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TRANSFORMING
the PUBLIC SECTOR
WELCOME & INTRODUCTION

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Ground Rules

As with any group session, it is a good idea to establish, state, and agree to the ground rules we will adhere to in the session. Here are the ground rules we have established:

- Everyone Participates
- Engage in Open and Honest Dialogue
- Respect the Opinions of Others
- Work to Build Consensus
- Suspend Judgment/Blameless Environment
- Leave Rank at the Door

Can you think of any others?
HOUSEKEEPING RULES

Help Us to be Mindful

As with any group session, it is a good idea to establish, state, and agree to the ground rules we will adhere to in the session. Here are the ground rules we have established:

- Silence Your Cell Phones
- Interruptions to a Minimum
- Be on Time
- Stretch
- Always Snack Time!
- Dress Code
- Schedule/Breaks/Lunch
INTRODUCTIONS

Introduce yourself

• Name
• Where you work
• What you do
• Any experience with Lean/Six Sigma/Quality Improvement
• First job
# Self-Assessment

## LEAN Ohio Boot Camp

<table>
<thead>
<tr>
<th>Before Boot Camp</th>
<th>After Boot Camp</th>
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<tbody>
<tr>
<td><strong>Date:</strong></td>
<td><strong>Date:</strong></td>
</tr>
<tr>
<td><strong>Name:</strong></td>
<td><strong>Name:</strong></td>
</tr>
</tbody>
</table>

**Before Boot Camp**

- **Lean and Six Sigma**
- **Using data to make informed decisions**
- **Operational Definitions**
- **SIPOC**
- **6S**
- **Process Map**
- **Poka Yoke**
- **Data Collection**
- **Standard Work**
- **Clean Sheet Redesign**
- **Implementing Lean**

**After Boot Camp**

- **Lean and Six Sigma**
- **Using data to make informed decisions**
- **Operational Definitions**
- **SIPOC**
- **6S**
- **Process Map**
- **Poka Yoke**
- **Data Collection**
- **Standard Work**
- **Clean Sheet Redesign**
- **Implementing Lean**

Rate your knowledge of each item: 1 = little to no knowledge, 2 = some knowledge, 3 = some knowledge and application, 4 = comfortable knowledge and application, 5 = great knowledge and application.
VIDEO:
Lean Ohio
Overview

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# 4 Day Boot Camp

<table>
<thead>
<tr>
<th>DAY ONE</th>
<th>DAY TWO</th>
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<tbody>
<tr>
<td>Introduction, Overview and Basic Principles</td>
<td>Understand the Situation, Making the Invisible Visible</td>
</tr>
<tr>
<td>DAY THREE</td>
<td>DAY FOUR</td>
</tr>
<tr>
<td>Analyze and Improve</td>
<td>Implement and Monitor</td>
</tr>
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</table>

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### Introduction, Overview and Basic Principles

<table>
<thead>
<tr>
<th>Lean Six Sigma Intro/ Overview</th>
<th>Pre-Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four Voices</td>
<td>PDCA</td>
</tr>
<tr>
<td>SIPOC – Introduction to scoping</td>
<td>Project Charter</td>
</tr>
<tr>
<td>Project Selection</td>
<td></td>
</tr>
</tbody>
</table>

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DAY TWO

Understand the Situation, Making the Invisible Visible

Teams and Team Dynamics
Process Mapping
Metrics and Data Collection
Identifying Waste
Value Add/Non-value Add
Root Cause Analysis
Fishbone (Ishikawa) Diagram
5S

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DAY THREE

Analyze and Improve

Poka-Yoke
Pareto Diagram
Lean Tools: One Piece Flow, Standard Work, Pull, Kanban
Brainstorming/Affinity Diagram
Impact/Control Matrix
Clean Sheet Redesign

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DAY FOUR

Implement and Monitor

Making the Future State Happen
Implementation Plans and Tools
Round 2 DoP Simulation
Measures of Success
Taking Lean Back to your Workplace
Show What You Know
Managing Change

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3 ZONES

1. Comfort
2. Learning
3. Panic

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EXPECTATIONS

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VIDEO: Fable of Complexity
EVERYTHING IS A PROCESS

“If you can't describe what you are doing as a process, you don't know what you're doing.”

