



Leading Big, Hairy, System Improvements - Make the Invisible **Visible!**



John Dickson
Chief Operations Officer
Spokane County
jdickson@spokanecounty.org
(509) 477-5770



My Background



Leading Big, Hairy System Improvements...







So what makes leading big, hairy system-level improvements so challenging?

Information (vs. Industrial) Age Thinking



- Big, hairy system improvements **CANNOT** be led today using Industrial Age thinking!

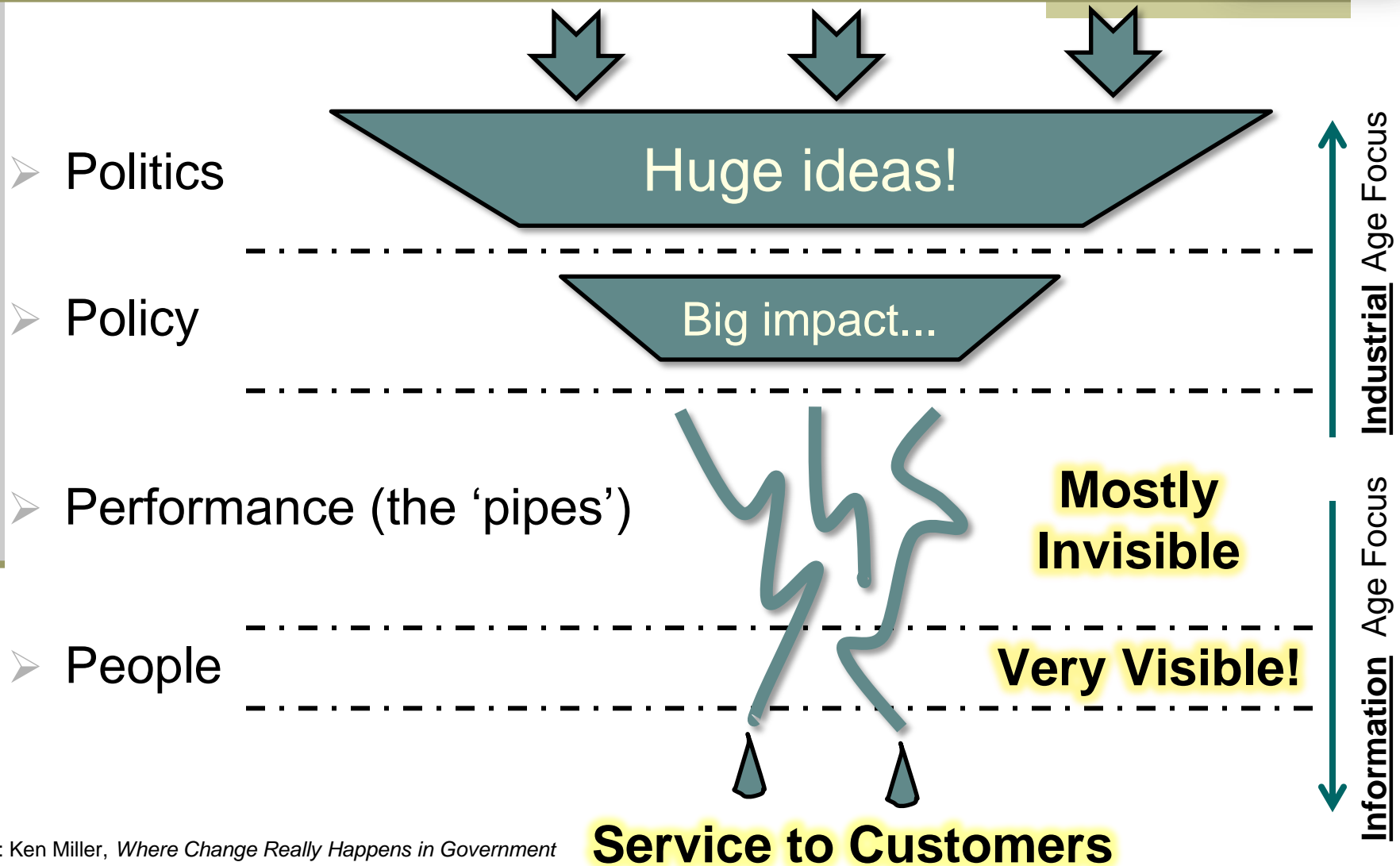
	Industrial Age 	Information/ Knowledge Age 
Values	<ul style="list-style-type: none"> - Uniformity - Stability - Product Orientation - Standardization - Status - Financial Capital - Scarcity (limited resources) 	<ul style="list-style-type: none"> - Diversity - Creativity - Customer Orientation - Customization - Collaboration - Human Capital - Abundance
Culture	<ul style="list-style-type: none"> - Hierarchy - Chain of Command - Task Orientation - Competition 	<ul style="list-style-type: none"> - Networks - Initiative - People Orientation - Alliances

	Industrial Age 	Information/ Knowledge Age 
Leadership	<ul style="list-style-type: none"> - Authority - Directive - Control - Carrot & Stick Motivation - Focus on Efficiency 	<ul style="list-style-type: none"> - People Development - Employee Ownership - Servant Leader - Engagement (inspire "discretionary effort") - Focus on Effectiveness
Competencies	<ul style="list-style-type: none"> - Resources Management (Economies of Scale) - Bureaucracy - Building solid structures - Internal Control 	<ul style="list-style-type: none"> - Effective People Leadership including <ul style="list-style-type: none"> - Self-Development - Coaching - Team-Leadership - Developing a Value-Based Organizational Culture

