Using Change Management and Lean Principles for Better Outcomes

Transforming Lives

Washington State Department of Social & Health Services

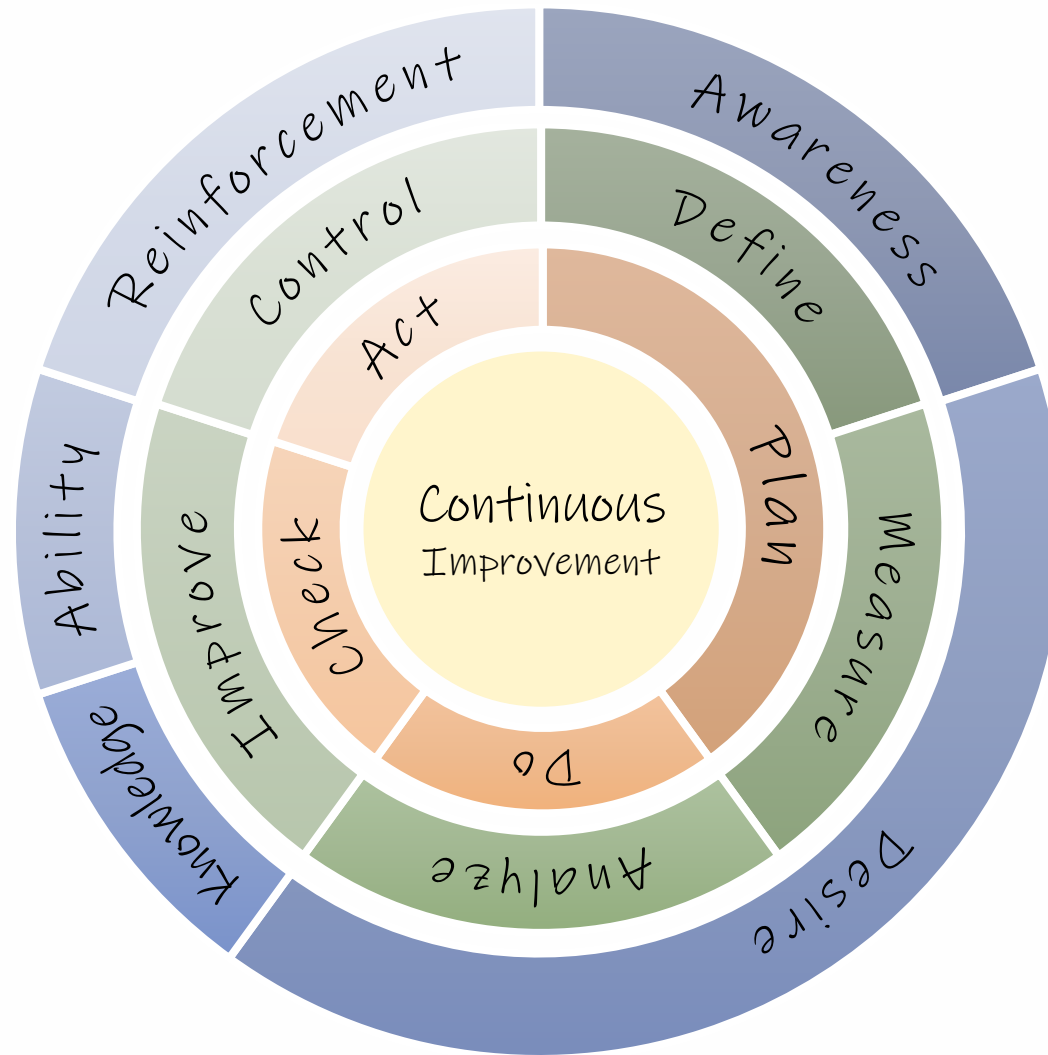*Transforming lives*

Janina Oestreich
Planning and Performance Manager
Division of Child Support
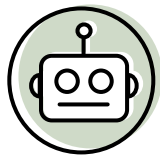
Rachelle Jennings
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Integrating Multiple Disciplines

