



Department of
Children's Services



Lean Process Improvement Events

Continuous Quality Improvement

Tennessee Department of Children's Services | CQI Procedures | October 2015

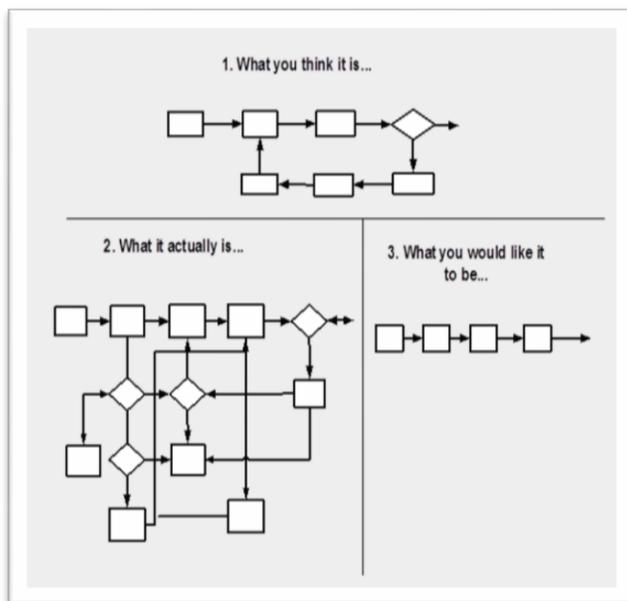


Introduction

With ever-increasing workload demands and evolving technology, the need to streamline work processes is necessary in order to maintain efficiency without sacrificing the quality of services for doing the work fast. Lean provides an opportunity for staff to have input on the work flow process, and propose ideas for improvements which can then be rapidly implemented. Lean allows the workforce to become more engaged in their processes by giving them the opportunity to have a say in the changes being made.

Lean

Lean is a way to focus on business processes so that we maximize customer value and minimize roadblocks for the employee so they can complete tasks that benefit the customer. Lean is a time-tested way to engage the creativity of employees to improve work processes. A Lean Event is made up of a small team of people who do the work daily. The team meets in a short, concentrated period of time, taught a structured, rapid improvement methodology, and then together creates a new process which is implemented following the event.



Pre-Event Planning

Once it has been decided that a Lean Event is the right approach to address a process problem, the following phases will occur to carry out needed improvements:

Charter

The Lean Project Manager will work with a Sponsor and other key staff to develop a Charter. The Charter consists of the scope of the project and specific goals the team is expected to accomplish. The Charter identifies staff selected to become Lean Team Members. The Sponsor and involved leadership will not participate in the event unless they actually participate in the work process being leaned.

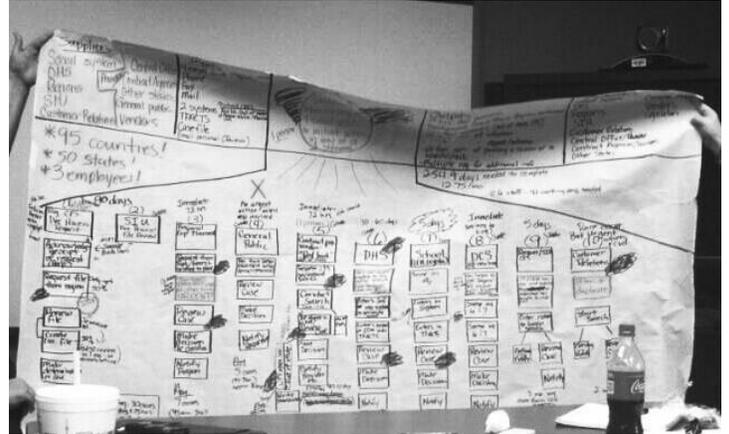
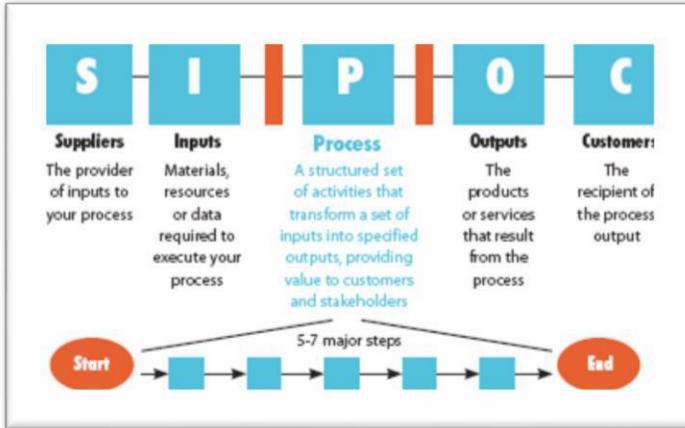
Go-See

