

Lean Lawyering: An Introduction to Process Improvement



Introductions

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“Just because something is working
doesn’t mean it can’t be improved.”

- Princess Shuri, “The Black Panther”



Florida Rural Legal Services

THE TOYOTA PRODUCTION SYSTEM

Kaizen or “Change for the Better”



Problems are Good

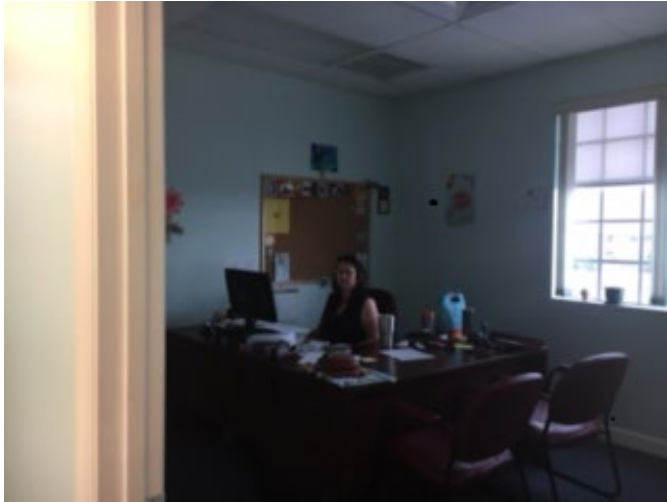


- Look at them as opportunities for improvement
- “No one has more trouble than the person who claims to have no trouble.”
- (Having no problems is the biggest problem of all) Taiichi Ohno

8 Step Problem Solving Method

1. Clarify the Problem
2. Break down the Problem (Honestly the hardest part of the process)
3. Set a Target
4. Analyze the Root Cause
5. Develop Countermeasures
6. See Countermeasures Through
7. Evaluate both Results and Processes
8. Standardize Successful Processes

Shop Floor Focus

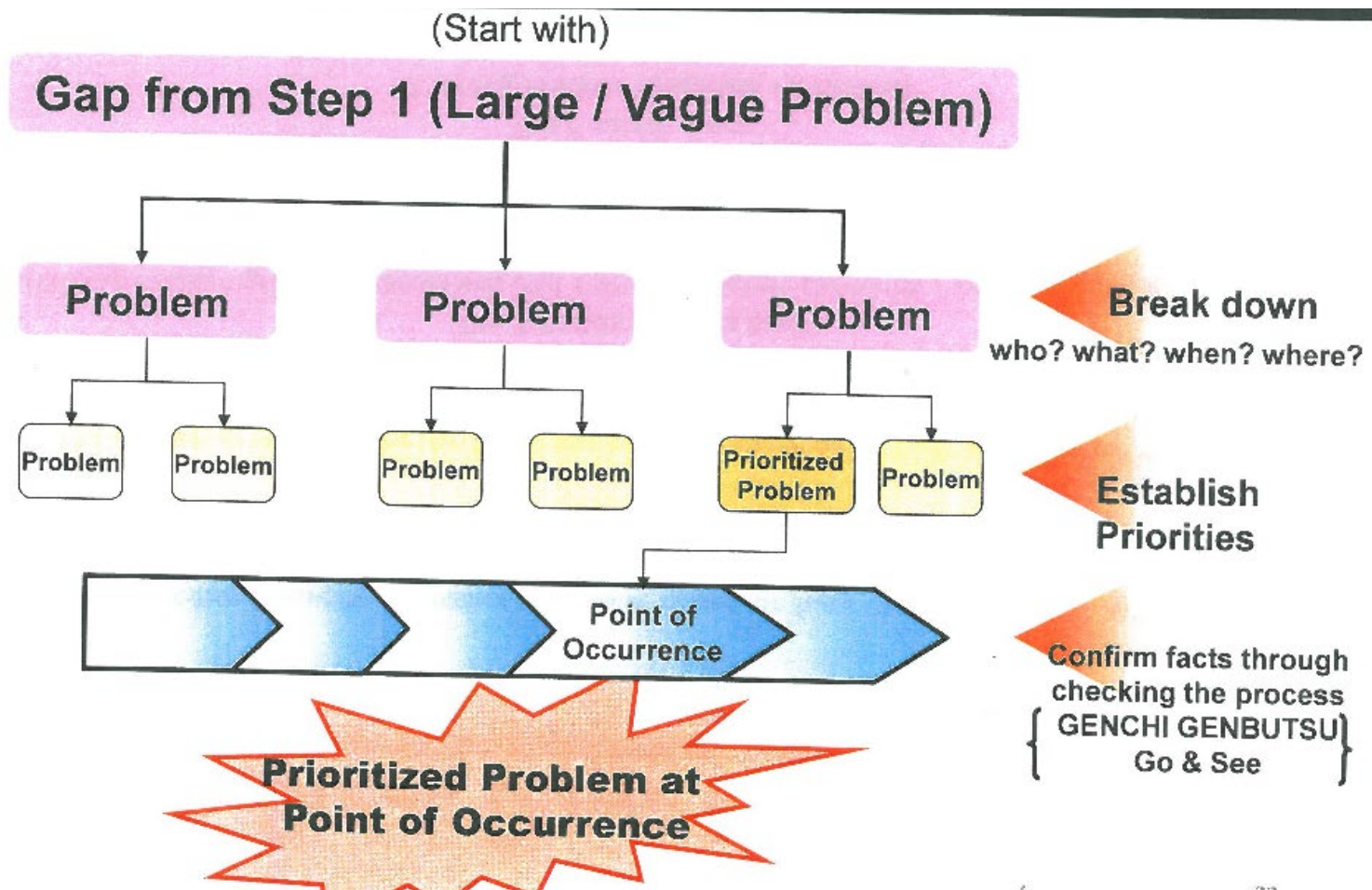


- Observations on site an absolute must
- Input from the staff working is extremely valuable
- The “Shop Floor” is where all of your value added activities take place and needs to be the focus of your organization.
- Shop Floor is where problems become visible
- Problems are opportunities!

