

MassIngenuity[®]

SEE. BELIEVE. ACHIEVE.



Connecting Your Agency To:



John Bernard

*Chairman and Founder
Mass Ingenuity*

Mark Feldhausen

*Budget and Benchmarking Director
Department of Retirement Systems
State of Washington*

Introductions

John M. Bernard

CHAIRMAN & FOUNDER,
MASS INGENUITY

- Participated on the first U.S. team to implement Lean in 1981
- Architect of the Now Management System[®], a systemic solution to create a Lean culture and to optimize Lean
- Advisor to Oregon Governor John Kitzhaber's administration
- Advisor to Governor Jay Inslee's Results Washington initiative

Mark Feldhausen

BUDGET, BENCHMARKING DIRECTOR,
DEPT OF RETIREMENT SYSTEMS

- Over 30 years experience in state government
- Coordinator of DRS' participation in international public pension administration benchmarking since 1999 and conference speaker on best practices
- Data architect for agency performance measures

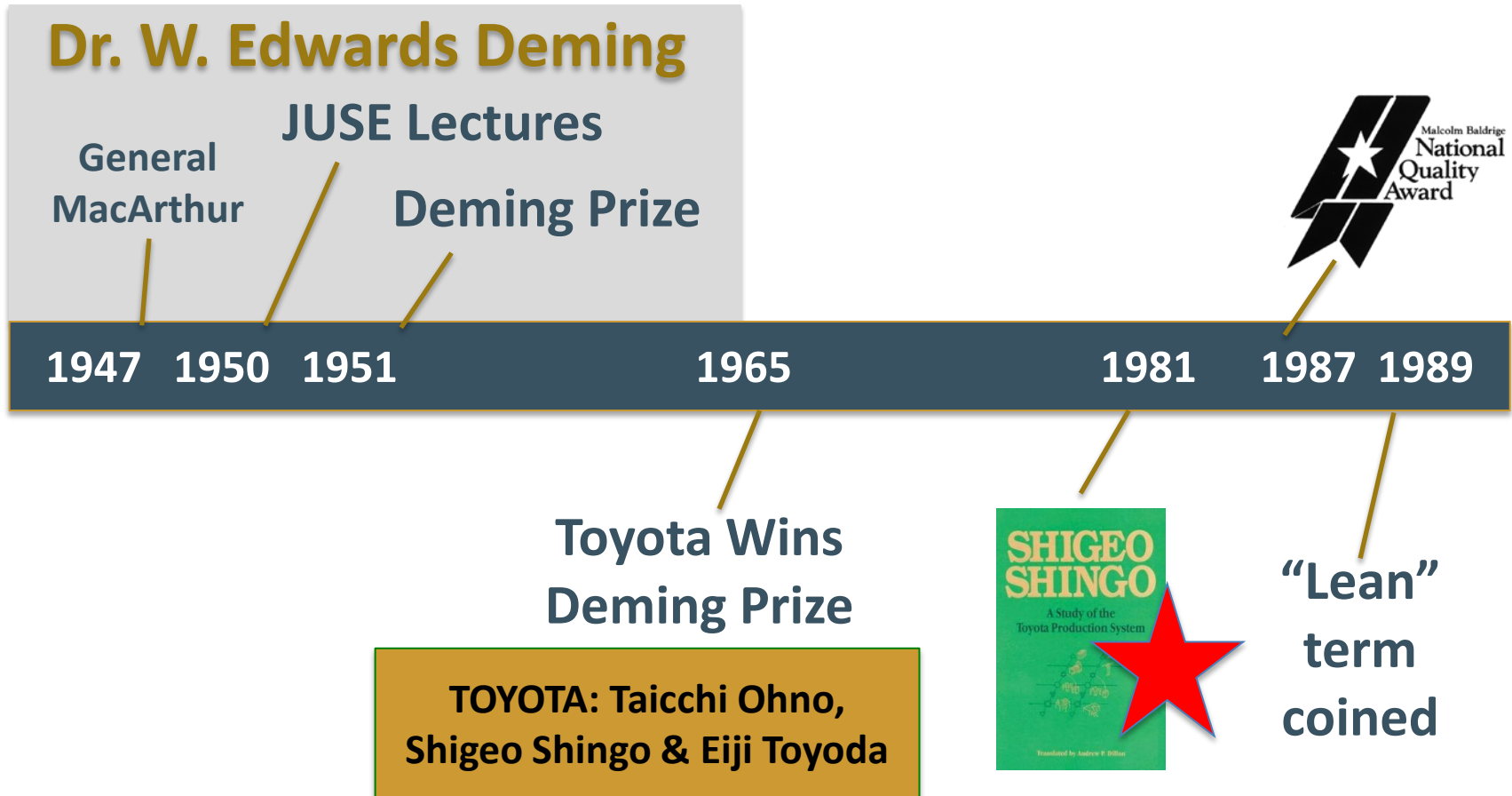
What You Will Learn

- A systematic approach to connect every employee to the Governor's Goals



- A series of mechanisms that are the keys to enabling a shift to a Lean culture

Origins of the Lean Journey



Shift the Focus of Lean

Small “I” Lean = a set of tools for process improvement

Big “L” Lean
= a system of
management
and resulting
culture

1. Lead from the front
2. Focus on serving the customer
3. Respect the gifts of people
4. Drive out all forms of fear
5. Use measures to find improvement opportunities
6. Engage everyone in achieving outcomes
7. Break down barriers to pride and collaboration
8. Think processes; make improvement a constant
9. Eliminate waste at its root cause
10. Focus on the long-term

Creating Results-Driven Government

LEAN PHILOSOPHY & CULTURE

Customer
Focused

Engaged
Employees

PROCESS IMPROVEMENT

INTEGRATED PERFORMANCE MANAGEMENT

Scorecards

Quarterly
Business
Reviews

Individual
Performance
Plans

ACCOUNTABILITY

TRANSPARENCY

A Systematic Approach to Connect Every Employee to the Governor's Goals



A CASE STUDY

Preparing the Agency for Change

Start with your leadership team ...



“Leaders of companies that go from good to great start not with ‘where’ but with ‘who.’ They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats.”