TECHNICAL SIDE

Define	Measure	Analyze	Improve	Control
Define the problem with the process	Measure the process to identify current state	Analyze and determine the root causes of the defects	Improve the process by eliminating the defects	Control the improved process to avoid backsliding

Initiate	Plan	Execute		Monitor & Control
Define the project	Coordinate project logistics	Do the work to improve the process		PDCA

SUCCESSFUL CHANGE

Understand the need for and the nature of the change	Support and participate in the change	Implement new skills and behaviors	Implement and demonstrate change	Build a culture and competence around the change
Awareness	Desire	Knowledge	Ability	Reinforcement

PEOPLE SIDE

Prosci

DEFINE Integration

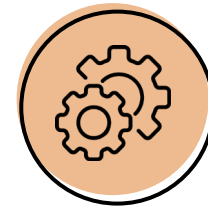| DEFINE	INITIATE	AWARENESS
Define the problem	Define the project	Communicate a problem exists
Problem statement Process map	Charter Stakeholders	What is the change and why is it happening
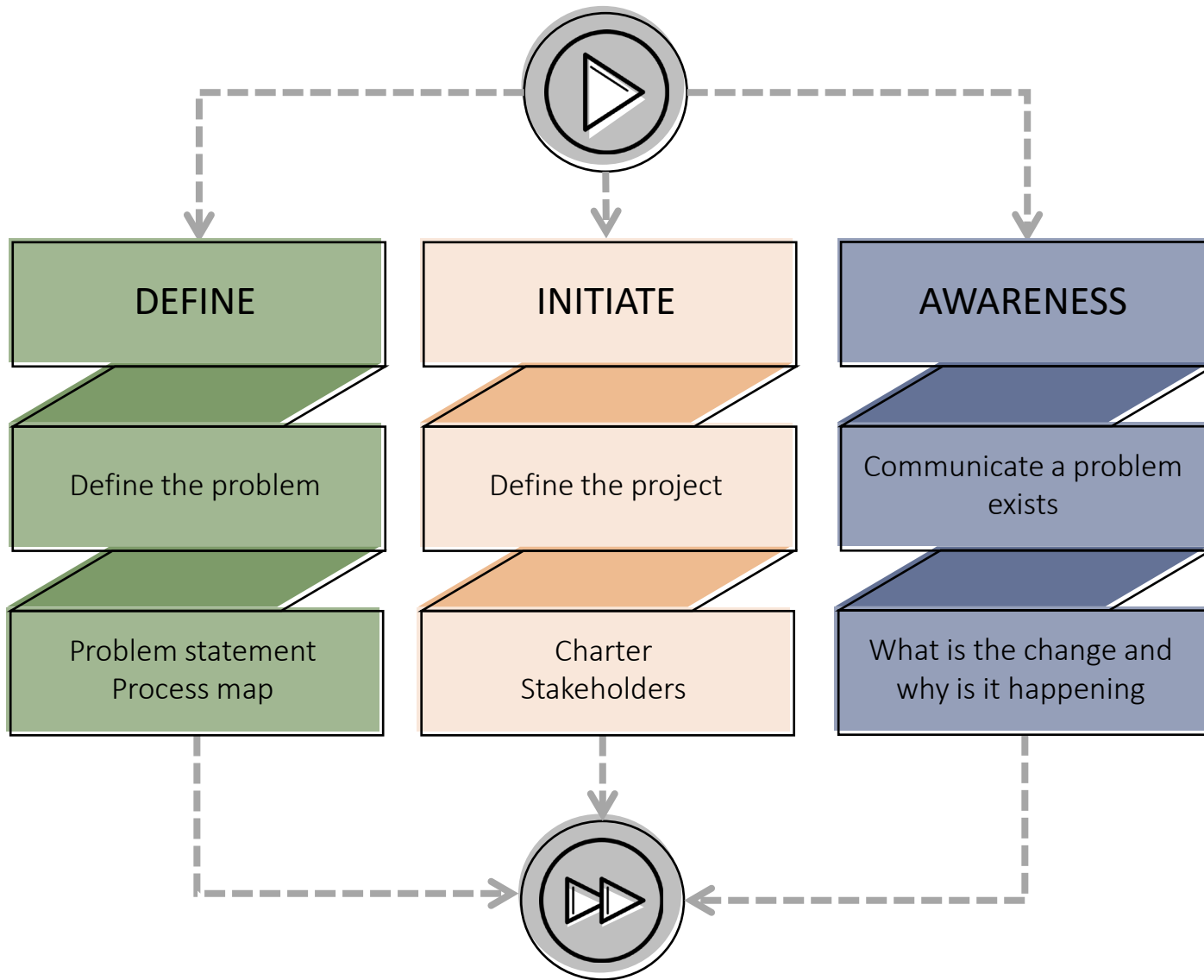
TOOLS
Use the Voice of the Customer and Gemba walk to create a well-defined problem
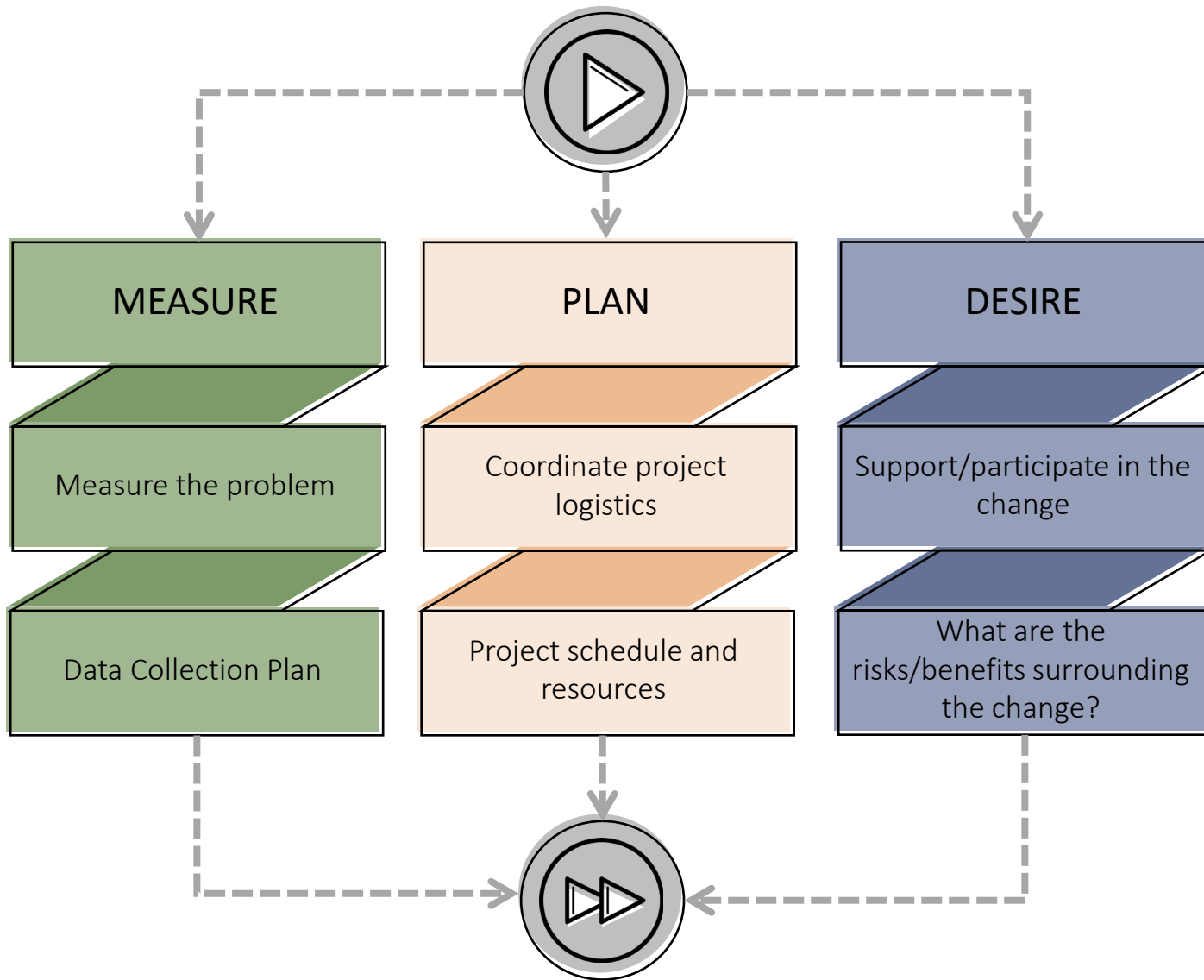
LOGISTICS
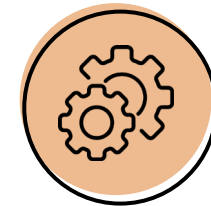Identify project sponsor, members and stakeholders

