



Memorandum

To: Ben Barnes, Secretary, Office of Policy and Management

From: Alison N. Fisher, Program Director, LeanCT

Date: December 2015

Subject: Continuous Improvement in CT State Government: A Focus on Lean

In response to your request for agency results, we have received information from over forty state and quasi-public agencies that are actively using Lean and other process improvement tools to become more efficient, customer-focused, and data-driven. The number of reporting agencies has increased by ten over those highlighted in last year's report. We consider this a success due to the hard work and dedication of the Statewide Process Improvement Steering Committee, as well as the critical support from you and the Governor.

We have worked with agency Commissioners and Lean Coordinators to compile the attached report, which demonstrates progress in various operational areas, including but not limited to, permitting, enforcement, compliance, human resources, finance, procurement, and licensing. Results were captured using data collection templates and a SharePoint database, developed for this purpose with the help of DAS-BEST. Agencies with access to the database have been encouraged to use this tool not only to record their results for the annual report, but to monitor progress incrementally throughout the year and learn what successes other agencies may have had with similar process improvement initiatives. The SharePoint tool has been useful in helping agency staff to understand how to measure a project's outcomes and which relevant data are important to collect. This is an essential component of Connecticut's overarching effort to become even more data-driven than before.

Process improvement methodologies have been used by state agencies for many years, but are now becoming part of our state's management process and culture. One of the most significant shifts in this regard is evidenced by the coordination between OPM's [LeanCT program](#) and [IT Capital Investment program](#). Through this collaboration, it is now commonplace for an agency to use process improvement techniques to streamline their workflow prior to requesting funding from the IT Investment Fund for a technological solution. While this may seem like an obvious course of action, it is a significant cultural shift in the way agencies are approaching the use of IT to improve business outcomes.

As was reported last year, state agencies remain varied in their use of Lean tools – both in terms of frequency and complexity. Though the number of agencies within each “Stage” has changed slightly since last year’s report, the percentages remain approximately the same. A highlight is that seven agencies have “moved up” according to the evaluation criteria. Essentially, this means that the agencies have demonstrated an increase in their understanding and appreciation for what Lean can do for productivity, morale, and customer response. These agencies have 1) exhibited a strong commitment to improving service, despite obstacles they may have faced, and 2) achieved success in the “culture change” aspect of their agency’s Lean journey by involving, developing, and encouraging process participants – both inside and outside of their organization. Although the measureable outcomes in this report may not directly capture some of the more intangible results, upward movement from one stage to another demonstrates evidence of these changes. Benefits like teamwork, increased communication, empowerment, professional development, and cross-training are all outcomes that are just as, if not more, impactful on our state’s productivity.

Aggregated groupings and comparisons to last year’s results can be found in the table below.

Stages and Criteria	2014 Number of Agencies	2015 Number of Agencies	2014 Percent of Total	2015 Percent of Total
I – New to Lean tools, have begun training staff, agency’s process improvement philosophy has been identified, beginning to work on project(s)	7	10	23%	24%
II - Moderately familiar with Lean tools, some of staff have been trained, have completed and/or are currently working on at least one Lean project, internal Lean workgroup has been developed at the agency	14	19	45%	46%
III – Advanced use of Lean tools, most staff have been trained, some staff are prepared to facilitate Lean events and/or train co-workers, internal Lean workgroup is engaging staff for process improvement ideas and is regularly measuring progress, culture of continuous improvement is developing and is supported by Commissioner	6	8	19%	20%
IV – Category III plus full staff engagement and adoption of a culture of continuous improvement	4	4	13%	10%

These stages represent our perception of each agency’s level, based upon the above criteria. An agency’s position at one particular level does not equate to superiority of any kind. The Statewide Process Improvement Steering Committee is comprised of members working at all four stages, which gives it additional perspective, diversity and the potential for growth. The

Committee members, along with Agency Lean Coordinators, support, encourage, and coach agencies (including their own) to move along this continuum and increase their agency's "Lean competency" as much as possible. I am proud of the work we've done to support the seven agencies in their attainment of a higher level this year.

One of the most exciting and transformational outcomes of our state's efforts continues to be the collaborative nature by which these results are achieved. Not only are staff within an agency working together to improve service delivery and increase efficiency, but collaboration is occurring across agency lines. Many agencies are also working with partners in private and non-profit industry, and in federal and municipal government, to achieve optimal results. Staff at all levels of the organization are engaged in improvement activities, empowered to make changes, and are committed to their outcomes. This shared dedication will continue to be essential to the long-term sustainability of our efforts. Although we still have more work to do, which is the essence of continuous improvement, this report demonstrates the most recent work undertaken by state agencies to maintain flexibility, responsiveness, transparency, efficiency, and a focus on the customer experience, all in the face of budgetary constraints and limited resources. The passion and dedication of agency staff to work together to improve service, despite these challenges, is what continues to make our state's Lean journey so successful.

Please keep in mind the following when reviewing this report:

- This report is not inclusive of all changes made in state government operations during the past year, but highlights improvements achieved using the Lean methodology.
- Some of the improvements highlighted in this report were preparatory to implementing information technology improvements, as approved by the Executive IT Strategy and Investment Committee.
- If a referenced project was initiated earlier than 2014, the associated results in this report remain relevant through the reporting period.
- Some responses from agencies only include the agency's "process improvement philosophy". This is because the agency may not have begun using Lean tools within the reporting timeframe, but, the agency values improving service to their customers and stakeholders, and will have more information to share in the next reporting period.

In closing, I would like to take this opportunity to thank the members of the Statewide Process Improvement Steering Committee and all of the Agency Lean Coordinators who work tirelessly,

every day, to improve service delivery to the residents of our state. They have all taken on this challenge with enthusiasm and an open mind, for which I am grateful.

I am available to work with state agencies to answer any questions you may have, or provide additional information as needed.

Cc:

The Honorable Dannel P. Malloy, Governor

Brian Durand, Chief of Staff, Office of the Governor

Susan Weisselberg, Deputy Secretary, OPM

Robert Dakers, Executive Finance Officer, OPM

State Agency Commissioners

State Agency Lean Coordinators

Continuous Improvement in Connecticut State Government

A FOCUS ON LEAN

2015

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Appendix A: Data Fields

Appendix B: Statewide Process Improvement Steering Committee

Process Improvement: Statewide Highlights

Forty agencies, including executive branch state agencies, institutions of higher education, and quasi-public agencies, reported their process improvement results this year. A summary of the data received is included below, highlighting some of the most impactful results that were reported. This information illustrates just a sampling of the improvement activities occurring on a daily basis, state-wide.

Employee Engagement

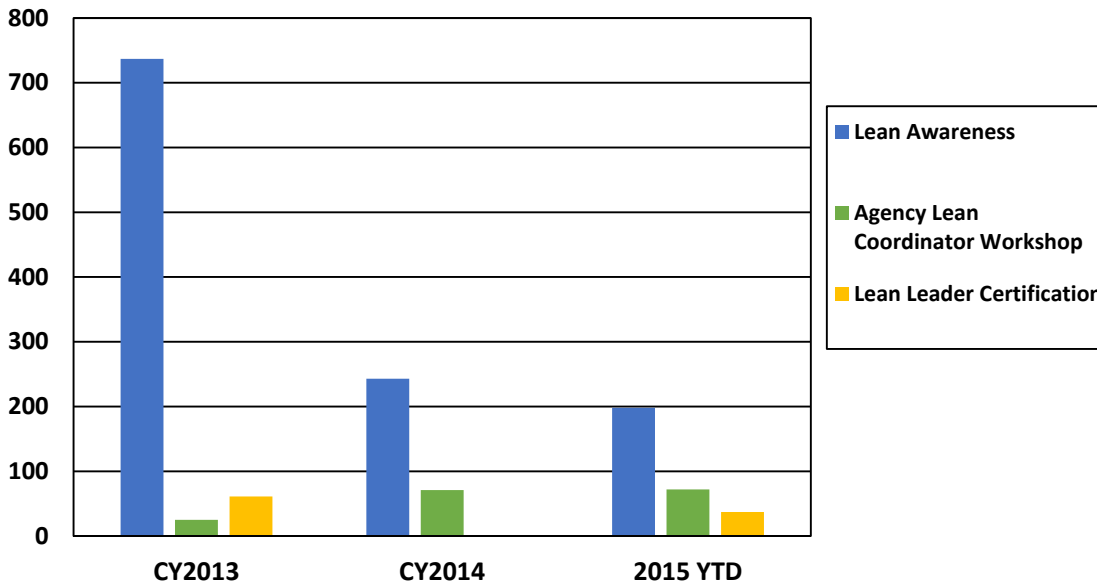
Thousands of employees have been involved in process improvement activities of all kinds, at nearly every state agency in Connecticut. On average, between 5 and 10 employees serve on an improvement, or Lean, team, and another 5 to 10 guests, or process stakeholders, are invited to participate as well. Collaboration is the key to sustaining our improvement efforts, and employee engagement is the most important tool we have to achieve the results, and effect the changes we seek.



In addition to participating in improvement activities, staff are invited to 1) attend Lean awareness trainings; 2) participate in workshops that cover topics such as Change Management, Facilitation, and Measuring Results, 3) receive in-depth “Lean Leader” certification training to facilitate process improvement work within their agency, and 4) maintain regular contact with other “Lean Coordinators”, “Lean Leaders”, and Lean practitioners through a large network that we maintain.

The following graph provides an illustration of the statewide training and development opportunities that were attended by staff since January 1, 2013. These opportunities were centrally organized and sponsored by the Statewide Process Improvement Steering Committee, but represent just a fraction of the Lean training, coaching, and support that is going on statewide.

Statewide Lean Training: Attendance by Year



We intend to offer more opportunities, as resources allow, for staff to connect with one another and work together to find innovative solutions. Committed and on-going engagement is the only way we can continue driving positive systemic change.

Report Summary

Thirty state agencies reported their results utilizing a Microsoft SharePoint database, developed by OPM and DAS-BEST. By having agencies report their results into SharePoint, it will enable longitudinal measurement beyond a single calendar year, and provide the agencies an opportunity to view each other's projects for information sharing and benchmarking purposes. The remaining ten agencies reported using a Microsoft Word template, created by OPM. The chart below signifies overall participation in process improvement activity as of September 2015.

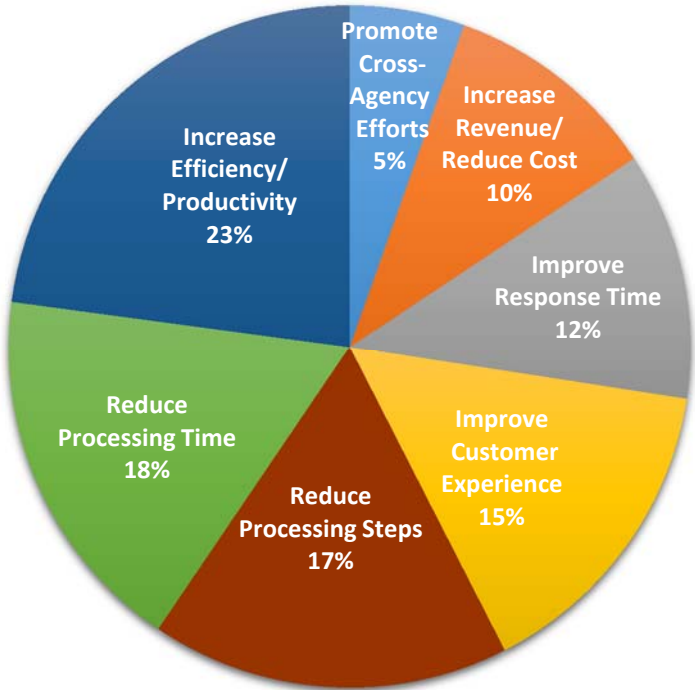
As noted in the chart below, 151 improvement projects are included in this report. Because we know that between 10 and 20 individuals participate in any given improvement event, it can be assumed that, in some capacity, between 1,500 and 3,000 individuals supported the improvement activities, and are responsible for the outcomes, included in this report.

Type of Collection Tool	SharePoint	Template	Total
Number of Reporting Agencies	30	10	40
Number of Projects	124	27	151
Number of Measures	183	60	243
Average Number of Projects per Reporting Agency	4.13	2.70	3.78
Average Number of Measures per Project	1.48	2.22	1.61

The agencies reporting in SharePoint were invited to provide much more information than those reporting via Word template. The amount of information collected in SharePoint allowed for additional analysis. Below is a summary of that data.

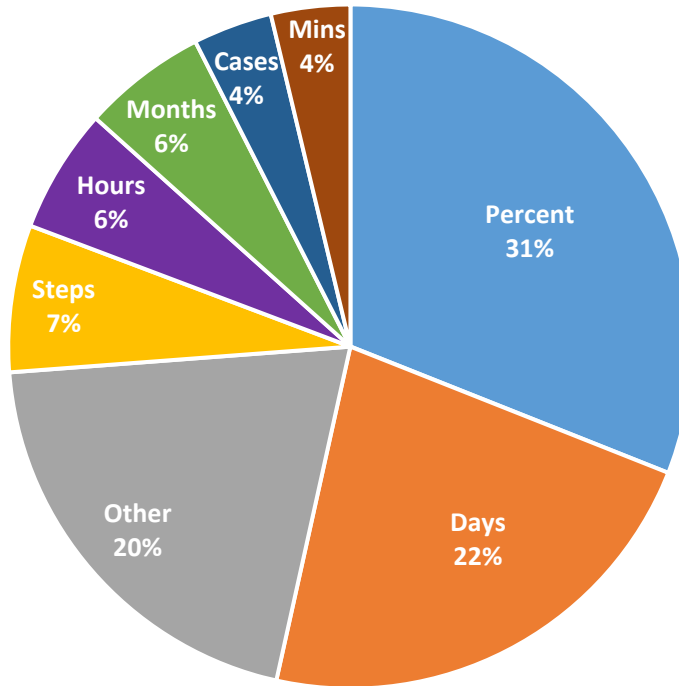
SharePoint Analytics

Category of Project Focus



This chart illustrates the primary emphasis of the projects that were reported in SharePoint. This information gives us a sense of the types of outcomes that agencies are actively measuring.

Type of Measurement Unit

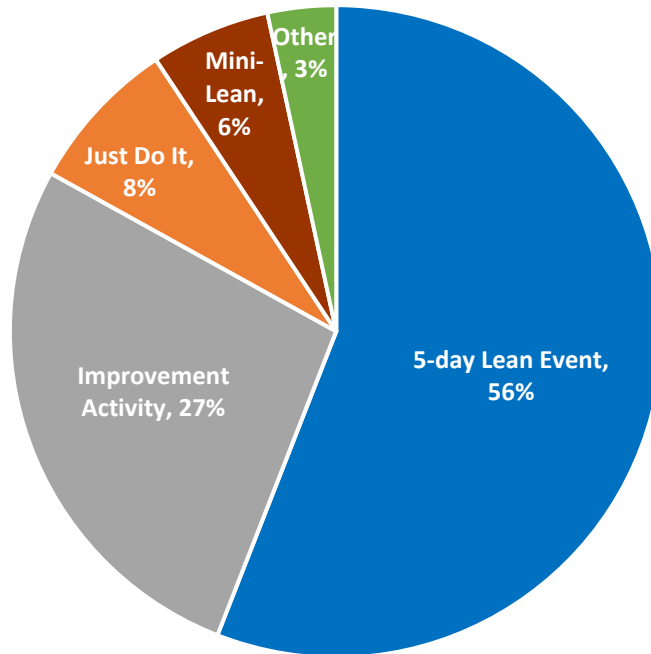


Quantitative performance indicators can be categorized into two types of measurement unit: percentage and numeric. This graphic shows the types of measurement units (or key performance indicators) that were reported in SharePoint. The most common measurement unit identified was “Percent”, followed by the top numeric indicator, “Days”. The “Percent” category includes error rates, compliance rates, and other ratios that signify a part (e.g. electronic applications received) of a whole (e.g. all applications received). This information indicates that most (over half) of the reported performance measures are assessing progress by percentage, or by the number of days to complete a given process/respond to the customer.

