

Washington County Childcare Inspection Kaizen

What To Expect When You Are Inspected

Kaizen Event
February 10-14, 2014



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Typical Activities by Day

- Day 1: Focus the team; Understand the current state
- Day 2: Evaluate and solve problems
- Day 3: Continue to evaluate and solve problems; Develop solutions; Test; Learn; Develop training materials
- Day 4: Continue to test solutions and learn; Begin training
- Day 5: Pilot the new process; Learn; Measure results; Communicate results

Day One Agenda

Focus the team

- ❑ Introduce team members and their roles on the team
- ❑ Norms & Ground rules
- ❑ Review daily agenda and day 1 goal
- ❑ Kaizen overview
- ❑ Confirm goal; Understand & validate starting point, scope, & goals; Firm up measures

Gather process data & information

- ❑ Review value stream map to understand the overall scope of the process
- ❑ Incorporate input provided prior to & during the event
- ❑ Develop sub-process within each program area
- ❑ Walk the process to validate the current state
- ❑ Gather waste / issues

What is Kaizen?



"A group of methods for making work process improvements. Planned teamed events conducted in the workplace that systematically uncover waste in a work process and eliminate it in rapid fashion..."

What is Kaizen?

Achieving sustainable performance beyond what is thought possible by unlocking the limitless capacity of an organization's most valued resource – **its people!**

Through the identify of **focused** improvement areas, elimination of **non-value added work** though the use of improvement **methods** to diagnosis and **solve** problems, **test** solutions, **measure** results, learn, and **install** sustainable change

What is our challenge?

- Decrease the overall cost of providing inspection
- Improve the timeliness of the inspection service
- Improve the rapport between the EH Support Staff/Inspectors and the Customer



Value and Waste

Value:

Anything that

- a. the customer recognizes as valuable and is willing to pay for, AND
- b. Changes the product or information, AND
- c. Is done right the first time.

Waste:

Anything that consumes resources without adding value

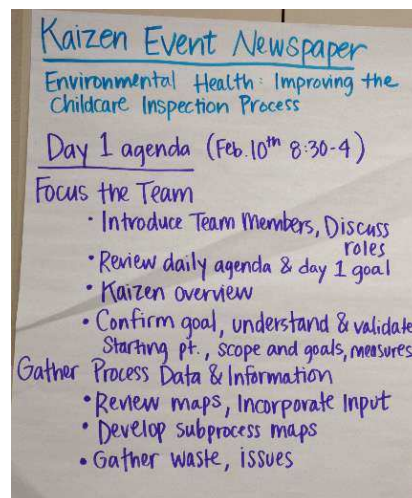
Forms of Waste

1. **Moving**
2. **Stopping**
3. **Searching**
4. **Inspecting**
5. **Getting Ready**
6. **Things Gone Wrong**
7. **More Than Needed**
8. **Not Needed**

Results - What do we think was achieved?

- Reduction in labor required to process an inspection > 25%
- Reductions in “missed inspections” and reliably performing the inspection to an agreed schedule window
- Customers seeing us as helping them improve while maintaining regulatory compliance
- Expected “Market Share” increase

Let Kaizen Improvement Begin!