W. Edwards Deming

INPUTS

- People
- Equipment
- Materials
- Methods
- Environment

PROCESSES

OUTPUTS

CUSTOMERS

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PROCESSES TEND TO BE INVISIBLE

Point A: REQUEST

Point B: RESOLUTION

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KEY DIFFERENCES

• The main challenges of adapting “lean manufacturing” to government are:
  • Processes are not as visible in government
  • Measurements, tolerances, specifications, and data are more routinely required in manufacturing
• Even the private sector does not routinely apply Lean to the back office service processes

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whatever your results...

- Lead time
- Cycle time
- Errors
- Costs
- Rework
- Customer satisfaction or frustration

.....your process is **perfectly** designed to achieve those results
WHAT ARE LEAN AND SIX SIGMA?
LEAN

A Systematic Approach to identifying and eliminating waste through:

- Continuous improvement
- Sequencing the service or product at the pull of the customer

Originated with the Toyota Production System (TPS) in the 1990’s

Lean focuses on speed without sacrificing quality for the customer

Lean is a way of working where everyone is maximizing customer value while minimizing waste everyday

Lean Enterprise Institute
LEAN PILLARS AND PRINCIPLES

Pillars:
- Pursuit of continuous improvement
- Philosophy of respect for people

Principles:
1. Define value in the eyes of the customer
2. Identify the process for a service or product
3. Create continuous flow without interruptions
4. Reduce defects in services or products
5. Let the customer pull what they want
6. Pursue perfection
7. Eliminate or reduce variation (variation is evil)
Lean shines a spotlight on the waste and seeks to eliminate or reduce waste through:

- **Teamwork** with employees who participate in the decisions that impact their function
- **Clean, organized, and well-marked work spaces**
- **Flow** systems
- **Pull** systems
- **Reduced lead times** through more efficient processing, set-ups and scheduling

American Society for Quality

www.asq.org
LEAN GOVERNMENT

LeanOhio promotes government that is:

Simpler

Better

Faster

Less Costly

“Lean Takes Time” Have to slow down to speed up

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SIX SIGMA: 6σ

Origin
Motorola, USA 1986

Minimize variability
-Lean Principle

99% vs. 99.99966%
1,000,000 @ 99% = 10,000
1,000,000 @ 99.99966% = 3.4

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SIX SIGMA: 6σ

Standard Bell Curve

Population n = sample size
Standard Curve = where data lands

\[ \mu = \text{Mean (middle)} \]
SIX SIGMA: $6\sigma$

No Electricity 7 hrs Each Month

99 % Good

1hr w/o Electricity Every 34 years

99.99966% Six Sigma

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SIX SIGMA: $6\sigma$

200,000 Wrong Rx/yr

99% Good

68 Wrong Rx/yr

99.99966% Six Sigma

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SIX SIGMA: $6\sigma$

2 Bad Landings Per Airport Daily

99% Good

One Bad Landing Per Airport Yearly

99.99966% Six Sigma

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Process improvement requires aspects of both Lean and Six Sigma approaches. Both are:

- Customer focused
- Quality focused
- Require strong management support
- Data driven decisions
- Proven continuous improvement methods

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## Lean and Six Sigma

<table>
<thead>
<tr>
<th>Lean</th>
<th>Six Sigma</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDCA Methodology</td>
<td>DMAIC Methodology</td>
</tr>
<tr>
<td>Reduce Time and Waste</td>
<td>Reduce Defects and Variation</td>
</tr>
<tr>
<td>Reduce cycle time and bottlenecks, increase flow and pull</td>
<td>Six Sigma Goal: 3.4 Defects per million opportunities</td>
</tr>
<tr>
<td>Process Mapping, 5S and 7 Wastes – and more</td>
<td>Data and Analysis Tools – and more</td>
</tr>
<tr>
<td>Achieves goals by use of less technical tools such as 5S, workplace organizational and visual controls. <em>(ASQ)</em></td>
<td>Achieves goals by use of statistical data analysis, design of experiments and hypothesis testing. <em>(ASQ)</em></td>
</tr>
<tr>
<td>Camo Belts</td>
<td>Green Belts, Black Belts</td>
</tr>
</tbody>
</table>