Jim Collins, Good to Great

Create a Team



Enable Easy Input



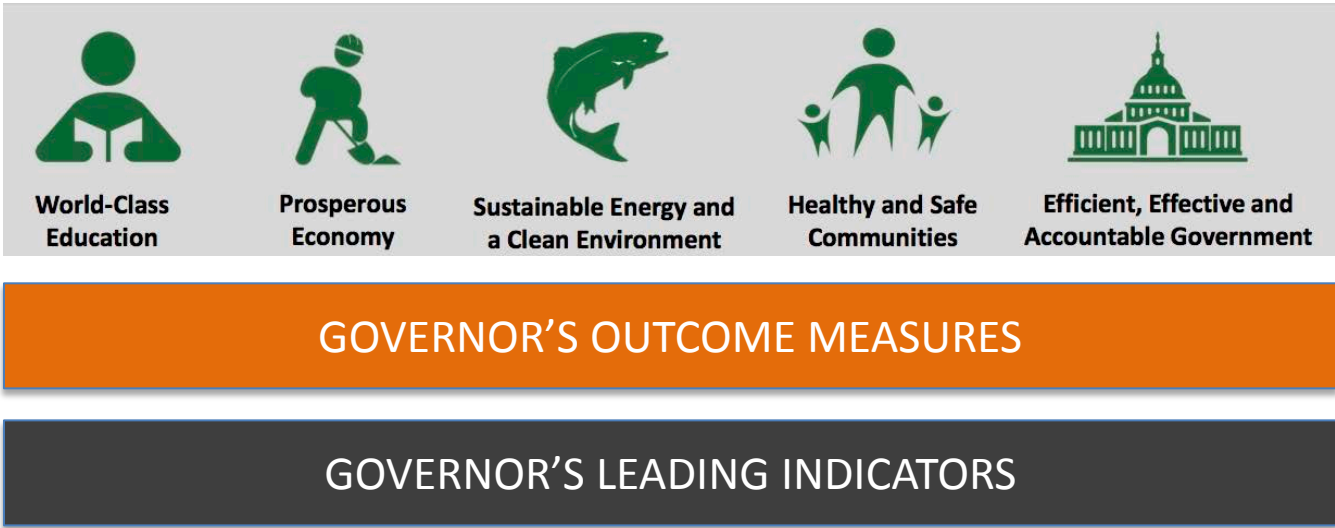
Tackle Inefficiencies



Engage your employees in new and meaningful ways

Finding a Tool to Help

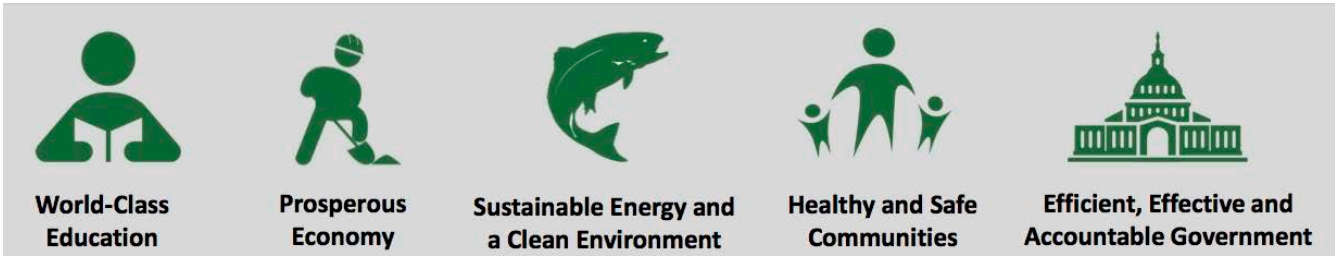
- **Clarity** (make sense out of the complex)
- **Transparency** (easy for all to see)
- **Accountability** (end-to-end process responsibility)
- **Linkage** (all can see where they fit)
- **Trust** (rally resources to solve issues)



How Do I Connect My Agency to...

