BPI

annual progress report FY15

LEADING
leading efforts to improve service, free up staff time, deliver services faster, and reduce total cost

DEVELOPING
developing a culture of quality at the University of Illinois through training and collaboration

DELIVERING
delivering results for units in need so they can focus on their core mission

UNIVERSITY OF ILLINOIS

contents

introduction

The Business Process Improvement (BPI) Shared Service provides support for initiatives seeking to improve customer service, free up staff time, deliver services faster, reduce total cost, or a combination of those goals. Support is provided through a pool of resources available for facilitation of targeted process improvement projects, a methodology and toolset for executing process improvement projects, and training on the concepts and techniques of process improvement initiatives.

This annual report looks at the FY15 accomplishments of the BPI Shared Service and the plans for FY16.

highlights

- **Led 27 process analysis or improvement efforts** to improve customer service, free up staff time, deliver services faster, or reduce total cost.

- **Completed 8 process improvement projects** and 9 process analysis efforts, resulting in **102 recommendations for process improvement** at 26 units within UIC, UIUC, and University Administration. Estimated **potential cost savings of over $820,000** and **potential time reduction of over 13,500 hours annually**.

- **Trained 373 participants** in process improvement concepts, tools, and techniques, bringing the total trained to 759 since fall of 2011.

- **Directly engaged employees from over 86 units** through participation in training and project work or by supporing the BPI Shared Service.

FY15

This annual report is a means to transparently communicate BPI Shared Service operations with BPI Shared Service stakeholders. It highlights the accomplishments and plans of the service. We hope this report will be useful to the University community as a window into the various quality initiatives taking place throughout the University. Your feedback is welcome and invited.

Kelly Block
Business Process Advisory Group, Chair

businessprocess
improvement
SHARED SERVICE

*Providing advice, guidance, and prioritization assistance
to the BPI Shared Service, ensuring proper focus and representation
are reflected in the work they do*

BUSINESS PROCESS
ADVISORY GROUP

Laura Alexander, UIS, Senior Director of Human Resources

Dilip Chhajed, UIUC, Professor, College of Business

Steve Everett, UIC, Dean, College of Architecture, Design, and the Arts

Avijit Ghosh, UIC, CEO, University of Illinois Hospital & Clinics

Patricia Gill, UIC, Associate Vice Provost for Planning and Programs

Michael Hites, UA, CIO and Senior Associate Vice President, AITS

Mike Kamowski, UIC, Director of Student Services Systems

Gloria Keeley, UA, Assistant Vice President, Administrative Services

Kristi Kuntz, UIUC, Assistant Provost for Undergraduate Academic Affairs

Kathy Martensen, UIUC, Assistant Provost for Educational Programs

Maureen Parks, UA, Executive Director and Associate Vice President for Human Resources

Audrius Polikaitis, UIC, CIO, Hospital Information Services

John Rossi, UIUC, Executive Assistant Dean, College of Law

Albert Schorsch III, UIC, Associate Dean, College of Urban Planning and Public Affairs

Julie Zemaitis, UA, Executive Director, University Audits

Ilir Zenku, UA, Assistant Vice President, Information Technology, Office of the Vice President for Health Affairs

Kelly Block, UA, Assistant Vice President, Portfolio & Process Management

"These services are helpful in assisting units to identify not only how business is done, but how it might more effectively be accomplished."

Patricia Barrett Malik, Ph.D.
Division of Disability Resources and Educational Services
Interim Director

Leading

Leading efforts to improve customer service, free up staff time, deliver services faster, and reduce total cost.

In FY15, the BPI Shared Service facilitated projects focused on helping...

UIC Human Resources improve the efficiency and accuracy of new hire appointment processing • **UIC Vice Provost for Faculty Affairs** reduce the amount of time required to process approvals for appointments requiring prior Provost and Board of Trustees approval • **UIC Institute of Health Research and Policy** decrease the cycle time for hiring and changing existing appointments while maintaining a high level of customer service • **UIUC Illinois Master of Science in Finance and Master of Science in Technology Management Programs** streamline the annual application review process • **Administrative Information Technology Services** improve their change request submission and preparation process • **University of Illinois Hospital and Health Sciences System** create a consistently exceptional, patient-centered experience across the care continuum • **UIUC Labor & Employee Relations** improve the workflow for performance discipline and discharge • **University Office of Capital Programs** reduce the lead time required for soliciting, selecting, and procuring a professional services consultant • **UIUC Department of Business Administration** improve the quality, accuracy, and transparency of the non-personnel expense tracking process • **UIC College of Dentistry** reduce patient accounts receivable by increasing the accuracy of claims submissions and collections • **UIUC School of Literatures, Cultures, & Linguistics** streamline and standardize their financial commitment process

89%

Focusing on campus-based business processes

89% of the improvement efforts led by the BPI Shared Service in FY15 focused on campus-based business processes. The majority identified elimination of waste and improving quality as primary goals and targeted HR and Finance related processes.