The category listed in this chart as “Other” includes:

Forms	Claims
Requests	Reports
Dollars	Exhibits
Files	Pages
Weeks	Years
Calls	

Type of Process Improvement Activity



This chart illustrates that the majority of process improvement projects reported in SharePoint (56%) began as a 5-day Lean event. A 5-day Lean event is one in which a team of individuals spends a full business week analyzing a process in great detail. The team uses the time to make recommendations to reduce waste in the process and maximize the value received by the process' intended customer(s). The next most common category, Improvement Activity (27%), includes all types of project scopes, number of team members, tools used, and activities, not otherwise captured in the other categories. A Just Do It (8%), a term coined and used often by the Department of Motor Vehicles, refers to an improvement activity that can be taken care of immediately, without the need for additional time, resources, or assistance. A Mini-Lean refers to an improvement activity that is similar to a 5-day event, but is much smaller in scope, so it requires less time and effort.

Inter-agency Collaboration

In many instances, state agencies work together to solve complex and cross-functional issues. Below is a list projects using collaboration and communication to achieve exceptional results.

Lead/Reporting Agency Name	Department of Administrative Services	Department of Consumer Protection	Department of Developmental Services
Other State Agencies Included	OPM, DEEP, DOT, DECD	DESPP	Office of Protection and Advocacy
Project/Event Name	IT Procurement Process Improvement	Gaming Division: Casino Licenses*	DDS/OPA Investigations of Abuse/Neglect Improvement Project*
Measure	Reduce the amount of time required to complete IT "contractual purchases"	Reduce amount of time	Reduce number of pending registry cases
Reporting Date	7/12/2014	9/10/2015	6/30/2014
Baseline Value	30	180	171
Current Value	10	30*	83*
Target Value	5	60	86
Measurement Unit	Days	Days	Cases
Current Improvement	-66.7%	-83.3%	-51.5%
Target Improvement	-83.3%	-66.7%	-49.7%
Customer Experience/ Quality Outcome	Increased capacity for staff to focus on mission-critical tasks and respond to their customers' needs.	Eliminate significant administrative burdens and grant full license quickly.	Help ensure registrants who are prohibited from working in the human services field are removed from the workforce and cannot harm individuals.

*Current value (the improvement achieved) for this project exceeds the target value

Lead/Reporting Agency Name	Department of Energy and Environmental Protection	Department of Housing	Department of Social Services	Office of Policy and Management
Other State Agencies Included	DOT	CHFA	DOC	DECD, DOT, DEEP
Project/Event Name	Interagency Electric Vehicle Installation of State Facilities	CHAMP & 4% LIHTC Selection and Award Process Closing Process	Medicaid Application Process Consolidation for the Incarcerated - Pilot	Small Town Economic Assistance Program - Grant Program Improvements*
Measure	Increase the number of charging stations for coverage statewide	Decrease DOH/CHFA combined staff hours	100% of detainees (those incarcerated for less than 60 days) who enter active on Medicaid will remain active on Medicaid.	Number of days to get contract prepared for full execution
Reporting Date	7/28/2015	8/8/2015	5/31/2015	8/25/2015
Baseline Value	84	1,218	0%	90
Current Value	349*	345*	100%	29*
Target Value	200	300	100%	30
Measurement Unit	Requests	Hours	Percent	Days
Current Improvement	315.5%	71.7%	100	-67.8%
Target Improvement	138.1%	75.4%	100	-66.7%
Customer Experience/ Quality Outcome	Easier, faster means to install EV charging stations at state owned facilities. Citizens are more aware of contribution of zero emission vehicles to CT's cheaper, cleaner and more reliable energy future.	Customer receives a yes or no much faster.	This ensures no disruption in Medicaid coverage	Improved processing and response time for towns.

*Current value (the improvement achieved) for this project exceeds the target value

A Focus on Our Customers

A major component of the projects included in this report, and in the associated results, is the “customer experience”. Every process has a customer, or multiple customers, who is impacted by said process. All of the projects listed below depict examples of how agencies have increased their capacity to be more productive and more responsive, while keeping their customer(s) in the forefront of their efforts.

Agency Name	Commission on Human Rights and Opportunities	Department of Administrative Services	Department of Children and Families	Department of Consumer Protection
Project/Event Name	Statutory Procedural Changes	School Construction Grant Program Review	Point of Service Contracting Process	Frauds Division: Complaint Intake
Processing Steps		✓	✓	✓
Processing Time	✓		✓	✓
Response Time	✓	✓	✓	✓
Measure	Reduce the time frames for investigation of complaints	Reduction of time in weeks it takes to review plans.	Reduce the number of days to complete an internal review of a POS contract	Days to Contact
Baseline Value	90	9	20	60
Current Value	60	4	3	1
Current Date	8/25/2015	8/24/2015	4/23/2015	4/1/2014
Target Value	60	4	2	1
Measurement Unit	Days	Weeks	Days	Days
Current Improvement	-33.3%	-55.6%	-85.0%	-98.3%
Target Improvement	-33.3%	-55.6%	-90.0%	-98.3%
Customer Experience/Quality Outcome	Investigations will be conducted quicker, providing justice for the citizens in a timelier manner.	Less errors will reduce mistakes and help streamline process.	How are customers better off? (more timely contract execution)	Immediately receive case number and explanation of process.

Agency Name	Department of Developmental Services	Department of Developmental Services	Department of Economic and Community Development
Project/Event Name	Planning and Resource Allocation (PRAT)	Streamlining the DDS Eligibility Application Process*	Brownfield Process Improvement
Processing Steps	✓	✓	✓
Processing Time	✓	✓	✓
Response Time	✓	✓	✓
Measure	Reduce average number of requests each month	Call Volume per week	cycle time, accuracy, quality
Baseline Value	500	105	12
Current Value	298	27*	6
Current Date	4/23/2015	7/25/2015	3/25/2015
Target Value	250	53	2
Measurement Unit	Requests	Calls	Months
Current Improvement	-40.4%	-74.3%	-50.0%
Target Improvement	-50.0%	-49.5%	-83.3%
Customer Experience/Quality Outcome	Reduced waiting time for individuals and families as they no longer are required to go through the lengthy review process for standard request conditions.	Applicants receive a response in a timely manner which has dramatically improved experience. Web content is continuously updated and improved and the phone system drives callers to the web.	Standardize work flow for succession planning and information sharing.

*Current value (the improvement achieved) for this project exceeds the target value

Agency Name	Department of Energy and Environmental Protection	Department of Energy and Environmental Protection	Department of Energy and Environmental Protection
Project/Event Name	Dam Safety Permits	Preparing Inspection Reports for Wastewater Discharge Compliance Investigations *	Evaluation Underground Storage Tank (UST) Petroleum Clean-Up Program
Processing Steps	✓	✓	✓
Processing Time	✓	✓	✓
Response Time	✓	✓	✓
Measure	Reduce the average processing times for obtaining a dam safety permit.	Average time to complete an inspection report	Streamline payment process after auction for applicants that elect to receive payments.
Baseline Value	240	60	12
Current Value	140	10*	3
Current Date	7/27/2015	7/27/2015	7/27/2015
Target Value	60	30	3
Measurement Unit	Days	Days	Months
Current Improvement	-41.7%	-83.3%	-75.0%
Target Improvement	-75.0%	-50.0%	-75.0%
Customer Experience/Quality Outcome	Dam safety applicants will receive their dam repair permits faster. The streamlined application forms and updated guidance will be easier for applicant to understand and execute.	Faster receipt of inspection reports by alleged respondent provides opportunity to achieve prompt, effective compliance.	The claims recipients will receive a decision in reimbursements faster.

*Current value (the improvement achieved) for this project exceeds the target value

Agency Name	Department of Energy and Environmental Protection	Department of Energy and Environmental Protection	Department of Mental Health and Addiction Services
Project/Event Name	DEEP Owned Public Water Supply Wells – Sampling and Inspection Program	Wastewater Treatment System Modification Approval Process- 3(i) Approvals	Outpatient Clinical Assessments*
Processing Steps	✓	✓	✓
Processing Time	✓	✓	✓
Response Time	✓		
Measure	Reduce wells out of compliance from 25% to 0% (sanitary survey results for DPH)	3(i)(2) approval processing time	Reduce the amount of assessments
Baseline Value	25%	30	180
Current Value	15%	5	9*
Current Date	3/20/2015	7/27/2015	8/31/2015
Target Value	0%	5	15
Measurement Unit	Percent	Days	Forms
Current Improvement	-10	-83.3%	-95.0%
Target Improvement	-25	-83.3%	-91.7%
Customer Experience/Quality Outcome	Ensure public's confidence that DEEP's owned public water supply wells with DPH and EPA regulations are in compliance.	Applicants will receive their authorization faster. The application forms and guidance will be easier for applicants to understand and execute.	Expedite the intake process in order to facilitate same day access for our clients.

*Current value (the improvement achieved) for this project exceeds the target value

Agency Name	Department of Motor Vehicles	Department of Motor Vehicles	Department of Public Health	Department of Public Health
Project/Event Name	AAA Enhancement: Credit/Debit	Stamford Appointment Only Branch*	Improve Contracting Process: DPH Administration Branch	Physician Investigation Process*
Processing Steps	✓		✓	✓
Processing Time	✓	✓	✓	✓
Response Time		✓		
Measure	To help reduce traffic in the branch offices	Reduce wait times	Percent of contracts executed within 134 days	Decrease average time to complete an investigation from intake and referral to legal office
Baseline Value	280,000	27	69%	667
Current Value	130,000	8*	69%	164*
Current Date	7/29/2015	7/27/2015	7/30/2015	3/1/2015
Target Value	130,000	10	90%	180
Measurement Unit	Files	Minutes	Percent	Days
Current Improvement	-53.6%	-70.4%	0	-75.4%
Target Improvement	-53.6%	-63.0%	21	-73.0%
Customer Experience/ Quality Outcome	Customers can utilize credit cards and are no longer turned away at AAA offices.	Customers are waited on more quickly	Reduced time to execution allows providers a consistent timeframe to ramp-up for provision of services and supports more timely payment of funds to provider.	Reduced impact on respondents' credentialing and privileging process, the public gets a quicker resolutions of their concerns whether or not they agree with them, the Board is satisfied to see that cases are not lingering, and staff are less stressed carrying cases for long periods of time.

*Current value (the improvement achieved) for this project exceeds the target value

Agency Name	Department of Rehabilitation Services	Department of Revenue Services	Department of Revenue Services	Department of Social Services
Project/Event Name	Medical Records Translation Process	Field Agent Collection Process	International Fuel Tax Agreement II	Fair Hearing Scheduling Process
Processing Steps	✓			✓
Processing Time	✓			✓
Response Time		✓	✓	
Measure	Reduce the average number of days to process medical record translations	Increase the amount of warrants issued by Collection field agents	Process - percent of taxpayers using electronic filing option	Increase the number of timely scheduled hearings and timely issued hearing decisions
Baseline Value	61	759	20%	70%
Current Value	36	5,798*	88%	90%
Current Date	8/10/2015	7/30/2015	7/30/2015	7/13/2015
Target Value	30	5,000	100%	100%
Measurement Unit	Days	Claims	Percent	Percent
Current Improvement	-41.0%	663.9%	68	20
Target Improvement	-50.8%	558.8%	80	30
Customer Experience/ Quality Outcome	Customers receive services faster.	Having agents in the field with mobile technology allows them to provide onsite services when meeting with taxpayers, including payment processing, account review and education on how to use our Taxpayer Service Center for managing their accounts.	Customers can now "self-service", and get real time information directly from the system instead of have to correspond with DRS for the same information. System has checks and balances which eliminates most common errors when filing.	We have been able to schedule more timely hearings and issue more timely hearing decisions to clients. Clients' hearings issues are resolved faster and clients' benefits are continued pending the outcome of a hearing.

*Current value (the improvement achieved) for this project exceeds the target value

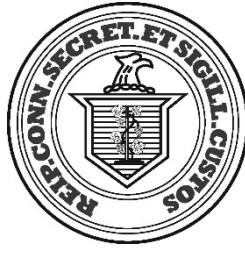
Agency Name	Department of Transportation	Department of Transportation	Department of Transportation
Project/Event Name	Concurrence Process Review	Consultant Liaison Process Improvement*	E-Construction
Processing Steps	✓	✓	✓
Processing Time	✓	✓	✓
Measure	Reduce time to complete	Reduce time to complete	Reduce the number of forms converted
Baseline Value	8	100	11
Current Value	4	1*	2
Current Date	8/28/2015	9/11/2015	9/11/2015
Target Value	2	30	2
Measurement Unit	Weeks	Days	Forms
Current Improvement	-50.0%	-100.0%	-81.8%
Target Improvement	-75.0%	-70.0%	-81.8%
Customer Experience/ Quality Outcome	It will assist individuals, the business community and municipalities to complete the process in about 1/4 of the time it takes today.	Bridge repairs done more quickly and efficiently. Has a great impact to the overall health of our CT Bridges	Documents and forms would be more assessable to all parties involved, paper waste and time would be greatly saved by improving this process.

*Current value (the improvement achieved) for this project exceeds the target value

Agency Name	Military Department	Office of the Chief Medical Examiner	Teachers Retirement Board
Project/Event Name	Military Funeral Honors payment processing	Toxicology Turn-Around Time(TAT) Process	Employer Group Waiver Plan
Processing Steps	✓	✓	✓
Processing Time	✓	✓	
Response Time		✓	
Measure	Reduce the number of tasks performed by state staff	Reduce average toxicology TAT	Reduce prescription drug costs
Baseline Value	10	139	\$ 100,000,000
Current Value	1	9	\$ 80,000,000
Current Date	6/22/2015	4/23/2015	4/23/2015
Target Value	1	3	\$ 60,000,000
Measurement Unit	Hours	Days	Dollars
Current Improvement	-90.0%	-93.5%	-20.0%
Target Improvement	-90.0%	-97.8%	-40.0%
Customer Experience/ Quality Outcome	The amount of steps and redundancy eliminated has allowed the agency to assign other duties and responsibilities to the Military Administrative & Programs Officer. These duties were once the responsibilities of other state managers who have retired and now do not need to be refilled.	The customers (families, medical professionals, courts, etc.) are receiving responses more quickly.	The state of CT and retirees pay less for the same service.

Agency Name	University of Connecticut Health Center	University of Connecticut Health Center	University of Connecticut
Project/Event Name	Improve Emergency Department Throughput	Improve Outcomes for Heart Attack Patients	Facilities Operations and Building Services Reorganization
Processing Steps			✓
Response Time	✓	✓	
Measure	Percent of patients who leave without being seen	Percent of EMS patients receiving STEMI Alert/Cath Lab Pre-activation	Reduce overall Facilities expenditures by rebidding cleaning contract and reducing overtime.
Baseline Value	2.73%	46%	
Current Value	0.68%	82%	
Current Date	8/13/2015	8/13/2015	8/13/2015
Measurement Unit	Percent	Percent	Dollars
Current Improvement	-2.05	32	-\$ 4,900,000

For more information on these projects, please see the agency's section of this report.



Office of the Secretary of the State

Denise W. Merrill, Secretary of the State

James F. Spallone, Deputy Secretary of the State

Tina Prakash, Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The Secretary of the State recently began applying Lean principles in order to improve how we serve our constituents and other agencies. We are identifying areas for improved efficiency while maintaining quality and adding value to our services and products. By measuring key performance indicators at an agency level as well as at the division and program levels, we hope to identify areas for future and continuous improvement.

Project Event/Name	Blue Book Project
Brief Description/Overall Goal	To publish Blue Book earlier in the year through creating process efficiencies, while increasing the quality of the book's contents.
Measure	Reduce the number of steps in the process
Project Start Date	3/24/2014
Project Completion Date	3/28/2014
Reporting Date	4/23/2015
Baseline Value	58
Current Value	25
Target Value	15
Measurement Unit	Steps
Current Improvement	-57%
Target Improvement	-74%



Office of the State Comptroller

Kevin Lembo, Comptroller

Martha Carlson, Deputy Comptroller

Brenda Halpin, Agency Lean Coordinator

The mission of the Office of the State Comptroller is to provide accounting and financial services, to administer employee and retiree benefits, to develop accounting policy and exercise accounting oversight, and to prepare financial reports for state, federal and municipal governments and the public.

