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Accelerating Results: Tips for Surfacing, Sponsoring, and Sustaining Problem Solving

Presented by:

Annette Schuffenhauer, Chief Legal Officer, Washington Health Care Authority

Suzanne Hoffman, Vice President, Mass Ingenuity

Tom Moore, Regional Vice President Professional Services, Mass Ingenuity

Washington State Government Lean Transformation Conference

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Welcome!

Accelerating Results: Tips for Surfacing, Sponsoring, and Sustaining Problem Solving



SEE.

Envisioning solutions to our nation's most complex challenges



BELIEVE.

Engaging the untapped passion and talents of our public workforce



ACHIEVE.

Delivering results that showcase great government in action

Mass Ingenuity Enables Results

MASS INGENUITY'S NOW Management System[®] is a comprehensive, results-driven, integrated system of performance management that, through its deployment, reliably transforms organizational culture



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We are proud to serve you.

We are not here merely to make a living.

We are here in order to enable the world

to live more amply, with greater vision,

with a finer spirit of hope and

achievement. We are here to enrich the

world, and we impoverish ourselves if we

forget the errand.

-Woodrow Wilson



Washington State Health Care Authority

DRS
WASHINGTON STATE
Department of
Retirement Systems

WASHINGTON
UTC
UTILITIES AND TRANSPORTATION
COMMISSION



Department of Commerce
Innovation is in our nature.

WASHINGTON STATE DEPARTMENT OF
LICENSING

Department of
Corrections
WASHINGTON STATE

Oregon
Department
of Transportation



DHS
Oregon Department
of Human Services



Oregon State Treasury



State of Oregon
Department of
Environmental
Quality

Oregon Corrections
ENTERPRISES



Oregon Department of
Land Conservation and
Development



OREGON DEPARTMENT OF
EDUCATION

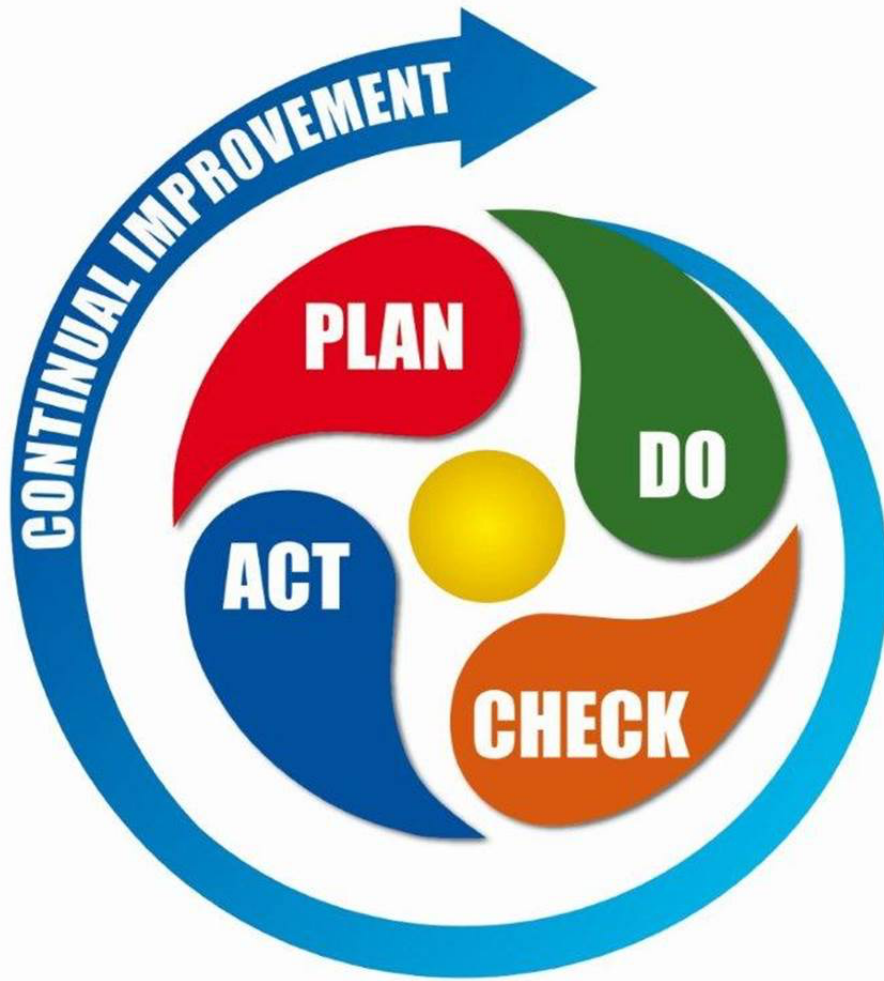
PERS
Oregon
Public
Employees
Retirement
System

