

2022 CME Lean Conference
A Service Delivery Team's
Journey into
Operations Excellence

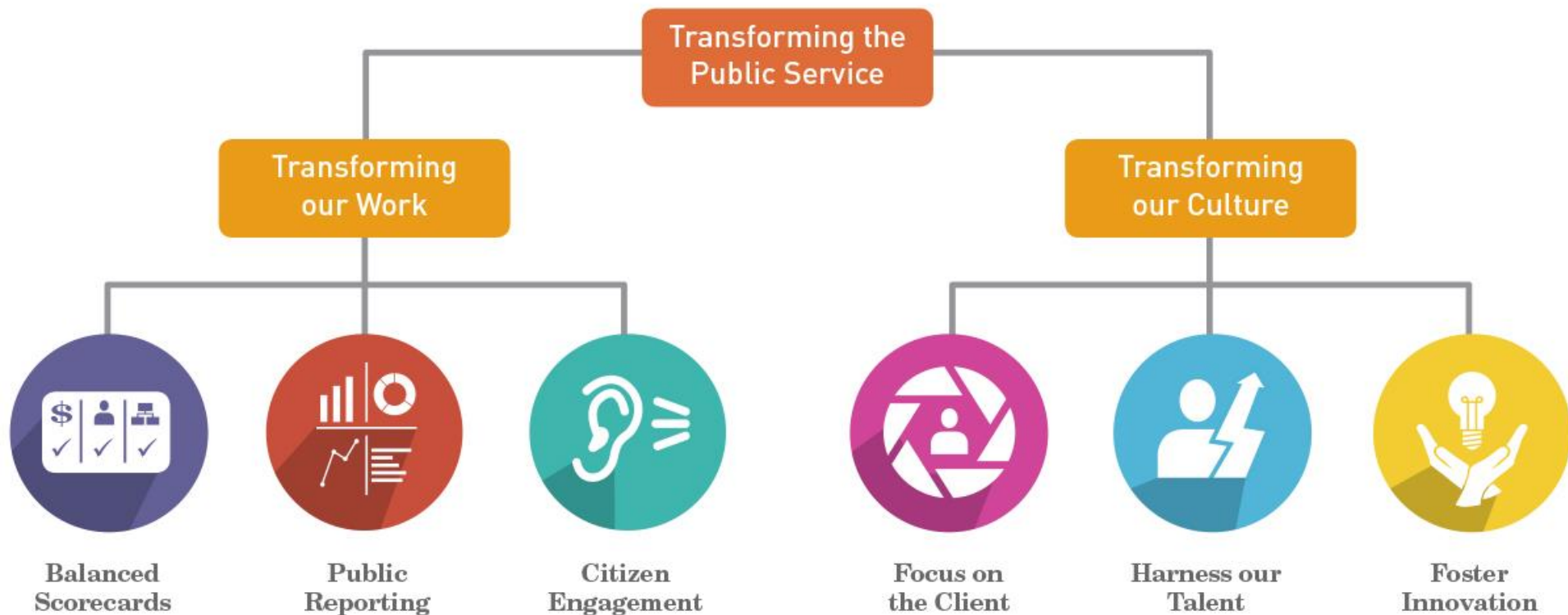
The Manitoba Government
Department of Families Experience

June 8, 2022

Manitoba
Families



We have been given the freedom by government to transform



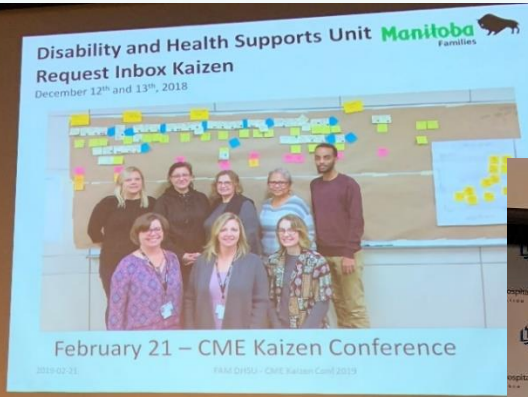
Operations Excellence supports ALL of these elements!

Have you ever seen the moment when people started to believe?



It really is a moving experience

Our people can do amazing things



We just need them to recognize that they have the freedom to try

Imagine a workplace where

- True teamwork is fostered all the time
- Teams meet a few times a week for 15 minutes to discuss hot topics, raise problems, share best practices, and track progress
- Problems are discussed respectfully and openly, without blaming individuals
- Staff are encouraged to challenge the way we do things, to look for better ways to work
- Teams have a small block of time reserved each week to solve problems
- Each team has its own strategic plan that fits into the larger divisional and department plans, and every team member knows how they contribute to it
- The managers are trained to serve as coaches for their team members



What we meant by an OpEx program

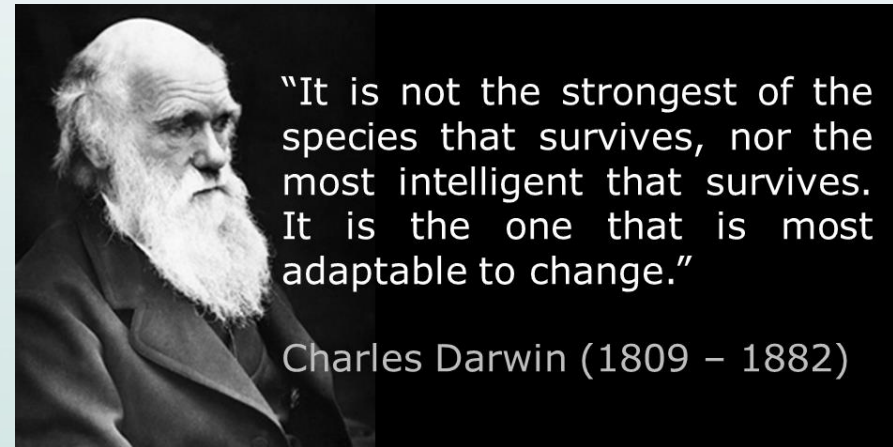
- Intended to provide tools of daily management from Lean to a service delivery team to use every day
- Basis for program was a series of workshops, one per week
- Supplemented by in-person team and manager coaching in between workshops
- Needed total support from the leadership team



Why did we ask them to do this?

