



DEFECTS



OVERPRODUCTION



WAITING



NON-UTILIZED
TALENT



TRANSPORTATION



INVENTORY



MOTION



EXTRA
PROCESSING

5S
SORT
SET IN ORDER
SHINE
STANDARDIZE
SUSTAIN
SAFETY

WHY?
X5

Visitor Schedule

Huddle Schedule:

M-Steve
T-Ebe
W-Joe
T-Theresa
F-Cori

Dashboard

Customer Service				Invoicing			
8	1	1	19620	11	9	1	71612
3	0	0	49,547	10	5	1	52,771
4	0	0	11,072	11	4	0	5,647
9	0	1	20,391	12	5	2	39,038
15	1	0	17,074	13	3	1	11,809
14,158				14,158	11,959	13,703	49,547
14,107				14,107	14,034	14,220	11,072
13,021				13,021	18,131	12,129	17,074

Growing a Lean Community

The Jefferson County Lean Journey

Earl Murman

MIT Ford Professor of Engineering Emeritus

Jay Bakst

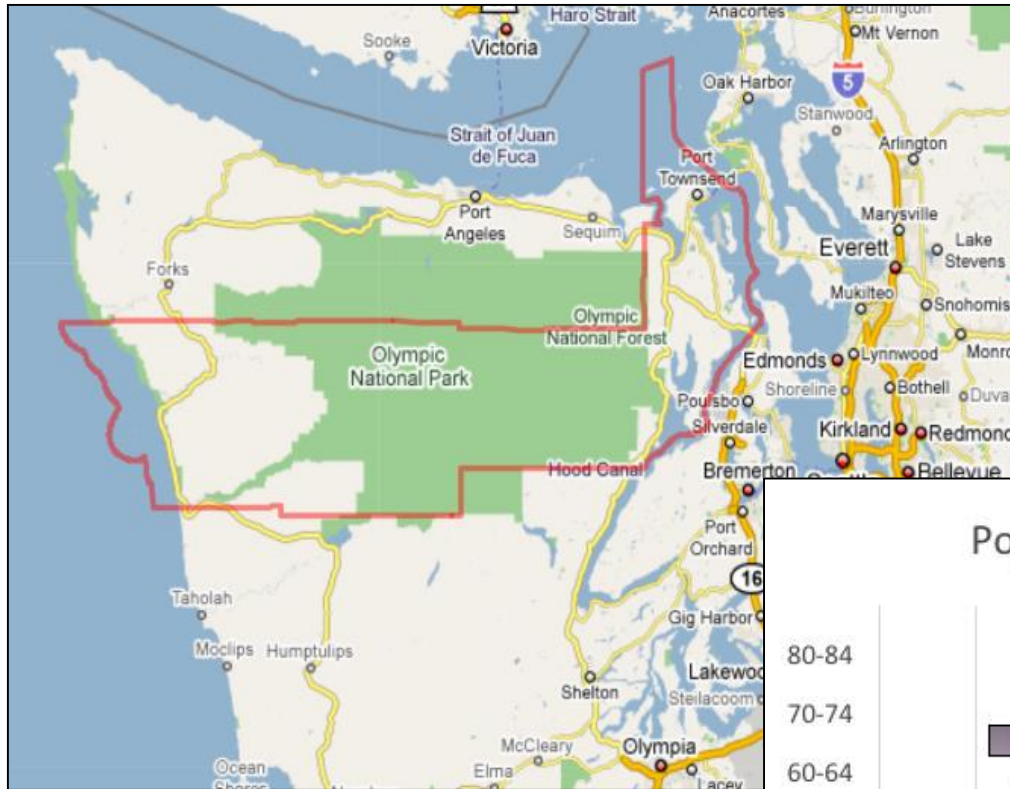
Lean Coach, Raviyah Training and Consulting

