

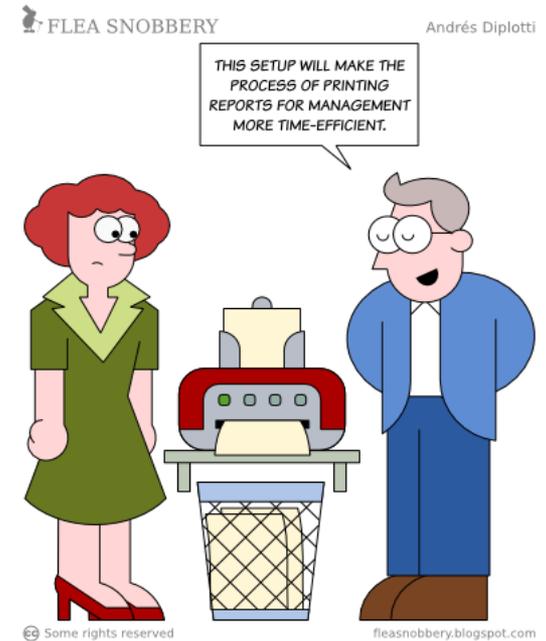
What is Lean anyway?

Presented by Charice Pidcock

March 11, 2015

Who am I?

- 20+ years experience
 - Total Quality Management
 - Problem solving tools
 - Facilitating and planning
 - Meetings
 - Value Stream Mapping
 - A3
- Lean Six Sigma Green Belt
- DSHS Lean Administrative Coordinator
- DSHS Lean Practitioner



Who are you?

How much continuous improvement experience do you have?

- New to the concept
- Familiar (attended some events)
- Facilitated events

Agenda

Concepts

- Systems
- Collective Impact

What is Lean?

- Is/Is not
- Four principles

Definitions

- PDCA model
- Value
- Waste

Tools

Creating a successful and sustainable Lean program

Systems Thinking

A living system is an integrated whole comprised of interconnected and interrelated parts

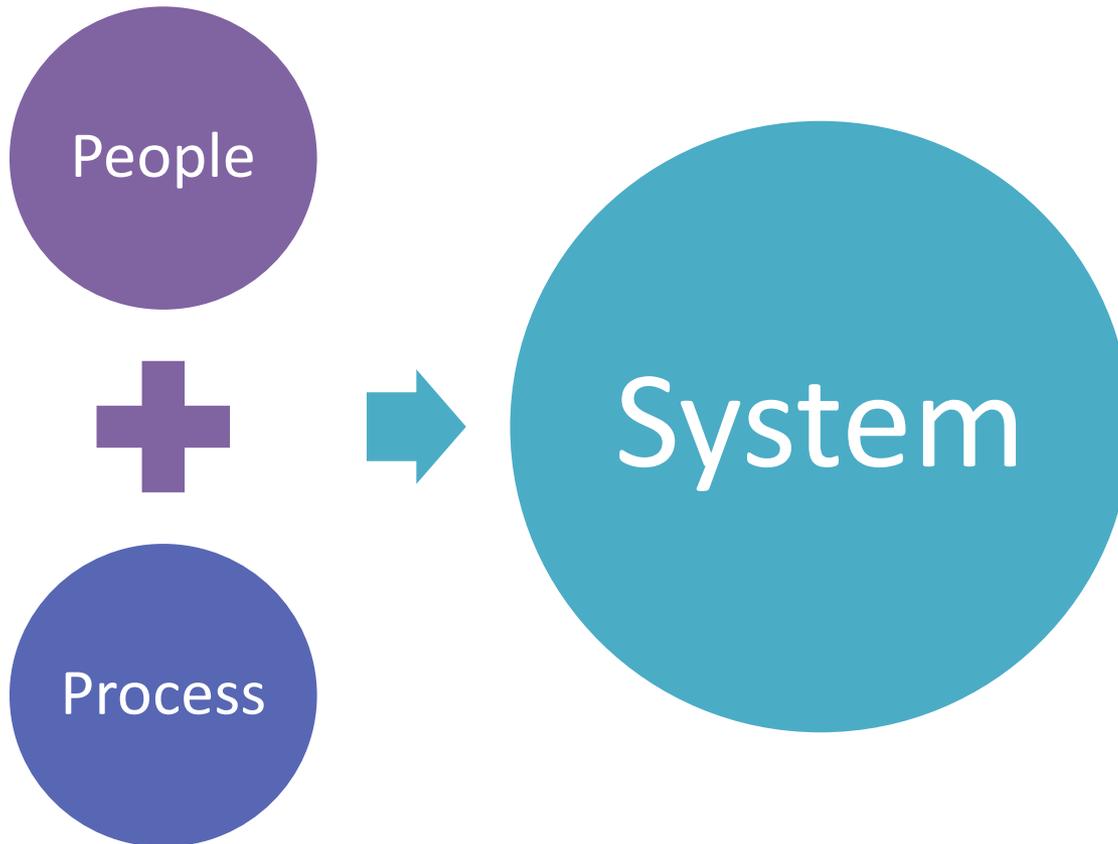
Its structure is defined by patterns of relationships connecting the parts

Its purpose is to optimize the needs of the whole to meet both current and future needs

Communication and feedback follow many circular paths throughout the network of relationships

