What Can LEAN Do For Your CSA Program?

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Presentation Overview

- Overview of LEAN
- LEAN Concepts
- LEAN Process Methodology and Tools
- Project Examples
- Quick Wins

What is LEAN?

Simply put, LEAN is process improvement!

- ▶ A management system and philosophy
- ▶ A continuous improvement methodology
- ▶ A systematic method for eliminating waste
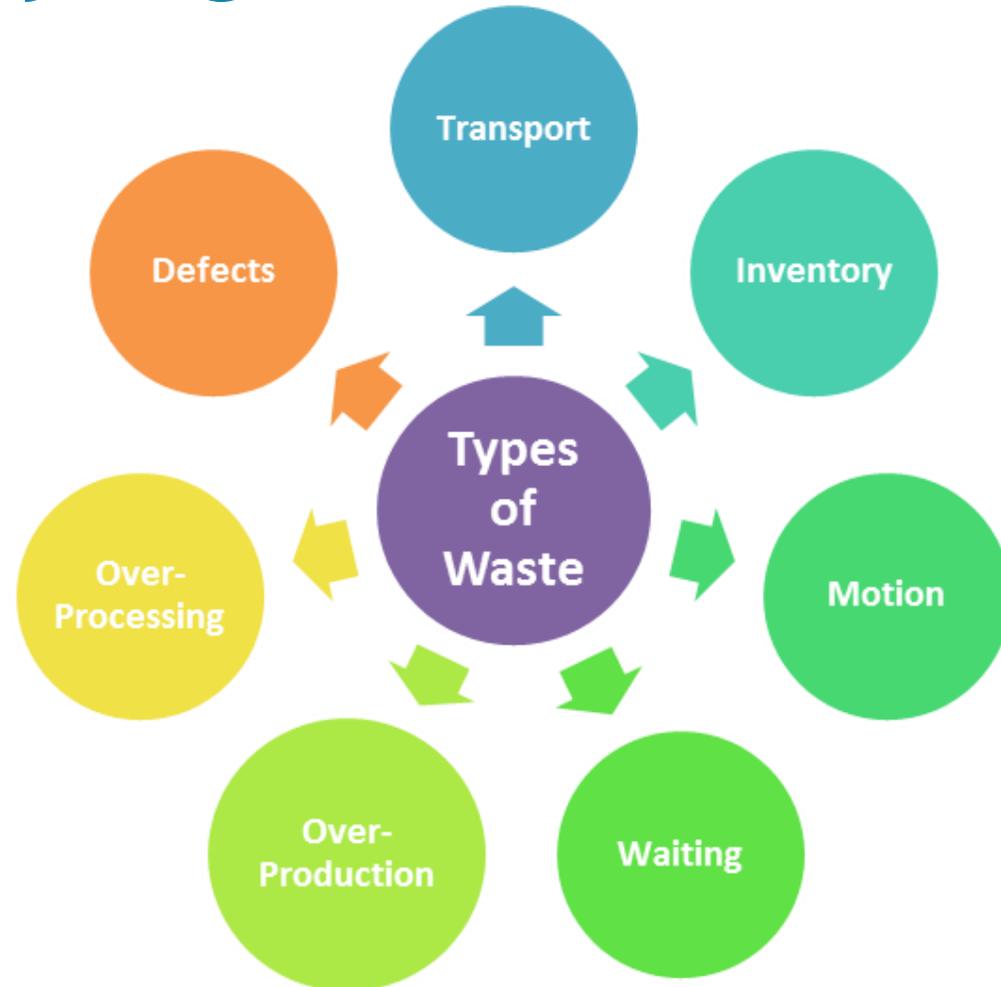- ▶ Improving flow in processes

Why is LEAN important?