Project Event/Name	The PeopleSoft/Oracle CT Pension Module Project	Vendor Payments by ACH
Division/Program	Retirement Services Division	Accounts Payable
Opportunity/Issue/Problem	This is the PeopleSoft/Oracle CT Pension Module Project. The purpose of the project is to implement tool and process changes that reduce backlogged retirement finalizations and enable improved customer service.	Paying vendors by Direct Deposit (ACH) vs. check is a sound business practice that saves time and money. Many vendors are reluctant to receive their payments electronically for a variety of reasons. We are working to overcome them.
Brief Description/Overall Goal	Streamline business processes, improve customer and self-service, leverage new enabling technology, reduce administrative backlog.	The goal of this project is to increase vendor acceptance of the ACH payment method by developing technological solutions and process improvements to address vendors' reluctance to participate.
Measure	The main measure is the number of retirement applications that have to be finalized.	The count of vendor payments eligible for ACH is tracked by a system query and the percentage of those payments made via ACH should increase. We also separately measure the statistics for Connecticut towns, a subgroup of the vendor counts.
Project Start Date	6/1/2013	1/2/2009
Project Completion Date	3/31/2017	
Reporting Date	8/27/2015	8/14/2015
Baseline Value	13,500	40%
Current Value	13,500	49%
Target Value	0	100%
Measurement Unit	Files	Percent
Current Improvement	0	9
Target Improvement	-100%	60



Department of Revenue Services

Kevin Sullivan, Commissioner

Joseph Mooney, Deputy Commissioner

Kelli Sullivan, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

We lead from where we are, refocus on where we want to go, build on our strengths, and shape our future.



Project Event/Name	Bankruptcy Process Lean	Field Agent Collection Process	International Fuel Tax Agreement II
Division/Program	Audit & Compliance	Audit/Compliance	Audit Compliance
Opportunity/ Issue/Problem	<ul style="list-style-type: none"> •Streamline Correspondence received by the Bankruptcy Group •Automate receipt of bankruptcy notification from the Bankruptcy Courts using electronic features (email, EDI or other automated method) •Create a “NEW” Bankruptcy Database to allow for more integrated and automated features •Reduce backlog of Problem Review Items (PRI's) 	Streamline the field collection process, keep field agents in the field instead of in the office to increase collection revenues and educate business taxpayers.	NY state ceased returns processing for the International fuel tax agreement. This project positioned CT with a new group of member states with a Kentucky hosting the application
Brief Description/ Overall Goal	Streamline process for receipt of correspondence, automate bankruptcy notification process, reduce backlog of	Increase revenue collected by keeping field agents in the field with mobile technology	Implement a new fuel tax return processing system
Measure	Reduction of backlog of Problem Review Items (PRI's)	Warrants issued by Collection field agents	Process - percent of taxpayers using electronic filing option
Project Start Date	3/23/2015	12/8/2014	12/4/2012
Project Completion Date	3/27/2015	12/11/2014	12/31/2014
Reporting Date	6/22/2015	7/30/2015	7/30/2015
Baseline Value	481	759	20%
Current Value	154	5,798	88%
Target Value	100	5,000	100%
Measurement Unit	Claims	Claims	Percent
Current Improvement	-68%	664%	68
Target Improvement	-79%	559%	80



Office of Governmental Accountability/Office of the Executive Administrator

Shelby J. Brown, Executive Administrator

Joseph Olender, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

As an agency designed to create efficiencies in delivery of Human Resources, Fiscal, Administrative and Information Technology services, OGA/OEA embraces the philosophy of efficiency in operations, continuous improvement, and continuous learning. In this reporting period, we began to identify processes that will undergo process improvement; going forward, as we develop the agency's strategic plan, we will incorporate LEAN methodology in setting goals, implementing process improvements, and educating our employees.



Office of Policy and Management

Benjamin Barnes, Secretary

Susan Weisselberg , Deputy Secretary

Kathy Taylor, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The Office of Policy and Management (OPM) values the use of process improvement activities, such as Lean, in order to improve customer service and increase efficiency in our daily work. Lean enables OPM to further focus on mission-critical activities, encourage feedback from our external and internal partners, and foster employee engagement in our change efforts.

In addition to its internal agency work, OPM is home to the LeanCT program, a statewide process improvement initiative mandated by the Governor. OPM leads the Statewide Process Improvement Steering Committee, a group of 15 state agency members who provide guidance and oversight for projects statewide that are making state agency business processes and systems more timely and responsive to customers. To this end, OPM has dedicated resources to coordinate the statewide continuous improvement effort, fund agency Lean projects statewide, and promote Lean thinking through training, workshops, site visits, coaching, facilitation, and other support as needed.



Project Event/Name	Small Town Economic Assistance Program - Grant Program Improvements			
Division/Program	STEAP			
Opportunity/ Issue/Problem	Improve efficiency and timeliness of STEAP Grant administration by establishing standard administrative processes where possible; identify and eliminate redundancies and/or triggers that lead to rework and turn-backs.			
Brief Description/ Overall Goal	Reduce delays in dissemination of applicant data to agencies for cursory vetting review - pre award	Reduce delays in the dissemination of applicant data to agencies once grant administration is assigned - post award	Reduce allotment processing delays	Reduced processing time via establishment of Standard Grant Conditions pre-Approved by the Attorney General
Measure	Number of hours information sharing is delayed	Number of hours information sharing is delayed	Number of days an allotment is delayed	Number of days to get contract prepared for full execution
Project Start Date	3/3/2014			
Project Completion Date	3/7/2014			
Reporting Date	8/25/2015			
Baseline Value	3	3	90	90
Current Value	2	0.5	60	29
Target Value	2	1	30	30
Measurement Unit	Hours	Hours	Days	Days
Current Improvement	-33%	-83%	-33%	-68%
Target Improvement	-33%	-67%	-67%	-67%



Department of Veterans' Affairs

Sean M. Connolly, Commissioner

Tammy Marzik, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The DVA continues with our mission of “serving those who served” by assessing the past, current and future challenges that our veterans and their families are and will be facing as they emerge by identifying resources that address these needs . To advocate for the full benefits of federal, state and local laws affording claims representation, counseling, employment services, financial rights, privileges and benefits for Connecticut veterans and their families who are and have been members of the Armed Forces of the United States. The DVA consistently strives to improve services, increase efficiencies, and remains focused on the ever changing needs of veterans and their families to assure they receive the assistance that they are entitled to. With the current study and reimaging of the DVA Campus being a priority, Lean will be key in assuring continuous improvements in all that we do in our efforts to provide world class service to CT's Veterans and their families.



Department of Administrative Services

Melody A. Currey, Commissioner

Toni Fatone, Deputy Commissioner

Pasquale J. Salemi, Deputy Commissioner

Mark Raymond, Chief Information Officer

Jason Crisco, Agency Lean Coordinator

Len Smith, DAS/BEST Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

DAS will work to eliminate wasteful activity and unnecessary processes while remaining transparent and supporting systems of fairness and procedural justice.



Project Event/Name	IT Procurement Process Improvement			Procurement Catalog Management Review
Division/Program	Bureau of Enterprise Systems and Technology			Procurement
Opportunity /Issue/Problem	Improve the IT procurement process by eliminating multiple and/or duplicative steps between the agency process and the DAS/BEST procurement processes in order to improve the efficiency and decrease the time it takes for approval and purchase of technology.			The process of obtaining, reviewing, cleansing and loading contract vendor catalogs is complex, time-consuming and involves many hands. There is a significant need to review these processes and streamline the steps involved, shorten the process and increase the number of catalogs available for agency purchasers to ensure ease of ordering.
Brief Description/ Overall Goal	Reduce the amount of time required to complete IT “contractual purchases”			Streamline catalog management process through the elimination of extra steps
Project Start Date	5/6/2013			1/5/2015
Current Date	7/12/2014	7/1/2014	7/1/2014	8/26/2015
Project Completion Date	5/10/2013			1/9/2015
Goal Statement	Reduce the amount of time it takes to complete the overall process			Streamline catalog management process through the elimination of extra steps
Measure	Reduce the amount of time required to complete IT “contractual purchases”	Reduce the amount of time required to complete IT Invitations to Bid (ITB)	Reduce the amount of time required to complete IT Request for Proposals (RFP)	Reduction in steps to shorten process time and increase number of catalogs available
Measurement Unit	Days	Days	Days	Steps
Baseline Value	30	60	240	15
Current Value	10	55	200	7
Target Value	5	30	180	7
Current Improvement	-66.7%	-8.3%	-16.7%	-53.3%
Target Improvement	-83.3%	-50.0%	-25.0%	-53.3%

Project Event/Name	School Construction Grant Program Review			Tuition Reimbursement Program Review
Division/Program	Division of Construction Services, Office of School Facilities			Statewide Human Resources
Opportunity/ Issue/Problem	The grant application timetable is not in line with construction industry standards, somewhat due to incomplete or missing documentation on applications; a delayed construction schedule is a cost to taxpayers. Additionally, grant process reimbursements are done with minimal cost overrun oversight considerations.			The process is very long and has too much unnecessary waste (specifically waiting, transport, and rework).
Brief Description/ Overall Goal	Reduction in time to complete the overall process			Reduce the number of late applications through increased education
Project Start Date	5/4/2015			6/15/2015
Current Date	8/24/2015	8/24/2015	8/24/2015	8/25/2015
Project Completion Date	5/8/2015			6/17/2015
Goal Statement	Reduce the amount of time it takes to complete the overall process			Reduce the number of late applications through increased education
Measure	Reduction in time for Payment process	Reduction in time for School Plan Review process	Reduction in time of Grant Application Process to commitment	Reduce the amount of late applications received.
Measurement Unit	Days	Weeks	Weeks	Requests
Baseline Value	23	9	4	176
Current Value	20	4	3	176
Target Value	17	4	2	100
Current Improvement	-13.0%	-55.6%	-25.0%	0.0%
Target Improvement	-26.1%	-55.6%	-50.0%	-43.2%



Department of Emergency Services and Public Protection

Dora B. Shriro, Commissioner

Colonel Brian Meraviglia, Deputy Commissioner

William P. Shea, Deputy Commissioner

Captain Samuel Izzarelli Jr., Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The Department of Emergency Services and Public Protection is committed to embracing the principles and practices of LEAN in the operation of the department. DESPP recognizes the importance of continually examining the methods by which we accomplish our mission to ensure that they are efficient and effective.



Project Event/Name	HCP/OPA Overtime Process Streamlining Project		SPBI Work Flow Requirements for MNI/CCH Replacement	
Division/Program	Division of State Police		Division of State Police	
Opportunity/ Issue/Problem	There are 45,000 assignments for troopers at Highway Construction and Other Project Assignments Yearly. The current system used to assign the jobs is an outdated Access database with limited functionality.		DESPP is currently moving forward with the development of business requirements for the replacement of the SPBI State Police Bureau of Identification criminal history repository (Master Name Index / Computerized Criminal History System MNI/CCH). This aging system was developed thirty years ago and is the primary means of disseminating and maintaining criminal history for the State of Connecticut. The processes built up over the last thirty years coupled with technological deficiencies including an aging AFIS Automated Fingerprint Identification System and interface issues between law enforcement agencies and court operations have led to significant criminal disposition back-logs, non-criminal requests for criminal history back-logs and synchronization issues between SPBI and the FBI.	
Brief Description/ Overall Goal	Develop a system that more efficiently allows customers to request, hire and schedule troopers while reducing unfilled assignments and expediting the invoicing process.		The project seeks to develop the business requirements for the replacement of the state's Computerized Criminal History System. This aging system is the primary means of disseminating and maintaining criminal history for the state.	
Measure/KPI	Seeking to reduce the number of invoice errors to <1%	Reduce the average time between completion of assignments and agency reimbursement	Eliminate or mitigate error resolution to less than 10% of records	Reduce turn-around time for civil criminal history checks to less than 10 business days for all checks
Project Start Date	11/17/2014		1/26/2015	
Project Completion Date	11/21/2014		1/30/2015	
Reporting Date	6/10/2015	6/16/2015	6/9/2015	6/12/2015
Baseline Value	20	90	90	19.9
Current Value	20	90	90	11.4
Target Value	1	7	10	10
Measurement Unit	Percent	Days	Percent	Days
Current Improvement	0	0	0	-43%
Target Improvement	-19	-92%	-80	-50%



Department of Motor Vehicles

Andres Ayala, Commissioner

Michael Bzdyra, Deputy Commissioner

Cindy Zuerblis, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

DMV Evolution: The agency is committed to reviewing their work processes to identify inefficiencies and wastes in a continuous evolving manner.



Project Event/Name	AAA Enhancement: Credit/Debit	CORE-Positions Report	Driver Services - Scanning
Division/Program	Branch Operations Division	Fiscal	Division of Driver Regulation/Driver Services Unit
Opportunity/ Issue/Problem	Customers unable to utilize credit/debit cards at AAA. Forced to go to branch office.	Our Human Resources and Fiscal Divisions were unable to accurately identify vacancies and many job descriptions needed updating.	Documents in Driver Services were being touched multiple times by multiple individuals. There was also a need to eliminate the massive files stored in Driver Services.
Brief Description/ Overall Goal	To offer customers alternative methods of payment at AAA offices	To have an accurate count of vacancies between Human Resources and Fiscal and current job descriptions which will allow our agency to fill vacate positions in a timely manner and to minimize the amount of pending transactions.	Re-design the process workflow to integrate/optimize the use of scanning in the Driver Services Unit.
Measure	To help reduce traffic in the branch offices	To reduce the amount of time involved in producing these reports and to ensure they are produced with the most up to date information.	To reduce the number of steps involved in processing correspondence
Project Start Date	3/5/2015	6/3/2013	8/4/2014
Project Completion Date	8/15/2014	9/1/2014	8/8/2014
Reporting Date	7/29/2015	7/29/2015	7/27/2015
Baseline Value	280,000	60	68
Current Value	130,000	2	31
Target Value	130,000	2	46
Measurement Unit	Files	Days	Steps
Current Improvement	-54%	-97%	-54%
Target Improvement	-54%	-97%	-32%

Project Event/Name	Internal Hearing Notifications	Lease Company - Blanket Insurance	Overnight Ground Delivery
Division/Program	Legal Services Division/Administrative Hearings	Division of Vehicle Regulation - Leasing Unit	Facilities-Mail Room
Opportunity /Issue/Problem	The process of notifying multiple units of hearing dates/times is a waste of employee time and resources.	The process of filing insurance for lease companies with partial blanket or specific insurance was a very timely process.	Overnight packages were being handled multiple times and extra charges were being applied to packages because of this.
Brief Description/ Overall Goal	To no longer require manual notification of hearing dates/times	To have all lease companies switch to blanket insurance	To reduce the amount of man hours involved in processing overnight packages and to cut costs.
Measure	Reduce the man hours involved in notification of hearing dates and times	Reduce the processing time for insurance filings	Reduce the processing time
Project Start Date	4/27/2015	2/4/2014	4/7/2015
Project Completion Date	5/4/2015	4/23/2015	6/10/2015
Reporting Date	7/29/2015	7/30/2015	7/29/2015
Baseline Value	100	30	5
Current Value	52	5	2
Target Value	52	5	2
Measurement Unit	Hours	Minutes	Minutes
Current Improvement	-48%	-83%	-60%
Target Improvement	-48%	-83%	-60%

Project Event/Name	QSC Improvement Additional CDL/MC (Walk-In)	Stamford Appointment Only Branch
Division/Program	Branch Operations Division	Branch Operations Division
Opportunity/Issue/Problem	To eliminate the need to utilize an outside vendor for testing.	The wait times in some branch offices can sometimes range from 1/2 hours to hour for a simple transaction. Customers need quick service.
Brief Description/Overall Goal	To eliminate the need to use an outside vendor	To give the customer the ability to make an appointment for DMV transactions which will shorten their time at DMV.
Measure	To eliminate using an outside vendor and the cost associated with it.	Reduce wait times
Project Start Date	12/2/2013	6/18/2014
Project Completion Date	11/12/2014	10/16/2015
Reporting Date	7/27/2015	7/27/2015
Baseline Value	\$ 8,236	27
Current Value	\$ 0	8
Target Value	\$ 0	10
Measurement Unit	Dollars	Minutes
Current Improvement	-100%	-70%
Target Improvement	-100%	-63%



Department of Banking

Jorge Perez, Commissioner

Leanne Appleton, Agency Lean Coordinator

Project Event/Name	System-Based Licensure for Certain Financial Service Industries
Division/Program	Consumer Credit Division
Opportunity/Issue/Problem	Using the national licensure system (NMLS) for certain non-mortgage license types will help increase uniformity among application processes nationally; streamline process and reduce paper; enable sharing of information in a secure environment among regulators; give businesses easy access to the status of their applications and/or regulatory actions.
Project Start Date	4/1/2014
Project Completion Date	6/17/2015



Connecticut Military Department

Major General Thaddeus J. Martin, Commissioner

Brigadier General Mark A. Russo, Deputy Commissioner

Russell J. Bonaccorso, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

In order to improve processing times for the agency's statutory responsibilities, the Connecticut Military Department is applying the principles of LEAN. The goal is to improve or eliminate identified areas of inefficiency and redundancy in order to maximize both individual and team processes.