Source: *Lean.Ohio.gov*
HISTORY OF CONTINUOUS IMPROVEMENT
HISTORY OF CONTINUOUS IMPROVEMENT

1793

1800s

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HISTORY OF CONTINUOUS IMPROVEMENT

1901

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1940s

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HISTORY OF CONTINUOUS IMPROVEMENT

1950s

1970s

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HISTORY OF CONTINUOUS IMPROVEMENT

1980s

1990s

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HISTORY OF CONTINUOUS IMPROVEMENT

2000s

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40% increase
in breakfast and lunch participation rates, doubling program revenue across one district's elementary, middle, and high schools!

$400,000 in cost reductions
for a city school district through route optimization and the elimination of 14 buses.

$200,000 in cost reductions
for a small county school district through the optimization of five bus routes.
W. EDWARDS DEMING  WALTER SHEWHART

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PROCESS IMPROVEMENT ACTIVITY: CARD GAME

- Team Leader
- Time Keeper
- Recorder
### PROCESS IMPROVEMENT ACTIVITY: CARD GAME

<table>
<thead>
<tr>
<th>Time Sheet</th>
<th>L</th>
<th>E</th>
<th>A</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Round #1: Goal Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Round #2: Goal Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Round #3: Goal Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Round #4: Goal Time</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**PDCA**

**Plan**
Define and analyze the problem; develop a solution

**Do**
Test the solution

**Check**
Check the results of your test solution

**Act**
Act upon the results. Adopt, adapt or abandon

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PDCA

8. Adopt, Adapt or Abandon Follow-up Monitor

7. Check/Study results

Plan:
1. Identify and Select Problem
2. Define Current State
3. Define Desired State
4. Analyze
5. Select Solution to test

6. Plan and Test Solution

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## PDCA

### PLAN

<table>
<thead>
<tr>
<th>P1 Identify Problem (problem selection guide)</th>
<th>Gather data and background (How do you know it is a problem?) What, When, Where, How much</th>
<th>Scope the issue: Develop SIPOC; Identify customer requirements (survey, focus group, interviews)</th>
</tr>
</thead>
<tbody>
<tr>
<td>P2 Determine current state</td>
<td>Develop Data Collection Plan and gather data</td>
<td>Identify waste (TIM U WOOD) and pain points</td>
</tr>
<tr>
<td>P3 Establish target goals/future/desired state</td>
<td>What measures will tell you if you are successful?</td>
<td>Make goals SMART</td>
</tr>
<tr>
<td>P4 Analyze the problem</td>
<td>Examine the data, Understand the causes of problem</td>
<td>Fishbone diagram, Pareto diagram, Run chart, bar chart</td>
</tr>
<tr>
<td>P5 Determine best improvement(s)</td>
<td>Brainstorm improvement ideas, Evaluate (Impact/control matrix)</td>
<td>Select improvement (s) Use flow, poka yoke, standard work. Develop new process map</td>
</tr>
</tbody>
</table>

### DO

| Test your Improvement(s) | Plan implementation of a test of the proposed solution. | Implement test solution. Gather data to measure success | Action register, Gantt chart Data collection tools |

### CHECK/STUDY

| Check/study the results of your test | Evaluate results: Compare before and after measures | Seek feedback from customers | Determine if the actions taken were successful |

### ACT

| Adopt, adapt or abandon. Monitor Tell your Story | Implement standard work. OR test another solution | Monitor: Collect data & review periodically. Track results using visual management | Tell your story Complete the A3 |

**Diagram:**
- PDCA cycle with phases: Plan, Do, Check, Act.
- Each phase is divided into sub-steps with corresponding actions.