- Impact on organization
- Work smarter, not harder!
- Creating more value for customers
  - Internal and External "customers"

Use of LEAN in Government

- Department of Social Services
- Children's Services Act
- Public Safety
- Community Development
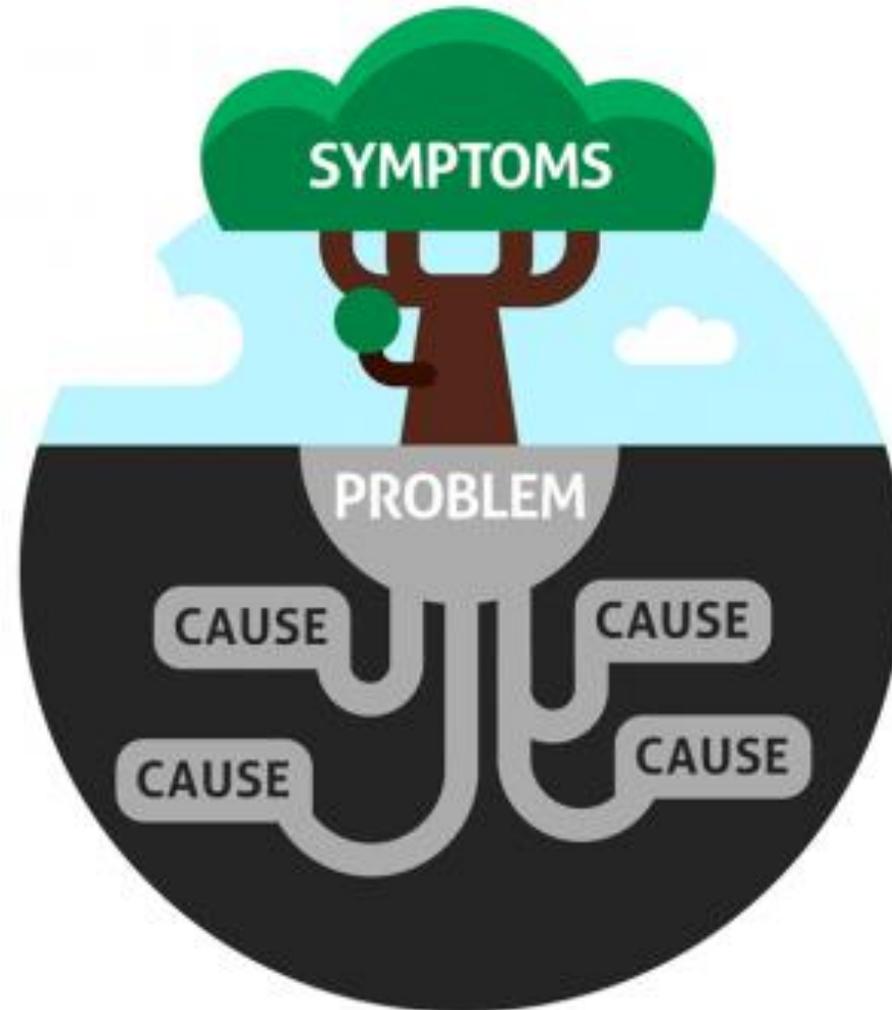- Human Resources

