UNIVERSITY OF ILLINOIS

BPI ANNUAL PROGRESS REPORT FY16

The Business Process Improvement Shared Service looks back on its five first years and looks forward to continued success.
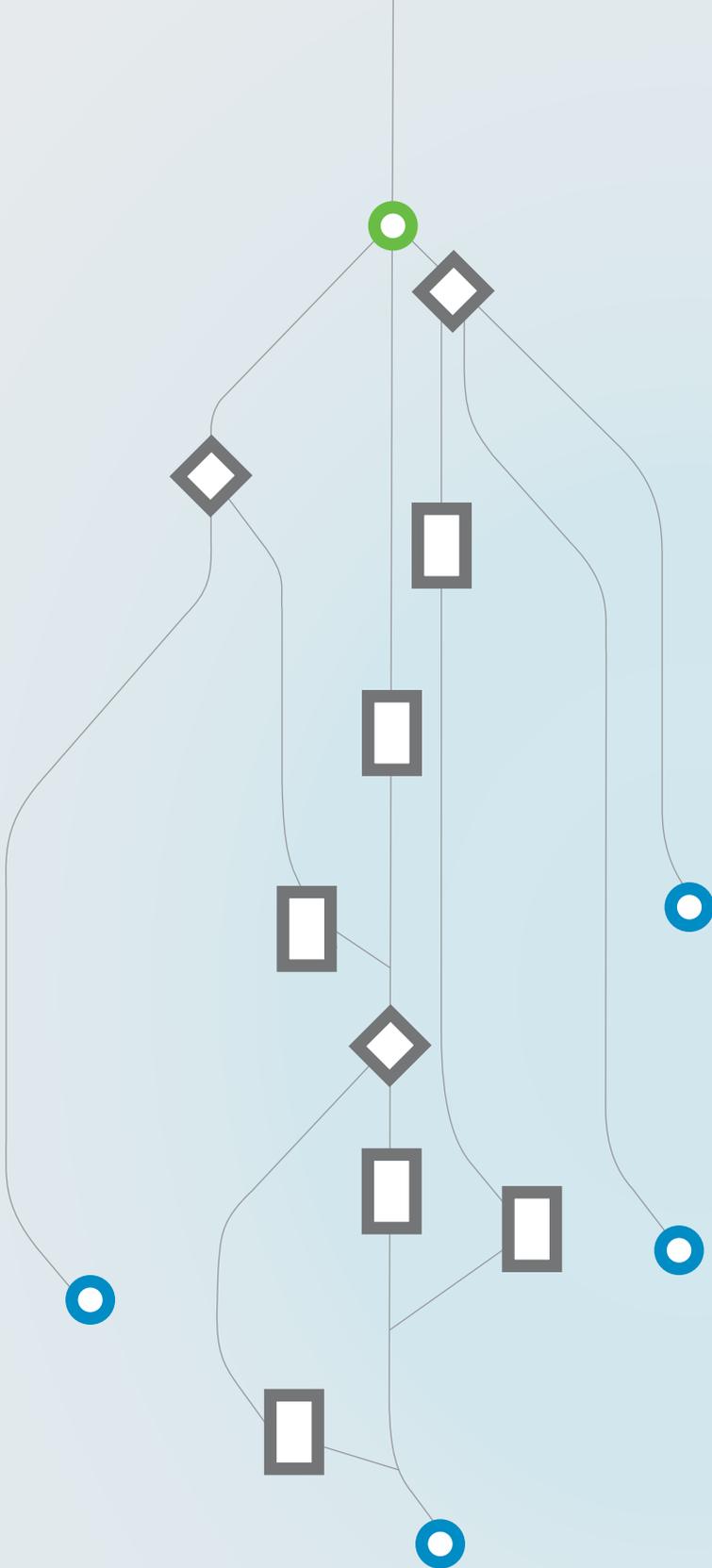
July 1, 2016

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business**process** improvement SHARED SERVICE

Since 2011, 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 is a means to transparently communicate BPI Shared Service operations with BPI Shared Service stakeholders. 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.

BPI
HIGHLIGHTS

This annual report looks at the accomplishments of the BPI Shared Service over the past five years and reviews the achievements from FY16 while previewing future successes planned for FY17.

237%
training participation

average annual potential cost savings
$1.8M

Since 2011, the BPI Shared Service has seen a 237% annual training participation increase and has averaged $1.8 million potential cost savings annually.

- **Led 76 process analysis or improvement efforts** to improve customer service, free up staff time, deliver services faster, or reduce total cost since 2011. Led 14 in FY16 alone.

- **Completed 29 process improvement projects** and 26 process analysis efforts since 2011, resulting in **227 recommendations for process improvement**. Estimated **potential cost savings of over $9.1 million** and **potential time reduction of over 27,000 hours since 2011**.

- Currently **engaged in 7 multi-campus process improvement initiatives**, including a project to analyze and improve all University procurement processes.

- **Trained 408 participants** in process improvement concepts, tools, and techniques, bringing the total trained to 1,184 since fall of 2011.

- **Engaged employees from over 89 units** through participation in training and project work or by supporing the BPI Shared Service in FY16.