Project Event/Name	Maintenance purchasing & procurement	Military Federal reimbursements	Military Funeral Honors payment processing	State Active Duty payment processing
Division/Program	Facilities Management Office (FMO)	State Military Fiscal Administration	State Military Administration & Programs	State Military Administration & Programs
Opportunity/ Issue/Problem	To improve the process in which maintenance staff throughout the CTMD purchase supplies and equipment for the maintenance of state military facilities.	To reduce the amount of time between the completion of a project and the date the agency is reimbursed through the USPFO	Reduce the processing time of the Military Funeral Honors program	Reduce the amount of time to the completion of duty to the date the National Guardsman receives payment
Brief Description/ Overall Goal	To provide maintenance staff the tools to improve purchasing	Reduce the amount of time between a federally reimbursable project is completed to payment received	To reduce the amount of hours and redundancy in processing payments to Military Funeral Honors personnel	To reduce the amount of time from when a guardsmen performs duty to the date they receive a check/payment
Measure	Reduce the number of days in purchasing	Receive reimbursement from the federal government in the quickest time possible	Reduce the number of tasks performed by state staff	Guardsmen receive checks in the fastest time possible
Project Start Date	3/11/2015	1/10/2014	12/11/2013	10/8/2013
Project Completion Date	8/10/2015	1/24/2014	12/11/2013	11/7/2013
Reporting Date	6/22/2015	6/22/2015	6/22/2015	6/22/2015
Baseline Value	4	18	10	12
Current Value	4	12	1	4
Target Value	2	12	1	4
Measurement Unit	Weeks	Months	Hours	Weeks
Current Improvement	0%	-33%	-90%	-67%
Target Improvement	-50%	-33%	-90%	-67%



Department of Consumer Protection

Jonathan A. Harris, Commissioner

Michelle Seagull, Deputy Commissioner

John Neumon, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

To align processes to the agency's core mission and to infuse process improvement as a philosophy.



Project Event/Name	Frauds Division: Complaint Intake	Gaming Division: Casino Licenses	
Division	Frauds Division - Complaint Center	Gaming/Casino Licenses	
Opportunity /Issue/Problem	The average time to make initial contact with complainant is too long (2 months).	Regular and managerial casino license have significant requirements. Regular renewals involve every casino worker to submit paperwork annually. Managerial applications require a full background check through the Connecticut State Police	
Brief Description/ Overall Goal	To decrease initial contact time to complainant	To streamline the casino license application and renewal process.	
Project Start Date	1/6/2014	11/17/2014	
Current Date	4/1/2014	9/10/2015	9/10/2015
Project Completion Date	1/10/2014	11/21/2014	
Goal Statement	To decrease initial contact time to complainant	To streamline casino license applications	To streamline casino license renewals
Measure	Days to Contact	Days to license	Eliminate renewal application by employee in lieu of list by employer
Measurement Unit	Days	Days	Days
Baseline Value	60	180	90
Current Value	1	30	30
Target Value	1	60	60
Current Improvement	-98%	-83%	-67%
Target Improvement	-98%	-67%	-33%



Department of Labor

Sharon M. Palmer, Commissioner

Dennis C. Murphy, Deputy Commissioner

Stephen Dombrowski, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

Established in May 2004, the Connecticut Department of Labor's *Center for Lean Government Services* assists government agencies, municipalities, and non-profit organizations develop a culture of continuous improvement with an emphasis on the relentless elimination of waste. The *Center* works to identify complex and burdensome business processes that create waste and inefficiency. By applying Lean principles, the *Center's* customers can strive for better organizational performance, streamlined processes, and customer-focused services.



Project Event/Name	Additional Claims/Re-Opened Claims Process	Wage & Workplace Standards Mobile Computing (WWMC)
Division/Program	Unemployment Insurance - Call Centers	Wage & Workplace Standards
Opportunity/ Issue/Problem	Additional Claims/Re-Opened Claims Process is cumbersome to the customers of the Call Center. Objective of the Lean event is to identify the inefficiencies of the process along with any bottlenecks and to implement solutions. These include revamping the Interactive Voice Response (IVR) option and Claimant Screening Questions.	To provide hardware and software in conjunction with a modern case management system while at the same time eliminating processes that are redundant or not necessary. Complete mapping sessions to ascertain the solutions available to build a new case management system.
Brief Description/ Overall Goal	Change/Revamp the Additional Claims/Re-Opened Claims processes in the Agency Call Centers. Goal is to simplify the "call in" procedures to reduce the customer wait time.	To provide hardware and software in conjunction with a modern case management system while at the same time eliminating processes that are redundant or not necessary.
Measure	To reduce the amount of time it takes for the Call Center staff to successfully process an Additional Claim and/ to Re-Open a Claim.	To reduce the amount of time it takes.
Project Start Date	5/8/2015	5/13/2015
Project Completion Date	6/12/2015	
Reporting Date	8/11/2015	8/14/2015
Baseline Value	0	0
Current Value	75	240
Target Value	10	15
Measurement Unit	Minutes	Minutes
Current Improvement	N/A	N/A
Target Improvement	-87%	-94%



Workers' Compensation Commission

John A. Mastropietro, Chairman

Sanda Cunningham, Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The Workers' Compensation Commission continually strives to improve and streamline processes and procedures in order to decrease the amount of time it takes to provide a product or service to the workers' community, including injured workers, attorneys, insurers, other State agencies and all other stakeholders. As a small agency with some staffing issues during the past year, we were unable to conduct a full-fledged, week-long LEAN event. We were able to use a similar informal evaluation process to make significant improvements to the Commissioner Evaluation Program. The process consists of sending out 50 surveys per month per Commissioner (total of 800) to parties at hearings including claimants, claimants' and respondents' attorneys, and insurance company hearing representatives. The original survey was very cumbersome at five pages long, and the process to generate the list of recipients was not user-friendly. The new survey is one page long, with additional space for optional comments, and the computer system now counts the requested parties, flagging the operator if duplicates have been selected. Now that the survey is one page and the computer system automatically generates the cover letter, the automated folding and envelop-stuffing machine can be utilized, rather than having the operator manually fold and stuff 800 surveys per month.

Project Event/Name	Commissioner Evaluation Program			
Opportunity/ Issue/Problem	To redesign the survey form, and the computer system, to make the survey one page instead of five to encourage responses, and to update the data entry process to facilitate the ability to utilize the information.			
Brief Description/ Overall Goal	Eliminate variation of surveys mailed out per commissioner per month; mail 50 surveys consistently each month.	Increase the percent of completed surveys	Reduced average time required to generate survey list	Reduce average time required to data enter each survey
Measure	Variation of the number of surveys mailed each month	Completion rate	Hours per month	Minutes to complete data entry once information is received
Project Start Date	5/1/2014			
Project Completion Date	1/1/2015			
Reporting Date	9/10/2015			
Baseline Value	20	14%	5	6
Current Value	4	21%	1	1
Target Value	0		1	0.5
Measurement Unit	Surveys	Percent	Hours	Minutes
Current Improvement	-80%	7%	-80%	-83%
Target Improvement	-100%	N/A	-80%	-92%



Commission on Human Rights and Opportunities (CHRO)

Tanya Hughes, Executive Director

Spencer Hill, Agency Lean Coordinator

The mission of the Connecticut Commission on Human Rights and Opportunities is to eliminate discrimination through civil and human rights law enforcement and to establish equal opportunity and justice for all persons within the state through advocacy and education.

Project Event/Name	Aged Inventory Reduction Plan	Paperless Committee	Statutory Procedural Changes	Uniformity Committee
Division	CHRO Regional Offices/Legal	Full Agency	Legislative Liaison/Legal Division	CHRO Regional Offices
Opportunity/ Issue/Problem	What steps and improvements to the Commission's process can be implemented to reduce the number of aged cases?	Much of the agency's forms are in paper-only format. By making these forms electronic and available online, there will be increased availability, responsiveness, and faster processing times and accuracy. There will also be reduced costs and a positive environmental impact.	Much of the Commission's process is grounded in Connecticut's statutes. In order to make necessary changes to our process to increase efficiency, legislation needs to be passed.	The Commission's regional offices currently employ their own forms and have slight variations in process. By making all of these forms and processes uniform, there will be greater efficiency and responsiveness throughout the agency.
Brief Description/ Overall Goal	Reduce the number of aged cases currently being handled by the Commission.	Transfer all intake forms and records to electronic format.	Reduce the time frames for investigation and process of complaints.	Reduce the number of different intake forms used by the agency.
Project Start Date	12/12/2014	6/30/2015	12/12/2014	12/12/2014
Reporting Date	8/25/2015	8/25/2015	8/25/2015	8/25/2015
Project Completion Date	12/31/2015	12/31/2015	6/30/2015	6/3/2016
Measure	Reduce the number of aged cases each regional office has in its inventory.	Make all intake and reporting forms available electronically to the extent possible, as well as Office of Public Hearing Cases.	Reduce the time frames for investigation of complaints	Reduce the number of intake forms used by the agency.
Measurement Unit	Cases	Forms	Days	Forms
Baseline Value	150	1	90	1000
Current Value	150	2	60	500
Target Value	0	8	60	500
Current Improvement	0%	100%	-33%	-50%
Target Improvement	-100%	700%	-33%	-50%



Office of Protection and Advocacy for Persons with Disabilities

Craig Henrici, Executive Director

The mission of the Office of Protection and Advocacy for Persons with Disabilities is to advance the cause of equal rights for persons with disabilities and their families by:

- increasing the ability of individuals, groups and systems to safeguard rights;
- exposing instances and patterns of discrimination and abuse;
- seeking individual and systemic remediation when rights are violated;
- increasing public awareness of unjust situations and of means to address them; and
- empowering people with disabilities and their families to advocate effectively.

Project Event/Name	Abuse Investigation Division Intake Process
Division/Program	Abuse Investigation Division
Opportunity/Issue/Problem	Opportunity to Increase Efficiency of the Intake System for the Abuse Investigation Division.
Brief Description/Overall Goal	Improve efficiency of intake process including identification of most serious cases for implementation of equitable distribution among Abuse Investigation Division staff
Measure	Streamline Intake Process
Project Start Date	6/25/2014
Project Completion Date	4/4/2015
Reporting Date	8/11/2015
Baseline Value	8
Current Value	8
Target Value	3
Measurement Unit	Hours
Current Improvement	0%
Target Improvement	-63%



Department of Agriculture

Steven K. Reviczky, Commissioner

George Krivda, Chief of Staff

Stephen Anderson, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The agency has completed one LEAN event over the last year, focusing on the Department's inspection process. The current Department of Agriculture (DoAg) inspection process is performed manually with minimal data entry and DoAg management is not able to measure or report effectively on inspections. The LEAN event in 2014 mapped out the inspection process and regulatory requirements, and established a plan for process improvements. The Department continues to have an ongoing commitment to efficiency and improving services to our customer base and will look for other areas where LEAN can be applied here at DoAg.

Project Event/Name	Department of Agriculture Inspection Process
Opportunity/Issue/Problem	The current DOA inspection process is performed manually with minimal data entry. DOA management is not able to measure or report effectively on numbers related to inspection types, violations, or completion times. FDA and internal audits require the agency staff to pull manual forms individually for review requiring extensive staff hours.
Brief Description/Overall Goal	To document all inspection related activities and outline a plan to address inefficiencies.
Project Start Date	6/23/2014
Current Date	7/8/2015
Project Completion Date	6/27/2014
Project Status	Complete
Measure	Reduce staff time to ledger data
Measurement Unit	Hours
Baseline Value	25
Current Value	25
Target Value	2.5
Current Improvement	0
Target Improvement	-90%



Department of Energy & Environmental Protection (DEEP)

Robert J. Klee, Commissioner

Michael Sullivan, Katie Dykes, and Susan Whalen, Deputy Commissioners

Nicole Lugli, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

Lean is a key enabler for DEEP's transformation with an emphasis upon addressing the various needs of our diverse customers. This is a critical growth strategy that provides efficiency, effectiveness, eliminates waste, and improves timeliness, accessibility, transparency and predictability. Staff are engaged to work within and across agencies on process improvements and are provided with time to address new challenges and demonstrate key performance results.



Project Event/Name	Dam Safety Permits	Preparing Inspection Reports for Wastewater Discharge Compliance Investigations		
Division/Program	Inland Wetlands Resources Division, Bureau of Water Protection & Land Reuse	Water Permitting and Enforcement Division, Bureau of Materials Management and Compliance Assurance		
Opportunity/ Issue/Problem	Improve timeframes for issuing dam safety permits and coordination among different divisions of agency reviewing applications. Increase number of sufficient applications.	Strengthen enforcement field capability and effectiveness. Discover ways to streamline inspection report preparation process. Enhance efforts to move towards an electronic management of these activities.		
Brief Description/ Overall Goal	Reduce the average processing times for obtaining a dam safety permit. Decrease number of insufficient applications: streamline application instructions and coordinate fishway determination prior to application submittal.	Reduce inspection report preparation time. Develop a Standard Operating Procedure (SOP) for process and evaluate documentation used in process. Improve tracking of inspection report completion and efficiency of document management capabilities.		
Measure	Reduce the average processing times for obtaining a dam safety permit.	Reduce the average time to prepare inspection reports.	Average time to complete an inspection report	Increase sampling at permitted facilities
Project Start Date	10/17/2011	10/21/2013		
Project Completion Date	10/21/2011	10/25/2013		
Reporting Date	7/27/2015	3/20/2015	7/27/2015	7/27/2015
Baseline Value	300	60	60	24%
Current Value	140	4.3	10	51%
Target Value	90	10	30	53%
Measurement Unit	Days	Days	Days	Percent
Current Improvement	-53%	-93%	-83%	27
Target Improvement	-70%	-83%	-50%	29

Project Event/Name	Intra-agency Response/Cost Recovery			Office of Long Island Sound Programs Certificate of Permission
Division/Program	Financial & Support Services and the Emergency Response & Spill Prevention Division			Bureau of Water Protection and Land Reuse/Office of Long Island Sound
Opportunity/ Issue/Problem	Improve the efficiency of processing cost recovery cases by DEEP's Financial Management Division and the Emergency Response & Spill Prevention Division			To evaluate the existing Certificate of Permission permit process from start to finish and determine areas where the process can be improved, and to create a plan to implement those improvements moving forward.
Brief Description/ Overall Goal	Focus on internal intra-agency work process for cost recovery cases including case initiation, evidence collection, case preparation and update internal transmission process from Emergency Response (ERU) Division to Cost Recovery (CR) program in Finance Division.			Evaluate the existing COP permitting process and determine process and determine areas where the process can be improved.
Measure	Reimburse (payment) department vendors within 2 to 4 months	Case preparation review and referral from ERU to CR	Streamline reimbursement to department vendors	Reduce processing time to issue COP.
Project Start Date	5/6/2013			5/14/2012
Project Completion Date	5/10/2013			5/18/2012
Reporting Date	3/18/2015	7/27/2015	7/27/2015	7/27/2015
Baseline Value	5	5	4	60
Current Value	1	1	2	40
Target Value	3	2	2	45
Measurement Unit	Months	Months	Months	Days
Current Improvement	-80%	-80%	-50%	-33%
Target Improvement	-40%	-60%	-50%	-25%

