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## PLAN

Identify an opportunity and plan for improvement.

### Area for Improvement (Why focus on this area?)

The Department of Vermont Health Access is applying for an increasing number of grants. Making the grant application process more efficient by reducing redundant staff time and ensuring appropriate allocation of grant resources was the motivation for this AIM project.

### Target Goal

Reduce redundancy of DVHA staff time in grant management process by 100% within the next 6 months.

### Baseline Data

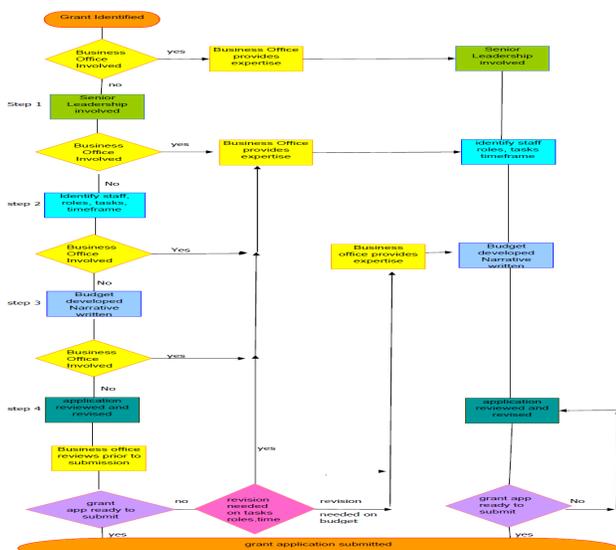
In calculating the redundant staff time involved we used a formula of:

$$(\# \text{ of staff}) \times (\# \text{ of hours}) = \text{Total \# of redundant hours}$$

### What change ideas (theories) did you have before you started testing changes?

We agreed that the Business Office needed to be involved at the start of the grant to ensure that budgetary matters were addressed appropriately.

Our Team examined the current options used to develop a grant application using a flow chart. We were able to identify where inserting a change would have the most impact.



## DO

What ideas for improvement did you test?

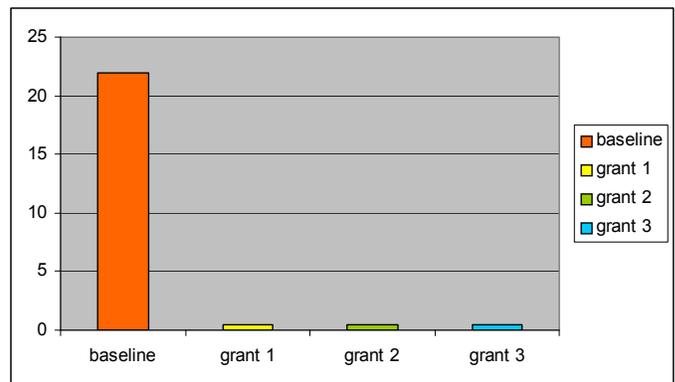
### Change Tested

In identifying that the Business Office needed to be involved in the grant application process at the start, the team determined to implement the change of adding a "grant" topic as a standing agenda item to the monthly DVHA management meeting.

## STUDY

What were the results of your test(s)? What is your final post-change data compared to the baseline data?

Involving the Business Office at the start of the grant application process has virtually eliminated redundant staff meetings and improved the utilization of staff time and resources.



### Unanticipated Benefits

DVHA Units became more informed of potential grants.

Information flow increased in both directions:  
 AHS ↔ DVHA Managers ↔ DVHA Units

## ACT

What lessons did you learn from the process? How will this change be sustained?

The Executive Leadership - DVHA Commissioner - support streamlined the change and gave it substance. The staff involved in the AIM project was invested in the process. They recognized the benefits to their unit and the department as a whole. Small change can have big impact. Success motivates continuous improvement!