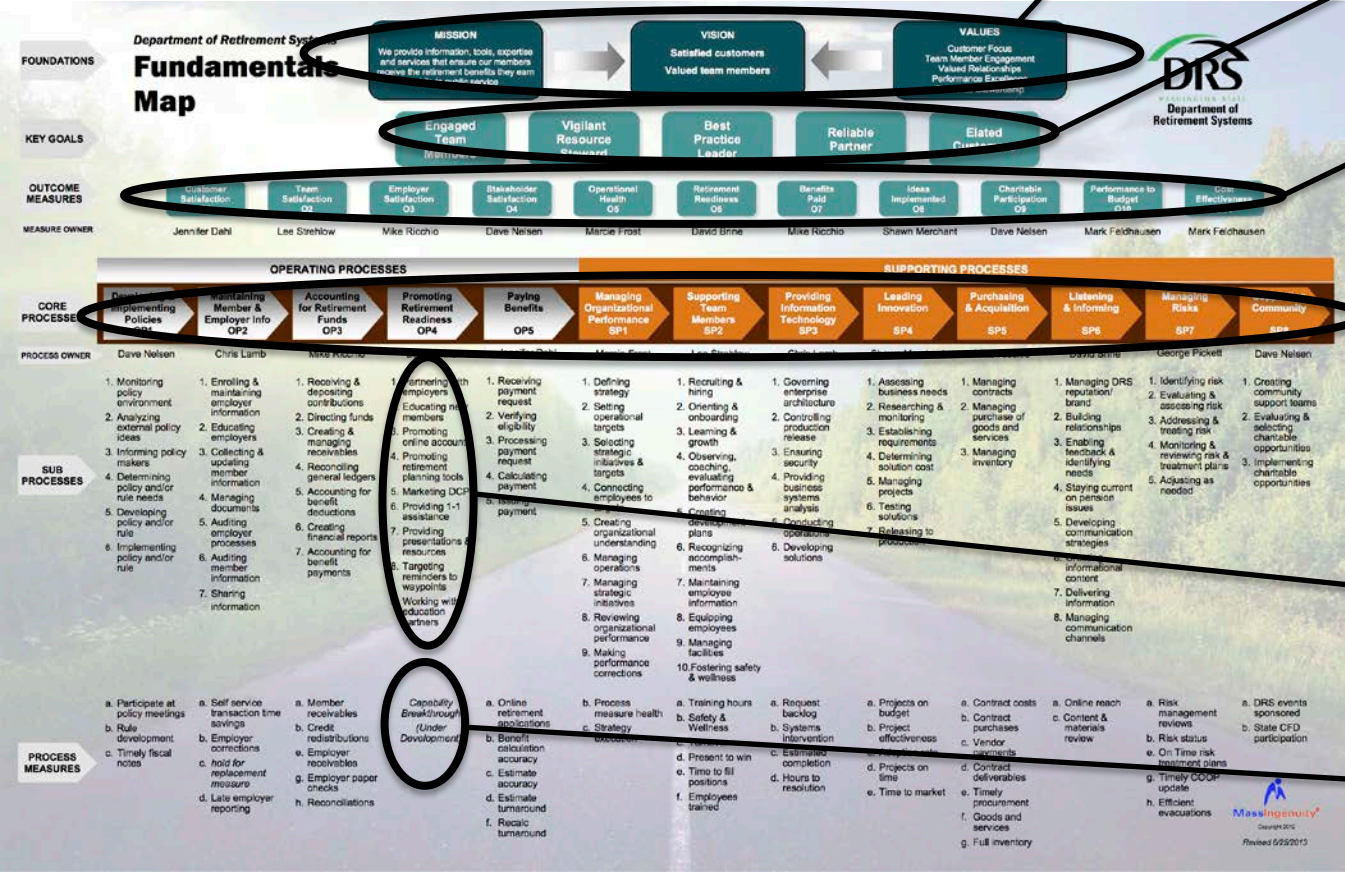


...and EVERY employee



This is a Fundamentals Map...

Mission
Vision
Values
Agency Goals



Agency Outcome Measures

Core Processes (the work we must be good out to achieve our goals)

Sub Processes

Agency Process Measures

...it is used to create a process view of the organization



Remove Management Waste



- 1. Unclear Direction**
- 2. No Line-of-Sight**
- 3. Unclear Accountability**
- 4. Inconsistent Language**
- 5. Poor Issue Transparency**
- 6. Inappropriate Resources**
- 7. Inadequate Tools/Skills**