Toland Home Garden Daily Huddle Board

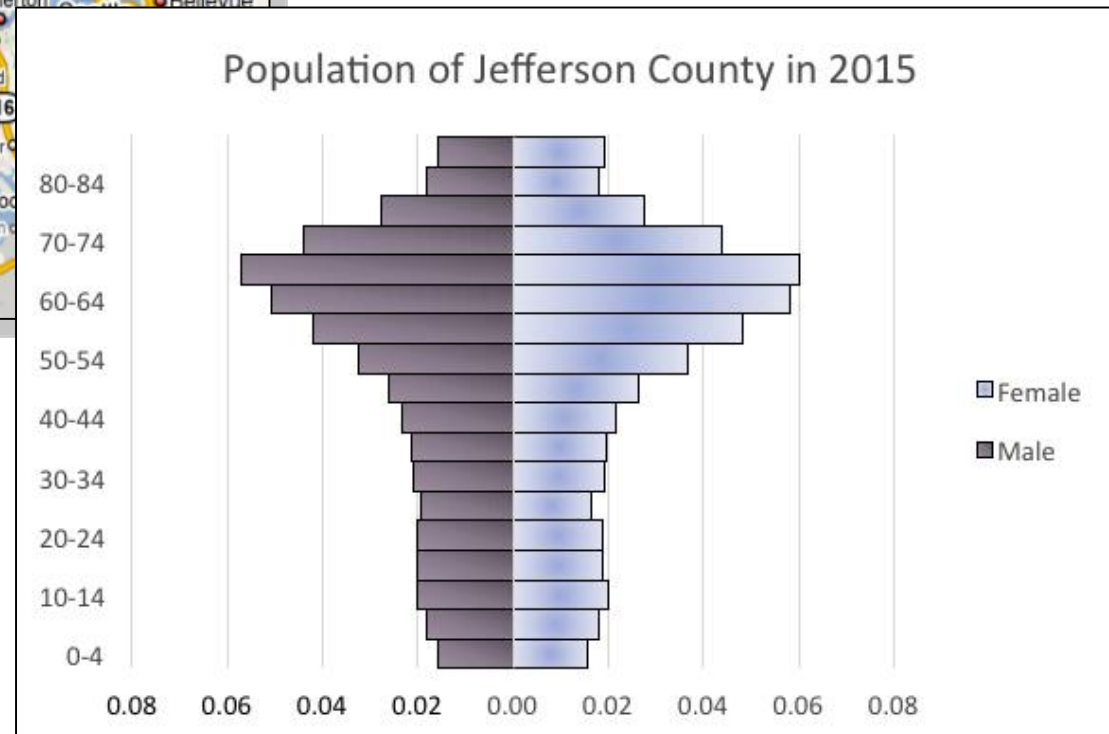
Washington State Government Lean Transformation Conference
October 18-19, 2016

Jefferson County Profile

A small population,
mostly rural and
older aged but
talent rich county



2015 Population
30,466





Jefferson County Economy

Employers (approx)

1000 businesses

50 non profits

20 public agencies

Nine business clusters

- Arts & culture
- Education
- Small business & entrepreneur
- Food & farm
- Healthcare
- Marine trades
- Real estate & construction
- Tourism & retail