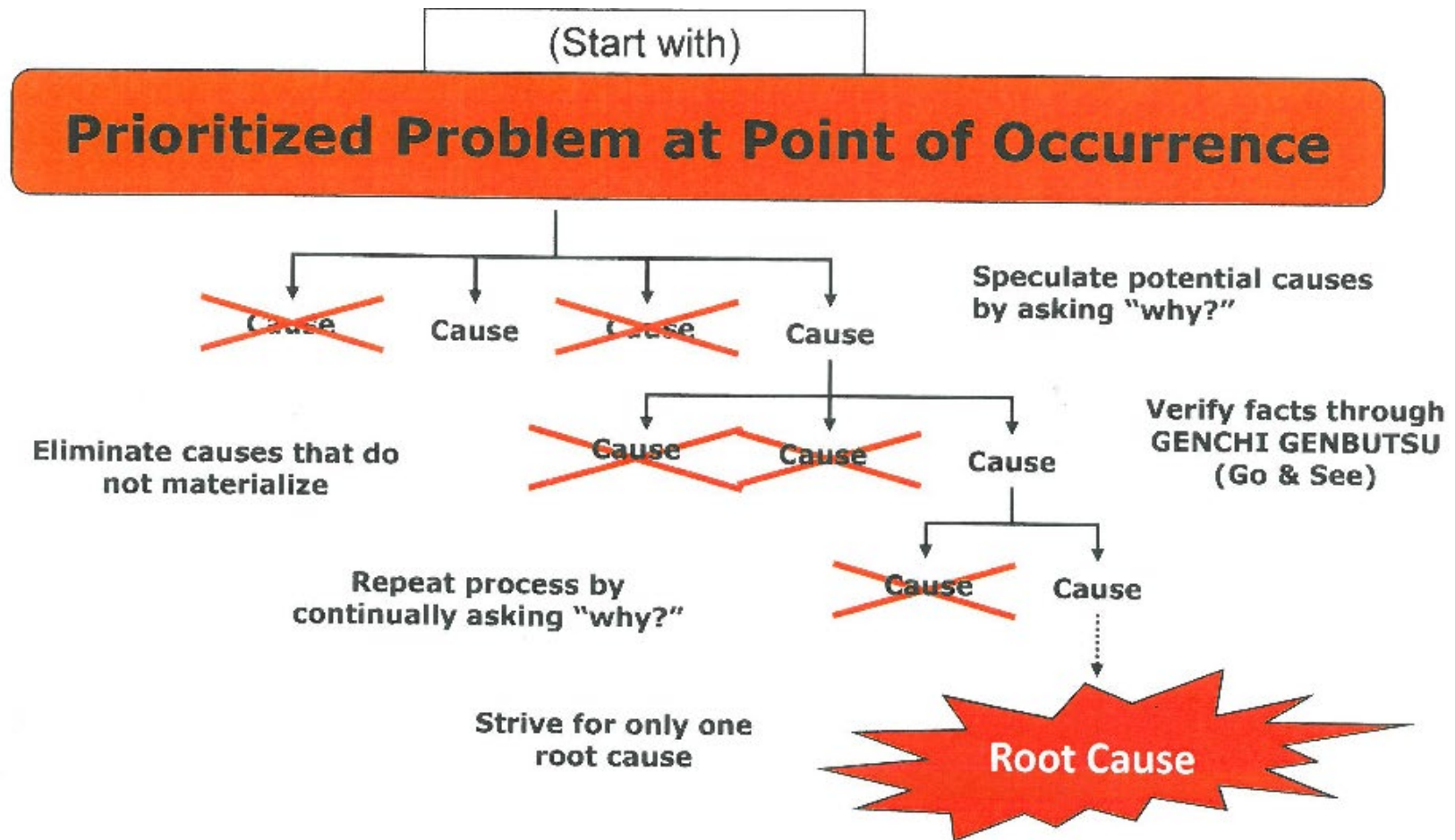
Clarifying the Problem

- “Current Condition” compared to the “Ideal Condition”
 - The Gap between the two is the opportunity for improvement.
 - Small improvements over time result in large
 - improvements.

