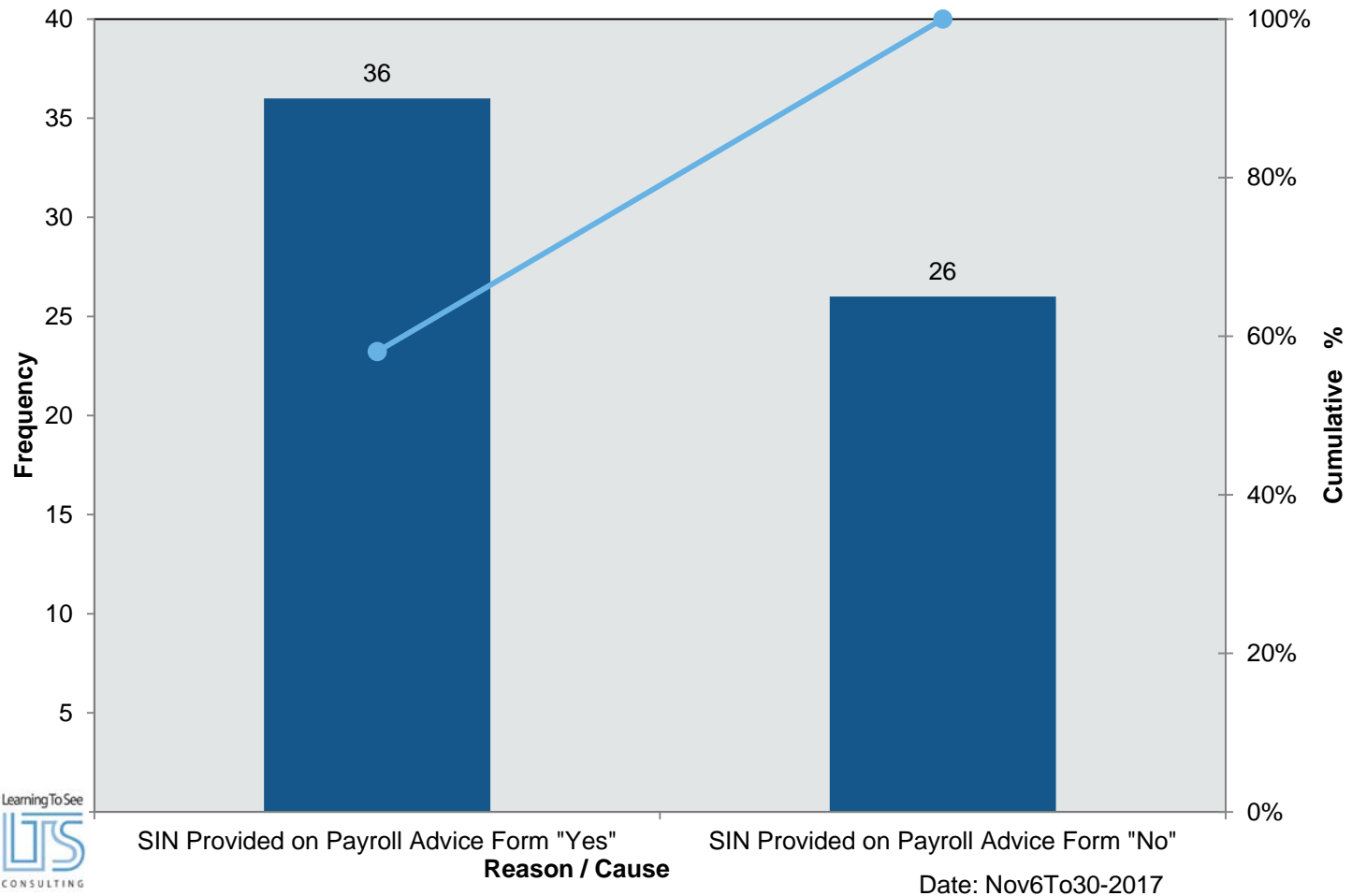
1/30/2018

Learning to See



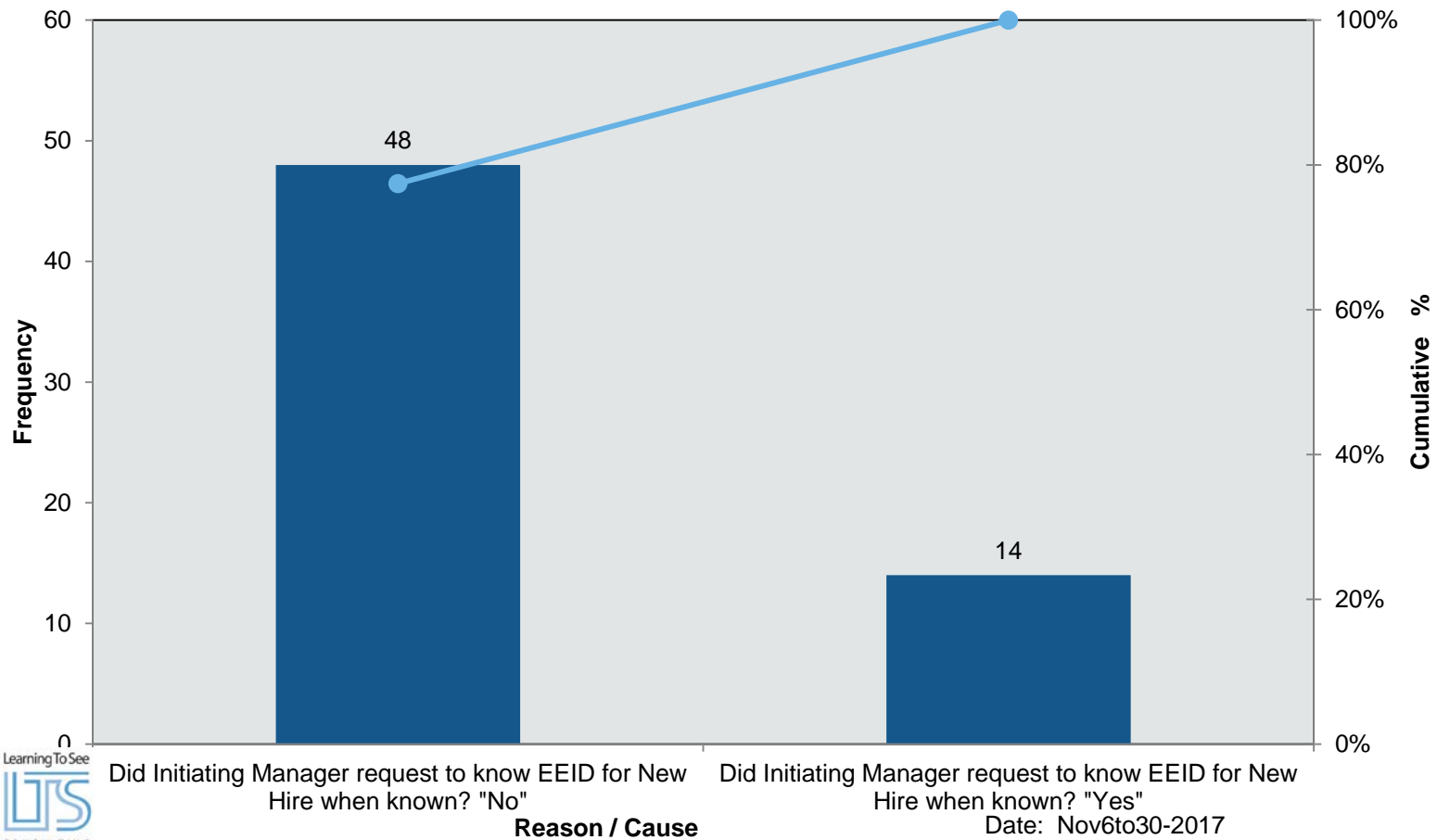
Analyze

Pareto Chart for: Is SIN Provided on Payroll Advice Form?



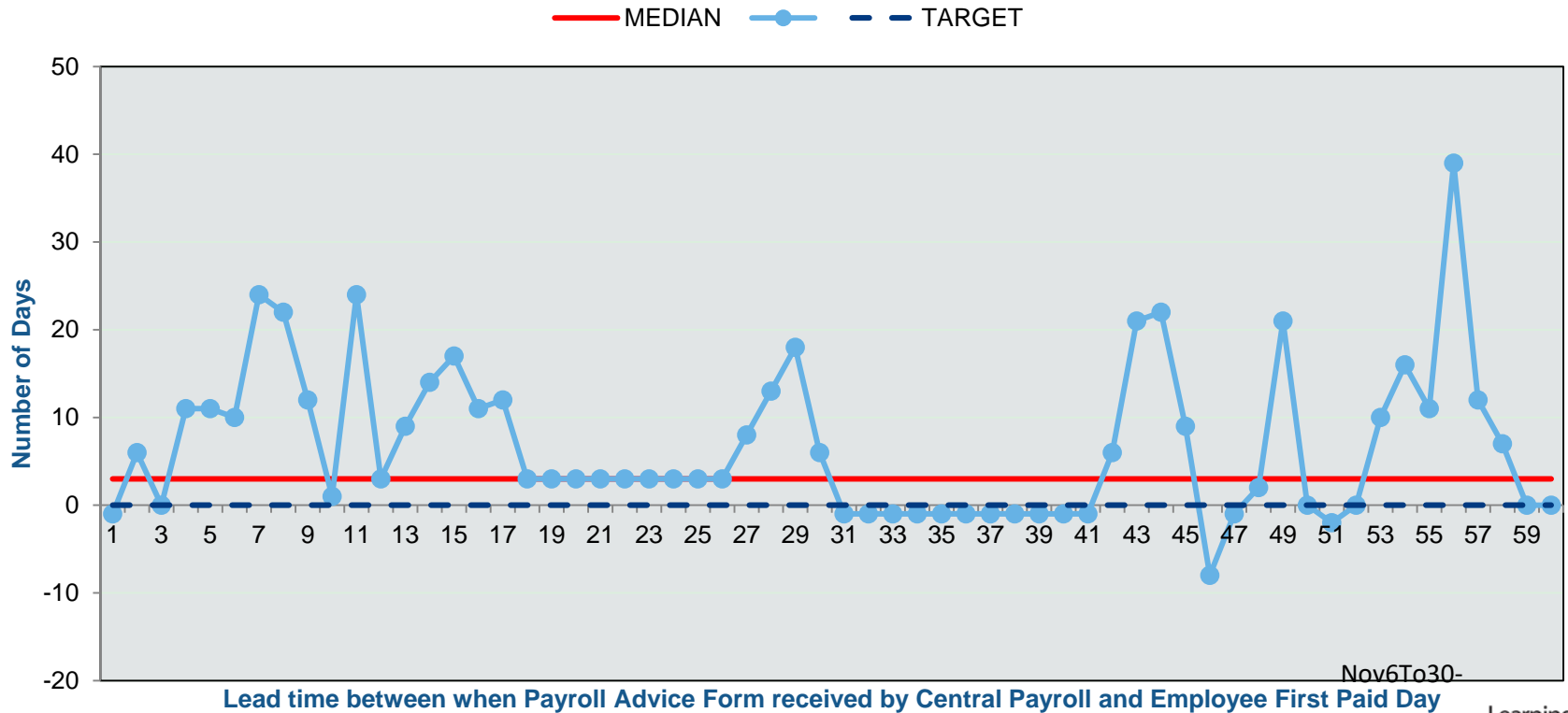
Analyze

Pareto Chart for: **Did Initiating Manager request to know EEID for New Hire when know?**