Today's focus

At the heart of achieving results with Lean is a strategic emphasis on solving problems at all levels and tapping into the potential of people



Problem Solving IS Lean



- Achieve better results
- Common process and tools
- Uses data and the knowledge of the people closest to the work

7-Step Problem Solving





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Tips for Problem Solving: SURFACING

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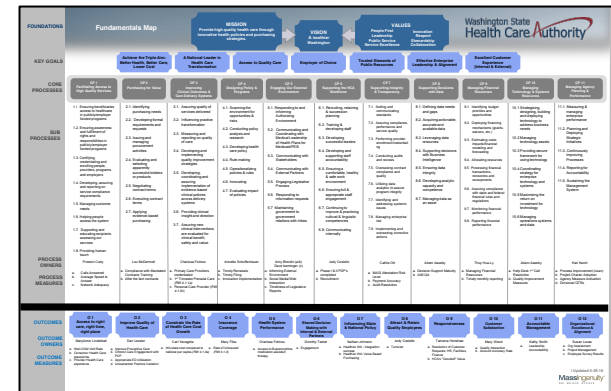
Tip #1: Align with the BIG picture

SURFACING

- ✓ Describe significant work of the organization
- ✓ Define measures for routine work and initiatives
- ✓ Develop local measures with line of sight



FUNDAMENTALS MAP



Tip #2: Use DATA as your foundation

- ✓ Monitor measures aligned to the big picture
- ✓ Start problem solving projects to solve gap
- ✓ Gather data to prove root causes **BEFORE** solutions

I ♥ Data



Tip #3: Depend on EMPLOYEES

SURFACING

- ✓ People closest to the work often have the best insights on current work, voice of customer and solutions
- ✓ *Creatively* involve them





Washington State Health Care Authority

Our Mission:

Provide high quality health care through innovative health policies and purchasing strategies.

Our Values:

People First	Innovation
Leadership	Respect
Public Service	Stewardship
Service Excellence	Collaboration

Our Vision:



7 Step Problem Solving: My story

Surfacing

- Executives aligned
- Scorecard indicated gap
- Data brought clarity

Sponsoring

Sustaining



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Tips for Problem Solving: SPONSORING

NOW
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System

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Tip #4: Ensure CLARITY

SPONSORING

- ✓ Set direction for team
- ✓ Roles and decision process defined
- ✓ Cultivate transparency



Tip #5: Build CAPABILITY in others

SPONSORING

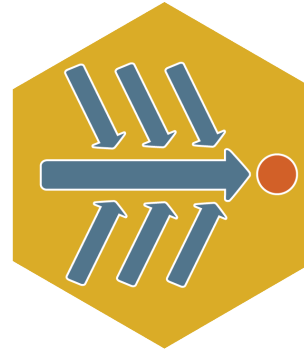
- ✓ Expect and encourage skill development
- ✓ Coach the steps and resist giving the solutions
- ✓ Set expectations and trust the team



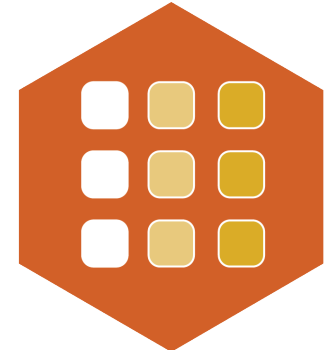
Tip #6: Provide BEST resources

SPONSORING

- ✓ Secure people for the key roles
- ✓ Common language
- ✓ Clear path to approvals
- ✓ Access to tools



Problem Solving



Change Management



Scorecards



RESULTS Software



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Tips for Problem Solving: SUSTAINING

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Tip #7: PARTNER with Stakeholders

SUSTAINING

- ✓ Conduct Stakeholder assessment
- ✓ Define communication, training, and coaching plans
- ✓ Collaborate with sponsor and project team



Tip #8: Monitor and ADJUST

SUSTAINING

- ✓ Apply PDCA to your Problem Solving project
- ✓ Listen for early feedback
- ✓ Encourage experiments