The Lean Facilitators, usually CQI Staff, will participate in what is called a "Go-see" or sometimes called a "Gemba Walk". This entails the facilitator going to the work site of the identified Lean Team Members to observe how they currently do their work, to hear about their thoughts and concerns with the process and to ask critical questions about how the work is done.

SIPOC

SIPOC stands for **S**uppliers, **I**nputs, **P**rocess, **O**utputs, and **C**ustomers, and is a tool used to summarize the **inputs** and **outputs** of one or more processes. SIPOC gives people who are unfamiliar with a process a high-level overview and helps teams see the big picture; it also often uncovers dependencies and new customers. Suppliers and customers may be internal or external to the organization that performs the process. The focus is on capturing the set of inputs and outputs rather than the individual steps in the process; inputs and outputs may be materials, services, or information. The SIPOC assists Lean Facilitators in clarifying the project scope. The SIPOC development may take an hour, or could be a full blown exercise combining input from stakeholders.

Example SIPOC from a DCS Lean Event

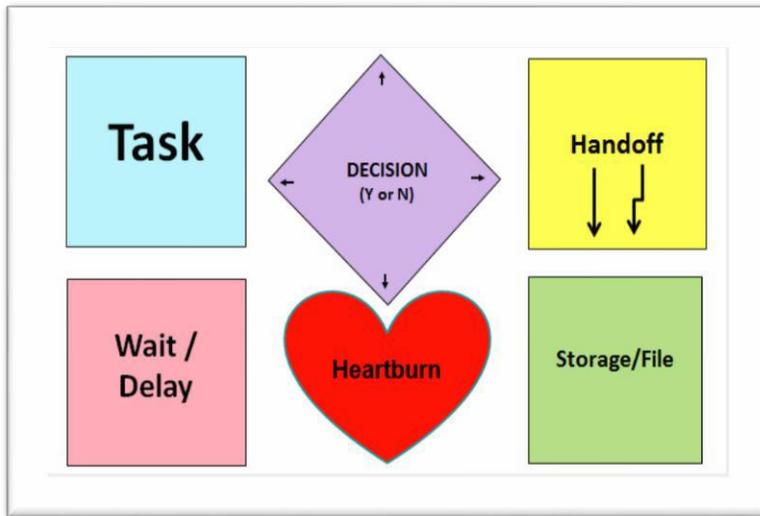


The Lean Event

The Identified Lean team will convene for 2-4 business days to examine the current state of the process and develop a future state that improves and streamlines the workflow. In order to achieve the desired future state of a work process, Lean Facilitators use a Swim Lane mapping process to establish a detailed view of the work that occurs.