It is dynamic and flexible, continuously interacts with its environment, and adapts to accomplish the purpose of the whole

We Are All Connected



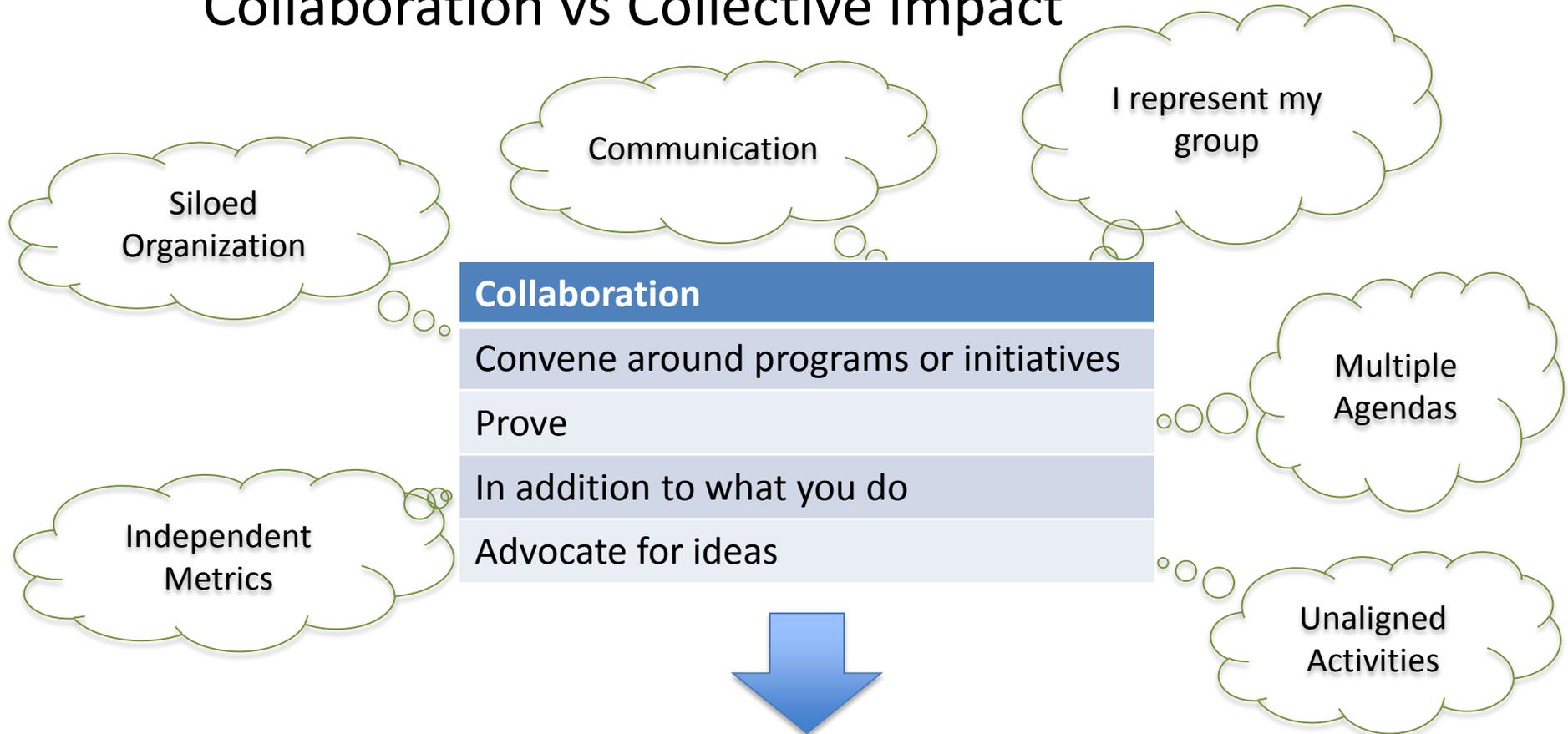
Everything is connected,
everything changes,
pay attention.



Why does Lean work?



Collaboration vs Collective Impact



Collaboration



Collaboration vs Collective Impact

Backbone
Organization

Shared
Metrics

How am I
connected to
overall measures
and community?

Collective Impact

Work together to move outcomes

Improve

Is what you do

Advocate for what works

Common
Agenda

Communication

Aligned
Activities



Generates Action

Collective Impact

I like that and if we add this we would address everyone's concerns

That's great!

That will meet the customer's needs.

Wow! I like that!

What if we did this?



Must have

Collaboration

To achieve

Collective Impact

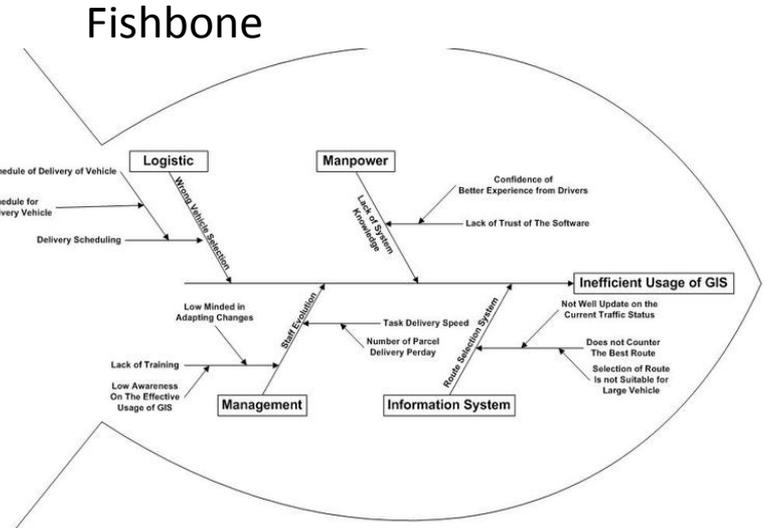
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Definitions



Kaizen - idea



What is Lean?