Project Event/Name	Short Process Permit Improvements			
Division/Program	Bureau of Materials Management & Compliance Assurance			
Opportunity/ Issue/Problem	Improve processing times and efficiencies for three short process permits: Aquatic Pesticides, Waste Transporters and Marine Terminals.			
Brief Description/ Overall Goal	Streamline permit processes to create standard work practices and timely issuance of permits. Identify opportunities for automation and e-government. As part of succession planning for these programs, development of SOPs are essential.			
Measure	Issue timely waste transporter permit renewals within regulatory timeframe	Reduce processing time of marine terminals permits	Reduce frequency of renewals submittal for marine terminals permits.	Reduce processing time of aquatic pesticides permits.
Project Start Date	10/17/2011			
Project Completion Date	10/21/2011			
Reporting Date	7/27/2015	7/27/2015	7/27/2015	7/27/2015
Baseline Value	120	90	3	90
Current Value	20	80	1	24
Target Value	20	80	1	30
Measurement Unit	Days	Days	Years	Days
Current Improvement	-83%	-11%	-67%	-73%
Target Improvement	-83%	-11%	-67%	-67%

Project Event/Name	Wastewater Treatment System Modification Approval Process- 3(i) Approvals		Optimization of State Fish Hatchery Production	
Division/Program	Water Permitting and Enforcement Division, Bureau of Materials Management & Compliance Assurance		Inland Fisheries Division, Bureau of Natural Resources	
Opportunity/ Issue/Problem	There are no operating procedures for processing 3(i) approval requests. The supporting information associated submitted with requests is highly variable and is often deficient. Deficient requests require multiple communications between staff and requester.		Optimize the production of fish at the state's 3 fish hatcheries, improve the quality of fish produced and maintain the infrastructure of each hatchery with reduced staffing levels to continue to provide memorable fishing experiences for CT's anglers.	
Brief Description/ Overall Goal	Engage in a value stream mapping exercise of these approval processes; develop SOPs and consider the feasibility of establishing an electronic tracking method for these activities which will ensure the workflow is proceeding in timely manner and enable DEEP to respond to inquiries concerning the approvals more efficiently.		Maintain statewide production goals (size and quantity) for all cultured salmonids and enhance the quality of cultured fish products at all three state owned hatcheries (Burlington, Kensington, and Quinebaug). In short-term, implement site improvements for reduction of predatory loss of fish and design fish quality assessment protocol.	
Measure	Reduce 3(i)(3) approval processing time	Reduce 3(i)(2) approval processing time	Reduce predatory loss of fish at Burlington Hatchery.	Improve physical appearance of fish at Quinebaug Hatchery
Project Start Date	10/17/2011		1/6/2014	
Project Completion Date	10/21/2011		1/10/2014	
Reporting Date	7/27/2015	7/27/2015	3/20/2015	3/20/2015
Baseline Value	47	30	0	0
Current Value	10	5	25%	50%
Target Value	10	5	50%	50%
Measurement Unit	Days	Days	Percent	Percent
Current Improvement	-79%	-83%	25	50
Target Improvement	-79%	-83%	50	50

Project Event/Name	DEEP Public Utility Regulatory Authority (PURA) Docket Management System	Electronic Waste Recycler Application Review Process	Interagency & Intra-agency DEEP Owned Public Water Supply Wells – Sampling and Inspection Program	
Division/Program	Public Utilities Regulatory Authority	Waste Engineering and Enforcement Division, Bureau of Materials Management and Compliance Assurance	Planning and Standards Division/Aquifer, Water Supply, Bureau of Water Protection & Land Reuse	
Opportunity/ Issue/Problem	Streamline business requirement processes of the DEEP's PURA Docket/Case Management System and identify opportunities to automate system	Transform and streamline a resource intensive application review process for the electronic waste recycler application and review process.	Efficiently manage the DEEP owned Public Water Supplies across the state to achieve compliance with regulations by Department of Public Health and Environmental Protection Agency by sharing the responsibilities across the Agency.	
Brief Description/ Overall Goal	Reduce the average processing times for obtaining a dam safety permit. Decrease number of insufficient applications: streamline application instructions and coordinate fishway determination prior to application submittal.	Streamline application review process for the electronic waste recycler application and review process for new applications, and develop a streamlined renewal process of re-certification for existing electronic recyclers.	Efficiently manage the DEEP owned Public Water Supplies across the state. Establish SOPs for program and investigate options for efficiency including sampling, costs, inspections, corrective actions duties and communication.	
Measure	Reduce averaging processing time for Class 1 renewable energy certifications	Reduce review and approval processing time for electronic waste recycler applications.	Reduce wells out of compliance from 25% to 0% (sanitary survey results for DPH)	Reduce percent of failing public water supply systems from 25% to 2%
Project Start Date	5/14/2012	4/28/2014	10/21/2013	
Project Completion Date	5/18/2012	5/2/2014	10/25/2013	
Reporting Date	7/27/2015	7/27/2015	3/20/2015	3/20/2015
Baseline Value	80	60	25%	25%
Current Value	40	30	15%	14%
Target Value	40	30	0%	2%
Measurement Unit	Days	Days	Percent	Percent
Current Improvement	-50%	-50%	-10	-11
Target Improvement	-50%	-50%	-25	-23



Connecticut Siting Council

Robert Stein, Chairman

Melanie Bachman, Acting Executive Director

Project Event/Name	Docket Management Workflow Process
Opportunity/Issue/Problem	Reduce paper, copying and postage for communication with nine-member Council and other parties.
Reporting Date	4/23/2015
Measure	Reduce costs by 25%
Measurement Unit	Dollars
Baseline Value	\$13,119
Current Value	\$5,327
Target Value	\$5,000
Current Improvement	-59.4%
Target Improvement	-61.9%



Department of Economic and Community Development

Catherine H. Smith, Commissioner

Tim Sullivan, Deputy Commissioner

Beatriz Gutierrez and George Norfleet, Agency Lean Coordinators

Agency’s Lean/Process Improvement Philosophy or Statement:

DECD’s mission is to develop and implement strategies to increase the state’s economic competitiveness. We do this by attracting and retaining businesses and jobs, revitalizing neighborhoods and communities, and preserving and promoting cultural and tourism assets. DECD’s LEAN process supports continued dedication to provide excellence in customer service and satisfaction through the promotion of efficiencies in client deliverables and expectations. These results can be realized through proactive involvement with clients, improved agency-wide communications, sharing of data, creating of a work environment of mutual respect and understanding, competencies training and the reduction of unnecessary activities, non-value add and reworks. Our diligent commitment to continuous process improvement coupled with these actions will ultimately increase productivity, reduce overall costs, increase client satisfaction and drive Agency esprit de corps.



Project Event/Name	Bond Commission Documents Process	Brownfield Process Improvement
Division/Program	Finance and Administration	Office of Brownfields
Opportunity/ Issue/Problem	<p>The current process for developing bond commission documents needs to be reevaluated. The process doesn't appear to adequately support the higher service levels required of DECD's programs. There is significant variance between program requirements, thus it becomes critical to develop a clear understanding of what are documents are required by OPM in support of this process while identifying redundancies and non-essential information that can result on wasted productivity and process delays. In addition, the bond council tax questionnaire certification requests, which are needed sometime after bond commission, should be reviewed to improve how these are obtained.</p>	<p>The current Brownfield funding process is inefficient and has many handoff's resulting in a very long cycle time. It takes too long from the time the team receives an application to when funds are disbursed to the project resulting in customer dissatisfaction and reduced productivity.</p>
Brief Description/ Overall Goal	Develop a streamlined bond commission process that will result in increased productivity, efficient use of staff resources, better process accountability, better product quality, and higher levels of internal/external customer satisfaction.	To document and streamline the current Brownfields administration and funding process.
Measure	Document the process and timeline for submission of documents and recommend opportunities for streamlining to be presented to OPM for approval.	cycle time, accuracy, quality
Project Start Date	9/9/2013	10/27/2014
Project Completion Date	9/13/2013	10/31/2014
Reporting Date	3/25/2015	3/25/2015
Baseline Value	3	12
Current Value	1	6
Target Value	1	2
Measurement Unit	Reports	Months
Current Improvement	-67%	-50%
Target Improvement	-67%	-83%

Project Event/Name	Master File Library Process
Division/Program	N/A
Opportunity/Issue/Problem	<p>The current system for the transferring, processing, and housing of Master Files and working files and their supporting documents needs to be reevaluated. The framework and process for this system was created approximately 12 years ago and has yet to be reviewed. The volume of submissions to the Library has steadily increased during this time, most recently due to the Small Business Express Program. There is a considerable back log of Master Files, individual supporting documents and audit documents needing to be processed, scanned and filed. As a result, critical documents are hard to find and staff wastes time looking through files in order to find needed information. There is also a need to address the current process for working files including retention and storage.</p>
Brief Description/Overall Goal	Develop a streamlined Master File Library process that will assure efficient record management and 100% compliance in accordance to statutory requirements.
Measure	Eliminate all files. The process starts with the creation of a new program and/or the administration of an existing program, and ends with the records disposition process per the record retention policy.
Project Start Date	7/29/2013
Project Completion Date	8/2/2013
Reporting Date	3/25/2015
Baseline Value	808
Current Value	0
Target Value	0
Measurement Unit	Files
Current Improvement	-100%
Target Improvement	-100%



Department of Housing

Evonne Klein, Commissioner

Nick Lundgren, Deputy Commissioner

Helen Muniz, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

To educate 100% of the DOH employees on the principles of LEAN, and through LEAN efforts, transform the department to collectively expand high quality affordable and supportive housing opportunities in an efficient and timely manner.

Project Event/Name	Business Office Process		CHAMP & 4% LIHTC Selection and Award Process Closing Process			
Division/Program	DOH Development/DECD Office of Finance and Admin		DOH Development CHFA Underwriting			
Opportunity/ Issue/Problem	Development streamlined business office processes that will assure efficient customer support, 100% compliance in accordance with statutory requirements and State accounting policies and CoreCT segregation of duties and roles.		To improve processing time for application to the Competitive Housing Assistance Multifamily Program while improving the quality of the application selection			
Brief Description/ Overall Goal	Development streamlined business office process to improve compliance with Energy Conservation Loans delinquent loans		Improving processing time for application review while improving the quality of the selection			
Measure	Eliminate redundancy in the servicing of the delinquent loans	Reduce average process time for approval of allotments	Decrease DOH/CHFA combined staff hours	Decrease steps to get to quality selection	Reduce number of site visits	Reduce time from approvals to contract closing
Project Start Date	10/1/2013		4/1/2013			
Project Completion Date	4/1/2014		4/1/2014			
Reporting Date	8/8/2015	8/8/2015	8/8/2015	8/8/2015	8/8/2015	8/8/2015
Baseline Value	10	6	1218	160	2	9
Current Value	1	0.04	345	47	1	5
Target Value	1	1	300	50	1	4
Measurement Unit	Hours	Days	Hours	Steps	FTEs	Months
Current Improvement	-90%	-99%	-72%	-71%	-50%	-44%
Target Improvement	-90%	-83%	-75%	-69%	-50%	-56%

Project Event/Name	Creating the DOH/CHFA Joint Closing Process				Master File		
Division/Program	DOH Development/CHFA Underwriting				DECD/Library		
Opportunity/ Issue/Problem	To develop a joint closing process for affordable housing developments funded by DOH and CHFA with the goal to eliminate duplication of efforts by staff and borrowers, reduce processing time and cost for our customer and improve overall customer service				Develop a streamlined Master File process that will assure efficient record management and 100% compliance in accordance with statutory requirements.		
Brief Description/ Overall Goal	Develop a joint closing process for DOH/CHFA co-funded projects to eliminate duplicate efforts by staff and borrowers, reducing processing time, customer costs and improve customer service				Develop a streamlined process that will assure efficiency record management and compliance with statutory requirements.		
Measure	Reduce number of closings	Reduce number of loan documents	Reduce hours at sit down closing	Reduce number of submissions of closing checklist items to DOH/CHFA	Reduce backlog of files	Reduce number of days to get into electronic system	Develop and implement master file training plan.
Project Start Date	2/1/2015				7/1/2013		
Project Completion Date	12/1/2015				4/1/2014		
Reporting Date	8/8/2015	8/8/2015	8/8/2015	8/8/2015	4/23/2015	8/8/2015	8/8/2015
Baseline Value	2	26	3	2	808	75	1
Current Value	2	8	2	1	154	1	2
Target Value	1	10	1.5	1	50	1	2
Measurement Unit	Cases	Forms	Hours	Steps	Files	Days	Hours
Current Improvement	0%	-69%	-33%	-50%	-81%	-99%	100%
Target Improvement	-50%	-62%	-50%	-50%	-94%	-99%	100%

Project Event/Name	Request for Outside Counsel Process	Streamlining the Consolidated Application			
Division/Program	Development	DOH Development CHFA Operations			
Opportunity/ Issue/Problem	Identify the steps to request outside counsel for closing of housing development contracts and identify waste to reduce time	To streamline the Consolidated Application used by applicants for DOH and CHFA funding to save our customers time and effort, reduce staff time in the early stages of review process and improve the overall quality of applications for financing			
Brief Description/ Overall Goal	Reduce to time to request outside counsel to close development contracts	Streamline Consolidated Application to save customer time and effort, reduce staff time in review and improve quality of applications			
Measure	Reduce the number of days to receive assignment for a request for outside counsel	Reduce number of pages in application form	Reduce number of exhibits customer submits with application	Reduce number of applications for funding programs	Increase use of CONAPP for all programs
Project Start Date	4/1/2013	2/1/2014			
Project Completion Date	4/1/2013	12/1/2014			
Reporting Date	8/8/2015	8/8/2015	8/8/2015	8/8/2015	8/8/2015
Baseline Value	10	15	68	7	8
Current Value	2	10	49	2	12
Target Value	2	11	45	1	12
Measurement Unit	Days	Pages	Exhibits	Files	Calls
Current Improvement	-80%	-33%	-28%	-71%	50%
Target Improvement	-80%	-27%	-34%	-86%	50%



Connecticut Housing Finance Authority

Norbert J. Deslauriers, Interim Executive Vice President

Maura Martin, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

CHFA is embracing the Lean process improvement approach to strengthen the way we serve our customers and meet our mission. We are dedicated to saving time and eliminating waste in our programs so we can focus our efforts on expanding affordable housing opportunities in the State of Connecticut.