2.3:1

Freeing up staff time

For every hour invested in BPI Shared Service process analysis and improvement initiatives during FY15, an estimated 2.3 hours were saved through the elimination of steps, improved communications, and better defined processes.

$820K

Reducing costs

FY15 process improvement projects resulted in a potential cost savings of over $820,000. Cost reductions enable units for focus more resources on their core mission.

Featured
improvement initiatives

The BPI Shared Service led 27 process analysis or improvement efforts in FY15. 17 were completed, resulting in 102 recommendations for improvement at 26 units within UIC, UIUC, and University Administration.

IMPROVE QUALITY	**REDUCE WASTE**	**SAVE TIME**

UIC Human Resources New Hire Appointment Process

The UIC HR Service Center reviews, processes, and applies employee appointments for all colleges and departments across UIC. Coordination is required between many different groups and often provided information is incomplete or incorrect.

Through this project, the team identified 6 key recommendations and 74 potential solutions designed to ensure accuracy and completeness, reducing time spent by all stakeholders. Expected results include an annual time savings of over 8,000 hours and cost avoidance of nearly $250,000 annually.

UIUC School of Literatures, Cultures, & Linguistics Financial Commitments

The School of Literatures, Cultures, & Linguistics within the College of Liberal Arts & Sciences recorded $1.8 million for 296 commitments in FY 14, spanning 13 departments with total state funds of $14.4 million. The procedures for process commitments were time consuming, manually intensive, and difficult to track.

Through this project, the team identified 6 short-term and 3 long-term recommendations designed to help improve the communication and efficiency of the financial commitment process. The resulting process includes improved accuracy and integrity of data collection.

University Office of Capital Programs Professional Services Consultant Selection

The University Office of Capital Programs & Real Estate Services oversees the Qualifications Based Selection process for Professional Services Consultants who submit letters of interest and pre-qualification to posted advertisements. This process requires extensive coordination, multiple levels of approval, and is very time consuming.

Through this project, the team identified 42 recommendations for improvement expected to result in a 10-15% time reduction per project. Annually, this could result in an estimated 88-154 day reduction in project timelines.
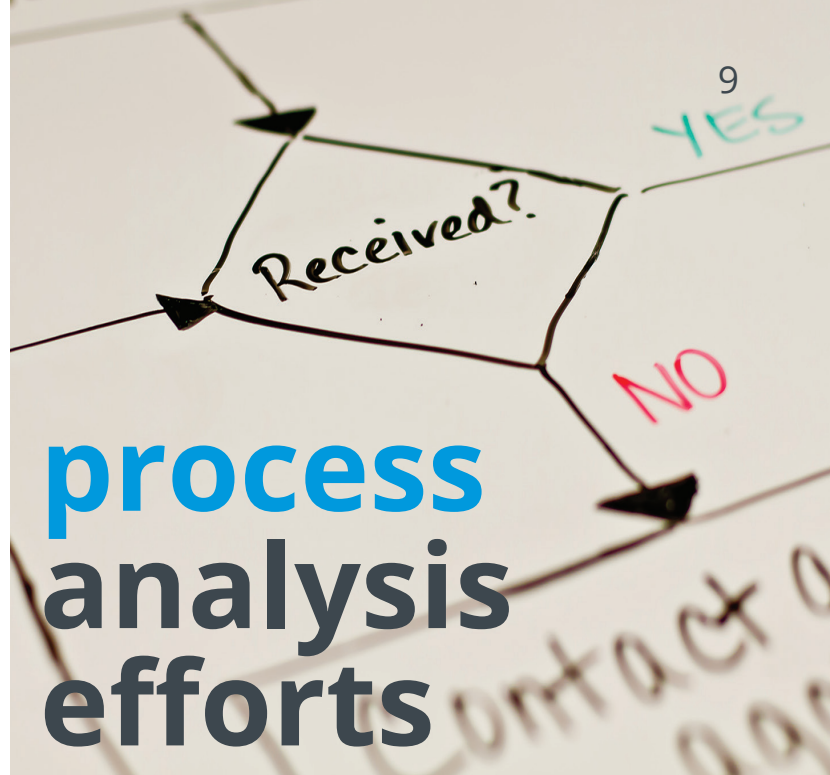
process analysis efforts

In addition to process improvement efforts, the BPI Shared Service assisted several units with mapping and analyzing their processes. Often used as a precursor to a more targeted process improvement effort, process analysis engagements can help a team to identify core and supporting processes, understand the complexity of a process or system of processes, and establish a performance baseline to measure against future improvement efforts.

In FY15, the BPI Shared Service conducted process analysis engagements with the following units:

Campus Disability Services Units at UIC, UIS and UIUC
Documented 22 processes in support of an ITPC project expected to result in a software management system.

Office of the Vice Provost for Faculty Affairs at UIC
Mapped the promotion & tenure process and facilitated discussions on potential software solutions to improve efficiency and effectiveness.

i-card Programs
Documented the UIN Request Process and analyzed issues encountered administering and supporting the manual version of the process.

