

Leading Improvements for Social Good



**How Kaizen Event Facilitation Skills Can
Increase Your Impact in the Community and
Increase Opportunities at Work**

What are Kaizen Events?

Kaizen events (or rapid improvement events) are structured and facilitated working sessions with a cross-functional team to improve the outcomes in a business or community.

The purpose is to complete a specific set of tasks by the end of the multi-day session, not generating a list of action items that will not likely get completed.

Some of the time is spent determining what to change, but most of the time is spent implementing the improvement ideas, then validating that the improvements were successful and embraced by everyone impacted.

The goal is to implement 80% of the actions during the event, with the remaining 20% of the improvements completed within the next 30 days.

You will read short summaries of a few kaizen events conducted across many organizations to help improve the local community, from healthcare, government efficiency and nonprofit organizations.

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change good



If you would like to learn the skills needed to organize, facilitate and succeed in creating positive social and environmental change in your community, visit LeanSixSigmaForGood.com

EVENT #1: Iowa Department of Public Health (IDPH) New Applicant Mental Health Counselor Kaizen Event



This event scope was to address the process from when the IDPH receives the first piece of paperwork regarding a new mental health counselor to when the license is issued from IDPH.

The goal of the event was for 80% of the time to be able to issue a license within 3-5 working days of the department receiving all requirements for licensure, and achieve a customer satisfaction rating of at least 90%.

The event plan highlighted a reduction of 20% in decisions, 40% reduction in loop backs, 40% reduction in lead time, and 40% reduction in delays and total steps. The results were achieved by putting in a return application if there is not a fee, automatic generation of notification/updates to applicants, and more education.

20% reduction in decisions, 40% reduction in loop backs, 40% reduction in lead time, and 40% reduction in delays and total steps

Download the report out at: <https://dom.iowa.gov/sites/default/files/documents/2016/11/IDPH-Licensure-Process-Behavioral-Sciences-Professionals-Report-Out-2015-07-31.pdf>

EVENT #2: Department of Corrections (DOC) & Iowa Board of Parole (IBOP) Re-entry & Release Planning Process Kaizen Event



A kaizen event was conducted to address the re-entry and release of the planning process, when the Work Release or Parole Agreement is signed by the offender in the community. The goal was to increase the consistency rate between the DOC and IBOP release decision by 90% or more, increase the number of transfer request approved, and reduce the current recidivism rate. The event reduced time delays by 90%, reduced 60% of the total steps, and reduced 20% of the decision making.

Download the report out at: <https://dom.iowa.gov/sites/default/files/documents/2016/11/DOC-IBOP-ReEntry-and-Release-Planning-Report-Out-2013-12-13.pdf>

Reduced time delays by 90%, reduced 60% of total steps, and reduced 20% of decision making

EVENT #3: Toyota Consultants Help New York Food Bank Distribute Meals After Hurricane Sandy



