Lean: Your Value-adding Model of Continuous Improvement

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There are four purposes of improvement: Easier, Better, Faster, and Cheaper.

These four goals appear in the order of priority.

-- Shigeo Shingo

You'll soon be able to…

1. Identify the most common 8 wastes in service organizations
2. Understand PDSA change model & core Lean principles
3. Create a basic Value Stream Map
4. Name at least 3 additional Lean tools

Lean in Child Welfare

Issues

Regulation and red tape
Limited resources
Community-based
Unpredictable/emergencies
Inter-organization communication
Cumbersome forms
What else?

General term: “Things that bug me.”

Lean in Child Welfare

Wins

Learning for staff on how to use Lean

Policy review process simplified

Intake process standardized

Volunteer onboarding streamlined

Staff wellbeing improvements

Youth development centers

- Admission process streamlined
- Incident reporting process improved

Travel claim process simplified

Lean Defined

- Lean – creating more value for customers with fewer resources
- Lean provides a way to think and methods to improve process efficiency by *removing waste* systematically.
- Respect for People is an essential aspect of Lean

"The most important objective of the Toyota system has been to increase production efficiency by consistently and thoroughly eliminating waste" (Ohno,1988, pxiii)

Can you imagine a use for this approach in your organization?

The Heart of Lean

"At the heart of Lean is really taking an interdisciplinary group of folks, leaving egos behind, and really trying to figure out process. Without staff involvement, nothing really succeeds."

- Mark Bogen, SVP and CFO, South Nassau Communities Hospital, *HealthLeaders*, 2/14

Lean is…

… a proven path of learning to work together more effectively.

-- Dan Jones

The Wastes of Lean

My goal: You learn to see the wastes

Waste

Waste is anything other than the minimum amount of equipment, materials, parts, and working time which is absolutely essential to the product or service.

-- Ohno Taiicho

Goals

Eliminate!
Simplify!
Reduce!

Over-production

Definition: Doing more than what is needed by the customer or doing it sooner than needed.

Examples: Excess printing; duplicate charting, long entries in records. Distributing anything before it is needed.

Causes

Unclear goals

Misinterpretation of regulations

Computer systems not linked

Wanting to get ahead

Over-processing

Definition: Putting more (effort, features) into the product than the customer wants.

Examples: Re-entering data, clarifying directives, re-printing, reformatting, unnecessary reviews or audits, unnecessary regulatory paperwork, details, or analysis

Causes

Customer requirements not clearly defined

Lack of communication

Complex and/or redundant forms

Redundant required approvals

Don’t let “Perfect” stand in the way of “Good enough”

Defects

Definition: Producing bad quality services; time spent doing something incorrectly, inspecting for errors or fixing errors

Examples: Data entry errors, typos, use of incorrect templates, wrong timelines

Causes

Unclear and non-standardized procedures

Lack of training or the wrong skillset

Employee disengagement

Fatigue

Lack of error-proofed processes

Customer needs unknown or misunderstood

Transportation

Definition: Movement of information, documents, reports that does not add value for customers

Examples: E-mails copied to many people, long approval chains

Causes:

Poor understanding of process flow

Poor layout; large distances between operations

Multiple storage locations

Widely-spaced equipment

This about movement of materials, not people.

Wasted Motion

Definition: Any movement of employees that does not add value to the service and customer

Examples: Excess walking between printers, copiers or people; driving in inefficient routes

Causes

Double handling

Poor layout

Inconsistent work methods

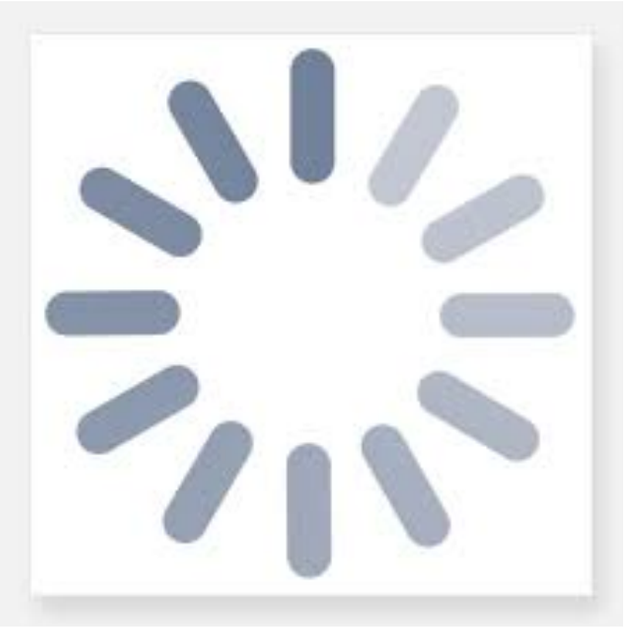
Insufficient planning

Waiting Time

Definition: Waiting for the next event or next work activity; idle time

Examples: Searching for letter templates, waiting for responses or approval

Causes:
Unbalanced workload
Multiple information sources
Un-synchronized activities
Untimely customers



