What is a Value Stream Map?

It is a scalable method of creating a one page picture of processes that occur in an organization, from the time an order is placed until the customer has received the product. It is meant to depict material and information flows across all value-adding processes.

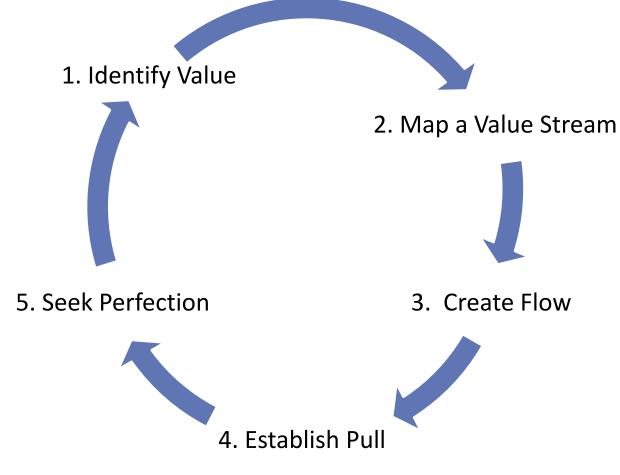
Why Would One Map a Value Stream?

The team visualizes the work with a VSM. Visualization gives the team a common understanding of the work flow to identify waste and create a map of the current state. This map is used to eliminate unnecessary work to design the future state VSM. This future state map is used to implement and quantitate the improvements.

Lean in Five Intentionally Over-Simplified Steps

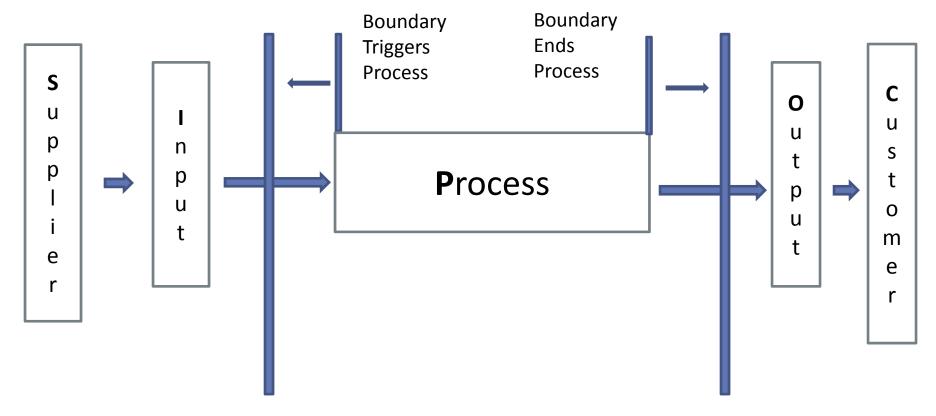
- 1. Identify the value for your customer
- 2. Map the value stream for your products that add value and eliminate wasted steps used to provide it
- 3. Make the product flow through the remaining valueadded steps
- 4. Introduce pull between steps where flow is possible
- 5. Use data driven management to continuously reduce the number of steps and the amount of time and information needed to give value to the customer