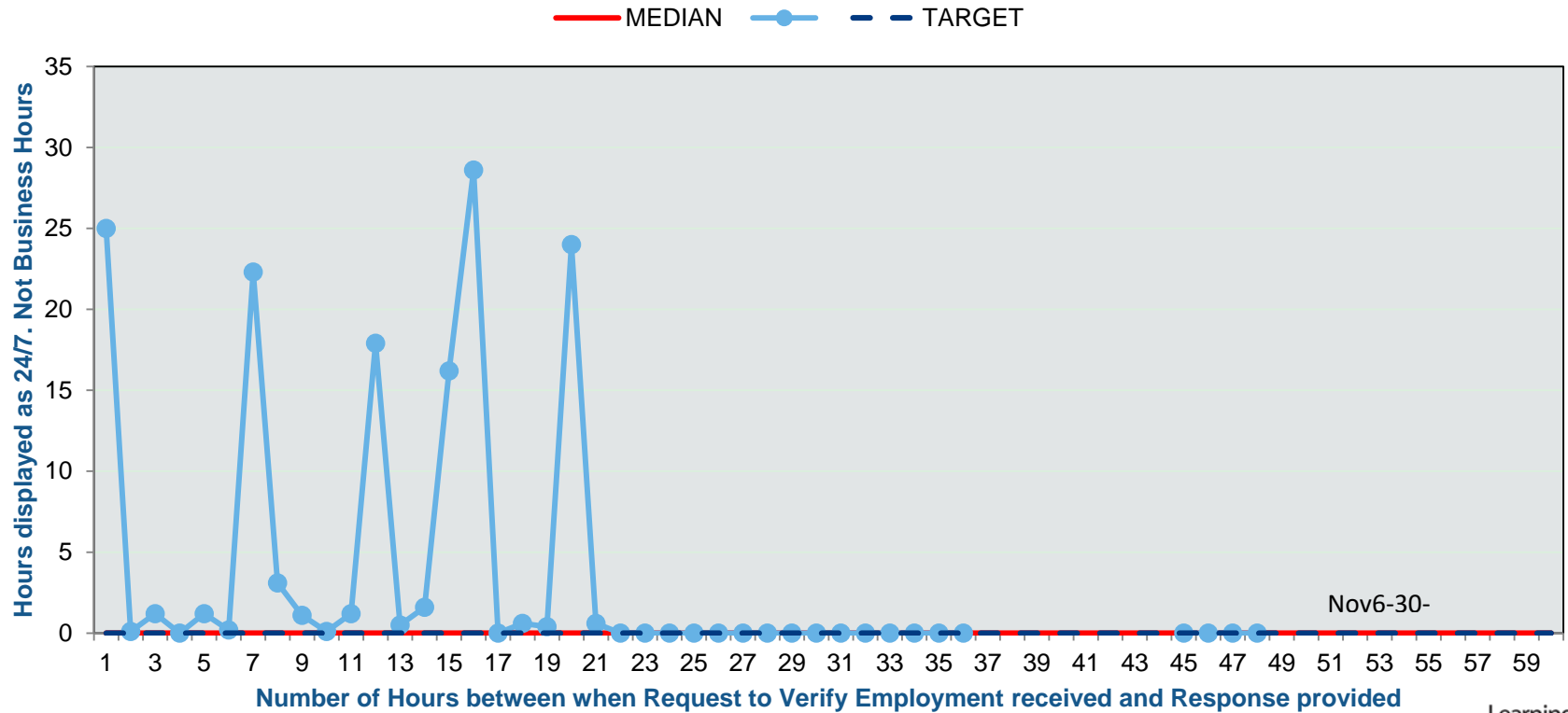
Analyze

Run Chart for: **Lead time between when Payroll Advice Form received by Central Payroll and Employee First Paid Day**