Project Event/Name	CHFA and DOH: CHAMP & 4% LIHTC Selection and Closing Process			CHFA and DOH: Streamlining the Consolidated Application		
Brief Description/ Overall Goal	To improve processing time for applications to the Competitive Housing Assistance Multifamily Program while improving the quality of the application selection			To streamline the Consolidated Application used by applications for DOH and CHFA funding to save our customers time and effort, reduce staff time in the early stages of the review process and improve the overall quality of applications for financing		
Measure	Reduce the combined number of staff hours to complete the process	Reduce the combined number of steps to complete the process	Reduce the number of combined staff site visits	Reduce the number of pages in application	Reduce the number of exhibits	Reduce the types of applications
Project Start Date	April 2013			February 2014		
Project Completion Date	April 2014			December 2014		
Reporting Date	8/14/2015			8/14/2015		
Baseline Value	1,218	160	2	15	68	7
Current Value	873	113	1	10	49	2
Measurement Unit	Staff Hours	Steps	Site Visits	Pages	Exhibits	Applications
Current Improvement	-28%	-29%	-50%	-33%	-28%	-71%

Project Event/Name	CHFA and DOH: Creating the Joint Closing Process			Single Family Underwriting		
Brief Description/ Overall Goal	To develop a joint closing process for affordable housing developments supported by DOH and CHFA funding. The goal is to eliminate duplicate efforts by staff and borrowers, reduce processing time and cost for our customers and improve the overall quality of service to our customers.			To improve the process for standard single family underwriting, from intake of loan application to commitment		
Measure	Reduce the number of closings	Reduce the number of loan documents	Reduce the average time for sit down closing	Reduce processing time	Reduce the rate of issuance for missing exhibit letters	Reduce staff time to complete each file review
Project Start Date	February 2015			September 2013		
Project Completion Date				April 2015		
Reporting Date	8/14/2015			8/14/2015		
Baseline Value	2	26	3	64	95%	240
Current Value	1	8	2	42	5%	15
Measurement Unit	Closings	Loan Documents	Hours	Days	Percent	Minutes
Current Improvement	-50%	-69%	-33%	-34%	-90	-94%

Project Event/Name	Legal/Asset Management Workflow Process	Construction Completion to Final Closing	
Brief Description/Overall Goal	To shorten the time between request for a certain loans and closing by 50% by establishing greater coordination and collaboration between Legal and Asset Management departments	To streamline the process of construction completion to final closing by simplifying the process, reducing required documentation and improving communication internally and externally with our customers	
Measure	Reduce the average time between loan request and closing	Reduce average closing time	Reduce number of processing steps
Project Start Date	October 2013	April 2014	
Project Completion Date	December 2014		
Reporting Date	8/14/2015	8/14/2015	
Baseline Value	100	18.5	126
Current Value	45	5.5	55
Measurement Unit	Days	Months	Steps
Current Improvement	-55%	-70%	-56%

Project Event/Name	Finance/ Multifamily Loan Pre-closing Process		Asset Management Performance Rating Process	
Brief Description/ Overall Goal	To make the loan pre-closing process more efficient and effective to support accurate and timely multifamily loan closings		To improve the process of conducting performance ratings of multifamily properties with the goal to encourage the improved performance of assets, ensuring safe quality housing for the residents and the financial and physical health of the properties	
Measure	Increase accuracy rate of closing schedule tracking calendar	Reduce time from request to close	Reduce average annual site time visits	Reduce the number of properties considered to be "troubled"
Project Start Date	April 2014		December 2014	
Project Completion Date				
Reporting Date	8/14/2015		8/14/2015	
Baseline Value	20%	14	1284	95
Current Value	80%	10	796	85
Measurement Unit	Percent	Days	Hours	Properties
Current Improvement	60	-29%	-38%	-11%

Project Event/Name	Asset Management Property Review Process	Accounts Payable Process			
Brief Description/ Overall Goal	To streamline CHFA's collective monitoring efforts and assurance of housing compliance in the management of the state and CHFA affordable housing portfolio properties	To establish greater accuracy of requisitions and invoices by improving the process for internal and external customers			
Measure	Reduce staff time spent on property review	Reduce process steps	Reduce error rate for acquisitions	Reduce error rate in expense reports	Reduce processing time from requisition to check
Project Start Date	June 2014	October 2014			
Project Completion Date					
Reporting Date	8/14/2015	8/14/2015			
Baseline Value	13200	65	15%	80%	15
Current Value	10296	45	5%	10%	7.5
Measurement Unit	Staff Hours	Steps	Percent	Percent	Days
Current Improvement	-22%	-31%	-10	70	-50%



Department of Public Health

Dr. Jewel Mullen, Commissioner

Janet Brancifort, Deputy Commissioner

Dr. Raul Pino, Deputy Commissioner

Joan Ascheim, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The Connecticut Department of Public Health employs the following quality vision statement: *DPH: Striving for Excellence Daily in Everything We Do!*

The following expands upon this statement and articulates how CT DPH will achieve it.

In support of the Department's mission, we are committed to providing high quality public health services to those we serve. Staff will be supported and empowered to strive for excellence every day, equipped with systems and tools to integrate quality into everything they do. We will use data to monitor, evaluate, communicate, and make adjustments to continuously improve the quality of our work to the benefit of our employees and those we serve. The DPH has adopted the Turning Point Performance Management framework as the underpinning for performance improvement work in the department. This framework was developed by the Turning Point Performance Management National Excellence Collaborative in 2004 and has been adopted widely by public health practitioners around the country. The model was updated in 2013. Lean philosophy and methods are highly compatible with this model. Additionally, CT DPH utilizes the Results Based Accountability Framework and software for its Performance Dashboard, which enables CT DPH to track performance measures in programs and health outcomes for the population of Connecticut.

Project Event/Name	Drinking Water State Revolving Fund (DWSRF) Unliquidated Obligation (ULO) Reduction Strategy			Improve Contracting Process: DPH Administration Branch	
Division/Program	Drinking Water			DPH Administrative Branch	
Opportunity/ Issue/Problem	Reduce the percentage of remaining DWSRF funds in CT's project and Set-Aside accounts (ULO's) to EPA's national recommendation of under 10% of Federal Cap Grants awarded.			To Improve the contracting process by reducing the number of processing delays.	
Brief Description/ Overall Goal	To reduce the percentage of remaining Drinking Water State Revolving Fund (DWSRF) funds in CT's Project and Set-Aside Accounts (ULO's) to EPA's national recommendation of under 10% of Federal Cap Grants			To reduce contract processing delays	
Measure	Reduce the ULO's as a % of Federal Cap Grants (Projects/Set Aside Accts)	To reduce the ULO's as a % of project Funds Awarded	To Reduce the ULO's as a % of Set-Asides Awarded	Reduce the number of steps needed to execute a contract	% of contracts executed within 134 days
Project Start Date	3/1/2013			5/1/2013	
Project Completion Date	5/1/2015			5/1/2014	
Reporting Date	7/15/2015	7/20/2015	7/20/2015	7/30/2015	7/30/2015
Baseline Value	22.2%	23.3%	19.5%	92	69%
Current Value	6.8%	5.8%	9.2%	36	69%
Target Value	10%	10%	10%	36	90%
Measurement Unit	Percent	Percent	Percent	Steps	Percent
Current Improvement	-15.4	-17.5	-10.3	-61%	0
Target Improvement	-12.2	-13.3	-9.5	-61%	21

Project Event/Name	Improve the submission of tumor cases/abstracts/pathology reports			Improving the competency of food inspectors by requiring basic microbiology courses as it relates to foodborne illness and disease		
Division/Program	Connecticut Tumor Registry			Food Protection		
Opportunity/ Issue/Problem	To establish a submission schedule for abstracts and pathology reports from hospitals utilizing new case funding and auditing reports			To improve the competency of food inspectors by requiring for all new inspectors and providing access too/supporting the training of current food inspectors in microbiology courses as it relates to foodborne illness and disease.		
Brief Description/ Overall Goal	Establish submission schedule for abstracts and pathology reports from hospitals utilizing new case finding and auditing reports.	To increase the number (percent) of hospitals sending pathology case finding audits electronically	To Reduce the number of unmatched pathology reports from 600 to 0.	Improve Competency of Food Inspectors		
Measure	100% of hospitals are adhering to the submission schedule	Increased percent of hospitals sending pathology case finding audits.	Reduced unmatched pathology reports.	# of CFI candidates that complete the FDA online Microbiology course by January 2016	# of current CFIs that complete the FDA online Microbiology course by January 2016	The percent of risk factor violations during inspections.
Project Start Date	11/1/2013			6/1/2014		
Project Completion Date	11/1/2014			7/1/2015		
Reporting Date	7/17/2015	7/17/2015	7/17/2015	7/30/2015	7/30/2015	7/30/2015
Baseline Value	7%	18%	600	1	1	2%
Current Value	7%	39%	214	5	0	2%
Target Value	100%	70%	0	6	369	10%
Measurement Unit	Percent	Percent	Reports	Cases	Cases	Percent
Current Improvement	0	21	-64%	400%	-100%	0
Target Improvement	93	52	-100%	500%	36800%	8

Project Event/Name	Sanitary Surveys of public drinking water systems by Drinking Water Section inspectors/employees		Student Internship Process			
Division/Program	Drinking Water		PHSI			
Opportunity/Issue/Problem	Reduce the time needed to conduct a sanitary survey at a public water system and reduce the time needed to issue the report		Improve efforts to promote public health as an attractive career choice and open new pathways for agency recruiting.			
Brief Description/Overall Goal	To reduce the time needed to conduct a sanitary survey at a public water system and issue a report.	Reduce the number of steps needed to complete a sanitary survey and improve staff consistency.	Increase the number and fairness of opportunities for students seeking career development or practical training in public health fields	To streamline and reduce to the number of steps necessary to the student intern application process for both internal staff and students inquiring for internships.	To reduce the amount of time staff spend administering the student internship process.	To increase the percent of surveys indicating a positive process
Measure	Reduce the average number of days from the from the completion of a sanitary survey to the issuance of a survey report	Reduce the number of steps needed to complete a sanitary survey.	Increase number and fairness of opportunity for students to secure internship positions.	Reduce the number of steps for students to apply for internships at DPH.	Reduce the amount of time staff spend administering the student internship process.	Increase in percent of survey responses indicating positive remarks on the process.
Project Start Date	2/1/2013		6/1/2014			
Project Completion Date	7/15/2015					
Reporting Date	7/15/2015	7/15/2015	7/15/2015	7/15/2015	7/15/2015	7/15/2015
Baseline Value	59	86	1	14	30	0%
Current Value	25	68	2	4	30	10%
Target Value	45	1	5	4	15	100%
Measurement Unit	Days	Steps	Cases	Steps	Minutes	Percent
Current Improvement	-58%	-21%	100%	-71%	0%	10
Target Improvement	-24%	-99%	400%	-71%	-50%	100

Project Event/Name	Physician Investigation Process			
Division/Program	Physician Licensing and Investigations Section and Legal Office			
Opportunity/Issue/Problem	To improve the physician investigation process by increasing the pool of physician consultants and decreasing investigation time.			
Brief Description/Overall Goal	To improve the physician investigation process by increasing the pool of physician consultants and decreasing the investigation time.			
Measure	Increase the pool of consultants from 0-30 by July 2014	Decrease average time to complete an investigation from intake and referral to legal office from 667 days to 386 days by July 2014 and 180 days by 2015	Decrease the average time to secure physician consultants from 18 months to 6 months by June 2014 and 3 months by June 2015	Decrease average time to complete an investigation from intake to dismissal from 260 days to 129 days by July 2014
Project Start Date	10/1/2013			
Project Completion Date				
Reporting Date	3/1/2015	3/1/2015	3/1/2015	3/1/2015
Baseline Value	0	667	18	260
Current Value	47	164	7	192
Target Value	30	180	3	129
Measurement Unit	FTEs	Days	Months	Days
Current Improvement	100%	-75%	-61%	-26%
Target Improvement	100%	-73%	-83%	-50%

Project Event/Name	OCHA Certificate of Need (CON) Program Process		
Division/Program	OCHA		
Opportunity/Issue/Problem	Utilized a LEAN-KAIZEN process to reduce the amount of time required to draft CON decisions while improving overall quality.		
Brief Description/Overall Goal	To reduce the number of times a draft CON decision is revised	To increase the percent of draft decisions using standardized tables	To reduce the number of days to submit a draft CON decision to OCHA Director.
Measure	Reduced number of steps	Increase the percent use of standardized tables from 0%-100%	Increase in saved time through a decrease in days before CON is approved.
Project Start Date	5/1/2013		
Project Completion Date	12/1/2014		
Reporting Date	12/1/2014	12/1/2014	7/15/2015
Baseline Value	6	0%	123
Current Value	2	100%	59
Target Value	4	100%	90
Measurement Unit	Steps	Percent	Days
Current Improvement	-67%	100	-52%
Target Improvement	-33%	100	-27%



Office of the Chief Medical Examiner

James R. Gill, M.D., Chief Medical Examiner

Maura E. DeJoseph, D.O., Deputy Chief Medical Examiner

The mission of the Office of the Chief Medical Examiner is to provide accurate certification of the cause of death and to identify, document and interpret relevant forensic scientific information for use in criminal and civil legal proceedings necessary in the investigation of violent, suspicious and sudden unexpected deaths, by properly trained physicians. Providing such information may prevent unnecessary litigation, protect those who may have been falsely accused, and lead to proper adjudication in criminal matters.

Medicolegal investigations also protect the public health: by diagnosing previously unsuspected contagious disease; by identifying hazardous environmental conditions in the workplace, in the home, and elsewhere; by identifying trends such as changes in numbers of homicides, traffic fatalities, and drug and alcohol related deaths; and by identifying new types and forms of drugs appearing in the state, or existing drugs/substances becoming new subjects of abuse.

Project Event/Name	Toxicology Turn-Around Time(TAT) Process
Opportunity/Issue/Problem	Improve turn-around-time on toxicology testing/autopsy reports and time for release of remains following examination
Brief Description/Overall Goal	Decrease toxicology turn-around times to improve TAT for final autopsy reports and death certificates.
Measure	Reduce average toxicology TAT
Project Start Date	7/1/2013
Project Completion Date	
Reporting Date	4/23/2015
Baseline Value	139
Current Value	9
Target Value	3
Measurement Unit	Days
Current Improvement	-94%
Target Improvement	-98%



Department of Developmental Services

Morna A. Murray, J.D., Commissioner

Jordan A. Scheff, Deputy Commissioner

Josh D. Scalora, M.S, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

Lean is an important part of the DDS strategic initiative aimed at improving processes that impact our workforce, the individuals and families we support, the community of providers, and the external partner agencies with whom we share information and responsibilities. The Plan Do Check Act methodology assists our administration in operationalizing changes needed to move our organization towards being a truly person-centered agency. Lean supports this process by increasing value while reducing waste, and creates a framework for accountability and improvement process management and assessment. Lean also supports our Home and Community Based Services Medicaid Waiver performance management process by improving systems used for HCBS Medicaid Waiver Assurances.



Project Event/Name	Contract Centralization Streamlining Project	DDS/OPA Investigations of Abuse/Neglect Improvement Project		
Division	Operations Center	Investigations Unit		
Opportunity/ Issue/Problem	Variable process in different business units create barriers to centralization and standardization. Many steps in processes can be reduced to add efficiencies and reduce wastes.	Need for standardized operating procedures, systems and processes to avoid backlog of overdue investigations and registry proceedings and ensure timely completion of investigations.		
Brief Description/ Overall Goal	Reduce Steps in contract processing by 50% in one year	Reduce Registry Backlog by 50% in one year	Complete 100% of eligible investigations in required 90 day timeframe	Complete 50% of investigations within 45 days
Project Start Date	11/7/2014	9/22/2014		
Reporting Date	7/20/2015	6/30/2015	6/30/2015	6/30/2015
Project Completion Date		9/26/2014		
Measure	Number of steps in processing contracts by Operations and Business office users	Number of pending registry cases	percent complete	complete investigations
Measurement Unit	Steps	Cases	Percent	Percent
Baseline Value	99	171	41%	27%
Current Value	24	83	59%	30%
Target Value	50	86	100%	50%
Current Improvement	-76%	-51%	18	3
Target Improvement	-49%	-50%	59	23

Project Event/Name	Planning and Resource Allocation (PRAT)		Streamlining the DDS Eligibility Application Process	
Division	Regional Medicaid Waiver Administration and Resource Administration		Eligibility	
Opportunity/ Issue/Problem	3 Regions run parallel processes operating under one set of guidelines with differences in workflow and practice. There is a lack of Standard Operating Procedures, and a high volume of reviews submitted to our planning and approval teams that do not require this level of review.		Large backlog of eligibility packets, large percentage of packets incomplete, and high call volume for status updates and eligibility application information bogging down unit and creating frustration with customers.	
Brief Description/ Overall Goal	Decrease volume of requests by 50% in 12 months	Increase accuracy of requests to 90% within 12 months	Reduce number of calls per week by 50% in 3 months	Increase percentage of packets received complete to 50% in 3 months
Project Start Date	11/4/2013		3/3/2014	
Reporting Date	4/23/2015	1/2/2015	7/25/2015	7/25/2015
Project Completion Date	11/8/2013		10/22/2014	
Measure	Reduce average number of requests each month	Accurate packets	Call Volume per week	Complete Packets
Measurement Unit	Requests	Percent	Calls	Percent
Baseline Value	500	10%	105	42%
Current Value	298	100%	27	78%
Target Value	250	90%	53	50%
Current Improvement	40%	90	-74%	36
Target Improvement	-50%	80	-50%	8



Department of Mental Health and Addiction Services

Miriam Dephin-Rittmon, Commissioner

Nancy Navarretta, Deputy Commissioner

Michael Michaud, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The DMHAS has committed to using the LEAN process to achieve process improvement across the Agency. Employees from various divisions have participated in the LEAN trainings in order to learn the process and apply it to their workflow informally. DMHAS will continue to actively participate in training, formulate agency wide projects and apply the elements of LEAN on a smaller scale where possible.

