

Improving Services using *Lean* Methods & Value-Stream Mapping

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OHIO EMPLOYMENT FIRST TRANSFORMATION 2.0

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What is “Lean”?

“The endless transformation of waste into value from the customer’s perspective”

Womack & Jones, Lean Thinking

Seeking to provide the highest quality product/service in the shortest time, for the lowest possible cost, when needed!

What does “LEAN” mean for service providers?

What do our customers want?

Are we providing it in the most timely manner possible? At the highest quality? In a cost-effective way?

Can we identify the things that are not contributing to the process and eliminate (or minimize) them?

High Quality Services

Integrated, connects people to their community

Person-centered, individualized, customized, self-directed

Purposeful, meaningful, goal-oriented

Employment-focused

Comprehensive, wrap around support

Flexible, responsive to changing situations

Outcomes of Quality Services

Increased independence

Improved self-confidence and stamina

Quick & lasting placements in jobs that match skills and interests

Financial stability

Connections & friendships (beyond paid staff)

Happy, fulfilling lives

Lean thinking is...

Simple and practical, consistently solving real problems in real time, at the source, at all levels.

Not just jumping to solutions, spending time to find the root cause

Fixing the problem now

Hard on problems, easy on people

Leaders say “let’s look together”

John Shook

Lean is not about working harder.
It is about working smarter.

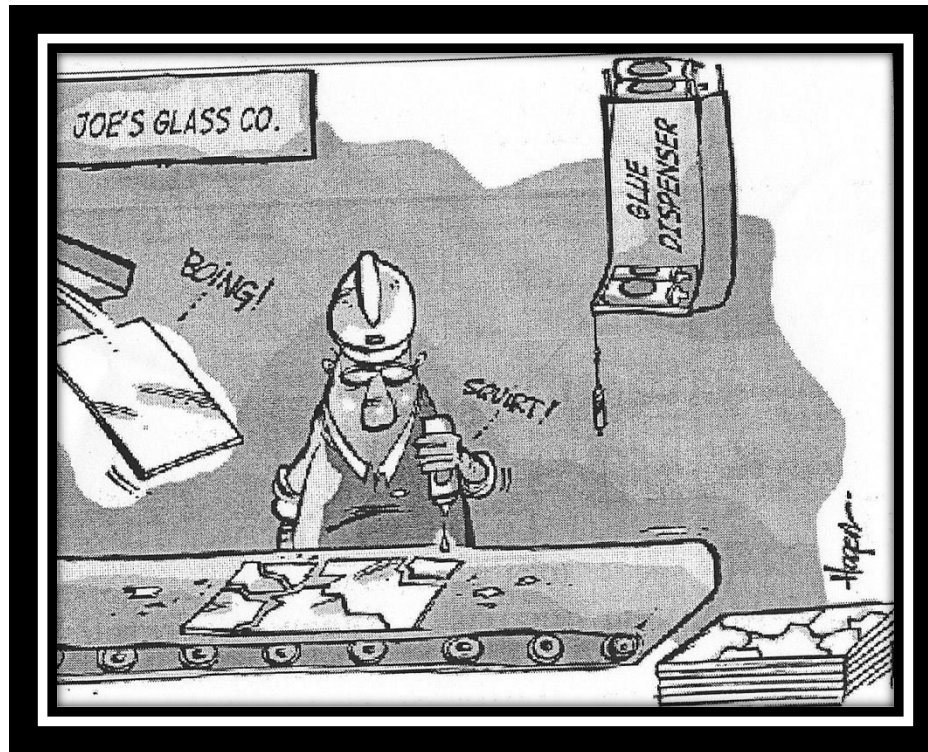


Lean does not reduce costs.

It frees up resources.

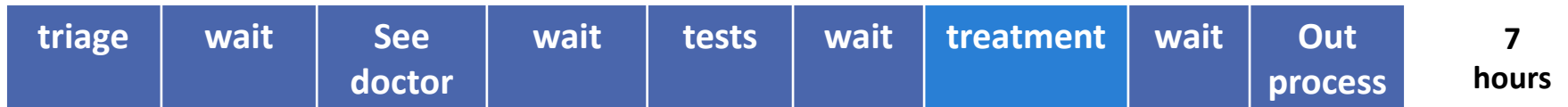
Fixing the wrong problem

Lean identifies the real issue and the best solution.