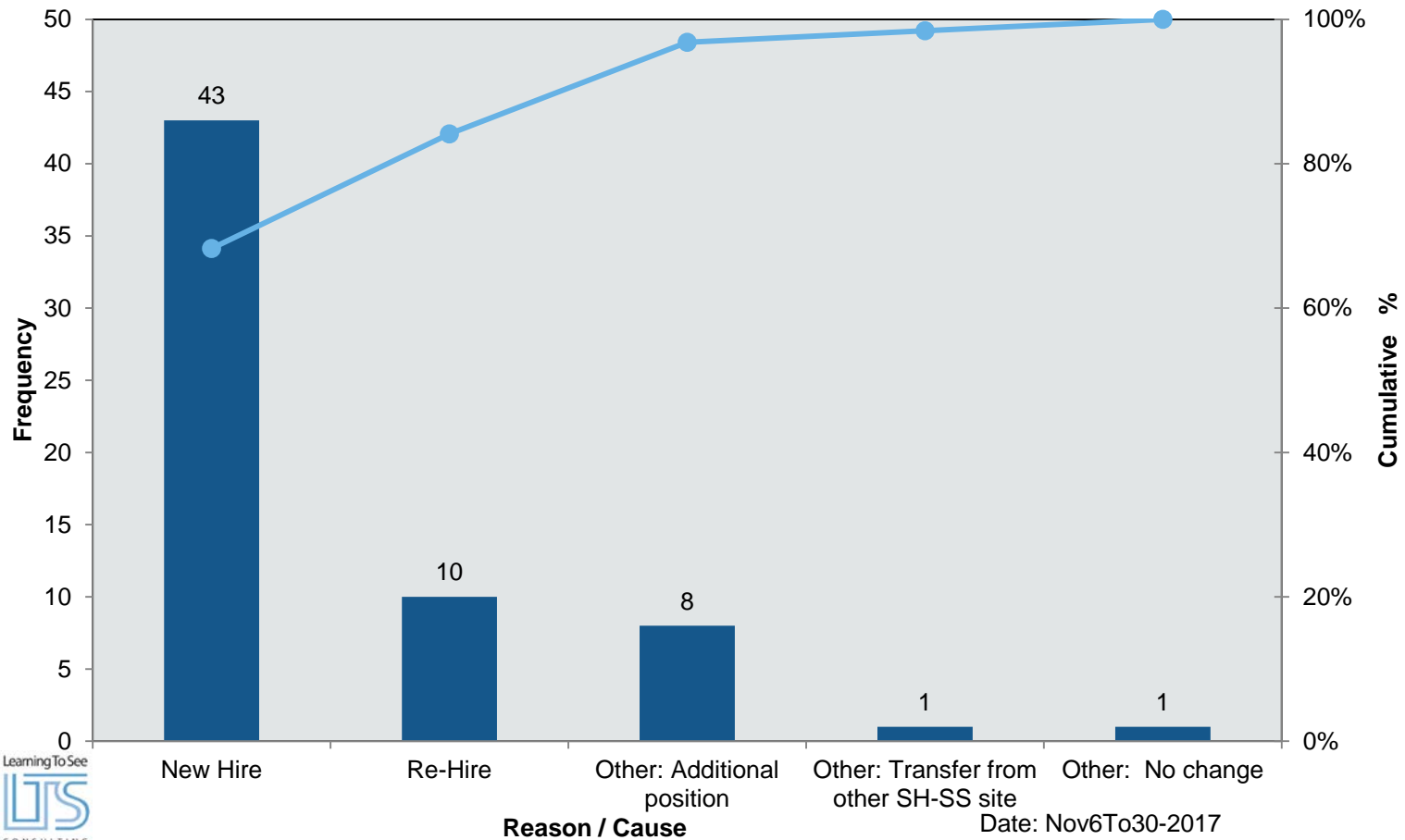
Analyze

Run Chart for: **Elapsed time to verify Employee status requests**



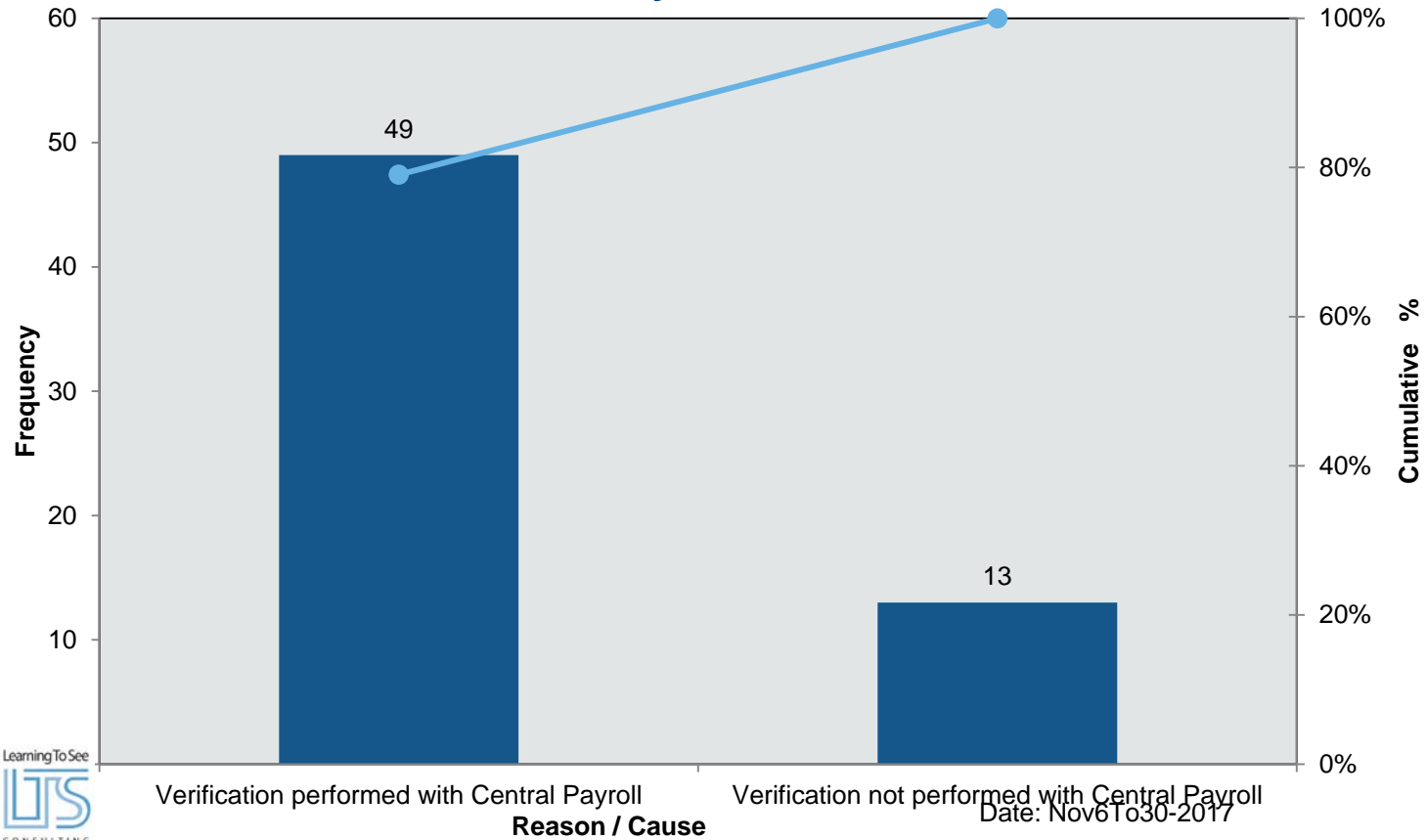
Analyze