BPI: THE FIRST
FIVE YEARS

reduce
waste

improve
quality

save
time

reduce
cost
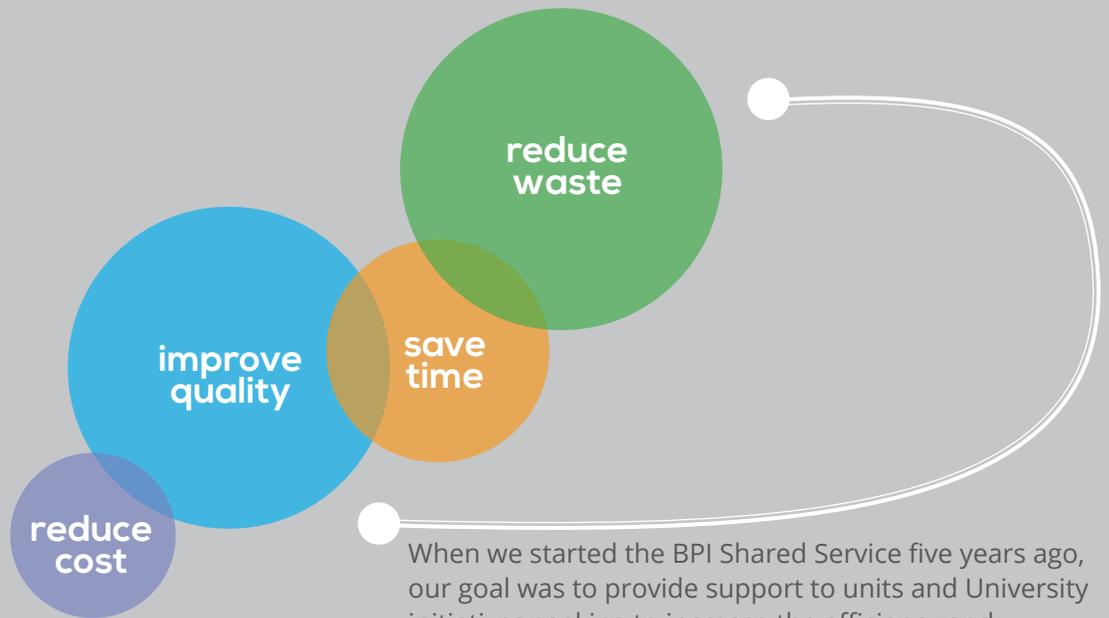
When we started the BPI Shared Service five years ago, our goal was to provide support to units and University initiatives seeking to increase the efficiency and effectiveness of University operations. We wanted to help units streamline their operations to free up staff time and reduce costs so that their resources could be focused on core mission-related activities. We wanted to help service-based units improve the quality of their service offerings by seeking and incorporating feedback from the customers they serve. And we wanted to promote the success stories and lessons learned from the numerous initiatives throughout the University system so that others might benefit.

" *Providing support to University initiatives seeking to increase the efficiency and effectiveness of University operations...*

Five years later, we have several success stories from the efforts we have led. This report touches on some of those accomplishments, but we know that there are even more from the University community at large. Given our current fiscal environment, we want to increase our promotion of those stories. Please let us know your improvement story, so we can all share and learn from each other while improving the work we do at the University of Illinois.

Marc Carlton

Assistant Director, Process Management

Business Process Improvement Shared Service

FIVE YEAR MILESTONES

Launched BPI Concepts course, February 2012

Officially formed Shared Service, July 2011

Proposed BPI Shared Service at Efficiency Fair in Urbana, June 2011

Partnered with UIUC Vet Med on developing a college-based program, May 2012

Held first Advisory Group meeting, June 2012

Partnered with UI Health to improve customer access experience, January 2013

Launched BPI Community Series, April 2014

Hosting first BPI Showcase, September 2016

Graduated first cohort of Facilitator Training Program, May 2016

Launched Facilitation Skills course, April 2015

> *Your expertise and dedication are truly appreciated, and we have no doubt that the efforts are resulting in progress toward greater efficiencies and success.*
>
> *Dr. Susan Rowan*
> *Associate Dean, Clinical Affairs*
> *College of Dentistry*

Officially formed after the Efficiency Fair in June 2011, the BPI Shared Service has promoted process improvement at the University of Illinois in many different ways. By training nearly 1,200 participants on the concepts and techniques of process improvement, the BPI Shared Service has helped to develop the skills and desire required for positive change. By helping to establish the first unit-based process improvement program at the College of Veterinary Medicine and supporting the customer access experience initiative at UI Health, the BPI Shared Service has encouraged collaboration and sharing as a way to broaden the impact of our improvements. Later, the BPI Community Series was developed as a venue for sharing and learning from each other and has been well attended each quarter. In September 2016, the BPI Shared Service plans to celebrate our five year anniversary with an event similar to the 2011 Efficiency Fair that paved our way.

BUSINESS PROCESS
ADVISORY GROUP

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 members, 2012–Present

- **Laura Alexander**, UIS, Senior Director of Human Resources, Office of the Chancellor [2013–2015]

- **Kelly Block**, UA, Assistant Vice President for Portfolio & Process Management, Office of the CIO [2012–Present]

- **Dilip Chhajed**, UIUC, Professor & Associate Head of Business Administration, College of Business [2012–Present]

- **Farokh Eslahi**, UIS, Associate Provost for Information Technology, Information Technology Services [2012]

- **Steve Everett**, UIC, Dean, College of Architecture, Design, and the Arts [2015–Present]

- **Avijit Ghosh**, UA, Senior Advisor to the President, Office of the President [2012–2014]

- **Patricia Gill**, UIC, Associate Vice Provost for Planning and Programs, Office of the Vice Provost for Planning & Programs [2012–2015]

- **Michael Hites**, UA, CIO and Senior Associate Vice President, Administrative Information Technology Services [2012–Present]

- **Michael Jonen**, UA, Associate Vice President for Enterprise Strategy, Office of the Vice President for Health Affairs [2013]

- **Mike Kamowski**, UIC, Director of Student Systems Services, Office of Student Systems Services [2012–Present]

- **Gloria Keeley**, UA, Assistant Vice President for Business Solutions & Support, Office of Business & Financial Services [2012–Present]

- **Kristi Kuntz**, UIUC, Assistant Provost for Undergraduate Academic Affairs, Office of the Provost & Vice Chancellor for Academic Affairs [2012–2014]