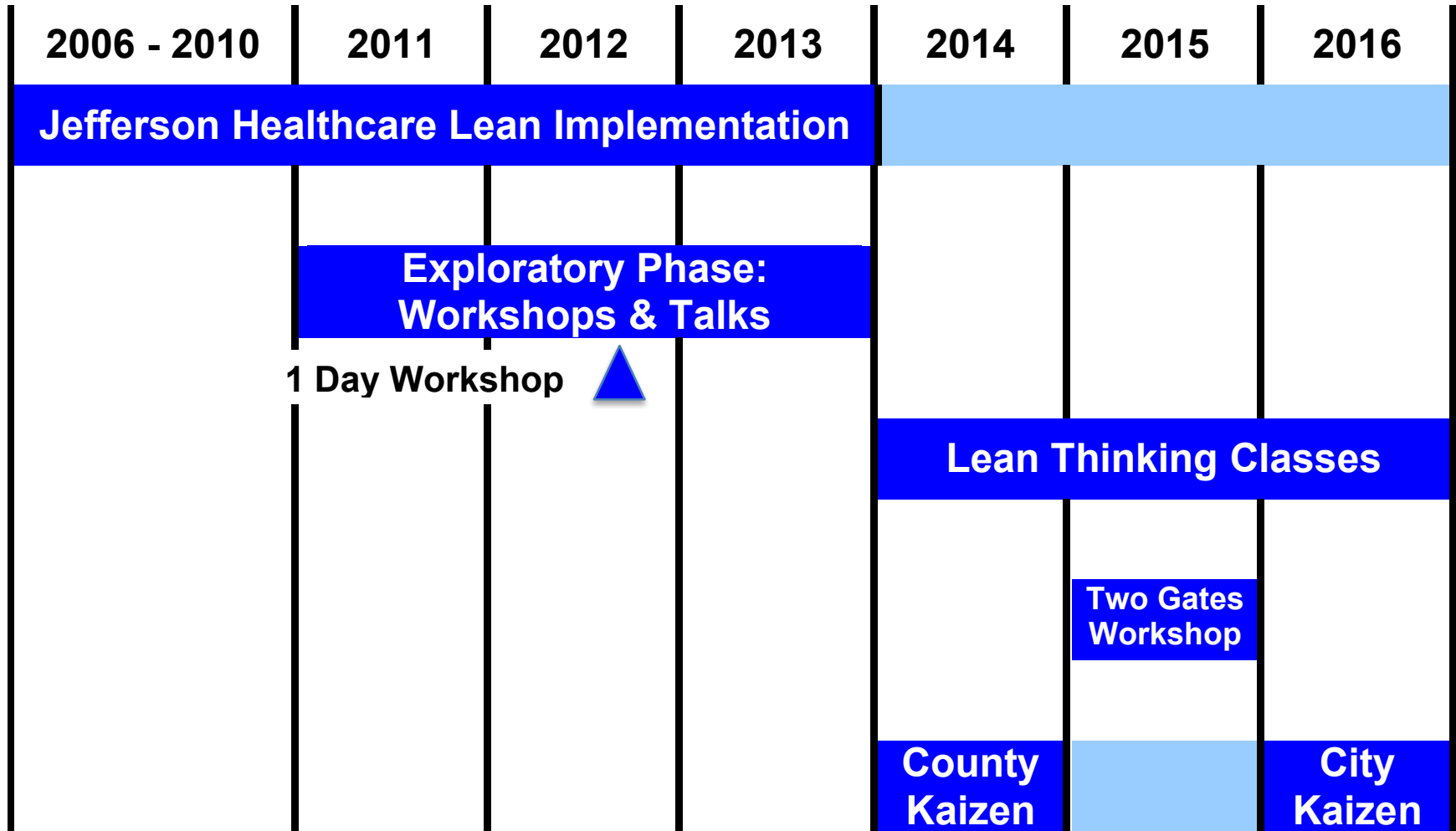
Income

- Median household income - \$47,202
- Per capital income - \$28,607
- 3 in 10 residents are “working poor”