PEOPLE
Start communicating to your stakeholders about the existence of the problem

MEASURE Integration

MEASURE
- Measure the problem
- Data Collection Plan

PLAN
- Coordinate project logistics
- Project schedule and resources

DESIRE
- Support/participate in the change
- What are the risks/benefits surrounding the change?

TOOLS
Collect and visualize your data using charts and tables to better define the problem

LOGISTICS
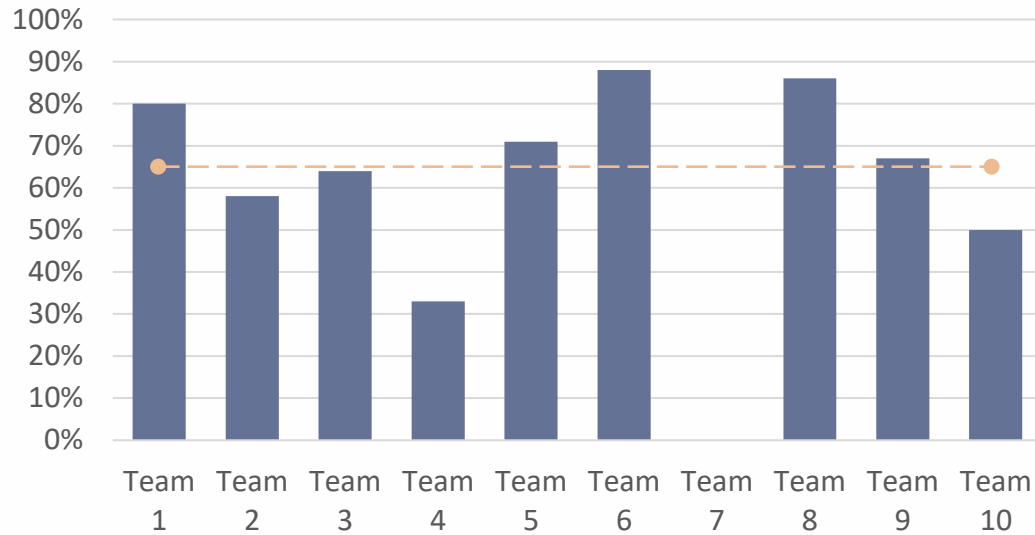Plan your project schedule and identify resources needed

PEOPLE
Use the data to start communicating the risks/benefits to your stakeholders

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TOOLS WE LOVE Change Management Canvas

Scenario:

Recent audit findings of a newly implemented policy showed one of our offices was at an average of 65% accuracy for following the new process required by the policy.

What's the change you are trying to implement? Required refresher training

Problem
What is the problem with the current process? Use data/metrics to support the problem.

Recent audit findings of a newly implemented policy showed an average of 65% accuracy for following the new process required by the policy.

Measurements
How will we measure success and show progress towards our goal?

Goal
What is the ideal future state?

Importance
Why is this change important? What's in it for staff?

Who & What is affected?
What people, departments, and processes need to change in order to realize our goal?

