

# Lean in The Time of COVID-19

## Applying Lean Basics

Results Washington Lean Conference  
Cindan Gizzi & Doug Loates  
October 29, 2020

# Welcome

Thank you for attending.

A special thank you to all the first responders, public health workers and frontline workers who have given so much.



# The journey

“The journey is a continuum. It’s not about abandoning what came before, but constantly building, driving hundreds of thousands of small improvements at every level. That’s the point of kaizen, of continuous improvement.”

Tom Hartman, executive coach at Catalysis

# Agenda

- Background.
- Gaps in our system.
- Building on success.
- Fears.
- Self-actualization.
- Key takeaways.



# Background

We are a medium-sized public health department team.

We have used many quality configurations.

About 20% of team members have Lean-Six Sigma (LSS) training.

In 2019, we began incorporating Results Based Accountability (RBA) into our culture.

We have a strong, unified response to COVID-19.



# Gaps in our system

Our shortcomings with implementing LSS.

- LSS team members were viewed as the “owners” of quality.
- LSS experts not deployed in “flow to work” to maximize opportunities.
- Lacked the fast-response needed for immediate solutions.
- Didn't have a scalable response to quality issues; all nails hit with the same hammer.

# Gaps in our system

Culture distanced itself from quality. “Quality is someone else’s job.”

Measured data largely as a requirement of funding.

Not focused on delivering the “Is Anyone Better Off?” experience.

# Building on success

- LSS expertise in-house.
- Continuous improvement understood.
- New perspectives on customer-focused service.
- New planning, engagement and measurement.
- RBA chosen to focus our work.
- Understanding the “How Much, How Well and Is Anyone Better Off?” principles of RBA.



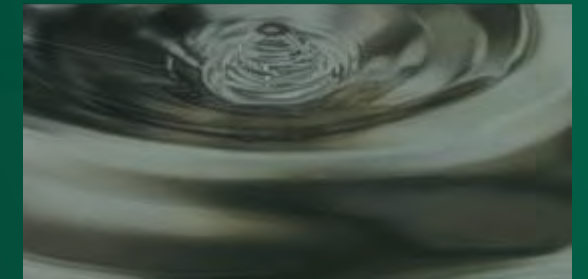
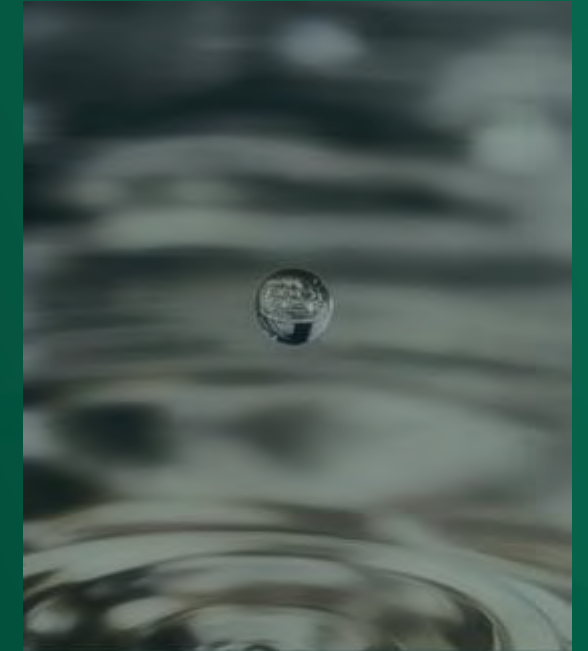


# Fears

How would our people respond to COVID-19?

- Quality practices.
- Rapid, results.
- Continuous improvement mindset.
- Replication of best practices.
- Community focus.

Changed organizational structure (ICS) would create confusion; we would lose connection with our culture.



# Self-actualization

Universal focus on waste reduction and process improvement.

Continuous improvement is a cultural norm.

Everyone is “doing” quality!

COVID-19 helped focus attention on systemic racism and its effect on public health in our underserved communities.

RBA gave us a language to think about providing services with better alignment.

# Example: case investigations

Process mapping showed waste—rework, errors, capacity imbalance.

Investigation and contact tracing processes were built on the fly.

Started as paper systems and moved through various electronic systems.

- Constantly improving.
- Learning from other counties.