Current State Swim Lane Map

The Current State Swim Lane map shows the Lean team every **task**, every **handoff**, every **decision**, every **wait**, and every **file/storage** within a process. The map also shows areas of "**heartburn**" or aggravation that delay, backlog, or simply create stress for the employees within the process. By completing this map, the Lean Team is able to see all opportunities for improvement. The following image shows the shapes and colors used to map the steps in the process:



Current State Map (Example from a DCS Lean Event)



Analyzing the Map

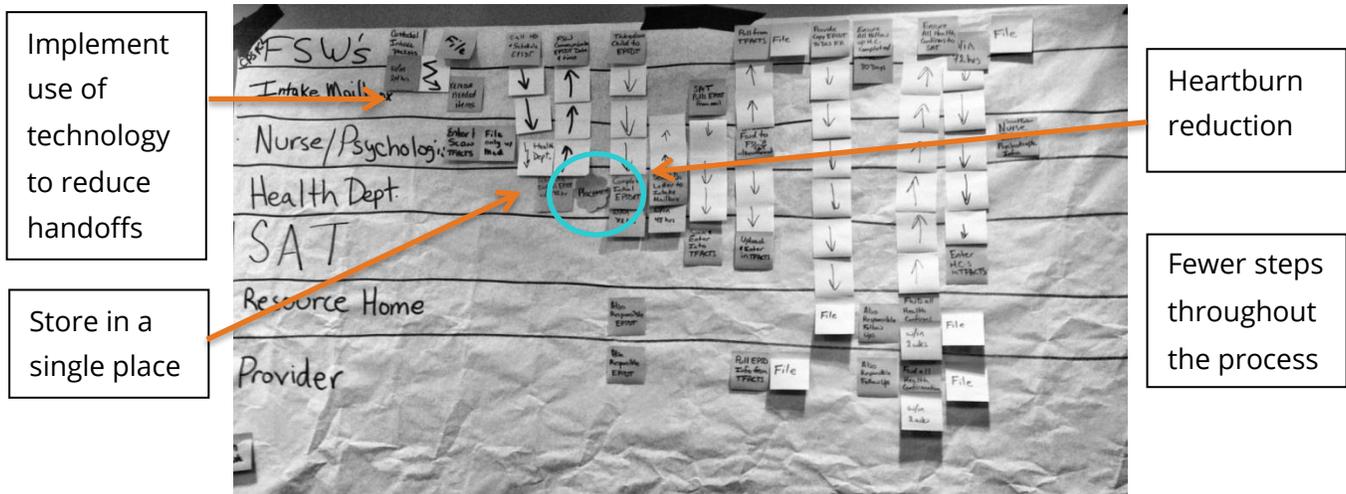
One strategy Lean Teams use is the “**5 Why**” process, which does exactly what it says it does; it asks “why?” five times. For each area of the map where there appears to be problems or opportunities for improvement, the team asks itself “why?” five times. This allows the team to deeply analyze why certain processes are currently in place. If there are laws, accreditations or regulations that require the department to conduct business in this manner, the team then considers those in the mapping of the future state. The team also looks at best practices and considers where duplication is best, versus when it is unnecessarily redundant. The team considers a variety of factors and makes decisions about how to redesign the work in the most efficient way.

The team can also use a **5S** approach which stands for Sort, Set in order, Shine, Standardize and Sustain. This process encourages the Lean Team to consider the most effective order of steps to accomplish the task at hand and standardize it so that the steps are conducted in the same way in all areas across the department.

Future State Swim Lane Map

After the Lean Team has mapped the Current State and the team has analyzed the map for improvements, the Lean team then redesigns the process by mapping out the Future State using the same Swim Lane process. This time, the team has implemented new strategies, a new order, and new technology and eliminated unnecessary steps to create an ideal future state.

Future State Map (Example from a DCS Lean Event)



Daily Briefings

At the end of each Lean Event day, the Lean Project Manager, Lean Facilitators, Lean Team Leader, Sponsor and any other critical staff identified will get together for 30 minutes to an hour to discuss observations, concerns, and ideas for the future and possible barriers to achieving the event goal. During this time, the Sponsor can assist the group in identifying solutions, overcoming barriers, and strategies for further planning. This process is essential to answering any questions the team has and helping them move forward the next day.

Final Lean Event Report Out Presentation

The Final Lean Event Report Out is a Power Point presentation conducted by the Lean Team Members in front of the Sponsor, Executive Leadership and other identified staff members. This presentation provides an overview of the work the team conducted in mapping the current state, analyzing the challenges, overcoming them, and designing the future state.