Lean Is...



Manufacturing origin

Maximize customer value

Easy on people

Flexible



Tool



Culture



Minimize waste

Tough on process



Maximize resources

Empowers staff



Continuous



• Top down approach

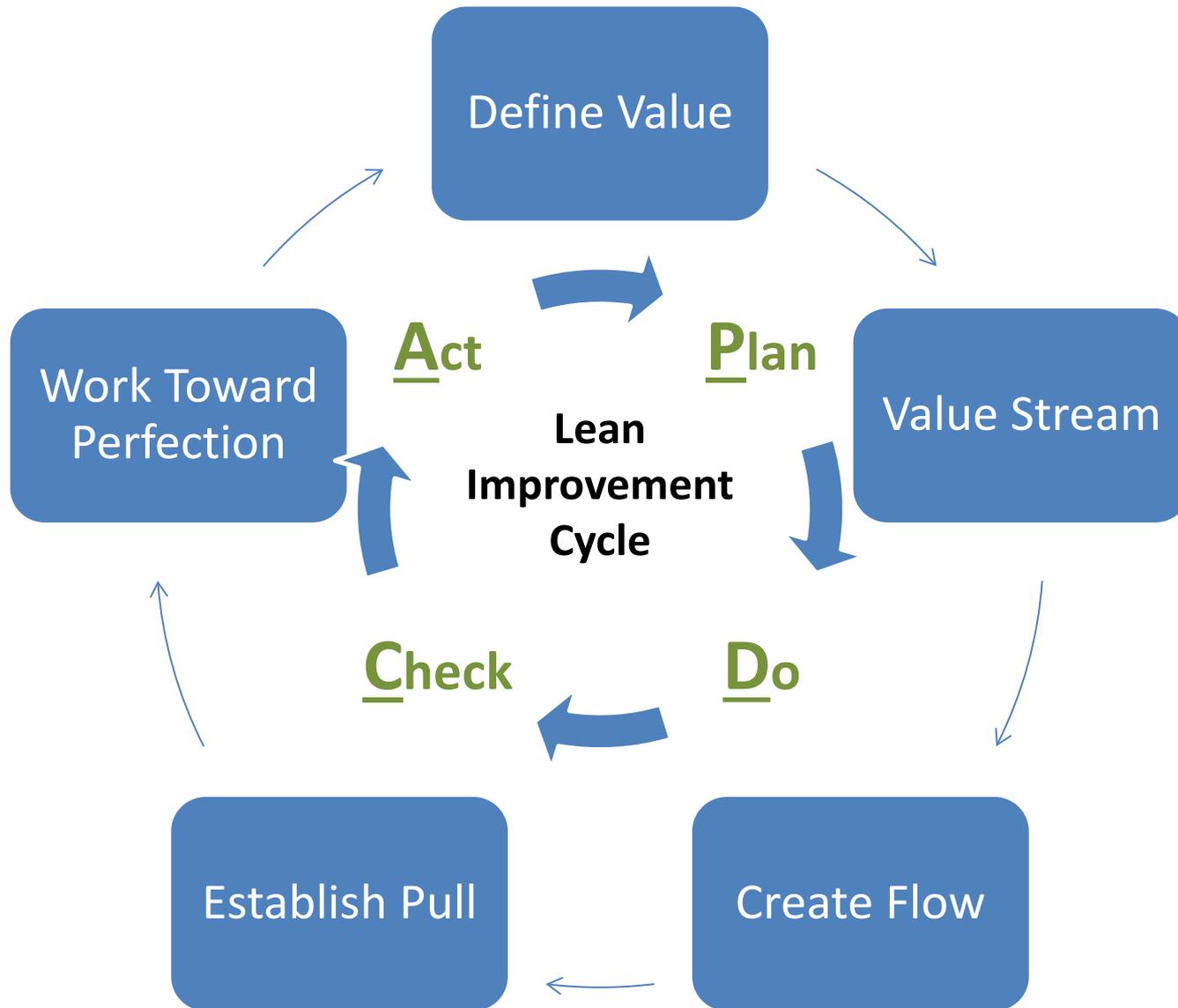
• Passing fad/phase

• Just projects or \$

• Elimination of staff

• One size fits all

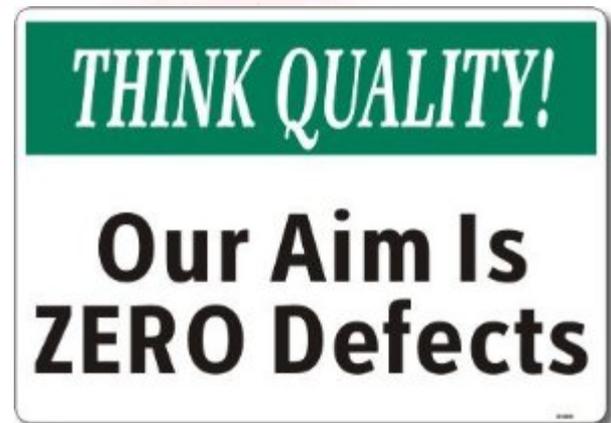
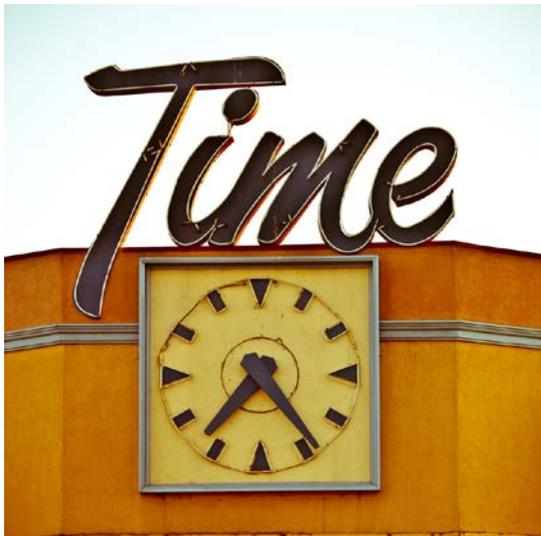
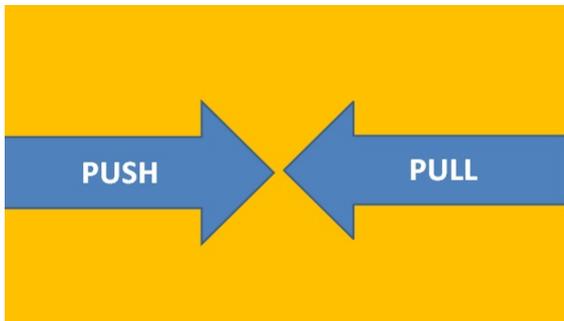
• Acronym



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Four Principles of Lean Management - Get Lean in 90 Seconds



Determine Value Added Activities



Look For Waste

D O W N T I M E

Defects

Over Production

Waiting

Non-Utilized Talents

Transportation

Inventory

Movement

Extra/Over Processing

Defects

- Errors that result in a product or service that does not meet customer need
- Ex: Sending documents with wrong address or contact information

Over Production

- Making a product or service that no one has asked for
- Ex: Printing copies of documents no one uses because they are available online

Waiting

- Time a product or service sits idle in the process
- Ex: Waiting for signatures or authorization

Non-Utilized Talents

- Insufficient use of talent and creativity of staff and public
- Ex: Unclear roles, lack of strategic focus, multitasking, handoffs, lack of training

Transportation

- Moving physical *items* from one place to another
- Ex: Carrying paperwork to someone else for signature

Inventory

- Physical items or the sum of all tasks to be processed (# applications in queue)
- Ex: Supply rooms/cabinets

Movement

- Motion or movement of *people*
- Ex: Moving papers between desks

Extra/Over Processing

- Spending more time or effort on a product or service than is needed
- Ex: Re-entering data into multiple systems or spreadsheets

Eliminate Waste

What wastes did you observe in the video?

