

# Transforming *'Discord & Hogwash'* to Lean Thinking

---



Presented by: Beth Adams & Collin May | ALTSA Organizational Development Office  
*2023 Results Washington Conference*

# ● Poll

---

Please rate the degree to which you use change management principles when rolling out something new.

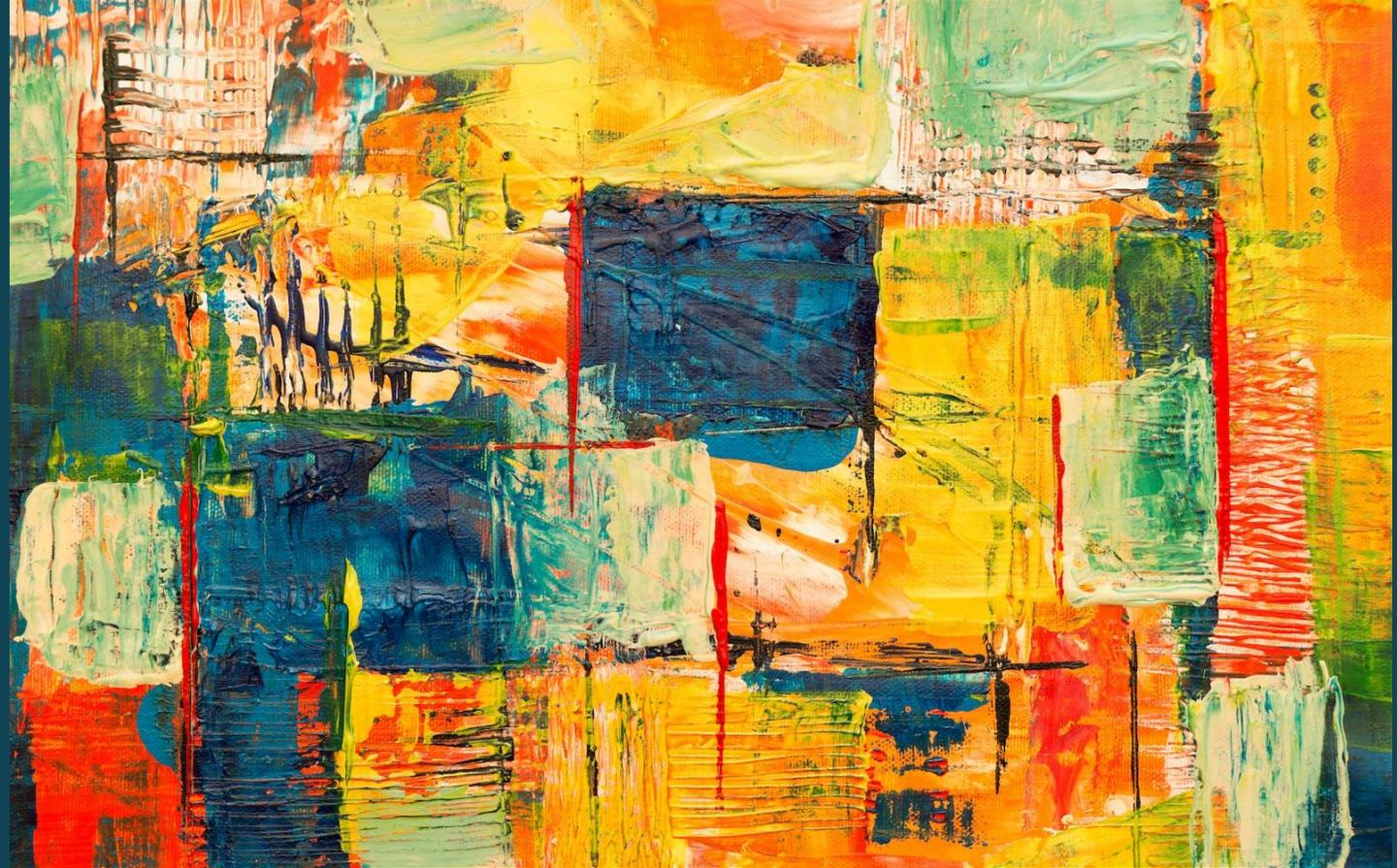
1      The struggle is real - often forget to do it.

10     I always use change management principles. Always.

# Agenda

---

- Objectives
- Background
- EDAI
- PDC/SA
- VOC
- Technology
- Lessons Learned



# Objectives



PDCA



EDAI



Technology





The idea of lean and government always sounded like discord and hogwash. Now I see this as a framework for thinking about processes, perspectives, learning and growing, improvement and safety. It's a way to process problems to engage with everyone on a team, it's an EDAI staple and now that I have a foundation for this way of thinking, I hope to learn so much more.