- To become more efficient?
 - That's likely going to happen, but no.
- To save money?
 - That's likely going to happen, but no.
- Well then, why?

– **To help them become adaptable to change.**

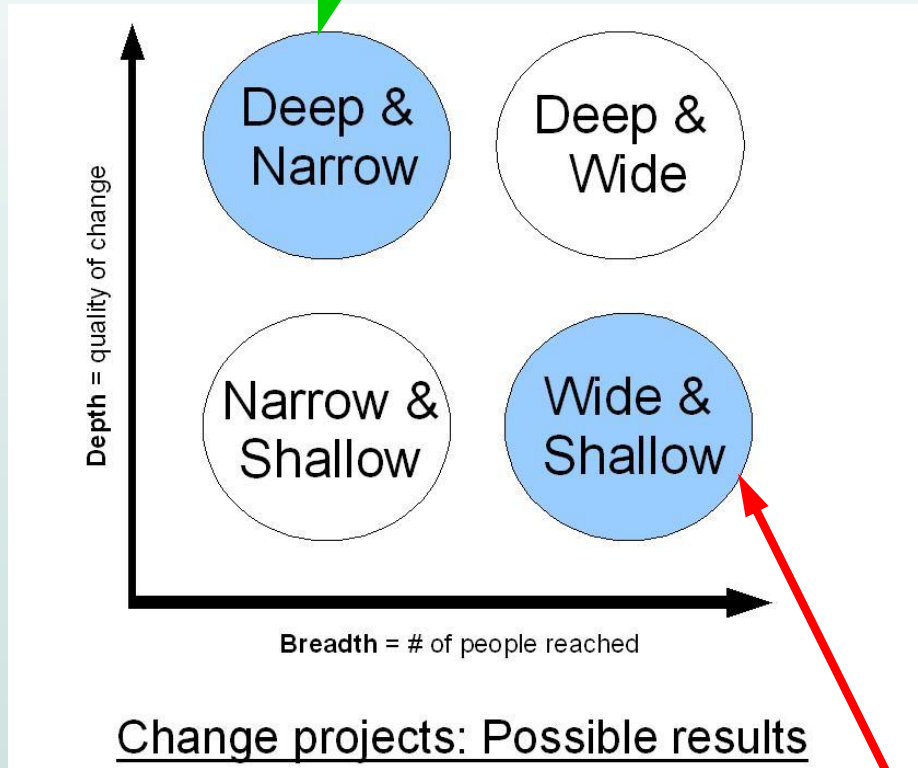


This answer resonates positively with a team in a way that the other answers never will

We took a different approach

- Often, innovation practitioners attempt to introduce the full toolkit broadly across a large organization with little success
- We invested heavily in one team at a time, hoping for better success with a culture change that “sticks”

What we did



The traditional approach

Operations Excellence Pilot



Paused here for summer

Starting in May 2019, the Income Supplement Program team within Provincial Services met for 14 weeks, for one 3-hour workshop each week on one of these topics

The Income Supplement Program Team



What does the Income Supplement Program Team do?

The ISP team is a centralized unit of 10 employees that support low income Manitobans with 10 programs that supplement a client's income, with some programs targeted for specific needs, such as housing

- Rent Assist, Manitoba Child Benefit, 55+ Senior Program, Canada-Manitoba Housing Benefit are examples of these programs

Program applications are received in paper form in person, by mail, and sometimes as a PDF sent in by email.

Average application turn-around-time (TAT) was 39 business days in September 2019



The long-term challenge?

To reduce the average program application TAT to
5 business days.



The team was certain this was impossible!
We said we would get there in steps...

Meeting M/W/F around the huddle board for 15 minutes at 8:45am became normal



Everyone would take their turn running the meeting

A close up of the huddle board



MISSION VISION

LISTENING TO CITIZENS TO PROVIDE RESPONSIVE AND ACCESSIBLE INCOME SUPPLEMENT PROGRAMS TO LOW-INCOME MANITOBIANS.

LEADERS IN USING OPERATIONS EXCELLENCE, TECHNOLOGY, AND CLIENT-CENTRED SERVICE DESIGN TO PROMOTE INDEPENDENCE FOR OUR CLIENTS.

Team Successes

- Working on Jan 6 / 8 days

Communications

- * Learning food - if you want to submit for something that aligns with Learning Plan see Gristle
- * Processing times 4-6 weeks again n.
- * Reminder to place returned apps (New) on tracker of Close front door for Huddles.
- * Please watch processing dates - 2020 - Errors in clean -> re-assessed.