Pareto Chart for: Result of Employee Status Inquiry



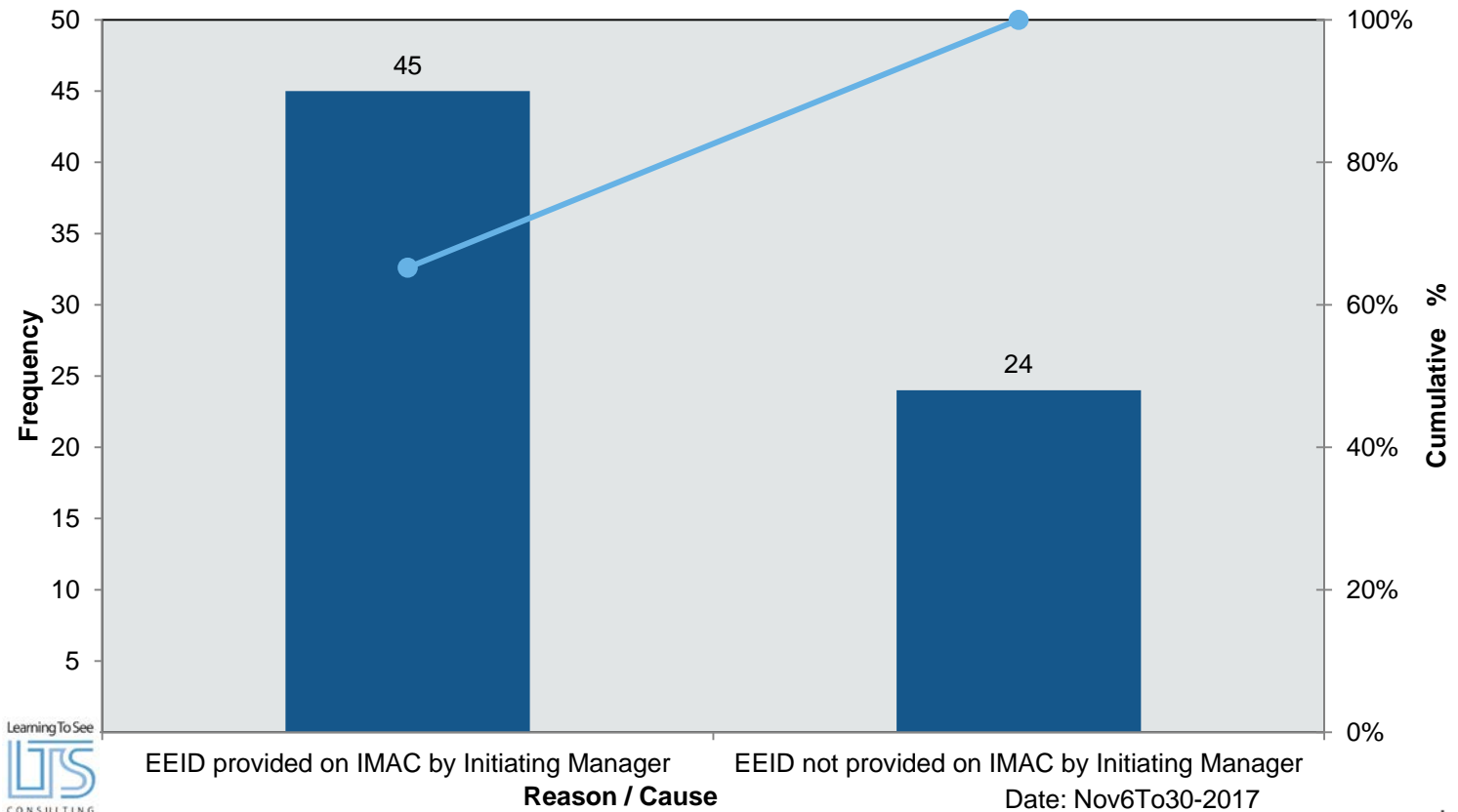
Analyze

Pareto Chart for: **Was Hire Verified by Payroll/ Scheduling Clerk with Central Payroll**



