

## **Lean Culture Award Nomination** for the UNH & Lean Network Awards event December 5, 2014

### **Overview:**

The Department of Public Health Services (DPHS) within the DHHS Agency has experienced a tremendous expansion in the use of Lean methodologies. The Lean team has successfully transformed the division to a Lean thinking culture. Within the past two years they have gone from one trained individual to 9 certified Continuous Improvement Practitioners (CIP). Hundreds of individual experiences and suggestions for improvements originate from the workforce monthly. It is a culture where diverse points of view are listened to, staff members are empowered to act and the successes of Lean are celebrated and leveraged. As the workforce discusses changes, barriers to efficiency and the need for innovation, the organization knows to begin defining a Lean charter, attaining sponsorship and using Lean to improve customer service delivery. The Division of Public Health protects and promotes optimal health and well-being for individuals, families, communities and organizations by delivering high quality, evidence-based services. DPHS responds promptly to public health threats, inquiries, and emerging public health issues.

### **Cultural Enablers:**

DPHS has approximately 300 employees. The culture is “Lean thinking” because of the commitment to Lean principles and methods that senior management has clearly embraced. The certified Improvement Practitioners along with other Lean trained individuals talk Lean every day. The biggest culture change, affecting the entire workforce has occurred because of the many Lean projects completed and in-process. Team after team of subject matters experts who do the actual work every day participate in projects. Most new Lean projects ordinate from the team members of completed projects. Lean projects completed and in-process include both program services and administrative operations. Examples of projects:

Lyme disease	Women & Infant Children	Emergency Services Planning
TB Infection	Public Health Nurse Report	Bureau Chiefs Weekly Reporting
Cancer Monitoring	Asthma CDC Communications	Drug & Alcohol Invoicing
IT Procurement	Public Health Labs Processing	

### **Participation:**

The DPHS Lean team is active in the Lean network. The team members have presented case studies at the Lean Network quarterly meetings. The DPHS Lean team has 2 members on Lean Executive Committee. The DPHS Lean team holds monthly meetings to advance the Lean culture they have created.

The team works closely with the DHHS Director of Process Improvement to:

1. Develop and use standard tools for each phase of a Lean project
2. Maintain project log files for reporting project work to Commissioner Toumpas
3. Communicate and demonstrate Lean principles
4. Provide training at the beginning of each Lean project

### **Summary:**

The dedication, results and enthusiasm of the DPHS Lean team is exactly what any organization begging the Lean journey hopes to achieve. The recognition of this team as a shining example of the State’s work to date, is inspirational and communicates a proven path to success.

# *Lean Team*

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