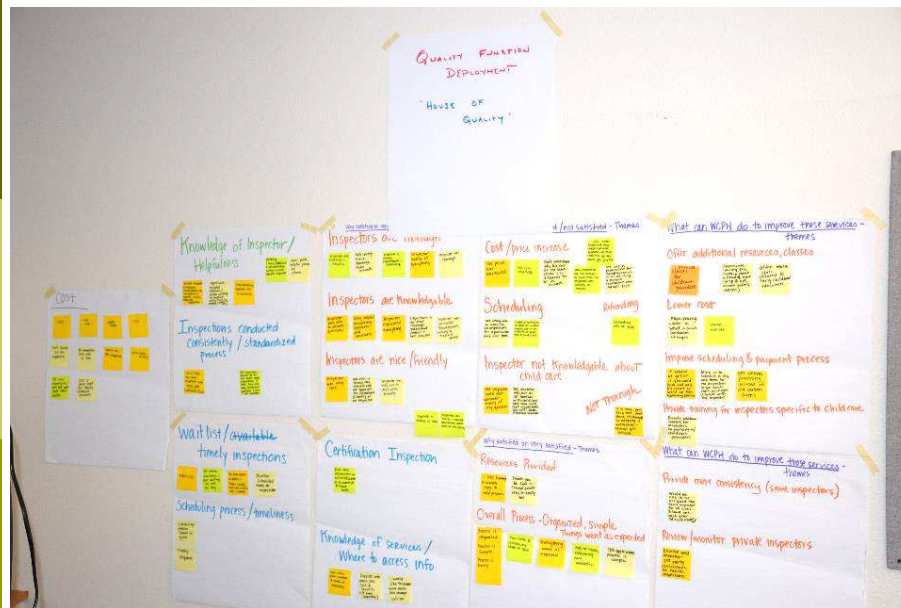
Our Team



Day 1

Getting Focused: What are the customers saying?

Studying Our Survey Information



Finalizing Our Goal

TO:

- Decrease the overall cost of providing inspection (including scheduling and inspection processes)
- Improve the timeliness of the inspection service (reliable performance of inspection service to commitment)
- Improve the rapport between the Environmental Health Support Staff and Environmental Health Inspectors and customer (including the knowledge provided that can help the customer improve their service)

SO THAT: Childcare operators see WCPH as providing a differentiating advantage in inspection services; they see WCPH as a valued partner that helps their business. The market share or percentage of childcare facilities using WCPH increases; WCPH budget performance is improved. Children and families benefit from the improvements in safety that thorough, consistent, and timely inspections influence.

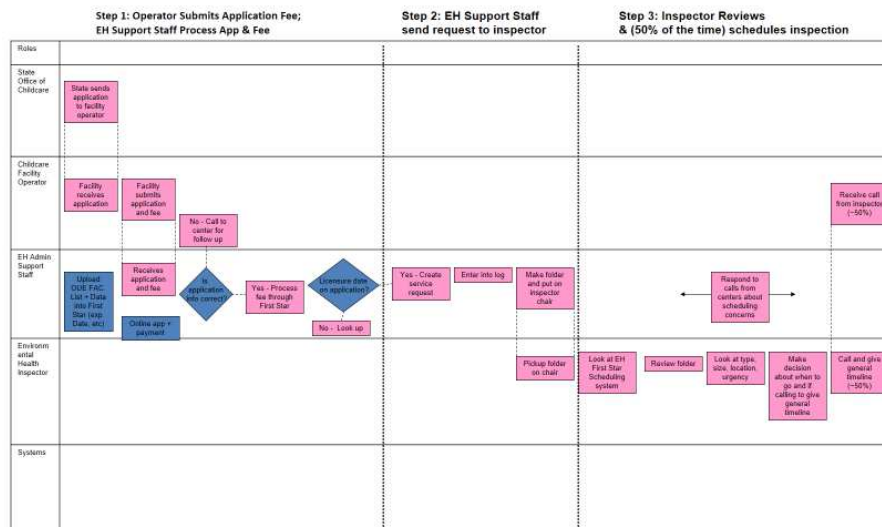
Measures and Targets: Cost, Labor and Quality