Defects

- Errors that result in a product or service that does not meet customer need

Over Production

- Making a product or service that no one has asked for

Waiting

- Time a product or service sits idle in the process

Non-Utilized Talents

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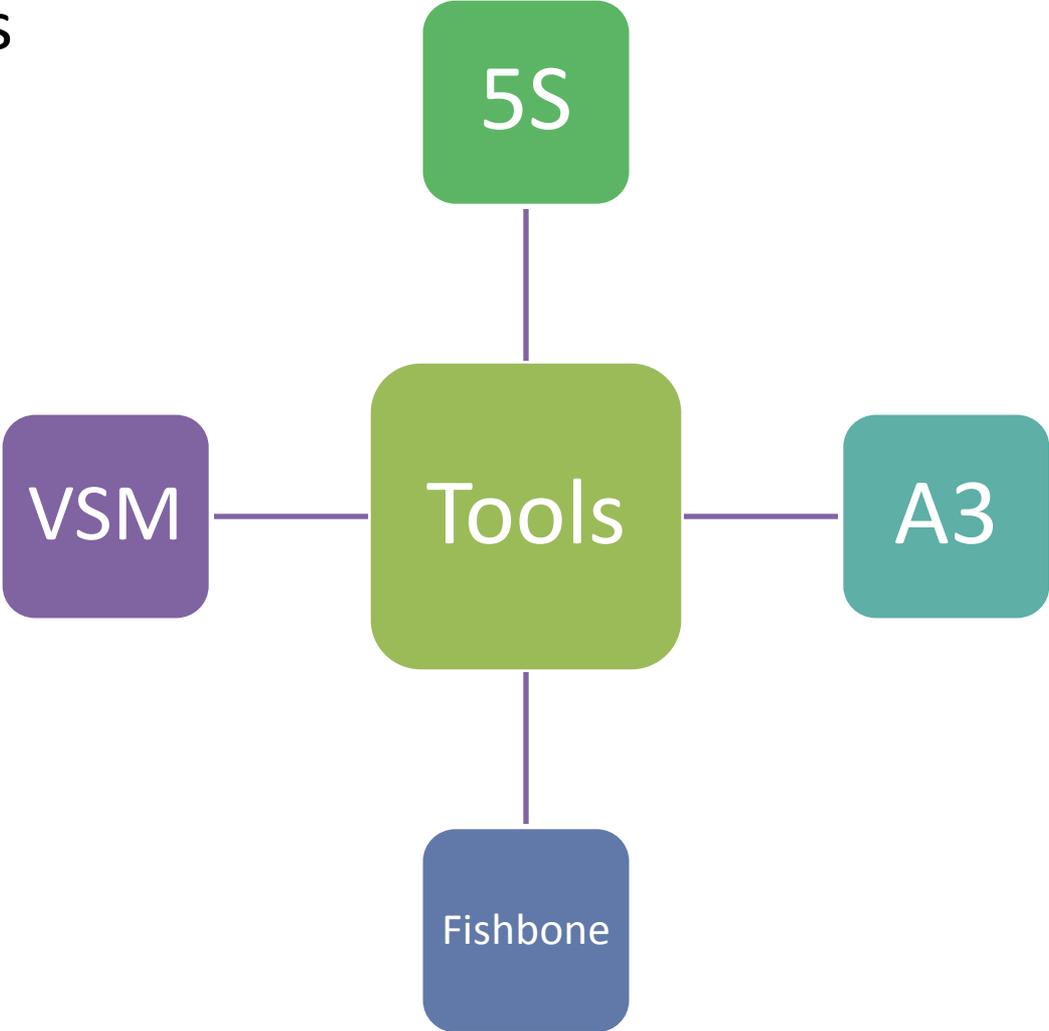
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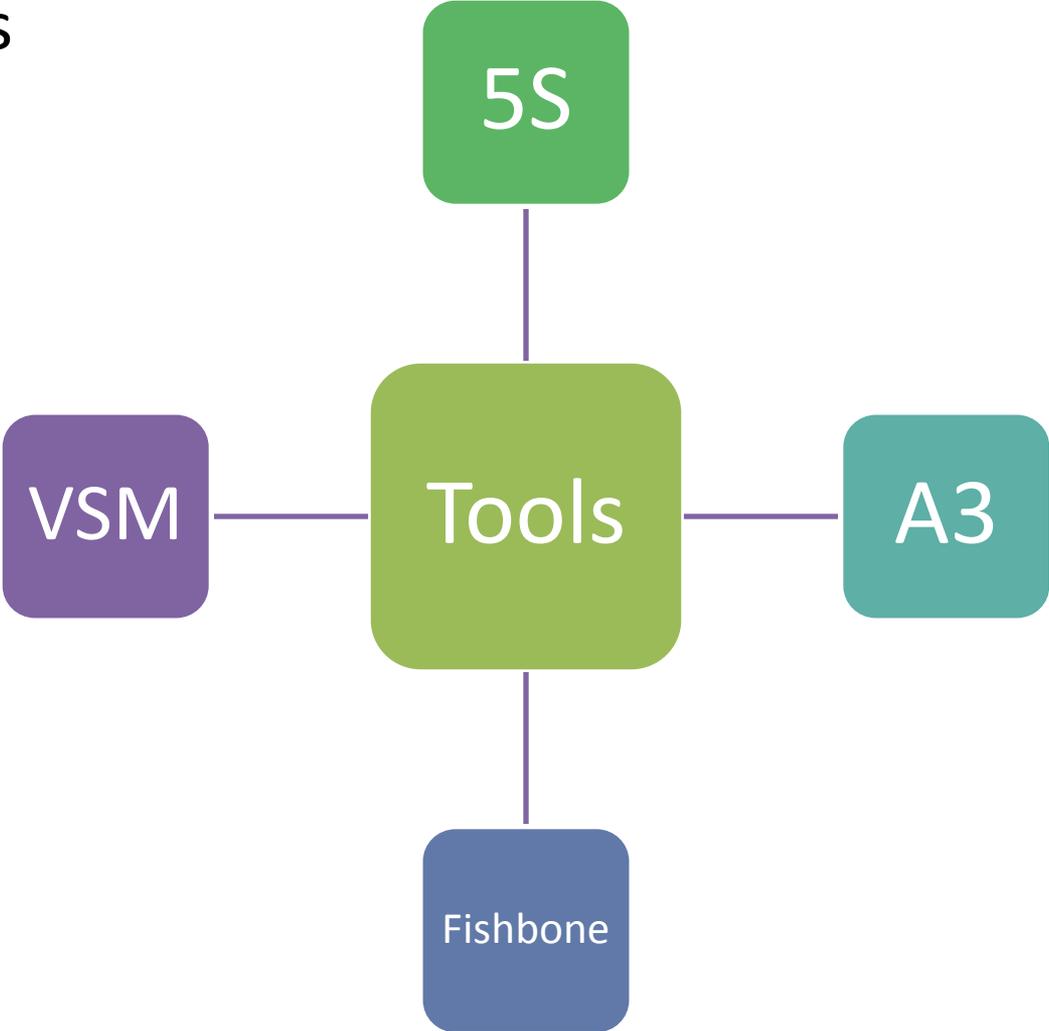
A Few Tools



Tool	Facilitated	Duration
5S	Can be	Few hours – days
A3	Usually	1 hour – 1 day
Value Stream Map	Trained Facilitator	3 – 5 days
Fishbone	Usually	30 – 60 minutes

The tools are flexible – change them to meet the needs of the group!