Break Down the Problem



Root Cause Analysis



Target Setting

(Start with)

Prioritized Problem at Point of Occurrence

(Specify)

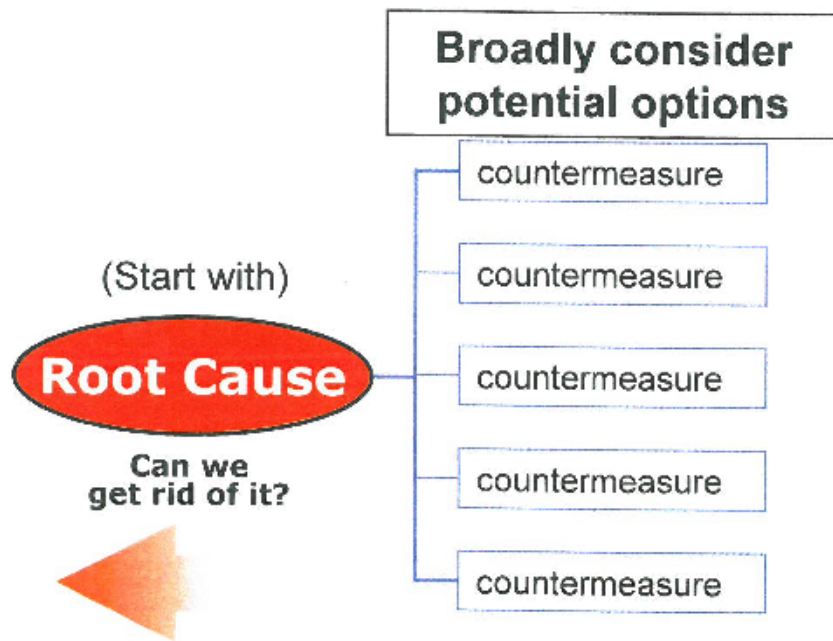
- By How much?
- By When?

- Do not match to “ideal situation”.
- Contributing to ultimate goal?
- “Output” measurements, not “inputs”.
- No “methods” or “things to do” statements.

Target



Develop Countermeasures



Choose most practical and effective

	Cost	Risk	Assessment
C/M #1	x	Δ	x
C/M #2	○	○	○
C/M #3	○	Δ	Δ
C/M #4	x	Δ	x

Build consensus and create action plan

What	Who	When
Action	Joe	→
Action	Mary	→

See Countermeasures Through

- Check progress consistently
- Anticipate obstacles and figure out ways to get through them
- Communicate with everyone by reporting, informing and consulting
- The idea is to solve a problem for good and go on to the next one.





Monitor Both the Results and the Processes

- Was the Target Achieved
- Evaluate it based on:
 - Client's Point of View
 - Organization's Point of View
 - Your own Point of View
- A good process can help get repeated good results
- Documenting successful processes helps us sustain improvements



Standardize

- Standardization helps maintain improvements
- Once you find the problem, improve the process you standardize the process





Ideal Organizational Culture

You can have all the right strategy in the world; if you don't have the right culture, you're dead.

PATRICK WHITESELL, CO-CEO OF WINE

1. Client First Attitude
2. People are the Most Valuable Resource
3. Constant Improvement
4. “Shop Floor Focus”



Lean Six Sigma

A methodology developed to identify defects and improve processes to eliminate those defects.

Defects are not PROBLEMS they are OPPORTUNITIES

All of life is a process.

The improvement is ongoing.

Anyone can identify a problem and anyone can offer solutions.

LSS does not assume a top-down approach.

LSS requires “operators” to work and buy in from the top.



Introduction to DMAIC

Define

- What is the problem that needs to be solved?

Measure

- What is the process?

Analyze

- Where and when do the defects occur?

Improve

- Implement and verify the solution

Control

- Maintain the solution



Project Selection

The project must be:

- Likely to succeed
- Customer-focused
- Aligned with strategic goals of the organization
- Achievable within 4-6 months of project selection



Team Selection

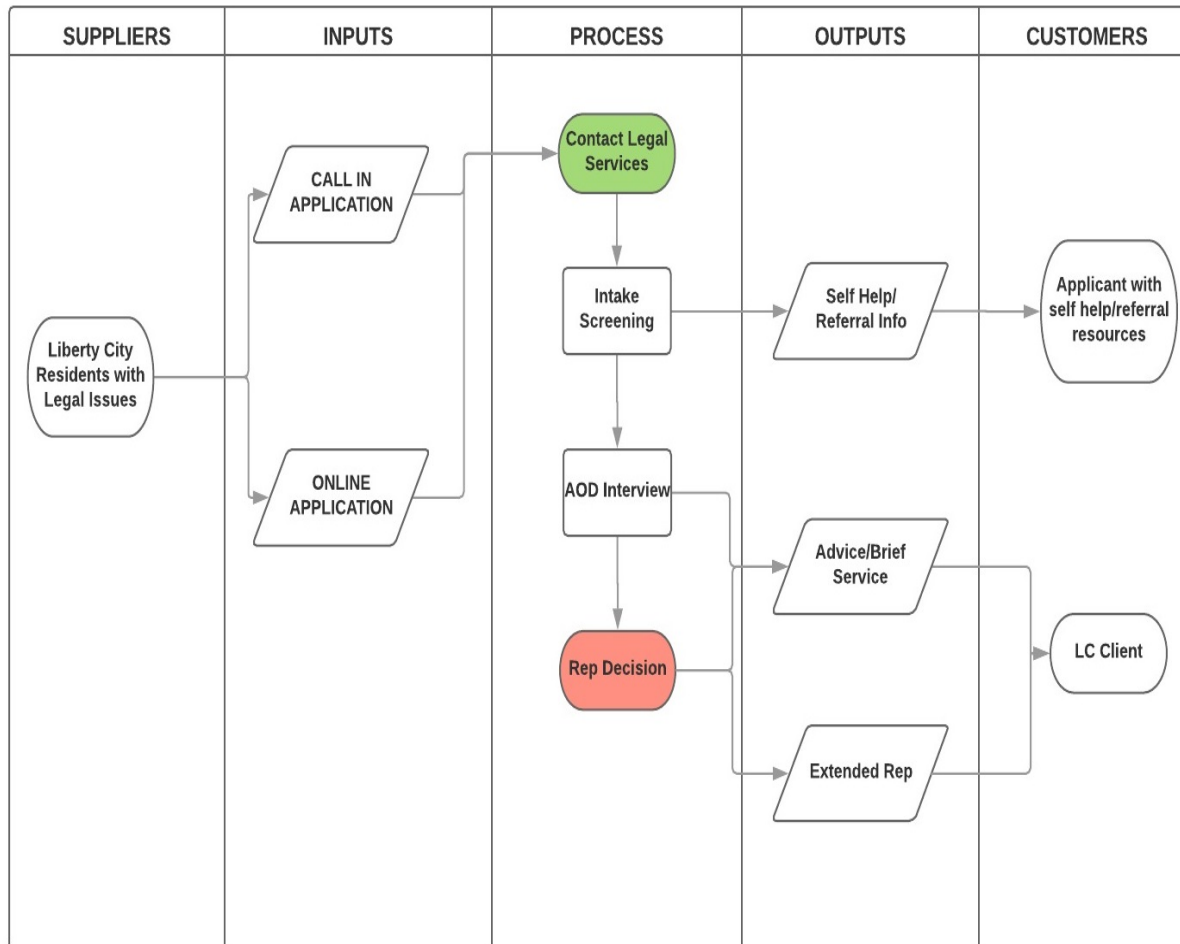
- The selection of the team is critical to the success of the project.
- Your team:
 - MUST include “operators” – these are people who are actually on the ground working in the area the project will impact.
 - Choose people who can devote the time to the project and who you can rely on to do the work required.
 - Key decision makers only if they can fully participate.
 - Your team should be 4-6 people