- **Stig Lanesskog**, UIUC, Associate Provost for Strategic Planning & Assessment, Office of the Provost & Vice Chancellor for Academic Affairs [2013–2014]

- **Kathy Martensen**, UIUC, Assistant Provost for Educational Programs, Office of the Provost & Vice Chancellor for Academic Affairs [2014–Present]

- **Jami Painter**, UA, Interim Associate Vice President for Human Resources, University Human Resources [2017-Present]

- **Maureen Parks**, UA, Associate Vice President for Human Resources, University Human Resources [2012–2016]

- **Audrius Polikaitis**, UIC, CIO, Hospital Information Services [2013–2015]

- **John Rossi**, UIUC, Deputy CIO for IT Service Delivery, Technology Services at Illinois [2015–Present]

- **Albert Schorsch III**, UIC, Associate Dean, College of Urban Planning & Public Affairs [2012–2015]

- **Edward Wojcicki**, UIS, Associate Chancellor for Constituent Relations, Office of the Chancellor [2012–2013]

- **Angela Yudt**, UIC, Associate Vice Provost, Office of the Vice Provost for Faculty Affairs [2016–Present]

- **Julie Zemaitis**, UA, Executive Director, University Audits [2012–Present]

- **Ilir Zenku**, UIC, Assistant Vice Chancellor, Health System Information Technology, Office of the Vice Chancellor for Health Affairs [2015–Present]
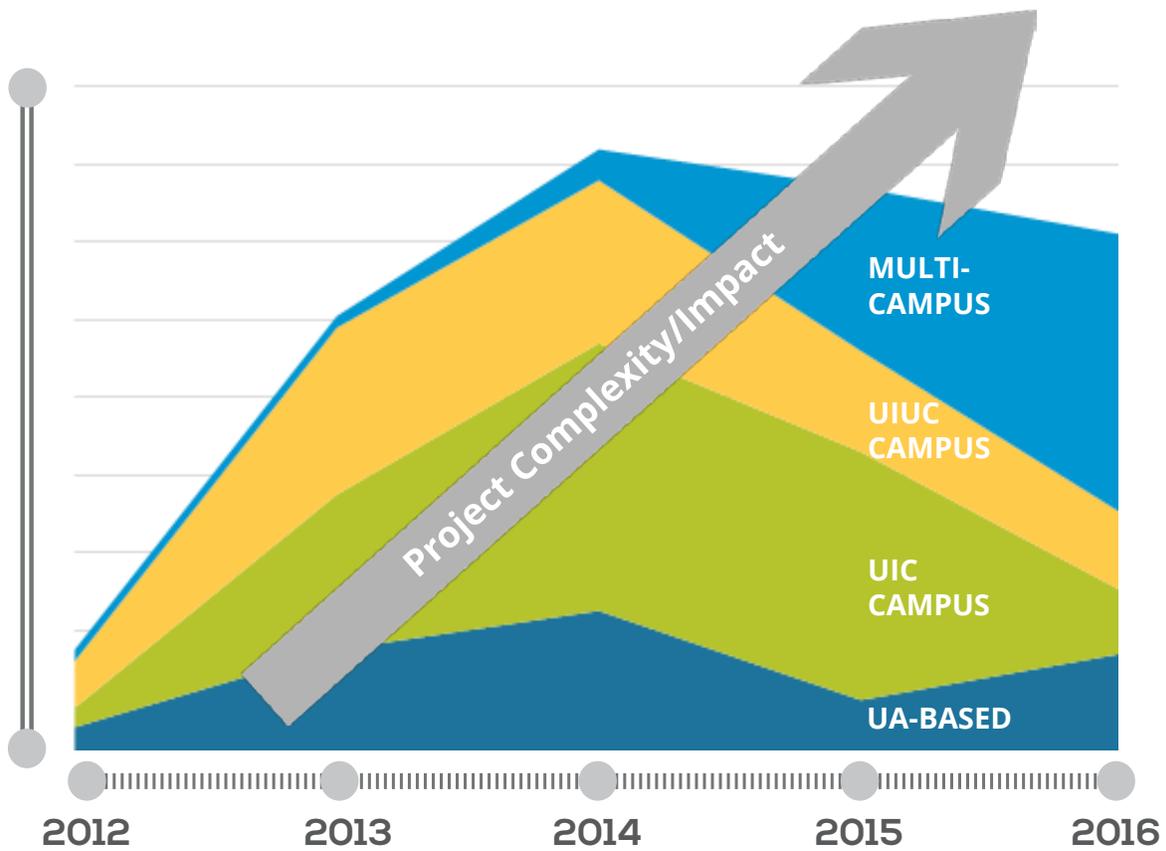
> **I've learned a lot about business process improvement as part of the Business Process Advisory Group and I see so much value in the work that the Business Process Improvement Shared Service does and the way this advisory group facilitates that work.**
>
> *John Rossi*
> *Deputy CIO, Urbana*

PROJECT
IMPACT

Project Complexity/Impact

MULTI-CAMPUS

UIUC CAMPUS

UIC CAMPUS

UA-BASED

2012   2013   2014   2015   2016

Over the first five years, BPI Shared Service project work has evolved a great deal. Initial projects focused on streamlining the work of individual units. While beneficial to the units themselves and the units they serve, very few improvements crossed unit boundaries.

Since 2014, the BPI Shared Service has seen a significant increase in the number of projects that cross unit boundaries and impact multiple campuses within the system. University system projects looking to improve enterprise system security, off-boarding, and sabbatical leave procedures are all currently underway. These projects

> **It was invigorating to actually take some time to analyze the steps we do... We found there were many other more efficient ways to complete the same assignments.**
>
> *John Brach*
> *Director of Human Resources*
> *Institute for Health Research & Policy*

will benefit a much larger audience, but also require more time and resources.