**Legend:**
- PDCA: Plan, Do, Check, Act.
- PDCA cycle diagram with arrows connecting each phase.

**Notes:**
- The PDCA model is a continuous improvement model.
- Each phase is crucial for effective problem-solving and process improvement.
<table>
<thead>
<tr>
<th>PDCA</th>
<th>A3</th>
<th>DMAIC</th>
<th>TOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Plan</strong></td>
<td>Identify the problem or opportunity</td>
<td>Clarify the</td>
<td>Define</td>
</tr>
<tr>
<td></td>
<td>for improvement</td>
<td>problem</td>
<td>Project selection guide, SIPOC, scoping</td>
</tr>
<tr>
<td>Understand the</td>
<td>Understand the current situation</td>
<td>Break down the problem</td>
<td>Gemba Walk, Process Mapping, Data Collection</td>
</tr>
<tr>
<td>current situation</td>
<td>(background &amp; measure)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Identify the goal and the gap</td>
<td>Set a target</td>
<td></td>
</tr>
<tr>
<td>Analyse the situation</td>
<td>Analyse the situation (determine</td>
<td>Root cause</td>
<td>Waste - VA/NVA/NVAN, Data analysis, Pareto diagram, Fishbone</td>
</tr>
<tr>
<td></td>
<td>root cause)</td>
<td>analysis</td>
<td>Diagram, 5 Whys, Statistical Process Control</td>
</tr>
<tr>
<td></td>
<td>Identify potential solution(s),</td>
<td>Develop counter</td>
<td>Brainstorming, Affinity Diagram, Impact/Control matrix, Flow (Batching,</td>
</tr>
<tr>
<td></td>
<td>select solution to test. If we do</td>
<td>measures</td>
<td>Push/Pull) Poka Yoke, 5S, Kanban,</td>
</tr>
<tr>
<td></td>
<td>then —— will happen</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Do</strong></td>
<td>Plan and implement a test of the</td>
<td>Implement</td>
<td>Action Register, Gantt Chart, Data collection</td>
</tr>
<tr>
<td></td>
<td>proposed solution</td>
<td>counter</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>measures</td>
<td></td>
</tr>
<tr>
<td><strong>Check</strong></td>
<td>Study the results of the test</td>
<td>Evaluate results</td>
<td></td>
</tr>
<tr>
<td><strong>Act</strong></td>
<td>Act on lessons learned, adjust as</td>
<td>Standardize</td>
<td>Control</td>
</tr>
<tr>
<td></td>
<td>needed, Implement system-wide, Monitor</td>
<td>success,</td>
<td>Standard work, Visual Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitor</td>
<td></td>
</tr>
</tbody>
</table>
Video: Meals per Hour
P1: IDENTIFY & SELECT PROBLEM

• Find a problem or opportunity

• Review background information

• Identify why change is needed

• Scope the improvement project
P2: DEFINE THE CURRENT STATE

- Understand the process
- Make the invisible visible
- What are the metrics?
- What is it costing us in time/dollars/staff?
- What is the impact on our customers?

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P3. DEFINE GOALS/TARGET CONDITION

• What is the aim?
• Identify goals.
• Make them SMART!
• What is the gap?
• What are the important aspects of the future target condition?
• Benefits of moving to the future target condition?
P4. ANALYZE

• What is causing the problem(s)?
• What factors account for the gap between the current state and the goal?
• What does the data say?
• What is the root cause?

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P5: GENERATE POTENTIAL SOLUTIONS

- Review information
- Ensure understanding of causes
- Brainstorm potential solutions
- Evaluate and select solution
- Develop an improvement hypothesis: If we do _____, then we think _____ will happen

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D6: TEST YOUR CHANGE

- Develop an action plan to test your improvement theory (hypothesis)
- Implement your plan
- Collect data using key measures

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C7: CHECK RESULTS

• Evaluate your test data

• Did your hypothesis produce the desired result?

• Ask those affected by the change how it’s working

• Refine your improvement as needed
A8: FOLLOW-UP ACTION

- If successful: Implement system-wide, standardize
- If not successful: Try another test solution or
- Start the cycle again
- Repeat cycle as necessary
- Continuously measure
- Plan for the future
WHAT IS AN A3?

a. A way of thinking
b. A report
c. An 11 x 17 piece of paper
d. An approach to continuous improvement
e. All of the above
WHY A3?

