BUSINESS PROCESS IMPROVEMENT OVERVIEW

Chancellor's Executive Committee Initiative

Pilot Phase

Fall 2014

Welcome

- This document provides a high level overview of the Business Process Improvement (BPI) initiative at UCSF

Can you identify with the following?

You have processes that:

- consume too many resources
- have quality, cost, or capacity problems
- do not work effectively

Or you:

- have customer needs that are not being met
- have a new system with which to work

Why is improvement important at UCSF?

- Business process improvement (BPI) is an approach to help optimize processes to achieve more efficient results
- It offers mechanisms to respond when we receive negative feedback from customers about a product or service
- BPI engages those responsible for the process, which improves productivity, morale, and engagement
- It may result in quick wins that ripple throughout the University
- Improvement techniques can lead to processes that are faster and more accurate while using the same resources
- Because most organizational costs at UCSF are administrative, our costs cannot increase at the same rate as our projected growth; BPI offers a way to address this issue.

With BPI, you can improve all key measures

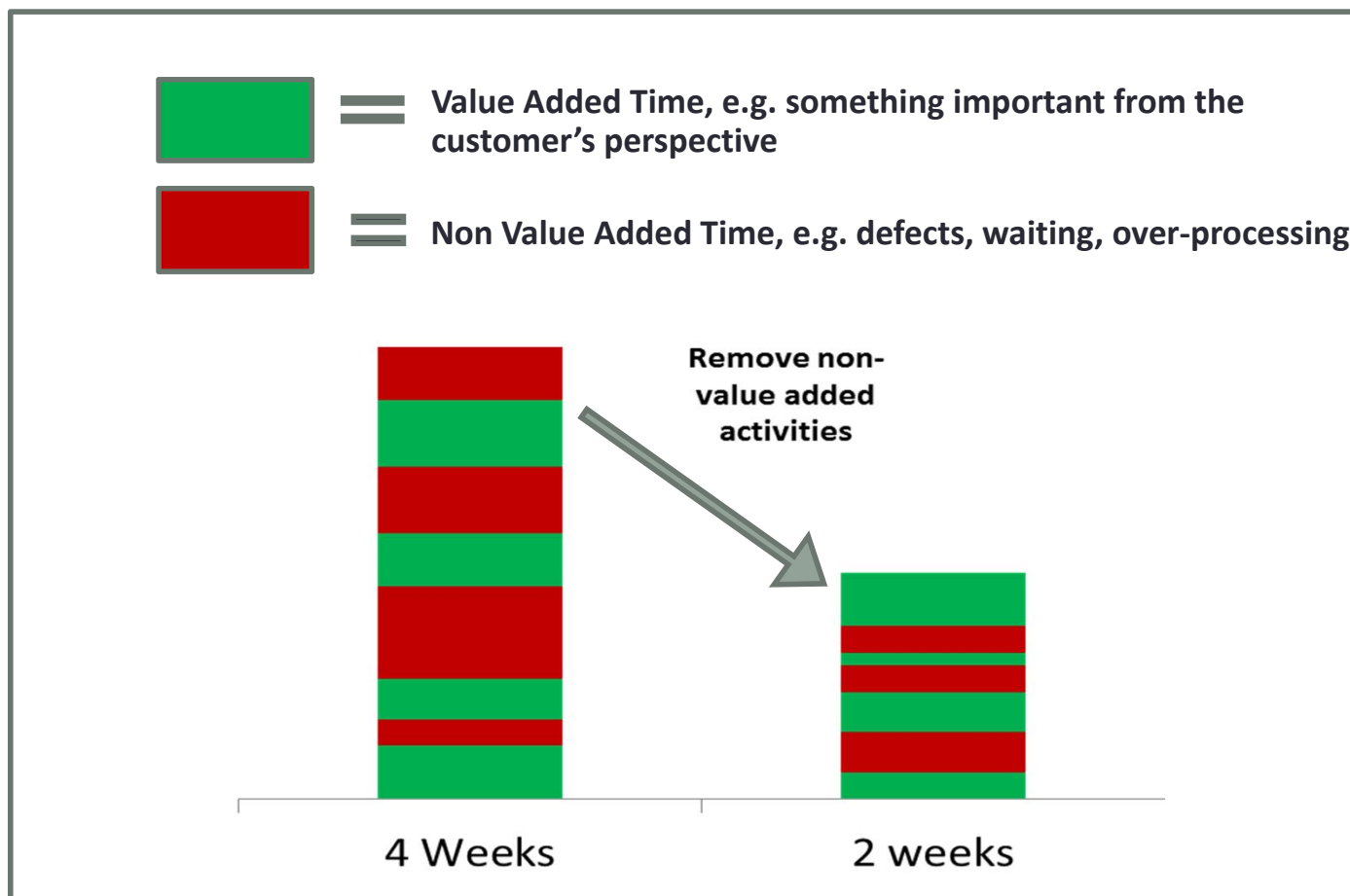Traditional dilemma for system implementations or other large projects: "Speed, Cost, Quality -- Pick any two"
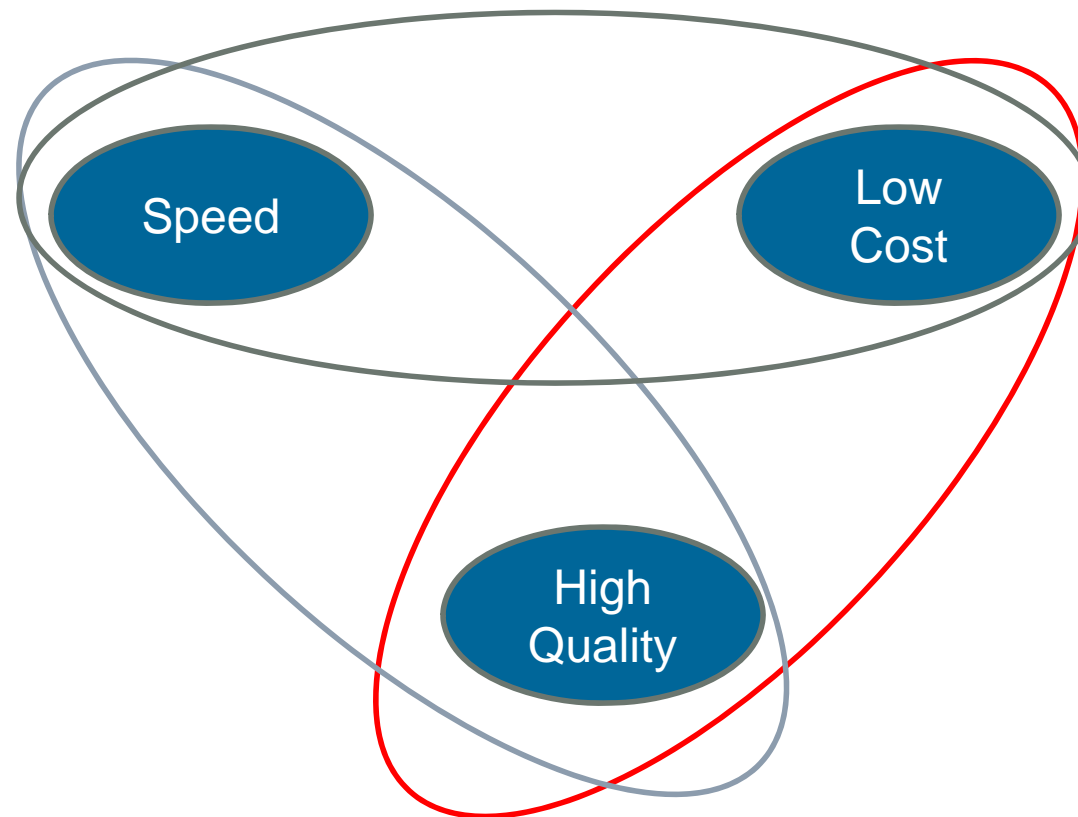
Use BPI to improve delivered value to the customer