LEAN Concepts – Identifying Waste

And the 8th Waste…
Unused talent/skills

LEAN Concepts - Root Cause

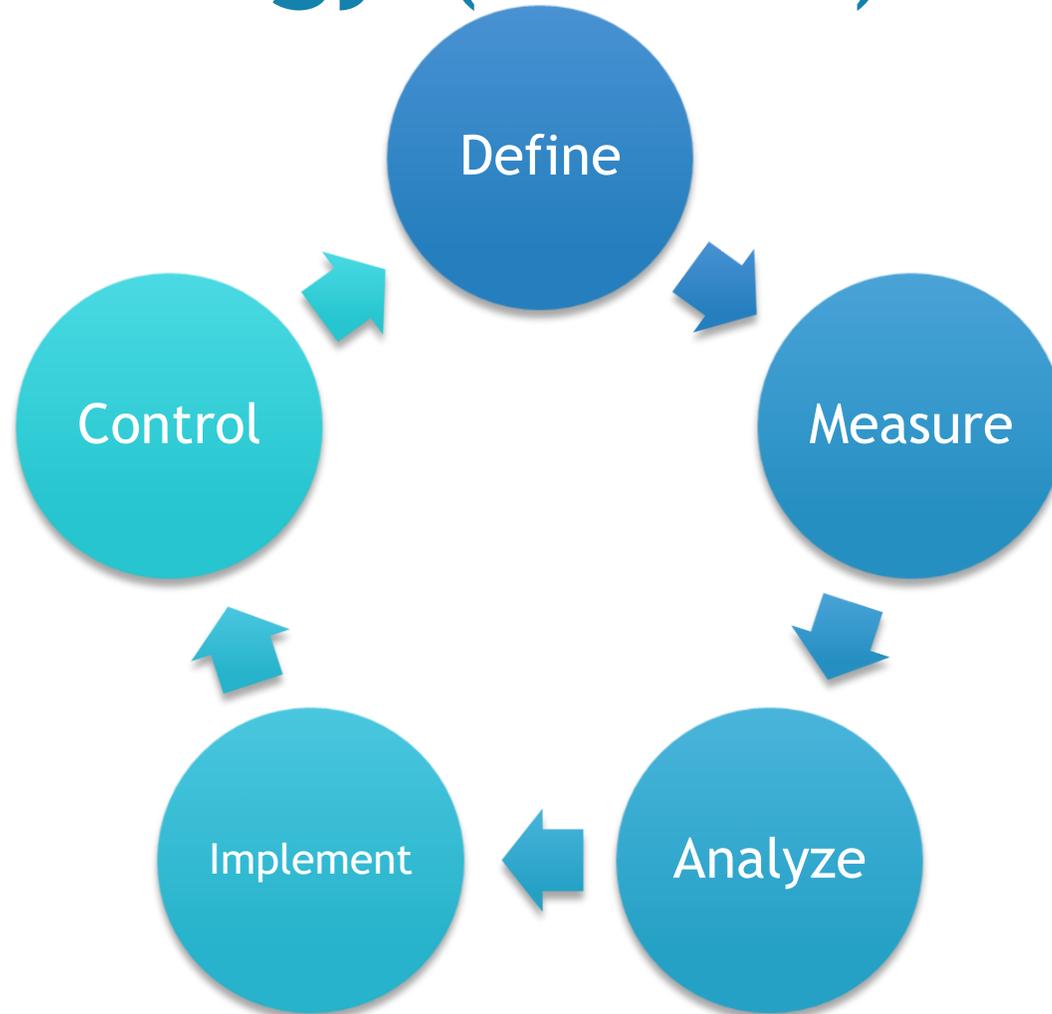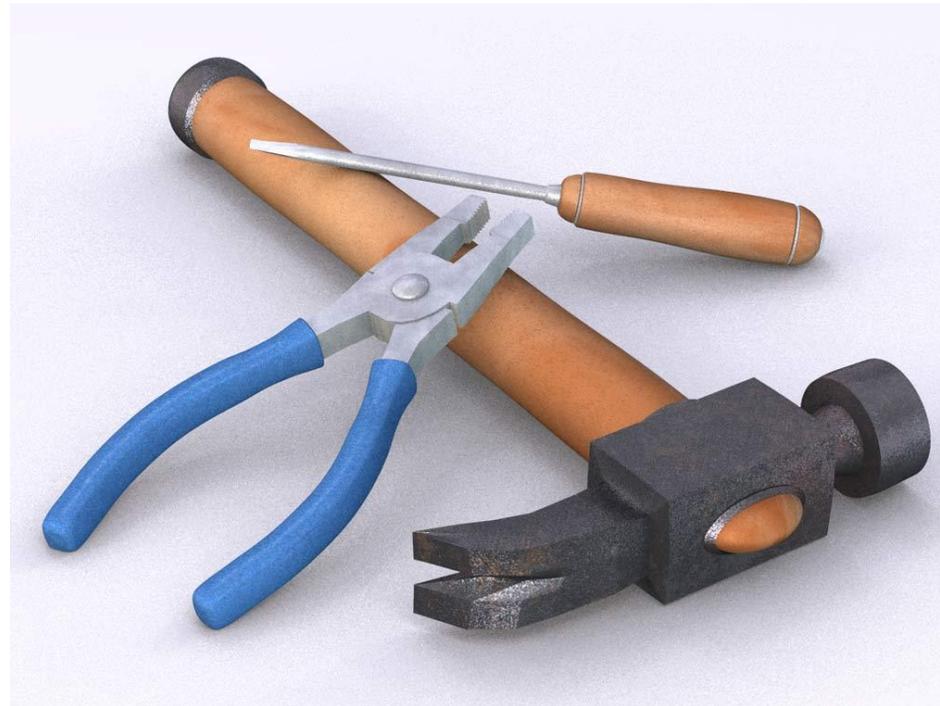# LEAN Concepts – Standard Work

