

**Human Services Agency  
Lean Six Sigma Deployment and Implementation Plan**

Revised February 17, 2009



## Overview

The Human Services Agency's Lean Six Sigma (LSS) Deployment and Implementation Plan builds upon HSA's current efforts to streamline business processes in order to provide even better customer service, meet or exceed performance mandates, and maximize resources.

As HSA faces unprecedented budgetary and "cost-of-doing-business" shortfalls, it is critical that HSA continue to align existing resources strategically. While HSA must address overarching fiscal issues using a number of strategies, HSA recognizes that there are opportunities throughout the Agency to create efficiencies that will result in costs savings and/or resource maximization.

Therefore, HSA is committed to deploying LSS Agency-wide in alignment with County-wide priorities and HSA's five-year Strategic Plan, dedicating LSS resources to those areas likely to produce the greatest returns on investment.

HSA's LSS Deployment and Implementation Plan addresses five critical areas:

- Section 1: Executive-level Commitment to LSS
- Section 2: Organizational Structure Supporting LSS
- Section 3: Criteria for Selecting and Prioritizing Kaizen Events
- Section 4: Kaizen Events and Milestones Projected for 2009
- Section 5: LSS Communication Tactics
- Attachment: Get-To-Excellence Plan

## **Section 1: Executive-Level Commitment to LSS**

### ***Structured, Coordinated LSS Deployment***

While LSS may be implemented in organizations in a “grass roots” fashion, it is more appropriate to implement LSS in a structured manner in complex organizations, such as HSA, where numerous federal, state, and local mandates, as well as automated systems, intersect in nearly every major business process. Implementing LSS in a structured manner will prevent any unintended consequences that could result from an uncoordinated effort, and will ensure that LSS resources are dedicated strategically to priority areas.

### ***Executive Team as LSS Sponsors***

HSA’s Executive Team has participated in “Champion” training offered by the County. Moreover, because each member of the Executive Team has already sponsored at least one successful Kaizen Event, all Executive Team members understand how LSS methodologies can be applied in a human services environment.

One or more of HSA’s Executive Team will continue to sponsor all LSS events, fulfilling a number of roles including:

- Selecting topics for LSS events
- Reviewing event charters
- Authorizing subject matter experts to dedicate the amount of time necessary for full participation in LSS events
- Providing support and guidance to event champions, team members, and facilitators
- Taking ownership for sustaining the results achieved during LSS events that in turn advance HSA’s Strategic Plan

### ***LSS Alignment with HSA’s Strategic Plan***

HSA’s Executive Team has committed to supporting LSS in alignment with County-wide priorities (such as the “green” initiative) and the five-year HSA Strategic Plan that the Executive Team has recently developed for the Agency. HSA’s Strategic Plan has established seven priority areas for the Agency, all of which have links to process improvement.

For example, the Strategic Plan priority area “Customer Service – Timeliness” will be addressed (in part) through the selection of LSS events aimed at streamlining processes by eliminating unnecessary or duplicative tasks that slow down service delivery.

Additionally, the Strategic Plan priority area “Systems Improvement and Innovation” will be operationalized (in part) by conducting LSS events aimed at replacing manual tasks with existing technology that is faster and more accurate.

Further, the priority area “Policy Initiatives – Program Improvement” will be supported (in part) by utilizing LSS methodologies (e.g., “Design for Lean Six Sigma”) aimed at process *development* rather than process *improvement*, resulting in the creation of entirely new service

systems *designed at the outset* with LSS principles in mind (i.e., service systems specifically designed to meet customer expectations and performance mandates).

Because HSA's Executive Team has recently undertaken an extensive strategic planning effort wherein priority areas for improvement have been identified, HSA has a solid foundation on which to rest LSS deployment and implementation. At this time, the Executive Team does not plan to engage in a separate LSS executive planning session, but will work jointly to select topics for LSS events that advance the HSA Strategic Plan, discuss LSS event results as a team, and engage in quarterly meetings about the status of LSS at HSA.