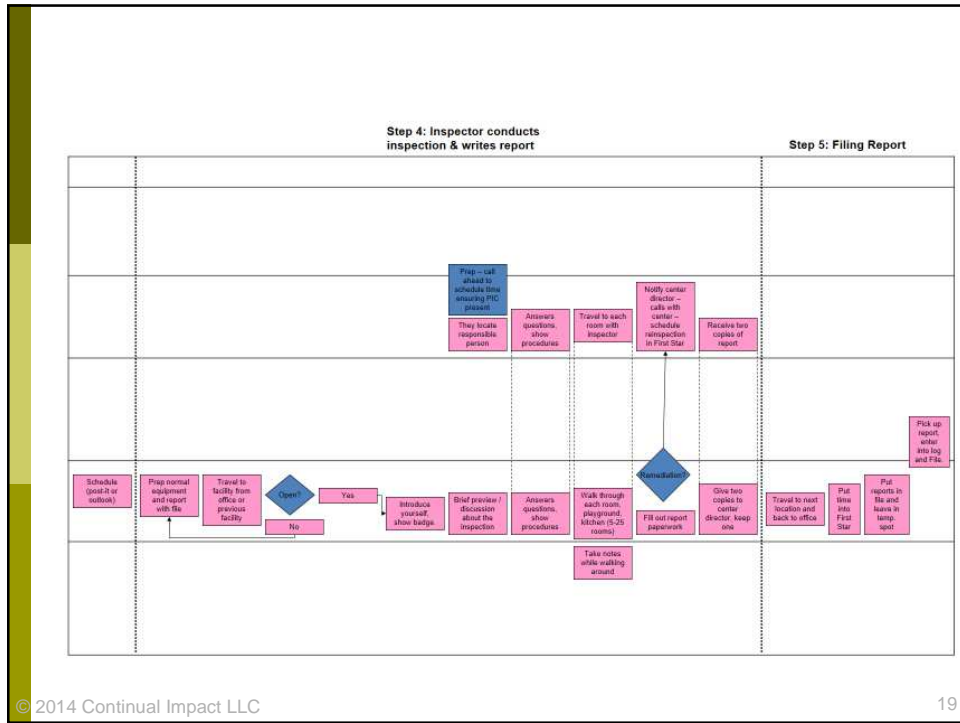
Beneficiaries	What Measured	How Measured	Target	
			How Much	By When
Childcare facility owners	Customer Satisfaction	Individual visit satisfaction surveys, via Survey Monkey, summarized quarterly	Improve 20% from baseline	June 2014
Childcare facility owners	Timeliness	% of inspections performed to agreed commitment; summarized quarterly; from First Star database	</=1 per quarter	Apr 2014
Childcare facility owners and WCPH	Cost savings	Cumulative annual savings in labor and expenses; Sum of demonstrated savings in labor and materials, annualized for forecast number of inspections	<ul style="list-style-type: none"> • 25% reduction in overall annual labor; Total savings of \$8K for 2014 (overall cost reduction and converting to new inspections) 	Total by end 2014