Lean in a Nutshell



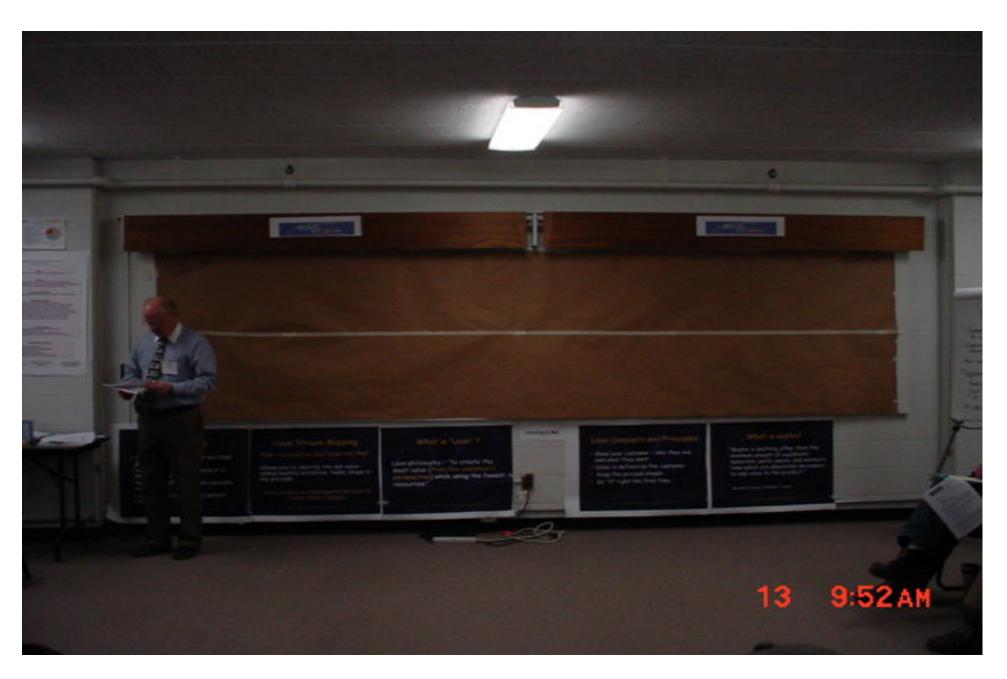
Reference: http://www.lean.org/WhatsLean/Principles.cfm