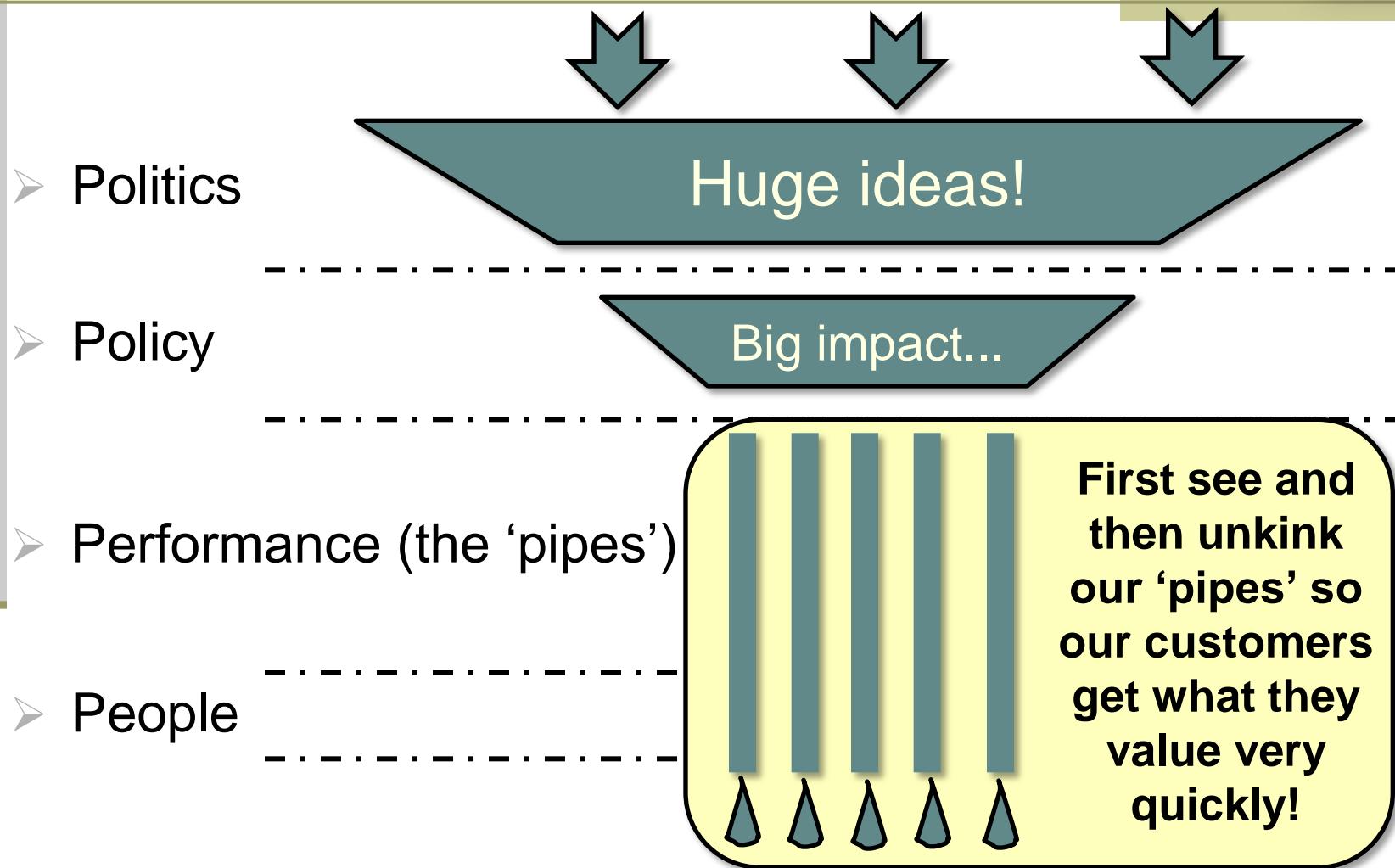
Look Familiar?



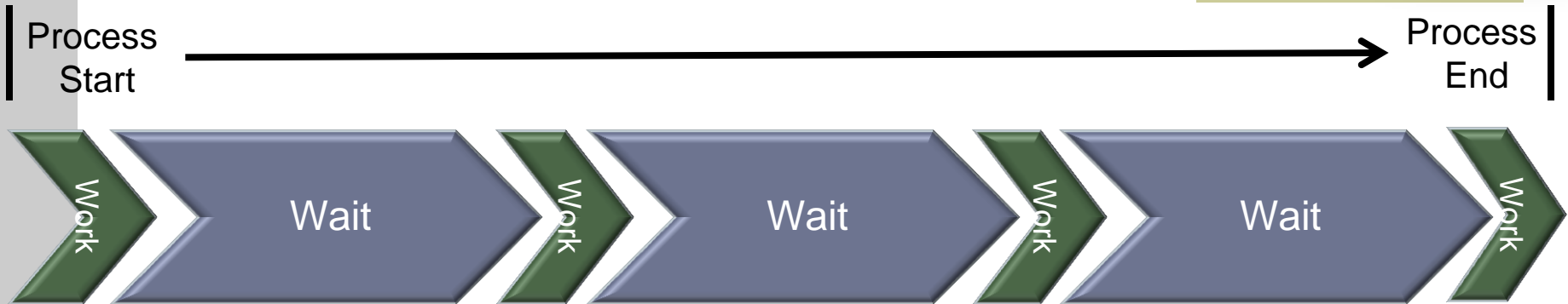
The Government System



Spokane County's Improvement Focus



Traditional vs. Lean Process Improvement

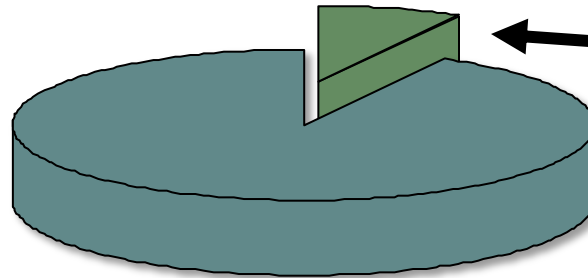


- **Traditional** process improvement focuses primarily on speeding up *value-added* (**Work**) activities
 - These are usually *visible* activities (*people-focused*)
- **Lean** process improvement focuses on eliminating the *non-value-added* (**Wait**) activities!
 - These are usually *invisible* activities (*process-focused*)

Most Processes...



Non-Value-Added
(95%)



Value-Added
(5%)



- D**efects/Corrections
- O**verproduction
- W**aiting
- N**ot Utilizing Employee Talent
- T**ransportation/Moving
- I**nventory
- M**otion
- E**xcessive Processing



“Six percent of the problems we experience can be traced to people. Ninety-four percent are inside the systems.”

W. Edwards Deming

Visible WorkSource Spokane Systems (2010-2012)...



Our 4-Step Big, Hairy System Improvement Methodology



- **Step 1 – Visible Training and Forced ‘Doing’**
 - 4-Week Lean Leadership Course initially focused on senior leaders
 - ✚ **GOAL:** Make invisible ‘waste’ visible and empower staff to remove it
- **Step 2 – Visible Processes (‘Pipes’) and Projects**
 - Visual process management/improvement with daily huddles
 - ✚ **GOAL:** Make invisible *processes* visible and empower staff to unkink them
- **Step 3 – Visible System Goals (Strategic Planning)**
 - ‘Catchball’ strategic planning process (the ‘why’ and the ‘where’)
 - ✚ **GOAL:** Make *big, hairy system goals* visible and empower staff to get us there (the ‘what’ and the ‘how’)
- **Step 4 – Visible Performance Monitoring**
 - Improvements Portal; Baldrige performance excellence framework
 - ✚ **GOAL:** Make *system performance* visible with frequent, transparent monitoring

Step 1 – Visible Training and Forced ‘Doing’



- 4-Week Lean Leadership Course
 - **Session 1 – Lean Basics** (see the ‘waste’)
 - **Session 2 – Process Management** (see the ‘pipes’ and the projects)
 - **Session 3 – Visual Management/Daily Huddles** (see the ‘pipes’ unkinking)
 - **Session 4 – Lean Leadership** (see leaders leading ‘pipe’ unkinking activities)
- All complete an improvement project during the course
- 10 courses completed with 156 graduates to date!