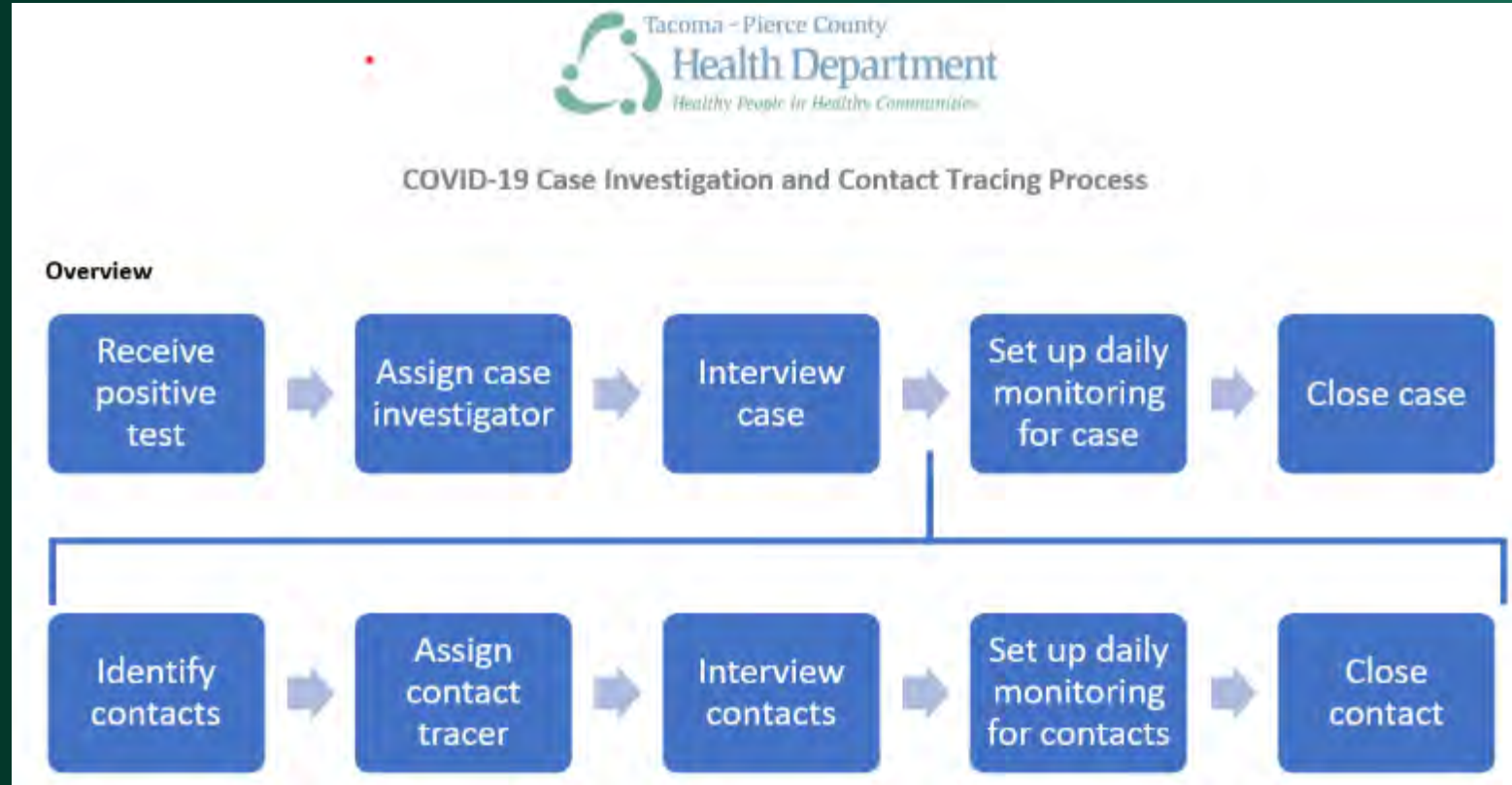
# Example: case investigations

Hired, trained, deployed 100+ people.