SIPOC Diagram



Requirements, specifications, information, feedback

Start With a Blank Canvas



Everyone Adds Their Process Steps



The Team Works Together



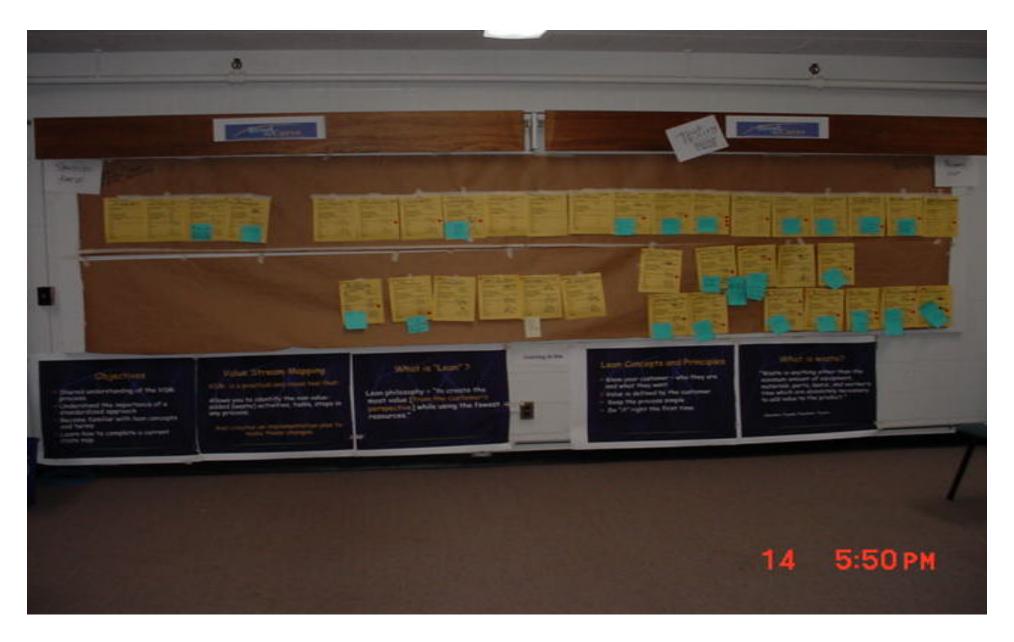
Simplifying the Visualized Process

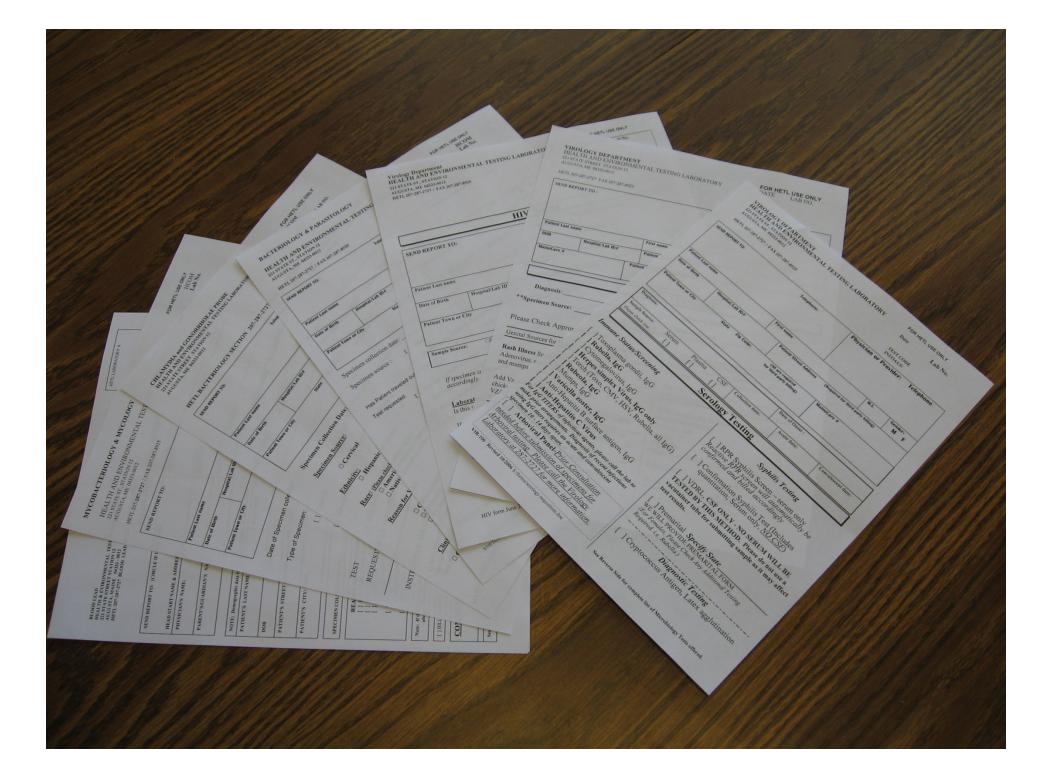


Developing the Data Model



Data Model of the Current State







Health and Environmental Testing Laboratory 221 State Street, SHS 12

Maine Department of Health and Human Services

Maine CDC

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HETL Microbiology Accessioning VSM



ocess

ing clinical samples, preparation of work lists, sample testing, data analysis and reporting of results.

lem Statement

to reduce lead time for samples accessioning

Current State

	HET	L Microbiolo	gy Accessio	ning	Date:	Dec. 13&1	1, 2006									
nt State																16
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11*	Step 12*	Step 11*	Step 12*	Step 11*	Step 12*
	BOOKEND Samples Arrive	Retrieve Samples/Mail Retrieved	Samples Open/Sort	Accessioning	Samples to Labs	Enter in Log Book	Silps Picked Up	Data Entry, Fax to EPI, Lab	Worklist and Worksheets Generated	Black Box' - Texting	Results Entry	Verify Demographics	Print Reports	Result Validation	Reporting	BOOKEND Reports Out
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	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	95.00%	90.00%	0.00%	83.00%	100.00%	78.00%	100.00%	92.00%	0.00%
ass Yield(%)	0.00%	92.50%	95.00%	97.00%	100.00%	100.00%	100.00%	99.00%	97.00%	0.00%	98.00%	100.00%	95.00%	100.00%	96.00%	0.00%
Staff	0.00	3.00	2.00	7.00	4.00	4.00	4.00	3.00	4.00	0.00	4.00	4.00	4.00	4.00	4.00	0.00
me	0.00	30.00	34.00	315.00	4.00	40.00	40.00	378.00	20.00	0.00	120.00	40.00	80.00	40.00	480.00	0.00