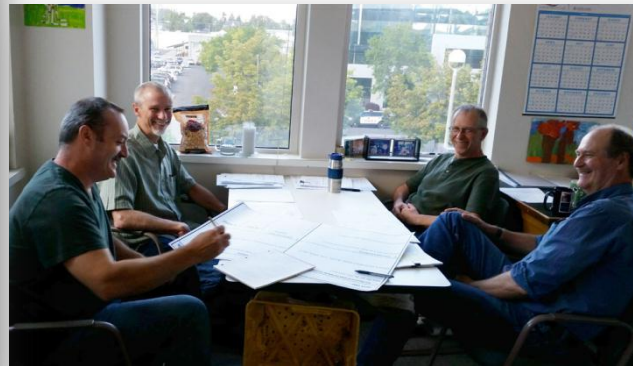
Project Title:		Sponsor:																									
1. Background and Problem Statement Why do we do this process? What is the problem (time, quality, cost, safety, etc.)?		3. Target Condition What are key steps of our <i>future</i> process? What is our goal (time, quality, cost, safety, etc.)?																									
2. Current Condition What are the key steps of our <i>current</i> process? What are our improvement opportunities?		4. Implement Plan <table border="1"> <thead> <tr> <th>Actions</th> <th>By Who?</th> <th>By When?</th> </tr> </thead> <tbody> <tr><td>1.</td><td></td><td></td></tr> <tr><td>2.</td><td></td><td></td></tr> <tr><td>3.</td><td></td><td></td></tr> <tr><td>4.</td><td></td><td></td></tr> <tr><td>5.</td><td></td><td></td></tr> <tr><td>6.</td><td></td><td></td></tr> <tr><td>7.</td><td></td><td></td></tr> </tbody> </table>		Actions	By Who?	By When?	1.			2.			3.			4.			5.			6.			7.		
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Problem-Solving Storyboard

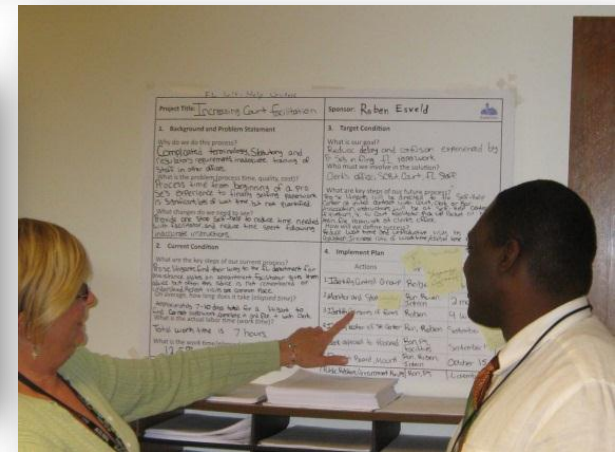
Step 2 – Visible Processes and Projects



Visual management and daily huddles



Process Improvement Committee
Left to right: Amie, Christa, Debbie, Jody, Diane and Mindy (not pictured Debra)



Superior Court Family Law Self-Help Resource Board



**TO START
A DISSOLUTION
OF MARRIAGE**

D4

- There are **Dependent Children** of this Marriage
- The **Parties are Not Signing** the Papers Together
- The Parties are **Not in Agreement**



SPOKANE COUNTY

The forms are available for purchase at the Spokane County Bar Association office, located on the 4th floor of the Courthouse Annex (Cash Only).

OR

Download the forms from the Washington State Court's website:
<http://www.courts.wa.gov/forms/index.cfm>

FORMS NEEDED

○ Confidential Information Form	DRPSCU 09.0200
○ Addendum to Confidential Information Form	DRPSCU 09.0210
○ Petition for Dissolution of Marriage	DR 01.0100
○ Summons	DR 01.0200
○ Parenting Plan	DR 01.0400
○ Washington State Child Support Worksheet	
○ Return of Service	DRPSCU 01.0250

For assistance watch the following Dissolution Video:
www.spokanecounty.org/video/dom/

Spokane County Family Law Self-Help Resource Board (DRPSCU 01.0250) marriage packets (\$15)

“The Resource Board is brilliant! Many of my clients have raved about it being so helpful and self-directing.”

Madeline Kardong, The Mediation Center

Treasurer's Office Payment and Teller Boards



Payment Board

Tracks payment processing time which came in through the mail

Results: Has reduced average processing time from 20 days (before board) to 7 days (after board)



Teller Board

Tracks the count of over-the-counter payments processed by each teller

Results: Teller payment loads are much more balanced

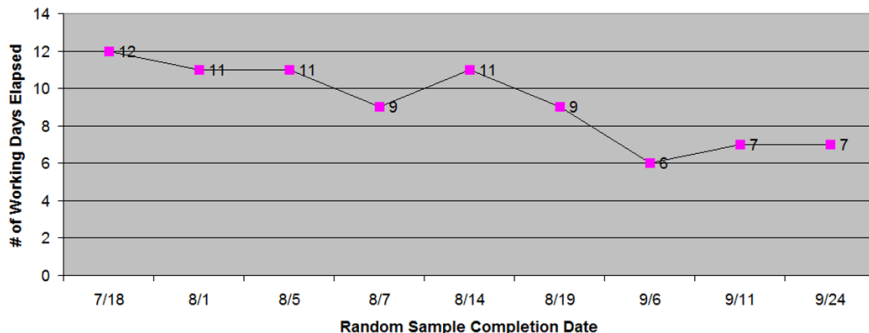
Utilities Sewer Connection Inspection Report Board



ADDRESS	DATE	TIME START	END DATE	Bus. Days	# DAYS WITHOUT CONNECTION FATALITIES
E. 501 BELL ROAD	8/1/13	4:59	8/15/13	11	0
E. 407 ELN STREET	8/1/13	4:59			
N. 2011 VISTA ROAD	8/5/13	8:27	8/19/13	11	
N. 4606 BURNS ROAD	8/5/13	2:34	8/19/13	11	
E 17909 RIVERWAY	8/7/13	9:07	8/19/13	9	
E 10420 CIMMARON	8/16/13	12:31			
N 3921 LOCUST	8/16/13	12:31			
N 5417 EVERGREEN	8/16/13	12:33			

- Goal to cut time to 6 working days
- Random sampling approach put in place
- Informal ‘huddles’ are held by team members to track progress

Summary of Results to Date



“As of October 7th, we achieved our goal of cutting the time in half to 6 working days!”