Unused Employee Genius

Definition: Failure to use employees' mental, creative, and physical skills and talents, and abilities

Examples: The right person has the wrong job, narrow job descriptions, lack of the right tools for the work

Causes:

Competitive not cooperative culture

Failure to re-evaluate skills

Lack of trust for employees or the team

Result: Employee disengagement & turnover

Next: Some of the methods of Lean

PDSA

Value Stream Mapping

2 Second Lean

Video before and after

5S

Plan Do Study Act

Deming's accepted model for continuous improvement

Sounds like the scientific method to me

Everyone can do this. Copy this back2back for a mini project guide

Adobe Acrobat Document

Create a basic Value Stream Map

A value stream map is a lean method used to understand how value flows across your organization. High level.

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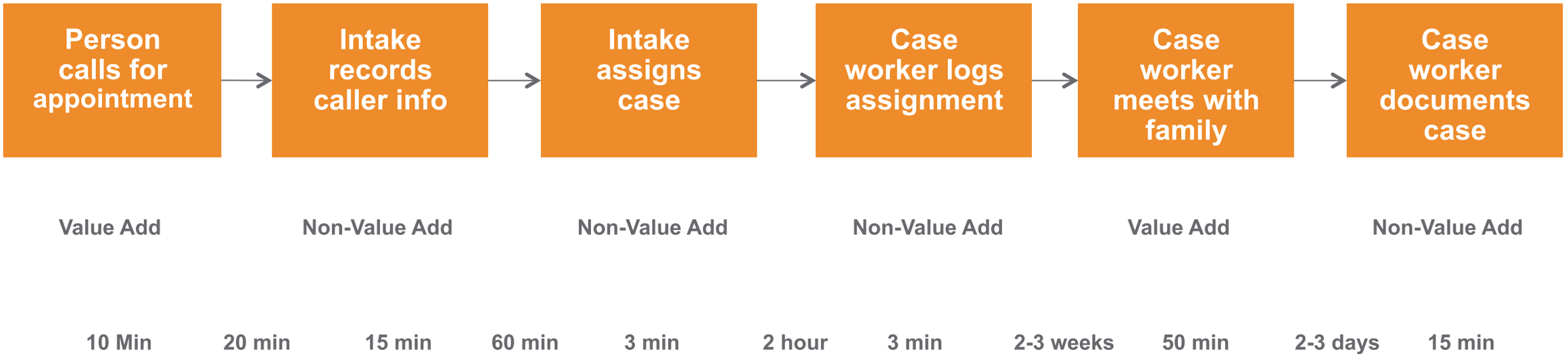


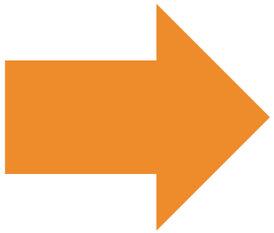
2 Second Lean

Paul Akers: Fix what bugs you

Start small

Invite everyone to make one tiny change a day

2 Second Example



Video of before and after

Paul Akers: Videotape before and after your change

Promotes friendly competition

Watch “Making a Lean Video – Paul is a Pig” on YouTube

5S Your Workplace

Sort	Remove all items from the workplace that are NOT needed for current production
Set in Order	Arrange needed items so that they are easy to find and put away Items used often are placed closer to employee Label items so that anyone can find them and put them away in the correct place
Shine	Make sure everything is clean and functioning Ensure workspace is cleaned on an ongoing basis Maintain all set-in-order items regularly to ensure that work areas are ready for next use Inspect equipment for abnormalities
Standardize	Using tools, maintain consistent application of the first 3S's Integrate 3S duties into Regular Work Duties (Daily Checklist)
Sustain	Make a habit of properly maintaining correct procedures Reinforce the discipline of 5S

Additional Lean Methods

Standard work
Daily Stand-up (from Agile)
Lean Health (Paul Akers)
Theory of constraints
Kanban
Mistake proofing
Kaizen

Questions and wishes 2

More?

1. Watch Paul Akers amazing videos on YouTube
2. Read or listen to: 2 Second Lean. Get it free at www.paulakers.net
3. Contact Tony Heath with questions. Free.

   tony.heath@optum.com or 630-725-2214
4. Google Lean public health and explore

Thank you

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