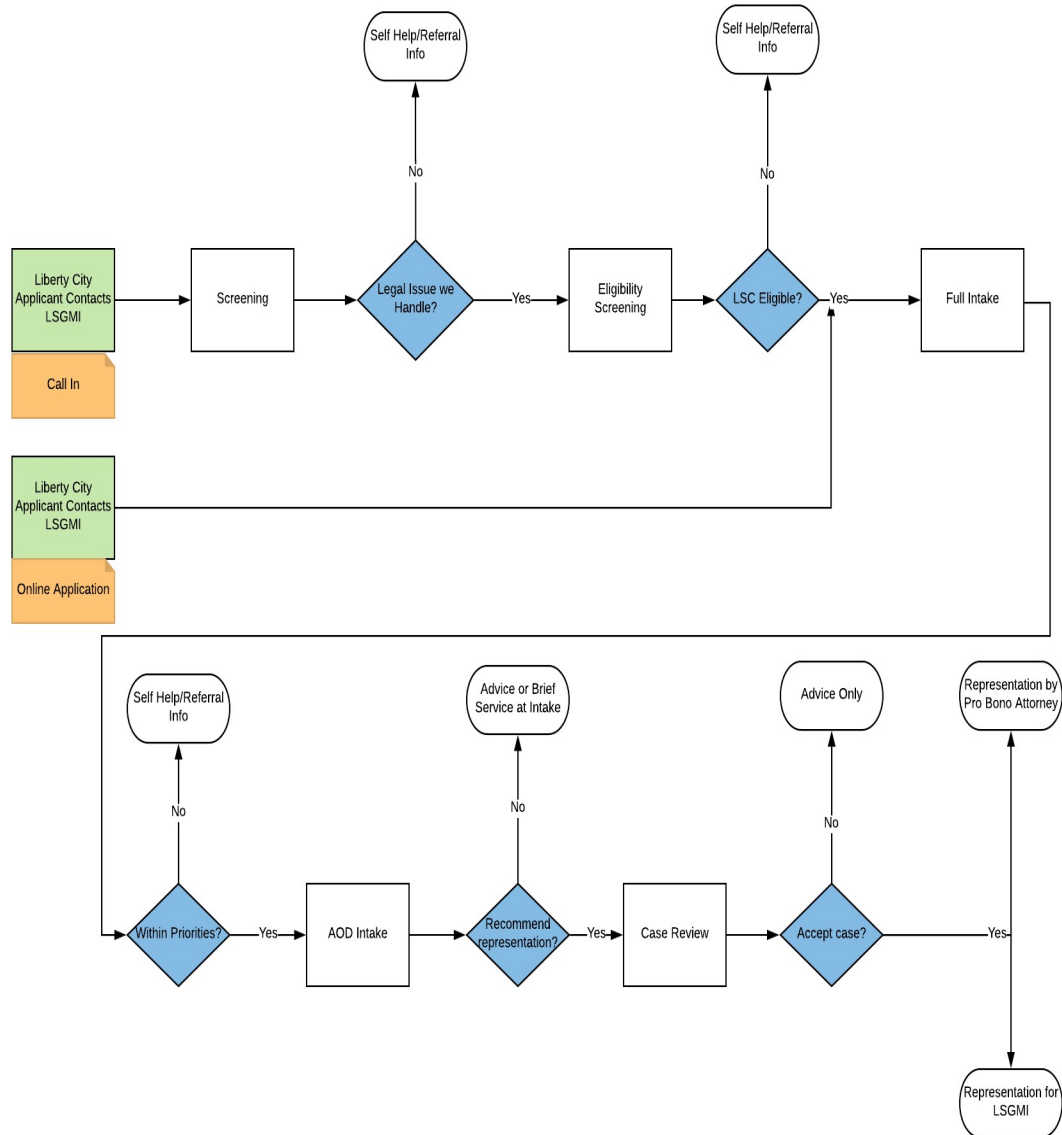
Objectives:	Main Activities:	Potential Tools and Techniques:	Key Deliverables:
To identify and/or validate the improvement opportunity, develop the business process, define critical customer requirements, and prepare themselves to be an effective project team	<ul style="list-style-type: none">• Validate/identify Business Opportunity• Validate/Develop Team Charter• Identify and Map Process• Identify Quick Wins and Refine Process• Translate Voice of the Customer (VOC) into Critical Customer Requirements (CCRs)• Develop Team Guidelines & Ground Rules	<ol style="list-style-type: none">1. SIPOC2. Process Mapping3. Communications Plan4. Affinity Diagram5. Project Charter6. Brainstorming7. Project Review	<ul style="list-style-type: none">• Team Charter• Action Plan• Process Maps• Quick Win Opportunities• Critical Customer Requirements• Prepared Team