A Few Tools



5S + Safety



Sort

Set

Shine

Standardize

Sustain

Safety



Rainier School 5S Project

Cedar Hall: Before

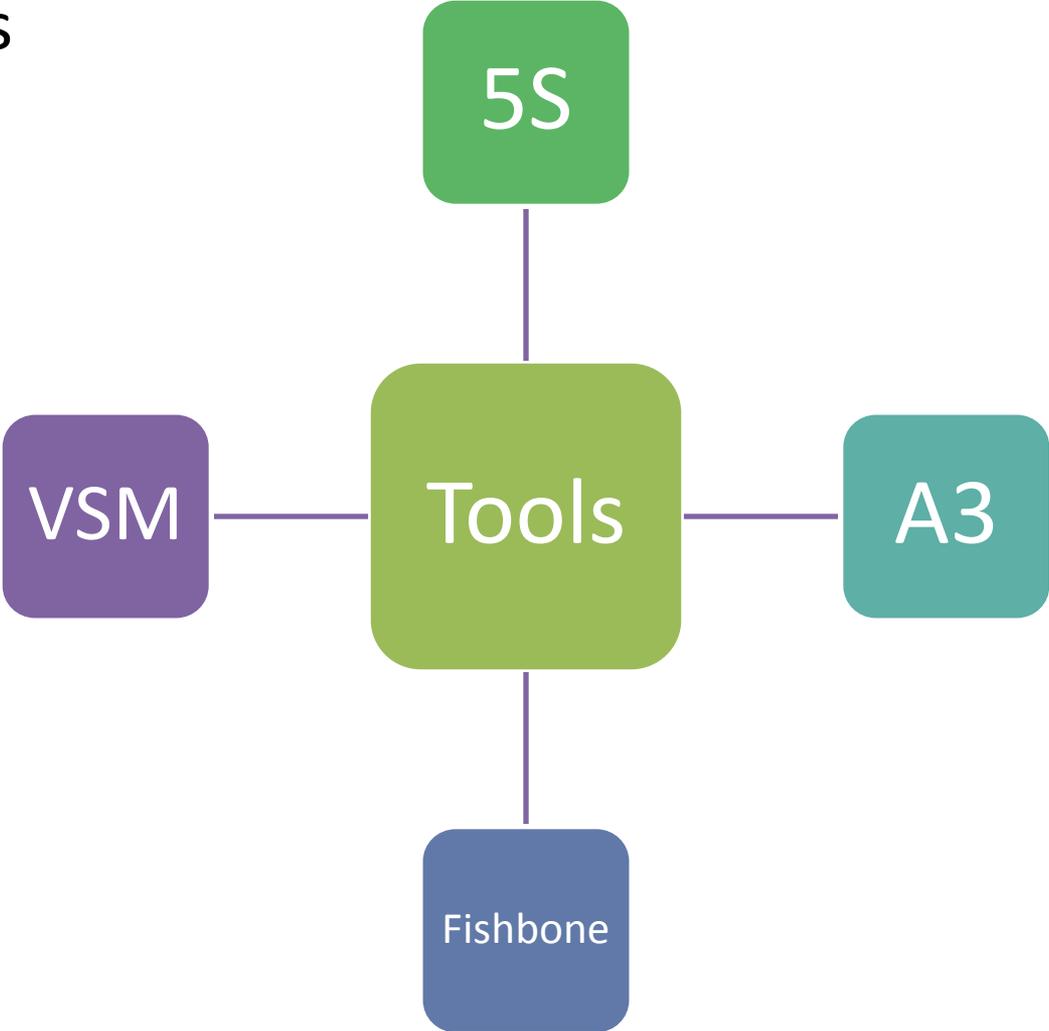


Rainier School 5S Project

Cedar Hall: After



A Few Tools





A3 Problem Solving | Insert Subject Here

Insert Sponsor Here

Insert Date Here

Insert Title, Administration Here

Clarify the Problem

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Breakdown the Problem

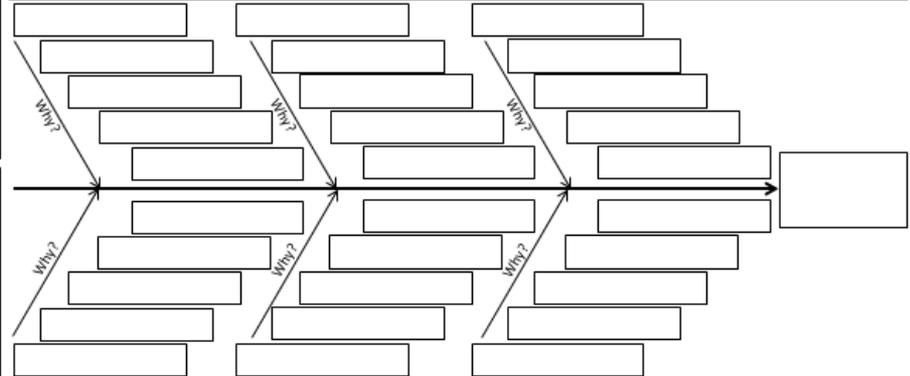
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Target Condition

S.M.A.R.T.