How will we support our people?
What actions will we take to support our people through this change? How will we guide the sponsor to build a coalition and maintain their engagement?

| A	D	K	A	R
Awareness	Desire	Knowledge	Ability	Reinforcement

Timeline
Planned change activities based on status of project

TOOLS WE LOVE Communication Plan

Scenario:

Recent audit findings of a newly implemented policy showed one of our offices was at an average of 65% accuracy for following the new process required by the policy.

Project Required Refresher Training
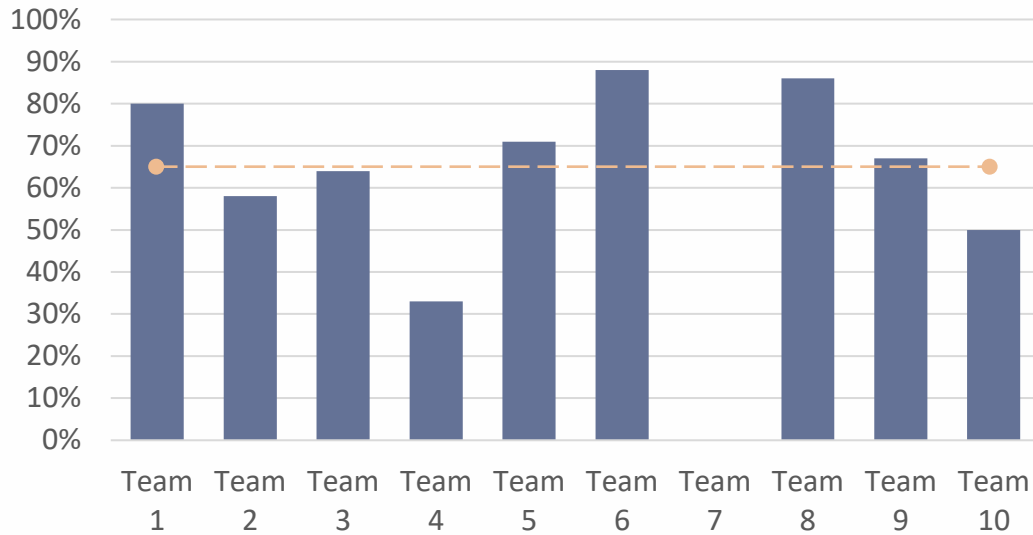
Stage of Change	Purpose	Method	Audience	Message	Delivery Date	Sender
Awareness	What is the nature of the change? Why is the change happening? What is the risk of not changing					
Desire	What's in it for me (WIIFM)?					
Knowledge	What do I need to do?					
Ability	How do I need to do it?					
Reinforcement	What is the plan for keeping the change in place?					