• A3 provides a structured format for problem-solving
• Provides a method for addressing the things that “bug” you or frustrate you
• Reflects the philosophy of *don’t blame the people, fix the process!*
• Promotes continuous improvement
• Aligns with PDCA cycle
• Promotes transparency – is visual!
• Tells the story

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### Title:

**Date Started:**

**Current Date:**

**Team:**

**Sponsor:**

<table>
<thead>
<tr>
<th>P1: Background/Why change is needed</th>
<th>P4: Analyze</th>
<th>C7: Check Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>P2: Current State</td>
<td>P5: Potential Solutions</td>
<td>A7: Other Results</td>
</tr>
<tr>
<td>P3: Project Goals</td>
<td>D6: Action Plan &amp; Test</td>
<td>A8: Follow-up and Monitoring</td>
</tr>
<tr>
<td>Title: Why change is needed</td>
<td>Current Date:</td>
<td>Team: Executive Sponsor:</td>
</tr>
<tr>
<td>---------------------------</td>
<td>--------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>Why are we working on this problem/opportunity? What is the business case? What is the pain point? What is the impact? Scope?</td>
<td>P4: Analysis</td>
<td>C7: Check Results</td>
</tr>
<tr>
<td>What is preventing achievement of the goal? What is the root cause or causes of the problem? Fishbone or 5 whys.</td>
<td></td>
<td>Collect data. Check the results of your improvement. Did you close the gap? Simpler, faster, better, less costly.</td>
</tr>
<tr>
<td>P2: Current State</td>
<td>P5: Potential Solutions</td>
<td>A7: Check Results</td>
</tr>
<tr>
<td>What is currently happening? Extent of the problem? Data. Statement of the problem. Graphically present a picture of the current state.</td>
<td>Brainstorm solutions. Analyze them. Select a solution to test.</td>
<td>What went well? What didn’t? If you didn’t achieve goal, then go back to test another solution. If goal is achieved, put into standard work.</td>
</tr>
<tr>
<td>P3: Future State</td>
<td>D6: Action Plan</td>
<td>A8: Follow-up and Monitoring</td>
</tr>
<tr>
<td>What specific outcome is required? What is the goal? What is the gap? Specific improvements in performance needed? Pictures/graphs.</td>
<td>Develop an action plan for running your test (or pilot) and implement it.</td>
<td>What is the plan for ensuring that solution benefits are maintained? How will you monitor?</td>
</tr>
</tbody>
</table>

1-62
The Lean Gahanna program is modeled on the state’s LeanOhio program, which has a mission to make government services **simpler, faster, better** and **less costly**. Using continuous improvement methods such as Lean and Six Sigma, Gahanna City programs and departments will be empowered to cut the proverbial “red tape,” remove inefficiencies, improve customer service and achieve measurable results. By improving program efficiency and effectiveness through Lean training and projects, Gahanna government will be a better value to the taxpayers and stakeholder communities. Over time, Gahanna will also be poised to provide services and training resources to other local public sector partners, such as the townships, schools and neighboring communities. Questions or comments can be directed to the City Administrator **Jennifer Teal**.
VIDEO:
Lean: City of Gahanna, OH

PLAY TIME:
3 mins 25 sec
FOUR VOICES
4 VOICES

To inform process improvement we need to listen to four voices
Voice of the Customer - VOC
Voice of the Business - VOB
Voice of the Process - VOP
Voice of the Employee - VOE
ACTIVITY: 4 VOICES

Your Movie Theater

You own a local movie theatre. You are going on vacation for 10 days. You have asked your theatre manager to email you 5 data items every other day.

What do you want to know?
### Owner Needs
- Ticket Sales
- Concession Sales
- Income/Expenses/Profit
- What movies came in
- Employee problems
- Who called off
- Customer Issues
- Weather

### Customer Needs
- Line Movement
- Good Popcorn
- Reasonably Priced Refreshments
- Clean, Updated Restrooms
- Ambiance/Décor
- Great Sound System
- Friendly & Efficient Staff
- Convenient Parking

Which group can you really influence and control?

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4 VOICES: VOICE OF THE CUSTOMER

Describes the stated and unstated needs or requirements of the customer.