Similarly, our college or unit-based

process improvement projects have also increased in complexity. The College of Dentistry Point-of-Service Management process improvement involves faculty, staff, and students from most of the clinics within the college and several services under college administration. It is a complex, multi-phased project that looks to significantly improve collections.

In June 2016, a project to analyze and improve all University procurement source-to-pay processes kicked off. This is the largest and most complex BPI Shared Service project to date and it is expected to go through 2018.

PROJECT
IMPACT

2016

Off-boarding Procedures (multi-campus)

Creating an effective off-boarding process that terminates enterprise access and stops payroll in a timely manner following an employee's separation

2015

UIC Faculty Affairs New Hire Prior Approval Process

Reduced turnaround time for processing approvals for appointments requiring prior Provost and Board of Trustees approval by 40%

2014

UIUC College of Veterinary Medicine Process Improvement Initiative

Developed the first college-based process improvement group at the University of Illinois

2013

UI Health Customer Access Experience

Developed an implementation plan for transforming their call center into a "one-stop-shop" customer service center, projected to provide a $8.1 return on investment

2012

UIUC Disability Resources & Educational Services

Developed requirements for a university-wide integrated software solution to better track and manage services provided by disability services units on all campuses

In June of 2015, the BPI Shared Service completed a project to help UIC Faculty Affairs improve their hiring process for appointments requiring prior Provost and Board of Trustees approval. The goal of this collaboration was to reduce the amount of time required to process these approvals. Now, Dr. Angela Yudt, Associate Vice Provost of Faculty Affairs, reports that after implementing the solutions recommended by the project team led by Marc Carlton of BPI, Faculty Affairs has experienced a 40% reduction in their average turnaround time. How did they achieve these considerable results?

Dr. Yudt credits the BPI method: "The BPI staff did a great job in helping us dissect our current processes and focus on steps that added value and minimized cycle time. They also took the time to gain an understanding of our needs and help us be realistic with our goals."

Another crucial component to improving their process was using the FormBuilder workflow and forms tool. Dr. Yudt says that its "product features were able to meet our needs for flexibility, dynamic questioning, as well as security and storage." Using Faculty Affairs process information

> " *BPI ... took the time to gain an understanding of our needs and help us be realistic with our goals.*

obtained and organized by the BPI team, Tanya Wood of AITS provides ongoing assistance to Dr. Yudt's team to configure FormBuilder according to the specific needs of their unit. FormBuilder's routing functionality has enabled their formerly paper-driven process to become completely on-line, increasing efficiency and transparency for their customers.

The resulting time savings allows Faculty Affairs to focus on other projects that gain additional efficiencies, which they otherwise would have been unable to consider.

40%
turnaround time

Faculty Affairs experienced a 40% reduction in average turnaround time

TRAINING
LEADERS

The BPI Shared Service offers a variety of training opportunities focused on educating University staff on the concepts, techniques, and tools of process improvement. In FY16, BPI added process improvement leadership training to their portfolio with the creation of the Business Process Improvement Facilitator Training Program.
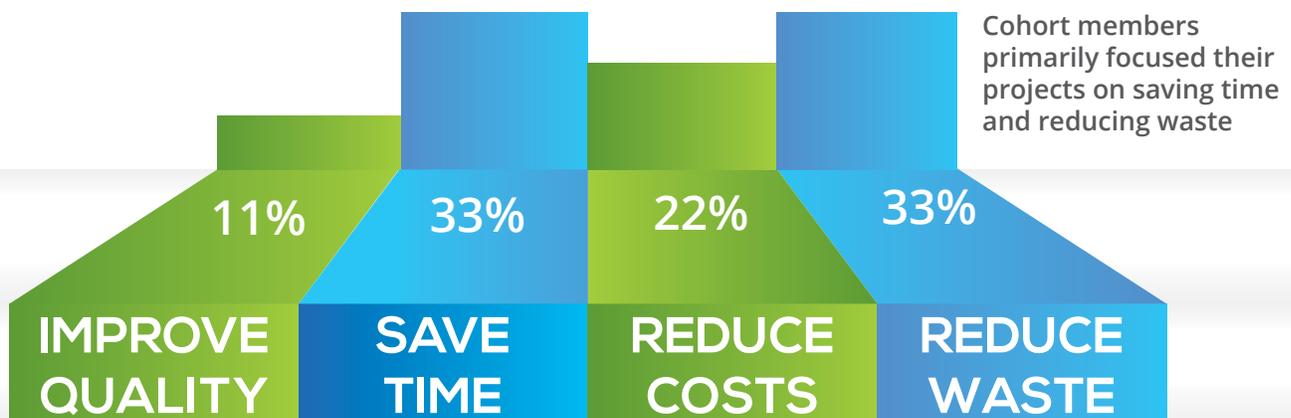

The first cohort of the Business Process Improvement Facilitator Training Program included the following participants:

- **Travis Ashmore**, UIUC, Business Analyst, Engineering IT Shared Services

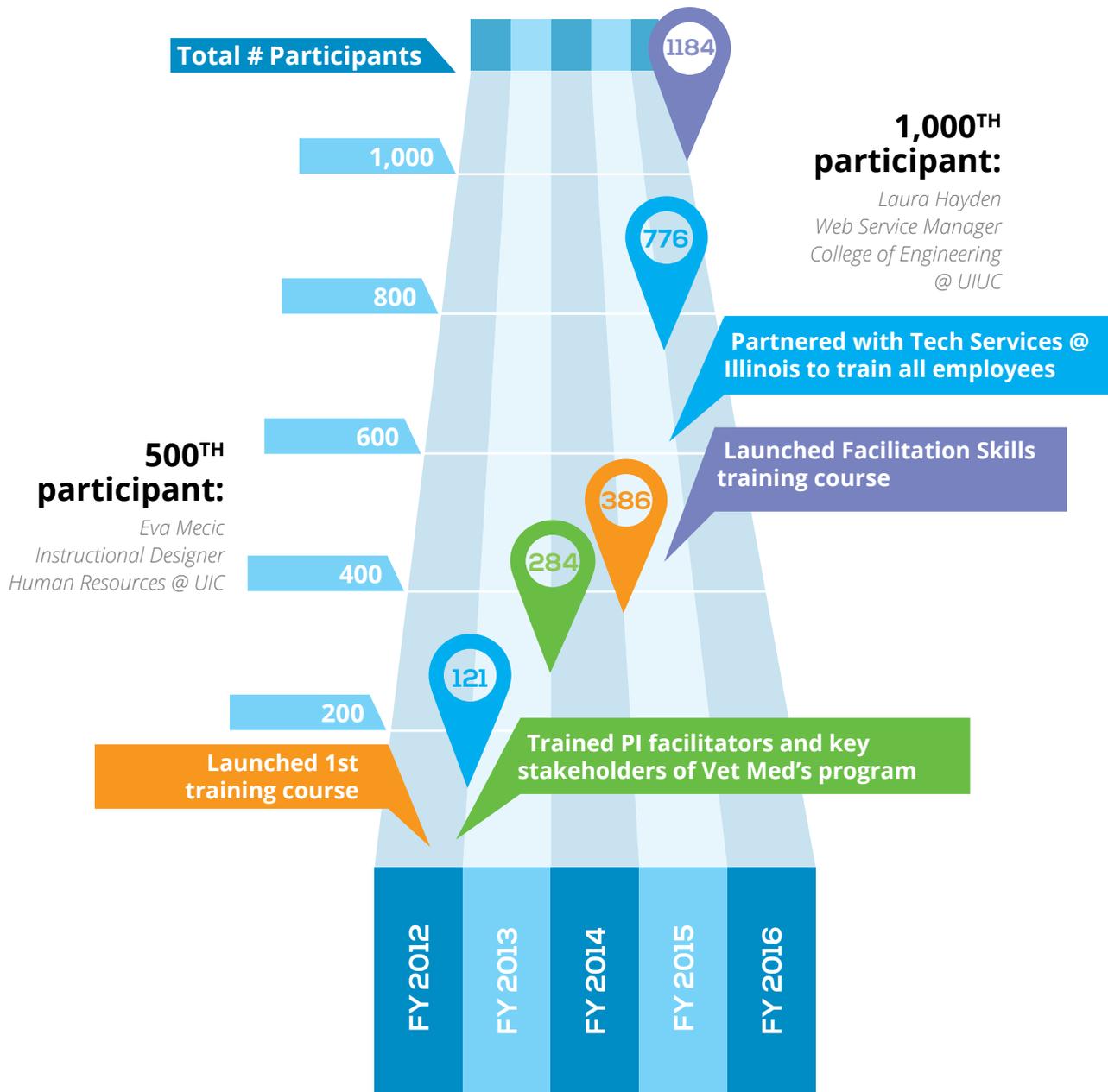- **Tyler Burton**, UIUC, Customer Service Representative, Veterinary Teaching Hospital

- **Kailee DuVall**, UIUC, Customer Service Representative, Veterinary Teaching Hospital

- **Ryan Hanna**, UIUC, Staff Clerk, Veterinary Diagnostic Laboratory

- **Kristi Moore**, UA, Senior Business Analyst, Office of Business & Financial Services

- **Katrina Royce-Malmgren**, UA, Enterprise System Specialist, University Office for Human Resources

- **Jennifer Selk**, UA, Business Intelligence Architecture Coordinator, Administrative Information Technology Services

- **Shelley Siuts**, UIUC, Information Technology Specialist, Applied Technologies for Learning in the Arts & Sciences

- **Denise Swenson**, UA, Assistant Director, HR & Financial Management, Employee Relations and Human Resources

"*The training was challenging, but in a comfortable and supportive environment. It provided us with a chance to learn from each other's mistakes and victories as we moved through our own projects.*
Tyler Burton

- **Kate Techtow**, UA, Business and Information Management Specialist, Office of the Chief Information Officer

- **Jeanette Weider**, UIUC, Associate Director of University Housing for Family & Graduate Housing, University Housing

Cohort members primarily focused their projects on saving time and reducing waste

11% IMPROVE QUALITY

33% SAVE TIME

22% REDUCE COSTS

33% REDUCE WASTE

TRAINING
MILESTONES

Total # Participants

1184

1,000

776

1,000TH participant:

Laura Hayden
Web Service Manager
College of Engineering
@ UIUC

800

Partnered with Tech Services @ Illinois to train all employees

600

Launched Facilitation Skills training course

386

500TH participant:

Eva Mecic
Instructional Designer
Human Resources @ UIC

284

400

121

200

Trained PI facilitators and key stakeholders of Vet Med's program

Launched 1st training course

FY 2012 **FY 2013** **FY 2014** **FY 2015** **FY 2016**

Lean Concepts

Tools to identify and eliminate unnecessary activities

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

Facilitation Skills

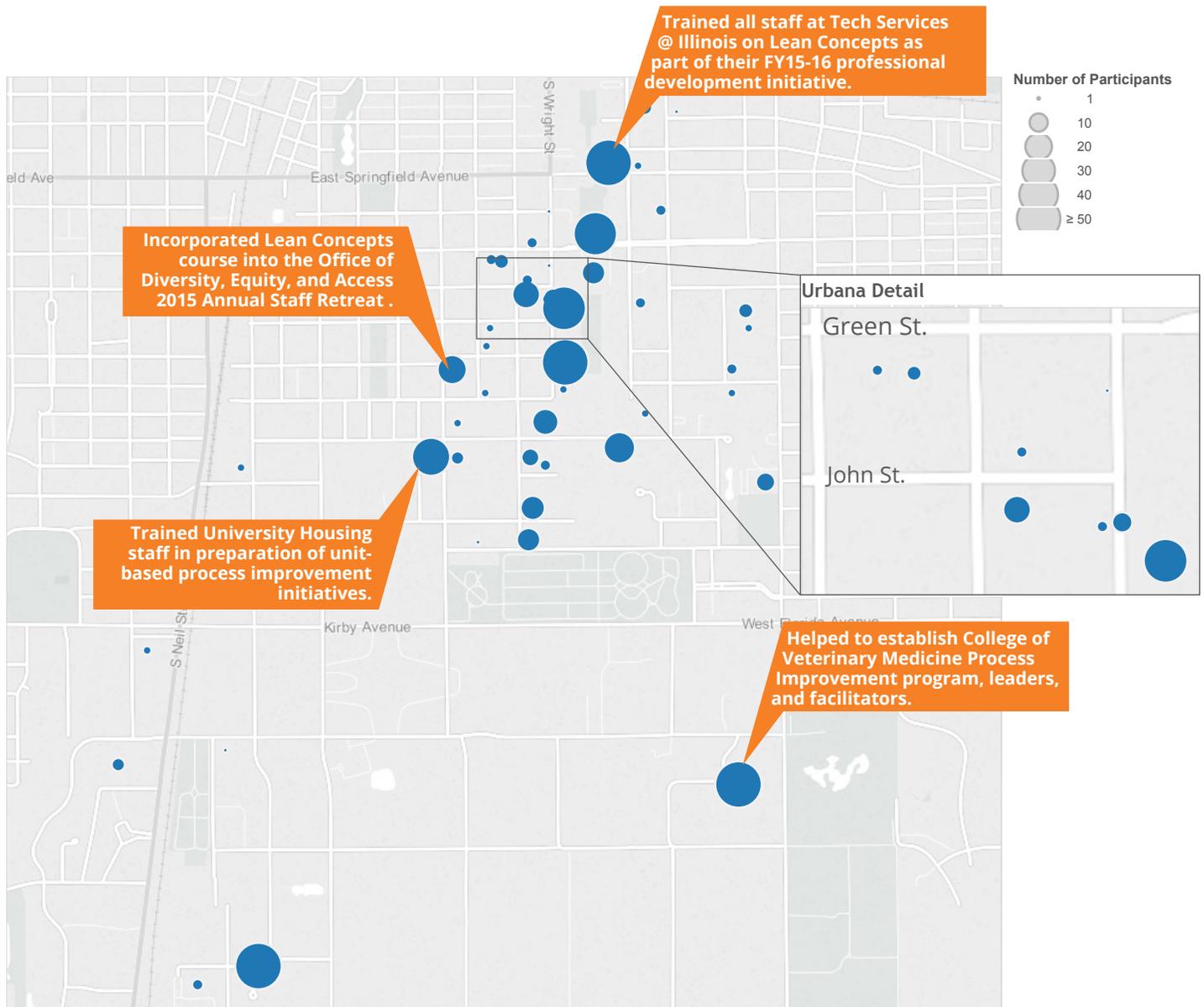*Techniques for facilitating teams or working sessions*

Participants develop and experiment with techniques designed to more effectively facilitate staff meetings, planning sessions, brainstorming sessions, or any type of meeting that needs to be meaningful and productive. This course is offered on a quarterly basis on the Chicago and Urbana-Champaign campuses at no cost to individuals or units.

GEOGRAPHIC
REACH

University of Illinois at Urbana-Champaign

Trained all staff at Tech Services @ Illinois on Lean Concepts as part of their FY15-16 professional development initiative.

Number of Participants

- 1
- 10
- 20
- 30
- 40
- ≥ 50

Incorporated Lean Concepts course into the Office of Diversity, Equity, and Access 2015 Annual Staff Retreat .

Urbana Detail

Green St.

John St.

Trained University Housing staff in preparation of unit-based process improvement initiatives.