## **Section 2: Organizational Structure Supporting LSS**

### ***LSS Deployment and Implementation Responsibility***

The HSA Executive Team is providing high-level LSS deployment and implementation guidance to the Agency, and has vested tactical deployment and implementation leadership responsibility within its Administration Department for a number of reasons. For example, many LSS events will cover topics that cross program department lines, making it advisable for a non-program group to ensure that cross-cutting events are well-coordinated from an Agency perspective. Moreover, many of the County-wide LSS agendas will target administrative areas (e.g., purchasing and recruitment). By training HSA administrative staff in LSS, HSA will ensure that the representatives sent to County-wide LSS events are well-suited to participate in those events.

*LSS Deployment Champion:* Barry Zimmerman, Agency Director  
Melissa Livingston, Deputy, Administration (alternate)

*LSS Executive Leadership:* Lauri Flack, Deputy, Business and Employment Services  
Linda Henderson, Deputy, Adult and Family Services  
Curtis Updike, Deputy, Transitional Assistance  
Judy Webber, Deputy, Children and Family Services

### ***Green Belt Staffing***

To date, seven staff from HSA's Administration Department have earned Green Belt certifications. HSA will send an additional three staff from its Administration Department to Green Belt training in Winter/Spring 2009, completing HSA's Green Belt complement.

HSA plans to utilize its Green Belts to conduct Kaizen Events, help implement "Just-Do-It's," and educate staff about how they can use simple LSS tools on their own outside of formal LSS events to make improvements that are limited in scope and affect a small number of staff. HSA does not plan to utilize its Green Belts to conduct LSS Projects, as the size and scope of Projects is beyond the Green Belts' current level of training.

HSA may invest in Black Belt training after HSA has experienced success with LSS for at least two years. HSA believes that an experienced Green Belt who has conducted Kaizens frequently for at least two years will be better prepared to take full advantage of costly Black Belt training.

<i>Green Belts:</i>	Myra Chavez	Admin	Office of Strategy Management
	Leticia Lachberg	Admin	Office of Strategy Management
	Jennie Pittman	Admin	Office of Strategy Management
	Betty Salinas	Admin	Office of Strategy Management
	Gina Spoerlein	Admin	Office of Strategy Management
	Kathy LeClair	Admin	General Support Services
	Patty Sanchez	Admin	ITS / HSA Liaison
	Garrick Leedy	Admin	Business Technology
	Sarah Becerra	Admin	Fiscal
	TBD	Admin	Human Resources

### ***LSS Tactical Lead***

Within HSA’s Administration Department, the Office of Strategy Management has been designated as the LSS lead. As such, the Office of Strategy Management fulfills a number of roles and responsibilities, including:

- Conducting preliminary analysis to help the Executive Team decide whether to undertake LSS events on particular topics
- Conducting thorough analysis to define the scope of LSS events, ensuring that the events are the appropriate size and complexity for Kaizen Events
- Assigning Green Belts to facilitate selected events
- Gathering pre-event and post-event metrics
- Assisting Kaizen champions in executing post-event control plans
- Publishing event results, including cost-savings and resource maximization figures
- Communicating promising practices and sharing resources via HSA Green Belt roundtable sessions, the HSA Intranet, the County-wide Practitioner’s Council, and the HSA and County-wide LSS teaming sites

Additionally, the Office of Strategy Management stays in close communication with the Executive Team to ensure that LSS events are progressing as desired, and engages in quarterly sessions with the Executive Team to review event results and plan the next quarter of activity.

### ***LSS Roles and Responsibilities Diagram***



### ***Resources Required***

HSA will continue to participate in the Green Belt training program provided by the County. HSA does not anticipate utilizing contracted staff to assist in planning or facilitating LSS events. When HSA requires technical assistance, HSA will request help through the County-wide Practitioner's Council. Further, HSA will take advantage of resources posted on the County's Service Excellence web site and shared via County-wide Teaming sites dedicated to LSS.

