

INNOVATION

HHSA's Lean Six Sigma Capacity Building Initiative: *Model for Continuous Improvement*

CDC NPHII Training

March 31, 2011

Objectives

- Discuss the County's infrastructure that supports performance management
- Provide an overview of San Diego County's HHSA Performance Management approach
- Share why we have chosen to implement Lean Six Sigma

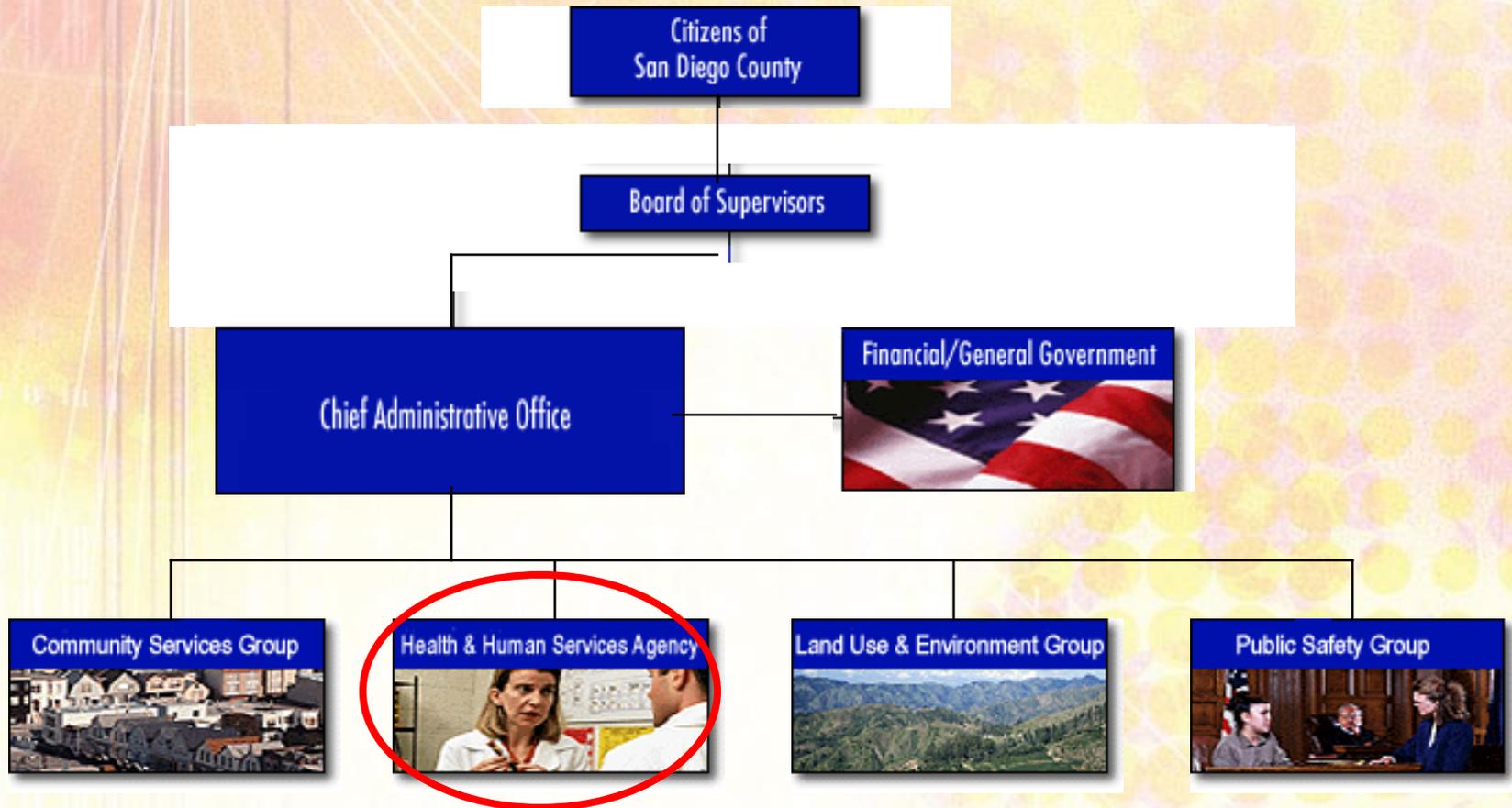
SD County Demographics

- Population: 3.1 million
 - Ethnically diverse
 - White
 - Hispanic/Latino
 - Asian/Pacific Islander
 - African American
 - Native Americans
 - 100 languages spoken
 - Total Area: 4,526 square miles
 - Bigger than the state of Connecticut
- Geographically Diverse
 - Boarder by mountains, desert, and beaches