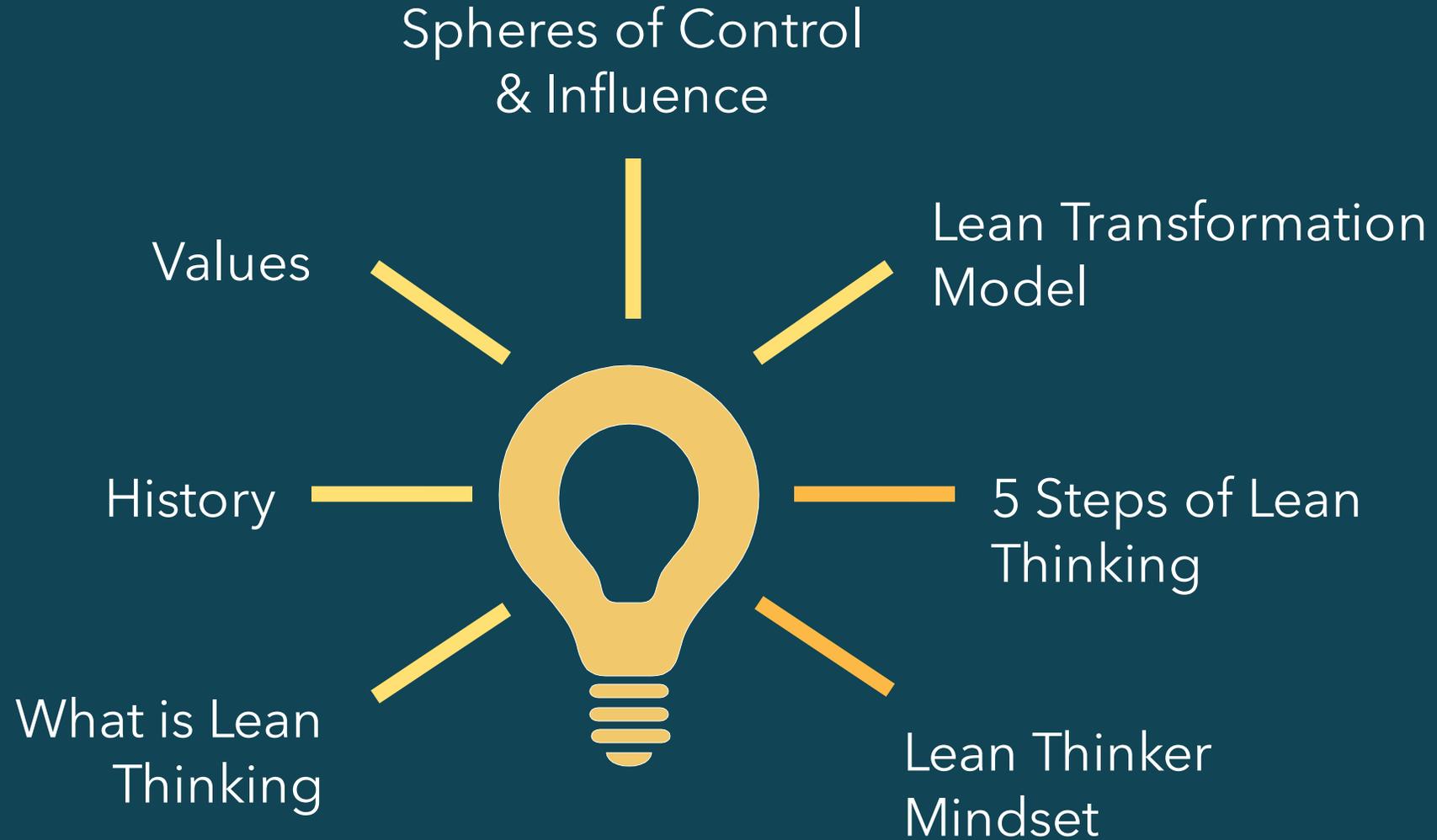
*an Introduction to Lean Thinking participant*