Our Current Process

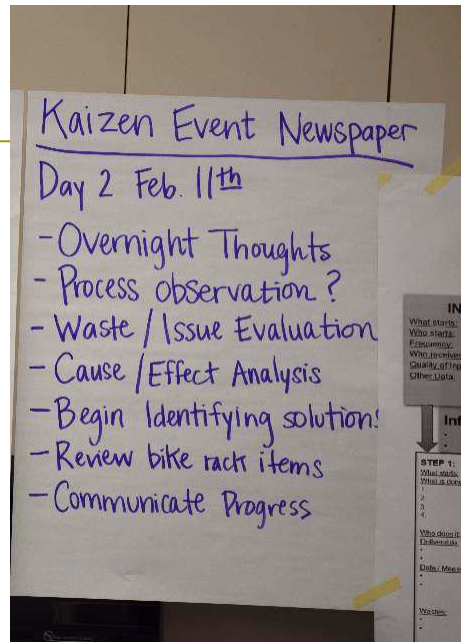


Current State Process Map





Day 2



Waste Evaluation

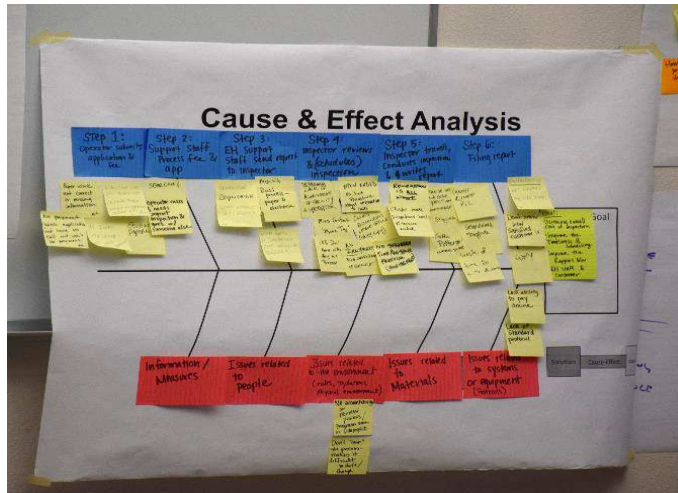
Value - Waste Analysis - Sub Process Map

Work Process: Washington County Scheduling and Inspection

Date:

Current Work Process Information						Waste Evaluation				Impact	
Step No.	Step / Activity	Time for step	Labor time for step	Value Added Work Content Time (mins.)	Frequency (# times completed per week)	Waste Type (see Forms of Waste Table)	Waste	Value-Added	Amount of identified waste potentially eliminated (%)	Potential Reduction in Labor (mins./wk.)	Potential Reduction in Cost / wk.
1	Step 1: Operator submits application/fee, processed fee	13	13	5	2	Searching, Things gone wrong, Waiting	62%	38%	75%	12.0	\$ 27
3	Step 2: EH Support staff check and look up licensure date	5	5	2	2	Waiting, Searching	60%	40%	100%	6.0	\$ 14
5	Step 3: EH Support staff send request to inspector	10	10	8	2	Not required	20%	80%	100%	4.0	\$ 9
7	Step 4: Inspector reviews (& schedules) inspection (for 50% of customers)	9.5	9.5	9.5	2	potentially will be increased due to the importance of scheduling with the customer	0%	100%		0	\$ -
9	Step 5: Inspector conducts inspection and writes report	95	95	65	2	Search, Not needed, Motion,	32%	68%	50%	30	\$ 69
11	Step 6: File report and close	10	10	7	2	Not required	30%	70%	100%	6	\$ 14