Value Adding vs. Non-Value Adding

Emergency Room visit from the patient's perspective



Typical process improvement, focuses on the **work**



Lean focuses on the **“waste”**, not just the work



Value adding

Non-value adding, but necessary

Non-value adding

Identify Value
Adding services,
eliminate waste to
create flow

TAKE OUT THE ROCKS AND THE STREAM WILL
RUN MORE SWIFTLY.

8 Types Wastes

Correction

Overproduction

Motion

Material movement/transport

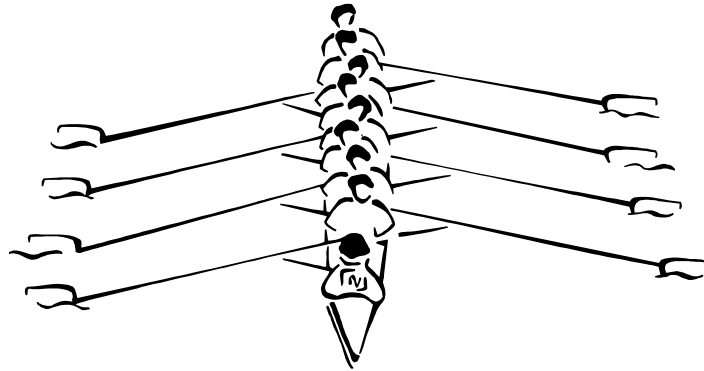
Waiting

Inventory

Processing

Underutilization of people





After waste is identified, Lean seeks to “create flow”

Revise & standardize processes

Connect teams, utilize technology

Treat **value-adding** workers “like a surgeon”

Get everyone rowing together

Lean Management

Go see

Talk to the people who are doing the work

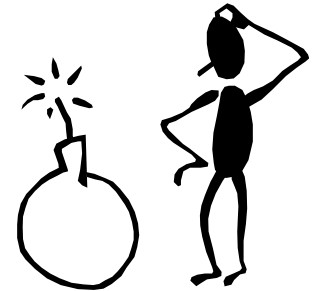
Ask “why?”

Respects the worker, blames the process

Define the Issue

Need a clear understanding of the issue

- What do our job seekers want/need?
- What's not working, what needs to change?
- What roadblocks are there to “change”?
- Who will be affected by “change”? Are they helping to find the solution?



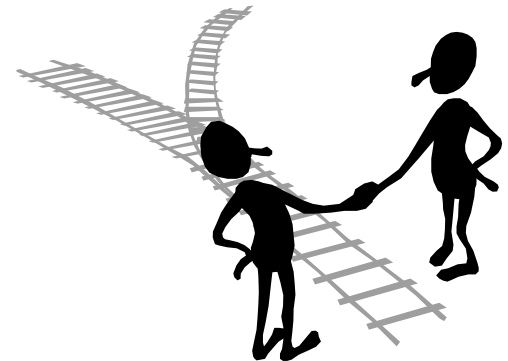
Is there Issue Agreement?

Do we agree on where we are on the current issue?

Do we agree on where we want to go?

What are the most important issues which need to be addressed to get to the future state?

Can we agree on how to get there?



How do we get there?

Value stream map of *Current Process*

Analyze current state

Identify value-adding activities and waste

Brainstorm possible solutions & resources

Develop a *Future State* map

Analyze/Prioritize next steps (low hanging fruit, *just do it*, priorities, Long/short term goals, and never minds)

Write an Action Plan

Plan/Do/Check/Adjust, repeat



Why Draw Maps?

To fix problems it helps to be able to see them

Looks at the entire process, not just one part (remember *Joe's Glass Company*)

Process of “service” is often nebulous, helps define valued (or necessary) activities/steps

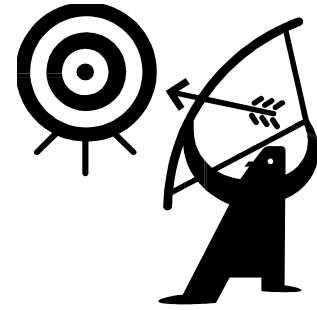
Shifts focus from “program” to “customer”

How is the work done now? Standard ways? What is working?