- Identifies the Customer
- Needs
- Drivers
- Critical to Quality
- What they Don’t Want
- Meeting Expectations
- Exceeding Expectations
Customer needs and expectations need to drive our improvement efforts. These are usually stated in general terms and need to get translated to more measurable terms.

Customer: “I want a cup of coffee.” What does that mean?
MAKING INFORMED DECISIONS

DATA COLLECTION

Collecting data (good data) is essential to maintaining the integrity of research, and assuring quality. Capturing data from the Voice of the Customer (VOC) is especially important in Process Improvement

- Surveys
- Interviews
- Focus Groups
- Customer Complaints
- Benchmarking
- What others can you think of?
E-MAIL SURVEY

Background: Processing time has increased significantly creating a backlog of applications to be processed. The department does not have an established goal for processing.

What survey questions would you ask?
How satisfied were you with the services received?

- DAS: 3.84
- HRD: 3.90
- GSD: 3.91
- OIT: 3.40

How do you rate the value of the services?

- DAS: 3.57
- HRD: 3.68
- GSD: 3.68

Did you receive the services you expected?

- DAS: 88.0%
- HRD: 91.8%
- GSD: 92.8%
- OIT: 81.4%
- EOD: 78.7%
- OCB: 97.8%
- Central Service: 88.6%
- LeanOhio: 85.0%
E-MAIL SURVEY RESULTS

Days to Process

What is the Ideal turnaround?

Currently, how many days does it take to complete the process (i.e., from the time you submit the application until you receive an approval or denial)?

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VOC CUSTOMER TRENDS

- Immediate feedback – close to the service
- Utilize social media
- Web utilization
- Raised expectations
- Want it faster
- Want it on-line
- Want it INSTANTLY
4 VOICES: VOICE OF THE BUSINESS

Describes the stated and unstated needs or requirements of the organization

- Vision
- Mission
- Values
- Financials
- Performance Metrics
4 VOICES: VOICE OF THE PROCESS

Describes what the process is telling you

• What’s working
• What’s not working
• Process Data provides the voice – the information needed
4 VOICES: VOICE OF THE EMPLOYEE

Describes the front line knowledge and requirements of the employee.

- The people who do the work know the work best!
- Employees are closest to the Customer
- Lean principle of respect for people
- Set them up for Success
- Change can be difficult
- Empowering employees to make change promotes ownership of the work and creates a better place to work
VIDEO:
(VOC) Seinfeld
Car Reservation

PLAY TIME:
1 mins 54 Sec
DoP APPLICATION SIMULATION

- Department of Prevention (DOP)
- DOP is a Government Organization
- DOP reviews applications from other Government Organizations

DOP Motto: Keeping bad things from happening.

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You will be working in the Application Processing Section. This Section receives applications from government organizations requesting permission to conduct process improvement activities. DOP processes two types of applications: Renewal and Initial. The section goals are to process applications as quickly and efficiently as possible without losing quality. The section must process 16 applications every day in order to meet customer demand and avoid a backlog.
DoP SIMULATION RULES

• DOP needs to process 16 apps every day (8 min)
• Each DOP employee is required to work until the end of the day
• Every position has written instructions that must be followed
• Each DOP employee is responsible for getting their own materials
• Materials cannot be shared and must be transported in the authorized folders only
• Each folder can hold only two applications
DoP SIMULATION RULES

- Forms will be processed in batches of two
- Extra materials can be found in the Supply Area
- All DOP employees are responsible for moving their completed work to the next worker
- Folders cannot be moved across the table. All work must travel around the outside of the table
- Running is not permitted
- You are required to follow the written instructions
<table>
<thead>
<tr>
<th>JOB ASSIGNMENT</th>
<th>WORKSTATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mail Opener</td>
<td>1</td>
</tr>
<tr>
<td>Renewal Processor</td>
<td>2</td>
</tr>
<tr>
<td>Initial Processor</td>
<td>3</td>
</tr>
<tr>
<td>Legal</td>
<td>4</td>
</tr>
<tr>
<td>Approver</td>
<td>5</td>
</tr>
<tr>
<td>Addressor</td>
<td>6</td>
</tr>
<tr>
<td>Mail Carrier</td>
<td>Mailroom</td>
</tr>
<tr>
<td>Auditor</td>
<td>Mailroom</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>Floating</td>
</tr>
</tbody>
</table>
SIPOC
VIDEO:
SIPOC
SIPOC