Kevin Cooke, Utilities Director

Parks and Recreation Dept. Project Visibility Board



"Vis-board" Process Management System

Project	Vendor	In Progress	% Complete	Completed!
All-Star				
Jodi				
Michelle				
Paul				
Bryant				
Joe				
Chris				
John				
Don				
Doug				

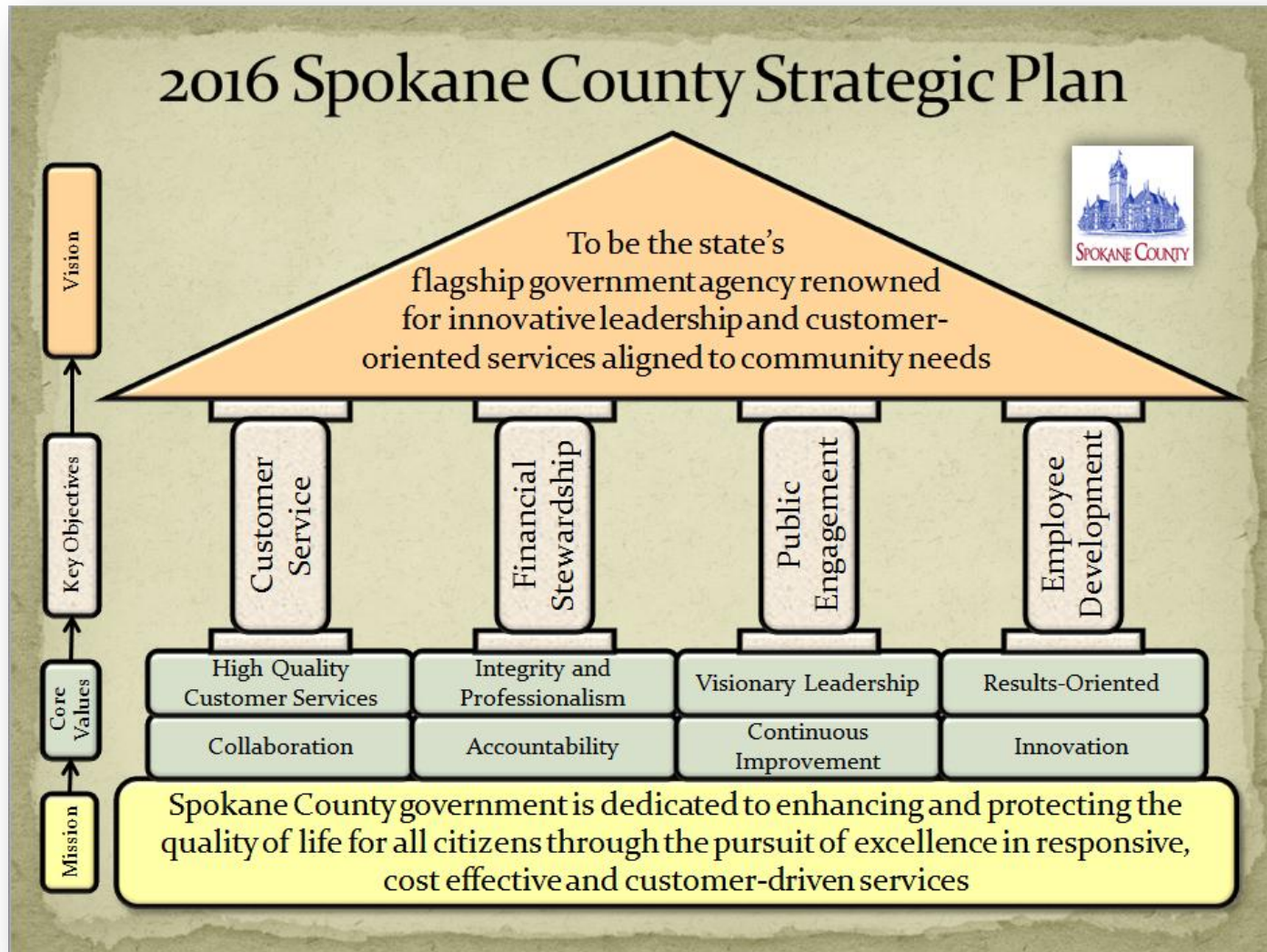
Handwritten notes on the right side of the board:

- Payroll inclusion done
- TS2 in system of 2000
- 2014 Cont. Alloc. 100%
- OSMOS GIFT LEADS / PRP Utilities
- Steady Release allocations
- FEE RESOLUTION PASSED!
- TRAIL PLAN PUBLIC INPUT - 100% PRP
- WINDUP APPEAL - PROSECUTE
- TRAIL PLAN ADOPTED 100%
- 80000 in Hand - E-E Grant Close Out!
- Office reorganization
- Sponsorship Policy Adopted - Sub Zero Tournament
- Full Basketball / Softball / Soccer / Tennis / Golf / etc.
- One Pile Softball Tournament - social aspect
- NEWSLETTER! (2 volumes)
- Sub Training
- \$29K expenditures completed by 12-31-13!
- RCD Reimbursement - Autumn Peak: \$125,907.36
- RCD Reimbursement - Cardinal Tr: \$197,974.00
- Legislation Proposed if need T.S.T.E.
- BEAN OUT WAR IN PARKS FOR WINTER!
- HAUSER OF AREA FENCING PURCHASING ITEMS
- Autism Water Bots installed RACONVILLE
- Bridwell Agree with Amendment
- End of Year Tr.

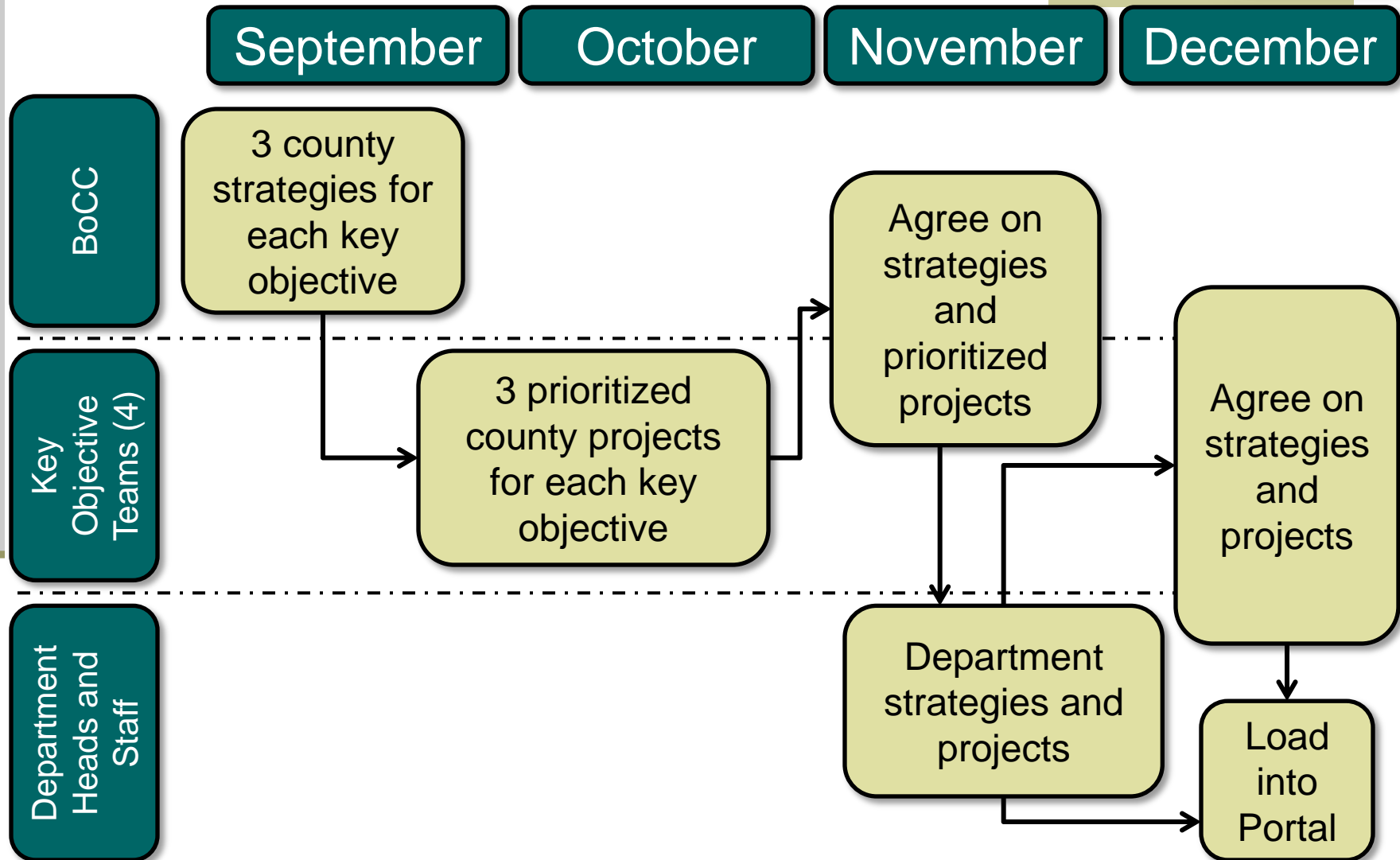
“We use our Vis-Board daily for monitoring projects and improving communication within our department. This has been very helpful, especially to our line staff.”