Calendar

January 2020

Huddle Score

14/14

		Operations Tracking					Problems						
Employee Name	Focus This Week	Personal goal	Capacity	Count of problems found new/ cumulative					Problem	Root Cause	Solution		
				Apps with Errors	Incomplete Apps	Apps with no Option C	Returned Mail	Appeals					
Adrian	100 APPS/WK	MTWTF 3435	●	2	4	8	6	8	3	3	2	ADHERE TO 10 YEAR RESIDENCY RULE FOR 55+	
Amanda	55+ Sr.	Exception Reports	●	4	7	1	12	N/A	0	124	0		
Crystalrose	File CURRENT WORK	CURRENT (to file) RENT ASSIST	●	5	0	N/A	N/A	N/A	N/A	N/A	N/A	REMOVE PDY NAME FROM FILE	
Nicolle	Work		●	1	1	1	9			2	0		
Sandra	Processing	PROCESSING	●	0	0	1	13	1	10	2	14	0	
Nelia	Processing	Processing	●	0	0	5	21	2	21	0	0	0	
Clemence	Processing 20 APPS/day	Process APPS Email same day Response	●	3	21	5	5	4	25	8	25	0	0
Bonnie	Processing	lots	●		2	2	30	11	30	11	30	0	0
Sydni	Processing	Processing	●	0	10	10	22	7	22	0	0	0	0

GOM, Dept, Div Strategic Planning Team

MANITOBA Measuring Prog

Being the facilitator

MANITOBA Families

Dashboard Measures

Dashboard Measures

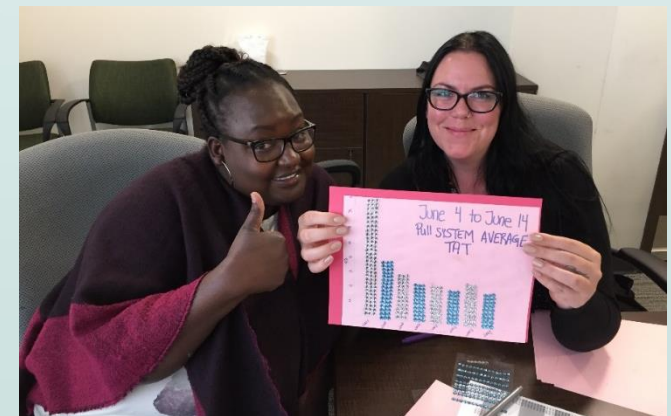
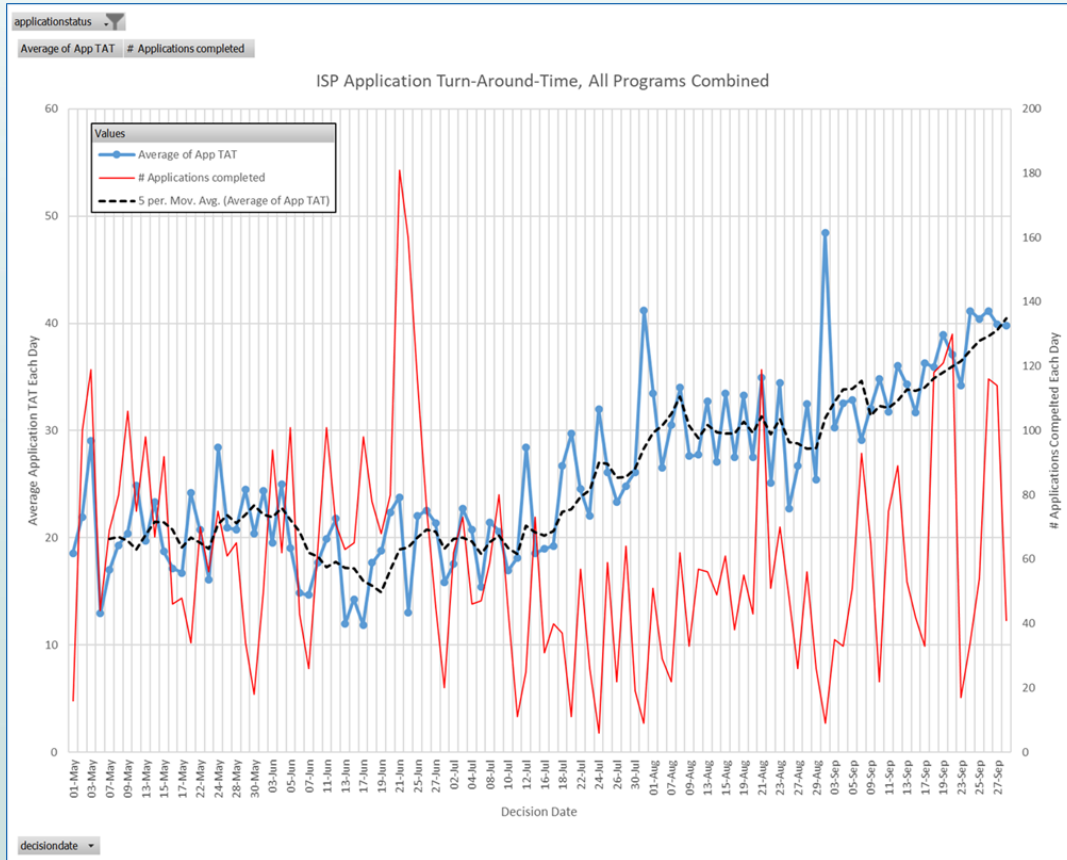
DP Team 2018 Successes