# Background

# ● Class Content

---

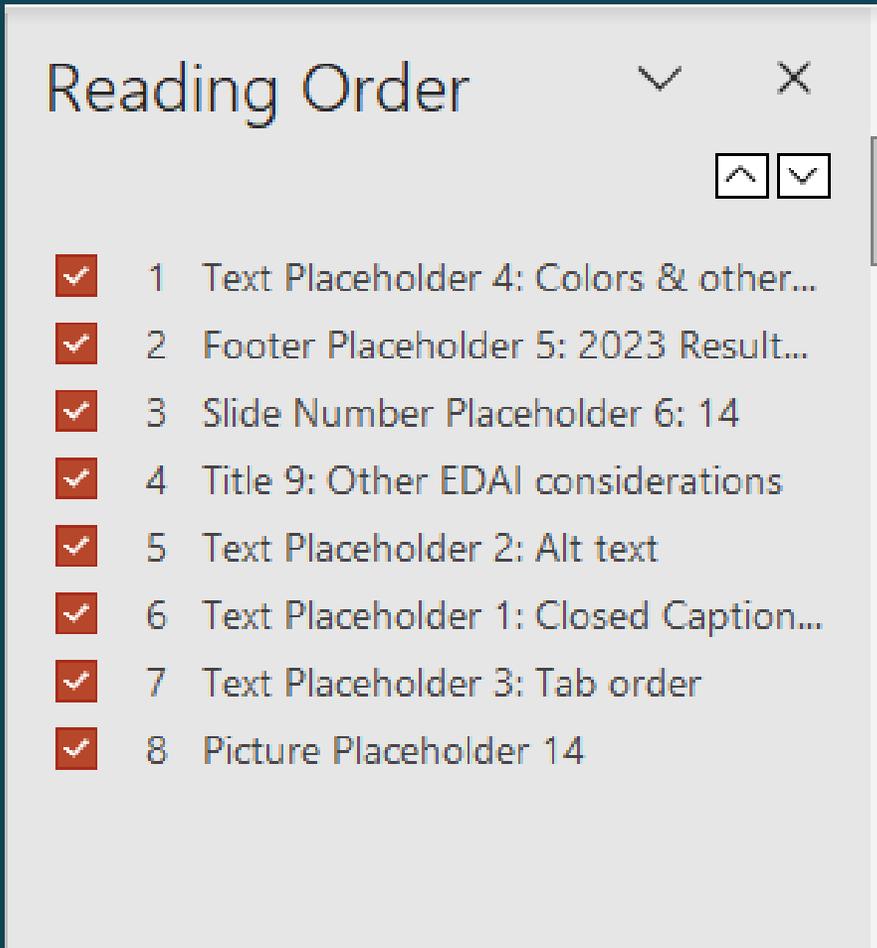


*People need to see themselves,  
their experiences, reflected in the  
visuals and voices*

## EDAI Considerations



# Other EDABI considerations



Reading Order



Closed Captioning



Colors & other visuals



Alternative (Alt) text

# How was this image auto captioned?

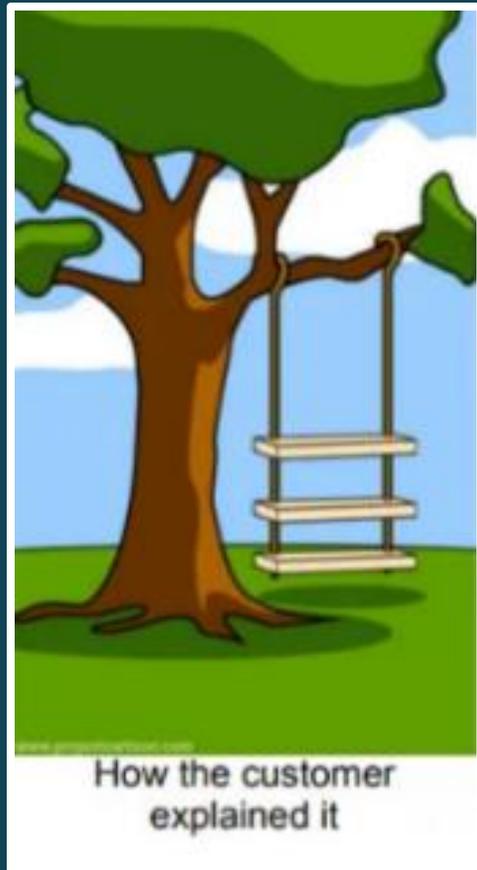
---



- Person chopping wood
- Carrot on white table
- Brown sausage on white table
- Brown log on white surface
- Orange stick on white table

