



Project Results from Lean Efforts

Routine Work Requests at Consolidated Maintenance and Operations (CMO)-serviced facilities

Department of Social & Health Services

2011

2012

Jan

Apr

Jul

Oct

Jan

Apr

Jul

Oct

Project Duration

Problem

In November 2011, the CMO assumed maintenance responsibility for 12 DSHS campuses across the state. Each location had a different process for managing work requests. The CMO deployed a statewide work order process supported by the Automated Maintenance Management System (AMMS), to manage work requests at each location. For various reasons, each campus implemented the new process differently and some continued to use a paper process. Differences in processes and technology utilization made it difficult to manage work requests, develop meaningful performance measures, and caused delays and rework.

Causes

In addition to the challenges associated with different processes and technology usage, causes included:

- Confusion around approval responsibility
- Unclear communication throughout the process
- Varying knowledge about how to use AMMS
- Unclear definition of work order types and responsibilities

Solutions

- Agreement on one standardized process for use at all facilities
- Clear definition for what constitutes in/out-of-scope maintenance
- Clear definition of roles and responsibilities for approvals
- Better communication flows throughout the process
- AMMS training for all impacted stakeholders

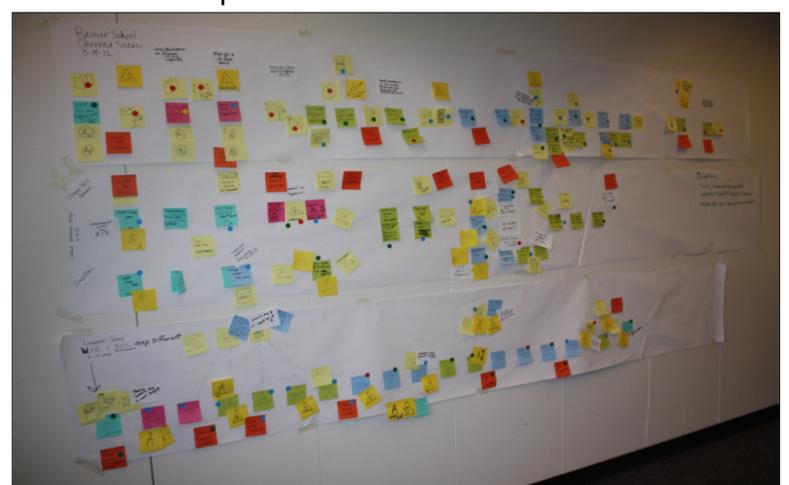
Results

CMO-serviced facilities went from using 12 different work request processes to one standardized process.

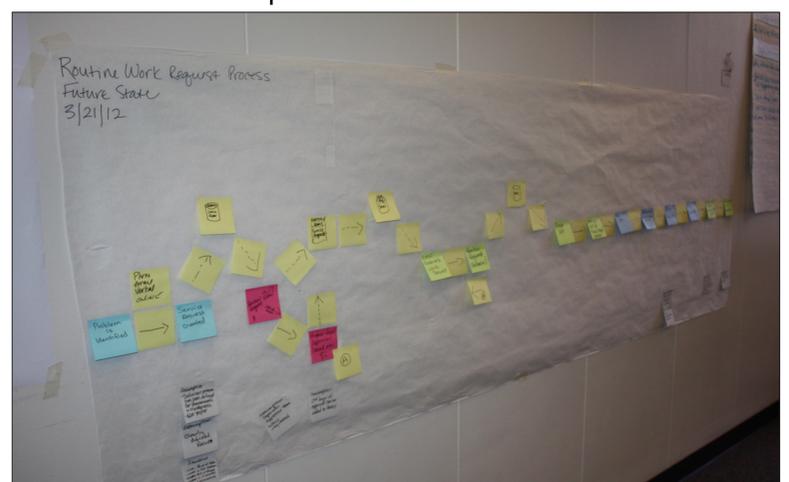
Next Steps

Seven months have elapsed since the value stream mapping workshop. The majority of implementation plan items are complete. System updates necessary to support the new process will be in place by late October. Ongoing efforts to improve and maintain communication and continuous training have been scheduled for all system users.

Current state process from three facilities



One future state process



Lean Methods Used:

Value Stream Mapping

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