Mostly small
employers with
lower salaries



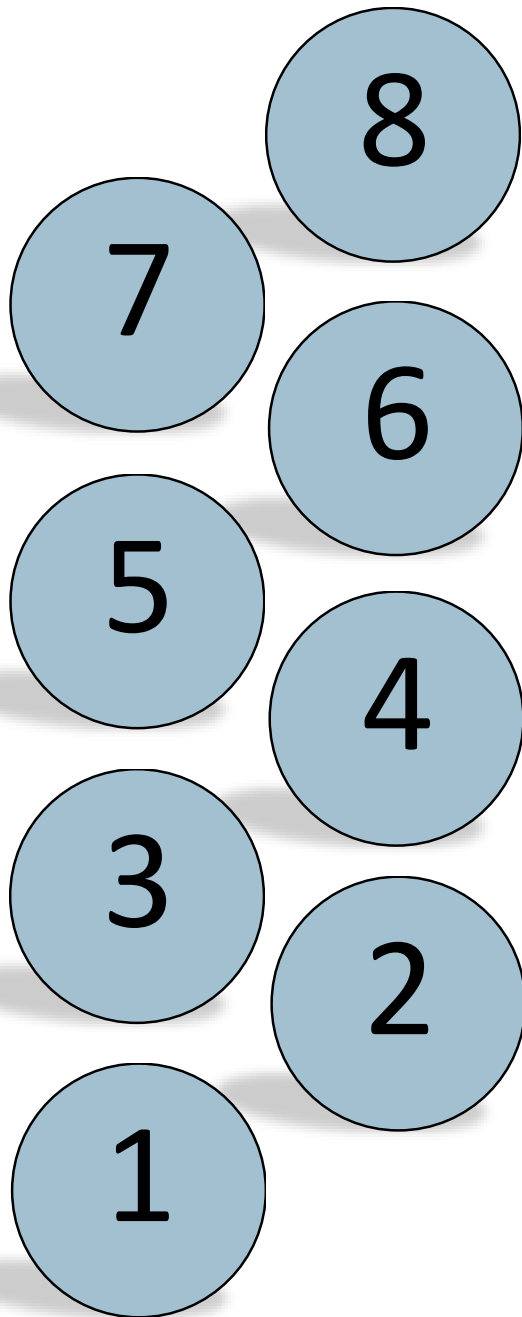
Jefferson Co Lean Journey



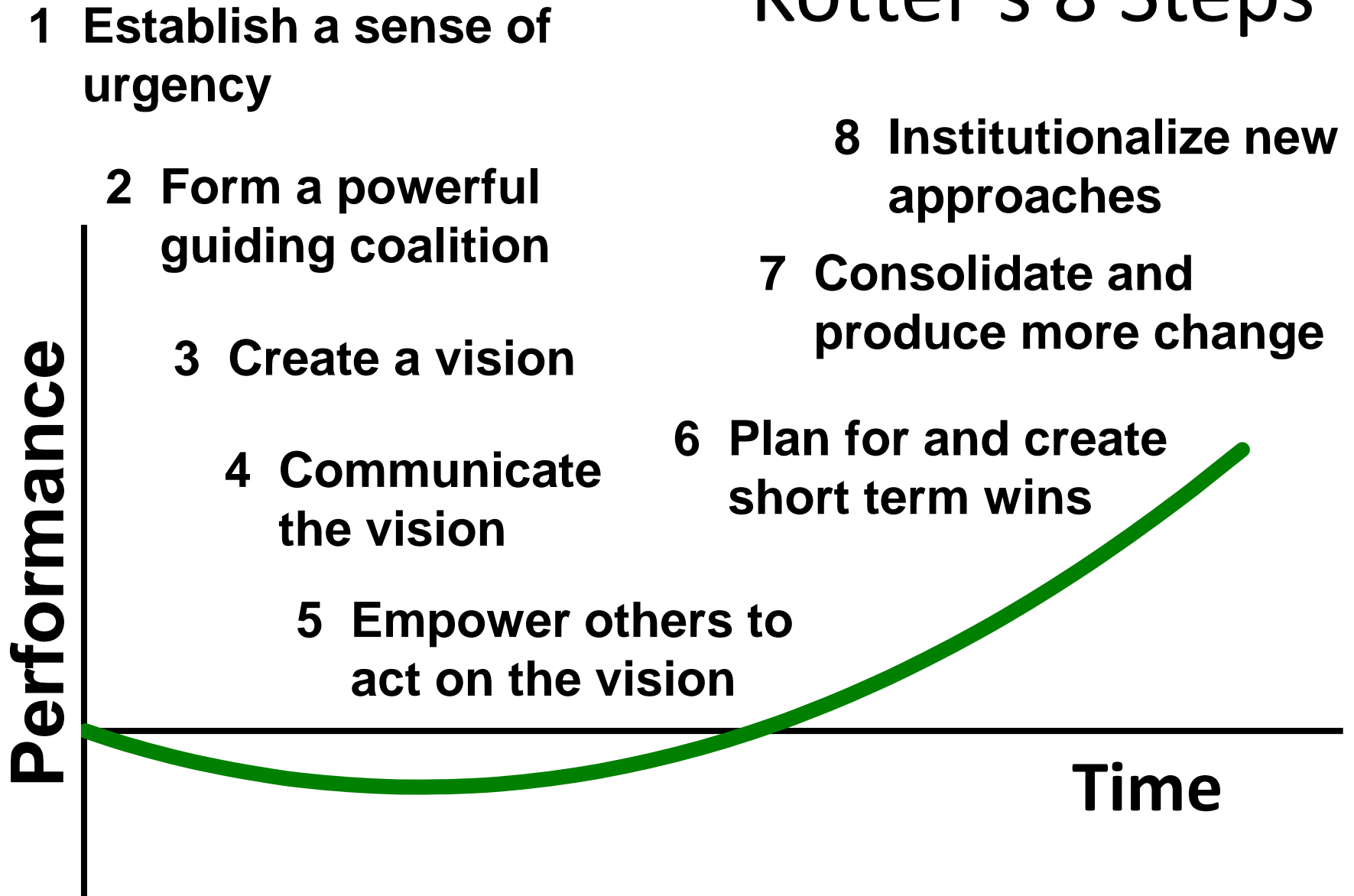
Kotter's 8 Step Process for Leading Change

- The leading principles of change management
- Based upon decades of research in corporations
- Steps on next slide

Question – Does the Kotter process apply to ***community*** change management?



Kotter's 8 Steps



1

Sense of Urgency

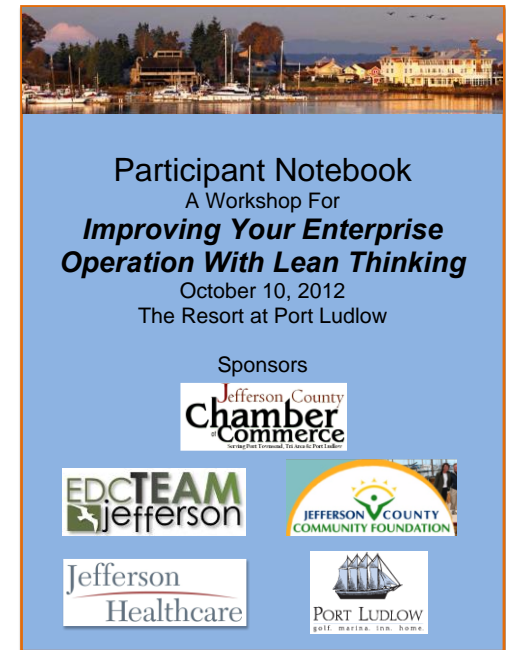
- Weak economic base
- Need for family supporting jobs to attract and retain younger population
- Sub optimized “silo” and “us-them” thinking

Growing sense that community needs a better way of working together to prosper in the future.

