



“Doing the right work, the right way” is one of five themes for the Transformation Initiative. Lean is the primary tool used in transformation to do the right work, the right way. Lean is a system of thinking designed to help people take an honest and in-depth look at work processes to eliminate waste - the steps or work that isn’t truly necessary. Our Lean goals are to boost efficiency and effectiveness by improving processes in ways that reduce costs, maximize the talents of our workforce, and optimize the quality and speed of our services to clients.

Lean: A tool for transformation

Lean has been central to transformation efforts from the start. Lean provides a standard approach for improving processes that focuses on identifying and eliminating waste to improve efficiency and effectiveness. At the Oregon Department of Human Services (DHS) and Oregon Health Authority (OHA), Lean is helping change the way the agencies conduct daily operations and deliver services to clients. Lean was developed in the manufacturing industry and can be applied to repeatable processes in public-sector organizations. It emphasizes making improvements to benefit the customer and involves the employees who do the work. Employees identify, make and maintain improvements within their work processes that are sustainable, and create a platform for continuous improvement.

Lean process improvement

Lean involves developing simple insights about how to look at work processes to identify and eliminate waste in order to simplify and streamline processes for maximum benefit to the customer. Lean focuses on eight types of process waste:

- » **Overproduction** - Producing too much or producing too soon;
- » **Transportation** - Any nonessential movement of materials, clients and Information;
- » **Inventory** - Any more than the minimum to get the job done;
- » **Waiting** - A delay in the next step of the process, such as waiting for signatures or for a printer that has a long queue;
- » **Processing** - Over-processing; unnecessary steps, signatures, reviews or duplicating steps;
- » **Rework** - Correcting errors or completing steps skipped in the first pass;
- » **Motion** - Any movement that does not add value to completing a task, such as walking, bending, twisting, reaching or searching; and,
- » **Intellect** - Any failure to fully utilize the time and talents of people.

5 themes of Transformation

1. Doing the right work the right way

FROM...

Confusing processes and inadequate tools that lead to long wait times and high error rates

TO...

Processes, programs, tools and policies aligned around efficient and effective service

Lean methods and tools

There are many areas where Lean practices are best applied: Repetitive tasks, people-intensive processes, activities with many hand-offs and error-prone processes where quality control is critical. DHS and OHA use a core set of Lean methods and tools to address improvement areas:



A Lean leader works on a process map, one item in the core set of Lean methods and tools used at DHS and OHA.

» **5S** (sort, set, shine, standardize, sustain) ensures the workplace is well-organized and clean, and utilizes visual signals (controls) to help workers and managers know when a process is working correctly or incorrectly, effectively or ineffectively, and is on time or behind.

» **Process mapping** charts a single process from start to finish, and is used to understand the flow of people, information, materials or service in a process in order to identify waste and bottlenecks.

» **Lean events** are planned, problem-solving events where small, cross-functional teams define a shared problem, and design and implement solutions within specific operations or work areas. Rapid process improvement events typically run three days and involve employees from all levels.

» As part of the **Lean Daily Management System® (LDMS®)**, work groups meet briefly to track performance, communicate priorities, and identify, capture and solve problems as they occur.

» **Metrics** involve tracking data to measure performance of a process. Key Lean measures are quality, cost and delivery of the service or product. Metrics help managers make decisions about a team's work and help keep the team focused in areas where improvement is needed.

[trans-fər-mā-shən] *noun*.
A marked change, in appearance
or character, for the better.

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Lean leadership

Lean leaders are DHS and OHA employees trained in advanced Lean tools who are critical to the success of our continuous improvement efforts. Lean leaders plan and facilitate complex process improvement efforts, helping staff, partners and providers apply their knowledge and expertise to design effective processes that are free of waste and deliver high value to customers. Each division has a small team of Lean leaders supporting its transformation work.

Lean practitioners are DHS and OHA employees trained in basic Lean tools whose primary responsibility is to guide their work units in daily Lean practices.

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