Identifying the Issue



Prioritizing Issues



Getting to the Root Causes

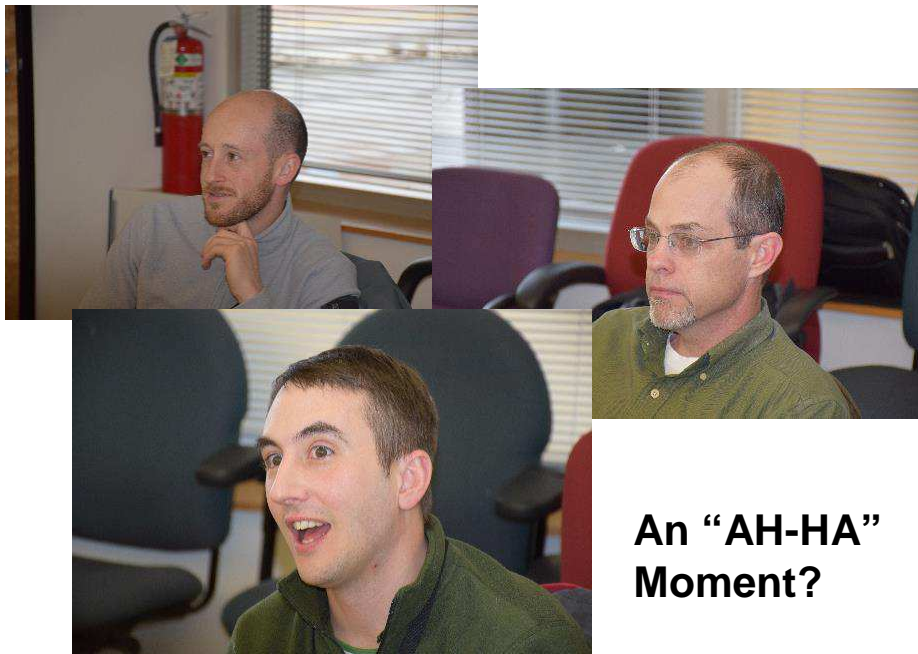


Root Cause Summary

Category	Issues/Wastes	Root Causes
Cost	Things gone wrong (defects), Not needed (redundant data entry), Get ready (preparedness), Search wastes exist in scheduling and inspection process	<ul style="list-style-type: none"> Application form design not intuitive; sufficient instruction not provided to customer Process (scheduling and inspection together) not previously assessed for wastes; different data capture systems exist; customer not aware of and prepared for inspection
Timeliness of Inspection service	Customers have no feedback as to receipt of application and when inspection is to occur Limited discussion occurs to agree on timeframe	Creating an agreed scheduling commitment and providing feedback to the customer not established by the organization as an important part of the service and customer satisfaction Not a standard part of scheduling or inspection process
Rapport and relationship with customer	Clarity of role to ourselves and customer unclear Ability to relate and communicate with customer can be improved when delivering feedback	Role clarity of inspector being both auditor and educator and helper has not been clearly defined to all stakeholders Communication skills (attending, listening, providing feedback) are not part of required training and skills
Policies and procedure	Work not clarified and standardized across staff particularly in situations not stipulated by regulations	Differences not previously studied and assessed for impact on process performance Differences impacted by different levels of experience, knowledge of regulation and personal preference



Identifying and Prioritizing Solutions



**An “AH-HA”
Moment?**

Our Improvement Hypothesis

Issue	Improvement	Expected Results
Cost	If we reduce incorrect and incomplete applications, introduce a scheduling and preparedness call by the inspector, introduce service standards for scheduling, and eliminate the redundant log and data entry system and other inspection process wastes...	Then, overall costs to provide inspection should be reduced by 25%
Standardized work; Policies and procedure	If we identify key areas of the process that impact cost/timeliness/quality and create standardized work and job aids so they are done consistently and efficiently...AND create policies/protocols for areas in which ambiguity exists (e.g., inspection regulatory code interpretation)...	Then consistency will improve across inspectors; the overall quality of service will improve; best practices will be used
Timeliness of Inspection service	If we introduce the concept of setting a 5 day calendar window with the customer for inspection as part of a scheduling and preparedness call done by the inspector...	Then customers will be pleased to have confirmation that the application has been received, the inspection is on our schedule and that we have a made an agreed commitment for execution. We will have a clear target for a performance standard which will give us feedback and enable further improvement.
Rapport and relationship with customer	If we clarify (for ourselves and the customer) that our purpose and approach to inspection includes both auditing and helping the customer improve...AND If we enhance our abilities to relate to our customers and to deliver both positive and challenging feedback in an effective manner...	Then better problem solving discussions will be created, more improvement and less remediation will result. The customer will see us a more valued partner.