# How Descriptive?

---



Option 1 - A tree with a ladder

Option 2 - Cartoon frame of a big leafy green tree against a sky-blue background with some white clouds. The tree is on a grassy green lawn. Hanging from a branch are two lengths of rope. There are three wooden planks hanging from the rope parallel to each other, each separated by short lengths of rope. The caption reads "How the customer explained it"

# ● PDCA/PDSA



# Getting Started on Your PDCA/PDSA Journey

## A Template

AL TSA Organizational Development  
CHANGE • ENGAGEMENT • LEADERSHIP • LEAN • LEARNING  
Believe in better

### PDC/SA Template

**What is the PDSA cycle?**

- Acronym for Plan-Do-Study-Act
- An iterative, repetitive four-step method used for improving a process or carrying out a change
- Cycle repeats until process improvement or change has been optimized
- Foundation of continuous quality improvement

**Variations**

- PDCA (Plan-Do-Check-Act)
- Act or Adjust



These factors and questions are not all encompassing. They are intended to help get you started on your journey.

<b>PLAN</b>	Identify the root cause with the team (must involve those who do the work) Gather the Voice of the Customer (VOC) Determine the scope, goals, target, and metrics What are the steps you will take to reach your goals? Who will do what by when?
<b>DO</b>	Actual implementation Test hypothesis – gather data
<b>CHECK/STUDY</b>	Did your solution work? If you gathered data, what does it show? Was there a gap between your target and actual?
<b>ACT/ADJUST</b>	What will you do next? Does anything need to be fine-tuned? If you are going to keep the change, how will you standardize?

**Why use?**  
The PDC/SA Cycle is the foundation for lean problem solving. Every action and step you take towards solving a problem occurs within one of the PDC/SA categories and they must be done in order to ensure we have not missed any critical control points. The cycle:

- Helps slow the human inclination to rush to a solution;
- Is a universal tool used across all types of industries and organizations; and
- Is a tool that helps us break down the barriers caused by varying life experience, language, preconceptions, and other societal differences.

PDC/SA and lean is not just for manufacturing. They are used in all types of work settings to improve processes, products, and service delivery. An engaged, problem-solving workforce using PDC/SA in a culture of critical thinking is better able to innovate and stay ahead of the competition through rigorous problem solving and the subsequent innovations.

**Document your standards.**

- Write it down.
- Use screen shots and other visuals to accompany text.

Determine frequency for reviewing what you chose to do. Update your written standards as things change

- Is the current standard still relevant?
- Is it followed consistently? If not, why?
- What's missing that would help staff follow the standard?
- What do you need to modify/adjust?

1

AL TSA Organizational Development  
CHANGE • ENGAGEMENT • LEADERSHIP • LEAN • LEARNING  
Believe in better

### PDC/SA Template

**Date:** Click or tap here to enter text. **Unit/Team:** Click or tap here to enter text.

**Problem Statement:** Click or tap here to enter text. What is your problem and why is it a problem.

**PLAN**



**You've recognized an opportunity. Plan what you're going to try.**  
Identify the root cause with the team  
Gather the VOC  
Determine the scope, goals, target, metrics  
SMART goal  
What are the steps you will take to reach your goal(s)? Who will do what by when?

Click or tap here to enter text. This will be the same for all the teams.

**DO**



**Test the plan.**  
Team Members: Click or tap here to enter text.  
What did your team do?  
What data did you gather?

Click or tap here to enter text. This will be the same for all the teams.

**CHECK/STUDY**



**Review your test, analyze results, identify what you learned.**  
What worked well? What didn't go as planned?  
What did you learn?  
What does the data show?  
What did you observe?  
What do others need to know about what worked/didn't work?

Click or tap here to enter text. This will be the same for all the teams.

**ACT**



**Take action based on what you learned in the previous step. If it didn't work, adjust and try again with new plan. If it worked, incorporate into standard work.**  
What do you want to keep for next time?  
What needs to change for next time?  
What will we try next?  
What needs to be adjusted for your next Plan?  
What do we need to do next to get closer to the ideal state?

Click or tap here to enter text. This will be the same for all the teams.