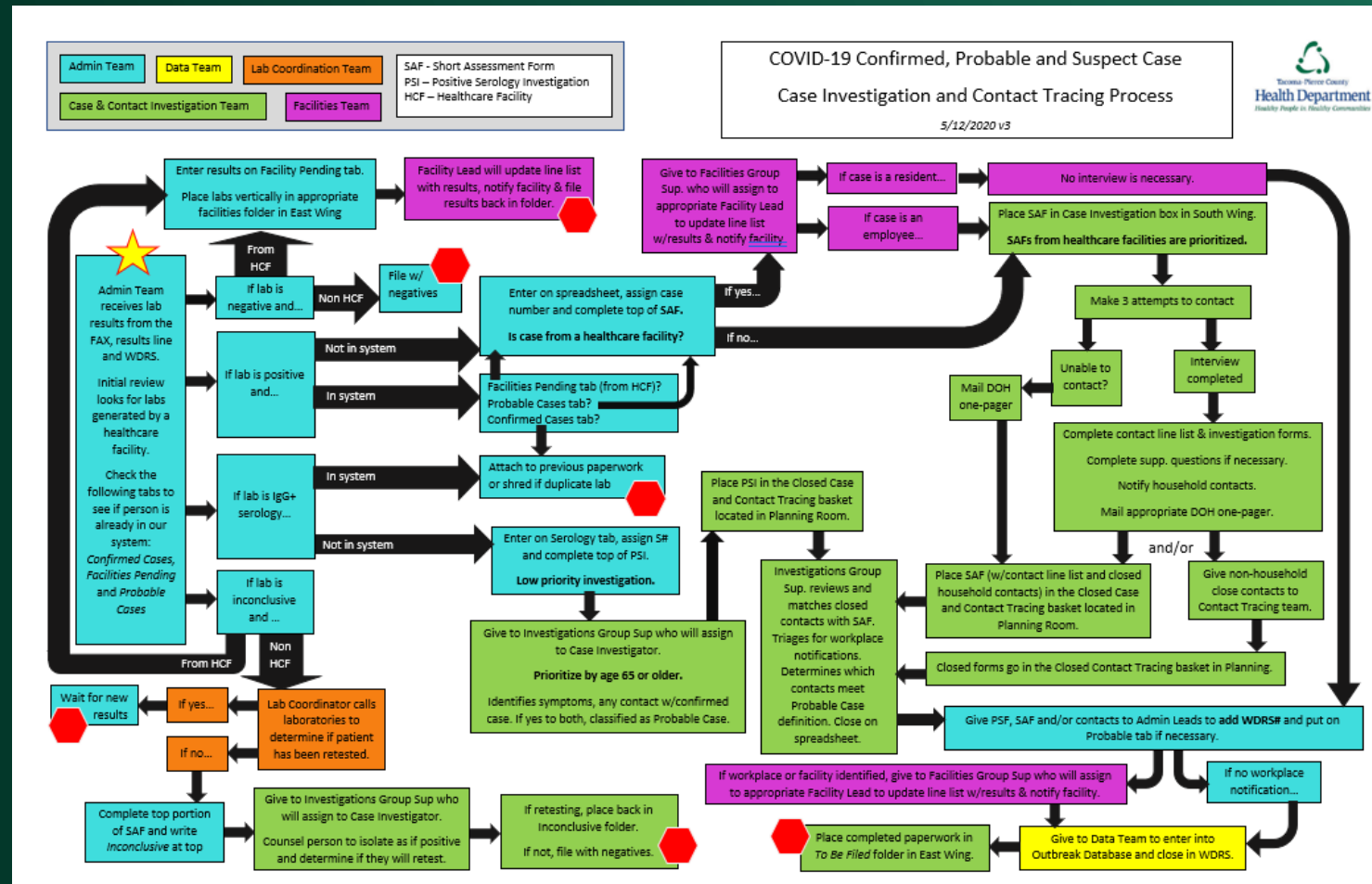
Relocated twice as staffing levels increased.

Sharing process and learnings with other counties.