Higher Quality + Better Service

Lower Costs + Less Time

= More Value
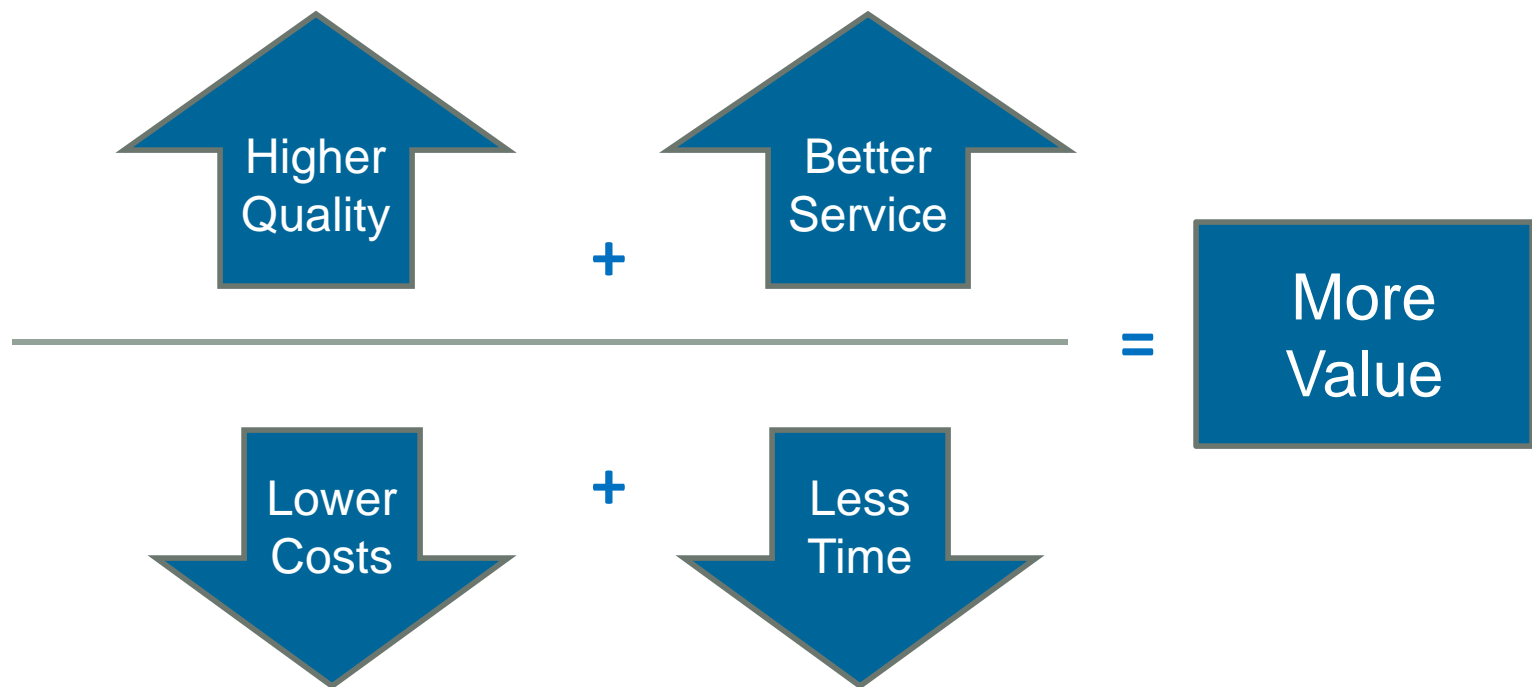
Get more done faster and better

- Shrink total process time

We are all part of a larger business system

System
effectiveness
vs.

Individual
efficiency

**Rowing twice
as fast**
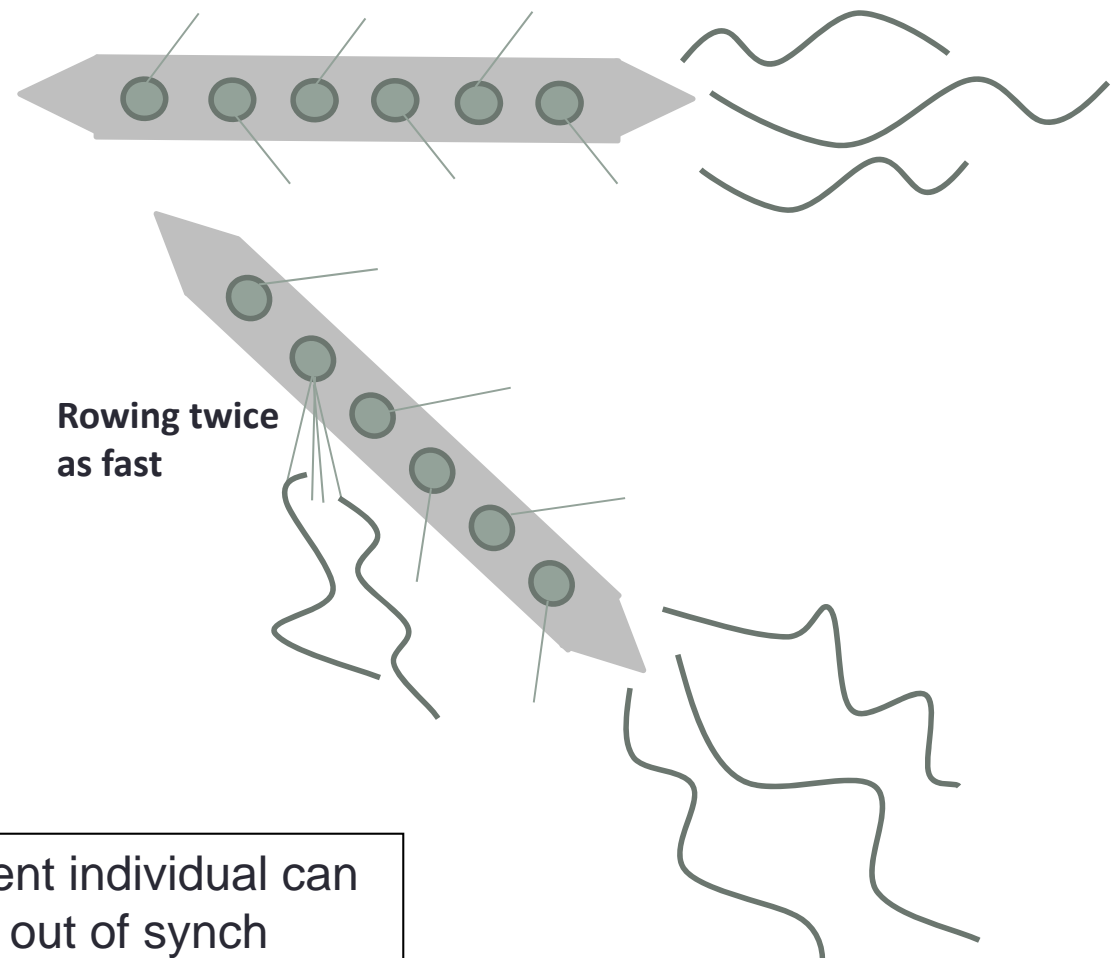
Sometimes one super-efficient individual can
throw an entire process out of synch