2

# PDCA (Plan-Do-Check-Adjust)

'22	'22	'22	'22	'22	'22	'22	'22	'22	'22	'23	'23
M	A	M	J	J	A	S	O	N	D	J	F
Plan										Check	Adjust
Plan										Check	Adjust
Plan										Check	
Plan										Check	Adjust
Plan										Check	
Plan										Check	Adjust
Plan										Check	Adjust
Plan										Check	Adjust



P	D
A	C/S

# PDCA (Plan-Do-Check-Adjust), cont.

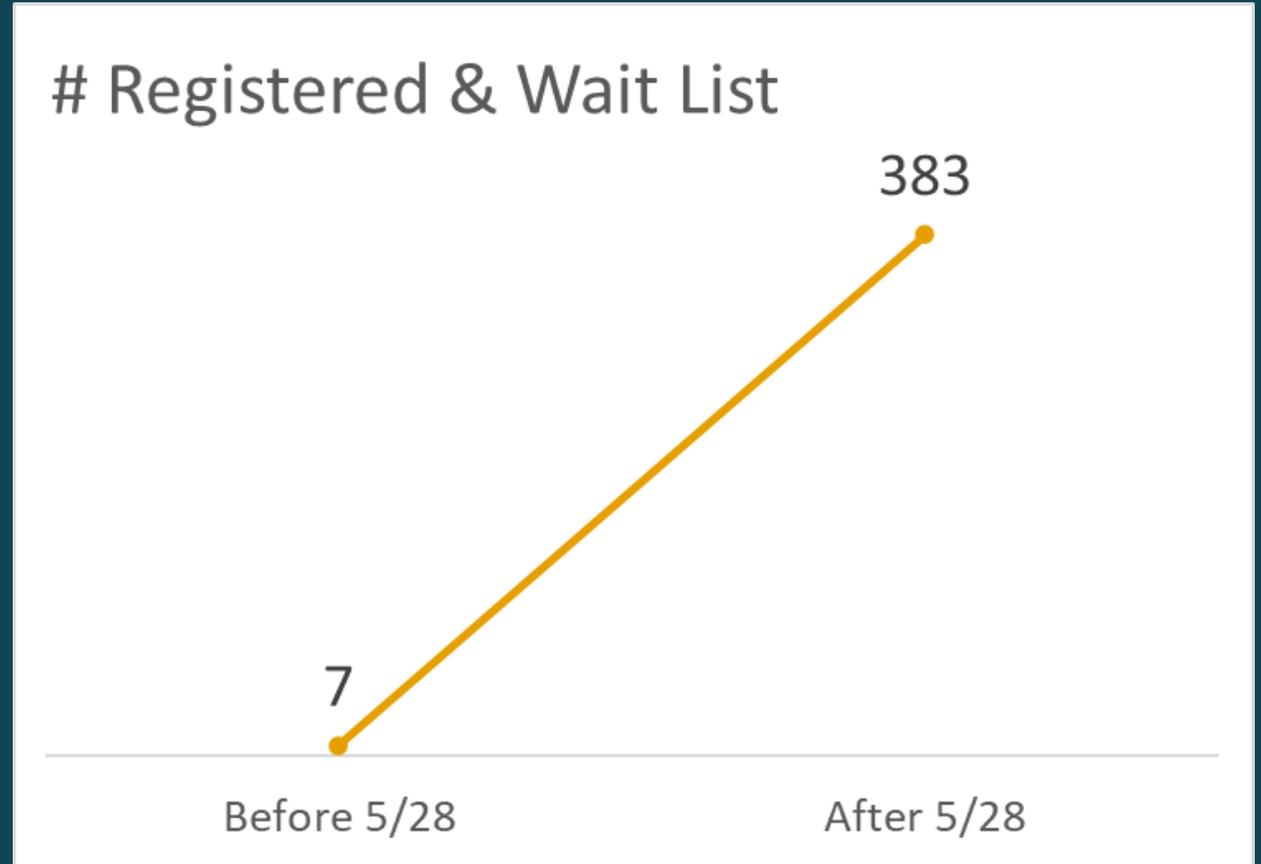


P	D
A	C/S

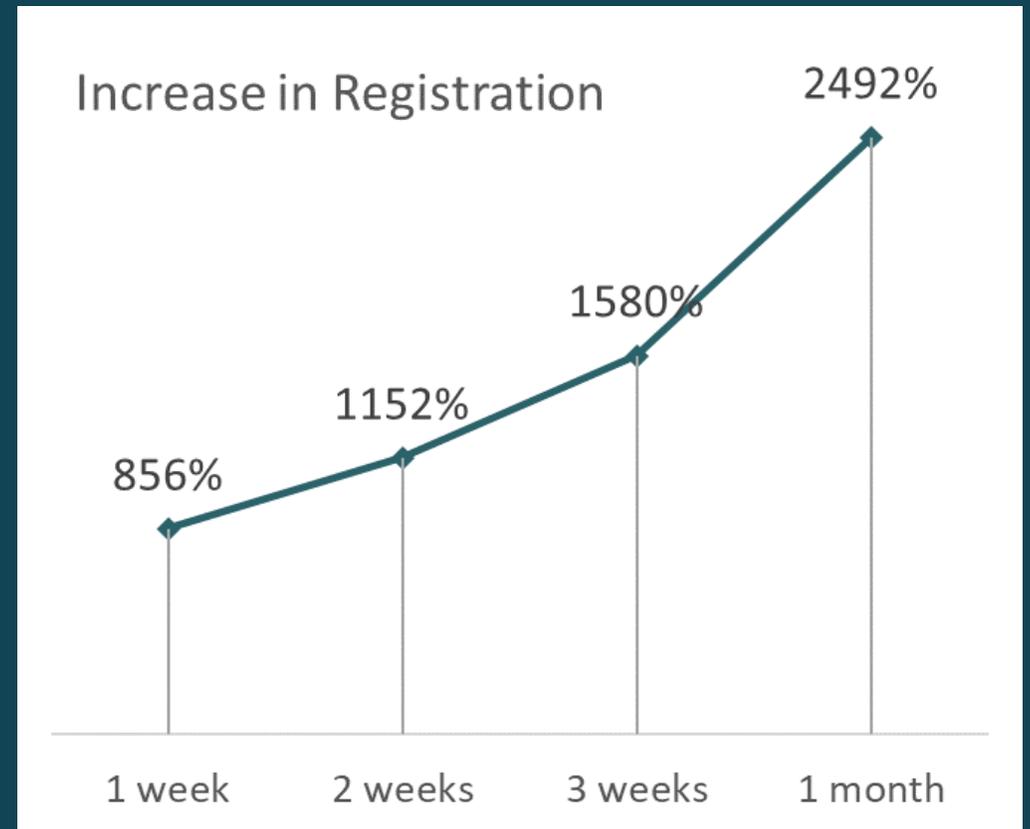
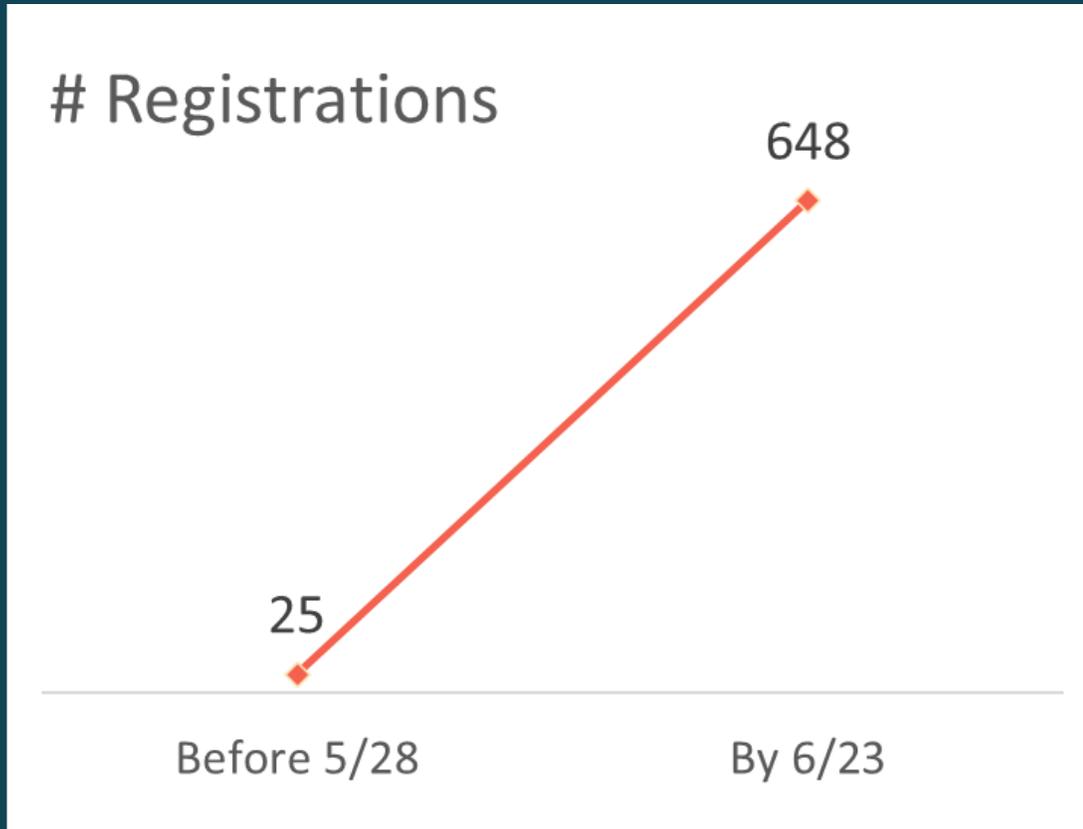


How an idea to use existing technology...