High Level Tool: 50,000 foot view

Will help you gain a snapshot of the process:

- Suppliers
- Inputs
- Process
- Outputs
- Customers

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### SIPOC

<table>
<thead>
<tr>
<th>Suppliers</th>
<th>Inputs</th>
<th>Process</th>
<th>Outputs</th>
<th>Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals or organizations that provide inputs to the process.</td>
<td>Material, information and/or services that are required by the process to produce the outputs</td>
<td>The step by step method that produces the output, defined at a very high level - only 5 to 7 steps</td>
<td>Products, information, services and/or decisions that are produced by the process</td>
<td>Those who receive the process output, pay for it or are directly impacted by the process output</td>
</tr>
</tbody>
</table>

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SIPOC

Suppliers
- SME
- ODM Leadership
- Statue/Legislative
- Budget Analyst
- CMS
- OHD
- Staff attorneys
- Sister agencies
- Consumers
- Tax & payers
- Vendors
- Contract coordinators/managers

Inputs
- Internal approvals
- Budget
- Identified product or service
- Rules & regulations
- Willing vendor
- Procurement process
- Agreement manager
- Internal tools/forms/templates
- Training
- CPS

Process
- Signed contract
- Deliverables
- P.O.S
- Budget
- Products & services
- System impacts
- Improve outcomes for Medicaid consumers

Outputs
- Contract manager
- Medicaid members
- Vendors
- Providers
- State/Taxpayers
- Sister agencies
- Feds
- Legislature

Customers

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SIPOC: CHOCOLATE CHIP COOKIES

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SIPOC: DOP

Facilitation Tips
- 1 person facilitates and posts on the wall
- Facilitator asks the group questions and listens carefully to responses
- Check your and the groups’ understanding
- Make sure the group comes to consensus
- Write big enough for everyone to see (use sharpies)
PROJECT CHARTER
An authorizing document that defines the project and management support for the project.

- Background
- Opportunity
- Scope
- Measurable Outcomes
- Team Members
- Boundaries
- Project Sponsor(s)
PROJECT CHARTER

LEANOhio Project Charter

Project/Event Title: 
Project Facilitator: 
Agency/Organization: 
Project Mentor: 
Charter Last Updated Date: 

Project Background:

Problem/Opportunity Statement:

SCOPE (DEFINE BOUNDARIES):

First step in the process:
Last step in the process:

Project Goals:

Project Boundaries:

Performance Metrics: What measures will tell you if you are successful:

<table>
<thead>
<tr>
<th>Performance Metrics</th>
<th>Current</th>
<th>Goal</th>
<th>Final</th>
<th>% Change</th>
</tr>
</thead>
</table>

Projected Benefits:

Project Team:
Team Lead:
Team Champion/Sponsor:
Process Owner:
Team Members:
Subject Matter Experts:

Project Champion/Sponsor and Process Owner: Sign-Off: I am committed to supporting this project and implementing the teams improvements.

Sponsor Signature: 
Process Owner: 

1-94
PROJECT CHARTER

Project Contact Information

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## PROJECT CHARTER

### Background and Project Opportunity

<table>
<thead>
<tr>
<th>Project Background</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Problem/Opportunity Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SCOPE (DEFINE BOUNDARIES)</th>
</tr>
</thead>
<tbody>
<tr>
<td>First step in the process:</td>
</tr>
<tr>
<td>Last step in the process:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project Boundaries</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>
Problem/Opportunity Statement:

*Eliminate data quality errors in the “application review through grant award” timeframe*
Improved Statement:
Processing time for application review through grant award disbursement has increased by 40% within the past 3 grant cycles. 75% of our customers/providers have complained about delays ranging from 18 – 60 days for award disbursement which prevents the department from complying to the current policy states that disbursements must be provided within 10 business days after award approval.
PROJECT CHARTER