Doug Chase, Parks and Recreation Dept. Director

Step 3 – Visible System Goals (Strategic Planning)




Our 2015 'Catchball' Process



Key Objective Team Template



 2015 Strategic Planning Template – Customer Service					
County Objective	County Strategy #1	Recommended 2015 County Projects	2015 Budget	2015 Metric	2015 Goal
Establish a customer-oriented culture that consistently delivers high-quality, customer-driven services aligned to community needs	Increase customer access to county information, personnel and services	Priority #1 Project Title: Priority #1 Project Summary:			
	County Strategy #2				
	Increase collaboration and decision-making activities aligned to community, customer and county needs	Priority #2 Project Title: Priority #2 Project Summary:			
Team Members	County Strategy #3				
Doug Chase, Melanie Muzatko, Kevin Cooke, Patty Foster, Jeff Tower, Bela Kovacs, Michelle Ressa, Debbie Kurbitz	Improve customer satisfaction	Priority #3 Project Title: Priority #3 Project Summary:			

Step 4 – Visible Performance Monitoring



County Improvements Portal

The screenshot shows the Spokane County Improvements Portal. The header includes the Spokane County logo, the text 'COUNTY IMPROVEMENTS', and a user greeting 'Hello, John! Problems or Suggestions?'. A navigation menu contains links for Home, 2014 Strategic Plan, Projects, Department Dashboard, Resources, Improvement Proposals, My Department, and Admin. The main content area features a welcome message, a list of success stories with links to various reports and projects, and a 'WALL OF IDEAS' section showing handwritten notes on sticky papers.

WELCOME TO OUR SPOKANE COUNTY IMPROVEMENTS PORTAL!

In this portal, you'll have unprecedented access and visibility into our county's improvement projects and resulting success stories on our journey towards excellence in our four Key Objectives - *Customer Service, Financial Stewardship, Public Engagement and Employee Development* - described in our 2014 Spokane County Strategic Plan.

Here is a [User Document](#) to help guide you through this Portal.

Success Stories in the News

The local media is picking up on more and more of our county's success stories:

- January 8 - [Criminal Justice Commission Report](#) (County Leadership)
- January 24 - [Electronic Home Monitoring](#) (Detention Services)
- February 19 - [Upgraded Radio System](#) (Emergency Communications)
- March 26 - [NEOGOV Implementation](#) (HR)
- April 19 - [Bill Payment Enhancements](#) (Utilities)
- April 25 - [Drug Court](#) (Superior Court)
- May 12 - [State Award for Traffic Safety](#) (ISD and Prosecutor's Office)
- May 29 - [Spokane Bike Swap](#) (Commute Trip Reduction Office)
- June 20 - [Grand Opening](#) (SCRAPS)
- June 23 - [NAME Accreditation](#) (Medical Examiners)
- July 29 - [Worker's Compensation Enhancements](#) (Risk Management)
- August 7 - [No Centennial Trail Fees](#) (Parks and Recreation)
- August 14 - [Big Splash at County Pools](#) (Parks and Recreation)
- August 15 - [Law and Justice Council](#) (County Leadership)
- September 10 - [Road Worker Honored](#) (Engineering and Roads)
- October 8 - [Alert Spokane](#) (Emergency Management)

300+ Projects!

We input our 300th improvement project in September!

Since our portal began on February 18th, we're averaging over 40 new improvement projects per month, which equates to over 2 new projects every work day!

If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.

- General Colin Powell

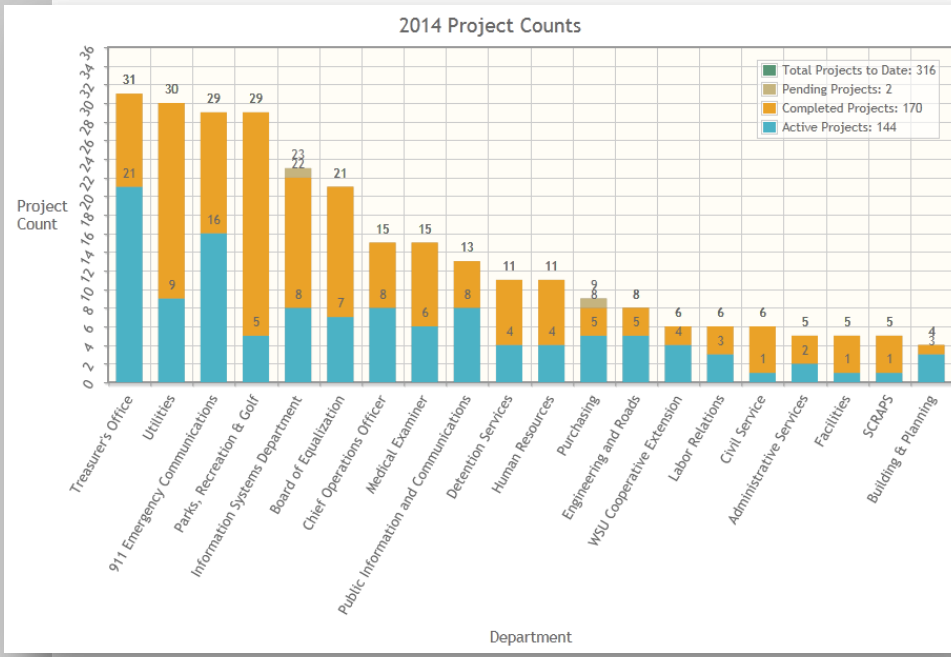
OUR LATEST SUCCESS STORY
Mental Health Survey Results

The results of the survey were discussed with the mental health staff. Two issues were identified: 1. Mental Health Inmates indicated that they felt that their out-time was not adequate • I am working with Jail Management to find a solution to allow for increased out time. 2. Mental Health [read more...](#)

WALL OF IDEAS

- Launched in February 2014
- Internally-developed intranet site
- Projects and performance visible to staff
- Averaging 2+ new projects per work day!