Identifies how to make the job easier for workers and services better for customers?

Identifies underutilized or inefficient use of resources

What experiment should we try first?



Mapping Process

Define the “issue” and agree on your goal

- Increase Integration and employment outcomes

Determine what “service/program” to map.

Map current process from the perspective of a job seeker entering your program- through finding a job and follow-up (value stream)

Identify value adding and non-value adding activities, waste, chaos & potential resources

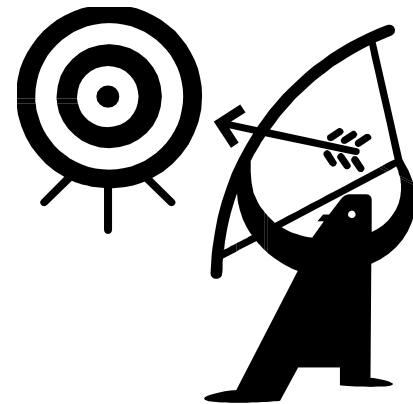
Identify potential starting points for service transformation (areas to explore) “what’s a better way?”

Mapping Process (continued)

During June visit, Sara/Dale will work with your team to:

Discuss Current State Map

Brainstorm essential elements for “future” services and develop a “*Future State*” Map



Mapping Team/Supplies

Large wall size piece of butcher block paper

Markers

Red/yellow/green dots

Markers

“Chaos” Post-its

Team should include staff connected to program(s) being mapped. Leadership, management and direct service should be represented.

7-10 people is a good number.

Map the Service Process from Customer's Perspective

Start broad- when someone knocks on the door and says- I want a job– what happens?

- Intake, assessment/discovery, job development, placement & coaching

Drill down on each step

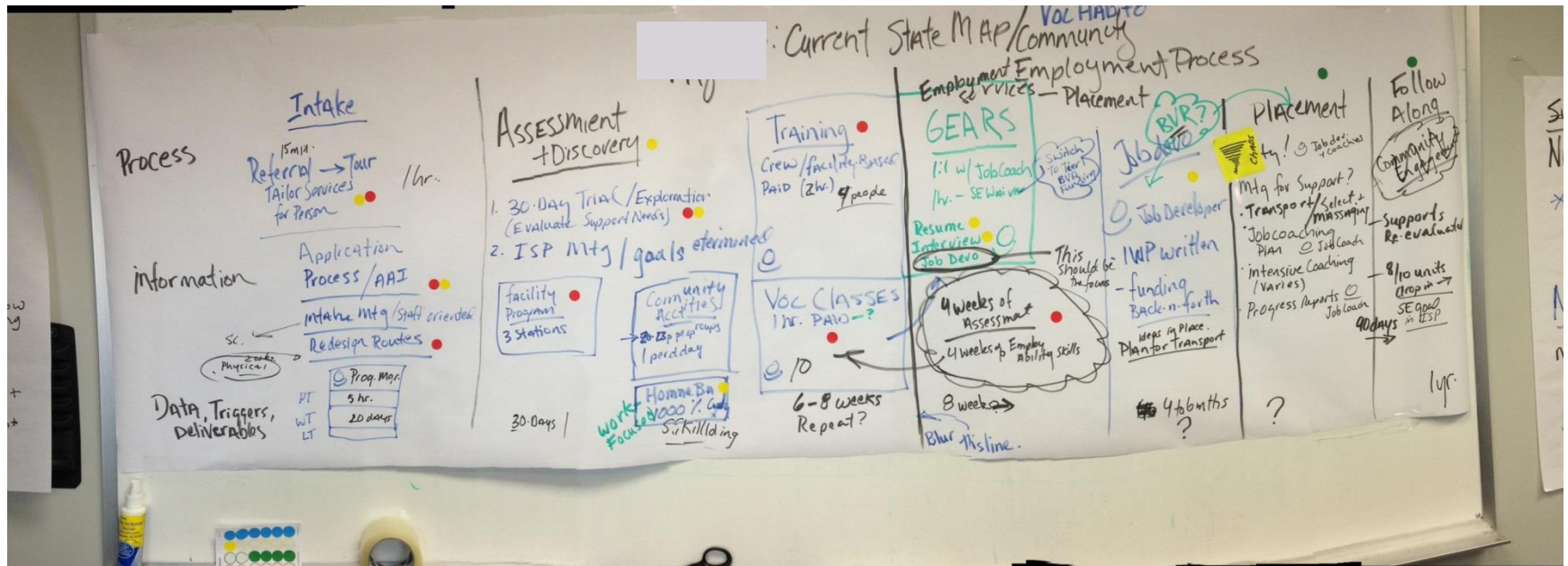
- Intake- what happens? who does what? How long does each step take?
- How does the information flow?
- Products (aka reports, profiles, jobs) What triggers next step, new action?