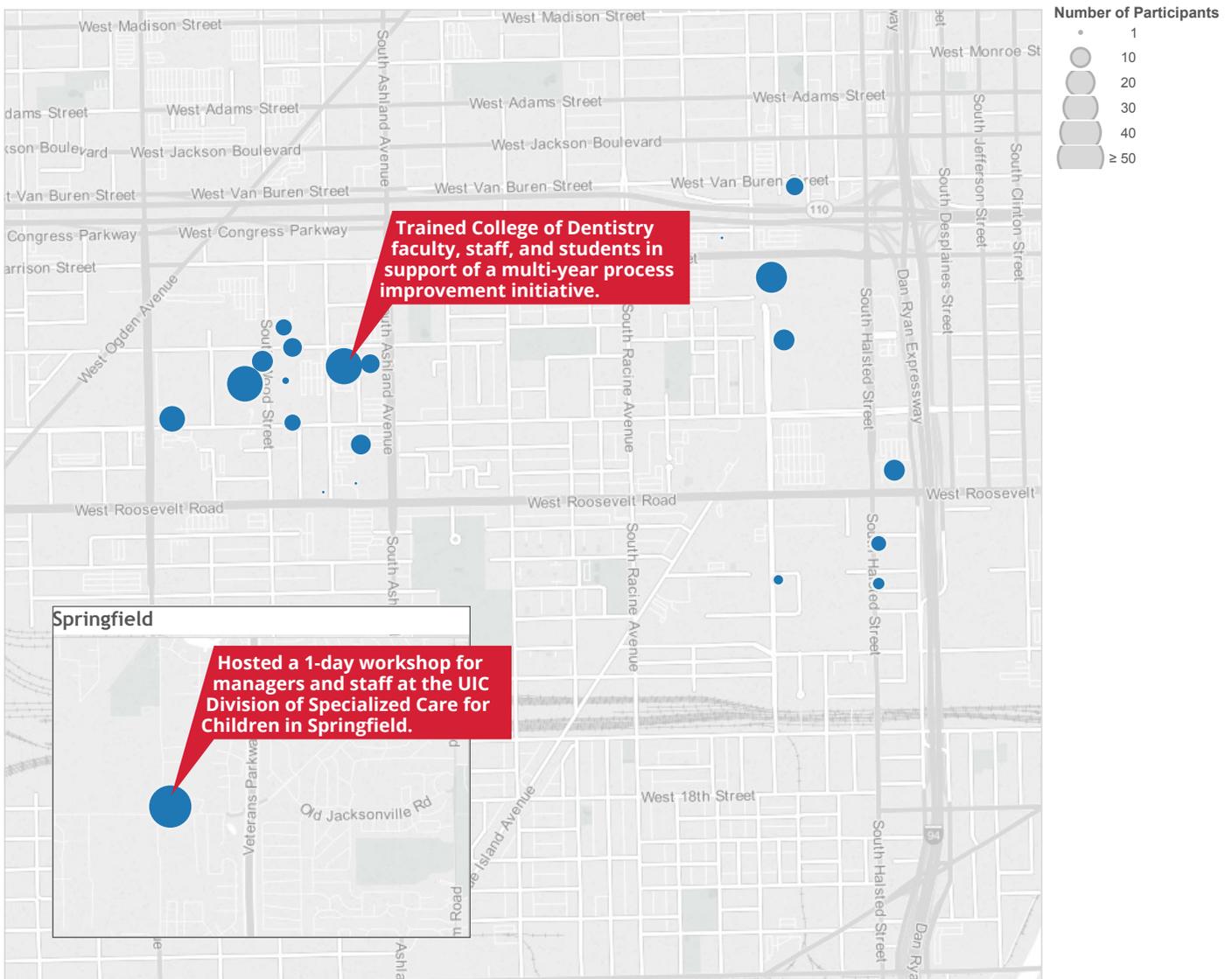**Helped to establish College of Veterinary Medicine Process Improvement program, leaders, and facilitators.**

"Although I've been facilitating meetings for many years, I found much of value in what you presented. I wish I'd been able to get training like this 30 years ago!"

—Dr. Geoffrey A. Levin, Acting Director at Illinois Natural History Survey, Prairie Research Institute
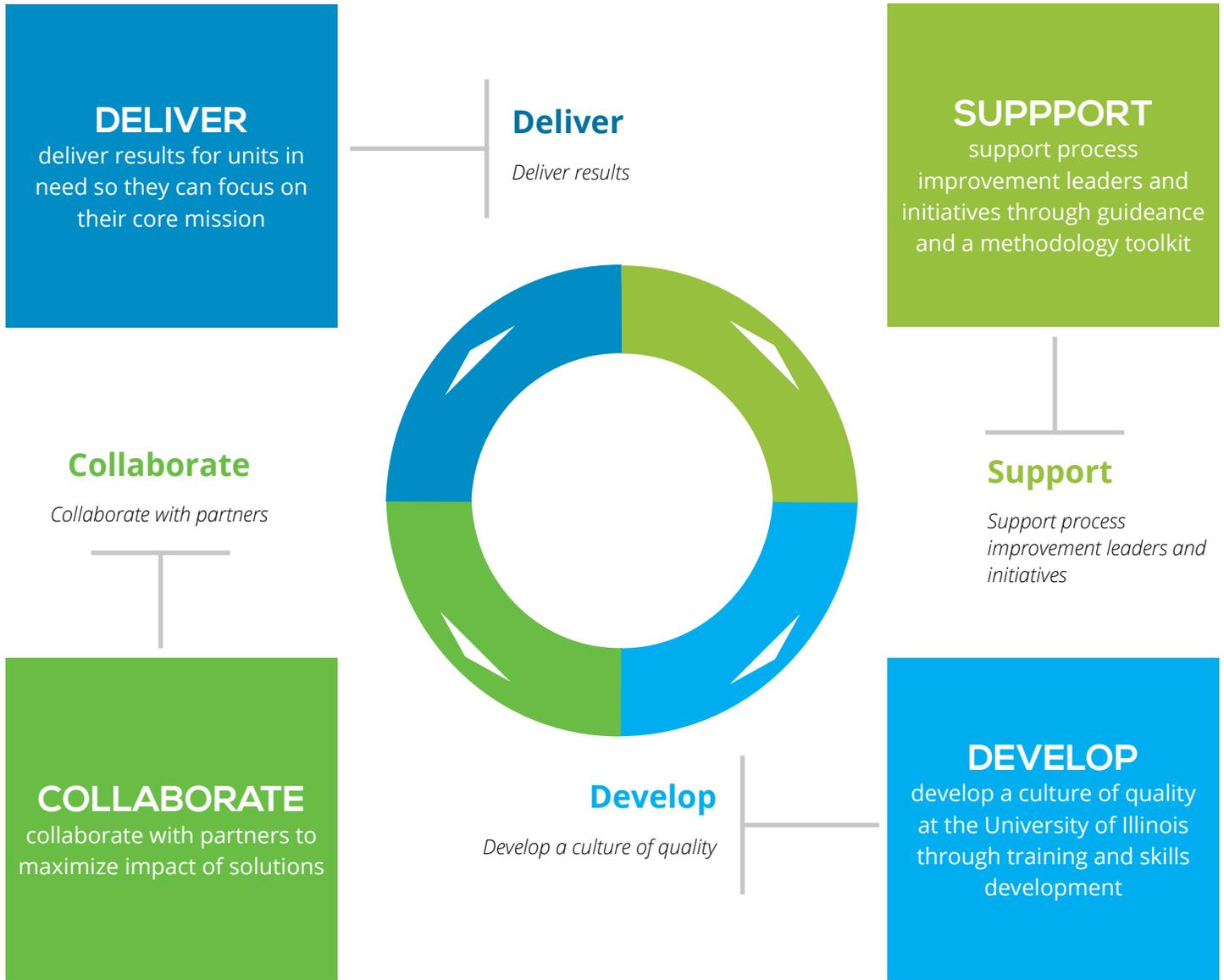
GEOGRAPHIC REACH

University of Illinois at Chicago

Number of Participants
- 1
- 10
- 20
- 30
- 40
- ≥ 50

Trained College of Dentistry faculty, staff, and students in support of a multi-year process improvement initiative.