Improvement Projects and Savings



STREAMLINE SPECIAL EVENT PERMIT PROCESS - ENTERED BY PKNOWLES ON 3/18/2014

Start date: 11/7/2013 Target date: 4/18/2014 Complete date: 4/11/2014

The special event permit process is used by the Department to authorize and allow in a responsible manner, community events (special events) such as runs and festivals. The project involves eliminating (in most cases) the need to print, circulate, scan, and repeat a permit application as part of the review process. The end goal is to create a permit that is completed and submitted digitally and create a review process that takes place via email. The project goal is to greatly reduce the time to issue a permit to an event organizer.

Annual Savings (\$)	Projected	Actual
Labor	\$4200	TBD
Non-Labor	\$0	TBD

100% Completed

Projected

Labor	\$4,200	100.00%
Non-Labor	\$0	0.00%
Total	\$4,200	100%

Actual

Labor	\$0	50%
Non-Labor	\$0	50%
Total	\$0	100%

PROJECT STATUS UPDATE

Last Update by: PKNOWLES on 4/11/2014
Project Completed

PROJECT CONTACT

Parks, Recreation & Golf
Paul Knowles
477-2188

FILE ATTACHMENTS

- 2014 Special Event Application v5_Form.pdf
- Special Event Presentation v2.pptx

IMAGE ATTACHMENTS

No images have been added for this project.

THIS PROJECT ADDRESSES THE FOLLOWING STRATEGIC OBJECTIVES

- Customer Service
- Financial Stewardship

CUSTOMER FOCUS

This project results in a quicker turnaround and improved predictability for organizations and individuals seeking a special event permit for use of a Spokane County Park facility.

PROBLEM STATEMENTS

- Special event permits are issued routinely by Spokane County Parks. Customers who applied for the permit often wait up to 15 days to receive a permit for their event.

CURRENT CONDITION

Customers wait up to 15 days to receive a permit from Spokane County for their special event.

TARGET CONDITION

Customers receive a permit within 3 business days of application (if application is complete)

IMPLEMENTATION PLAN / RESULTS

- Project resulted in reducing permit processing time from 13.6 days to 1.08 days (average).
- Project resulted in increasing the number of events and therefore revenue.

CONTINUOUS PROCESS IMPROVEMENT - FUTURE PLANS

Continue to monitor and evaluate the special event program to further improve the process and experience.

ANNUAL SAVINGS

Projected (In Progress)

Labor	\$817,114	61.31%
Non-Labor	\$515,627	38.69%
Total	\$1,332,741	100%

Actual (Completed Projects)

Labor	\$64,655	14.19%
Non-Labor	\$391,065	85.81%
Total	\$455,720	100%

Department Dashboard



DEPARTMENT DASHBOARD

GREEN	YELLOW	RED
911 Emergency Communications Administrative Services Board of County Commissioners Board of Equalization Chief Operations Officer Clerk of Superior Court Community Services, H & CD Detention Services Engineering and Roads Facilities Fair and Expo Center Human Resources Information Systems Department Labor Relations Medical Examiner Pre-Trial Services Public Information and Communications Risk Management SCRAPS WSU Cooperative Extension	Hearing Examiner Parks, Recreation & Golf Utilities	Assessor's Office Auditor's Office Building & Planning Civil Service Counsel for Defense Prosecuting Attorney Public Defender Purchasing Sheriff SRECS Treasurer's Office Veteran Services

ABOUT OUR DEPARTMENT DASHBOARD

Our Department Dashboard tracks each department's progress towards their excellence goals (aligned to the BoCC's 2014 Key Objectives).

There are 3 criteria that will be consistently monitored:

1. **Project Status** - all active projects are statused within the past 30 days
2. **Completion Dates** - all active projects have not surpassed their completion date
3. **Key Objectives Coverage** - across all active projects, each of the 4 Key Objectives is covered at least once

And here's the **Green/Yellow/Red** criteria:

- **Green** - all 3 criteria above are being met across all active department projects in the portal
- **Yellow** - at least one of the 3 criteria above is within 7 calendar days of not being met
- **Red** - at least one of the 3 criteria above is not being met (after a 7 calendar day 'Yellow' warning)

Real-Time Monitoring Criteria

- Project status
- Completion dates
- Key Objective coverage

Improvement Proposals



- Solution-based suggestion system (STP)

IMPROVEMENT PROPOSAL FORM

Please give us some background information on your improvement idea below.

edit

Department:

Objective Alignment:

Current Situation:

Target Condition:

Proposal:

Make proposal anonymously (your login name will not be saved with your proposal)

Add Proposal

Cancel

Success Stories!



SUCCESS STORIES!

You and your teams do such great work and accomplish so much, yet rarely do you receive the recognition you deserve.

Below is a collection of your Success Stories from across Spokane County summarizing projects that have been completed and documented in this Portal.

After reading these stories, perhaps one or more of them will give you ideas on similar improvements you can apply in your organization.

For more information on each Success Story, you can click the [View Project](#) link.

And here is our most recent success story:

[edit](#)

Mental Health Customer Survey success story

MENTAL HEALTH SURVEY RESULTS

The results of the survey were discussed with the mental health staff. Two issues were identified: 1. Mental Health Inmates indicated that they felt that their out-time was not adequate • I am working with Jail Management to find a solution to allow for increased out time. 2. Mental Health inmates indicated that they would like to attend group sessions on coping skills, anger management, etc. • This would require additional staff to provide these services. I am working with the RSN to find a solution. The survey was an overall success in that the mental health inmates as a majority indicated that they felt that the MH staff responded to their needs in a timely fashion, met all of their needs, and enjoyed working with the jail MH staff. The survey will be given on an annual basis.

[View Project](#)



TEAM MEMBERS

Krisitna Ray
Detention Services Mental Health Dept.

OUR SUCCESS STORIES

63 Project Improvement Success Stories and counting!

Listed by completed date beginning with the most recently entered. Use the column header to sort or search box to filter.

Click on the Project Name to view the success story and a link to complete project details.