2

A Guiding Coalition Emerged from 2012 Workshop

- Countywide organizations lead the coalition
 - The Chamber of Jefferson County
 - EDC Team Jefferson
 - Jefferson County Community Foundation
 - Jefferson Healthcare
- Volunteer subject matter experts
 - Earll Murman, MIT Emeritus
 - John Nowak, Jefferson Healthcare
 - Jay Bakst, Lean Coach
- Participating organizations hand picked for workshop to initialize the coalition



3

Create a Vision

Our Vision – A Lean Thinking community

County enterprises in every sector – business, education, public services, non-profits – embrace Lean Thinking principles to improve productivity, provide excellent customer service and employee satisfaction, and stimulate economic development.

Our Strategy – Grow organically

Through collaborative partnerships, organically grow awareness, competency and implementation of Lean Thinking principles, practices and tools throughout Jefferson County.

4

Communicate the Vision

Three Key Strategies

to boost your
Lean Transformation Journey
Presented by



Member Lunch Meeting July 2014



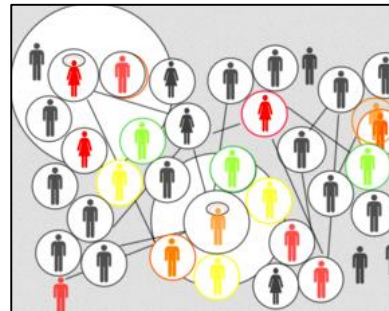
Articles



Workshops



Speakers



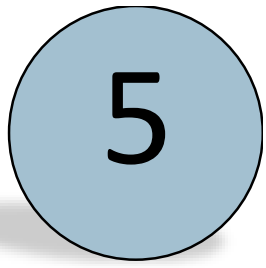
Networking

5

Empower Others by Removing Roadblocks

- We are not the CEO who can grant authority
- Enabling in a community context is to lower the bar that an organization needs to jump over in order to proceed on their lean journey, and then pull them in.





Empower Others with Training Opportunities

- Lean Thinking class - 13 hours over 7 weeks
- ½ day workshops led by Gates Foundation
- One week Lean Academy workshop
 - led by Local Government Performance Center within State Auditor's office
- 1.5 hour Waste Detection workshop
- Examples from different industries
 - Manufacturing and more – service, government, ...
 - Tour of companies with long lean tradition

5

Lean Thinking Class (Our foundation)



Concepts

- Continuous Improvement
- Respect for people
- 5 principles of Lean Thinking
- 8 Wastes
- 3 actuals (going to gemba)
- Standard work
- Single piece flow
- Three levels of kaizen
- PDSA/PDCA
- Implementation & change management

Tools

- 5/6 S
- DMS & huddles
- Process mapping
- Value stream mapping & analysis
- Spaghetti chart
- 5 whys
- Fishbone diagram
- Pareto chart
- Problem Solving Implement Form (A3)
- Kanban
- Improvement events (kaizens)

5

Active Learning

Just-Do-It



Plant Tours

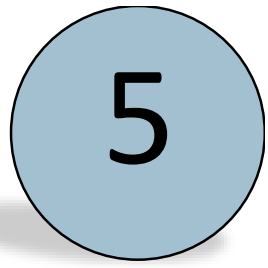


Visual Communication



Push vs. Pull





Lean Academy Service



- Provided by State Auditor's office
- City of Port Townsend Development Review Team
- Week-long, all hands on board activity
- Process - First contact through permit received
- Continued with weekly meetings
including staff and leadership
- Invited State facilitator back for checkups

**“Inspiring” support from leadership and
involvement of staff**

6

Short Term Win



JEFFERSON COUNTY LIBRARY

E X P A N D I N G H O R I Z O N S

Jefferson County Library Profile

Mission: Provide all residents of the District with free & equal access to the diversity of publicly available ideas & information

- Rural Library District
- 16.2 FTE staff
- Avg. 500 visitors/day



Services: Books, CDs, DVDS, e-books, bookmobile, databases, programs, meetings rooms, computers, small business tools, and more

JCL Class Experience

- May 2015 Gates Foundation workshop
- Management team took Spring 2016 class
- During the class, JCL
 - Applied 6S to storeroom
 - Started daily huddles
 - Mapped forms process
 - Developed A3 for how staff should notify library if they will miss work due to illness



JCL Lean Journey



- Morning huddles keep staff informed, connected, interested
- Processing time for new materials reduced by 50%
- Quick Fix path for book repairs handles 75% of volume in 2-3 days compared to 2 weeks

“We talk about improving efficiency, not lean”

6

Short Term Win



Food Co-op Profile



Full-service organic foods market

Affordable organic foods to everyone-every day!