Springfield

Hosted a 1-day workshop for managers and staff at the UIC Division of Specialized Care for Children in Springfield.

"Our trainer was fantastic! She made the material relevant to us, interactive, useful, and truly made the time I had carved out of my schedule absolutely worth it."

—Josephine Volpe, Director at the Undergraduate Advising Resource Center (UIC)

LOOKING FORWARD

DELIVER
deliver results for units in need so they can focus on their core mission

Deliver

Deliver results

SUPPPORT
support process improvement leaders and initiatives through guideance and a methodology toolkit

Support

Support process improvement leaders and initiatives

Collaborate

Collaborate with partners

COLLABORATE
collaborate with partners to maximize impact of solutions

Develop

Develop a culture of quality

DEVELOP
develop a culture of quality at the University of Illinois through training and skills development
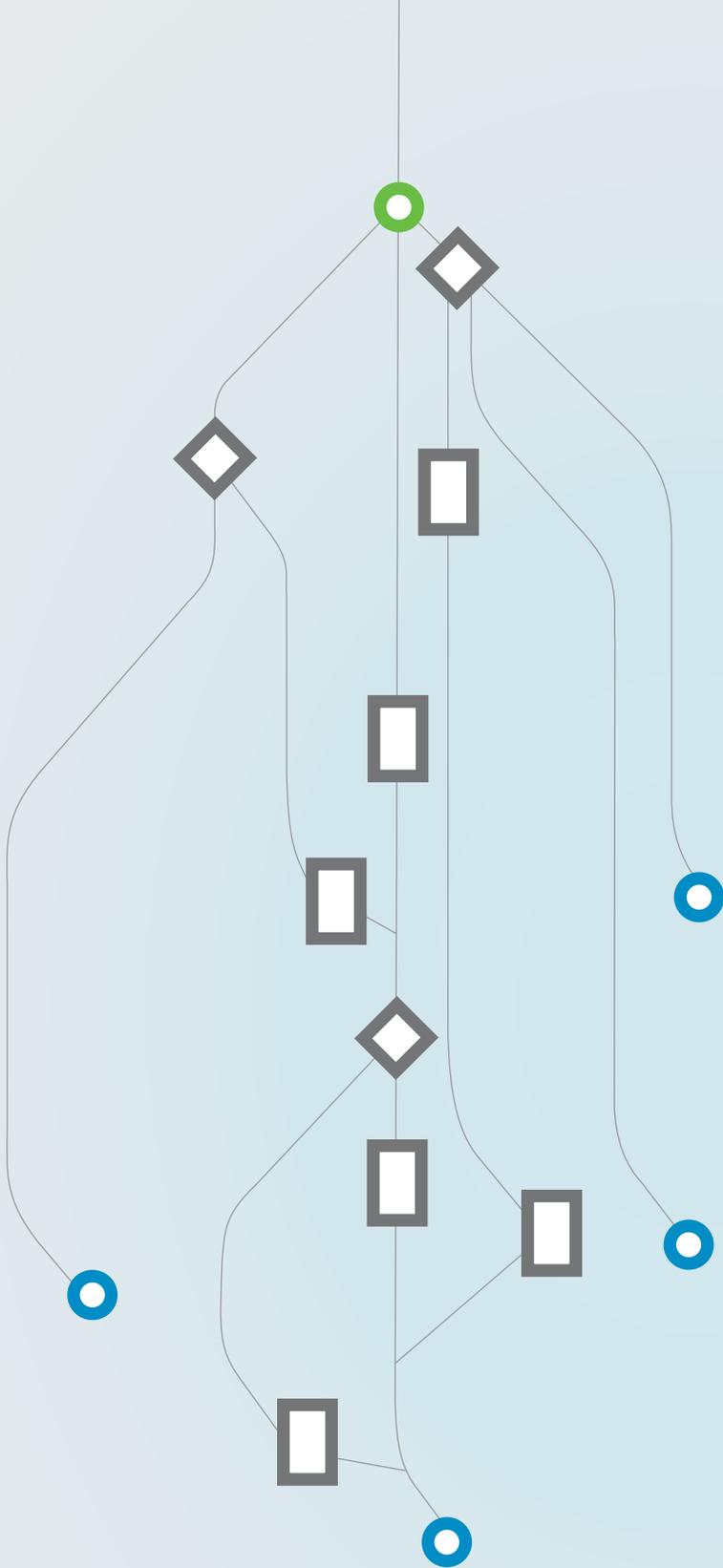
businessprocess
improvement
SHOWCASE
learning • sharing • growing

FY17 looks to be an exciting year for the BPI Shared Service. The inaugural Business Process Improvement Showcase will take place on September 22nd on the Urbana-Champaign campus and will highlight a variety of process improvement success stories. On the UIC campus, the second cohort for the Business Process Improvement Facilitator Training program will kickoff in mid-August and culminate in a graduation event on November 17th. We also have plans to increase our training offeringa with a course on mapping processes and plan to launch the Process Improvement Community Series at UIC. We will be leading a university-wide effort to analyze and improve procurement processes and have several pre-approved projects focused on reducing staff time and improving customer service.

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

CONTACTS

BUSINESS PROCESS
IMPROVEMENT SHARED SERVICE

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