● ...led to a dramatic increase

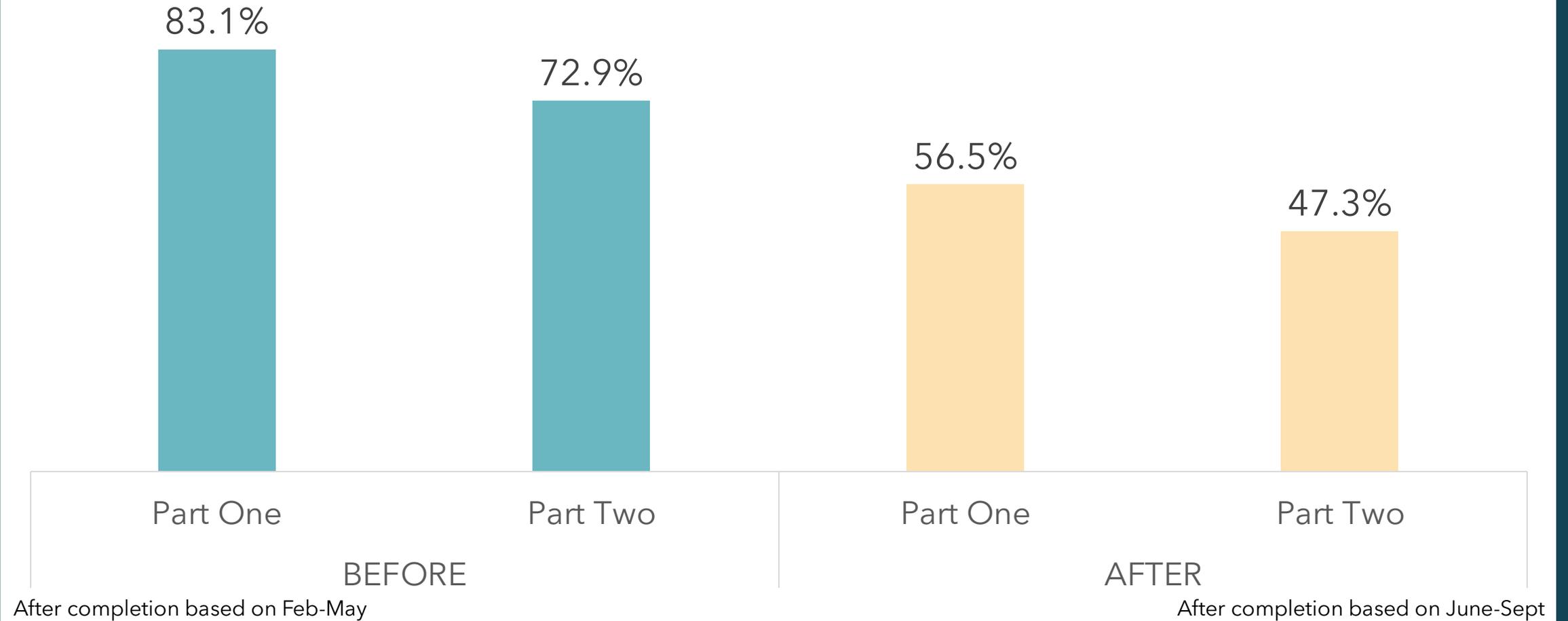


# ...looked more like this

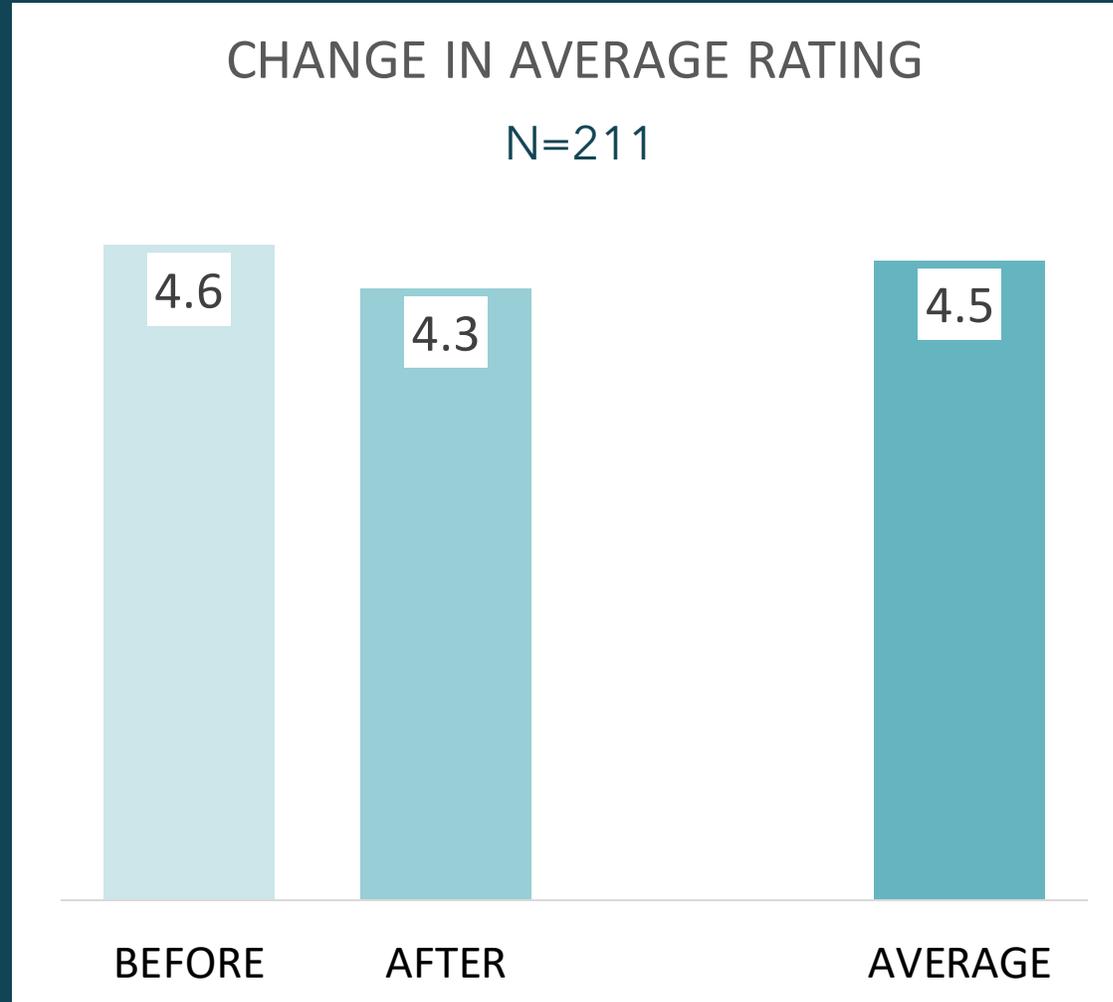


# Completion Rates

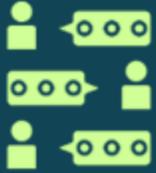
Completion Rates: Before and After Rollout



# Course Rating



# Voice of the Customer



Discussion



Class Survey



Email

3. Please indicate the degree to which you agree with the following statements. \*

	Absolutely	For the most part	A little bit	Not at all
Today's session was valuable to me in terms of content.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I learned something I can apply to my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The participant workbook facilitated my learning.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The presenter was knowledgeable and well-prepared.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The presenter was engaging and created a safe, inclusive environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I felt comfortable sharing my thoughts, ideas, and experiences with others in my breakout room.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I enjoyed connecting with others across ALTSA who are also interested in lean.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What I liked **most** about today was...

Enter your answer

5. What would have made today better was...

Enter your answer

6. Overall, I rate this session: \*

☆☆☆☆☆

# Lessons Learned



# Next Steps



## CHECK/STUDY

- Data review
- Voice of the Customer
- Review registration process

## ACT/ADJUST

- Update SOP
- Update course content
- Adjust timelines

## PLAN

- Frequency of training
- Course evaluation
- Schedule planning

## DO

- Continue with communication template
- Implement new plans
- LC changes

# Objectives Met?



PDCA



EDAI



Technology





# Questions

# Contact Information

---

Beth Adams



[Elizabeth.Adams@dshs.wa.gov](mailto:Elizabeth.Adams@dshs.wa.gov)



Collin May



[Collin.May@dshs.wa.gov](mailto:Collin.May@dshs.wa.gov)

