



Richard O. Brajer
Secretary

Wayne E. Black
*Senior Director for Social Services
and County Operations*

November 16, 2016

DEAR COUNTY DIRECTOR OF SOCIAL SERVICES:

RE: Streamlining Business Processes Utilizing Lean Methodology

One of the primary responsibilities of the Operational Support Team (OST) is to assist the local departments of social services with streamlining business processes so that customers can receive their benefits in the most efficient and effective way. The Operational Support Team has LEAN Government Project Certified facilitators available to assist your agency with the streamlining of business processes.

The Lean Methodology has a proven process for identifying and eliminating waste from governmental, healthcare, and manufacturing arenas. This method of streamlining business processes includes the following:

- **Kickoff Meeting** – This meeting is to review the Lean Rapid Improvement Request submitted to clarify the focus of the project, educate the attendees regarding the LEAN Methodology, create the project charter, and identify staff to participate on the teams.
- **Value Stream Mapping** – Value Stream Mapping (VSM) is a two-day exercise in which the group identifies each step in the process, the actions taken at each step, and the amount of time it takes to complete each step. All of the process information is mapped creating a visual representation of each process from beginning to end. This mapping helps identify areas of waste within the process being streamlined.
- **Kaizen Event** – The Kaizen Event is a three-day exercise in which the group identifies areas of rapid improvement and works within sub-groups to rapidly improve those processes.
- **30-60-90 Day Follow-up** - After the completion of the Value Stream Mapping Meeting and Kaizen Event, follow-up meetings occur with your agency 30, 60, and 90 days afterwards to check the status of the project and identify additional areas that need to be improved. During the 90-day meeting, the Lean Team establishes a sustainability plan to maintain the actions that have taken place.



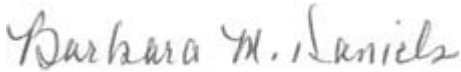
Throughout the process, the Lean Team provides updates to the sponsor and other agency staff regarding the recommended improvements.

Local department of social services interested in having the Operational Support Team Members facilitate LEAN Rapid Improvement Event(s) for your agency, please complete the attached Request for Lean Rapid Improvement Event document and submit the request to Regina.Bell@dhhs.nc.gov and Barbara.Daniels@dhhs.nc.gov. If you have questions, please contact us at (919) 813-5521.

Sincerely,



Regina Watkins Bell, CPM, Lean Government Certified
Operational Support Team Manager
Division of Social Services



Barbara M. Daniels, MBA
Operational Support Team Manager
Division of Social Services

Attachments

OST-42-2016