You are creating a ‘baseline’ or starting point for improvement

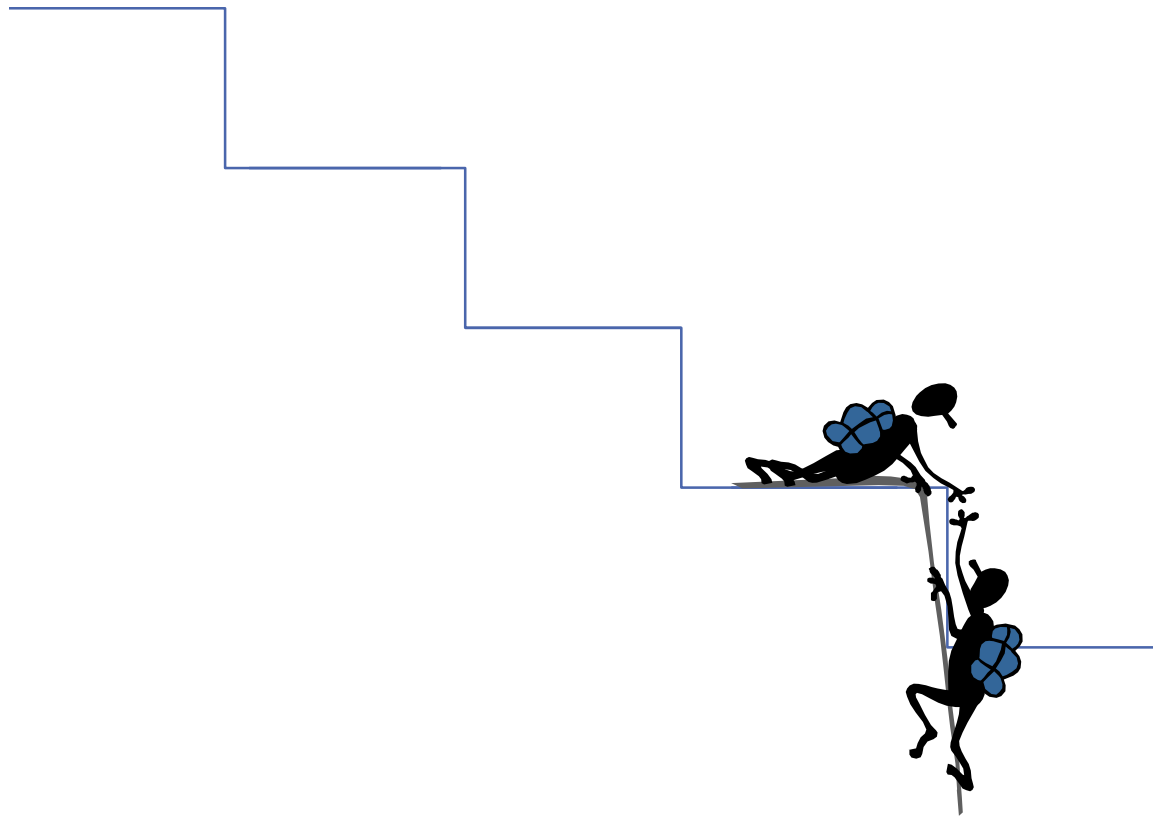
Stay focused on the process- not the “problems”

We will do the analysis and clarifying together during the face to face visit in June.

“Messy” is OK - this is a discussion platform- not a work of art.



Not a quick process, never done.
One step at a time.



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Additional Lean Resources

Project SEARCH Training Institute

Lean Curriculum & Training

A two-day training that covers *Lean Management* & the application of principles to program management and job development

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<http://www.projectsearch.us/EDUCATION/TrainingInstitute.aspx>