County of San Diego Organizational Chart



Agency Overview

- Combined Health and Social Services Agency

- 6 Regions

- 5 Divisions:

- Public Health, Services

- Aging and Independence Services (Area Agency Aging)

- Behavioral Health (mental and ADS)

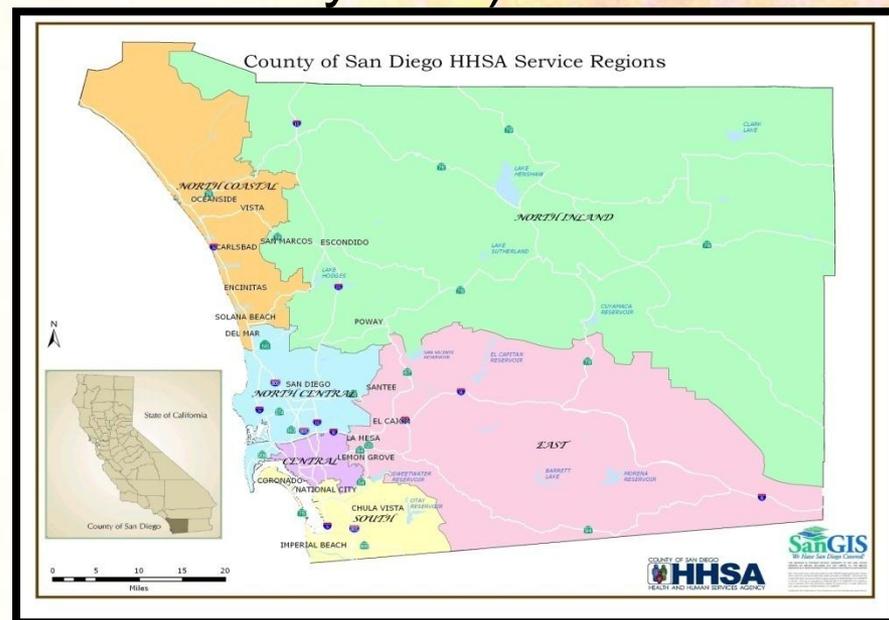
- Child Welfare Services

- Social Services

- Services provided through 6 HHSAs regions

- \$1.8B budget (\$4.96B)

- 5180 staff (15,842 countywide)