ANALYZE Integration

ANALYZE

Analyze the problem

Root cause analysis

EXECUTE

Do the work to improve the process

Direct and manage project work

DESIRE

Support/participate in the change

What are the risks/benefits surrounding the change?
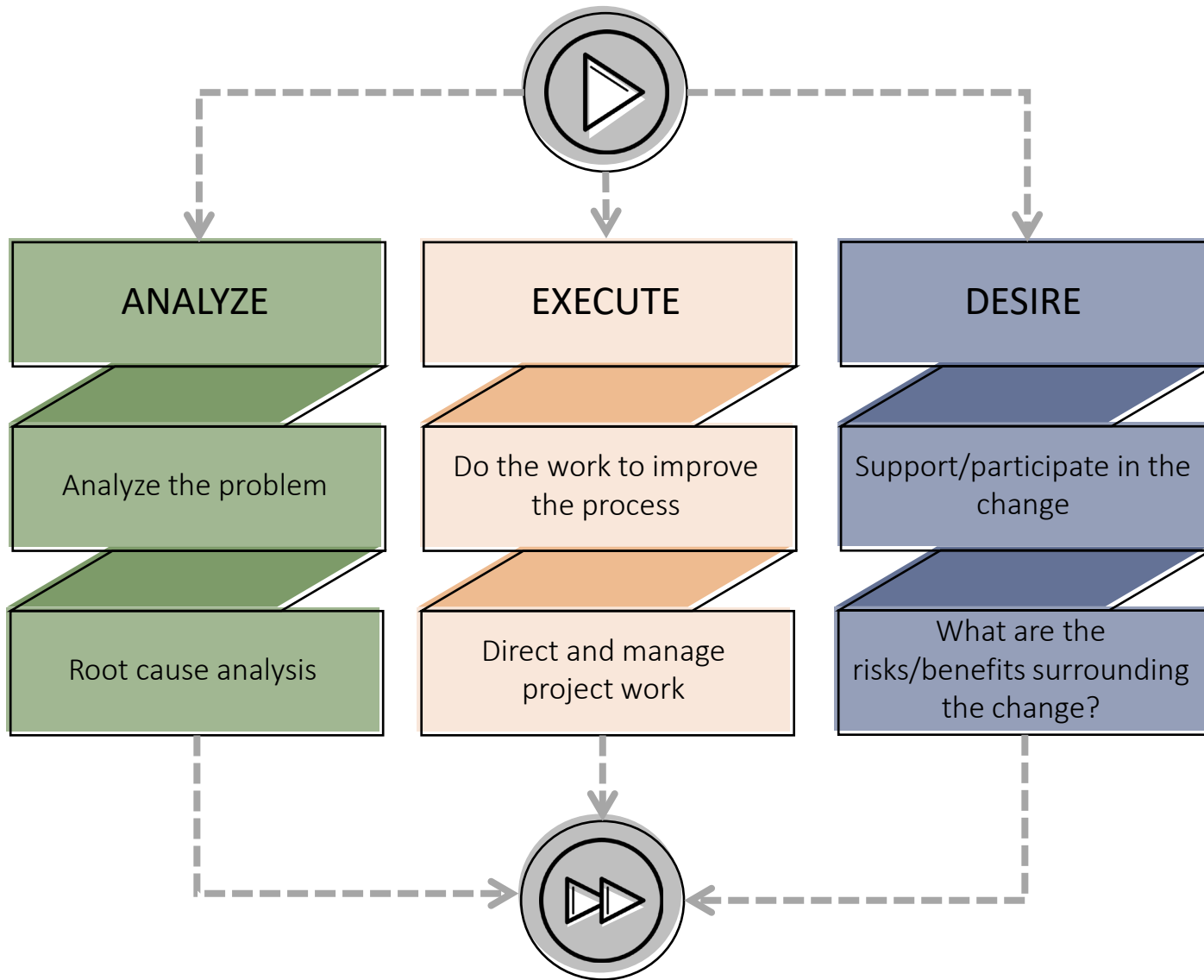
TOOLS
Use tools like the Fishbone Diagram and 5 Whys to determine the root cause of the problem
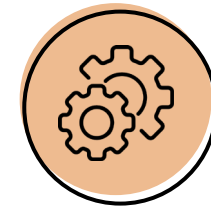
LOGISTICS
Identify and assign tasks to keep the project on track