# Process flow—high level



# Process flow—medium level

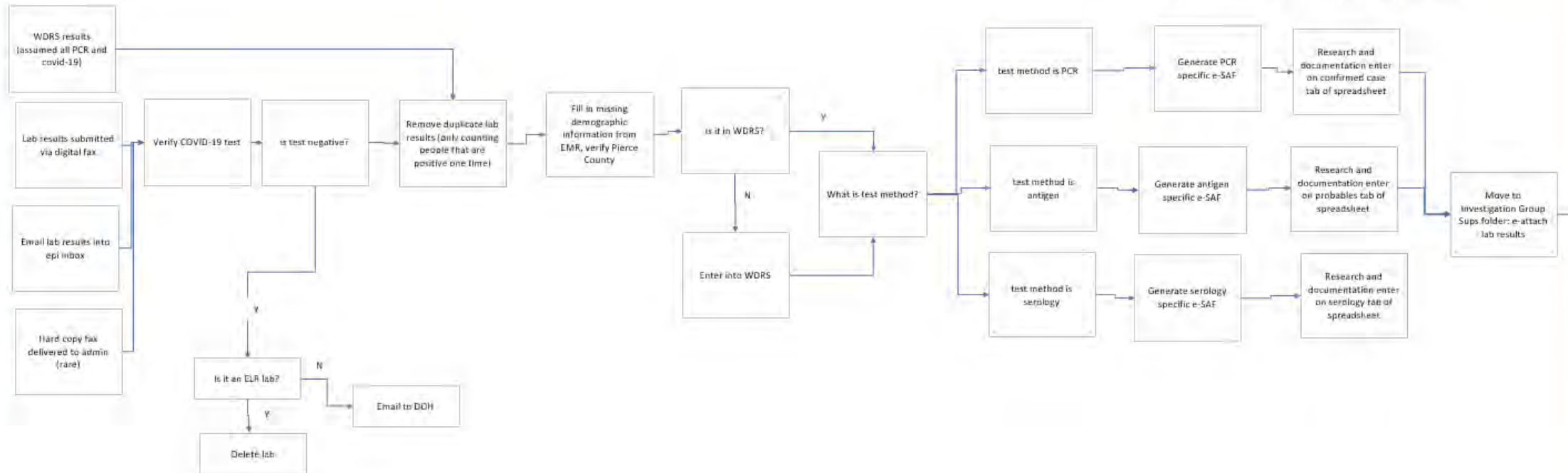




# Process flow—low level

## Research and Documentation Steps

File naming convention: TPCHD ID, time, date, case initials



# Easing into change

Paper

Fillable Form

Database Form

A scan of a paper form titled "COVID-19 Case Investigation Form". It contains various fields for patient information, contact details, and investigation notes. The form is filled out with handwritten text and includes checkboxes for different categories.



A screenshot of a digital fillable form titled "COVID-19 Case Investigation Form". It features a structured layout with dropdown menus, checkboxes, and text input fields. The form is designed for data entry and includes a "Save" button at the bottom.



A screenshot of a "COVID-19 Case and Contact Investigation Dashboard". The dashboard displays a summary of cases (8,922 total, 0 cases investigated) and provides a detailed view of a specific case for "Wilson, William". It includes filter options, case details, and a section for "TPCHD COVID-19 Case Demographics" with a question about the relationship between the case and the person being interviewed.

# Questions?

Early version of tracking contacts

Travelers

Total names received	=	34
- No identified risk / no monitoring	=	8
- Transferred to PHSKC	=	2
- Unable to contact	=	1
- Self-monitoring	=	22
- Completed self-monitoring	=	0
- Need to contact	=	1

#	Who left China	Thru
1	2/3/20	2/17/20
3	2/4/20	2/18/20
5	2/5/20	2/19/20
3	2/6/20	2/20/20
3	2/7/20	2/21/20
4	2/8/20	2/22/20
2	2/9/20	2/23/20
0	2/10/20	2/24/20
0	2/11/20	2/25/20

# Example: voice of the customer

Community listening sessions to assess COVID-19 impact on equity.

- Race/ethnicity groups.
- Six communities of focus.
- Youth.

Strive to capture real, unfiltered community needs.

# Example: voice of the customer

Initiated through trusted community member.

Trained community member-facilitators.

Took 3-4 meetings vs. traditional 1 meeting.

Response included mobile COVID-19 testing.



# Listening sessions: modified 5 whys

How is the COVID-19 pandemic impacting you, your family, and your community?

- *What circumstances put you at risk of contracting COVID?*
- *Tell me more.*
- *Why do you think that is?*



Questions?