Day 3

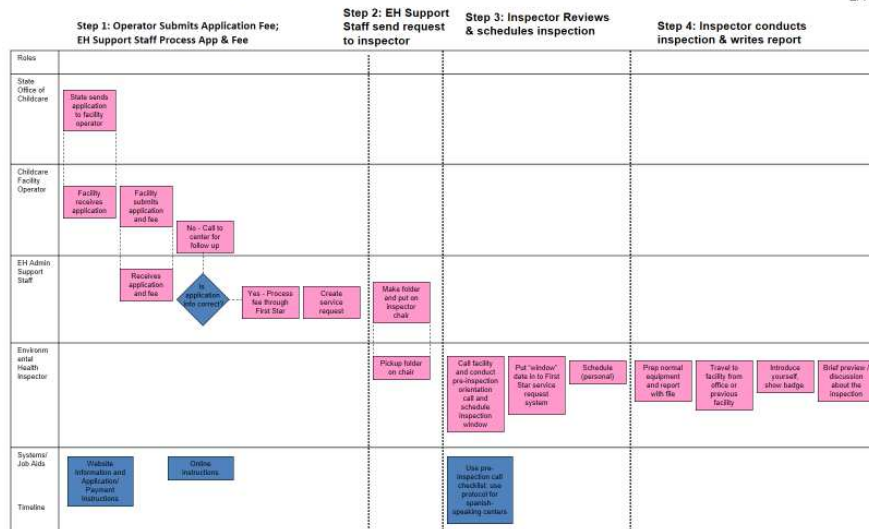
Start Designing the Future Process



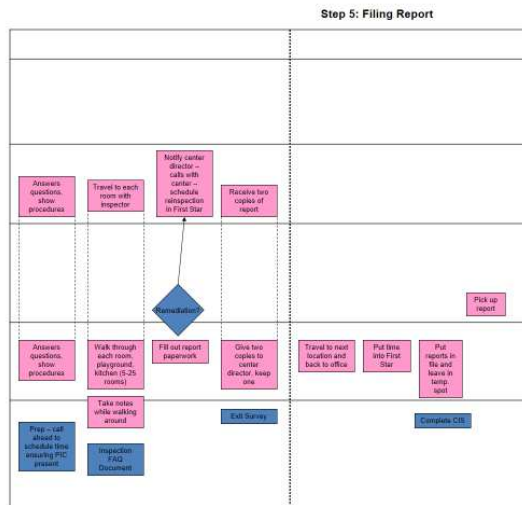
Continuing to Build the Future Process

Future State Process Map

2/14



Continuing to Build the Future Process



Developing the solutions and job aids to enable the new process

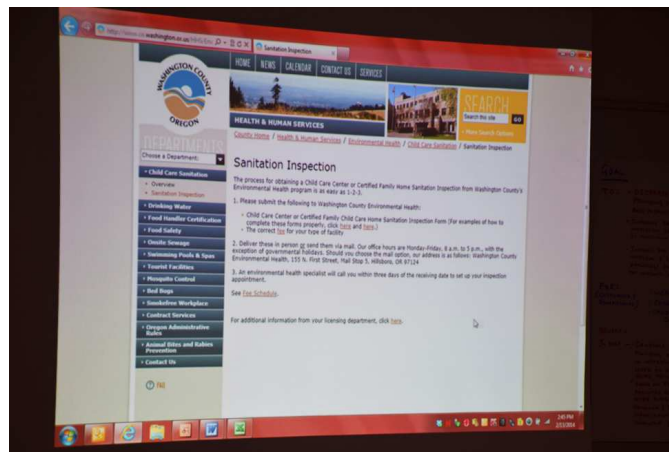


Day 4

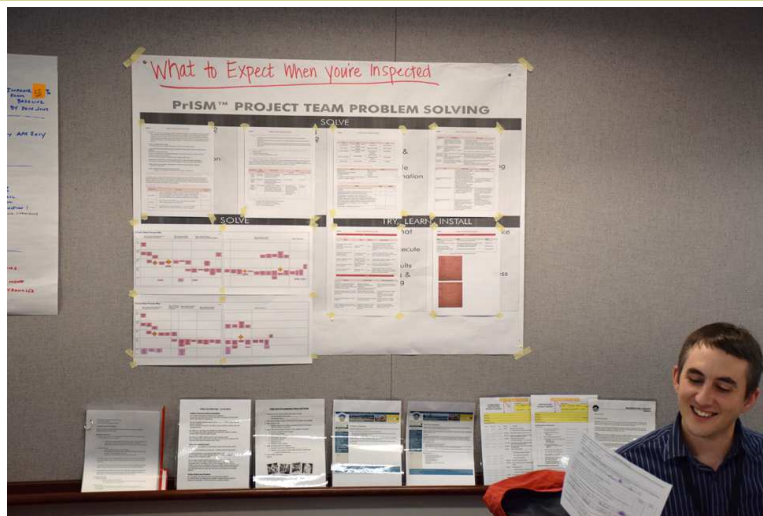
Continuing to Develop Solutions



Changes to Website



Our Story Board and the Job aids



Testing Out the Changes

Tests	How	When	Successful if...
Marketing/Outreach materials that define vision/expectations/process/deliverables	Send to facility for feedback	Day 4	The customer reported the materials were clear and understandable; reports understanding the vision, process and deliverables of the inspection, that it clarified expectations and was a positive direction
Scheduling and preparedness customer telecom protocol/checklist	Two phone calls with new applicants	Day 4	Applicant reports finding the interview beneficial, better than the prior process and that it addressed their questions
Childcare inspection protocol, process Steps 1&2	Have support staff member use protocol for new application	Day 4	Support staff are able to complete process successfully using the protocol
Childcare inspection protocol, process Steps 3-6	Have inspectors use protocol for mock application	Day 4-5	Inspector is able to complete process successfully using the protocol
FAQ document for facility inspection process	Review with other inspectors	Day 4	Inspector reports that it is clear and understandable; did not miss any situations that are ambiguous; addresses and clarifies common issues and questions

Testing the Process on the Customer



Lessons Learned: SRLD

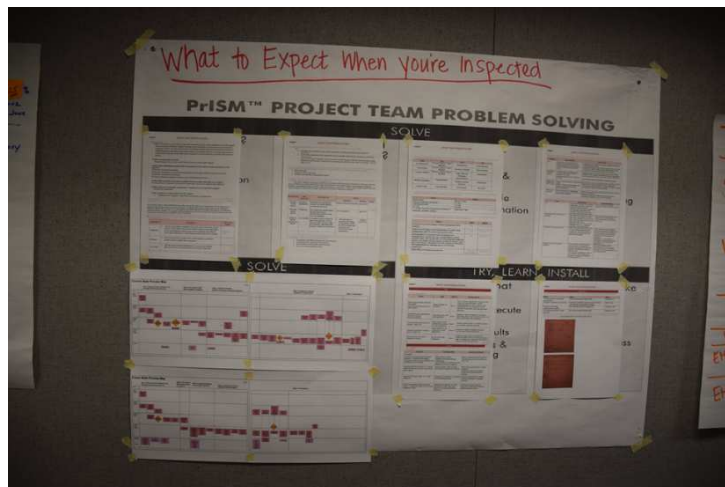
Reasons	Learning: Why?	Directions/Actions:
<i>Outreach: +</i>		
<i>Schedule and preparedness telecom protocol: + customer liked being contacted, review of prep materials and establishing insp. window</i>	Helped them prepare Started to develop/continue relationship Gave attention to important issue Showed our intent to improve	Affirm renewal date with operator Clarify that call is to be with Dir or Ass't Dir
<i>Inspection Std Work Steps 1-2: + support staff liked layout and said it was easy to follow along</i>	Helped support staff complete processing of application and fee	Add missing information, change wording Confirmed need for all staff to review entire protocol during training
<i>Inspection Std work steps 3-6: + EHS inspectors</i>	Helped EHS inspectors to complete the scheduling process	Clarifying descriptions, adding missing information, changed wording
<i>FAQ for inspection process technical clarity: + Helpful for inspectors to clarify ambiguous issues</i>	Helped EHS inspectors to clarify ambiguous issues; may help improve consistency between inspectors	Clarification issues with the questions; Additional frequently added question to add

Day 5

Planning Our Rollout And How We Will Continue to Improve

What	Who	When
Training based on developed training plan	All Environmental Health Staff	February 27 th
Finalize inspection exit survey	Abraham Shadbeh, Jeremy Long, Ron Price, Erin Mowlds; work with Kim Repp	March 3rd
Finalize continuing improvement system	Erin Mowlds and Jon Kawaguchi	February 28 th
Full implementation of new protocol	All Environmental Health Staff	February 28 th

Our Kaizen Improvement Journey Storyboard



Reporting Out



Getting Feedback From Leadership



Next Steps

- Finish Training materials
- Conduct training (by 22 Feb)
- GO LIVE! (28 Feb)
- Measure, monitor and continue to improve!

Our Team!

