

# Strategic Lean Project Report



**For Reporting Period:** July 1, 2015 through December 31, 2015

## I. General Information:

Lead agency name: Department of Labor & Industries

Partner agencies: None

**Improvement project title: Improving Growth and Development in L&I's Human Resources Department**

**Date improvement project was initiated: 1/1/2015**

**Project type: New Project**

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

**If applicable, specify the alignment:**

Goal 5 – 1.3.b. Increase the percentage of state employees who respond positively to engagement questions.

Ensure L&I is an Employer of Choice

**Report reviewed and approved by: Randi Warick, Deputy Director**

## II. Project Summary:

The Department of Labor & Industries Human Resources division improved its employee growth and development process, resulting in an increase from 64% to 80% of those HR employees indicating they have opportunities at work to learn and grow. This was measured by comparing employee survey results in 2014 and 2015, before and after the change.

## III. Project Details:

**Identify the problem:** The HR division's process for employee growth and development was not providing enough opportunities for employees to design and implement growth and development plans.

**Problem statement:** Before implementing the Lean project, only 64% of HR employees reported having a growth and development plan compared to the target of 75%.

**Improvement description:** The Human Resources Lean team implemented the following countermeasures:

- Produced handouts and tools to share with HR employees about what L&I offers for growth and development.
- Created a web page on the internet displaying new employee resources.
- Advertised and linked employee self-assessments to L&I's job classes.
- Developed a separate growth and development tool kit that included a list of opportunities for employees, supervisor guidelines, and an action plan for the supervisor and employee to update and complete.

**Customer involvement:** The team interviewed front line employees, supervisors, and managers to identify their needs related to improving growth and development.

# Strategic Lean Project Report



## IV. Project Details:

<b>Improved process as measured by:</b> <i>(Click those that apply)</i>	<b>Specific results achieved:</b> <i>(Complete the narrative boxes below)</i>	<b>Total Impact:</b> <i>(Actuals; Current Reporting Period)</i>	<b>Results status:</b>
<input checked="" type="checkbox"/> <b>Employee Engagement</b>	Increased the percentage of Human Resources employees with growth and development plans <b>from 64% to 80%</b> . Before the improvement only 6 in 10 employees said they had growth and development plan. After the improvement 8 in 10 reported having a growth and development plan.	Increased results a total of 16 percentage points.	Final

## V. Contact information:

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# Strategic Lean Project Report



**For Reporting Period:** July 1, 2015 through December 31, 2015

## I. General Information:

Lead agency name: Department of Labor & Industries

Partner agencies: Department of Enterprise Services

**Improvement project title: Improving Vehicle Ordering for L&I Field Safety & Health Inspectors**

**Date improvement project was initiated: 7/15/2015**

**Project type: New Project**

**Project is directly connected to:**

- Results Washington performance measure
- Agency Strategic Plan

**If applicable, specify the alignment:**

Goal 5 – 1.2. Increase percentage of agency core services where timeliness is measured.

Make Workplaces Safe & Ensure L&I is an Employer of Choice

**Report reviewed and approved by: Randi Warick, Deputy Director**

## II. Project Summary:

The Department of Labor & Industries Field Services and Public Safety division improved its fleet vehicle ordering process, resulting in a decrease from 44 days to 14 days to order a vehicle through the Department of Enterprise Services. This reduced by 30 days the time inspectors in our field offices wait for their customized vehicles to arrive.

## III. Project Details:

**Identify the problem:** L&I's process for ordering and obtaining safety inspectors' customized vehicles was taking an average of 154 days; sometimes as long as 170 days. Inspectors' vehicles are an "office on the road". They hold specialized equipment and are ergonomically designed to reduce on-the-job injuries.

**Problem statement:** Before implementing the project, it was taking an average of 44 days to complete an order with DES compared the target of 22 days.

**Improvement description:** The Lean team implemented the following countermeasures:

- Developed a standard ordering checklist with DES, with an order number.
- Assigned single points of contact in L&I to standardize ordering and build positive, stable relationships with DES representatives.
- DES provided updated links for L&I's points of contact to review before placing an order.
- Created an order tracking sheet to monitor order progress and identify breakdowns.
- Designed an escalation strategy to ensure orders stay on track.

**Customer involvement:** The team involved DES and L&I employees and managers in the value stream improvement process.

# Strategic Lean Project Report



## IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety	Not applicable		
<input type="checkbox"/> Cost	Not applicable		
<input checked="" type="checkbox"/> Quality	Decreased repeated mistakes and time wasted reworking vehicle orders by: (1) implementing standard work, (2) partnering with DES to improve joint processes, and (3) assigning single points of contact for communicating with DES.	96% of vehicles meet inspectors' needs at delivery	Preliminary
<input checked="" type="checkbox"/> Time	Decreased time to order safety inspectors' vehicles <b>from 44 days to 14 days</b> . This is a 68% reduction in delays.	68% reduction in time to order safety inspector vehicles	Preliminary
<input checked="" type="checkbox"/> Customer Satisfaction	Not applicable		
<input type="checkbox"/> Employee Engagement	Not applicable		

## V. Contact information:

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# Strategic Lean Project Report



**For Reporting Period:** July 1, 2015 through December 31, 2015

## I. General Information:

Lead agency name: Department of Labor & Industries

Partner agencies: None

**Improvement project title:** Speed Up Reviews of Employer Requests for Variances from Safety Rules

**Date improvement project was initiated:** 7/1/2014

**Project type:** New Project

**Project is directly connected to:**

- Results Washington performance measure
- Agency Strategic Plan

**If applicable, specify the alignment:**

Goal 4 – 2.5. Worker Safety – Decrease workplace injury rates.  
Make It Easy to Do Business with L&I

**Report reviewed and approved by:** Randi Warick, Deputy Director

## II. Project Summary:

L&I's Department of Occupational Safety and Health (DOSH) improved its process for reviewing and issuing determination letters to employers that request variances from published safety rules. The first phase of this project resulted in a reduction of 18% by reducing the number of days to issue a determination letter from 73 to 60 days. Further improvements are expected when planned IT changes are made.