Project Name	Department	Start Date	Target	Completed
Mental Health Customer Survey	Detention Services	4/30/2014	12/31/2014	10/17/2014
Spokane Interstate Fair County Extension Booth 2014	WSU Cooperative Extension	6/16/2014	10/10/2014	9/16/2014
Customer Service Survey - General	Purchasing	9/3/2014	9/17/2014	9/11/2014
Engineering and Roads Utility Billing Process Review	Engineering and Roads	3/28/2014	9/10/2014	9/10/2014
Move from hardware based faxing to virtualized Fax over IP (FOIP) using RightFax	Information Systems Department	5/1/2014	9/30/2014	9/4/2014
Spokane County Suggestion System Consolidation	Chief Operations Officer	7/1/2014	9/30/2014	9/2/2014
Castle by the River Brochure Update	Public Information and Communications	7/15/2014	8/11/2014	8/8/2014
Centennial Trail Inter-Agency Cooperative Agreement	Parks, Recreation & Golf	3/15/2012	10/31/2014	8/5/2014
Add a new section to the M.E Web Page to assist with guiding physicians as to how to fill out Death Certificates	Medical Examiner	7/23/2014	8/20/2014	7/28/2014
Free Public Swim Sponsorship	Parks, Recreation & Golf	5/23/2014	8/4/2014	7/19/2014

- Success stories captured at project completion
- 1 – 2 stories shared by staff with BoCC each month in a public forum
- Most recent success story appears on home page

Self-Insured Worker's Compensation Success Story



The Problem...



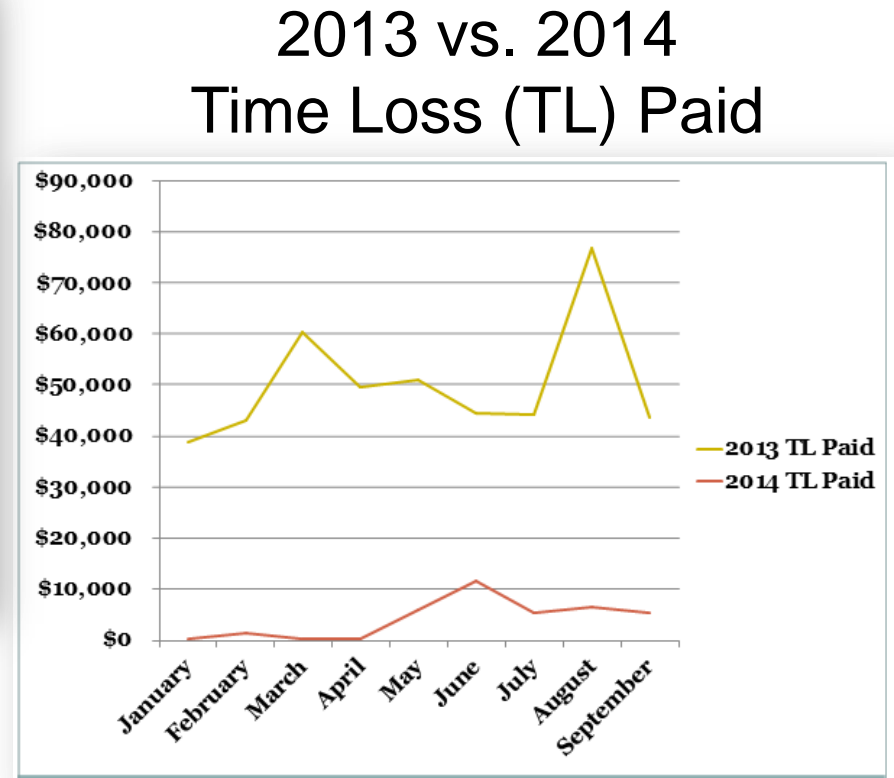
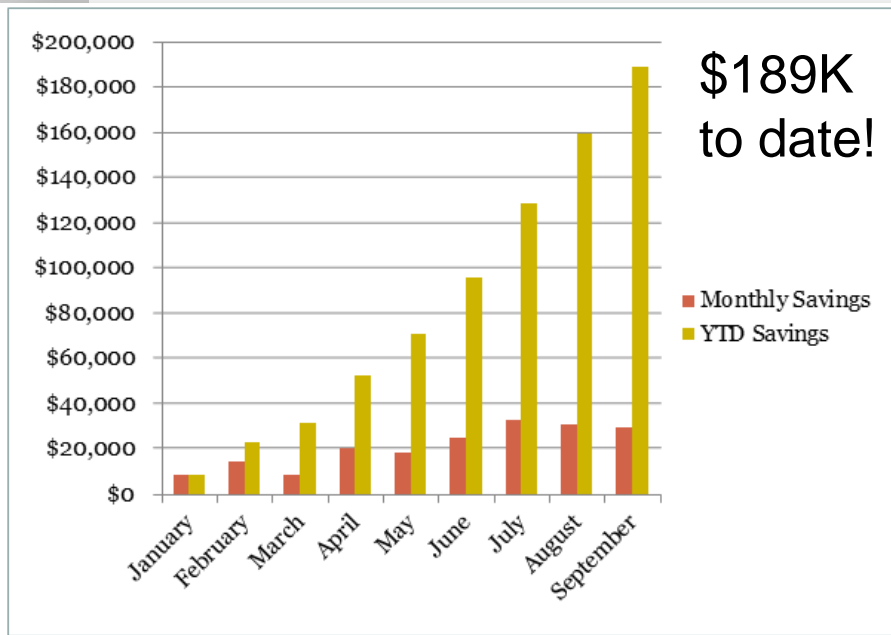
Steve Bartel
Risk Management Director
(509) 477-6113
sbartel@spokanecounty.org