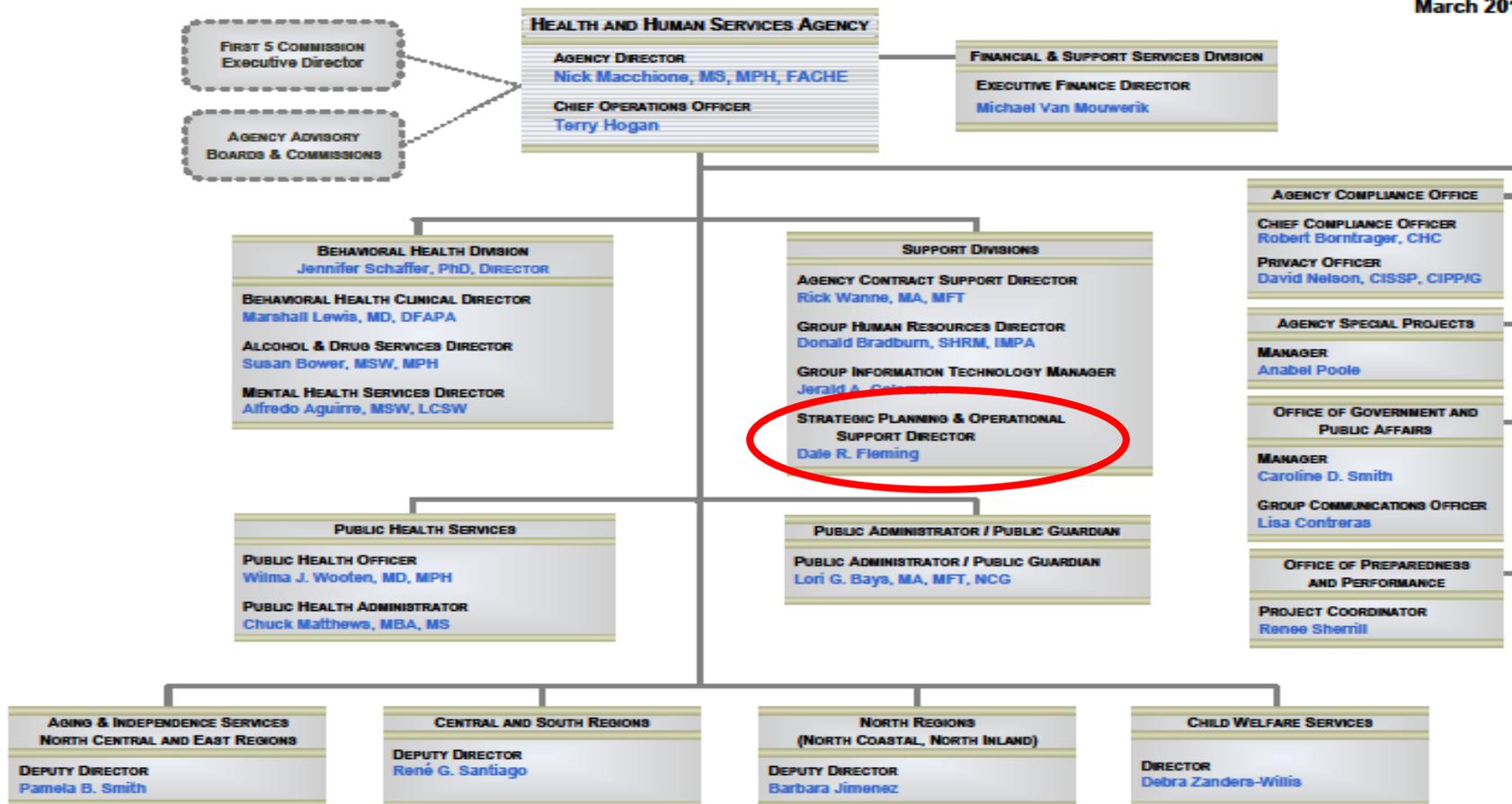


Organizational Chart

COUNTY OF SAN DIEGO
HEALTH AND HUMAN SERVICES AGENCY – ORGANIZATIONAL CHART - OVERALL

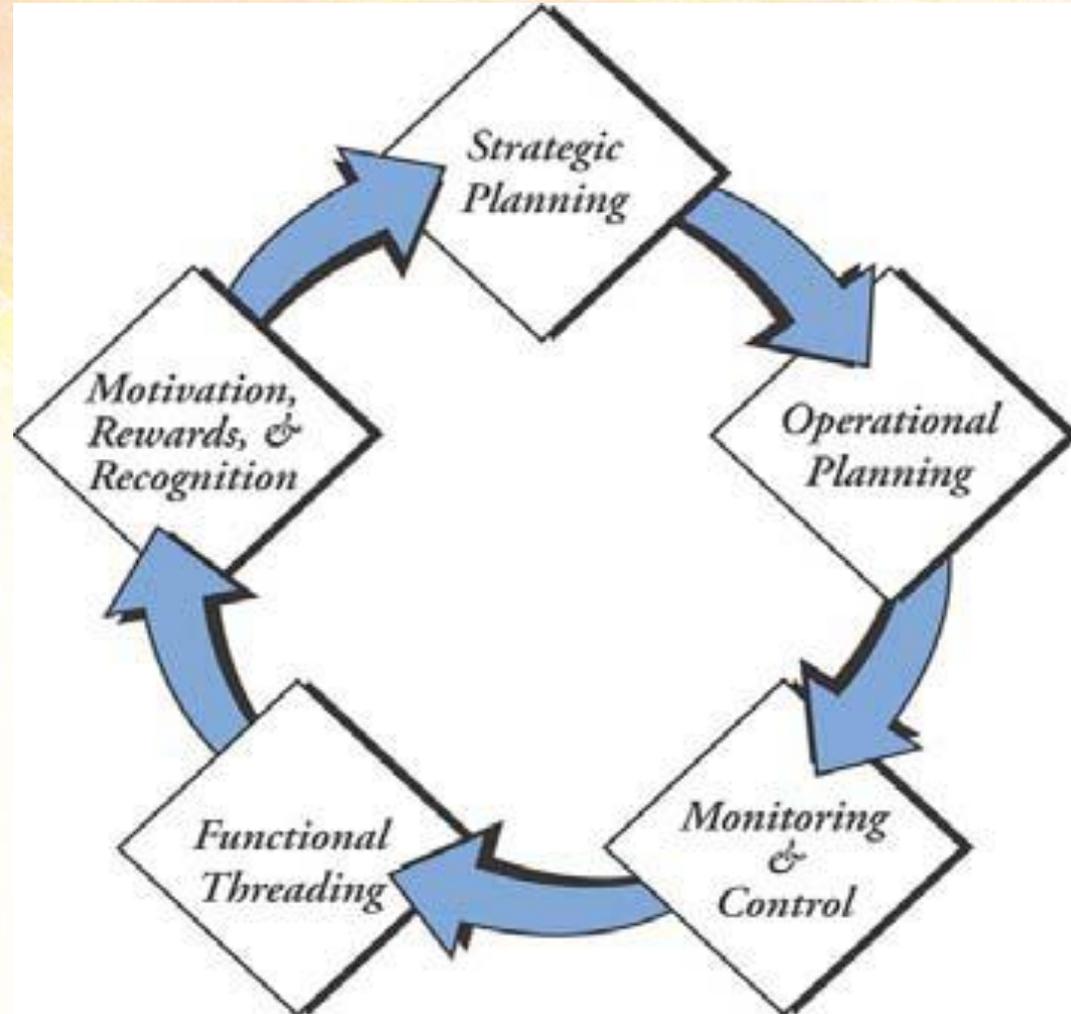


March 2011