Office of Capital Programs & Real Estate Services
Developed detailed as-is process maps for the capital project management and financial activities performed at all three campuses. Collected pain points and desired changes to the current process.

Administrative Information Technology Services
Trained and assisted staff with creating process maps for Human Resource functions.

UIC Parking Services
Developed detailed as-is process maps and identified opportunities for improvement for the UIC Transit Benefit Program.

REDUCE COST

$

UIC College of Dentistry Point-of-Service Management Process

The Dental Clinics at the College of Dentistry offer a complete range of dental and oral health services. In FY14, the Dental Clinics had 113,544 patient visits resulting in a net revenue of over $15 million. During that same time period, the Dental Clinics incurred a bad debt write off of nearly 7.5% of net revenue, or $1.1 million.

Through this project, the College of Dentistry wants to reduce patient accounts receivable by both increasing the accuracy of claim submissions and collections from patients and insurance companies, thereby reducing the allowance for bad debt.

Developing

Developing a culture of quality at the University of Illinois through training and collaboration. The BPI Shared Service offers a variety of training opportunities focused on educating University staff on the concepts, techniques, and tools of process improvement.

Community Series

Collaborating with campus and University Administration units

After our inaugural year in FY14, the BPI Shared Service continued the Community Series on the Urbana-Champaign campus in FY15, providing quarterly presentations on topics such as designing survey questionnaires, automating processes via FormBuilder, brainstorming, and crafting effective communications.

Planning for the inaugural Community Series at UIC is currently underway.
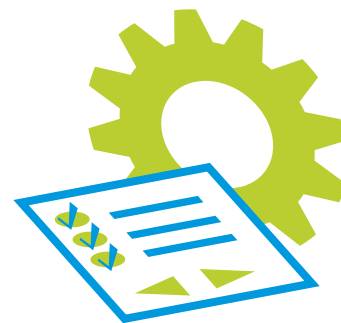
business**process** improvement
COMMUNITY SERIES

Customized Training

Providing customized, off-cycle training to University units

In an effort to better satisfy demand for training and promote a more unit-based culture of quality, the BPI Shared Service started offering fee-based training options in FY15. Under this offering, training can be customized and scheduled based on the unit's needs. In FY15, 195 employees attended customized training sessions at the Division of Specialized Care for Children at UIC and Technology Services at Illinois on the Urbana-Champaign campus.

Lean Concepts
Tools to identify and eliminate unneccessary activities

Participants learn about Lean concepts and tools that can help them uncover and eliminate unneccessary activities in their processes, saving staff time and delivering results faster. This course is provided on a quarterly basis on the Chicago and Urbana-Champaign campuses at no cost to individuals or units.

FY15 Training Totals
759 University of Illinois employees trained since 2011

In FY15, the BPI Shared Service nearly doubled the amount of training participation that occurred from FY12 - FY14.

- **373** participants attended a training course
- **90%** of participants were from UIC & UIUC
- **57** units represented at training sessions
- **1,988** hours participating in training
- **790+** hours delivering training

Facilitation Skills
Techniques for facilitating teams or working sessions

Participants develop and experiment with techniques designed to facilitate staff meetings, planning sessions, brainstorming sessions, or any type of meeting that needs to be meaningful and productive. This interactive workshop is intended for new facilitators that want to develop or improve their facilitation skills. New in FY15, it is now offered on a quarterly basis on the Chicago and Urbana-Champaign campuses at no cost to individuals or units.

DELIVERING
RESULTS THROUGH
COLLABORATION

Delivering results for units in need so they can focus on their core mission.

Building Partnerships

As a shared service, partnerships are key to the success of the organization. The shared service itself is made up of 63 participants from 29 units on all three campuses and University Administration. Additionally, FY15 BPI Shared Service activities that focused on building partnerships included:

- Participation in the Network for Change and Continuous Innovation (NCCI) organization, including serving on the Membership & Outreach Committee, participating in webinars, and attending the 2015 Annual Conference.

- Ongoing discussions and support of the UIUC College of Veterinary Medicine Process Improvement and the UI Health Operations Excellence teams.

Achieving Results

During FY15, the BPI Shared Service accomplished the following:

- University employees spent over 7,600 hours on process improvement initiatives and training provided or supported by the BPI Shared Service.

- Identified 102 recommendations for process improvement at 26 units at UIC, UIUC, and within University Administration, resulting in an estimated cost savings of over $820,000 and over 13,500 hours saved annually.

- Directly engaged employees from 86 units through training and project participation.

What's Next

In FY16, the BPI Shared Service plans to expand the training offerings to include more guidance on running unit-led process improvement initiatives, initiate a Process Improvement Facilitator training program to develop improvement leaders throughout the system, and host an annual forum for showcasing the various improvement efforts on each campus.

Process improvement efforts in FY16 will include pre-approved projects and work requests for the following units:

- UIC College of Dentistry
- UIUC Information Trust Institute
- UIUC Vice Chancellor for Research
- University of Illinois Foundation

Streamline your process to work smarter, better, and faster with the BPI Shared Service

CONTACTS

BUSINESS PROCESS
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