Team Health

Team Health

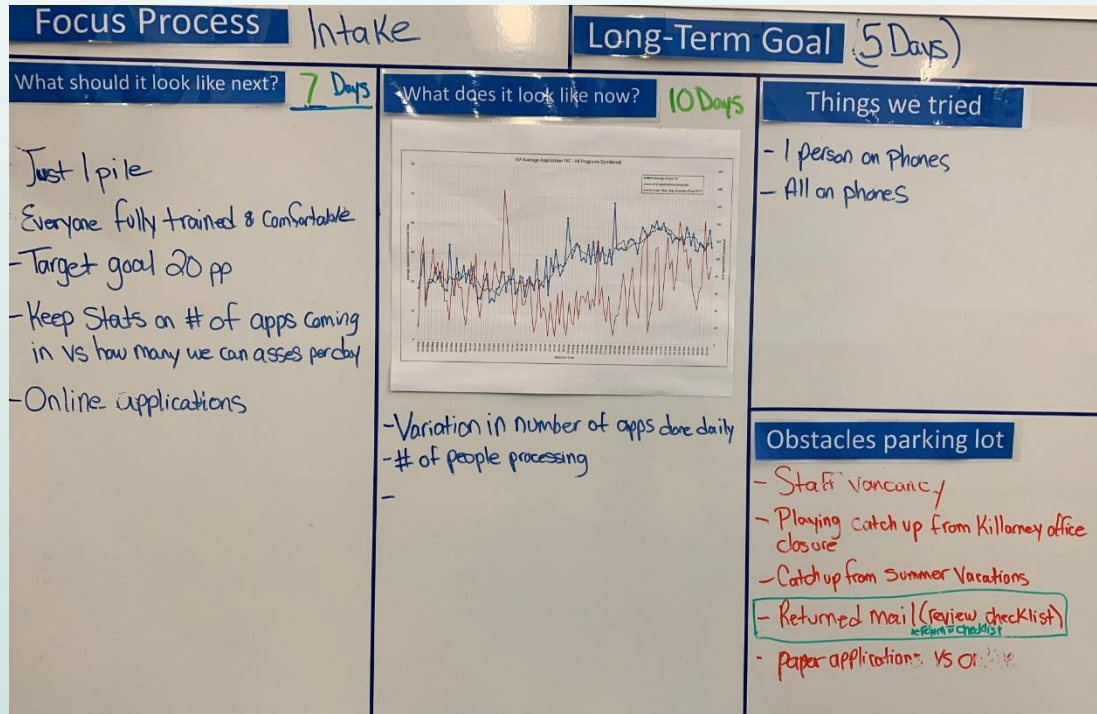
Manitoba Families

Using KPIs to drive improvement and guide problem solving



They learned to rely on data, not assumptions

Reserving 2:00-3:00pm every Wednesday for team problem solving



Modified version of the Learner's Storyboard

From the Toyota Kata Practice Guide, by Mike Rother

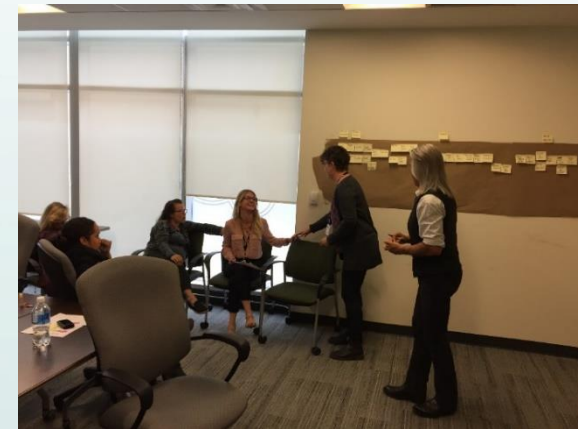
This is possibly the most important investment for team success with continuous improvement

After a month, they made a major change

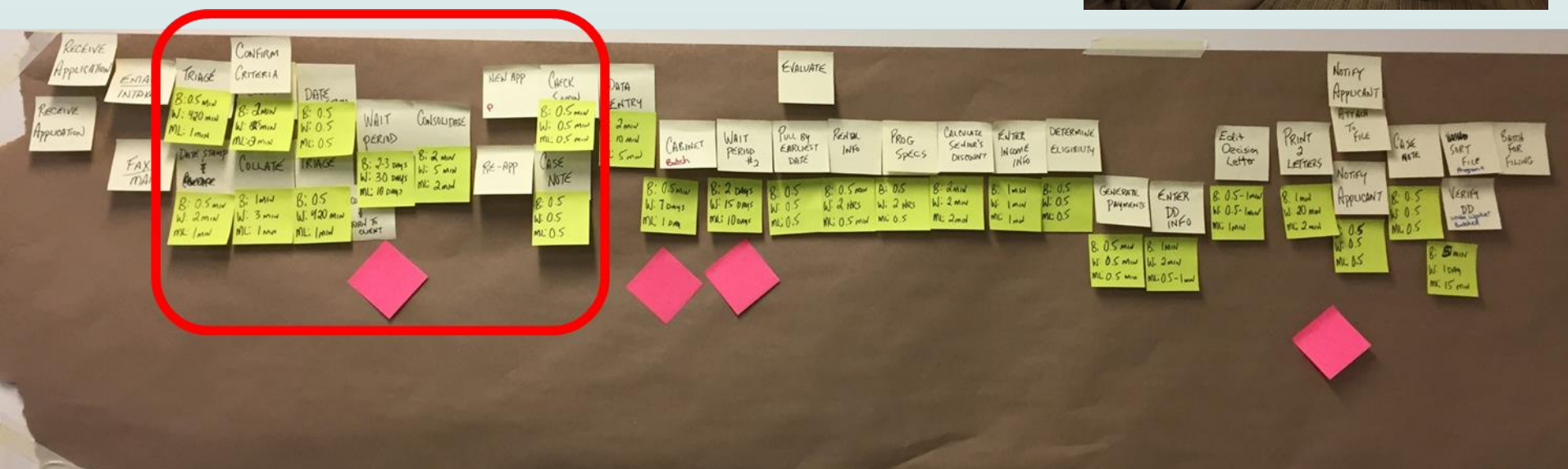
- They completely switched how they managed their work!
 - From “push” to “pull”
 - **No more application caseloads**
- They did this because they saw how another team had great success with a pull system



Everyone loved learning how to do process mapping



They found a bottleneck to remove!