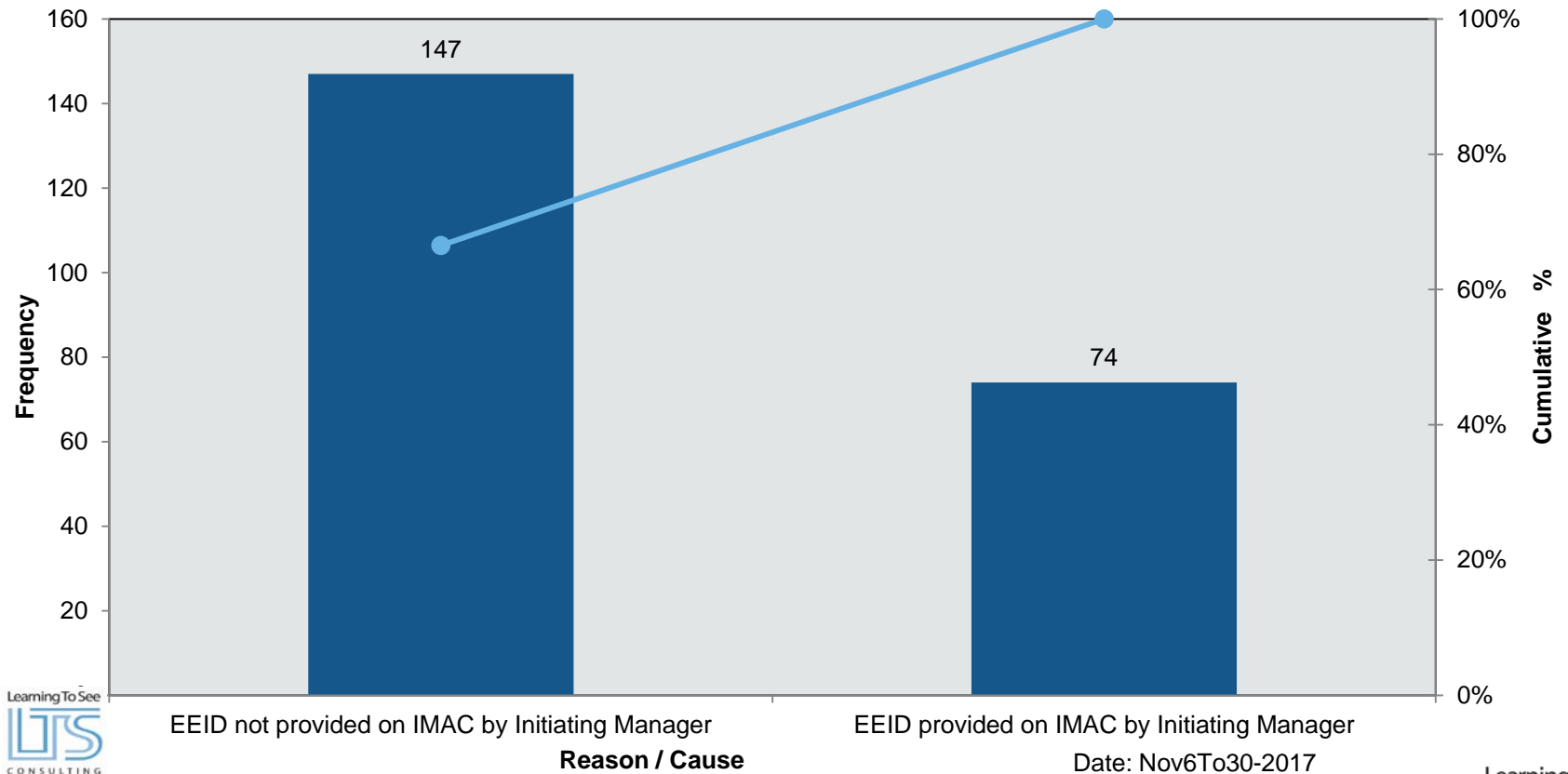
Analyze

Pareto Chart for: Does Initiating Manager provide EEID IMAC?
(With IMAC One to Many Removed)



