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

Overview

1. Receive positive test
2. Assign case investigator
3. Interview case
4. Set up daily monitoring for case
5. Close case

6. Identify contacts
7. Assign contact tracer
8. Interview contacts
9. Set up daily monitoring for contacts
10. Close contact
Process flow—medium level
Process flow—low level
Easing into change

Paper → Fillable Form → Database Form
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Early version of tracking contacts
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?

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

New Requests/Triage

- Add task
- FAQ/Toolbox/Grap...
  - Business guidance for large gatherings
- Anne Dillon

Presentation/Interview

- PC Contact Tracing Interview
  - Prep and facilitate interview, Dale
  - Add to Comms Digest
- Dale Phelps

ToDo Priority 1

- Add task
- FAQ/Toolbox/Grap...
  - 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
  - Style Review, Edie

ToDo Priority 2

- Add task
- Blog/GovDeliv/Rela...
  - Call
- Annie Gaines

- Blog/GovDeliv/Rela...
  - Call

News Release Ideas Sl

Show completed 49
Communications planner

- **Waiting for SME or Vendor**
  - Add task
  - Presentation/Interview...
    - Culturally Grounded Partner Training Presentation, 10/28
    - Branded flu graphics-Deanna
    - SME Review, Carlos - add/edit slides
    - SME Review, Victor - add/review intro slides
    - SME Review, Jan
    - Comms Review, Jamie
    - PIO Review, Dale
    - Style Review, Edie
    - External Affairs, Katie
    - IC, Jessica G
    - DEM/IC, Trent
  - 10/27, 2, 1/15

- **Ready for Communication review**
  - Add task
  - Blog/GovDeliv/Tele...
    - Safe Gatherings web page
    - Review by DEM/IC, Trent
    - Create and publish page, Michelle
  - 10/15, 3, 8/10

- **Ready to Publish**
  - Add task
  - Web/Social Media
    - New [provider resources] long-term care facilities
    - Create content, SML
    - Media specialist review, Deana
    - PIO review, Dale
    - Style review, Edie
    - External affairs, Katie
    - External affairs, Nancy
    - IC, Jessica
    - DEM/IC, Trent
    - Post/Distribute
    - Add to Comms Digest
  - 10/23, 3, 3/11
Questions?

Example of mask promotion product

Small action. Big difference.
Mask up, Pierce County.
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

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