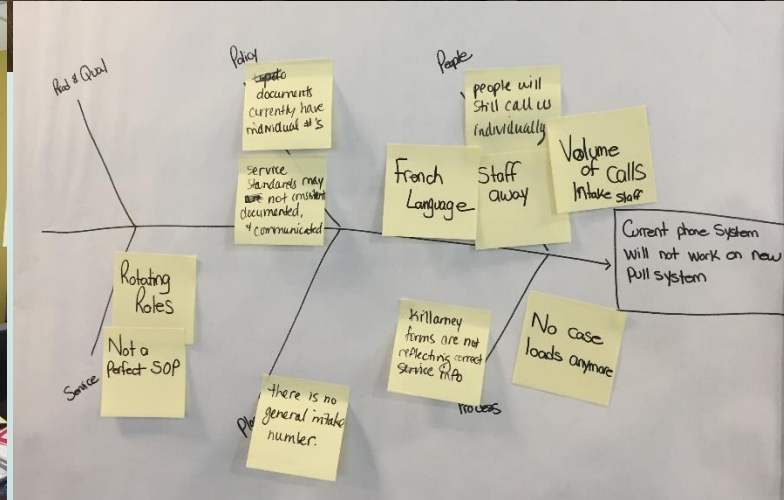
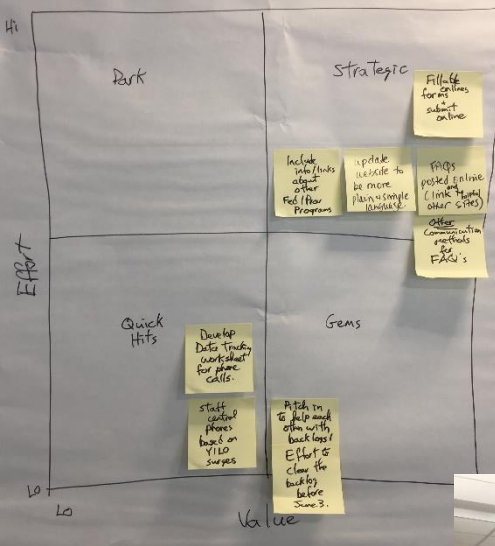
They made some mistakes along the way

Learn by **DOING**.



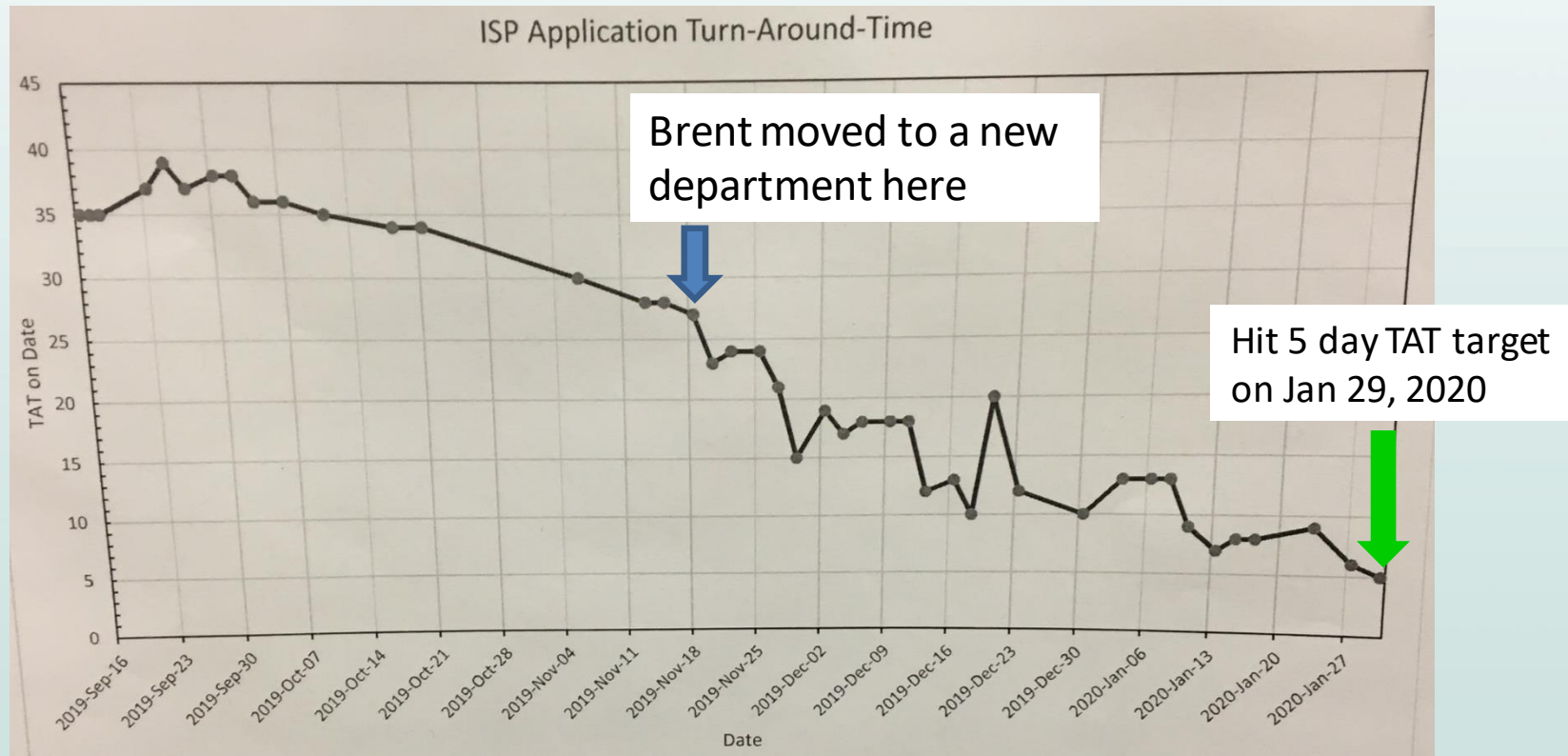
And their leaders helped the team to feel safe in doing so