The universe of process improvement is deep

- Total Quality Management
- Toyota Production System
- Business Process Reengineering
- Lean Manufacturing
- Six Sigma
- Lean Six Sigma

Background of BPI at UCSF

- Originated as a recommendation by the Chancellor's Executive Committee (CEC) to have a less top-down avenue for process / quality improvement
- "Lean" methodology is being used in some areas of UCSF; grounded in Lean concepts, BPI provides a path toward process improvements for smaller units or projects
- Engaged the UCSF Program Management Office to develop and distribute accessible resources for doing business process improvement work
  - BPI is in a PILOT phase until late spring 2015, at which time the CEC will review progress. Materials will be revised and improved as feedback is received.
  - During this pilot phase early adopters are welcome to use the materials and get started on making improvements!

CEC Goals

- Create a culture of continuous improvement to accelerate positive change across the University
- Provide training and online resources to help staff learn and implement BPI
- Empower units to look critically at business processes they touch to elevate efficiency and quality through improvement of processes
- Support a BPI community where staff can share ideas, experiences, and milestones
- Recognize and celebrate BPI initiatives

BPI at UCSF is:

- An approach to addressing inefficient business processes at the grassroots level
    - Team-based (get the necessary people in the room)
    - Cross functional (minimize silos)
    - Based on a common understanding
    - Leverages the power of critical thinking
    - Results in specific actions
- Step-by-step, self-guided path adapted from proven methodologies
- Accessible as online resources, training, and a collaborative community

BPI is NOT

- Multi-day training or a "deep dive"
- An excuse for slashing budgets
- An excuse for cutting staff
- Theoretical
- Resources only available or applicable to senior managers, units with large budgets, or an "inside crowd"

How BPI will work

1. Representatives from interested units learn about business process improvement via online resources or training
2. Units choose an appropriate target process to address
3. Team leverages resources at UCSF's website for BPI:
   improve.ucsf.edu
4. Project lead initiates and manages the project
5. Team follows the steps of the BPI method

Collateral Overview

CONTENT

Business Process Improvement

Simple steps toward better business...

Initiate
- Understand BPI method
- Start Up
- Develop Project Charter
- Form Team
- Manage Project

Explore
- Process Mapping (Current State)
- Measure Process Activities
- Assess Value from the Customer's Perspective

Improve
- Determine Root Causes
- Conduct Other Analyses
- Identify Improvements
- Prioritize and Decide
- Design Future State

Implement
- Plan Implementation
- Create Action Plan
- Develop Target Measurements
- Manage Change
- Track and Record Progress

Celebrate!
- Document Achievements
- Document Lessons Learned
- Recognize Accomplishments
- Publicize Positive Outcomes
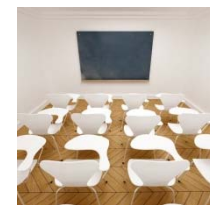- Continuously Improve

METHODS
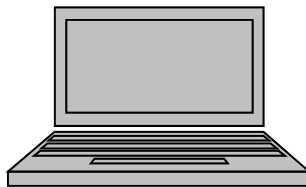
| Website | Templates | Collaboration (Chatter) | Self-reporting (UCSF Box) | Training |

Next Steps

- If you have questions that are not answered on the improve.ucsf.edu website, contact Ezra Berger in the UCSF Program Management Office ezra.berger@ucsf.edu
- Some teams may choose to work with the PMO for additional experienced help, for example:
  - Project/charter development
  - Initial start-up activities and kick-off design
  - Meeting facilitation
  - Introduction and application of specific tools
  - Change management planning
  - Materials development, review, and QA