

# Strategic Lean Project Report



## Lean Project Solicitation

**Agency:** Washington State Center for Childhood Deafness and Hearing Loss

### Project Impact

The Center for Childhood Deafness and Hearing Loss increased the number of ideas submitted for process improvement projects, resulting in 0 ideas submitted in a six month time frame to 5 ideas.

At the Center for Childhood Deafness and Hearing Loss, continuous improvement culture is growing and there are many ideas for how to improve our services, processes and work. Over the last couple of years nearly all ideas for Lean improvement projects have come from management staff. In order to really tap into the potential for improvement, increase employee engagement, and address frontline concerns in meaningful ways this team looked at how ideas for Lean improvement are shared with the Lean Advisor.

Not only did this project team quickly identify ways to increase frontline ideas brought to the Lean Advisor for project consideration, they were also able to substantially increase awareness of Lean concepts among staff, broaden the commitment for continuous improvement across the agency, and recommend future steps to establish a strong and sustainable framework for continuous improvement in all departments.

The results have set the agency up for plenty of opportunities to find significant ways to improve our work and bring greater value to our customers and the Washingtonians we serve directly and indirectly.

### Project Summary

Lean improvement projects have been used at CDHL since Governor Inslee's executive order in 2013, however they were not completed through a structured process and many of the projects were conducted at the request of management.

There was an apparent need to increase the number of improvement ideas generated with front-line staff to not only gather ideas from the staff who directly deal with our customers but also to increase the effectiveness of the Agency's Lean projects and improve overall awareness and employee engagement in our improvement efforts.

We have zero (0) submitted Lean project ideas compared to our target of five (5), which we wanted to reach by 12/31/2017.

With great enthusiasm the Center for Childhood Deafness and Hearing Loss achieved the following improvements:

- Created a standard Lean idea form and trained staff on how to use it
- Set up a Lean e-mail for centralized idea submissions and general Lean communication
- Established and published criteria for selecting Lean ideas for projects

### Project Results



**Quality**

Avoided losing improvement ideas shared in passing remarks **from 3 per quarter to 0 per quarter.**



*Increased the number of improvement ideas tracked to 100%*



**Employee Engagement**

Increased the number of employees submitting Lean improvement project ideas **from 0 to 5.**



*500% increase in improvement ideas submitted by frontline staff*

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## Project Details

**Date improvement project was initiated: 3/2/2017**

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