SIPOC (Suppliers, Inputs, Process, Outputs, Customers)



PROCESS MAP





Objectives:	Main Activities:	Potential Tools & Techniques:	Key Deliverables:
<p>To stratify and analyze the opportunity to identify a specific problem and define an easily understood problem statement. To identify and validate the root causes that assure the elimination of “real” root causes and thus the problem the team is focused on.</p>	<ul style="list-style-type: none"> • Stratify Process • Stratify Data & Identify Specific Problems • Develop Problem Statement • Identify Root Cause • Design Root Cause Verification Analysis • Validate Root Causes • Enhance Team Creativity & Prevent Group Think 	<ol style="list-style-type: none"> 1. Cause & Effect Diagram 2. DOE 3. Non-Value-Added Analysis 4. Pareto 5. Regression 6. Scatter Diagram 7. Stratification 8. Hypothesis Test 	<ul style="list-style-type: none"> • Data Analysis • Process Maps • Validated Root Causes • Problem Statement



Five Whys

Call wait times have increased by 20 minutes in the last 2 months.

Why?

- We don't have enough screeners

Why?

- Too many calls per screener

Why?

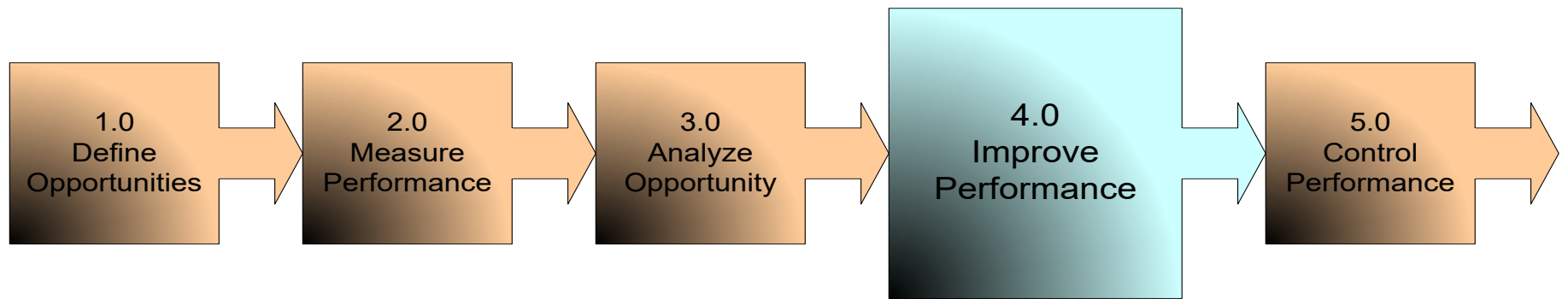
- Our queue system does not screen out

Why?

- We did not configure it properly

Why?

- We didn't involve IT in queue config.



Objectives:	Main Activities:	Potential Tools and Techniques:	Key Deliverables:
<ul style="list-style-type: none"> •To identify, evaluate, and select the right improvement solutions. •To develop a change management approach to assist the organization in adapting to the changes introduced through solution implementation 	<ul style="list-style-type: none"> • Generate Solution Ideas • Determine Solution Impacts: Benefits • Evaluate and Select Solutions • Develop Process Maps & High Level Plan • Develop and Present Storyboard • Communicate Solutions to all Stakeholders 	<ol style="list-style-type: none"> 1. FMEA 2. Prioritization Matrix 3. Project Plan / Gantt Chart 4. Potential Solutions 5. Brainstorming 6. Cost/Benefit Analysis 	<ul style="list-style-type: none"> • Solutions • Process Maps and documentation • Implementation Milestones • Improvement Impacts and Benefits • Storyboard • Change Maps



Rank Potential Solutions

Criteria	Weight	Configure queue screening	Score	Hire Telephone Screener	Score	Eliminate phone intake for online intake	Score
Cost	3	3	9	1	3	1	3
Ease of Implementation	2	3	6	2	6	1	2
Resources Required	1	3	3	2	6	1	1
Totals			18		15		6