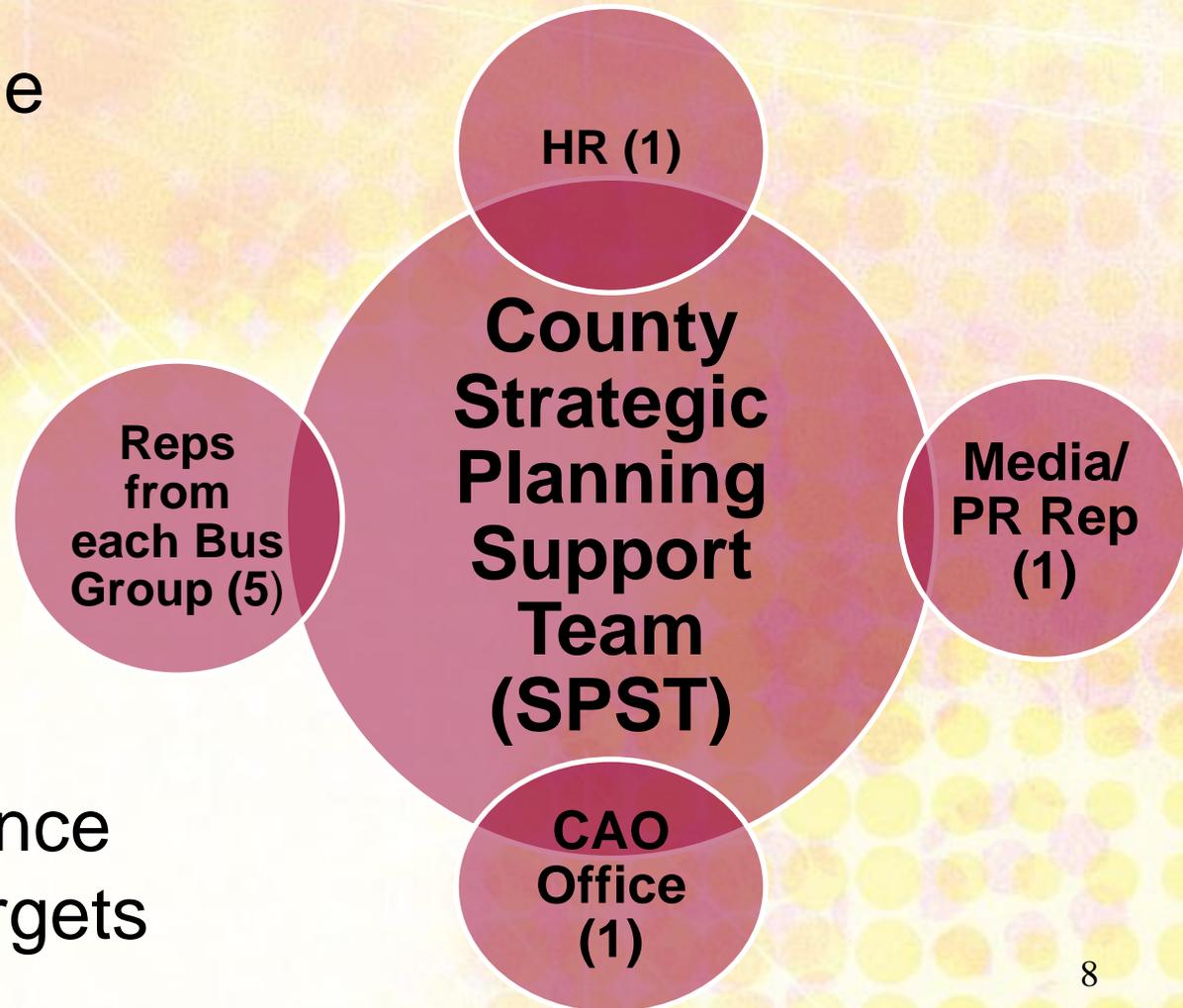
Business Model

The concept of the GMS is simple: the County will be able to provide superior services if we set sound goals and apply strong management principles to achieve those goals.