Project Event/Name	LEAN Outpatient Clinical Assessments	Contracting Process
Division/Program	HIT	Contracting
Opportunity /Issue/Problem	DMHAS is in the process of implementing an Electronic Health Record (EHR) and has reached the point where forms must be uploaded for staff to perform their duties within the new system. One of the challenges DMHAS faces is streamlining the forms used by each of the six facilities into one standard set of forms that can be utilized by all the state-operated Local Mental Health Authorities (LMHA). This process has presented us with the opportunity to streamline and standardize our forms, as well as the intake process in order to better serve our clients.	DMHAS combined the PSA & HS contract units into one contracting unit in 2014. This project focused on reviewing both units' processes from the time the application/pre-authorization is approved through contract/amendment execution. The opportunities for improvement include: establishing standard operating procedures (SOP) and to develop an implementation plan to address Tasks, Timetable, Barriers, and the name(s) of staff responsible to oversee the implementation of each task.
Brief Description /Overall Goal	Reduce processing time for contracts and amendments by 50%	DMHAS currently has over 180 clinical assessments being used. The goal is to have about 15 and to have them standardized for all facilities. This will also facilitate same day access.
Measure	Reduce number of days to process a Personal Service Agreement	Reduce the number of forms required to complete assessments
Reporting Date	4/23/2015	8/31/2015
Baseline Value	44	180
Current Value	51	9
Target Value	30	15
Measurement Unit	Days	Forms
Current Improvement	16%	-95%
Target Improvement	-32%	-92%



UConn Health

Susan Herbst, President

Andy Agwuonbi, Interim Executive Vice President for Health Affairs

Sandra Donahoe, Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

UConn Health uses Lean methods to redesign operations to improve quality, reduce cost and optimize our patients' experiences.

Project Event/Name	Improve Emergency Department Throughput			Improve Outcomes for Heart Attack Patients		
Brief Description/ Overall Goal	Reduce throughput times for all patients with a focus on keeping well patients 'up front' (not reaching an Emergency Department bed) to reduce stress on the department and preserve beds for our sickest patients			Reduce the time it takes to restore blood flow to blocked arteries for ST-Elevation Myocardial Infarction patients (STEMI / heart attack patients) through Emergency Medical Services (EMS) education and streamlined cardiac cath lab activation processes		
Measure	Reduce time from door to provider	Reduce percent of patients who leave before being seen	Reduce length of stay for admitted patients	Reduce time from door to balloon	Reduce time from first medical contact to balloon	Increase percent of EMS patients receiving STEMI Alert/Cath Lab pre-activation
Project Start Date	January 2012			July 2011	January 2012	
Project Completion Date	December 2014			Dec. 2014	December 2014	
Reporting Date	8/13/2015			8/13/2015		
Baseline Value	44	2.73%	483	80	88	46%
Current Value	21	0.68%	337	44	66	82%
Measurement Unit	Minutes	Percent	Minutes	Minutes	Minutes	Percent
Current Improvement	-52%	-2.05	-30%	-45%	-25%	36

Project Event/Name	Streamline Outpatient Pavilion End of Day Cash Reconciliation Process		
Brief Description/Overall Goal	In preparation for move to new ambulatory care center (Outpatient Pavilion) an integrated team redesigned and standardized the end of day cash and receipts reconciliation process for 17 medical practices. Benefits include cash acceleration, error reduction and improved controls.		
Measure	Reduce number of end of day cash and receipt reconciliation processes	Reduce occurrences of reconciliation processes across all medical practices	Reduce number of locations where secured funds are picked-up
Project Start Date	November 2014		
Project Completion Date	March 2015		
Reporting Date	8/13/2015		
Baseline Value	9	17	6
Current Value	1	1	1
Measurement Unit	Processes	Occurrences	Locations
Current Improvement	-89%	-94%	-83%



Department of Transportation

James P. Redeker, Commissioner

Anna M. Barry, Deputy Commissioner

Cheryl L. Malerba, Statewide Lean Representative

Michael B. Bright, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement: The Department of Transportation is committed to improving staff investment in the mission, training and capacity by using collaborative processes that improve the way we do work with a focus on customer service, project delivery and multi-modal transportation needs and service delivery.



Project Event/Name	Concurrence Process Review	Consultant Liaison Process Improvement
Division/Program	Engineering/ Rights of Way	DOT Engineering/ Bridge
Opportunity/ Issue/Problem	Review and Discuss the method the concurrence package is delivered to each unit, what information the units need and how rights-of-way could better help in the process. Look at which unit is responsible for reviewing the rights of way needs for denials and approvals	Identify inefficiencies in List Bridge Program Process from project initiation through design approval
Brief Description/ Overall Goal	Reduce the average process from 6 weeks to 2 weeks	Reduce the time it takes for the deed writing closing and or Condemnation (friendly) not taken legally
Measure	Weeks to Complete	Reduction in time
Project Start Date	12/8/2014	9/22/2014
Project Completion Date	12/12/2014	9/26/2014
Reporting Date	8/28/2015	9/11/2015
Baseline Value	6	100%
Current Value	4	30%
Target Value	2	0%
Measurement Unit	Weeks	Percent
Current Improvement	-33%	-70
Target Improvement	-67%	-100

Project Event/Name	Deed Writing, Closing and Condemnation		E-Construction
Division/Program	Engineering/ Rights of Way		Engineering/ IT Application
Opportunity/ Issue/Problem	Review and Discuss all aspects of the rights of way closing process that impact the deed writing and conveyance unit		Employ readily available established technologies which are available to the transportation community, such as digital electronic signatures, electronic communication, secure file sharing, version control, mobile devices, and web-hosted data archival and retrieval systems to improve construction documentation management.
Brief Description/ Overall Goal	Time to Complete the deed writing, closing and condemnation process (unfriendly) taken legally)		Number of Forms converted to E-Forms
Measure	Days Title Process takes from start to finish	Days complete process	Number of Forms
Project Start Date	1/26/2015	1/26/2015	5/11/2015
Project Completion Date	1/30/2015	1/30/2015	5/15/2015
Reporting Date	8/28/2015	8/28/2015	9/11/2015
Baseline Value	120	112	11
Current Value	120	112	11
Target Value	60	30	2
Measurement Unit	Days	Days	Forms
Current Improvement	0%	0%	0%
Target Improvement	-50%	-73%	-82%



Department of Social Services

Roderick Bremby, Commissioner

Kathleen Brennan, Deputy Commissioner

Janel Simpson, Deputy Commissioner

Laurie Ann Wagner, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

In light of the state's ongoing fiscal condition and these difficult economic times, it is critical that we drive the process of change from within. DSS seeks to identify opportunities to maximize efficiencies within our business processes that, when implemented, will strive to improve not only the customer experience for our current and future clients but will manage and improve the agency's infrastructure and financial stability. DSS has embarked on a process of re-engineering the agency's business processes by using various business process improvement methodologies including but not limited to Lean. It is paramount that the agency use proven industry best practices in reviewing, analyzing, and streamlining our current business processes so that the agency may serve our customers, staff, stakeholders, and business partners in a more timely, effective and efficient manner.



Project Event/Name	Audit Efficiency	Benefit Center Call Wait Time	Centralized Recruitment
Division/Program	Quality Assurance-Audit Division	Field Operations	Human Resources
Opportunity/ Issue/Problem	Based on the fluctuation of time to complete audits of medical providers, the timeframe to complete audits, knowledge of the staff not being documented for future use, lack of standardization in audit reviews, and the paper size of the file for each audit, a need to develop a standard audit approach and audit program and worksheet was necessary to maximize the staff time to increase audit performance.	High call wait times create great client frustration, warrant staff overtime to ensure every call is answered each business day and can at times exceed the limited number of prepaid cell minutes the client has access to.	Eliminate redundant effort on the part of both the interviewing staff and the candidates who were being asked to interview for each position opening across the state.
Brief Description/ Overall Goal	Reduce the average number of days to complete each audit to less than 365 calendar days.	Reduce the number of minutes a client spends on hold before their call is answered by 50%	Interview groups for large recruitment in 1-3 day events. Coordination of resources centralized through Human Resources
Measure	Reduce the number of calendar days to complete an audit	Reduce the number of minutes a client is kept on hold by 50% in 2015.	Reduce the amount of staff hours used in interview process by 50%
Project Start Date	9/1/2013	3/30/2015	12/1/2014
Project Completion Date			7/27/2015
Reporting Date	6/30/2015	6/30/2015	7/27/2015
Baseline Value	565	0%	10,606
Current Value	384	69%	2,424
Target Value	365	50%	5,303
Measurement Unit	Days	Percent	Hours
Current Improvement	-32%	69	-77%
Target Improvement	-35%	50	-50%

Project Event/Name	Fair Hearing Scheduling Process	Grantee and Other Time Critical Payments	Hartford Office Service Center Wait Time - Pilot	
Division/Program	Legal Services	Division of Financial Services	Field Operations	
Opportunity/ Issue/Problem	Eliminate the scheduling of unnecessary hearing issues as it results in clients withdrawing the hearing requests when their issues are resolved. The hearings liaisons are able to quickly determine if clients' benefits need be continued pending the outcome of the hearing. It allows the hearings unit to schedule timely hearings as it frees up needed hearing slots. When the hearings are scheduled timely, it results in timely issued hearing decisions.	Optimize the payables process to increase efficiency and effectiveness to enhance customer satisfaction.	Long wait times in the Service Centers results in great frustration for clients and creates the possibility of not all clients being seen in a given business day. Hartford Office elected to pilot a way of approaching this.	
Brief Description/ Overall Goal	Schedule hearings within 30 days of receipt of request and issue decisions within mandated statutory time frames.	90% of the Grantee and other time critical payments processed within 24 hours	Reduce the average wait time by 60% within 3 months of implementation	Reduced the average wait time by 60 % within 3 months of implementation
Measure	Increase the number of timely scheduled hearings and timely issued hearing decisions	Track number of grantee and other critical payments that are processed within 24 hours	All clients at the service center within normal business hours will be seen that day.	Wait time from when the client arrives to the time they are called by a worker to be seen.
Project Start Date	8/1/2013	5/1/2015	9/1/2014	
Reporting Date	7/13/2015	7/15/2015	6/30/2015	6/30/2015
Baseline Value	70%	74%	85%	0%
Current Value	90%	86%	100%	81%
Target Value	100%	90%	100%	60%
Measurement Unit	Percent	Percent	Percent	Percent
Current Improvement	20	12	15	81
Target Improvement	30	16	15	60

Project Event/Name	Improve BCSE Compliance with federal child support performance measures	Medicaid Application Process Consolidation for the Incarcerated - Pilot		Orientation
Division/Program	Bureau of Child Support Enforcement	Eligibility Policy & Program Support		Human Resources
Opportunity/Issue/Problem	Improve Connecticut's support order establishment percentage, reduce time required to establish child support orders for children and families, increase the possibility of elevated national ranking, increase potential for TANF reimbursement, and increase probability for additional federal program incentives deposited to the general fund.	The application for benefits across the criminal justice system has duplications and lengthy paper processes making it too difficult to expand at a time of great need with the current Affordable Care Act opportunities. Currently we are only capturing 25% of the eligible population.		Too much paper being used and too much staff time spent preparing.
Brief Description/Overall Goal	Increase child support order establishment from 75% to more than 80% of eligible child support cases	Enhance access to Medicaid for those recently released from incarceration	Enhance access to Medicaid for those recently released from Incarceration	Reduce paper copies to minimal and allow new employees form access via internet/intranet
Measure	Support Order Established Performance Level as defined in 45 CFR, 305.2	Move all Department of Corrections Inmates who are active on Medicaid to "suspension" status	All detainees (those incarcerated for less than 60 days) who enter active on Medicaid will remain active on Medicaid	Reduce expenses related to paperless communication
Project Start Date	1/6/2014	1/15/2015		12/1/2014
Project Completion Date				7/27/2015
Reporting Date	6/30/2015	6/30/2015	5/31/2015	7/27/2015
Baseline Value	75%	0%	0%	\$ 51,000
Current Value	85.5%	100%	100%	\$ 41,000
Target Value	80%	100%	100%	\$ 45,000
Measurement Unit	Percent	Percent	Percent	Dollars
Current Improvement	10.5	100	100	-20%
Target Improvement	5	100	100	-12%



State Department on Aging

Elizabeth Ritter, Commissioner

Margaret Gerundo-Murkette, Social Service Program Admin Mgr.

Pam Toohey, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

As a newly established agency, we have not yet fully engaged in a Lean activity, however, we will be moving forward with an agency Lean overview to staff, followed by using Lean tools to improve the SDA/Provider billing process.



Department of Rehabilitation Services

Amy Porter, Commissioner

Andrew Norton, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

To work to eliminate waste and increase efficiency on an ongoing basis so that we 1) provide more effective and timely services to our clients and 2) provide maximum value over cost for the citizens of Connecticut. In this way, we aim to continuously maximize our ability to help people in Connecticut with disabilities to live, learn and work independently.

Project Event/Name	Bureau of Organizational Support (BOS) - Procurement Process		Medical Records Translation Process	
Division/Program	Bureau of Organizational Support (BOS)		Disability Determination Services (DDS)	
Opportunity /Issue/Problem	Excessive time and unnecessary steps to process agency purchases of goods and services for our clients and for the agency.		Translation of medical records was lengthy and paper-based	
Brief Description/ Overall Goal	Reduce the number of steps to submit requests for purchasing goods and services from 12 to 6 steps in 12 months.	Reduce the number of days from date of submission of purchase request to date of receipt of good or service from 7 to 3 in 12 months.	Reduce the lead time for processing medical record translation requests	
Measure	Reduce the number of steps to submit a purchasing request.	Reduce the number of days to receive goods and services after submitting a purchasing request.	Reduce the average number of steps to send and receive medical records translations	Reduce the average number of days to process medical records translations
Project Start Date	7/1/2014		9/3/2013	
Project Completion Date	6/30/2015		2/14/2014	
Reporting Date	8/14/2015	8/14/2015	4/23/2015	8/10/2015
Baseline Value	12	7	34	61
Current Value	6	2	17	36
Target Value	6	3	10	30
Measurement Unit	Steps	Days	Steps	Days
Current Improvement	-50%	-71%	-50%	-41%
Target Improvement	-50%	-57%	-71%	-51%

Project Event/Name	HCP/OPA Overtime Process Streamlining Project		SPBI Work Flow Requirements for MNI/CCH Replacement	
Division/Program	Division of State Police		Division of State Police	
Opportunity/ Issue/Problem	There are 45,000 assignments for troopers at Highway Construction and Other Project Assignments Yearly. The current system used to assign the jobs is an outdated Access database with limited functionality.		DESPP is currently moving forward with the development of business requirements for the replacement of the SPBI State Police Bureau of Identification criminal history repository (Master Name Index / Computerized Criminal History System MNI/CCH). This aging system was developed thirty years ago and is the primary means of disseminating and maintaining criminal history for the State of Connecticut. The processes built up over the last thirty years coupled with technological deficiencies including an aging AFIS Automated Fingerprint Identification System and interface issues between law enforcement agencies and court operations have led to significant criminal disposition back-logs, non-criminal requests for criminal history back-logs and synchronization issues between SPBI and the FBI.	
Brief Description/ Overall Goal	Develop a system that more efficiently allows customers to request, hire and schedule troopers while reducing unfilled assignments and expediting the invoicing process.		The project seeks to develop the business requirements for the replacement of the state's Computerized Criminal History System. This aging system is the primary means of disseminating and maintaining criminal history for the state.	
Measure/KPI	Seeking to reduce the number of invoice errors to <1%	Reduce the average time between completion of assignments and agency reimbursement	Eliminate or mitigate error resolution to less than 10% of records	Reduce turn-around time for civil criminal history checks to less than 10 business days for all checks
Project Start Date	11/17/2014		1/26/2015	
Project Completion Date	11/21/2014		1/30/2015	
Reporting Date	6/10/2015	6/16/2015	6/9/2015	6/12/2015
Baseline Value	20	90	90	19.9
Current Value	20	90	90	11.4
Target Value	1	7	10	10
Measurement Unit	Percent	Days	Percent	Days
Current Improvement	0	0	0	-43%
Target Improvement	-19	-92%	-80	-50%



State Department of Education

Dr. Dianna R. Wentzell, Commissioner

Ellen Cohn, Deputy Commissioner

Raymond Martin, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The Connecticut State Department of Education (CSDE) sees the Lean framework as a means to realize the Governor's education reform principle: *remove red tape and other barriers to educational success*. By streamlining processes and minimizing duplication of effort, Lean principles are being applied to transform data collection and reporting from being a burden to an invaluable resource that is critical to the reform efforts.

