Accelerating Results: Tips for Surfacing, Sponsoring, and Sustaining Problem Solving

Presented by:
Annette Schuffenhauer, Chief Legal Officer, Washington Health Care Authority
Suzanne Hoffman, Vice President, Mass Ingenuity
Tom Moore, Regional Vice President Professional Services, Mass Ingenuity

Washington State Government Lean Transformation Conference
October 19, 2016 10:30-11:30am
Welcome!

SEE.
Envisioning solutions to our nation’s most complex challenges

BELIEVE.
Engaging the untapped passion and talents of our public workforce

ACHIEVE.
Delivering results that showcase great government in action

Accelerating Results: Tips for Surfacing, Sponsoring, and Sustaining Problem Solving
Mass Ingenuity Enables Results

MASS INGENUITY’S NOW Management System® is a comprehensive, results-driven, integrated system of performance management that, through its deployment, reliably transforms organizational culture.
We are proud to serve you.

We are not here merely to make a living. We are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. We are here to enrich the world, and we impoverish ourselves if we forget the errand.

-Woodrow Wilson
Today’s focus

At the heart of achieving results with Lean is a strategic emphasis on solving problems at all levels and tapping into the potential of people.
Problem Solving IS Lean

- Achieve better results
- Common process and tools
- Uses data and the knowledge of the people closest to the work
7-Step Problem Solving

1. Agree on the Problem
2. Map the Current Process
3. Uncover & Prove the Root Causes
4. Develop Solutions
5. Implement the Fix
6. Hold the Gain
7. Reflect & Learn
Tips for Problem Solving: SURFACING
Tip #1: Align with the BIG picture

✓ Describe significant work of the organization
✓ Define measures for routine work and initiatives
✓ Develop local measures with line of sight
Tip #2: Use DATA as your foundation

- Monitor measures aligned to the big picture
- Start problem solving projects to solve gap
- Gather data to prove root causes BEFORE solutions
Tip #3: Depend on EMPLOYEES

☑ People closest to the work often have the best insights on current work, voice of customer and solutions

☑ *Creatively* involve them
Our Mission:
Provide high quality health care through innovative health policies and purchasing strategies.

Our Values:
People First
Leadership
Public Service
Service Excellence

Innovation
Respect
Stewardship
Collaboration

Our Vision:
7 Step Problem Solving: My story

Surfacing
• Executives aligned
• Scorecard indicated gap
• Data brought clarity

Sponsoring

Sustaining
Tips for Problem Solving: SPONSORING
Tip #4: Ensure CLARITY

- Set direction for team
- Roles and decision process defined
- Cultivate transparency
Tip #5: Build CAPABILITY in others

✓ Expect and encourage skill development
✓ Coach the steps and resist giving the solutions
✓ Set expectations and trust the team
Tip #6: Provide BEST resources

- Secure people for the key roles
- Common language
- Clear path to approvals
- Access to tools
Tips for Problem Solving: SUSTAINING
Tip #7: PARTNER with Stakeholders

✓ Conduct Stakeholder assessment
✓ Define communication, training, and coaching plans
✓ Collaborate with sponsor and project team
Tip #8: Monitor and ADJUST

- Apply PDCA to your Problem Solving project
- Listen for early feedback
- Encourage experiments
Tip #9: Ensure HANDOFF

- Transition ownership
- Position to keep and grow the gain
- Apply solutions to related areas
7 Step Problem Solving: My story

<table>
<thead>
<tr>
<th>Surfacing</th>
<th>Sponsoring</th>
<th>Sustaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Executives aligned</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Scorecard indicated gap</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Data brought clarity</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# 7 Step Problem Solving: My story

## Surfacing
- Executives aligned
- Scorecard indicated gap
- Data brought clarity

## Sponsoring
- Empowered employees
- Clarity of roles
- Having the “right people” at the table
- Clear authority

## Sustaining
Problem Solving Project Results

- Increased “on time” from 58% to 89.6%
- Today we have 8 late policies and 6 are actively being updated
- Team is planning to apply improvements to other divisions
7 Step Problem Solving: My story

**Surfacing**
- Executives aligned
- Scorecard indicated gap
- Data brought clarity

**Sponsoring**
- Empowered employees
- Clarity of roles
- Having the “right people” at the table
- Clear authority

**Sustaining**
- Actively monitoring
- Celebrated successes
- Learnings being shared
Questions?

Accelerating Results: Tips for Surfacing, Sponsoring, and Sustaining Problem Solving
SEE.
Envisioning solutions to our nation’s most complex challenges

BELIEVE.
Engaging the untapped passion and talents of our public workforce

ACHIEVE.
Delivering results that showcase great government in action

Accelerating Results: Tips for Surfacing, Sponsoring, and Sustaining Problem Solving