They made so many improvements as a team



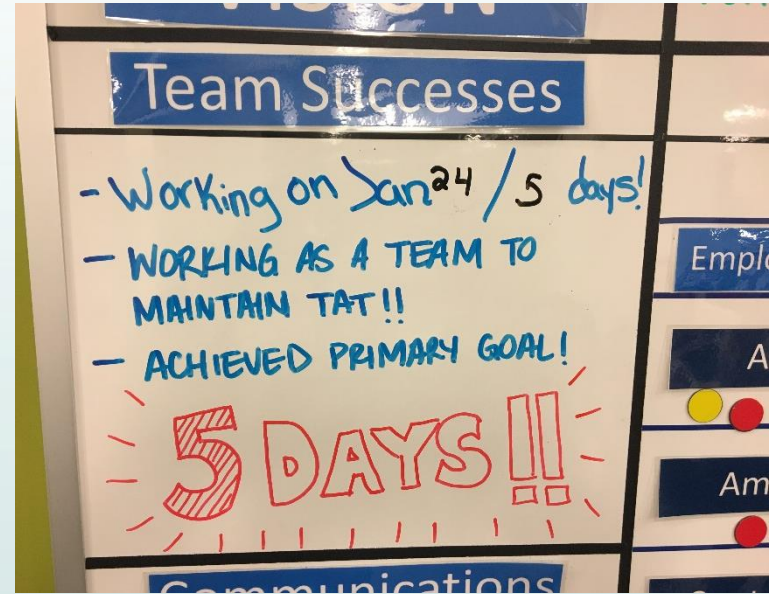
Some were large, and some were small. They all added up.

They kept improving their TAT after their OpEx coach moved into a new department!



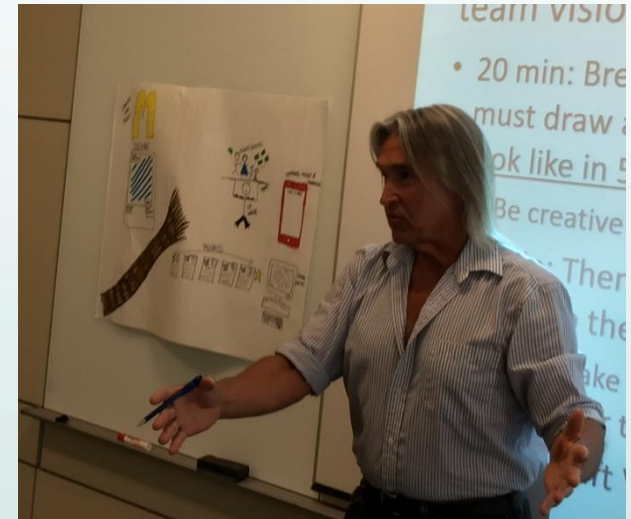
This means we truly changed the team culture!

They had to celebrate!



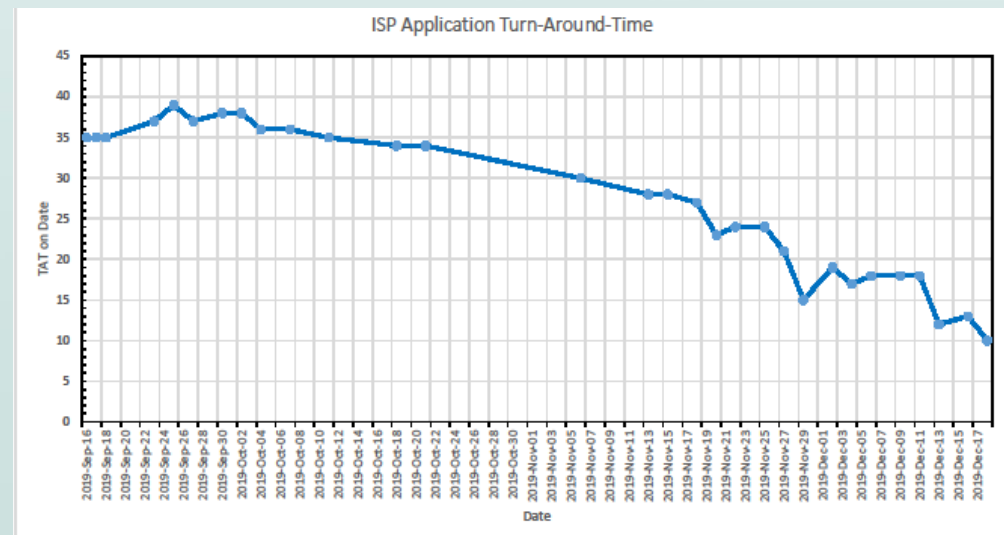
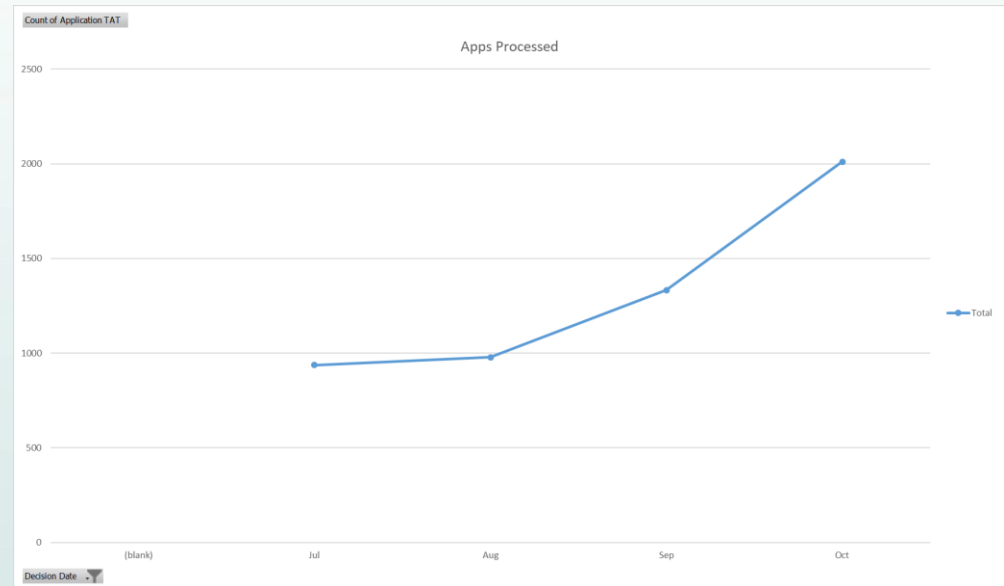
What was the journey like from the leadership perspective?