Performance Management Structure - County

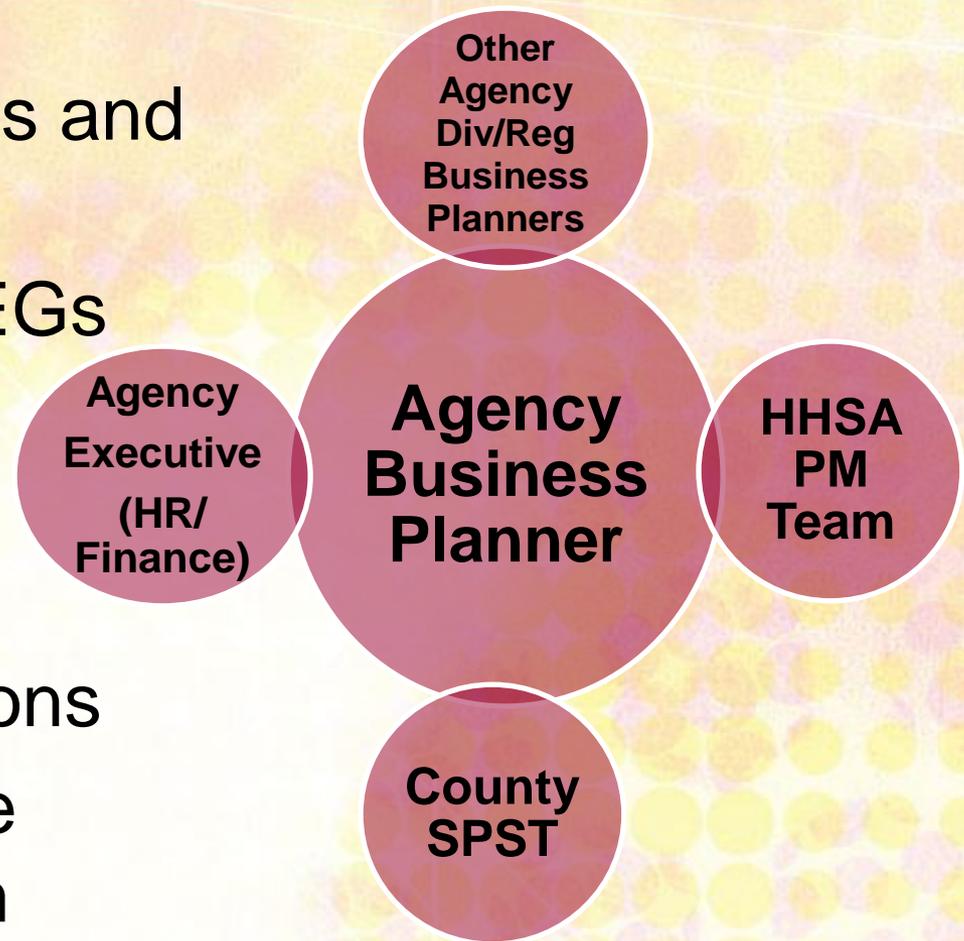
- SPST provides the focus
- Driven by Policy, Strategic Plan, Finance, and Workforce
- Each groups develops local specific performance objectives and targets



PM Structure – HHSA

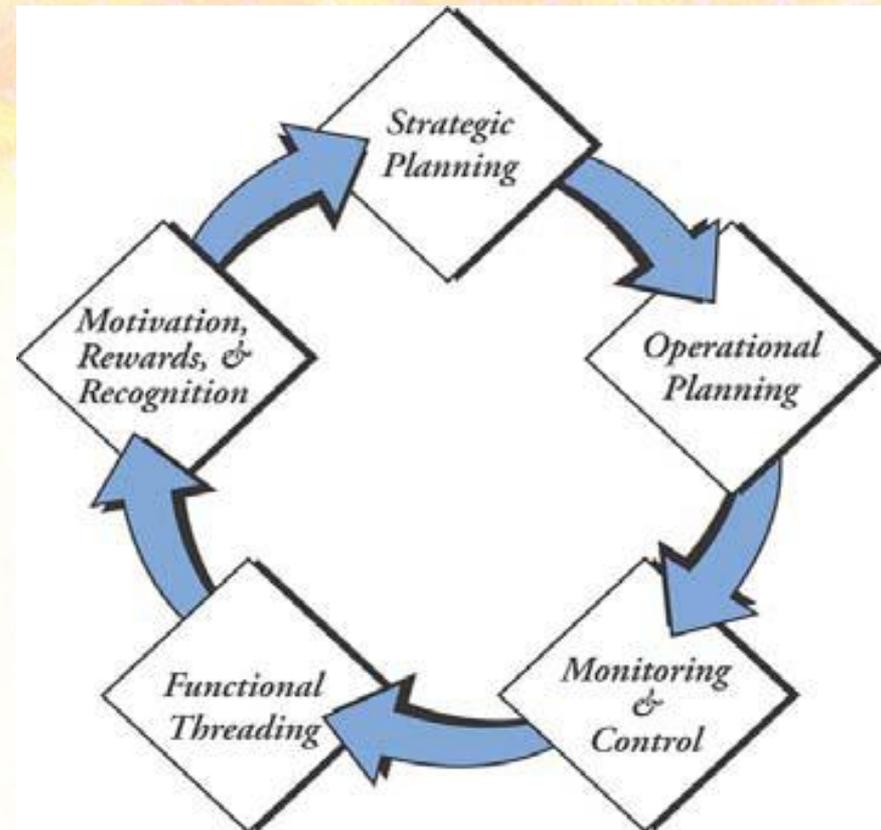
Support Planning and Operational Support

