Continuous Improvement in Connecticut State Government

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Let’s Dive In

• Why Lean/Continuous Improvement?
• Lean in CT State Government
• Lean Tools and Strategies

Why Lean/Continuous Improvement?

• Improved Quality
• Cost effectiveness
• Service delivery and responsiveness to the public
• Frees up staff time to focus on more important activities
The State of Connecticut Values
Lean Because...

• As legislation and regulation change, we have more to do within available resources.

• Lean provides an opportunity to really invest in our workforce, our partnerships, and the people we serve.

• Directive from Governor Malloy, with support from the Office of Policy and Management.

“Lean” in Connecticut State Government is:

• A philosophy
• A set of tools and templates
• A form of communication

Other Benefits of Lean

• Standard Operating Procedures
• Knowledge Retention
• Succession Planning
• Staff Development
• Team Building
• Morale
• Customer Trust-Building
• Performance Measures
• Recognition

- What adds value to our customers?
- How does work get done today?
- Identify root causes of problems
- What does an "ideal" process look like?
- How we can improve performance?
- Determine if changes were successful
- Take action accordingly

Ok. But what’s in it for me?

- Advance your career/professional development
- Take on an active leadership role – hone your skills!
- Learning opportunity
- Make a difference for the people you serve!

Lean Tools and Strategies

Lean starts here
Problem Definition

The problem of... is affecting... The impact of which is... A successful solution would...

The 8 Wastes of Lean

- Defects: Efforts caused by errors, rework, scrap, and incorrect information.
- Overproduction: Production that is more than needed or before it is needed.
- Waiting: Wasted time waiting for the next step or process.
- Non-Utilized Talent: Undervaluing people’s talents, skills, or knowledge.
- Transportation: Unnecessary movement of products or materials.
- Inventory: Excessive products or materials not being utilized.
- Motion: Unnecessary movement by people, e.g., walking.
- Extra-Processing: More work or higher quality than is required by the customer.

What is a “Value Stream”?

Describes all of the activities required to fulfill a customer request from order to delivery
**Value Stream Mapping (VSM)**

<table>
<thead>
<tr>
<th>Type</th>
<th>Value Added</th>
<th>Non-Value Added</th>
<th>Waste</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value added</td>
<td>5</td>
<td>13</td>
<td>6</td>
<td>34</td>
</tr>
<tr>
<td>Non-Value Added</td>
<td>10</td>
<td>20</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td>Waste</td>
<td>0</td>
<td>0</td>
<td>34</td>
<td>34</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>30</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

**VSM Symbols and Colors**

- **Process**
  - Stop

- **Information Flow**
  - Type of Process
    - Value Added = Green
    - No Value Added = Pink
    - No Value Added but Necessary = Yellow
    - Waiting = Purple
    - Transport = Blue

- **Process Suppliers** are listed in separate "swim lanes".

**The Three Critical Components of VSM**

- **Information Flow**
- **Service/Process Flow**
- **Timeline**
Use a Pull System to Establish Flow

**Definition:**
A method of controlling the flow of resources by replacing only what has been consumed.

Standard Work

Develop standardized work to reduce variation, eliminate waste, and minimize excessive review.

1. Establish routine for work to be performed
2. Develop baseline for future improvements
3. Improve quality performance through repetition
4. Avoid overproduction
5. Avoid "reinventing the wheel"

Measuring Success and Ensuring Accountability

Establishment of Specific Goals and Key Performance Indicators such as:

- Response Time
- Customer Satisfaction Surveys
- Staff Development/Training
Accountability: Implementation Plan

What is Kaizen?

KAIZEN = Continuous Improvement

What is a Kaizen “Event”?

A communication tool which allows teams to work together to transform a process, focusing on:

1. Flow
2. Pull
3. Standard Work
4. Reducing Waste
## 5 Day Kaizen “Event”: What to Expect

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
<th>Day 4</th>
<th>Day 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Scope Definition</td>
<td>• Current State Evaluation</td>
<td>• Finalize Improvement Ideas</td>
<td>• Implementation Plan Documentation</td>
<td>• Deliver Final Presentation to Stakeholders</td>
</tr>
<tr>
<td>• Current State Documentation</td>
<td>• Data Collection</td>
<td>• Future State Documentation</td>
<td>• Key Performance Measure Identification</td>
<td>• Celebration!</td>
</tr>
<tr>
<td>• Waste Identification</td>
<td>• Brainstorm Improvement Ideas</td>
<td>• Feedback from Customers</td>
<td>• Create Final Presentation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Future State Adjustment (as needed)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>