World-Class Education



Prosperous Economy



Sustainable Energy and a Clean Environment



Healthy and Safe Communities

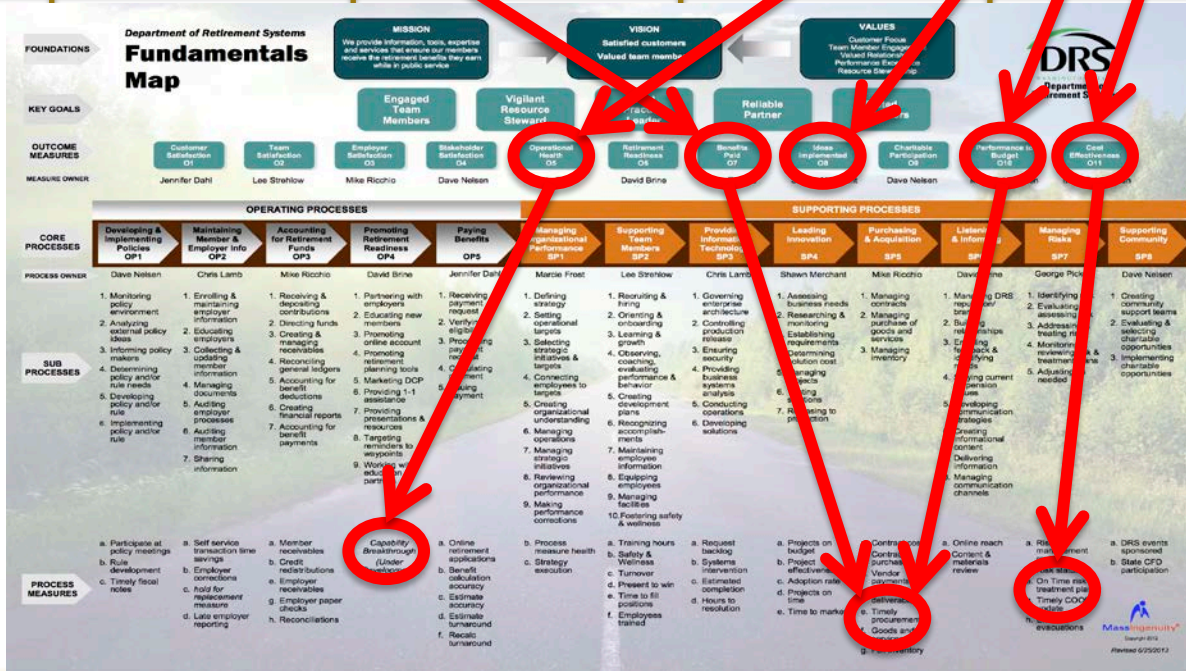


Efficient, Effective and Accountable Government

GOVERNOR'S OUTCOME MEASURES

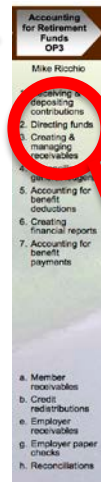
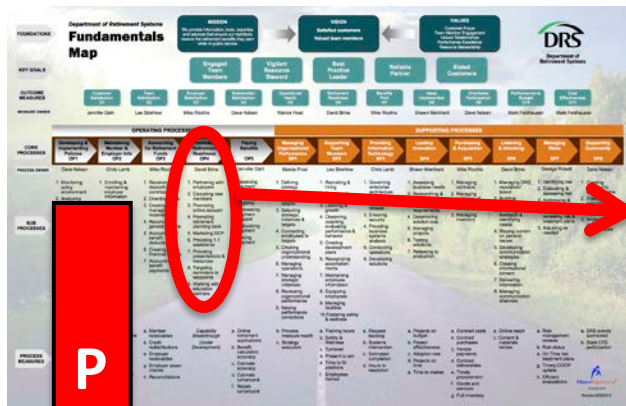
GOVERNOR'S LEADING INDICATORS

PLAN



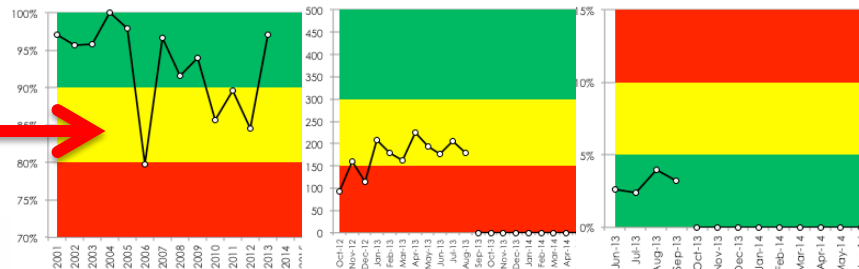
MassIngenuity
SEE. BELIEVE. ACHIEVE.