Scope, Goals and Boundaries

- Project Background
- Problem/Opportunity Statement
- SCOPE (DEFINE BOUNDARIES)
  - First step in the process:
  - Last step in the process:
- Project Goals
- Project Boundaries
# PROJECT CHARTER

## Metrics, Benefits, Members, and Sign-Off

<table>
<thead>
<tr>
<th>Performance Metrics: What measures will tell you if you are successful</th>
<th>Performance Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Current</td>
</tr>
</tbody>
</table>

### Projected Benefits

### Project Team

- **Team Lead:**
- **Team Champion/Sponsor:**
- **Process Owner:**
- **Team Members:**
- **Subject Matter Experts:**

### Project Champion/Sponsor and Process Owner Sign-Off

I am committed to supporting this project and implementing the team improvements.

- **Sponsor Signature:**
- **Process Owner:**

---

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**Problem/Opportunity Statement:** Client wait times are too long

**Project Goal:** Minimize client wait times and reduce unnecessary interruptions of the front desk reception staff

**Scope:**
- **First step:** Client presents for services and is signed in by front desk staff
- **Last Step:** Client leaves clinic property

**Performance metrics:**
- Sign-in sheet data
- Client progress notes with service start/end times
- Schedule of appointments for each practitioner
- Number of clients who repeatedly approach window

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Project Charter

Project/Event Title: Application Processing
Project Facilitator: DOP
Agency/Organization: Instructor
Project Champion: 
Charter Last Updated Date: 

Project Background
Applications are taking too long to process. Customers are complaining because we are delaying their projects getting started. There is an on-going backlog. We can’t ever get caught up. Staff are stressed out too.

Problem/Opportunity Statement
Customer requirements for timely response means processing 16 DOP Applications per work day. Currently we are averaging 2.75 days to process 16 applications which means we are falling more behind everyday and customers are not happy. We need to improve this process to at least meet customer requirements.

SCOPE
(define boundaries)
First step in the process:
Application is received in the mail room
Last step in the process:
Customer receives notification of approval or denial of application.

Project Goals
Meet the customer requirement of processing 16 applications per work day so that customers receive timely notice. Reduce rework and errors

Project Boundaries
No additional staff people or funds. No one loses their job, but job responsibilities may change.

Performance Metrics:
What measures will tell you if you are successful.

<table>
<thead>
<tr>
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<th>Goal</th>
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<th>% Change</th>
</tr>
</thead>
</table>

Projected Benefits
Improved customer satisfaction, Improved staff satisfaction.
FINDING PDCA PROJECTS
FINDING PDCA PROJECTS

• Performance or Strategic Plan measures
• Evaluations/audits of programs or administrative systems and functions
• Regular surveys of employees
• Customer service data
• Your customers are complaining
• When something bugs you
• You find yourself saying, there’s got to be a better way!
PROJECT SELECTION PITFALLS

- Morale, communication, etc.
- Preconceived solutions
- Small or trivial – doesn’t matter to anyone
- Other peoples’ problems
- The boss’ policy decisions
- Sacred cows
- You are the primary customer
- Something that is/will be undergoing major change

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PROJECT SELECTION

1. Generate a list of ideas of improvement opportunities
2. Clarify those ideas
3. Reduce the list and prioritize
4. Using the Project Selection Criteria, choose the one idea that is most likely to be a successful first process improvement project
PROJECT SELECTION

Project idea:
*Improve the water heater inspection process* (too much rework and call backs)

Reality Check:
- ✔ Process
- ✔ Measurable
- ✔ Important to customers and staff
- ✔ We control the process
PROJECT SELECTION

Step 4. Identify the major steps in the process: First step, last step, 3-5 steps in between

Identify the
• Outputs (Completed Inspection)
• Customers (Home Owners)
• Inputs (Phone calls, schedules, documents)
• Suppliers (Home owners, clerical staff, inspectors)

This will help you determine who needs to be on your team!
PROJECT SELECTION

IF you need a team for this project, Identify needed team members

1. Inspector A
2. Inspector B
3. Supervisor
4. Clerk
5. Customer Service Representative

- Identify data needed to measure improvement
- Develop a project goal statement
- Develop a Team Charter
END OF DAY

• Questions
• What Went Well
• Lessons Learned