

MaineHealth

MaineHealth Knowledge Connection

Operational Transformation

Spring 5-17-2024

SMART Meetings

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Team Members: Art Durity, Cathy Cole, Directors and Managers as SME's

Problem/Impact Statement:

In May of 2023, CHA Leadership sought support from OpEx to facilitate improvement around the growing issue of meeting frequency, duration and lack of time between meetings to transition smoothly. **The impact** was felt by the CHA Leadership team leading to the following dissatisfiers: No time between meetings, redundancy, meetings running longer than scheduled, no agendas, meetings not having action items, etc. These dissatisfiers created inefficiencies, reduced engagement and loss of productivity.

Scope:

Scope includes Leadership at PBMC+ Waldo(CHA) focused on meetings that individual leaders facilitate, coordinates or set as a recurring meeting.
Out of Scope: System level meetings generated by someone other than a CHA leader

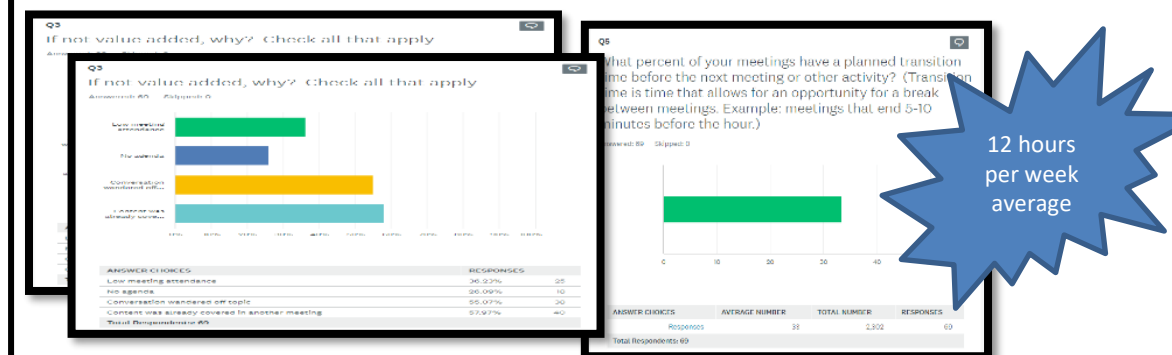
Baseline Metrics/Current State:

To establish baseline data and gain the voice of the customer a survey was sent to all CHA leaders in July of 2023. With a goal of attaining the highest level of survey participation, the survey was limited to seven key questions, including total number of hours per week spent in meetings, meeting productivity, value added, start/stop on time, transition time, meetings that could have been an email, and ideas to improve the challenge of too many meetings.

Goal/Objective:

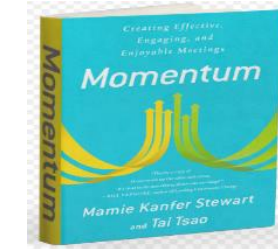
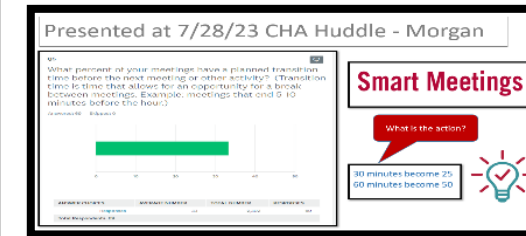
After the survey data was gathered the request was that OpEx use dedicated time on the weekly CHA huddle, Fridays, to spotlight the data and provide SMART goal measures with suggested action items to give leaders tools and skillset to apply improvement strategies. Goals are to provide data, training, methods and tools to improve meeting efficiencies and reduce redundancy to the CHA Leadership team.

Root Cause Analysis:



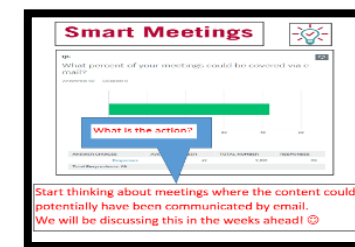
Countermeasures

Action Plan: Weekly slides on the CHA Friday Huddles facilitated by Morgan and Art, beginning with sharing the data from the survey and highlighting an improvement action item. Beginning in August we began to share details on how to have more effective meetings through specific recommendations as detailed in the book 'Momentum' by Stewart and Tsao.