Tip #9: Ensure HANDOFF

SUSTAINING

- ✓ Transition ownership
- ✓ Position to keep and grow the gain
- ✓ Apply solutions to related areas



7 Step Problem Solving: My story

Surfacing

- Executives aligned
- Scorecard indicated gap
- Data brought clarity

Sponsoring

Sustaining

7 Step Problem Solving: My story

Surfacing

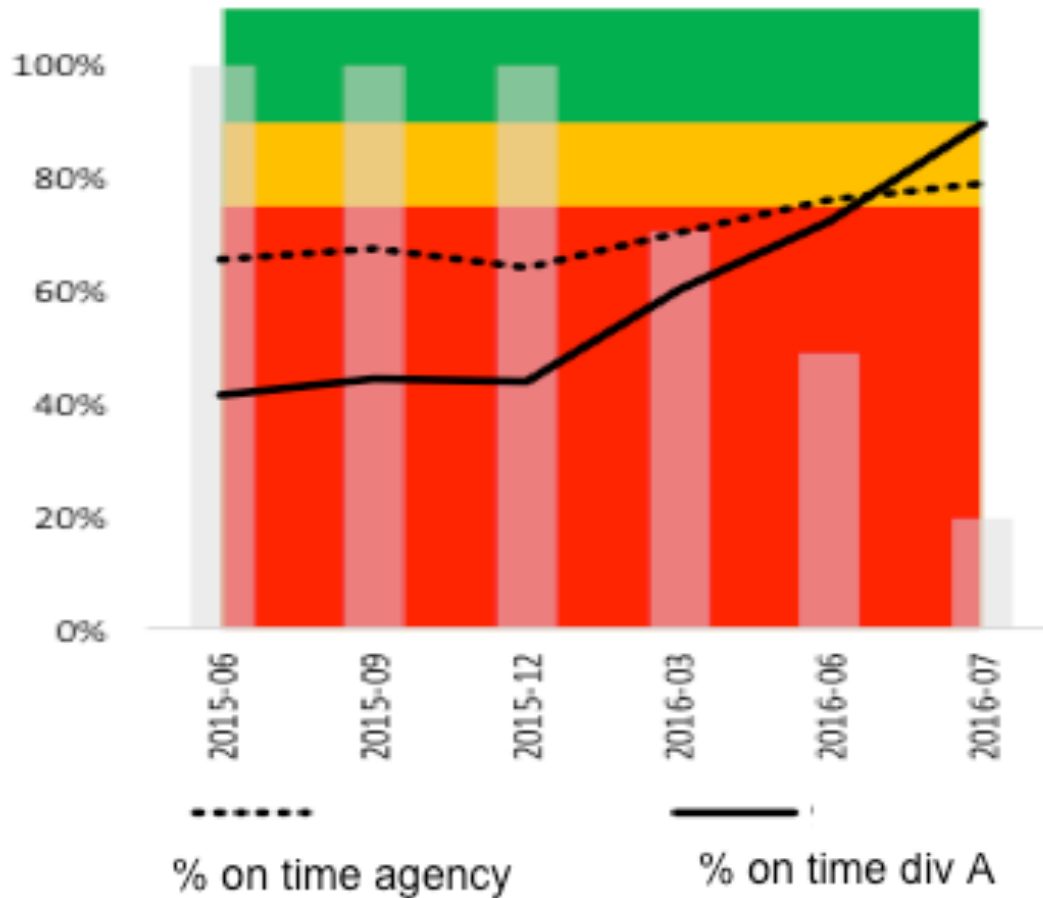
- Executives aligned
- Scorecard indicated gap
- Data brought clarity

Sponsoring

- Empowered employees
- Clarity of roles
- Having the “right people” at the table
- Clear authority

Sustaining

Problem Solving Project Results



- ✓ Increased “on time” from 58% to 89.6 %
- ✓ Today we have 8 late policies and 6 are actively being updated
- ✓ Team is planning to apply improvements to other divisions

7 Step Problem Solving: My story

Surfacing

- Executives aligned
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Sponsoring

- Empowered employees
- Clarity of roles
- Having the “right people” at the table
- Clear authority

Sustaining

- Actively monitoring
- Celebrated successes
- Learnings being shared

Questions?

**Accelerating
Results: Tips for
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Sponsoring, and
Sustaining Problem
Solving**



THANK YOU!

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