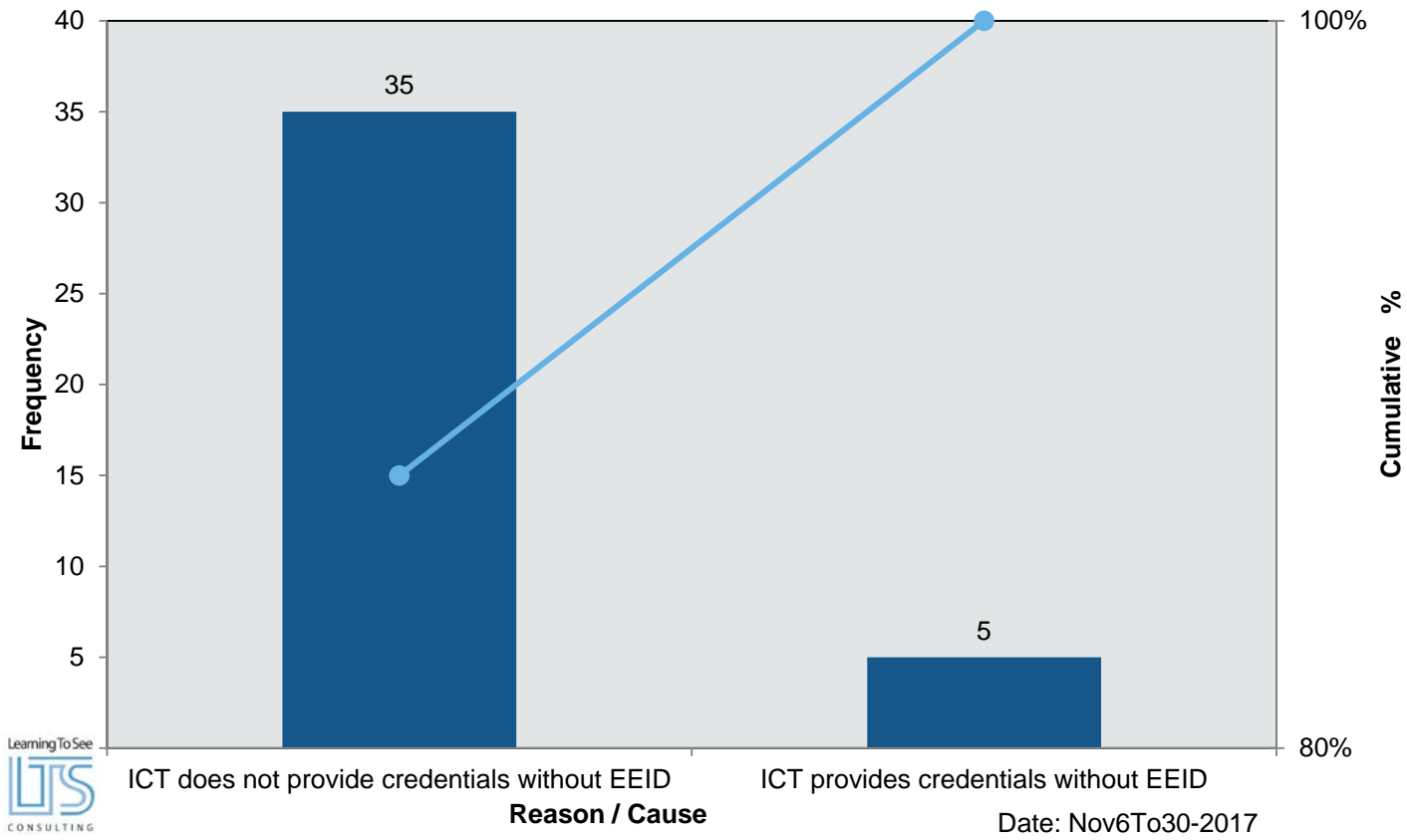
Analyze

Pareto Chart for: Does Initiating Manager provide EEID IMAC?



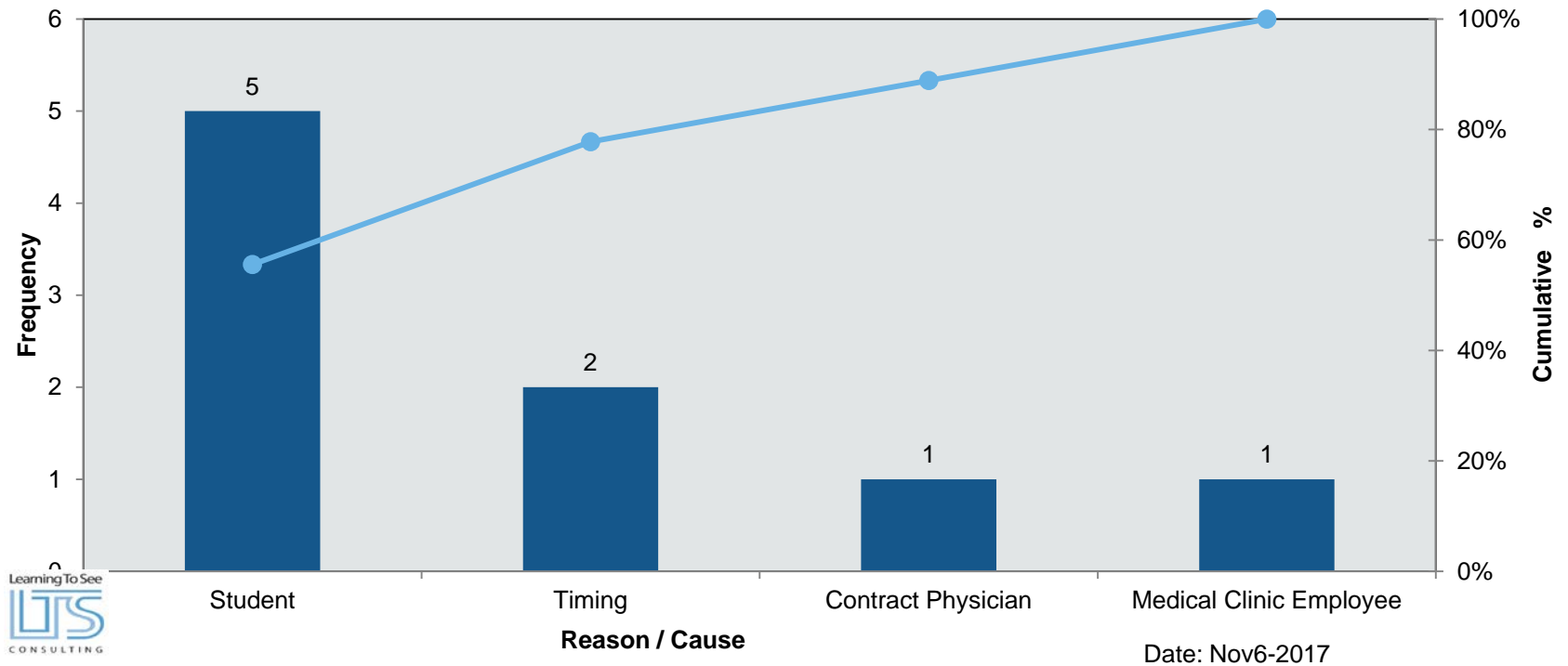
Analyze

Pareto Chart for: **Does ICT create credentials without EEID? (IMAC One to Many Removed)**