Outcomes

The Huddle series ran from June 23' – March 24', and upon completion we polled the leaders to gain 'voice of the customer' feedback. While the overall meetings increased based on additional regional meetings that were newly added as recurring, there was leader satisfaction and improvement in key areas of transition time, improved use of meeting agendas, meeting redundancy and utilizing SMART goals and action items.



Next Steps

- A follow up survey will be sent to the CHA Leadership team in May to capture post-project data and voice of the customer feedback.
- Additional training will be provided to CHA leadership around effective emails which once implemented will help reduce meetings (which could have been emails).
- The approach and lessons learned at CHA will be shared in the upcoming months to the Senior Executive team at Lincoln

Plan

Do

Study

Act

Problem/Impact Statement:

Problem: In May of 2023, CHA Leadership sought support from OpEx to facilitate improvement around the growing issue of meeting frequency, duration and lack of time between meetings to transition smoothly.

The impact was felt by the CHA Leadership team leading to the following dissatisfiers: no time between meetings, redundancy, meetings running longer than scheduled, no agendas, meetings not having action items, etc. These dissatisfiers created inefficiencies, reduced engagement and loss of productivity.

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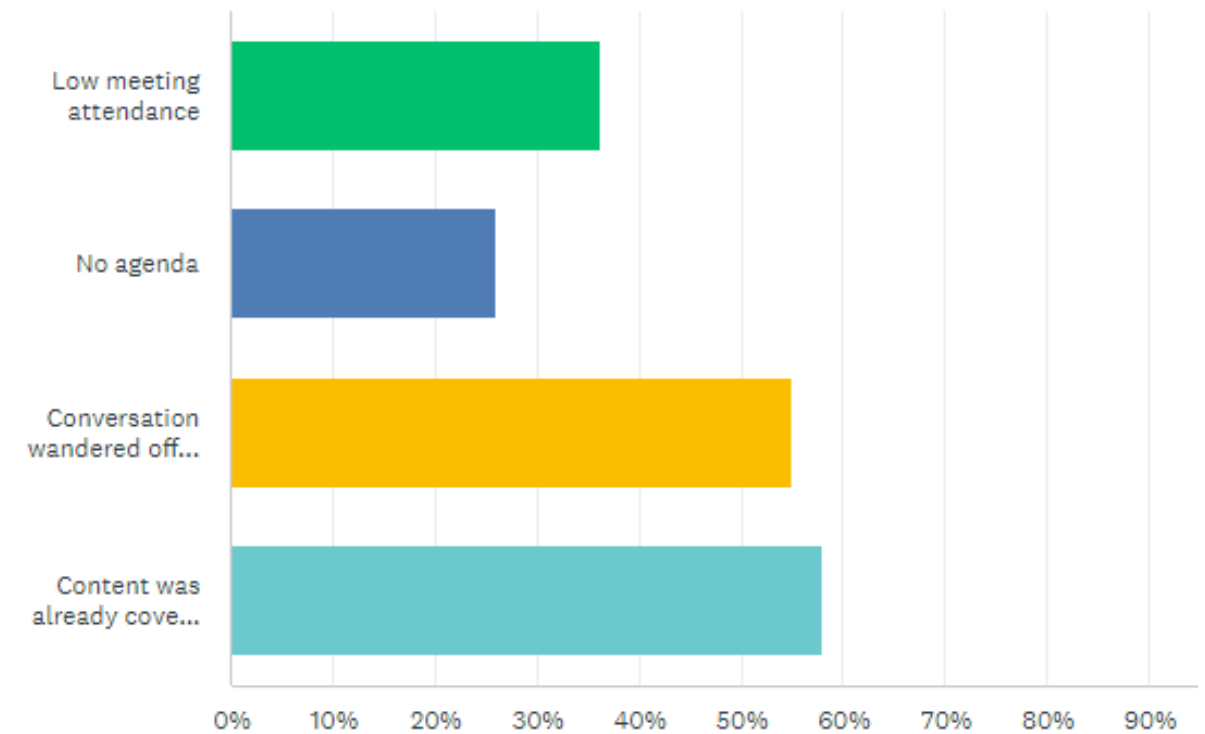
Baseline Metrics/Current State:

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Q3

If not value added, why? Check all that apply

Answered: 69 Skipped: 0



ANSWER CHOICES	RESPONSE
Low meeting attendance	36.23%
No agenda	26.09%
Conversation wandered off topic	55.07%
Content was already covered in another meeting	57.97%
Total Respondents: 69	

Goal/Objective:

- After the survey data was gathered the objective was for OpEx to use dedicated time on the weekly CHA huddle (Fridays) to spotlight the data gathered and provide SMART goal measures with action items giving leaders the tools and skillset to apply improvement strategies.
- Goals included providing data, training, methods and tools to improve meeting efficiencies and reduce redundancy to the CHA Leadership team. The plan was to present over a 9-10 month period with a focused approach to sharing survey results paired with recommendations and action items.



Smart Meetings

Presented at 7/21/23 CHA Huddle - Art + Morgan

Smart Meetings

What is the
action?

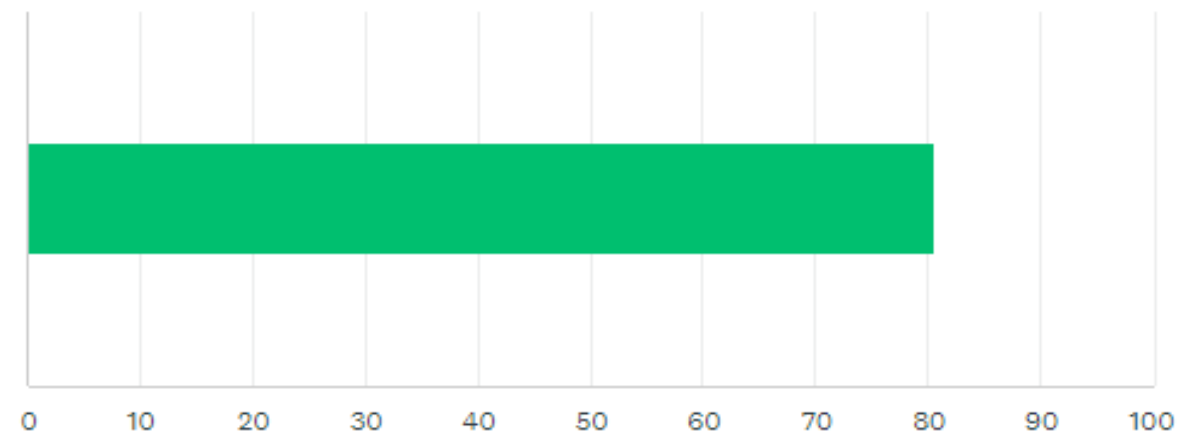
Be aware of your own meetings
starting and ending on time.



Q4

What percent of your meetings start and stop on time?

Answered: 69 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
Responses	81	5,558	69
Total Respondents: 69			

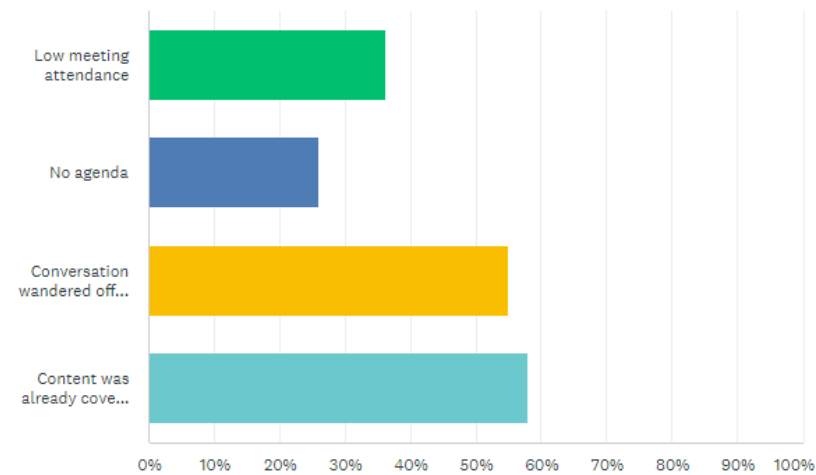
Root Cause Analysis:

Voice of the Customer- Survey results

Q3

If not value added, why? Check all that apply

Answered: 69 Skipped: 0

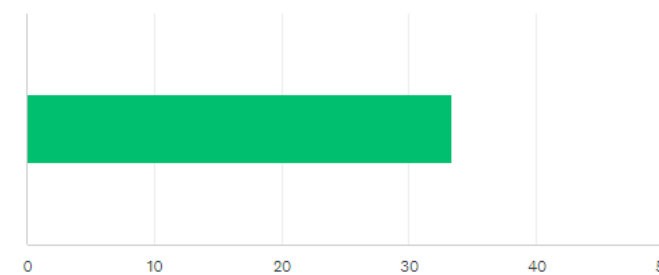


ANSWER CHOICES	RESPONSES
Low meeting attendance	36.23% 25
No agenda	26.09% 18
Conversation wandered off topic	55.07% 38
Content was already covered in another meeting	57.97% 40
Total Respondents: 69	

Q5

What percent of your meetings have a planned transition time before the next meeting or other activity? (Transition time is time that allows for an opportunity for a break between meetings. Example: meetings that end 5-10 minutes before the hour.)

Answered: 69 Skipped: 0

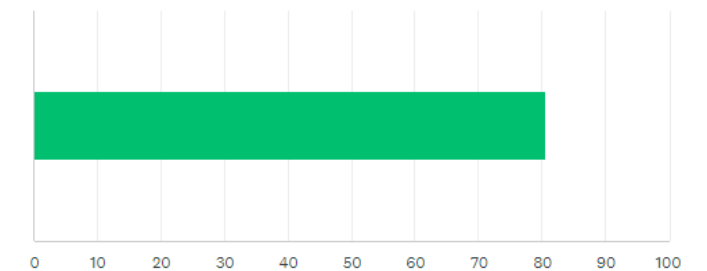


ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
Responses	33	2,302	69
Total Respondents: 69			

Q4

What percent of your meetings start and stop on time?

Answered: 69 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
Responses	81	5,558	69
Total Respondents: 69			

Smart Meetings

Decide ~ Ideate ~ Produce ~ Plan ~ Align ~ Connect

Align

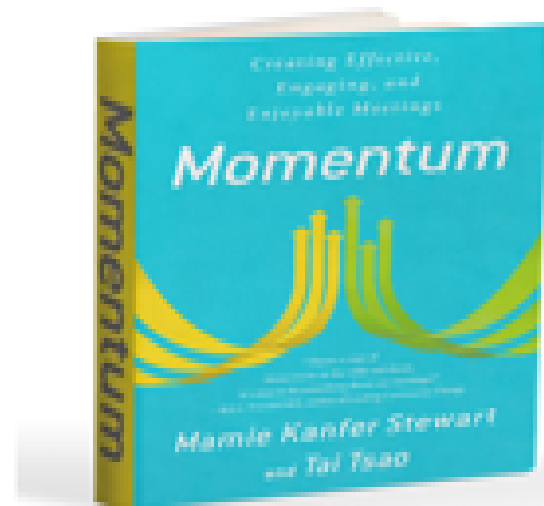


In alignment meetings, you make sure everyone has a shared understanding of complex information. Everyone talks through the information, situation, or problems and lands on a final shared understanding.



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February 23 – 2024

Tips from you! – Morgan Presents

Smart Meetings



Q7

what ideas do you have to improve the challenge of "too many meetings"?



ensure that all invitees actually have a stake in the meeting contents to be covered

7/14/2023 03:39 PM

**What is the meeting about?
Is it relevant to me?**

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