In addition to supportive executive leadership, well-trained facilitators, and highly knowledgeable Kaizen team members, key resources that have enabled HSA to conduct six successful Kaizens to date include: the HSA Intranet (for sharing information and posting LSS results); the web-based PolicyTech system (for posting and managing policies, procedures, forms, etc.); and the availability of a customized LSS room at the Partridge building. The Cottonwood Room at Partridge has been equipped with two computers, lap top connectivity, printer access, and overhead projector capability. Conducting Kaizens in this room has been very effective, as multiple Kaizen participants may be tasked with completing tasks at the same time (e.g., one participant finalizes a Visio flow chart while another posts a new procedure in PolicyTech, and another develops a Quad Chart in PowerPoint).

### **Section 3: Criteria for Selecting and Prioritizing LSS Events**

#### ***Proposed LSS Event Topics***

HSA's Deputy Directors have proposed topics for Kaizen Events in their departmental business plans, which support HSA's five-year Strategic Plan.

Ideas for LSS events are also emerging from HSA staff who are becoming familiar with LSS through information posted on the HSA Intranet, through their own participation in Kaizen Events, and through communication with their peers who have participated in Kaizens. Indeed, 60 staff have already participated in at least one Kaizen to date, and they are now serving as LSS ambassadors in their offices.

Proposed topics for LSS events are submitted to HSA's Office of Strategy Management, which performs preliminary analysis. If the OSM's analysis reveals that the proposed topic may be handled as a "Just-Do-It," the OSM discusses this with the person who proposed the topic, offering tips and tools that the person may use independently to implement the change. "Just-Do-It's" are not forwarded to the Executive Team for consideration. If the OSM's analysis reveals that the proposed topic is a large-scale LSS Project, the OSM works with the person who proposed the topic to understand whether the project may be broken down into smaller topics suitable for Kaizen Events. After completing preliminary analyses of all topics proposed, the OSM submits high-level proposals for Kaizen Events to the Executive Team.

#### ***Kaizen Event Selection and Prioritization Criteria***

HSA's Executive Team selects and prioritizes topics for Kaizen Events by asking and answering a number of questions, including the following:

- Does the proposed Kaizen Event advance a *specific objective* in a departmental business plan *supporting HSA's Strategic Plan*, and does the proposed timing of the Event align with the Agency's priorities?
  - All Kaizen Events must advance a specific objective identified in a departmental business plan supporting HSA's Strategic Plan to ensure alignment with the Agency's priorities. Further, the timing of Kaizen Events must be considered early-on to ensure the availability of Agency resources for the Event given other Agency priorities.
- Is the problem to be addressed through the proposed Kaizen Event primarily a *process-related* problem?
  - The Executive Team must be certain that the problem to be addressed is primarily a process-related problem (not a political issue, or individual performance issue, for example) in order to ensure a good fit with LSS methodologies. If the problem that needs to be resolved is primarily a political problem, utilizing a hard-driving LSS approach may be less

successful than using a different approach that allows participants more time to become comfortable with group decisions.

- Is the proposed Kaizen Event intended to improve an existing process (or create an entirely new process) related to a *critical mandated* function or performance metric?
  - Given HSA's limited resources, the Agency must prioritize the improvement of existing processes related to critical mandates (i.e., those processes that are "drawing fire," are critical to customers, and must be performed in order to be in compliance with federal, state, or local requirements).
- Do the leaders who will need to champion the outcome of the proposed Kaizen Event – as well as the staff who will need to sustain the outcome – have the *capacity and willingness* to support and implement the change?
  - In order to ensure a good return on investment, the Executive Team must be certain that the leaders and staff affected by the outcome of the LSS event have the capacity and willingness to accept the change, given adequate training and reinforcement through strong supervision.

Once HSA's Executive Team determines that the proposed Kaizen Event topic is viable, the Executive Team asks the Office of Strategy Management to perform further analysis before making a final determination about conducting the Kaizen Event. The Office of Strategy Management then uses a number of criteria to analyze proposed event topics thoroughly, including:

- Degree to which the process is definable
- Degree to which the scope is manageable
- Degree to which the event topic is connected to a larger end-to-end process that has or has not already been streamlined, or is connected to smaller sub-processes that have or have not already been streamlined
- Degree to which facilities and technology need to be changed – and can realistically be changed – to achieve the objective of Event
- Number of persons and types of expertise needed to achieve the objective of the Event
- Level of active participation by participants needed to achieve the objective the Event
- Availability and expertise of Green Belts to facilitate the Event

Depending on the results of the Office of Strategy Management's comprehensive analysis, further discussions with the Executive Team may be necessary to ensure that the proposed Kaizen Event will provide a good return on investment.