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Identify Root Cause



Identify Countermeasures

Root Cause	Proposed Countermeasures	Difficulty	Impact

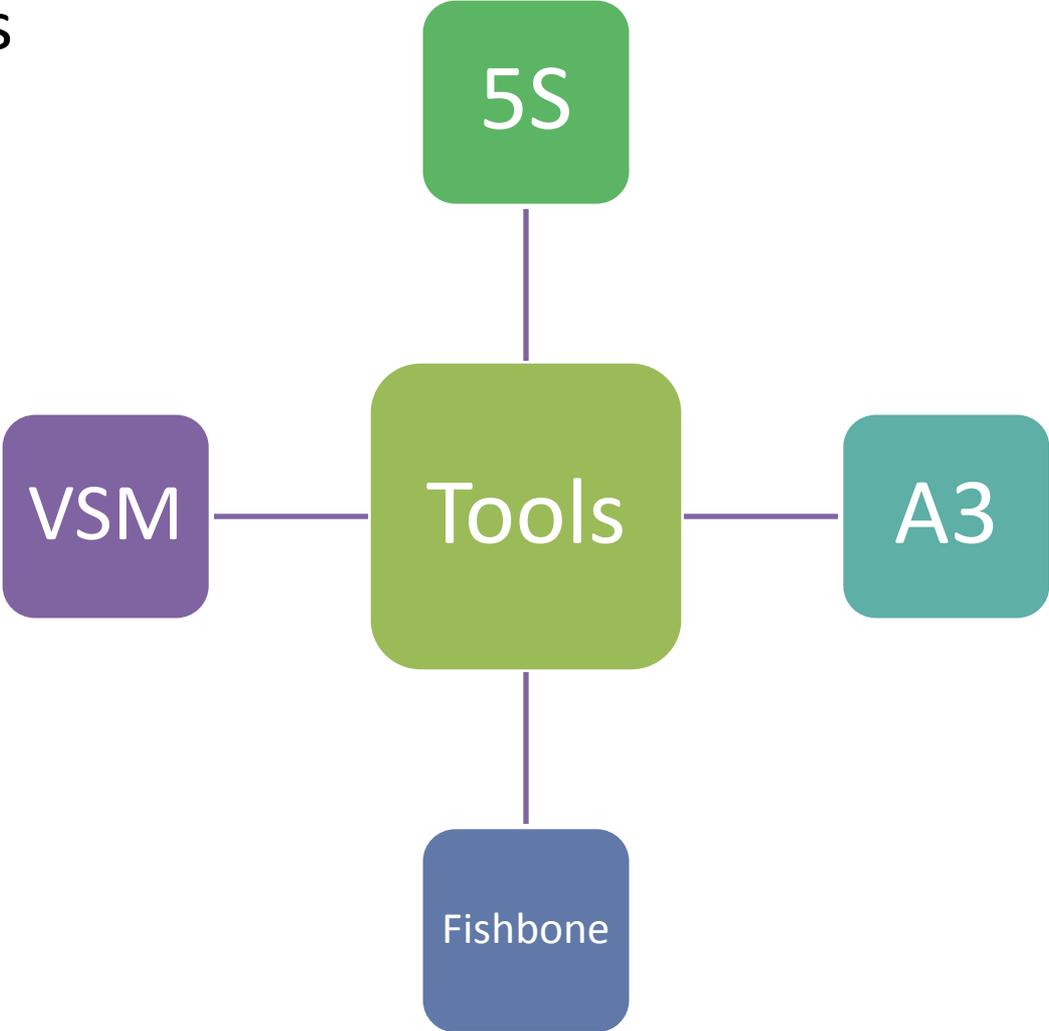
Proposed Action

ID#	Problem to be solved	Strategy/ Approach	Task(s) to support Strategy	Lead	Due	Expected Outcome

