

FSSA Contracting System



Fearless 40 Lock Selves Into Brain Session to Fix a Badly Broken Problem

For three days in July approximately 40 representatives from all five FSSA care divisions, as well as representatives from DCS, ISDH, IDOA, IOT, & INDOT locked themselves into a room in an attempt to fix a badly broken contracting system. The results: a shared vision of the future state contracting system and an implementation plan.



What the participants came up with will be primarily used to impact the contracting process within FSSA and DCS. Ingram Liljestrand, Director of DTS, said it was important to bring in people from other organizations. “We’re trying to change a culture,” he said. “By looking at the way others are applying best practices, we hope to achieve a better and more effective state system.”

Currently, the processes are inconsistent and unstructured. Often contracts are poorly written making it very difficult to manage and monitor after they’ve been executed. “Complicating the problem,” Liljestrand continued, “renewals are often rushed because we’ve waited too long or let them expire.”

LEArN Enterprise Faculty members from the Lean Enterprise Institute were brought in to facilitate and guide the three-day EVSM (Enterprise Value Stream Mapping) workshop. The implementation plan, action items, and responsibilities, however, are all owned by state employees responsible for the process. Goals were assigned and different goal teams organized in order to facilitate the changes.

- Goal 1:** Develop a structured review process
—team leader Mary Jo Golubski
- Goal 2:** Define requirements up-front
—team leader Greg McAloon
- Goal 3:** Transform requirements into a quality contract
—team leader Doug Seidman
- Goal 4:** Develop a management system that including metrics and learning—team leader Bob Hooker
- Goal 5:** Effectively manage the 90-day plan
—team leaders, John Dwenger and John Michael

DMHA has been engaged in a pilot effort and the Goal teams are currently organizing and building on the positive work already completed. “Additional pilot efforts will be rolled out in DDRS, OMPP, and DCS in August,” Liljestrand said. Each area will get to try their own way and then come together to apply cross-functional learning and compromise on best practices. The goal teams are currently meeting weekly and FSSA Executive Leadership has been very supportive of the work being done. All teams will come together and meet with the care managers at the 30-day, 60-day and 90-day marks to track their progress. The end result will be better contracts and improved monitoring capabilities. Each contract will have an owner within the care division where it originated. The contracts will be managed more effectively, and they’ll be tracked better. Ultimately, FSSA will become a more productive administration because of the improved contracting process, and our employees can celebrate the results of their hard work.