2014 Self-Insured Worker's Compensation Results



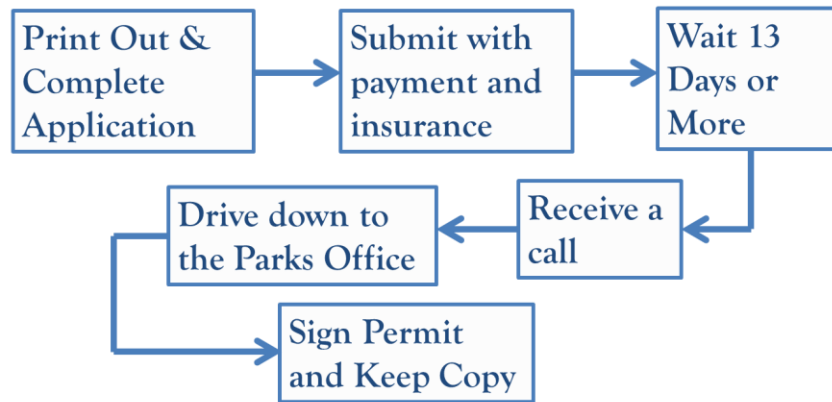
2014 Cost Savings



Parks and Recreation Special Event Permit Success Story

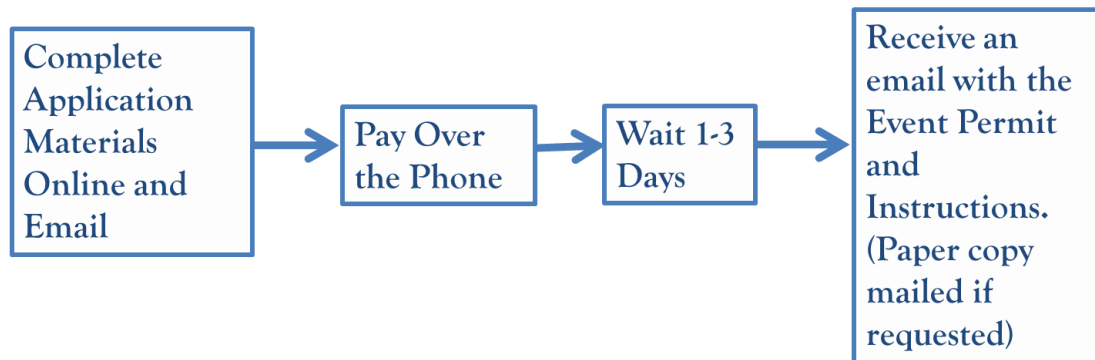


■ 2013 Customer Experience...



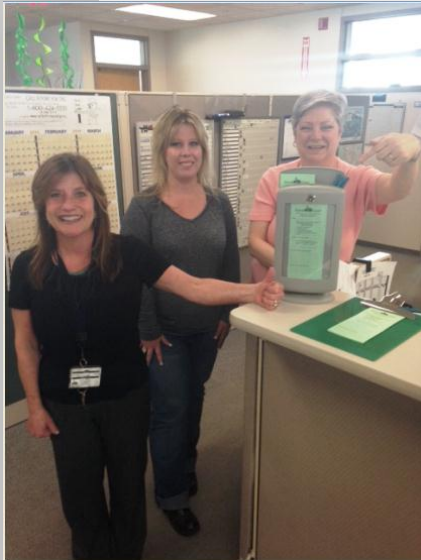
= 13.6 days ☹️...

■ 2014 Customer Experience...



= 1.1 days 😊!

Utility Billing Success Story



Simplify Lien Process - Phase 1: Payments success story

"LEAN THE LIENS"

As a result of a process change to allow partial payments on liens (without the need for formal payment arrangements) both customer and employee satisfaction has increased dramatically. Our customers are expressing gratitude, daily. And, in staff's words "our level of job satisfaction has skyrocketed and we are ecstatic".



TEAM MEMBERS

Maureen Ades
Lindsey Anderson
Lisa Dingler
Christine McMahon- Chase
Marci Taylor

<http://www.spokesman.com/stories/2014/apr/19/county-to-collaborate-on-utility-bill-payments/>

Customer Service Survey - Phase 1: "Rate Our Service" Cards success story

RATE OUR SERVICE - CUSTOMER SERVICE COUNTER SURVEYS

We used our "Rate Our Service" cards for visitors at our front desk. These included walk-ins to pay bills, get permit sign offs, sewer connection information, and general information. The rating system for our cards are 1=poor to 5=excellent. We are proud to say that during our first 5 week period we received 135 cards and an average of a 4.90 rating. We are continuing to collect this information and have even started using some of the comments left on the cards on our weekly graphs.

[View Project](#)



TEAM MEMBERS

Kimberlee Crist
Marci Taylor
Janice Clark
Karen Gehret
Maureen Ades



Commissioner Shelly O'Quinn – Leading Big Change



- Elected in November 2012
- First term as Spokane County Commissioner
- Previously worked as Director of Education and Workforce Development for Greater Spokane Incorporated (GSI)
- LEAN champion!

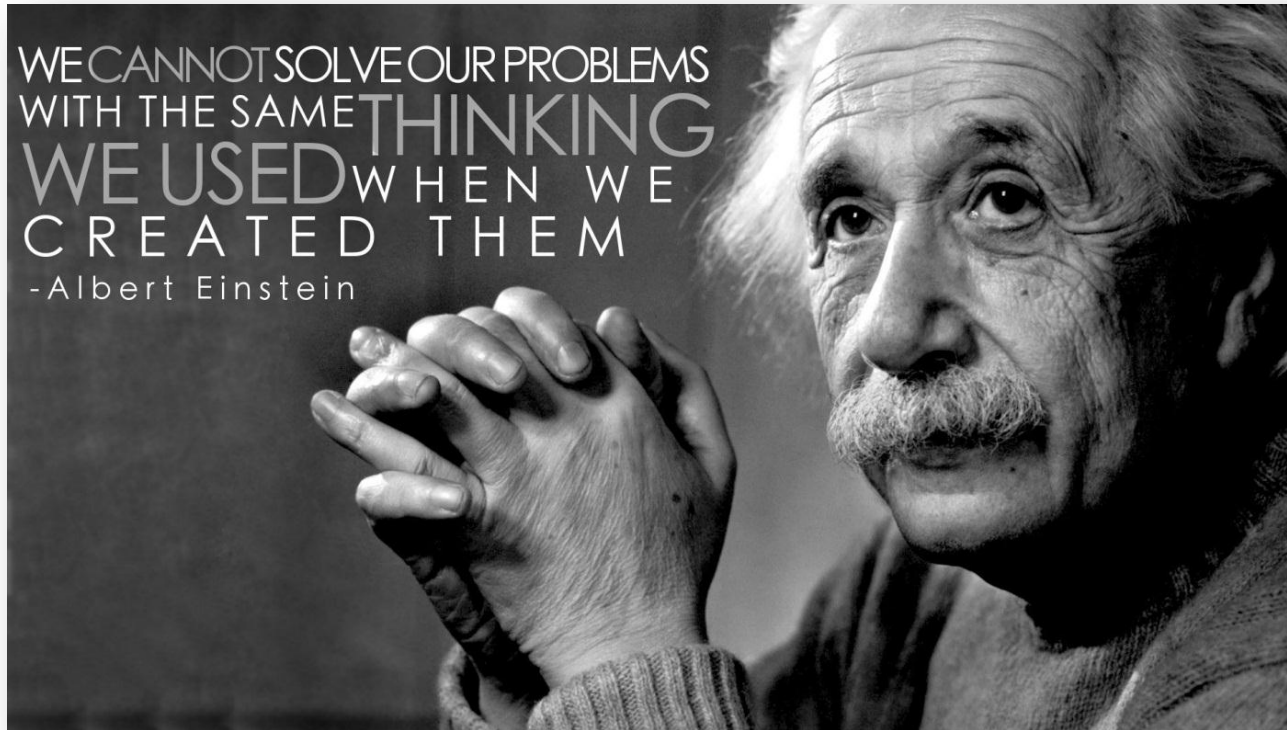


Commissioner
Todd Mielke



Commissioner
Al French

A Final Thought...



...so let's increasingly make our invisible 'pipes' visible and systematically unkink them to allow our high-value services to flow **FAST** to our customers!