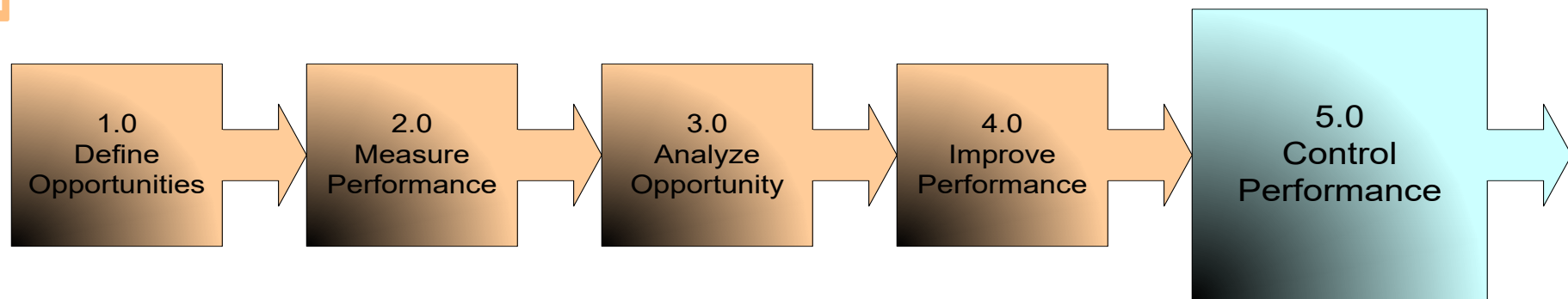
Value Key

Best 3

Good 2

Poor 1





Objectives:	Main Activities:	Potential Tools and Techniques:	Key Deliverables:
To understand the importance of planning and executing against the plan and determine the approach to be taken to assure achievement of the targeted results. To understand how to disseminate lessons learned, identify replication and standardization opportunities/process, and develop related plans	<ul style="list-style-type: none">• Develop and Implement Pilot Plan and Solution•Verify Reduction in Root Cause Sigma•Identify if additional Solutions are Necessary to achieve goal•Identify and develop replications and standardization opportunities•Identify teams next steps & plans for remaining opportunities	<ol style="list-style-type: none">1. Piloting2. Procedures3. Response Plan4. Training5. Process Control System6. Histogram7. Pareto	<ul style="list-style-type: none">• Process control systems•Standards and procedures•Training•Team Evaluation•Change Implementation Plan•Potential Problem analysis•Pilot and Solution Result•Success Stories•Trained Associates•Turnover to process owner

The Florida Experience



Florida Rural Legal Services



**Florida Rural
Legal Services, Inc.**

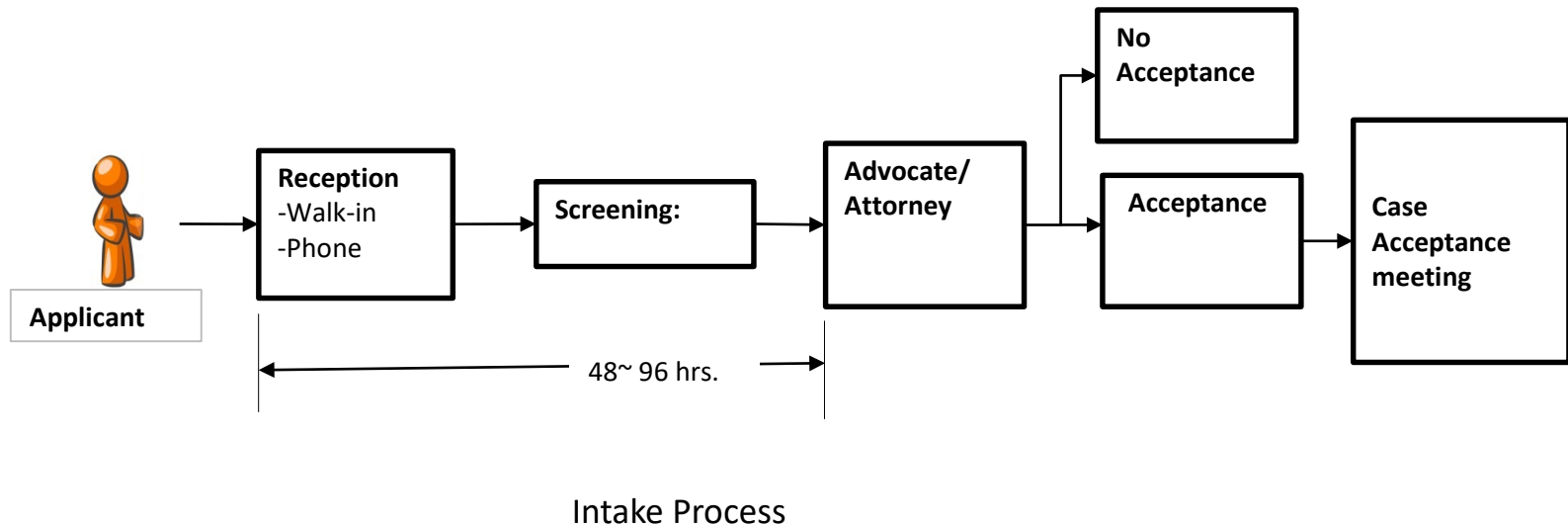
Current Condition of Our Intake



- Our four main offices did things four different ways
- Applicants waited for up to a week to be screened for services and even longer sometimes to be assigned to an advocate for services.