- Helping the team to believe that change is possible, permitted and encouraged!
- Nourishing teamwork
- Applying the tools learned in the workshops
- Celebration and recognition



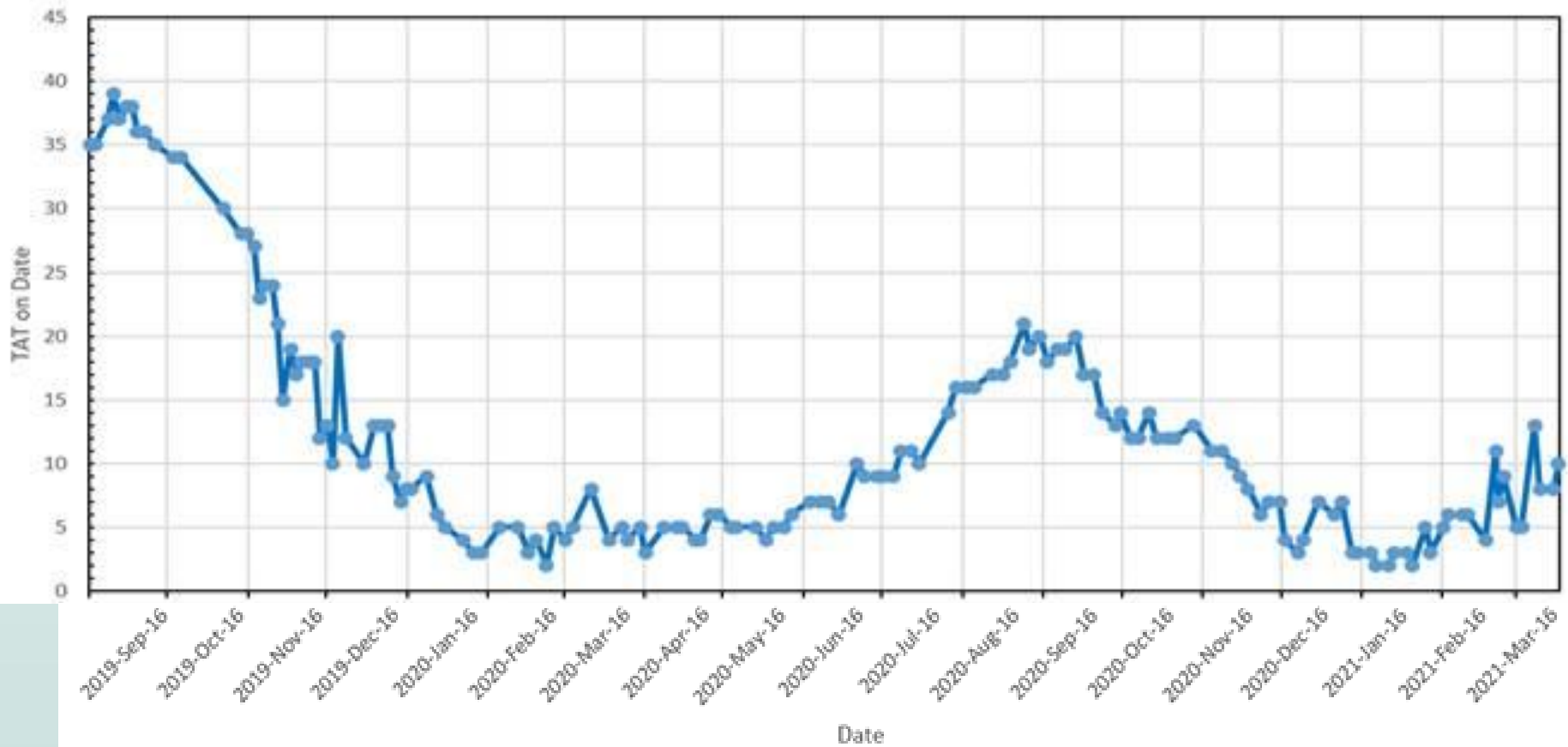
The Results

- Efficiency
 - Turn time reduced from 39 days to 5 days
 - Throughput increased 50-100%
- Service
 - Response time reduced
 - More staff time with clients
 - Complaint phone calls reducing
- Morale/Engagement
 - Improved as staff feel less stress and conflict
 - Team engaged, capable and confident
- Sustainability
 - Team able to continue making improvements after leaders leave