**Section 4: Kaizen Events and Milestones Projected for 2009**

At a minimum, HSA plans to conduct the following Kaizen Events during 2009 (see attached Get-To-Excellence Plan for further information):

- 1) Application Registration: Streamline critical function that captures approximately three million pieces of data entered by 200+ staff annually.
- 2) Data Collection: Streamline critical function that captures approximately 12 million pieces of data entered by 200+ staff annually.
- 3) Renewals / Redeterminations / Recertifications: Streamline critical function that captures approximately 12 million pieces of data entered by 200+ staff annually.
- 4) Benefits Issuance: Streamline critical function that underlies the issuance of approximately \$44 million in Food Stamp benefits, \$40 million in CalWORKs benefits, and \$430 million in Medi-Cal benefits annually.
- 5) Benefits Recovery: Streamline critical function that underlies the recovery of approximately \$645,000 in Food Stamp benefits and \$500,000 in CalWORKs benefits annually.
- 6) Leave of Absence: Streamline critical Human Resources function applicable to 1,000 staff; approximately 120 Leave of Absence packets were provided to staff in CY 2008.
- 7) Concurrent Planning for Foster Children: Streamline mandated function in support of child welfare system improvement plan that affects approximately 800 children and 60 social workers.
- 8) In-Home Support Services Application Processing: Streamline critical function to ensure compliance with performance mandates; approximately 2,000 IHSS applications are taken annually.
- 9) Public Authority Provider-Consumer Matching: Streamline critical function to ensure timely matches that meet consumers' needs; approximately 670 providers are registered through the Public Authority.
- 10) Additional event(s) completed as part of new Green Belts' certification requirements

**LSS Milestones Chart**

	Jan 09	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09	Aug 09	Sep 09	Oct 09	Nov 09	Dec 09
Executive LSS Strategy & Briefing Sessions Held		X			X			X			X	
GBs Trained				10 total								
Kaizen Events Conducted		X	X	X	X	X	X	X	X	X	X	
Kaizen Event Participants (unduplicated)	45 to date											90 total
HSA LSS Teaming Site Updated	X	X	X	X	X	X	X	X	X	X	X	X
HSA LSS Intranet Site Updated	X	X	X	X	X	X	X	X	X	X	X	X
HSA GB Roundtable Sessions Held	X		X		X		X		X		X	

## **Section 5: LSS Communication Tactics**

### ***Communicating Across HSA***

HSA will continue to utilize a number of communication tactics to ensure that LSS results and promising practices are shared throughout HSA, including the following:

- Quarterly Executive Team briefings during which LSS information is shared that may then be cascaded throughout the Agency
- Participation in Kaizen Event brief-outs by Executive Team members, senior managers, and others to facilitate a deeper understanding of LSS methodologies
- Regular updating of LSS information on the HSA Intranet to maintain an interest in LSS among staff, and provide recognition for Kaizen participants
- Regular updating of the HSA LSS teaming site to share results, tools and promising practices
- Convening of HSA Green Belt roundtables to troubleshoot issues and engage in peer-to-peer sharing

### ***Communicating Across the County***

HSA will continue to utilize a number of communication tactics to ensure that LSS results and promising practices are shared throughout the County, including the following:

- Participation in the County-wide LSS Practitioner's Council
- Regular updating of the County-wide LSS teaming site to share results, tools and promising practices
- Submission of materials for posting on the County Service Excellence web site

### ***Communicating Across the State***

HSA will continue to utilize a number of communication tactics to ensure that LSS results and promising practices are shared throughout the State, including the following:

- Discussions with other counties about taking advantage of new cost-saving measures that HSA has put into place with vendors who provide the same service in other counties
- Sharing of results at California Welfare Directors Association (CWDA) and Southern Area Consortium of Human Services (SACHS) meetings and conferences