▶ Clarifies a process and a person's role in a process

▶ Documents the current best way

▶ Ensures consistency

▶ Provides stable operations and a baseline for improvement

LEAN Process Improvement – Methodology (DMAIC)

LEAN Tools

- Mistake/error-proofing (Poka Yoke)
- Go to the source ("go to the gemba")
- Flow Diagram
- Check Sheets
- 5 Whys

Project Examples

Roanoke City CSA – TFC Referral Project

Roanoke County CSA – DSS CSA Payment Processing

- ▶ Project Scope
- ▶ Team members/stakeholders
- ▶ Process and Tools used
- ▶ Implementation
- ▶ Impact
    - ▶ How much time/resources saved
    - ▶ Extended use to other areas
- ▶ Lessons Learned

Lean Emergency Foster Care Placement Solutions

Team Members: Julie Payne, Natalie Elliott, Katie Van Patten, Megan Pelletier, Robin Royer, Steve Warren

Goal: Prevent internal and external customers from staying at the agency all night.

CSA Emergency Foster Care (FC) Fishbone Analysis

Children's Services Act Emergency Foster Care Placement Process Value Stream Map

Project Benefits and Results

- No all night stays implementation!
- Widener referral base – 10 to 15
- Cycle reduction of 5.5 hours due to simpler process
- Mass email referral system results in referrals to 35 more options
- Electronic system implementation yielded elimination of 10 minutes of waste per child for subsequent referrals
- To address safety concerns all of the following are in progress or approved: have all of the external doors numbered, all of the internal doors numbered, updated building plans, installation of two secure safes for the police, three agency required shooter safety trainings with a component in place for new employee orientation training.

# CSA Payment Processing – DSS Payments

Team Members: Jessica Webb, Chad Sweeney, David Hutchinson, Jennifer Moore, Debbie Harris, Cynthia Compton, Shelli Brown, Grace McCown, Jessica Lovell, Ashley Anderson, Joyce Earl, Rebecca Owens

Goal: Reduce the frequency in defects in the Purchase Order process by 50% and reduce the frequency in defects in payment processing by 10%

Root Cause Analysis – Fishbone Diagram
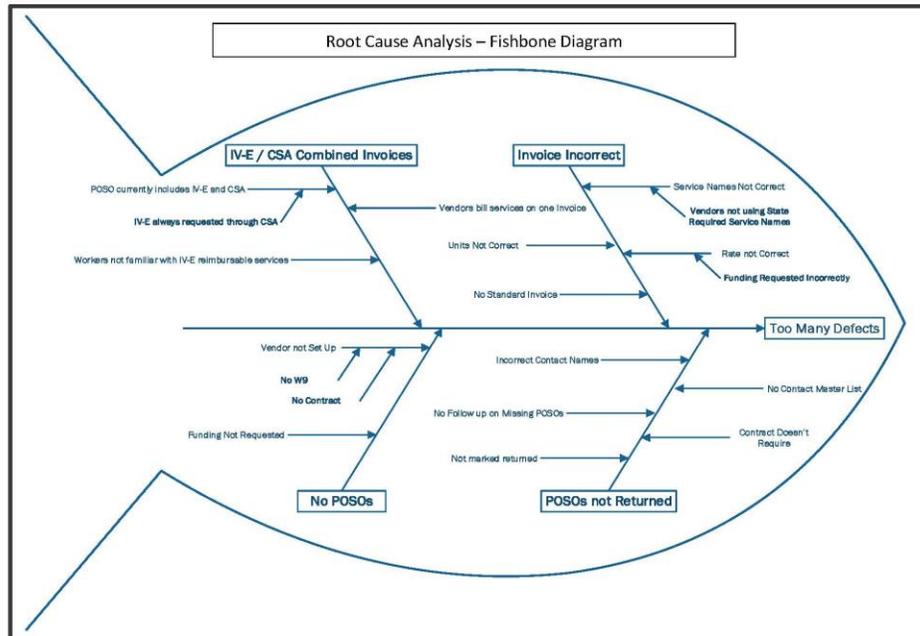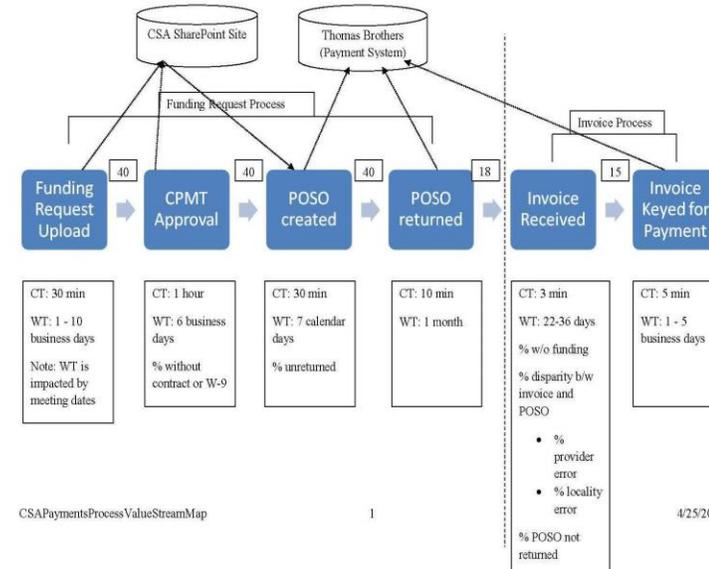
Project Benefits and Results