<u>ıture State</u>

ture otate											
Future State											
Step	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
Description	BOOKEND Samples Arrive	Central Processing I Open/ Check Req.	Central Processing II - Assign #s/ Test Codes	Samples to Labs	Demographic Data Entry	Generate Worklist/ Pending Logs	Black Box' - Testing	Result Entry	Result Validation	Reporting	BOOKEND Reports Out
Inventory	0	400	400	100	400	100	0	100	100	400	0
CT(Minutes)	0.00	1.00	1.00	1.00	1.00	1.00	0.00	2.00	1.00	5.00	0.00
VA(%)	0.00%	100.00%	100.00%	100.00%	100.00%	100.00%	0.00%	100.00%	100.00%	100.00%	0.00%
Minutes	0.00	1.00	1.00	1.00	1.00	1.00	0.00	2.00	1.00	5.00	0.00
со	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	0.00	0.00
UT(%)	0.00%	100.00%	95.00%	100.00%	100.00%	100.00%	0.00%	95.00%	100.00%	95.00%	0.00%
First Pass Yield	0.00%	100.00%	95.00%	100.00%	95.00%	100.00%	0.00%	95.00%	100.00%	95.00%	0.00%
No. of Staff	0	4	4	4	2	4	0.00	4	4	4	0
Staff Time	0.00	120.00	120.00	4.00	252.00	20.00	0.00	80.00	40.00	40.00	0.00

plementation Plan

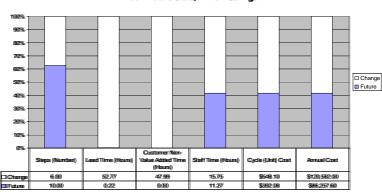
21	ACTION/ACTIVITY (Change)	Taxin	OUTCOME WEARLINES
	Examine other Medicis/Systems	Field trip to heapital to use how their Central Presenting area earlies	American of different designs
	Create Central Presenting Seam	Area for accessioning needs to be accessed for physicismic and allow involved the physicism of the provided for a feet of the physicism of the physicism, and a feet a feet of the processes dering 'honge' reposity: La- teration and feet of the physicism of the physicism of feet of the physicism of the physicism of the physicism of the feet of the physicism of the physicism of the physicism of the feet of the physicism of the phy	Area created, functioning assembling to design
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8			Standard Protocol for cample stronge
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amples to Labs	Samples to labs	Flag patient names in LIMS wiprevious test Panaliel test	
Samples	Samples to labs	Shipping bring samples	
ntry		Demographic data entry important at time of sample receipt, calling for missing demographics at time of billing cycle causes delays in completing that process in a timely manner	
E E		Connection within STARLIMS between Registry and Result modules	
mographic Data Entry	Enhance transferability	Can Hidden COMments entered in registry result in appropriate comments that automatically appear on reports? Currently typing in Hooms and then adding same	
13	usability of data currently entered as	comment to result module	
8	Demographics	Educate clients to proper way to fill out requisitions Pick Lists for Democraphic Data	
Dea		Kalzen - Business Rules Billing - La. org location/shefunction	Automated billing export from LIMS
			100% Accuracy
raphic Data	aphic Data	CLIA disidelines QA - What do we currently track and what's our record? Review QA Officers' QA on missing Demographics by tacility for Admin Review QA Committee data per lab section Review QA Committee data ger lab section Review QA Committee data ger lab section CLIA CLIA	Standard
Check Demographic Data		- X a profilm detected increases checking - Develop an auditing Process Austring Demographic Entry - Standard Austring Method - Sample a portion of the data entry secords over time rather than 1950 of the recess 195% of the time. Pareto Analysis Currently Admin Tracks for EVEX F what items they need to call the facility for single demographics IT is this about.	Procedure/Protecol for ongoing monitoring/COI of Demographic Data
		establishing a standard?) Keizen - Develop Demo Data Verification Procedure	
		Be able to get worklist for pending samples Generate worklist for NEW samples	1