- SPOS develops the performance objectives and measures for Agency
- Op Plan, OIPs, QF/DEGs
- Central Agency Business Manager
 - Drives guidance to Regions and Divisions
 - HHSA Performance Management Team
- SPOS staff supports QI planning



Performance Management Activities

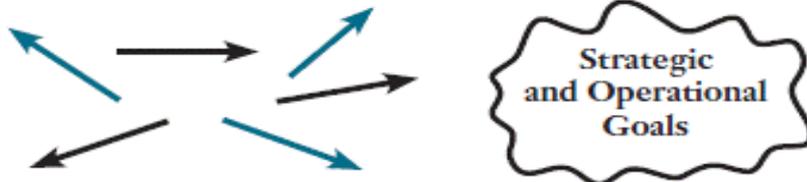
- Using the GMS, HHSA:
 - Conducts Annual Environmental Scans
 - Reviews Data
 - Reviews Budget
 - Reviews Performance Measures
 - Monitors Progress
 - Celebrates Successes



Performance Management Structure Assessment

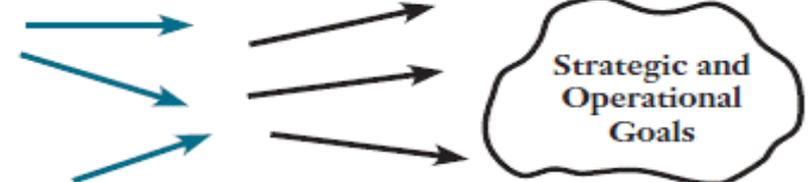
Steps Toward Mature Processes An Aid for Assessing and Scoring Process Items

(1) Reacting to Problems (0–25%)



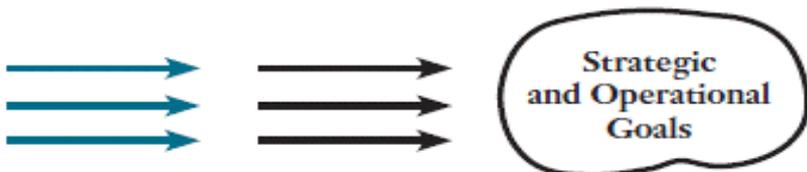
Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.

(2) Early Systematic Approaches (30–45%)



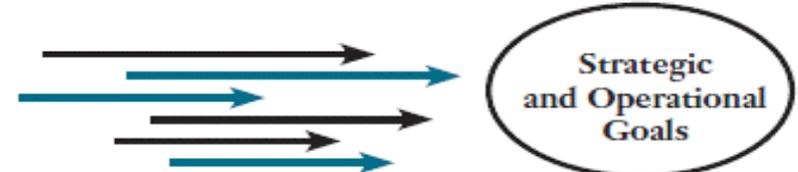
The organization is at the beginning stages of conducting operations by processes with repeatability, evaluation and improvement, and some early coordination among organizational units. Strategy and quantitative goals are being defined.

(3) Aligned Approaches (50–65%)



Operations are characterized by processes that are repeatable and regularly evaluated for improvement, with learnings shared and with coordination among organizational units. Processes address key strategies and goals of the organization.

(4) Integrated Approaches (70–100%)



Operations are characterized by processes that are repeatable and regularly evaluated for change and improvement in collaboration with other affected units. Efficiencies across units are sought and achieved through analysis, innovation, and the sharing of information and knowledge. Processes and measures track progress on key strategic and operational goals.