PEOPLE
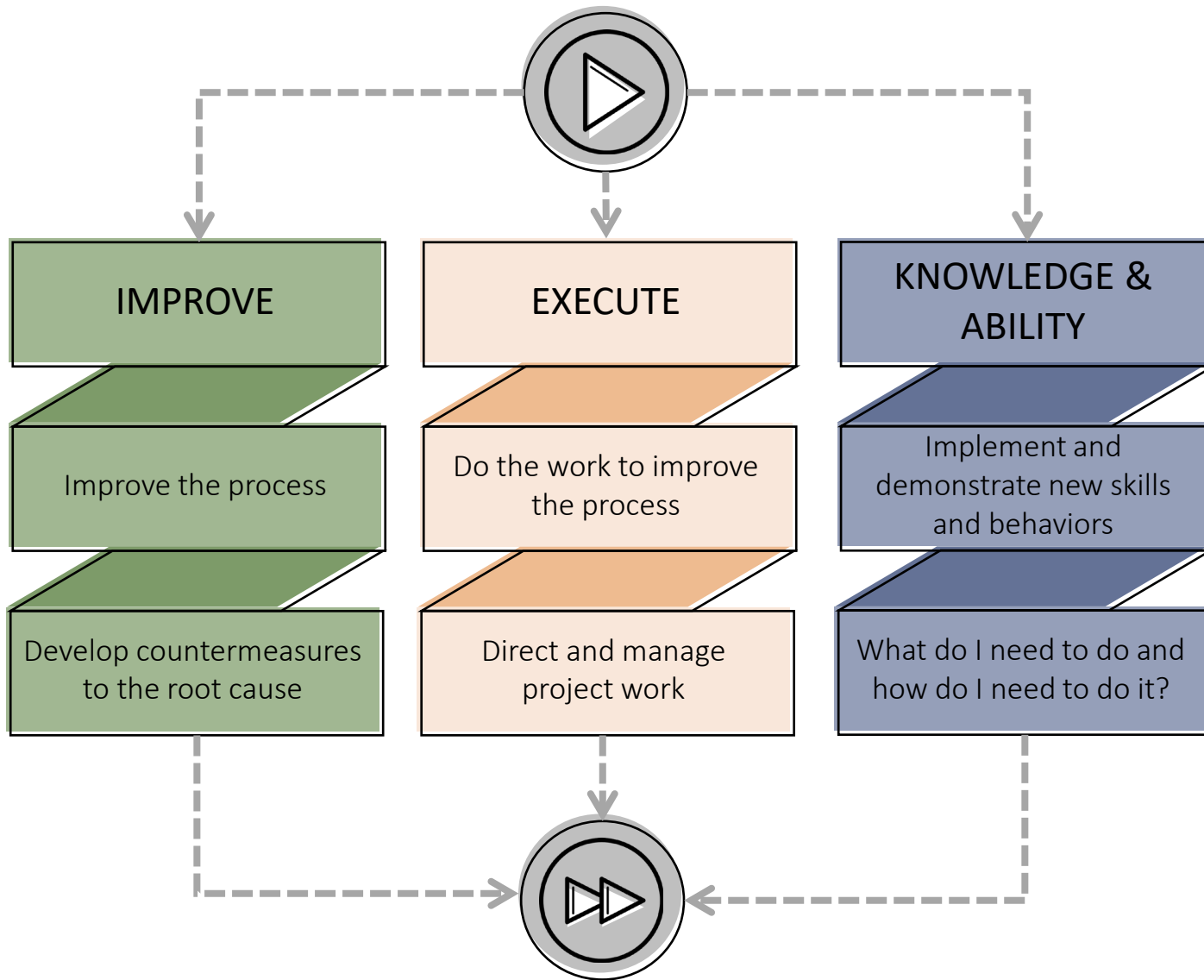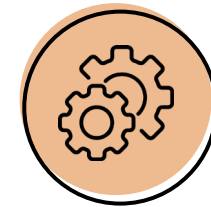Use the outcome of your root cause analysis to communicate the risks/benefits of changing to your stakeholders (WIIFM)

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IMPROVE Integration

IMPROVE

Improve the process

Develop countermeasures to the root cause

EXECUTE

Do the work to improve the process

Direct and manage project work

KNOWLEDGE & ABILITY

Implement and demonstrate new skills and behaviors

What do I need to do and how do I need to do it?