Agency Sub Processes are cascaded...



...until every agency team/ employee is connected to the Fundamentals Map

...so EVERYONE owns meaningful measures of performance



**P
L
A
N**



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Sustainable Energy and a Clean Environment



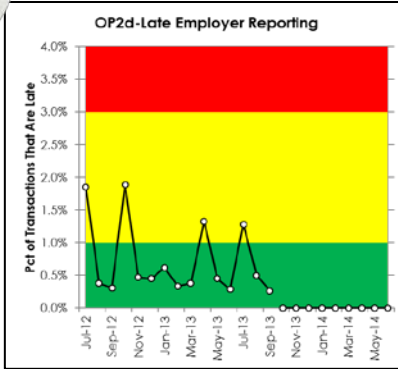
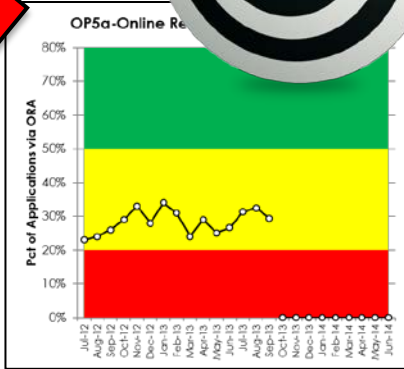
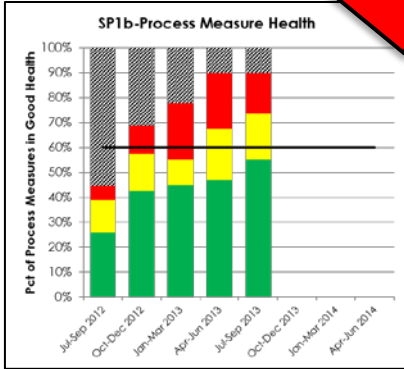
Healthy and Safe Communities