## III. Project Details:

<b>Identify the problem:</b>	L&I's occupational safety program allows employers to propose alternative safety protections that are equivalent to published standards. Responses to employer requests were taking 76 days.
<b>Problem statement:</b>	Before implementing the Lean project, the process for reviewing and making determinations on employers' requests for safety variances was taking too long. This made it difficult to work with L&I. The team decided to reduce the 76 day timeframe to a target of 36 days.
<b>Improvement description:</b>	The Lean team identified and implemented the following countermeasures: <ul style="list-style-type: none"><li>• Update and clarify the application, checklist, and fact sheet to reduce errors.</li><li>• Immediately return applications with errors and explain corrections needed.</li><li>• Appoint and train someone to be a back-up for the program supervisor.</li><li>• Improve letters and templates sent to employers.</li><li>• Prepare employers for site visits.</li><li>• Develop a standardized report for inspectors.</li><li>• Update the employee desk manual.</li><li>• Train all DOSH staff on the new process.</li></ul>
<b>Customer involvement:</b>	The team interviewed employers, frontline employees, managers, and the AAG involved in the process

# Strategic Lean Project Report



## IV. Project Details:

<b>Improved process as measured by:</b> <i>(Click those that apply)</i>	<b>Specific results achieved:</b> <i>(Complete the narrative boxes below)</i>	<b>Total Impact:</b> <i>(Actuals; Current Reporting Period)</i>	<b>Results status:</b>
<input type="checkbox"/> <b>Safety</b>	Not applicable		
<input type="checkbox"/> <b>Cost</b>	Not applicable		
<input type="checkbox"/> <b>Quality</b>	Not applicable		
<input checked="" type="checkbox"/> <b>Time</b>	Decreased the number of days to issue a determination letter to employers requesting a safety variance <b>from</b> 76 days <b>to</b> 60 days. The team expects to see further improvement when planned IT changes are made later this year.	Reduction of 18% or 16 days	Preliminary
<input type="checkbox"/> <b>Customer Satisfaction</b>	Not applicable		
<input type="checkbox"/> <b>Employee Engagement</b>	Not applicable		

## V. Contact information:

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# Strategic Lean Project Report



**For Reporting Period:** July 1, 2015 through December 31, 2015

## I. General Information:

Lead agency name: Department of Labor & Industries

Partner agencies: None

**Improvement project title:** Injured Worker Return to Work Future State Pilot

**Date improvement project was initiated:** 4/1/2013

**Project type:** New Project

**Project is directly connected to:**

Results Washington performance measure

Agency Strategic Plan

**If applicable, specify the alignment:**

Goal 4 – 2.5. Worker Safety – decrease workplace injury rates that result in missing three or more days from work

Help Injured Workers Heal and Return to Work

**Report reviewed and approved by:** Randi Warick, Deputy Director

## II. Project Summary:

L&I's Insurance Services division designed a pilot project to speed up services to injured workers at risk for long-term disability. The goal was to reduce worker disability. The pilot entailed a collaborative, multi-disciplinary team design coupled with use of predictive analytics to spot high-risk injuries within 40 days of claim filing. The pilot resolved and closed a higher proportion of claims compared to the control group. The new design reduced the risk of long-term disability for a higher percentage of workers.

## III. Project Details:

**Identify the problem:** L&I's Insurance Services process for managing on-the-job injury claims was not fully integrated before the pilot. The team designed a pilot using value stream mapping, which coordinated services available to injured workers and delivered them at the right time, early in the claim.

**Problem statement:** Before implementing the pilot, a high percentage of on-the-job injury claims took too long to resolve due partly to lack of service integration and the ability to predict high risk claims.

**Improvement description:** The Lean team implemented the following countermeasures:

- Developed a collaborative claim unit with all professionals needed to provide the right services early to those workers at high risk of long-term disability.
- Co-located professionals in one work area to reduce delays and communication problems associated with working across silos.
- Developed standard work for early referral to vocational experts and return to work specialists in L&I's field offices where the workers live.
- Created and implemented predictive analytics for identifying high risk injuries within the first 40 days of the claim.

**Customer involvement:** The team used customer survey research and team member experience with injured workers, physicians, and employers to clarify customer requirements.

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## IV. Project Details:

Improved process as measured by: <i>(Click those that apply)</i>	Specific results achieved: <i>(Complete the narrative boxes below)</i>	Total Impact: <i>(Actuals; Current Reporting Period)</i>	Results status:
<input type="checkbox"/> Safety			
<input type="checkbox"/> Cost			
<input checked="" type="checkbox"/> Quality	Increased the percentage of high risk claims resolved earlier in the claim <b>from 33.1% to 42.4%</b> . Decreased the share of high risk claims still disabled (on time-loss payments) at 90 days <b>from 66.2% to 64.9%</b> . [Note: improvements are based on comparison to a control group. Measurement is not based on a times series design.]	Refer to information to the left.	Preliminary
<input type="checkbox"/> Time			
<input type="checkbox"/> Customer Satisfaction			
<input type="checkbox"/> Employee Engagement			

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