TOOLS
Use Mind Mapping and the PICK chart to brainstorm and prioritize countermeasures
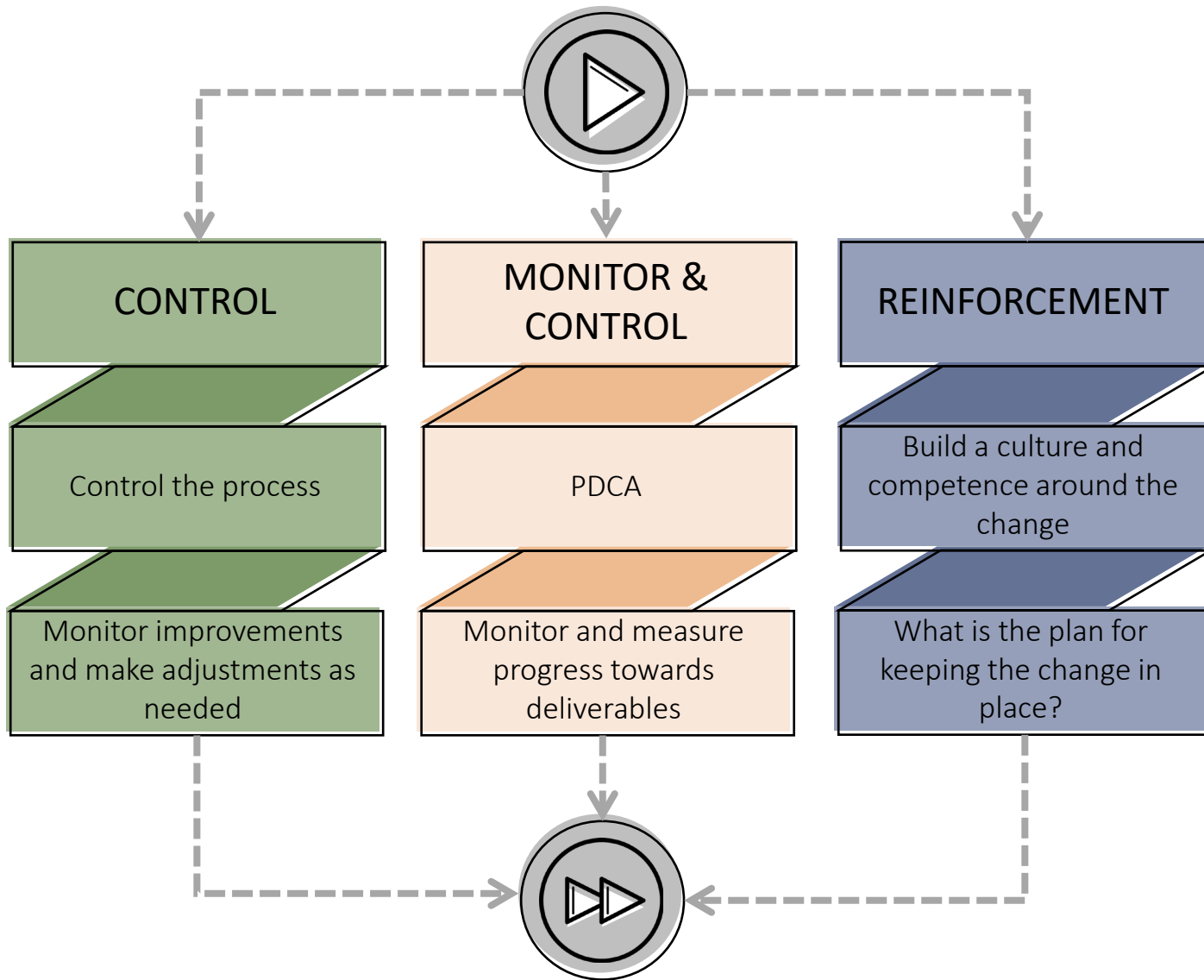
LOGISTICS
Identify and assign tasks to keep the project on track

PEOPLE
Provide communication, training and subject matter experts to demonstrate what needs to be done and how to do it

CONTROL Integration

CONTROL
- Control the process
- Monitor improvements and make adjustments as needed

MONITOR & CONTROL
- PDCA
- Monitor and measure progress towards deliverables

REINFORCEMENT
- Build a culture and competence around the change
- What is the plan for keeping the change in place?

TOOLS
Use the RACI Chart or Implementation plan to monitor or make adjustments as needed to standardize the new process
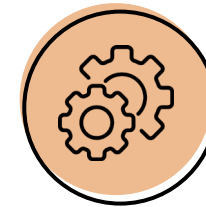
LOGISTICS
Monitor and measure progress towards deliverables

PEOPLE
Celebrate successes, reward successful change and have a system in place to prevent backsliding

Thank You!

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