Efficient, Effective and Accountable Government



The Agencies conduct Quarterly Target Reviews in preparation for Results Washington...



C
H
E
C
K

SAFE = TRANSPARENT

DRS Checklist

- Ensure leaders share the vision and approach
- Engage team members
- Request and validate **customer expectations**
- Find a tool to align performance with goals
- Tie performance into Goal 5 of Results Washington
- Develop team level dashboards to connect everyone and enable team and/or self-management
- Further simplify data collection and reporting



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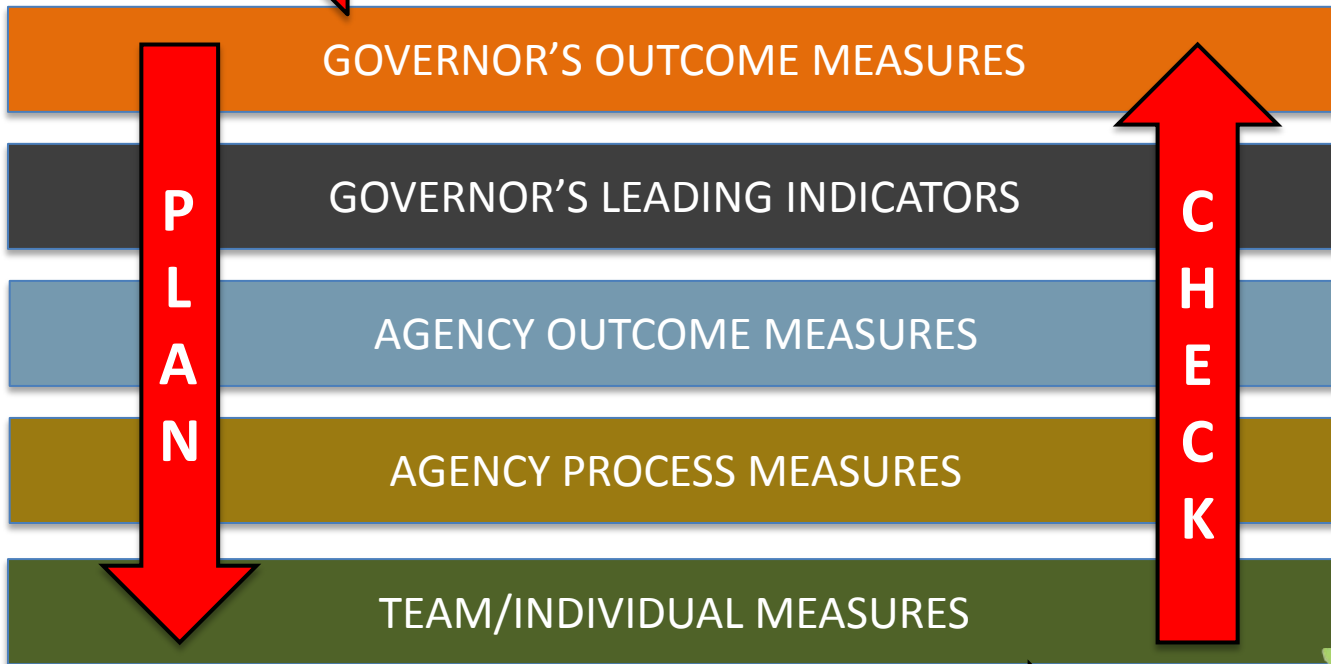
Sustainable Energy and a Clean Environment