Member-owned consumer cooperative since 1972

Principles

Co-operate for the common good

Act to create social and economic change
within the larger community



Buying Policies

Good nutrition, respect for the environment

Foster local production

Socially responsible workplaces

Co-operative member ownership

Food Co-op Class Experience

Sent entire management team to Jan 2016 class

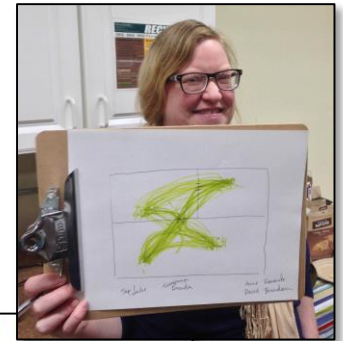


Learned about **visual management** through Lego exercise

Push vs. pull exercise opened eyes to:

Lots of wasted movement

Lots of work in process inventory



Food Co-op Lean Journey

Eliminating batch processing enabled new employees to start 2-5 days sooner



Focus on bottleneck reduced time to price produce by 1-2 hours per week

Making locations **visible** speeds facility repairs



Standardizing labels reduces customer confusion



Initially targeted 4 departments, extended to 6

6

Short Term Win



An independent, non-profit resource for
Children - Adolescents - Adults - Seniors

884 W. Park Ave. | Port Townsend | 360-385-0321

www.discoverybh.org

Formerly Jefferson Mental Health Services

Discovery Behavioral Healthcare Profile

DBH offers Behavioral Health and Chemical Dependency/Substance Use Disorder behavioral health treatment to East Jefferson County

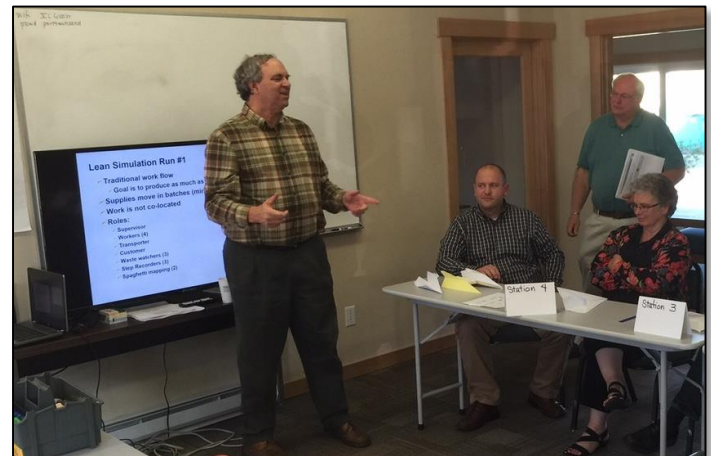
- 25 year old non-profit
- 40 FTE staff
- Avg. 1500 clients/year



Services: Crisis & emergency, psychiatric, child/youth/family, school-based behavioral health and substance abuse, co-occurring disorders treatment, adult outpatient, older adult specialized treatment

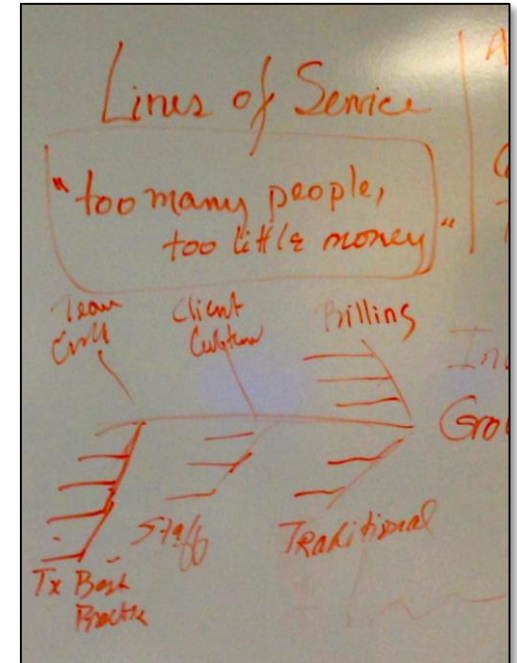
DBH Class Experience

- May 2015 Gates Foundation workshop
- Management team of four took summer 2015 class
- During the class, DBH redesigned their patient intake process
 - Before: 40% of patients took longer than 14 days with 25% no-shows
 - After: Average of 2 days with 5% no-shows



DBH Lean Journey

- Engaged staff in half day kaizens for root cause analysis and structured problem solving.
- Reduced time from first appointment to first treatment from 45 to 15 days or less
- Applied to lines of service:
 - Before: patients treated individually
 - After: many patients in group treatment
 - Better treatment with less resources
- Most useful tools: fishbone, A3, process maps, value stream mapping
- Next: bringing new chemical dependency services into DBH



“We call it ‘just fix it’ and never mention Lean”

6

Short Term Win

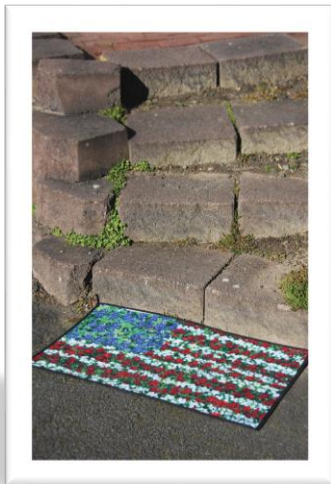


Toland Company Profile

“A personal growth company that also produces and sells wholesale decorative garden products”