**OPEN TO EVERYONE!**

**FREE**

**COVID-19 TESTING**

**No Pre-Covid Symptoms Required**  
**No I.D. Required**  
**No Health Insurance Required**

**Wednesday's**  
September 16, 2020  
October 21, 2020  
Time: 9:00 a.m. to 3:00 p.m.

**LOCATION:**  
Asia Pacific  
Cultural Center  
4851 So. Tacoma Way  
Tacoma, WA 98409

**ASIA  
PACIFIC  
CULTURAL  
CENTER**

**Questions: Please Contact APCC at 253-383-3900 if you have any questions or concerns.**

Testing is available at various sites in Pierce County. For more information on testing sites, go to <http://www.lpchd.org/covidtest>

COVID-19 mobile testing flier for Asian/Pacific Islander Community.

# Example: communications planner

Overwhelming demand for information and data.

Multiple stakeholders.

Multiple products.

Communications and data staff grew as funding came in.

New to Microsoft Teams.

Modified Kanban elements to communicate at-a-glance.

# Communications planner

The screenshot displays a communications planner interface with three main columns:

- New Requests/Triage:** Contains two task groups. The first group, titled "FAQ/Toolbox/Grap...", includes a task "Business guidance for large gatherings" with a progress indicator of 0/11 and is assigned to Anne Dillon. The second group, titled "Presentation/Interv...", includes tasks "PC Contact Tracing Interview", "Prep and facilitate interview, Dale", and "Add to Comms Digest." with a progress indicator of 0/2 and is assigned to Dale Phelps.
- To Do Priority 1:** Contains a single task group titled "FAQ/Toolbox/Grap..." with a list of 10 tasks, each with a checkbox. The tasks are: "Mask change of heart, audio and possible animation", "Review script, Deanna", "Review script, Edie", "Storyboard, Adriana", "Review storyboard, Anne", "Review storyboard, Edie", "Animate, Adriana", "Record audio, Dusty (?)", "Attach post language, Dusty", "PIO Review, Dale", and "Style Review, Edie". The progress indicator is 1/19.
- To Do Priority 2:** Contains two task groups. The first group, titled "Blog/GovDeliv/Rele...", includes a task "Audit blogs and add a" with a progress indicator of 2/2 and is assigned to Annie Gaines. The second group, titled "Blog/GovDeliv/Rele...", includes a task "News Release Ideas St" with a progress indicator of 2/2.

# Communications planner

The screenshot displays a communications planner interface with three main columns:

- Waiting for SME or Vendor:** Contains a list of tasks such as "Culturally Grounded Partner Training Presentation, 10/28" and "Branded flu graphics-Deanna". It includes a date of 10/27, 2 collaborators, and 1/15 progress.
- Ready for Communication review:** Contains tasks like "Safe Gatherings web page" and "Lions Club Presentation, 10/26". It features a date of 10/15, 3 collaborators (LK, KL, TS), and 8/10 progress.
- Ready to Publish:** Contains tasks such as "New [provider resources] long-term care facilities" and "Create content, SME". It shows a date of 10/23, 1 collaborator (CM), and 9/11 progress.



# Questions?

Example of mask promotion product



# Key takeaways

Don't underestimate your people.

Continuous improvement is a ready trait.

RBA provided a language to talk about client "better offness."

We need scalable response tools for problem solving.

We are rethinking our strategic plan.

Gathering the voice of the community needs to become an embedded process.



# Thank you

## Our Contact information

Doug Loates

253-389-1479

[dloates@tpchd.org](mailto:dloates@tpchd.org)

Cindan Gizzi

253-798-7695

[cgizzi@tpchd.org](mailto:cgizzi@tpchd.org)

# For more information

PUBLIC HEALTH

Centers for  
Excellence

## BUILDING STRONG ORGANIZATIONS AND HEALTHY COMMUNITIES

Benjii Bryan Bittle  
Director of Strategic Initiatives  
(253) 579 5062  
bbittle@tpchd.org

Ingrid Payne  
Manager, Business Operations  
Centers for Excellence  
(253) 798 2881 Office    ipayne@tpchd.org  
(253) 312 3469 Mobile    www.phcfe.org



## RESULTS BASED ACCOUNTABILITY (RBA)

Heather Holmquest, Director of Transformation, Clear Impact  
301 907 7541 Office  
843 460 2665 Mobile  
www.clearimpact.com

PUBLIC HEALTH

Centers for  
Excellence