Evaluate Results, Standardize, then Repeat

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A Few Tools



VSM



Example:
Background Check
Equivalency VSM

Washington State Department of Social and Health Services



VSM – Current State



REWORK LOOPS

Current State

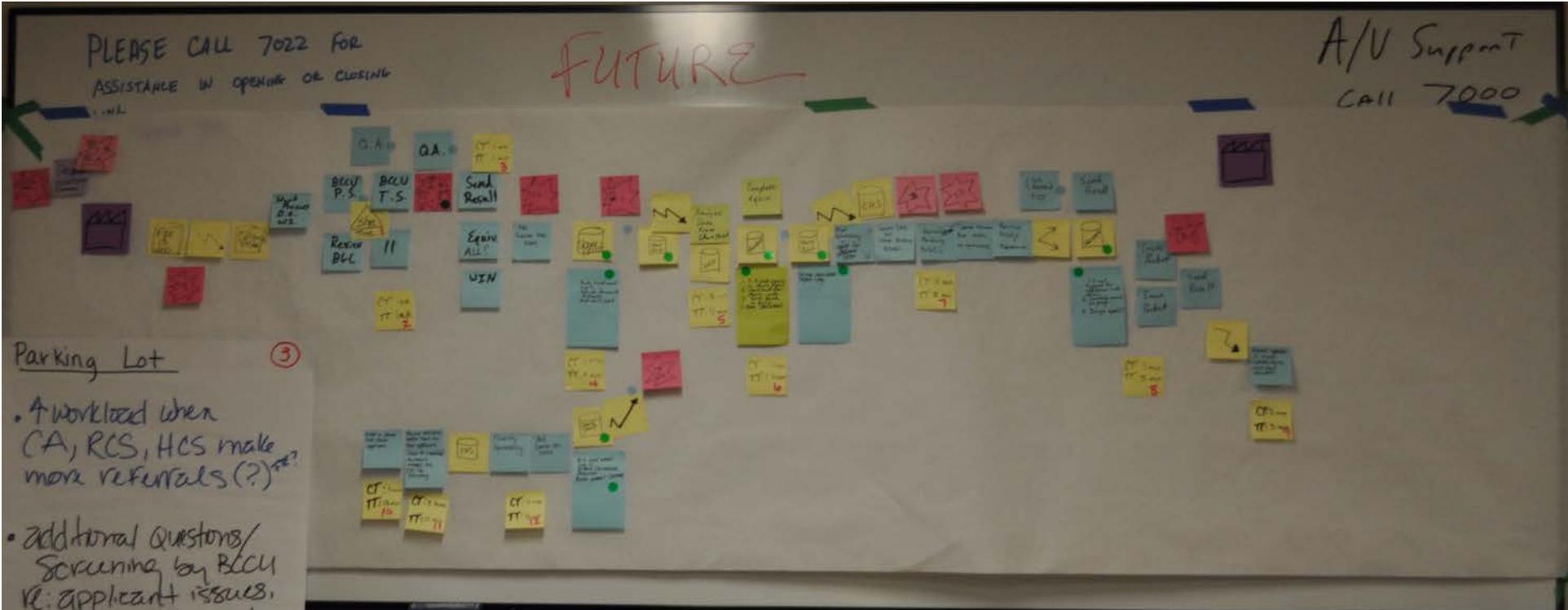
- 300K+ background checks per year
- Allowed 2% error rate
- Quality control
- Duplication of work
- Inefficient process
- Delays
- Duplicate applications
- Call to inquire about status
- Interrupt processing
- Differing opinions
 - Roles/responsibilities
 - Assumptions and analysis

**Backlog = 120
applications
11.6 day process**

VSM – Current State



VSM – Future State



Reductions:

Process reduced 90% (-10.5 days)

Time spent actually working on background check
reduced 64% (-0.5 days)

Wait time reduced 90% (-3.5 days)

Anticipated Outcomes Achieved	Unanticipated Outcomes Achieved
No duplication of work	Improve relationships between groups
Efficient process	Data security
Automated using SharePoint	Identified written assumptions and analysis were non-valued by the customer
Eliminated backlog	Programs identified their contribution
Status inquiries stopped	
Focused processing	
Clear roles/responsibilities	



The team determined their “system” would take about 6 months to stabilize. Once stabilized, they intend to measure again to ensure things are not reverting AND begin looking for additional improvements (PDCA)

Same day turn around

No backlog!

Why have continuous improvement events?



Redirect resources



Engage employees



Cooperation



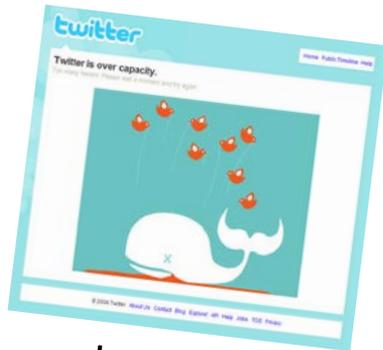
Cost savings/
avoidance



Eliminate waste



Improve value



Increase capacity



Increase efficiency



Create sense of team

Where do I go from here?

Tips

- Food/refreshments
- Ensure right players are in the room
- Flex to the needs of the group
- Comfortable atmosphere
- Remove barriers
- Music
- Integrate systems thinking and collective impact
- Consider a facilitation team
 - ✓ Practitioner
 - ✓ Developmental Job Assignment
 - ✓ Interested in learning about Lean
- Pay attention to participants
- Honor and respect the people

Create A Successful Program

- Teach techniques and how to implement as part of a system, not as isolated programs
- Use appropriate tools – adjust to fit the need
- Experiments/trials
- Measure/benchmark
- Establish iteration schedule
- Celebrate successes/lessons learned
- Link improvements in value streams
- Discover new opportunities



Critical Path For Success

- Adequate
 - Support
 - Time
 - Resources
- Charter documents
 - Mission
 - Scope
 - Deliverables
 - Set expectations
- See the work (Gemba)
- Start with something visible
- Clearly identify problem
- Celebrate and honor the journey

What did you learn that will you take back and could implement tomorrow?

Everything is connected,
everything changes,
pay attention.



Questions?

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Resources

- [Lean Enterprise Institute \(LEI\)](#)
- [Results Washington](#)
- [Resources from Results Washington](#)
- [Shingo Institute](#)
- [MindTools.com](#)
- Youtube
 - [Employee Engagement - Who's Sinking Your Boat?](#)
 - [Lean Desk](#)
 - [John Shook Explains the Lean Transformation Model](#)