Lean Process Overview

The steps in a Lean Event include:

1. Pre-event Planning (6-8 weeks)
 - a. Develop Charter with Sponsor
 - b. Conduct "Go-see's", which includes the Lean Facilitators observing the work of those who do the work in scope for the Lean Event.
 - c. Schedule rooms for the event, coordinate travel for participants, ensure supplies are available and preparing participants to engage in the Lean process.
2. The Lean Event (2-4 business days)
 - a. Introduce the participants and charter to the team
 - b. Provide a brief training on how Lean works
 - c. Map the Current State on a Swim Lane map
 - d. Analyzing the map using 5 why, 5S and other techniques
 - e. Map the Future State on a Swim Lane Map
 - f. Hold Daily Briefings
 - g. Hold a Final Report Out Presentation
3. Post Event Implementation (3-9 months depending on complexity of steps)
 - a. Scheduling regular Lean Event Follow-up CQI meetings for implementation
 - b. Implementing planned changes, interventions, and strategies
 - c. Developing needed technology and resources
 - d. Tracking and adjusting to ensure steps completed achieve the desired results.

Process Improvement Event Roles and Responsibilities

Each person involved in a Lean Event has a specific role. Knowing your role and responsibilities is essential to the success of any Lean Event.

Sponsor

The Sponsor identifies a process that needs improvement that they have authority to make changes to, and submits a referral for a Lean event to the Lean coordinator.

- The Sponsor works with the Lean coordinator and/or project manager to identify SMART (Specific, Measurable, Achievable, Realistic and Timely) goals.
- Select a Team leader and other team members for the Lean Event.
- Develop the event charter with technical assistance from the Lead Lean Facilitator.
- Attends all daily de-briefings and final report outs in person.

LEAN Event Lead Project Manager

The LEAN Lead Project Manager coordinates all of the activities pre, during, and post Lean Event. The Lead Project Manager:

- Offers technical assistance for sponsors and team leader to write the charter.
- Assists the Sponsor(s) in ensuring selection of appropriate Lean Team Members and Team Leader.
- Assists with establishing an effective scope and goals are SMART
- Works very closely with Team Leader before, during and after event.
- Coordinates the go-sees, kick-off meeting, and Lean Event dates, as well as follow up meetings with the team.
- Works with other facilitators to delegate tasks for Lean Event based on the individual facilitator's strengths.

LEAN Event Facilitators

The responsibilities of the facilitators are to:

- Interface with management in preparing for successful events, prepare the team, keep them focused, and asking **WHY** – challenge ideas and norms!
- Before the event, facilitators provide leadership and guidance in honing opportunity for scope and outcome goals.
- Responsible for assisting with the preparation for a Lean Event.
- Ensure the team has the resources it needs to achieve goals identified by the charter and during the Lean Event.
- During the event, facilitators guide the team through the Lean process.
- Provide training in foundations of Lean to the team, provide a meeting structure, and capture results of the Lean Event.

LEAN Event Team Leader

The Lean Event team leader is an expert in their field, and is selected because they are someone who conducts the work process identified and does that work well. The Team Leader is responsible for:

- Assist in developing the event charter with the sponsors, project manager and facilitators.
- Involved in planning aspects of the Lean Event (selection of team members, event dates, follow-up dates, etc.).
- Assists in determining what metrics are needed.
- Participates in the daily de-briefing with the sponsors to provide an update on the ongoing work. Ensures accountability of team members for action steps.
- Ensures accountability of team members for action steps during the implementation phase.

LEAN Event Participants

Lean Event participants are considered to be experts in the subject matter being addressed, and they complete the work involved in the process identified for the Lean Event. Participants include ad-hoc members who are available as needed for questions relating, but not limited to, legal, policy, technology, etc. Participants are responsible for:

- Active participation during the Lean Event by providing detailed analysis of the work done and critical thinking toward design of an ideal future state.
- Commit to providing their undivided attention and skill during the Lean Event.
- Follow through with any action steps assigned to them during the Lean Event.