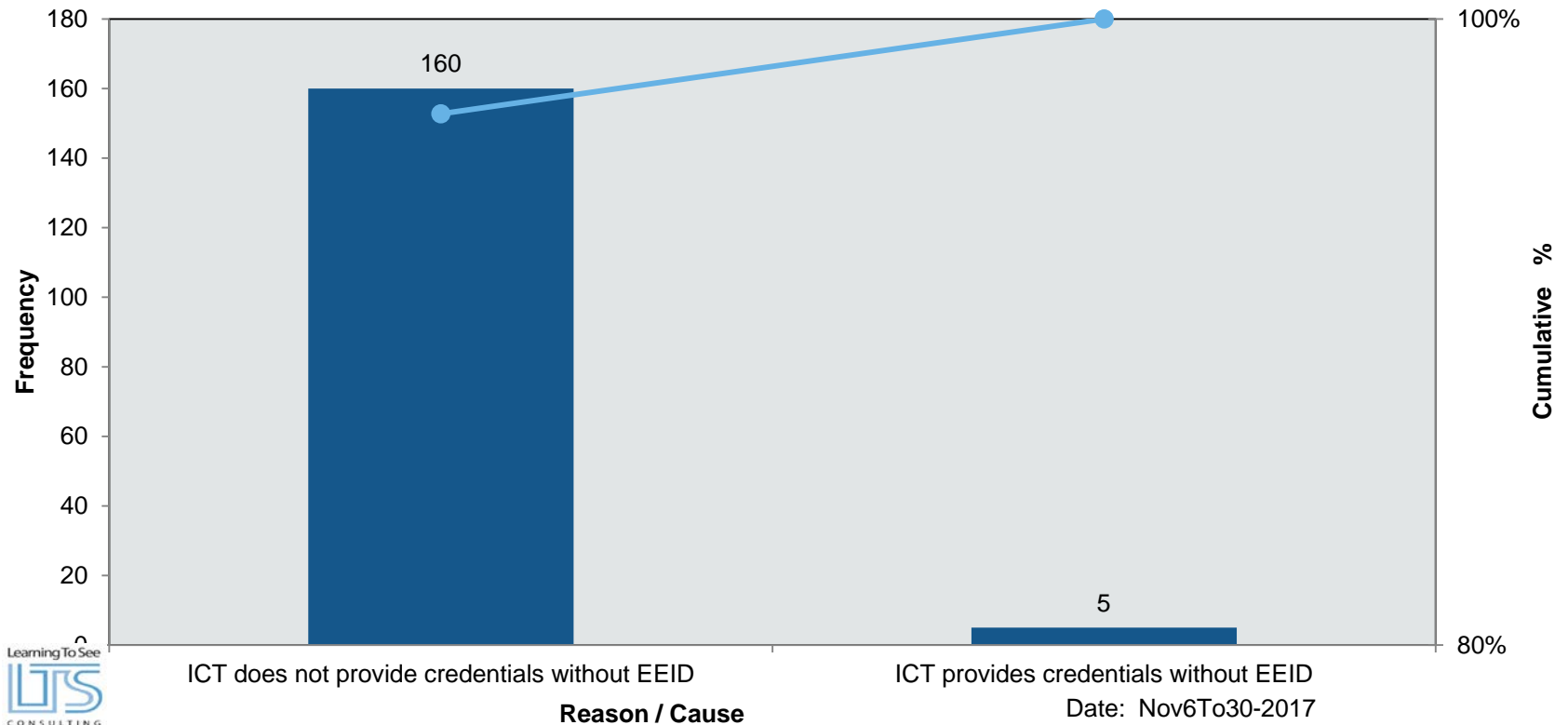
Analyze

Pareto Chart for: **Who Credentials are provided for without EEID**



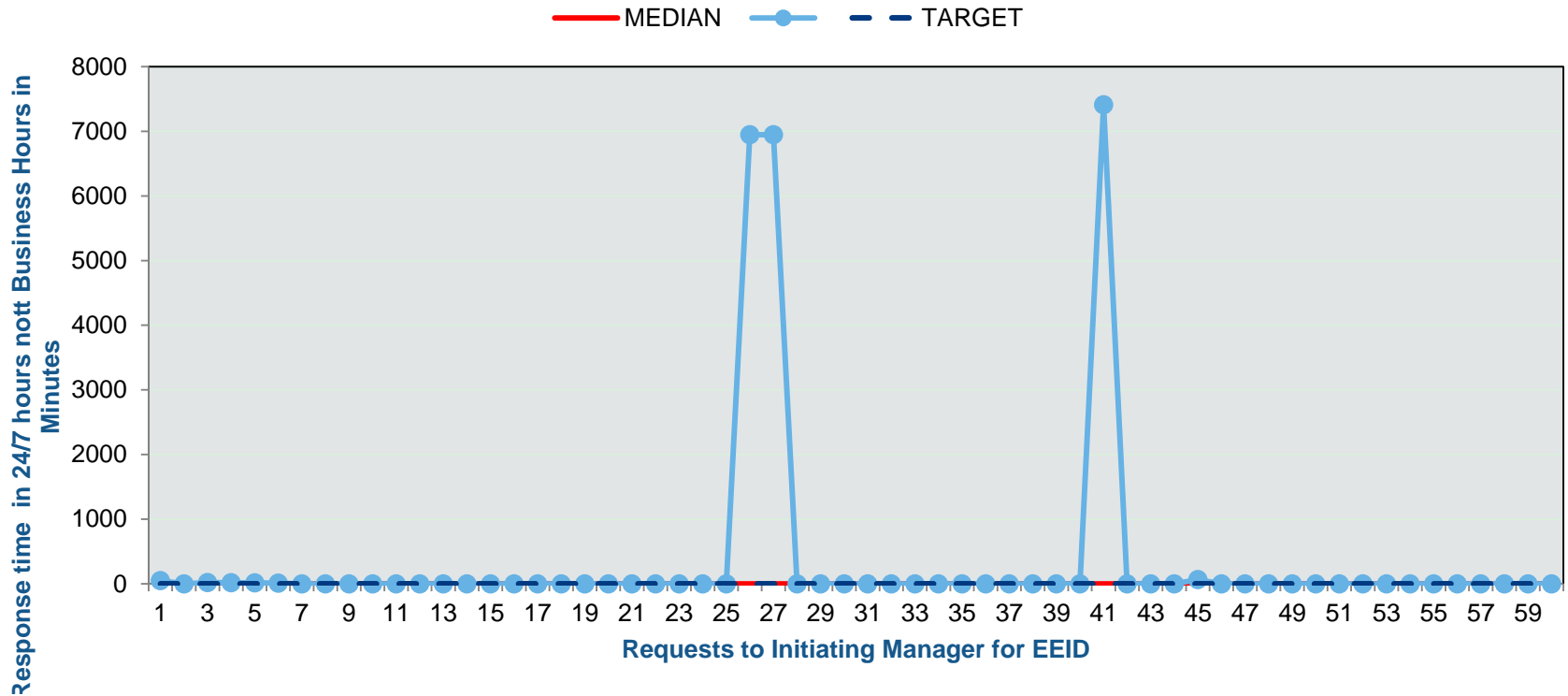
Analyze

Pareto Chart for: Does ICT create credentials without EEID?



