



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

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August 21, 2014

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)
- Fulfilling, happy 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

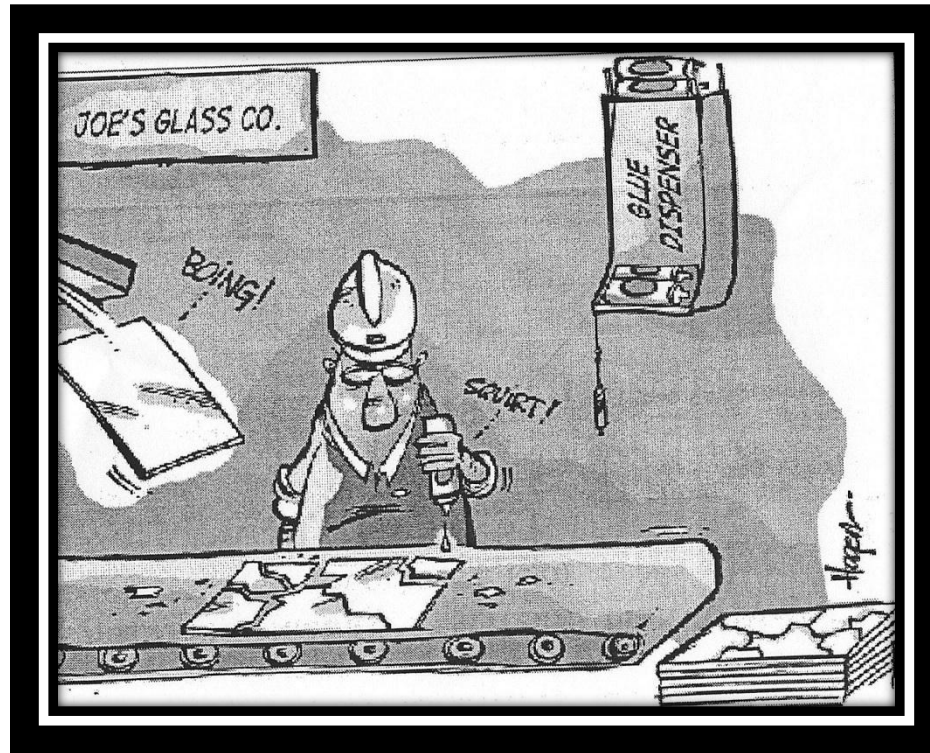
Lean is not about working harder.

It is about working smarter.



Lean does not reduce costs.

It frees up resources.



Fixing the wrong problem

Lean identifies the actual 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

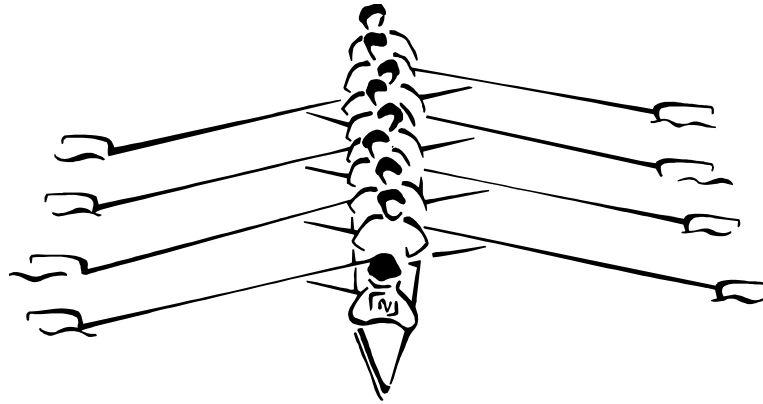
Identify Value Adding services,
eliminate waste to create flow

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”

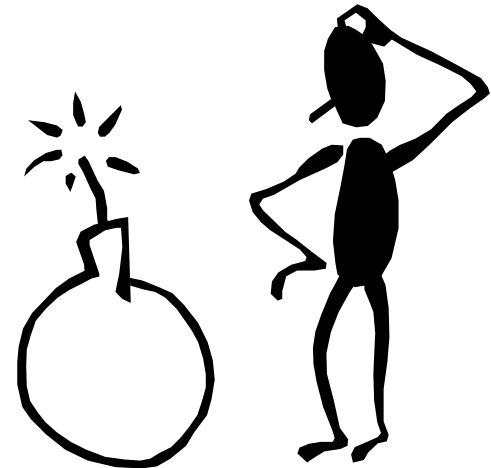
Get everyone rowing together

Lean Management

- Go see
- Talk to the people who are doing the work
- Ask “why?”
- Respects the worker, blames the process

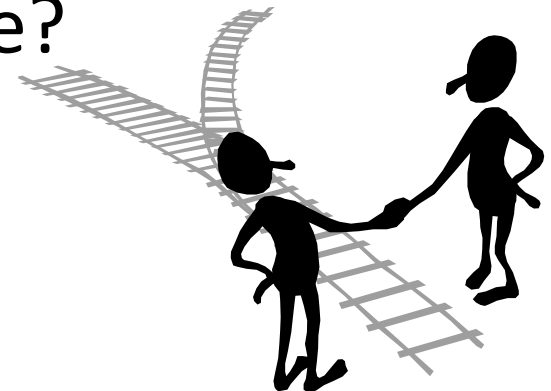
Define the Issue

- 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?

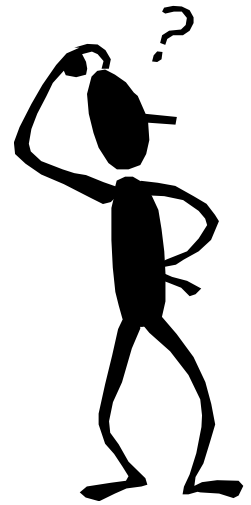


Is there Issue Agreement?

- 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?

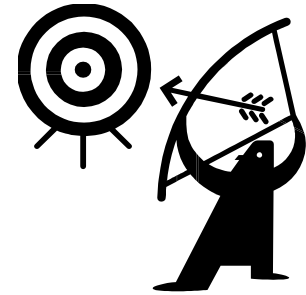


- Value stream map of *Current Process*
- Analyze current state
- Identify value-adding activities and waste
- Brainstorm possible solutions & resources
- Develop a *Future State* map
- Analyze/Prioritize next steps (low hanging fruit, *just do it*, priorities, Long/short term goals, never minds) and 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 entire process, not just one part
- Process of “service” is often nebulous, helps define valued (or necessary) activities/steps
- How is the work done now? Standard ways?
- Shifts focus from “program” to “customer”
- Identifies how to make the job easier for workers and services better for customers?
- What experiment should we try first?

Plan for Mapping Day



- Define the “issue”
- Map current process from the perspective of the job seeker (value stream)
- Identify value adding and non-value adding activities, waste, chaos & potential resources
- Brainstorm essential elements for “future” services
- Identify potential starting points for service transformation (areas to explore) “what’s a better way?”

Next meeting(conference call):

- Discuss findings and develop a “*Future State*” Map

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