Quest for Operational Excellence

- Fiscal Stability
- Customer Service
- Leadership
- Workforce Excellence
- Essential Infrastructure



- Information Management
- Accountability & Transparency
- **Continuous Improvement**
- Communication
- Integration

Baldrige Framework

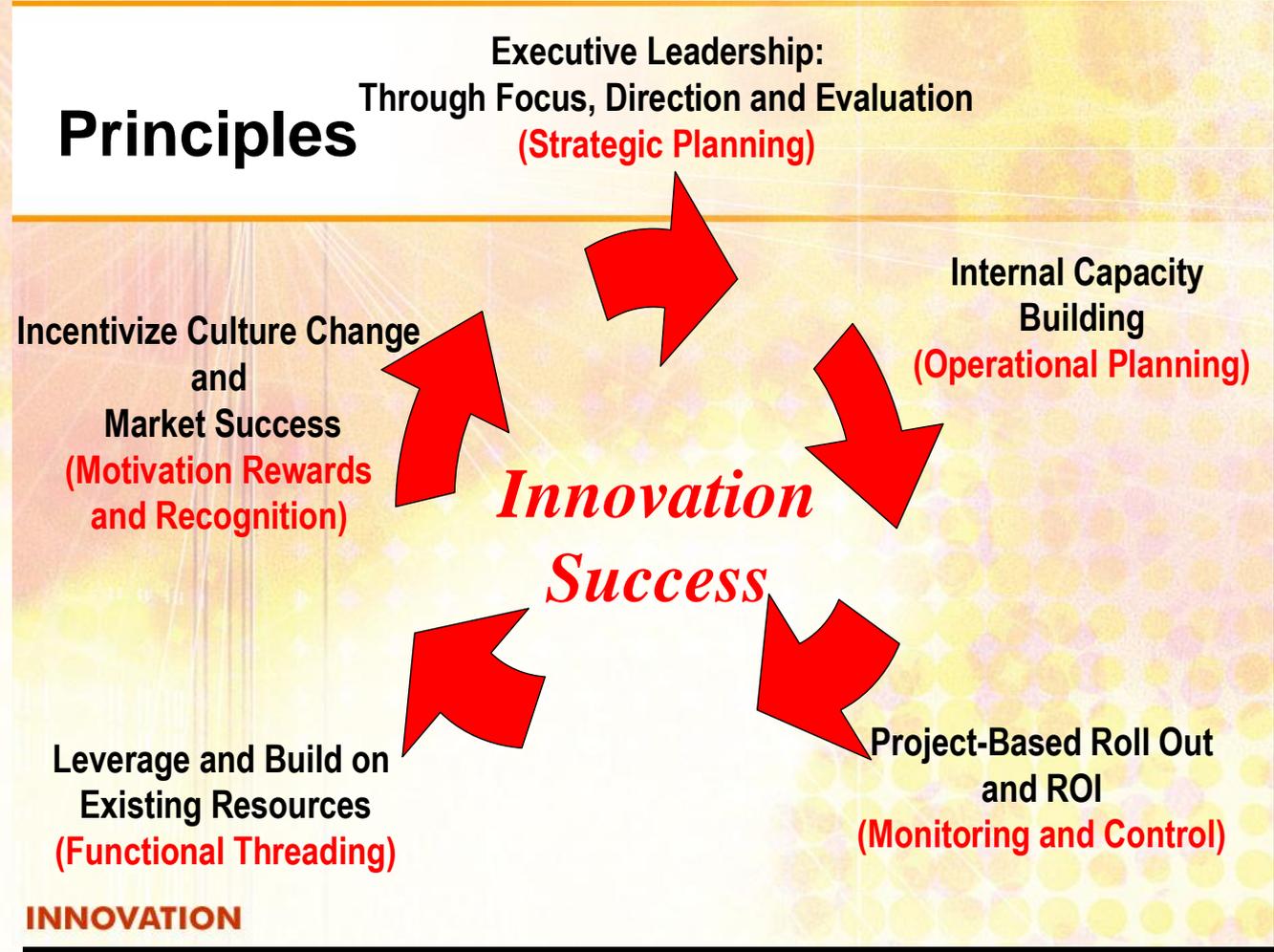


Agency QI Efforts - Prior

- Plan-Do-Study-Act (PDSA) – Regional QI activities (Accreditation Beta Test QI Project)
- CIP – Continuous Improvement Projects eventually became Business Process Re-engineering (BPR) and Innovation
- BPR – Annual quality improvement projects
 - CBPR – Contract Business Process Review: An internal report used to monitor large, high priority projects (monitoring strategy)
- MCI – Management Control Initiative

Agency QI Efforts – Current *Lean Six Sigma*

- Aligns with General Management System (GMS)
- Supports Baldrige journey



Operational Excellence

- Embed Lean Six Sigma tools into the way we do business.
- Will help us succeed in a downsized environment.
 - Optimize results given environment of fewer and fewer resources
- Builds on PDSA, BPR, MCI, and other performance improvement efforts.