Long-term sustainment

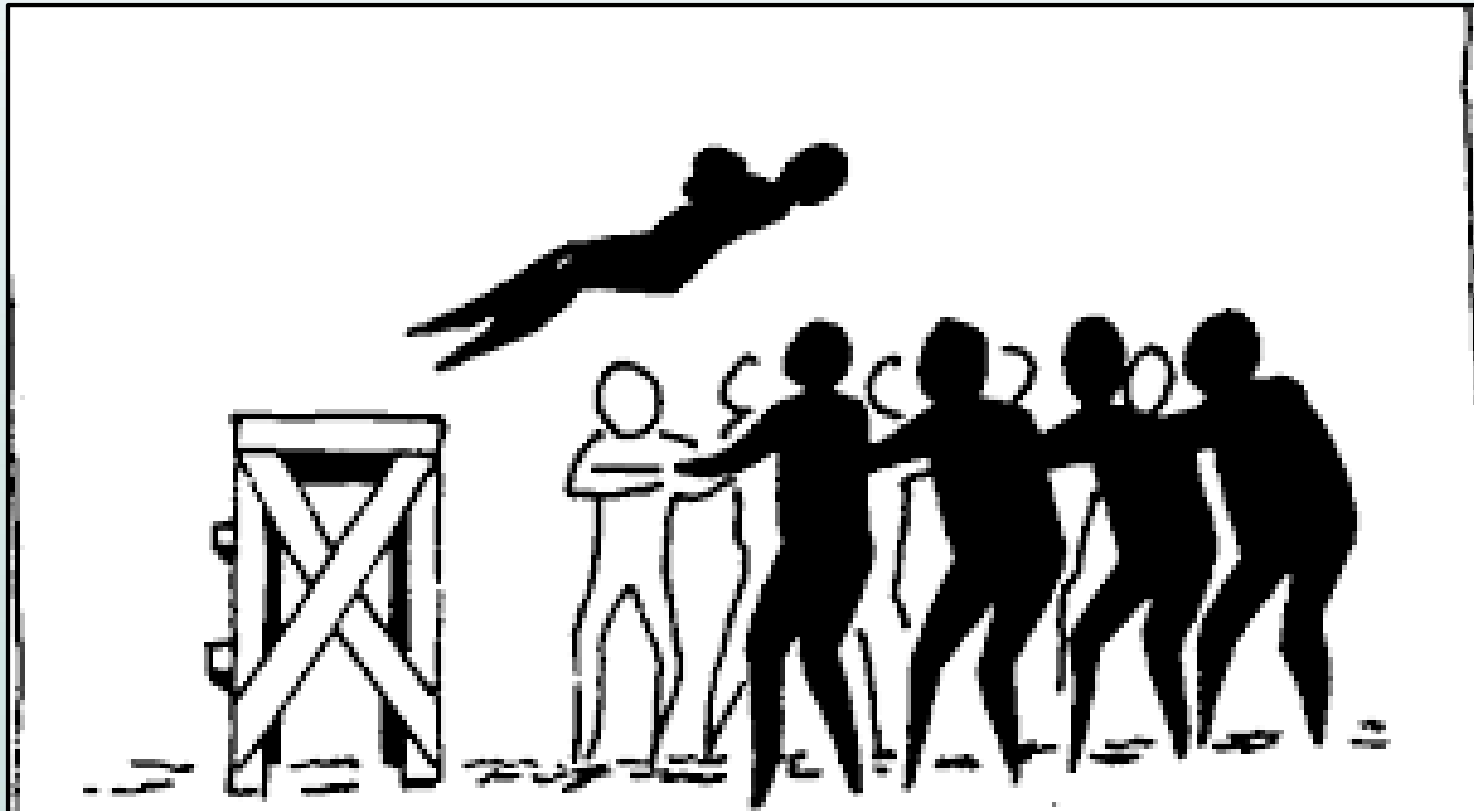
ISP Application Turn-Around-Time



Lessons Learned from Coaching Continuous Improvement Within the
Public Sector Environment

WHAT WE HAVE LEARNED FACILITATING THIS JOURNEY

If you don't build trust relationships, you won't get started



You have to understand the team's starting point and be prepared to walk alongside them

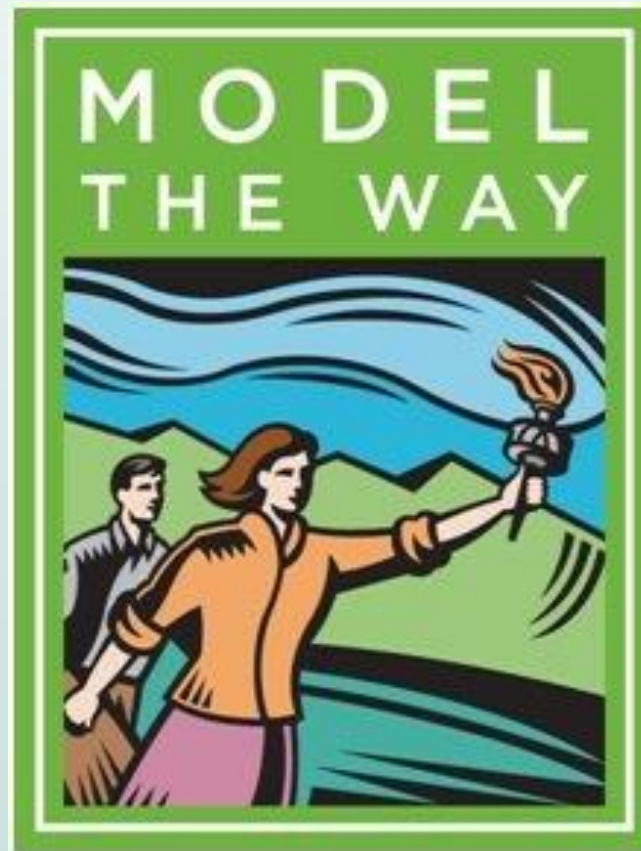


Start with the willing! Their success can convince the skeptical!



We are often tempted to start with our biggest problem areas. This is a huge risk!

The team leaders have to model the right behaviours every day



Keeping the tools of continuous improvement
in the hands of specialists is a waste



Give the tools to everyone and unleash incredible power

Questions?

