About us and the agenda

- Introductions
- What we’ll cover this morning:
  - Basics of Lean
  - Kaizen events
    - Kaizen 101
    - “Real Life” account of Kaizen
  - Questions

Familiar with these symptoms?

- Waiting for someone else to finish their work or return something before you can begin your work?
- Ever felt the current way of doing something takes too long or is too cumbersome?
- Have you missed deadlines or had paperwork get lost?
- Experienced irritated customers or clients frustrated by the confusing instructions or the long waits to receive service?
What is Lean?

- Historical background
- Time-tested set of tools
- Organizational desire to improve its operations
- Engages employees to reduce waste and defects within a process
- Increases productivity, reliability, staff morale, and customer service

Lean

- Emphasizes:
  - Efficiency
  - Reducing cost and time
  - Taking Action
- It is not:
  - An acronym
  - A fad
  - A quick fix
  - An org shuffle
  - Easy

Foundations of Lean

- Seven Wastes
- 5S
- Standard Work
- Tool: Kaizen Event
7 Wastes (+1)

- Defects
- Transportation
- Waiting
- Overproduction
- Inventory
- Motion
- Extra processing
- Underutilized creativity

Examples of waste

- Paperwork sent to the wrong building and having to resend it to the correct building (transportation)
- Need only 54 copies of a presentation, but print 60 “just in case” (overproduction)
- Standing up and walking to get files 15 times a day, when the file drawer next to you is full of files you access only once a month (motion)

Examples of waste continued...

- Multiple inspections (extra processing)
- Something isn’t done right the first time causing re-work, creating a backlog, an unhappy customer, and more staff time and cost to complete something (defect)
5S
- Methodology for creating a clean, safe, orderly, high performance work environment

- Benefits:
  - Enables everyone to "see" waste
  - Creates discipline in the process
  - Enables productivity gains
  - Enables safety improvements
  - Enables delivery improvements

5S
- Sort
- Set in order
- Shine
- Standardize
- Sustain

5S
- Sort – necessary and unnecessary items and information
- Set in order – organized, accessible, a specific place for everything
- Shine – cleaning an area top to bottom and maintaining its appearance on a daily basis
- Standardize – Makes first three S’s a habit
- Sustain – Effective, on-going application of 5S
Standard Work

• Simple written description of the safest, highest quality, and most efficient way known to perform a particular task
• Reduces variation, increases consistency
• Expected to be continually improved

Standard Work

• Define tasks and determine appropriate requirements for the document
• Gather information
• Create the document
• Train supervisor on the standard work document
• Train employees to do the work
• Run process and observe the results
• Make adjustments and modifications

Kaizen Events

• A combination of two Japanese symbols for “change” and “good,” most commonly translated as “change for the better”
• A facilitated, rapid improvement event
• Employee-drive improvements
2-5 day improvement event

- Map a current process
- Identify waste
- Brainstorm improvements
- Map future process
- Assign tasks/create an action plan

Kaizen event roles

- Facilitator
- Sponsor
- Team Leader
- Team Members

Kaizen planning

- Scope
- Goals
- Parameters
- Parking lot
Selecting the Progress

- Alignment
- Impact
- Need
- Willingness

Using Kaizen

- Benefits
  - Learn as you go
  - New process created within a week
  - Learning opportunity for people to see an entire process
  - Minimal materials are needed to have an event
- Challenges
  - Change management can be a lot for some
  - Upfront time commitment can be tough

Lean and Kaizen Training

- Questions about this presentation? Contact: Amanda.Hollis@co.washington.mn.us

- Free Lean and Kaizen Facilitator training from Minnesota Office of Continuous Improvement (formerly Minnesota Enterprise Lean):
  http://mn.gov/admin/lean/training/courses/index.jsp
Real Life Account of Kaizen

• Introductions
• Our Kaizen Event
  ▫ Video
  ▫ Background
  ▫ What led to the Kaizen event?
  ▫ What did we focus on?
  ▫ Outcomes

Humorous Example of Waste

• Toast Video #1
• Toast Video #2

Background

• How our Kaizen Event differed from a “typical” Kaizen Event

• Efficiencies Committee
  ▫ Why committee was formed
  ▫ Time spent on committee
  ▫ Lack of progress
What led to the Kaizen Event

- Management brought Kaizen Event possibility to the committee
- Bringing our teams on board with the Kaizen concept
- Pre-Work and Survey
- Meeting with Kaizen coordinators
- Planning for our absences

What did we focus on?

- Goals
  - Increase collection rates
  - Improve client service
  - Decrease staff stress

Outcomes

- New caseload design
  - Moving from all Interstate case types combined to separating caseloads by NCP in MN and NCP not in MN.
  - Added specialty caseloads (NCP on PA, Suspended/Reserved orders and Contempt)
  - Results in more focus on the type of casework that needs to be done.
Outcomes

• Initiating Caseload Collections

• Unable to compare Outstate collections to 2013

Outcomes

• Responding Caseload Collections

• Unable to compare Outstate collections to 2013

Outcomes

• NCP on PA and Suspended/Reserved Orders
  ▫ No data yet but the focus is now on AMPP, Review and Adjust referrals and client outreach.

• Contempt Referrals
  ▫ All of 2013 we had approximately 24 contempt referrals
  ▫ 2nd Quarter 2014 we had 23 contempt referrals
Outcomes

• Staff Stress
  - Survey Results
    - Indicated that stress is down
    - Ability to complete work is up
    - Job satisfaction is up

Questions

• Questions about this portion of the presentation? Kerri.Sutton@hennepin.us or Judith.Knight@hennepin.us