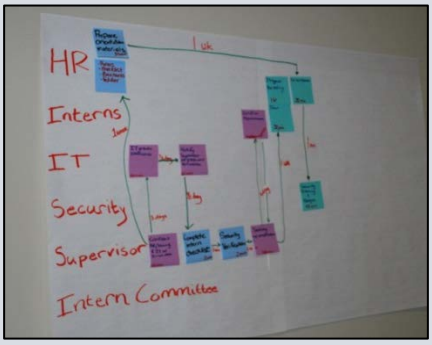
Creating a Value Stream Map (VSM)

1. Write the names of each Process Owner (individual or groups/sections) along the left hand side. Include all those involved in the process.
2. Determine your units of time. Keep consistent… min vs. hours vs. sec

TIP: Use minutes or seconds for data entry processes

3. Process sequence moves Left to Right. Begin with the first step and map each step sequentially.
4. Using individual self-sticking notes, write a description for each step in the process. Include the <u>amount of time</u> it takes to perform that step. Use one note per step.
5. Place each note on the easel paper, next to the individual/group responsible for that process step.
6. Draw → between each step and add the amount of Wait Time.
7. Is there Standard Work?
   (Does everyone do each step exactly the same way?)
   If not, then capture the variances.
8. Identify VA and NVA , Calculate Total Cycle Time
   VA + NVA = Total Cycle Time (Total Lead Time)
   The Value Stream Map depicts your Current State.



TIP: Use color coding for specific inputs.
Pink= electronic (email, forms)
Blue= paper/hardcopy, materials/supplies
Green= personal exchange (person, phone)

TIP: Use relative spacing between process steps to depict time intervals (Wait Time).

TIP: Use color-coding to identify VA/NVA.

VSM Process Re/Design

1. Eliminate NVA steps
2. Identify Other Opportunities:
   - Can a step be eliminated? Can a step be automated?
   - Can steps be done in parallel rather than sequentially?
   - Where are there bottlenecks? Where is the process slowed or stalled? Does batching occur?
   - Does the process need to be completely redesigned?
3. Apply Lean Tools: Standard Work, Visual Workplace, Kanban
4. Make List of Opportunities for Improvement (OFIs)
5. Create your new FUTURE STATE process map
6. Calculate new Total Cycle Time

TIP: Take a photo of Current State VSM. Avoid the use of mapping.

Moving to the Future State- The Action Plan

1. **Use OFIs to Create an Action Plan (WWW)**
   Who is going to do What and When
   - **Include regular follow-ups/status on progress**
   - **Incorporate Visual Workplace & Kanban**
     Templates, Checklists, Signs, Policies, Charts
     In/Out boxes, electronic signals
   - **Ensure Standard Work (SOP, Training for All)**
2. **Present to Management**
3. **Celebrate Success**
   - **Internally: wallboards, staff meetings**
   - **Externally: social media, newsletters, articles, conferences**

Value-Added (VA)

Everything we do should be questioned for Value. When considering any activity or process:

- **IS THIS VALUE-ADDED AS PERCEIVED BY OUR CUSTOMER (anyone downstream in a process)?**
- **WOULD THE CUSTOMER BE WILLING TO PAY FOR IT AND WOULD IT MEET THEIR EXPECTATIONS?**

Non-Value Added (NVA): The 8 Forms of Waste

1. **Mistakes/Reworks**
2. **Excess Inventory**
3. **Transporting (Unnecessary Transport of Materials)**
4. **Motion (Unnecessary Movement of People)**
5. **Waiting**
6. **Processing (Excess Process Steps)**
7. **Overproducing**
8. **Failure to Utilize the Time and/or Staff Talents Effectively**

Value Stream: **All ESSENTIAL actions or steps to bring a service/product through the main process steps from beginning to end.**

- Includes people, information, materials, supplies.
- Includes time to complete each action/step and the Wait Time between each step.

Value Stream Map: **A diagram that shows all process steps of the Value Stream**.
Includes Value Added (VA) and Non-Value Added (NVA).

Materials

- White easel paper- adhesive backing
- Tape
- Colored markers
- Pen
- Calculator
- Colored self-sticking notes
- Camera

People

- Facilitator- your Lean Champion
  Teaches/Coaches/Mentors Removes Roadblocks
- Process Owners- those directly involved in the process. For a process that involves multiple groups or sections, use 1-2 reps per group.

A TEAM EXERCISE