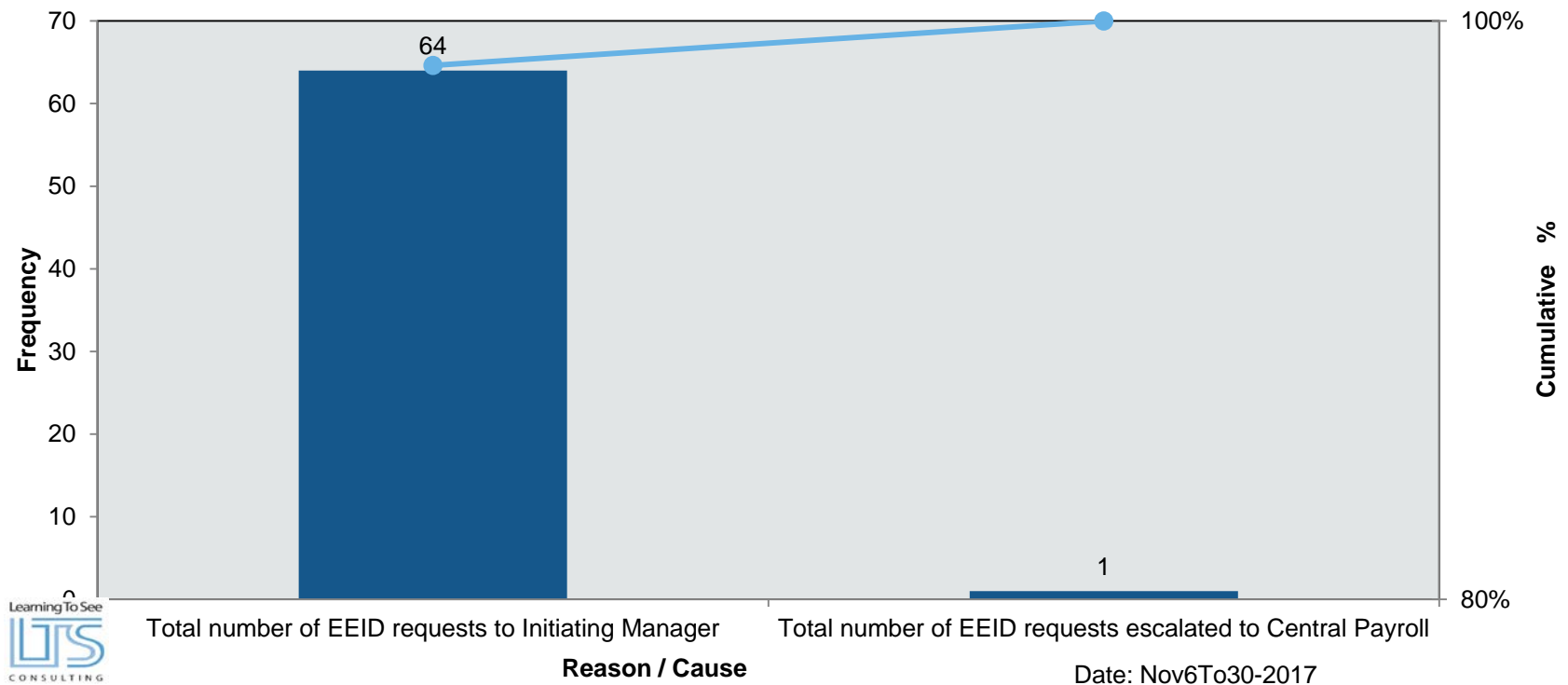
Analyze

Run Chart for: **Amount of time (minutes) for Initiating Manager to respond to request for EEID**



Analyze

Pareto Chart for: **Total number of EEID requests to Initiating Manager vs. Requests to Central Payroll**



Analyze

Provide a summary of what the measures (once analyzed revealed. Your data story....

- Managers do not complete form fields on the IMAC needed to create employee network credentials without having to go back to the respective Manager to request information not initially provided.
- Payroll/Scheduling Clerks do not consistently verify prior employment with Central Payroll Support, nor are form fields on the PAF needed to verify New Hire/ Re-Hire prior record of employment consistently provided.
- In general, tasks take longer than necessary because the current process to get required information is fragmented and staff do not provide information necessary on forms. When follow up is needed to request necessary information, staff do not take the shortest route to go directly to source of information.



Improve

Aim statement

By February 2018, the number of times ICT provisions credentials without knowing the EEID, excluding non-employees, will be a reduction in defects to 0%.

Improve

PDSA 1

Description: **Frequency that SIN is provided will increase.**

Communicate the importance of having the SIN field completed on every Payroll Advice Form. Communication will be built into the message going out to all staff identifying overall process changes to transition to Electronic Pay statement delivery.

Date Implemented: January 12, 2018

Improve

PDSA 2

Description: **The EEID will be communicated back to initiating requestor.**

- Communicate rationale and change in process that EEID consistently be provided to Manager, or designate, who initiated New Hire/Re-Hire request to all Managers and Payroll/Scheduling Clerks.

Date Implemented: January 15-2018

Improve

PDSA 3

Description: Central Payroll will provide ICT record of prior employment information on new hire, re-hire and changes. If additional employee information is needed, ICT Deskside will go directly to Central Payroll Support to, when necessary.

Develop a data query to export new hire and re-hire employee information, including EEID and prior record of employment, to ICT within one day of (identify trigger point) i.e. request to verify from Payroll/Scheduling Clerk or i.e. as CC: at the same time as provided to Payroll/Scheduling Clerk

Date Implemented: January 15, 2018

Improve

PDSA 3

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Date Implemented

Improve

PDSA 4

Description: Central Payroll will provide ICT record of prior employment information on new hire, re-hire and changes. If additional employee information is needed, ICT Deskside will go directly to Central Payroll Support to, when necessary.

Referring to the Identity Management Non-Employee Unique Identifiers document, identify categories to minimize “special cause” creation of credentials without EEID. Communicate categories of employees and non-employees to ICT to increase awareness of when credentials will be created without EEID.

Date Implemented: January 15, 2018

Improve

Insert improvement graphs

Improve

Insert improvement graphs

Improve

Insert improvement graphs

Improve

Aim statement (this is a duplicate slide to remind the audience what the aim was)

Improve

Summary of the improvement data.

Improve

Staff comments and customer feedback on the improvements

Control

What controls have we put in place to ensure that performance does not lapse?

Lessons Learned

What were some of the key things we learned about quality improvement while doing this project?

Next Steps

What next QI project or where is the project spreading?

The Team!

[insert picture of team here]

Andy Alksnis, Bernie Wolfram, Carol Cairns, Carol Garnham,
Christine Aymont, Leanne Wiebe, Shaun Twist, Shelly Emerson,
Quinten Peters