- Development of a standard vendor contact list for purchase orders
- Documentation of standard processes, including identification of a single point of contact
- Removal of IV-E funding from the CSA process to reduce delays in CSA payment processing and reduce staff time
- Reduction in over-processing and over-production, resulting in improved efficiencies for staff
- In process of collecting post-implementation data

Quick Wins
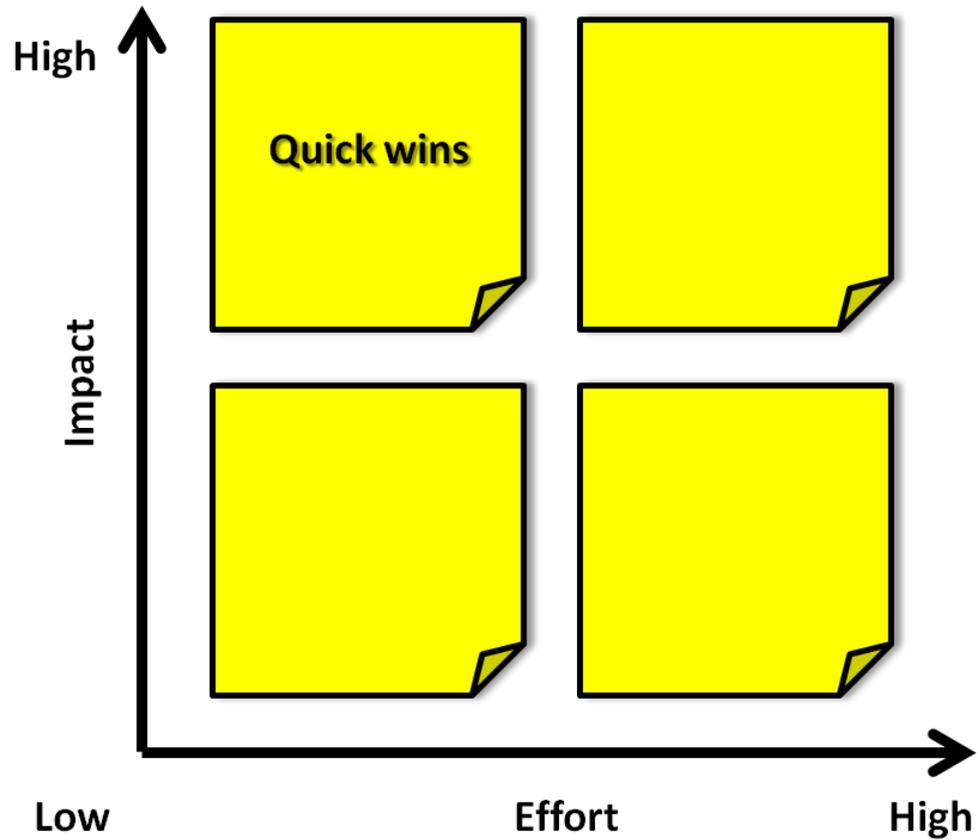
- Improvement that is visible, has immediate benefit, and can be delivered quickly
- Examples

Practical Application

▶ Take 10 minutes to complete your worksheet

▶ Partner with someone and talk about your ideas

▶ Sharing is caring!

Questions