- Celebrating 40th anniversary
- Transition from import company to 80% domestic product line
- 100% USA production of flags and mats
- Grown from 12 to 25 employees
- “Print on Demand” production fueled 19% growth and doubled gross profit margin



Toland Lean Class Experience

- Feb 2015 – Three management team members attended class
 - Good introduction to the language and culture of a lean organization
- Six more members took classes
- Tours of lean-based companies provided live look at Lean in action



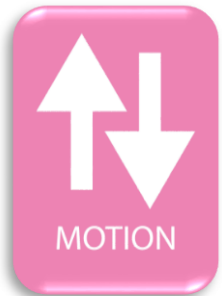
- Lean provides a depth & opportunity to those open and engaged
- Toland took the challenge to introduce lean culture & begin a lean journey

Toland Lean Journey

“Lean is now Toland’s culture”

- 90% increase in weekly production from \$42K to \$80K
- Reduced defectives from 5.5% to 1%
- Reduced order lead time from 23 to 5 days
- Daily huddles improved communication and collaboration
- Employees now provide improvements and solutions
 - Becoming the main source of “continuous improvements”.
 - They see the “**eye of lean**” & talk the universal lean language.
- Implemented Andon cord = red cup program.
- Provided Lean tours of facility to over 100 people

Lean skills have improved employees’ personal growth.



7

Consolidate and Produce More Change

- Continued Publicity
 - Chamber newsletter
 - Chamber & service club meetings
 - Local newspapers
- Maintain contact with alumni
 - Alumni Panels
 - Alumni roundtables, Lean Learning Circles
 - Annual workshop for non-profits (future)
 - Help alumni spread Lean Thinking
- Advanced training (to come)
- Lean coaching available
- Continuous improvement of class offerings



8

Institutionalize

- Community Lean Resource
- Library – Lean business bookshelf
- Utilize social media
- Grow volunteer instructor corps
 - Retired subject matter experts
 - Alumni
- Move towards a blend of paid staff and volunteers
- Engage alumni to foster a county learning community



Are you on a lean management journey? Your library can help. Check out these titles:

At the Port Townsend library:

Creating a Kaizen Culture
 Gemba Kaizen
 Lean Enterprise Value
 Lean Farm
 Made it Stick
 Rolling Rocks Downhill
 Six Sigma
 Switch

At the Jefferson County Library:

Deming and Goldratt
 Gemba Kaizen
 The Goal
 Lean CEO
 Made to Stick
 Scaling Lean
 Switch
 Toyota Way

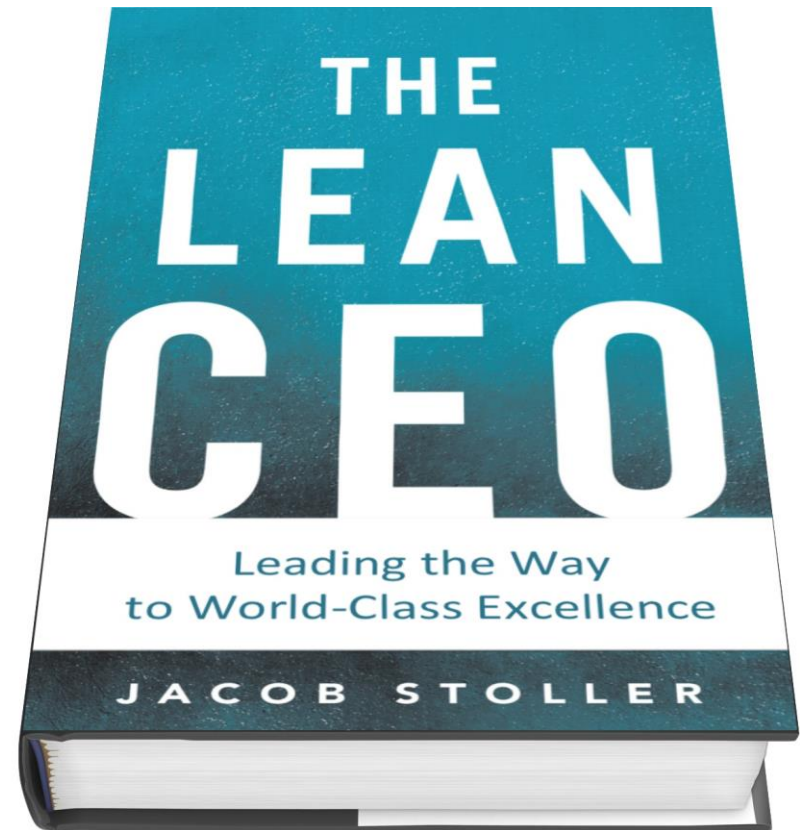
We have many more resources for your business or nonprofit. Contact us for more information!