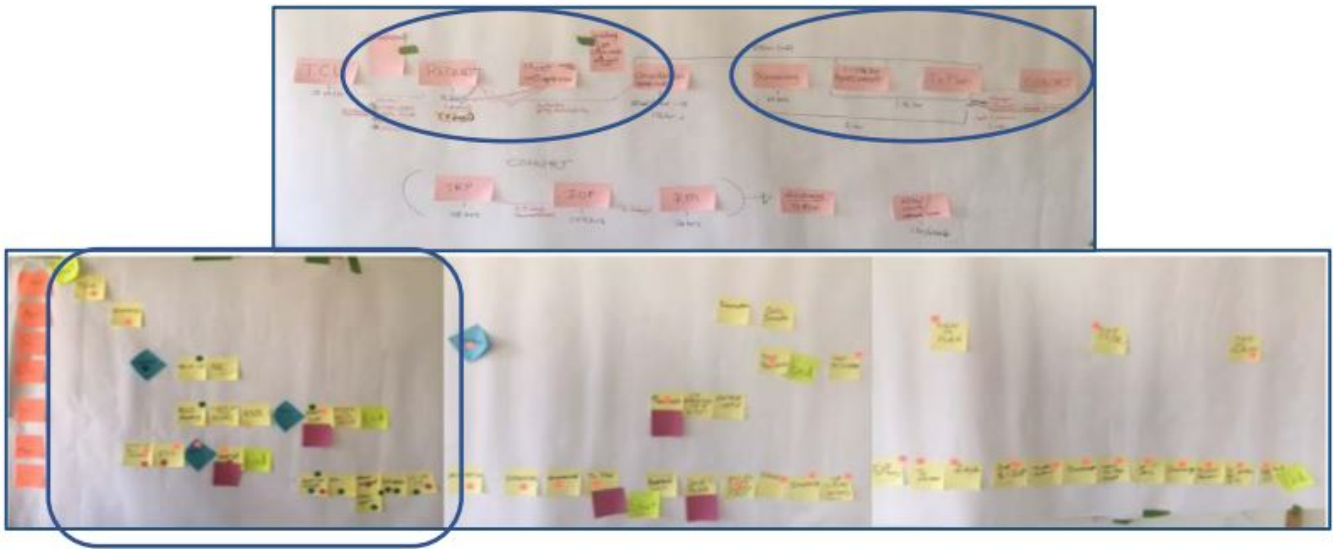
After Hurricane Sandy, the New York Food Bank could not distribute enough meals to residents in need, running out of food when giving out food boxes. Toyota consultants observed workers and volunteers struggling to put boxes together back in the warehouse with wasted steps and motion. They noticed that all boxes were shipped with excess air, taking up space and limiting truck capacity. Conveyor belts and flow lines were set up in the warehouse, and worker tasks were changed to focus on specific tasks. The box sizes were changed to make it easier to handle and fit more boxes into the truck. The changes resulted in time to pack one box from 3 minutes to 11 seconds (94% decrease), increased the number of boxes in the truck to distribute from 864 to 1260 (46% increase), and time to distribute boxes from 3 hours to 1.2 hours (60% reduction) by including another conveyor belt during distribution.

Watch a video of these improvements at <https://www.youtube.com/watch?v=EedMmMedj3M>

Increased food boxes from 864 to 1260 (46% increase), and time to distribute from 3 hours to 1.2 hours (60% reduction)

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EVENT #4: Ohio Department of Mental Health and Addiction Services Kaizen Event Reduces Time For Staff



Change was needed at the Ohio Department of Mental Health and Addiction Services because there was no standard process for orientation, screening, assessment and treatment plans for clients.

Saved 1 to 1.5 hours per client, and 30 mins per client for case managers

Current and future state mapping was conducted to identify improvement opportunities. Ideas were brainstormed and organized using an Affinity diagram, and included orientation training, visualizing the waiting list, and earlier screenings. The team reduced process steps from 25 to 17, saved 1 to 1.5 hours per client, and 30 mins per client for case managers.

Learn more about this event at https://lean.ohio.gov/Portals/0/docs/A3/MHAS_Beth_Gersper_A3.pdf

EVENT #5: Iowa Utilities Board (IUB) Electronic Filing System Process Kaizen Event



A lean event was conducted to look at the IUB's current electronic filing process from the time a record is submitted through retention. The goal was to increase efficiencies, reduce process time from submission to user availability by 50%, and to achieve 100% compliance with retention standards.

The event plan resulted in a 40% increase in value added activities, a 30% reduction in total steps, a 30% reduction in decisions, and a 40% reduction in loop backs.

These were accomplished through reduced records center processing steps, more standardization built into the process to reduce errors, more automation, eliminated duplicate copies of documents, more secure logon procedures, and creating an ongoing committee to review functionality of system.

40% increase in value added activities, 30% reduction in total steps, 30% reduction in decisions, and 40% reduction in loop backs

Download the report out at: <https://dom.iowa.gov/sites/default/files/documents/2016/11/IUB-Electronic-Filing-System-Report-Out-2015-08-28.pdf>

Why should you facilitate a kaizen event?

Learning to facilitate a kaizen improvement event can lead to many personal benefits:

- You can help lead a team through improvements that can have a rewarding impact on your community, and often save the organization money, frustration and negative publicity.
- You can gain exposure and visibility to the leadership team and event participants, which can open up opportunities for advancement.
- You can boost your resume or CV with a success story and new skills, which can lead to new opportunities within and outside the organization.



Ready To Lead?



To learn how you can organize and facilitate a rapid improvement event to improve society, visit LeanSixSigmaForGood.com



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