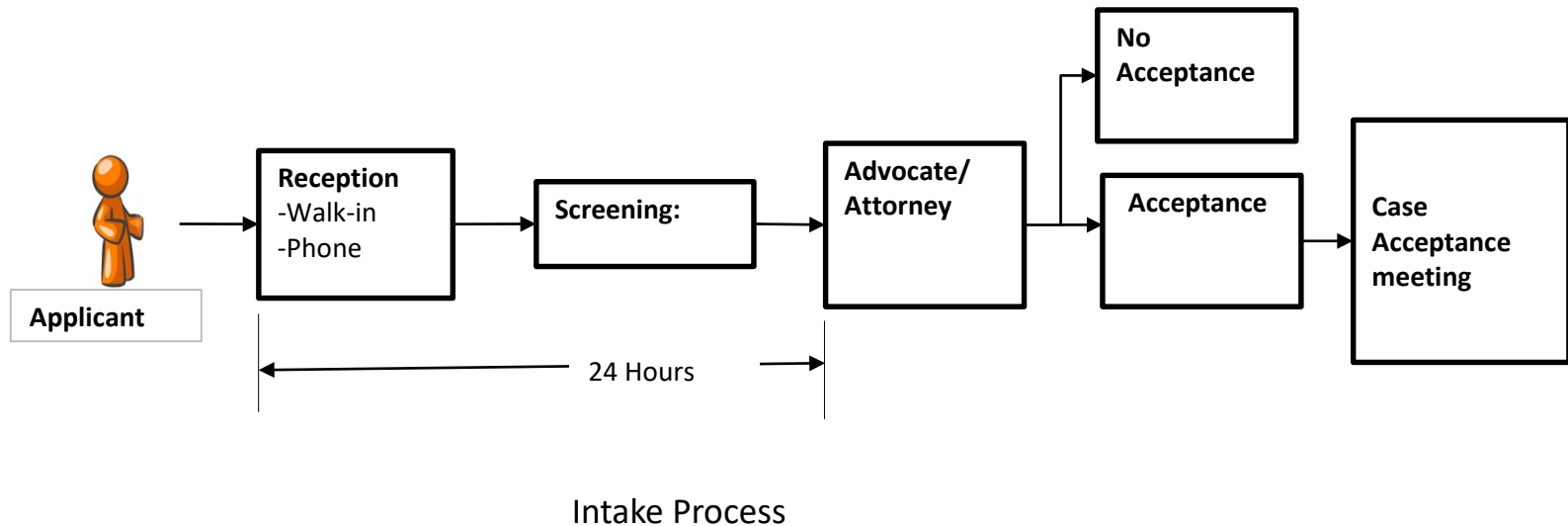
Initial Condition 4/2016

- The focus of this project was to make our intake system more efficient to allow Applicants better access to our legal services and decrease burden on staff.



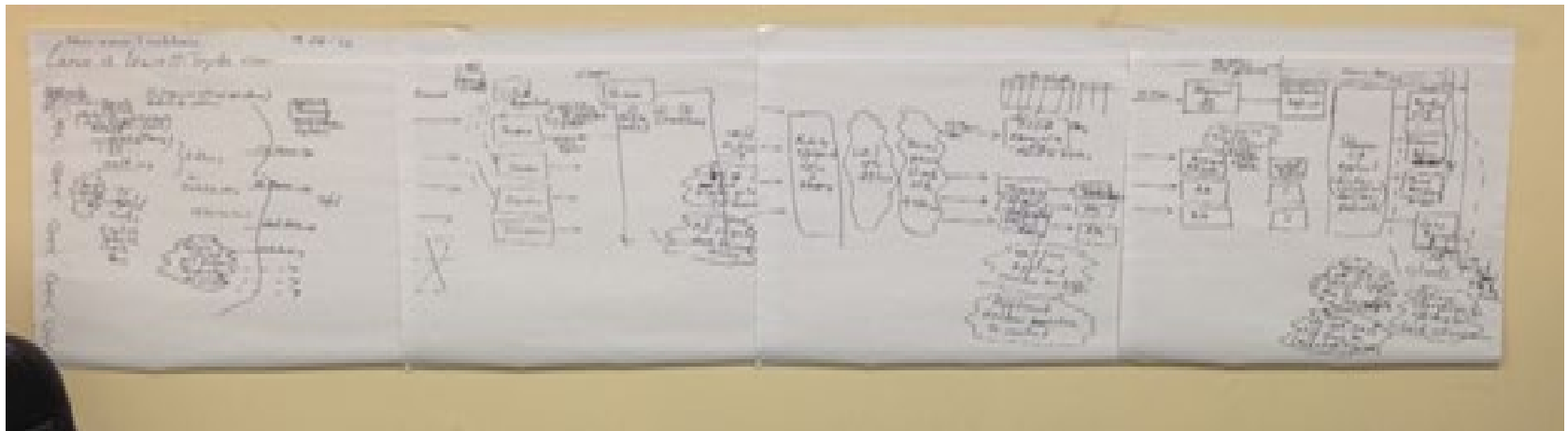
Ideal Condition

- Ideally we want to decrease the time between initial phone call to advocate assignment to less than 24 hours.