Healthy and Safe Communities



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Improvement Tracking

GOVERNOR JAY INSLEE												
RESULTS WASHINGTON												
IMPROVEMENT TRACKING				STATUS REPORTING								
PLAN LEAD	Gene Sharratt, Executive Director, Washington Student Achievement Council		DATE	9/25/13								
GOVERNOR'S GOAL	LEADING INDICATOR	IMPROVEMENT LEAD	STATUS	TREND	COUNTERBALANCES (if in RED or YELLOW)							
1.0 V	STATUS: How likely will the improvement target be achieved on time?		Green	↑	On plan and measure improving.							
			Yellow	→	Detailed improvement plan developed, gaps understood and counterbalances expected to be fully implemented by 11/20/13.							
			Green	→	On plan and measuring holding.							
			Green	↑	On plan and measure improving.							
			Red	→	Detailed improvement plan developed, gaps understood and counterbalances expected to be fully implemented by 02/18/14.							
OL	TREND: What is the current level of improvement?		Green	→	On plan and measuring holding.							
1.3 In			Green	↑	On plan and measure improving.							
perce	COUNTERBALANCES: If in red or yellow, what actions are being taken to get to the improvement target on time?		Red	→	Detailed improvement plan developed, gaps understood and counterbalances expected to be fully implemented by 02/18/14.							
enrol			Green	→	On plan and measuring holding.							
crede												
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STATUS			TREND		STATUS RATING							
Red			↑		<table border="1"> <tr> <td>Green</td> <td>On plan; highly likely to achieve target on time</td> </tr> <tr> <td>Yellow</td> <td>Off plan; some risk target will not be met on time</td> </tr> <tr> <td>Red</td> <td>Significantly off plan; target will not be met without corrective action</td> </tr> </table>		Green	On plan; highly likely to achieve target on time	Yellow	Off plan; some risk target will not be met on time	Red	Significantly off plan; target will not be met without corrective action
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Detailed Plans

Agencies have the flexibility to use a variety of effective improvement plans

PLAN ATTRIBUTES

Problem/Opportunity Definition:

Know what problem is being solved

Customer Requirements:

Understand what the customer expects

Strategies/Tactics/Action:

Identify most effective way(s) to make improvements and move the needle

Accountability:

Know who is responsible for delivering each action

Timeframe:

Know when the action is due

Measurement:

Know expected performance target

Department of Health Strategic Plan Action Plan

Goal 3: Everyone in Washington has improved access to safe, quality, and affordable health care.

Objective 2: Public health and prevention practices are incorporated into the health-care-delivery system.

Strategy 11: Integrate high-impact quality clinical prevention services into the healthcare delivery system.

Measure: Number of clinics participating in training and technical assistance and linking patients to community-based prevention.

Baseline: 30 clinics trained as of October 2010.

Target: Train a minimum of 75 clinics.

Executive Sponsor: Alene Mann

Project Lead: Sue Orinell

Facilitators: Sue Orinell, Pat Justa, Anjola Kimoni, and the Office of Healthy Communities Partners.

Team Members: Sue Orinell, Pat Justa, Anjola Kimoni, and the Office of Healthy Communities Partners.

Theme: Reducing Jeff Kujala's tardiness

Jeff's Tardiness

Tardiness has become a problem, jeopardizing staff. Staff user attendance has gone from 4 tardies all year. After user starting in March, attending on average 4 times per month. The user is not attending on average 4 times per month. The user is not attending on average 4 times per month.

Current Condition: Jeff is tardy 4 times per month. The user is not attending on average 4 times per month. The user is not attending on average 4 times per month.

Planned Condition: Jeff is tardy 1 time per month. The user is attending on average 4 times per month. The user is attending on average 4 times per month.

Difficulties: Jeff is tardy 4 times per month. The user is not attending on average 4 times per month. The user is not attending on average 4 times per month.

Success: Jeff is tardy 1 time per month. The user is attending on average 4 times per month. The user is attending on average 4 times per month.