Results:

- **Red Tape Reduction:** After an exhaustive review, approximately one third of CSDE data collections forms have been eliminated or streamlined. Additional forms continue to be targeted for consolidation or elimination.
- **Data Governance:** Strong data governance practices ensure that redundancies are prevented from being created in the first place. The CSDE has established and activated the following two committees to solicit robust feedback from both internal and external stakeholders:
 - Internal: A Department-wide Data Governance Committee that includes representatives from all CSDE offices; and
 - External: A Data and Reports Committee that is comprised of members from three professional associations – the CT Association of Public School Superintendents; the CT Association of School Business Officials, and the CT Association of Schools.

Both committees have met five times during the past year; their feedback and input have been extremely valuable in ensuring that CSDE data collections are sensitive to district capacity and adequate for the CSDE to meet its reporting obligations.

- *Improved Data Collection*: The CSDE has begun implementing standard data collection practices and protocols for all its data collections. For example, in addition to a comprehensive data acquisition plan, the CSDE has created a consolidated Data Collections Guide that now provides consistent timely and accurate reporting standards and dates for key student, staff, and facility data collections. Additional work remains to integrate legacy data collection applications into the single-sign-on interface; planning for this initiative is underway.
- *Unified Reporting Portal*: Currently, CSDE data are reported through at least two data portals. This causes duplication of effort and confusion for end-users. The CSDE has made substantial progress toward revamping its data warehouse including completion of the data model, a majority of the Extract Transform Load processes, and draft reports. The CSDE will be launching the new unified portal in the coming months. This consolidation will make CSDE data more accessible to secure users in local schools and districts, as well as to the general public; this will enable informed policy and decision-making at all levels, while also reducing data requests.

In summary, the above efforts that are aligned with Lean principles are resulting in a reduction in the data burden on school districts, greater efficiency in the CSDE, and greater transparency. Much more work remains to be done in this area but the aforementioned actions have moved us in the right direction.

- *Certification*: During the 2015-16 year, CSDE will address new areas to explore opportunities to streamline and/or transform current systems. The Bureau of Educator Standards and Certification, within the CSDE Talent Office, will participate in a lean event during the week of November 16-20, 2015. The focus of this Lean event is to explore efficiencies in the current process for certifying educators in the state. The staff in the Certification Office is simultaneously working to develop REVISED Certification Regulations to update the 1998 version.



Office of Early Childhood

Myra Jones-Taylor, Commissioner

Linda Goodman, Deputy Commissioner

Mary Farnsworth, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The Office of Early Childhood is committed to increasing the agency's organizational effectiveness by integrating and strengthening the administration of early childhood programs and services. As part of this effort, the Office of Early Childhood plans to improve the efficiency and effectiveness of operation by improving processes, better utilizing existing resources, developing technology solution, and using data to inform decisions and monitor the impact of actions. The Office of Early Childhood plans to regularly use lean tools and events to support this effort and is building an agency culture that embraces continuous quality improvement.



Connecticut State Library

Kendall F. Wiggin, State Librarian

<p>Office of the Public Records Administrator</p>	<p>The Office of the Public Records Administrator is using Lean to identify areas to improve efficiency in two current manual, paper based processes for state agencies: records retention schedule creation and modification, and disposition authorization. The Lean mapping sessions will determine how the disposition and retention schedule creation and modification processes can become automated with the implementation of IBM Atlas and FileNet as part of the Enterprise Content Management (ECM) project in collaboration with DAS/BEST.</p>
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Teacher's Retirement Board

Darlene Perez, Administrator

Project Event/Name	Employer Group Waiver Plan
Brief Description/Overall Goal	Reduce costs by implementing a group waiver for the Teachers' Retirement Health Insurance prescription drug plan
Measure	Reduce prescription drug costs
Reporting Date	4/23/2015
Baseline Value	\$ 100,000,000
Current Value	\$ 80,000,000
Target Value	\$ 60,000,000
Measurement Unit	Dollars
Current Improvement	-20%
Target Improvement	-40%



**CONNECTICUT STATE
COLLEGES & UNIVERSITIES**

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Elizabeth Caswell, Lean Coordinator

Project Event/Name	Common Application	Student Records Retention		Registration Permission Slips
Brief Description/ Overall Goal	Replace existing application with a custom built version of the Common Application using Target X	Eliminate costs of storing hard copies of outdated records through destruction and digitize records needed to be retained, including transcripts, microfiche, and grade books. Western CT State University		Implement electronic means to override process in the student registration system to enable academic departments to approve a student for registration without having the student carry a hard copy consent for processing to the Registrar.
Measure	Increase application count	Reduce expenses related to paper record keeping	Improve staff response time	Reduce registration time
Project Start Date	September 2014	September 2014		September 2014
Project Completion Date	June 2015	June 2015		June 2015
Reporting Date	8/12/2015	8/12/2015		8/12/2015

Project Event/Name	Time Center	Academic Center for Excellence			Financial Aid Awards
Brief Description/ Overall Goal	Implement online scheduling tool for new students to complete mandatory meeting with an academic advisor, with goal of increasing appointment setting and reallocating resources to application processing and outreach.	Tutoring center at Naugatuck Valley Community College, implemented online and other capabilities in '09, continues to increase tutoring services. Relocated and improved center; link software to existing Banner tool for student tracking.			Modify process at Western CT State University to decrease time to distribute financial aid, freeing up the Financial Aid office from handling short term student loans and student inquiries at outset of semester.
Measure	Reduce time to schedule students	Increase percent of students using tutoring center	Increase usage of online tool	Increase graduation rate	Improve response time
Project Start Date	November 2013	September 2014			July 2014
Project Completion Date		June 2015			June 2015
Reporting Date	8/12/2015	8/12/2015			8/12/2015



University of Connecticut (UConn)

Susan Herbst, President

Scott Jordan, Executive Vice President for Administration & Chief Financial Officer

Reka Wrynn & Katrina Spencer, Lean Coordinators

Agency's Lean/Process Improvement Philosophy or Statement:

To continuously review and analyze operations with the goal of functioning more efficiently and effectively while strengthening the academic core of the University, and to utilize best practices while providing services to our students, parents, faculty, staff, alumni and the State of Connecticut.

Project Event/Name	Student Veterans Educational Benefits Process Improvement		Center for Students with Disabilities (CSD) Improved Support Services	
Brief Description/ Overall Goal	Improve processing & certifying of VA Education Benefits, CT Combat Veterans Tuition Waivers , and National Guard Tuition Waivers to enhance services		To provide appropriate accommodations, support and resources for the increasing number of students with disabilities at a lower cost to the University	
Measure	Reduce number of points of contact	Increase the number of Form D's submitted for VA tuition benefits	Reduce number of note takers hired via outside vendor	Reduce costs related to printed materials
Project Start Date	December 2014	February 2015	August 2015	
Project Completion Date	May 2015		May 2015	
Reporting Date	8/13/2015		8/13/2015	
Baseline Value	8	353		
Current Value	1	478		
Measurement Unit	Point of Contact	Forms	Contracted hires	Dollars
Current Improvement	-88%	35%	-14%	-475000

Project Event/Name	Facilities Operations and Building Services Reorganization		
Brief Description/Overall Goal	Improve quality and efficiency of services while reducing costs by merging University Facilities Operations with Student Affairs Residential Life Facilities		
Measure	Reduce position count	Reduce facilities expenditures	Reduce number of open work orders
Project Start Date	June 2013	July 2013	July 2014
Project Completion Date	July 2015	June 2015	
Reporting Date	8/13/2015		
Baseline Value	250		6,415
Current Value	15		3,912
Measurement Unit	Positions	Dollars	Work Orders
Current Improvement	-6%	-4,900,000	-39%



Department of Correction

Scott Semple, Commissioner

Cheryl Cepelak, Deputy Commissioner

Monica Rinaldi, Deputy Commissioner

Agency Lean Coordinators

Michelle Schott, Director of Fiscal Services

Christine Whidden, Director of Security

Agency's Lean/Process Improvement Philosophy or Statement:

DOC seeks to create an organization that embraces continuous improvement in all of its agency functions by empowering staff to identify and implement process improvements that will enable the agency to become more efficient in the utilization of its resources. The overall objective for process improvement is to allow the agency to be more effective in the support of its mission by reducing recidivism, improving public safety, and decreasing trauma throughout the correctional system in Connecticut.



Project Event/Name	Interstate Compact			
Division/Program	BOPP and Operations & Rehabilitative Services Division - Parole & Community Services Unit			
Opportunity/Issue/Problem	Reduce the amount of time it takes Parole to review and process all interstate compact actions to insure compliance with ICAOS audit requirements			
Brief Description/Overall Goal	Achieve the timely issuance of case closure notices within 10 days, and meet or exceed the national average for compliance.	Achieve the timely investigation and notification for transfer requests within 45 days, and meet or exceed the national average for compliance.	Achieve the timely issuance of request for expedited reporting instructions for emergencies within 2 days, or 5 days for sex offenders, and meet or exceed national average for compliance.	Achieve the timely issuance of annual progress reports, and progress reports upon request within 30 days, and meet or exceed national average for compliance.
Measure	ICAOS Case Closure Notice Compliance as a percent	ICAOS Transfer Reply Compliance as a percent	ICAOS RFRI Reply Compliance as a percent	ICAOS Annual Progress Report Compliance as a percent
Project Start Date	9/15/2014	9/15/2014	9/15/2014	9/15/2014
Project Completion Date	9/19/2014	9/19/2014	9/19/2014	9/19/2014
Reporting Date	3/17/2015	3/17/2015	3/17/2015	3/17/2015
Baseline Value	80	65.8	97.7	75.7
Current Value	100	97.7	100	90
Target Value	95	86.8	97.7	85.6
Measurement Unit	Percent	Percent	Percent	Percent
Current Improvement	20.0%	32.7%	2.3%	15.9%
Target Improvement	15.8%	24.2%	0.0%	11.6%

Project Event/Name	Purchasing Process	Standards and Policy			
Division/Program	Administrative Division - Fiscal Services Unit	External Affairs Division			
Opportunity/ Issue/Problem	Evaluate process to complete purchases and implement electronic requisitions	Review process for developing and revising Administrative Directives			
Brief Description/ Overall Goal	Transition agency staff to use e-requisitions rather than paper requisitions.	Streamline the annual review process from language revisions to Directive completion to include processing, publishing and notification.	Streamline the annual review process to achieve good results.	Quality improvement in annual review process.	Designate OSP Liaisons to increase agency participation in policy development.
Measure	Percentage of all requisitions processed as electronic requisitions.	Months from start to issuance of transmittal memorandums	Steps required for annual review process	Percentage of Inclusions and Exceptions Returned to the Originator	Percentage of Liaisons Providing Field Review Responses
Project Start Date	2/24/2014	2/24/2014	2/24/2014	2/24/2014	2/24/2014
Project Completion Date	2/28/2014	2/28/2014	2/28/2014	2/28/2014	2/28/2014
Reporting Date	6/30/2015	10/1/2014	2/6/2015	7/30/2015	7/30/2015
Baseline Value	37.05	12	124	48	30
Current Value	94.92	3	85	37	45
Target Value	99	3	43	0	100
Measurement Unit	Percent	Months	Steps	Percent	Percent
Current Improvement	61.0%	-300.0%	-45.9%	-29.7%	33.3%
Target Improvement	62.6%	-300.0%	-188.4%	-100.0%	70.0%



Department of Children and Families

Joette Katz, Commissioner

Michael Williams, Deputy Commissioner

Fernando Muniz, Deputy Commissioner

Susan Smith, Chief of Quality and Planning

Judi Jordan, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement

DCF is committed to continuous cross regional process improvement efforts to improve child well-being and family satisfaction.



Connecticut Innovations, Inc.

Philip Siuta, Sr., VP, CFO

Hil Scott, Controller

Gayle Cvengros, Staff Accountant

Agency's Lean/Process Improvement Philosophy or Statement:

Focus on the core mission of spurring entrepreneurial activity vs all business activity in the state.
Operating expenses should be pared to match a more focused strategy.

Project Event/Name	Reorganization – Staff Reduction/consolidation of operations			Complete CGB operations separation from CI	SSBCI- Approval for Equity Investments
Brief Description/ Overall Goal	Elimination, consolidation and use of outsourcing to provide more efficient and cost effective operations			Finish the personnel transfer from CI/CGB to CGB full time.	Enabled access to 9 mil in Federal funding to be used for capital venture investments.
Measure	Reduce payroll expenses	Reduce budgeted payroll expenses	Reduce operating expenses	Reduce budgeted payroll expenses	Increase equity investments
Project Start Date	7/1/2014			7/1/2014	7/1/2014
Project Completion Date	6/30/2015	6/30/2016		6/30/2015	6/30/2015
Reporting Date	8/14/2015				
Baseline Value	\$ 12,700,000	\$ 12,700,000	\$ 6,600,000	\$ 550,000	\$ 15,100,000
Current Value	\$ 10,500,000	\$ 10,000,000	\$ 5,300,000	\$ 522,500	\$ 20,400,000
Measurement Unit	Dollars	Dollars	Dollars	Dollars	Dollars
Current Improvement	-17%	-21%	-20%	-5%	35%



State Education Resource Center

Ingrid M. Canady, Interim Executive Director

Kristy Giacco, Agency Lean Coordinator

Agency's Lean/Process Improvement Philosophy or Statement:

The State Education Resource Center (SERC) is a quasi-public agency established under Public Act No 14-212 and was signed into law in June, 2014. SERC provides professional development and information dissemination in the latest research and best practices to educators, service providers, and families throughout the state, as well as job-embedded technical assistance and training within schools, programs, and districts. The State Education Resource Center current vision of Equity, Excellence, Education serves as the foundation of the services we provide to educators, children, and families. The following statement articulates how SERC translates such vision into practice: SERC believes that all students have the right to access opportunities and experiences that reflect and respect their differences and abilities. We are concerned that in Connecticut, educational outcomes for black and brown students, students who are English Language Learners, and students with disabilities continue to lag behind outcomes for other students. To help eliminate these achievement gaps, SERC addresses institutionalized racism and social justice in school and districts and both models and facilitates equity in education. LeanCT will become an important part of our efforts as we move towards ensuring that all resources and supports are strategically focused on achieving our vision of Equity, Excellence, and Education to the highest level of efficiency and accountability.

APPENDIX A

Data Fields

Project Event Name	The name/title of the continuous improvement project.
Division/Program	Agency's division or program that took this lead on the project, if applicable.
Opportunity/Issue/Problem Statement	The opportunity for improvement or issue to be addressed.
Brief Description/Overall Goal	A description of the project's intended outcomes.
Measure	A statement of what assessment. (How do we know we're improving?)
Project Start Date	The date on which the project's 5-day Lean Event began OR The date on which the project began.
Project Completion Date	The date on which the project's 5-day Lean Event ended OR The date on which the project was completed.
Reporting Date	The date related to the "current value". This date could be either the date the information was reported to OPM OR the date the data was collected.
Baseline Value	The numerical value that represents the "starting point" for the related measure.
Current Value	The numerical value that represents the most recent data available.
Target Value	The numerical value that represents the goal for the related measure.
Measurement Unit	The unit, or item, that is being measured.
Current Improvement	The overall improvement from baseline to current, represented as a percent.
Target Improvement	The overall improvement from baseline to target, represented as a percent.

APPENDIX B

Statewide Process Improvement Steering Committee

The Statewide Process Improvement Steering Committee and the LeanCT program jointly promote a statewide culture of continuous improvement that will increase customer satisfaction, encourage employee engagement and innovation, and focus on transparency and accountability.

2015 Membership

All members serve at the request of their agency's Commissioner.

1. Alison N. Fisher, Office of Policy and Management, Chair
2. John Vittner, Office of Policy and Management
3. Jason Crisco, Department of Administrative Services
4. Len Smith, Department of Administrative Services – Bureau of Enterprise Solutions and Technology
5. Captain Samuel Izzarelli, Jr., Department of Emergency Services and Public Protection
6. Cindy Zuerblis, Department of Motor Vehicles
7. John Neumon, Department of Consumer Protection
8. Stephen Dombrowski, Department of Labor
9. Nicole Lugli, Department of Energy and Environmental Protection
10. George Norfleet, Department of Economic and Community Development
11. Josh Scalora, Department of Developmental Services
12. Cheryl Malerba, Department of Transportation
13. Laurie Ann Wagner, Department of Social Services
14. Mary Farnsworth, Office of Early Childhood
15. Michael Lettieri, Department of Correction

Thank you to the members of this committee, and to their respective agencies, for their hard work, dedication, and support.