What These Tools Can Do For Us?

LEAN

- Separate “Value added” from “Non-Value added”
- Provides tools for measuring work flow and delays at each step in a process
- A system to quantify and eliminate the cost of complexity

Six Sigma

- Recognize opportunities and eliminate mistakes as defined by the customer
- Maximize process speed
- Recognize that variation can limit quality of service

New Tools to Our Tool Kit

- With Lean, we can design new streamlined processes so we can do more with less.
- With Six Sigma, we can eliminate variation so that new, proven processes are consistently followed.
 - We still innovate, but we only implement what has proven to work.

General Training

- **Consultant-Trainer Kevin Phillips**
 - Curriculum tailored to HHSA that HHSA retains
- **Executive White Belt Training**
 - Dec 3 or Jan 14
 - Approx. 50 Executives and ADDs
- **Front Line White Belt Training**
 - Jan 21 or Feb 4
 - Approx 100 frontline employees

Intensive Training

■ Black Belt Candidates

- Two staff were trained last Fall through San Diego Workforce Partnership grant

■ Green Belt Training

- 3 Cohorts of 15 staff; 5.5 days over 3 months
 - 1st Cohort began November (presented February)
 - 2nd Cohort began December (presented March)
 - 3rd Cohort begins February (present in May)

Roll-Out Process for LSS Projects

- Identified problems and planned for solutions (plan) **COMPLETED**
- Next step is to implement or pilot (do)
- Then analyze the results and make adjustments as indicated (study)
- Finally implement or re-implement (act)

Process coordinated by LSS Project Coordinator

LSS Projects Summary

- 24 planned projects completed to date
- Diverse Projects
 - Decreasing wait time
 - Decreasing time to complete referrals
 - Increasing efficiency of services
 - Improving the quality of services
 - Standardizing processes
 - Reducing waste
 - Maximizing resources

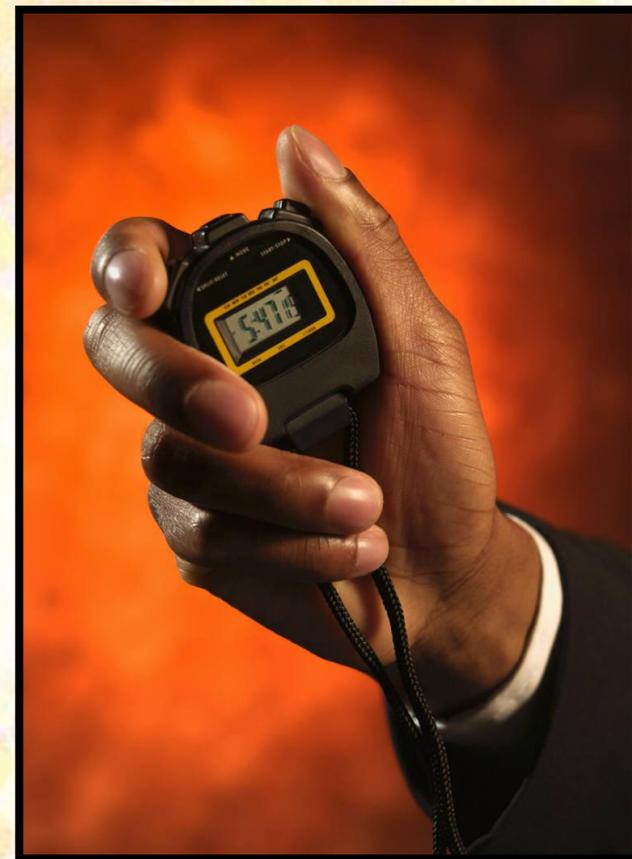
Lessons Learned to Date

- Taking an honest look at how the LSS process aids in the identification of the most effective improvement.
- LSS process is a major change in culture (i.e., thinking).
- Staff can learn and apply tools successfully.
- Strong leadership is key because what you find is often NOT what you may suspect, OR you may suspect but prefer not to know.

Next Steps – FY11/12

Additional Projects

- Project ideas come from the Regions and Division.
- Prioritize projects based upon HHSA needs.
- Construct support teams of black, green, and white belts to conduct performance improvement based on needs.
- Utilize Project Management Bootcamp trained staff for implementation teams



Next Steps – FY11/12

Training and Evaluation

- Conduct two additional Green Belt trainings.
- Continue training thru Knowledge Center.
 - Develop and adapt LMS trainings
- Conduct evaluation at 6, 12, 18 months.
- Communicate success/promote stories.

Contact

FOR MORE INFORMATION:

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Questions!!??!!