Now

DKS Breakthrough Plan

Problem: DKS Breakthrough Plan

Goal: DKS Breakthrough Plan

Target: DKS Breakthrough Plan

Timeline: DKS Breakthrough Plan

Results: DKS Breakthrough Plan

Examples: Tardy by month, 2010. Tardy by month, 2010.

Table 1: Tardy by month, 2010

Month	Tardies
Jan	4
Feb	4
Mar	4
Apr	4
May	4
Jun	4
Jul	4
Aug	4
Sep	4
Oct	4
Nov	4
Dec	4

Table 2: Tardy by month, 2010 (Targeted)

Month	Tardies
Jan	1
Feb	1
Mar	1
Apr	1
May	1
Jun	1
Jul	1
Aug	1
Sep	1
Oct	1
Nov	1
Dec	1

Table 3: Tardy by month, 2010 (Actual)

Month	Tardies
Jan	1
Feb	1
Mar	1
Apr	1
May	1
Jun	1
Jul	1
Aug	1
Sep	1
Oct	1
Nov	1
Dec	1

Results Washington will provide support to agency or cross-agency teams wanting help developing plans





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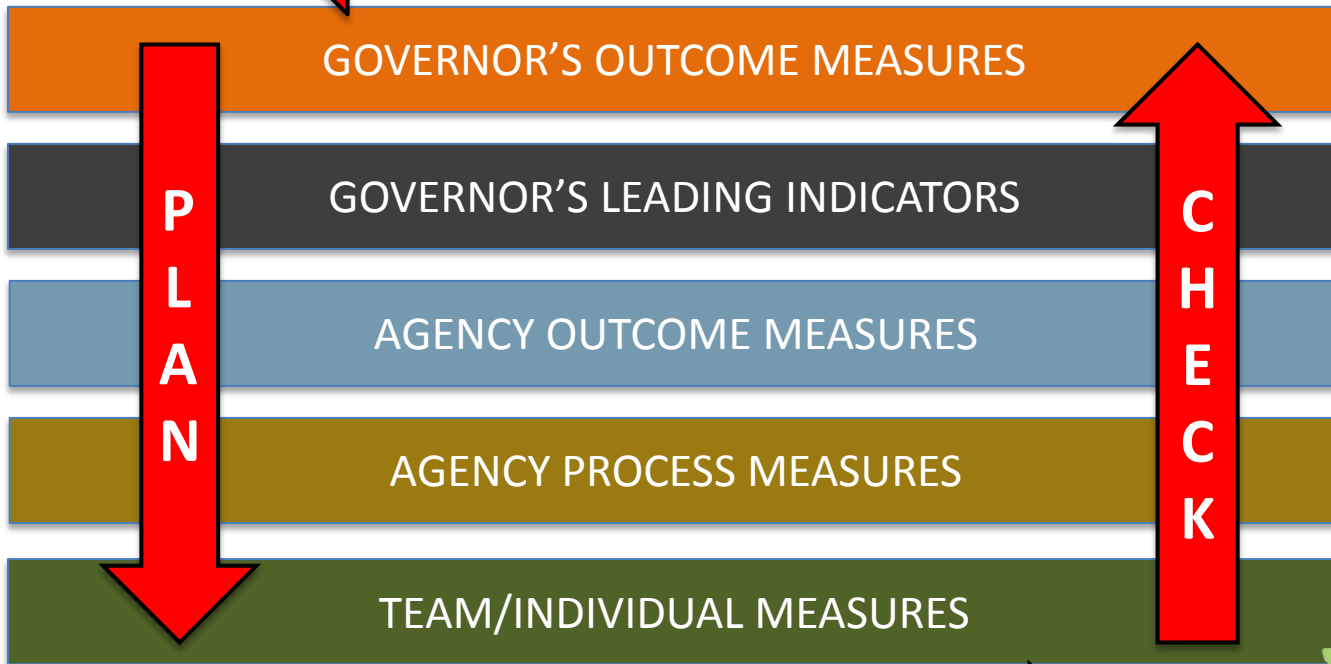
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Please drop by our booth

See Fundamentals Maps for



Department of Commerce
Innovation is in our nature.



and obtain other resources.