



THE UNIVERSITY OF
CHICAGO

SCHOOL OF SOCIAL SERVICE ADMINISTRATION

Lean Thinking for the Social Services

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We'll talk about...

What is Lean

How you apply lean in the Social Services

Lean Comes From

TOYOTA Production Goals

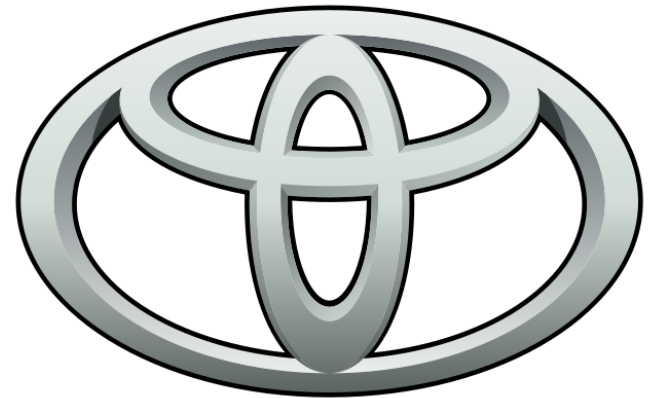
Best quality product

At the lowest costs

Produced with the shortest lead times

Resulting in the best safety

And the highest employee morale



TOYOTA

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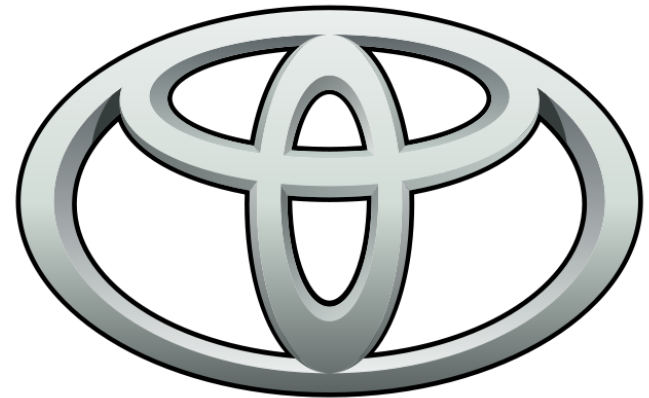
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DISCUSS:

Which of these apply to the social services?



TOYOTA

Lean Thinking

Lean reduced to three principles:

- Eliminate waste
- Standardize work
- Stop doing wrong things righter

Old School	New (Lean) School
People cause poor quality	Processes cause poor quality
Quality folks are responsible for quality	Everyone is responsible for quality
Quality is inspected in	Quality is built in
Management finds and fixes problems	Teams of employees find and fix problems

When to Use Lean

When people are spending time:

- Looking for information to complete a task
- Jumping through multiple decision/ approval hoops
- Repeatedly reorienting to tasks that were interrupted
- Escalating decisions/ tasks to a higher level
- Working on batches of things
- Working to correct defects

Lean Splits Activities into

Customer Value Added	Business Value Added (required value added)	Waste
Activities the customer values – what they want us doing	Activities that have to be there for some reasons, but don't really add value	Everything else, by definition
Example at SSA: Teaching; preparing for teaching	Example at SSA: Admissions processing	
Example at Sunshine Drug Tx: Counseling session	Example at Sunshine Drug Tx:	

WASTE in Lean Terms

T **Transportation**

I **Inventory**

M **Movement**

W **Waiting**

O **Overprocessing**

O **Overproduction**

D **Defects**

WASTE in Lean Terms

T	Transportation	Worker driving to home visits
I	Inventory	
M	Movement	
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WASTE in Lean Terms

T	Transportation	Worker driving to home visits
I	Inventory	Large stock of car seats in storage
M	Movement	
W	Waiting	
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WASTE in Lean Terms

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I	Inventory	Large stock of car seats in storage
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O	Overproduction	We make 400 copies of parent training manual; we need 40
D	Defects	Short team in-patient stay is inadequate; patient goes home on drug that doesn't work; readmitted

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What does Lean Process Improvement Look Like?

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Lean Strategies

- Kaizan events
- Mistake Proofing Processes
- Color Coding processes and materials
- Pull flow – coordinated rhythmic performance; small lots; virtually no inventory
- Workload balancing
- Just in Time processing – what is needed, when its needed and only the number needed
- 5 S events

5- S events

Name	Japanese Name	Definition	
Sort	Seiri	Sort into keep. Get rid of and red tag (temporary holding)	
Straighten	Seiton	Proper order, easy to find	
Shine	Seiso	Keep work area clean	
Standardize	Seiketsu	Document process steps and instructions. Do things the right way, every time.	
Sustain	Shitsuke	Maintain use of the standardized procedures	

Lean Assessment

Process Flow Charts

SIPOC analysis: Suppliers, Inputs, Process, Outputs, Customers

Value added matrix worksheets

Value stream analyses

Failure Mode Effects Analysis