8

Instill Lean in DNA of Jefferson County Leaders

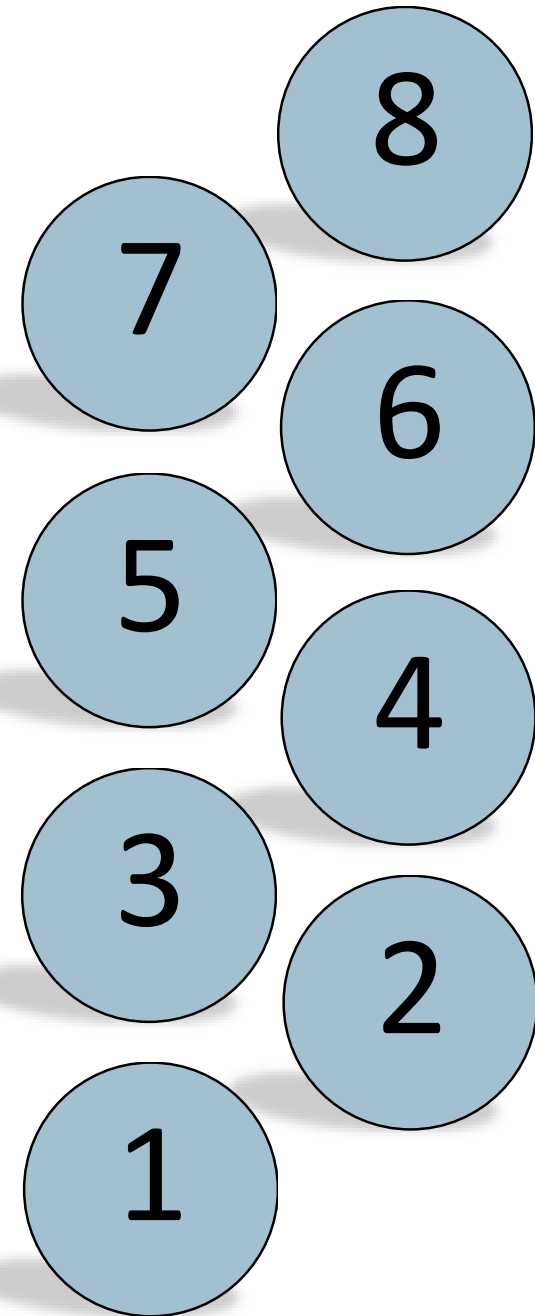
- City and County
 - Elected officials
 - Administrative leaders
 - Departments
- Business leaders
 - Chamber
 - EDC Team Jefferson
- Non-profit leaders



Kotter's 8 Step Process for Leading Change

Question – Does the Kotter
process apply to ***community***
change management?

From our experience, the
Kotter process is applicable
to community change
management.



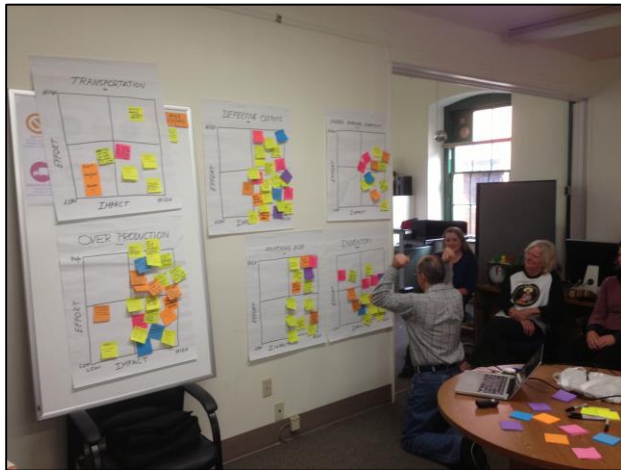
Summing Up

Jefferson County is opting into Lean Thinking

9 businesses

20 non profits

7 public agencies



Port Townsend Leader



FIRST Robotics Team



Jefferson Co. Auditor

About 2% of the population has had some formal introduction to Lean Thinking

It's About Thinking, Not Tools

“Lean is now Toland’s culture”

“We talk about
improving efficiency,
not lean”

Jefferson County Library

“We call it ‘just fix it’
and never mention
Lean”

Discovery Behavioral Health

“The thinking
resonated – how
can we make things
better”

Port Townsend Food Co-op

“Biggest advantage
has been the way
of thinking”

Quimper Unitarian
Universalist Fellowship

Lean is Our Future

“We have real challenges being a rural county. Having more small businesses build plans around Lean is part of our economic development strategy. With Lean, we have a common language to get us through future planning and open up areas of opportunity.



The **Chamber**
OF JEFFERSON COUNTY

building business, building community