7	Pasult Eney		Customizatio reports Tilementatio instalia selfo more pick-flolia Bir able to and more fields as needed Bir able to modelly size of feebo Tilementation of the common selfo self	Pleasine, standardized reporting capabilities facces to testing status on a mad-time basis. Log books eliminated
	nion	Develop Standard Validation Process	Arbord vs. Validations Strandining Needed - Two Pers - One result - One worksheet	Quisk, Efficient, Accurate validations - Standard Process Paperless Audit Total
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			ts Authorization form needed Striffuction of las if nated	Tesitio
	Reports	Create Process to distribute reports	Sumeditie change Furthese Works	Stage 1 - All staff who need WinFux capability within the Lab have II - and II works well and reliably.
	SandR		Sort reports by provider so we can fax in groups	Ability to cost reports by provider
			Option: Sign is to secure site to get results for 'My' samples	Becomes part of LIMB
		Acquire IT/Telecommunication s cassalty to	for the failffor Option: Ont a more-powerful taking (directly from computer) system. This could be done soon	Constitution (Copyright State (Copyright
		clientbute reports will	If Requirement 7: Possible automatic reporting/faxing after	Becomes part of LIMB
		(or in addition to) mailing	validation is complete. - Once validated, enters into queue and fases automatically.	functionality
		(or in addition on mailing		functionality
		(or in addition to)	Chica validated, enters into queue and fixers automatically. Extract Year Reprinting Assess one in the time as, Helpoteck to be the foundation (Seefur), server. A process (in: programmily openins functionally provided by CITY renders) for i	tenstonality
	pass	Develop Change Management Process for IT solutions	Chica validated, mites tida queux and trans automatically. Carrier Fac Reporting Allowance and the Market Control of American Administrative for the Control of American A pricesse (in programal reportant handlend by crevited by CHYPresident (in to Reporting Analysis (American Reporting Analysi	Change Management Process in place
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	Oceanal	mailing Develop Change Management Process for IT solutions (design) developments	Cheer willhale, ever lete quee and faces autendischij. Leev. Fac hopped general properties of the comment of t	Change Management Process in place Demonstrated addity to treat and resolve IT income in

Opportunities

HETL MICROBIOLOGY ACCESSION Blue = Future State, White = Savings



Cycles (Lists) Per Year		220				
Other Savings, If Any	:	\$ -				
		_		<u>Yearly</u>		
	<u>Current</u>	<u>Future</u>	<u>Change</u>	<u>Savings</u>		
Steps (Number)	16.00	10.00	6.00	1,320.00		
Lead Time (Hours)	52.98	0.22	52.77	11,608.67		
Customer Non-Value Added Time (Hours)	47.99	0.00	47.99	10,558.70		
Staff Time (Hours)	27.02	11.27	15.75	3,465.00		
Cycle (Unit) Cost	\$940.18	\$392.08	\$548.10	\$120,582.00		
Annual Cost	\$206,839.60	\$86,257.60	\$120,582.00			

The participants, sponsors and Kate!

Participants
Sponsor:
Ken Pote
VSM Manager:
Peter Smith
Team Members:
Lori Webber
Julie Crosby
Kristi Rossignol
Heather Maul
Laura Shepherd
Rick Danforth
Beth Chesley
Beth Pritchard
Darcy Degone
Jemelie Bessette
Becki Pike
Brian Bernier
Becky Poulin
Jason Pushard
Linda Smith
Jeff Randolph
T. K. Lee
May Hinckley
Rebecca St. Pierre
Rose Barnett
Natalie Thompson
Lynn Rawley
Lisa Robbins
Nancy Farrin



Turns into Real Savings

	Current	Future	Change	Yearly Savings
Number of Steps	16	10	-6	\$1,320.00
Lead Time in Hours	52.98	0.22	-52.77	\$11,608.67
Customer Non-valued Hours	47.99	0	-47.99	\$10,558.70
Staff Time in Hours	27.02	11.27	-15.75	\$3,465.00
Cycle Unit Cost	940.18	392.08	-548.1	\$120,582.00
Annual Cost	206839.6	86257.6	-120582	
Based on 220 cycles per year				

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