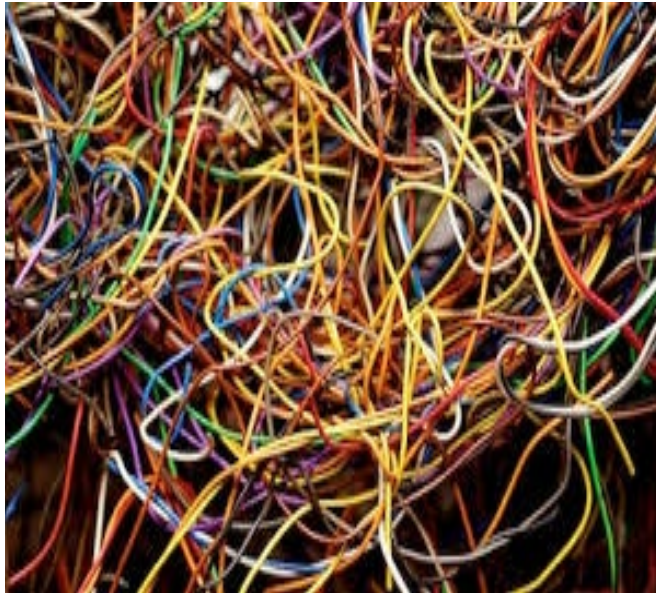


What We Did

- Charted and made visible the current process
- Identified known problems or waste
- Go & See intake process (Receptionist, Screeners, Attorney)



When we broke down the problem....



- Lack of Standardization
 - Number of available appointments
 - Criteria we were using
 - Methods of screening
 - Assignment of cases
- MUDA (Waste)
 - Having too many stops along the way.

Countermeasures

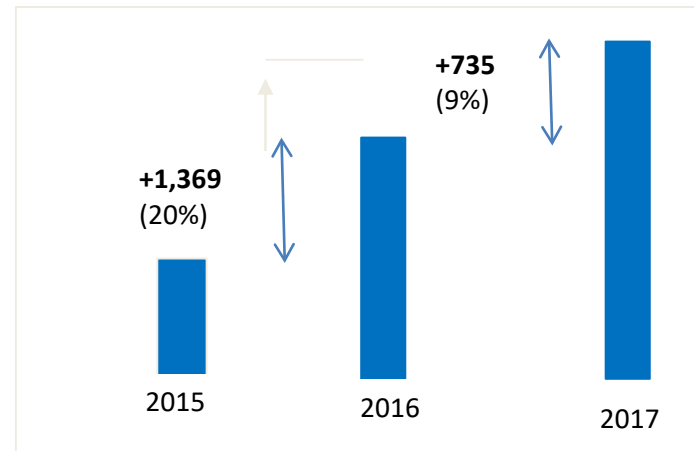
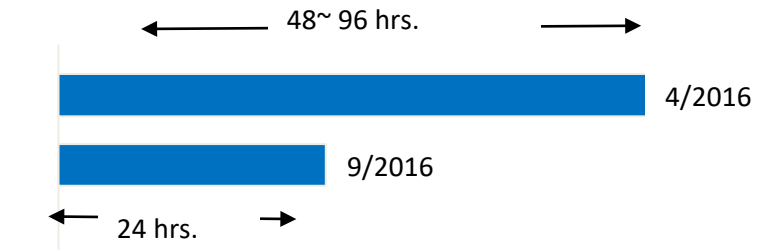
- Centralized our Intake
 - All Intake Specialists now screen for all offices
- Created Program wide Policies for case handling
 - Advocate of the Day
 - Case Screening Policy

How we measured improvement:

Goal or Target

- Reduce Lead Time to 1 day Reception-→ Assigned to Advocate
- Increase the number of intakes by 10%

Actual



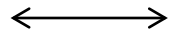
Other Improvement Areas

Goal or Target

Increase the number of closed cases

Actual

2017



2016



523 cases
or 7.1%
Increase

2015



521 cases
or 7.7%
Increase



Struggle Points/Lessons Learned

- Change is hard and need top level on board and involved.
- Getting the right culture takes years/lifetime but it makes the difference between good/great. Comes from top and impacts everything.
- Involve staff in the learning process, communicate that it is to help them, not to make them work harder. Shop floor helps not only in problem solving, but in team and moral building.
- Utilizing the problem solving method takes discipline but it is critical and saves time in the end.
 - Many trials to get it right
 - Requires patience and practice
- Convincing people to use the problem solving and be more reflective is a challenge in busy practices.



Lean Six Sigma Project

- **Problem:** cases handled from Liberty City is down since 2016.
- **Assumed causes:** we moved further from this community in December 2016 and that is why we experienced a drop in cases.
- **Suggested solution:** more outreach to the community is needed so they know we are still here.

What We Learned

- The problem pre-dated our move, numbers have dropped steadily since 2014.
- We are not just seeing a drop in cases but an overall drop in intake.
- 30% of what we reject are private housing cases which is the legal issue the community has identified as most important.
- The community knows about our services but that also means they know we don't handle most private housing cases.
- Increasing intake would not lead to more cases unless we open up intake for private housing
- Held “kaizen” event with a cross section of staff and came up with a proposed solution.
- We are currently piloting the solution for full implementation next quarter.

Tools We Used

- SIPOC
- Process Map
- Project Charter
- Communication Plan
- Voice of the Customer
- Reports from our CMS
- Focus Group
- Kaizen Event
- Tollgates

Culture Change

- We are using BPA tools in:
 - Intake
 - Finance
 - Fundraising
- We talk about BPA in discussions at management meetings and in administration.
- We are changing the culture of our office to:
 - Go and see
 - Not solution jump
 - Tackle tough problems
 - Always ask “why”

Disability Rights Florida



New Case Management System



Staff Response



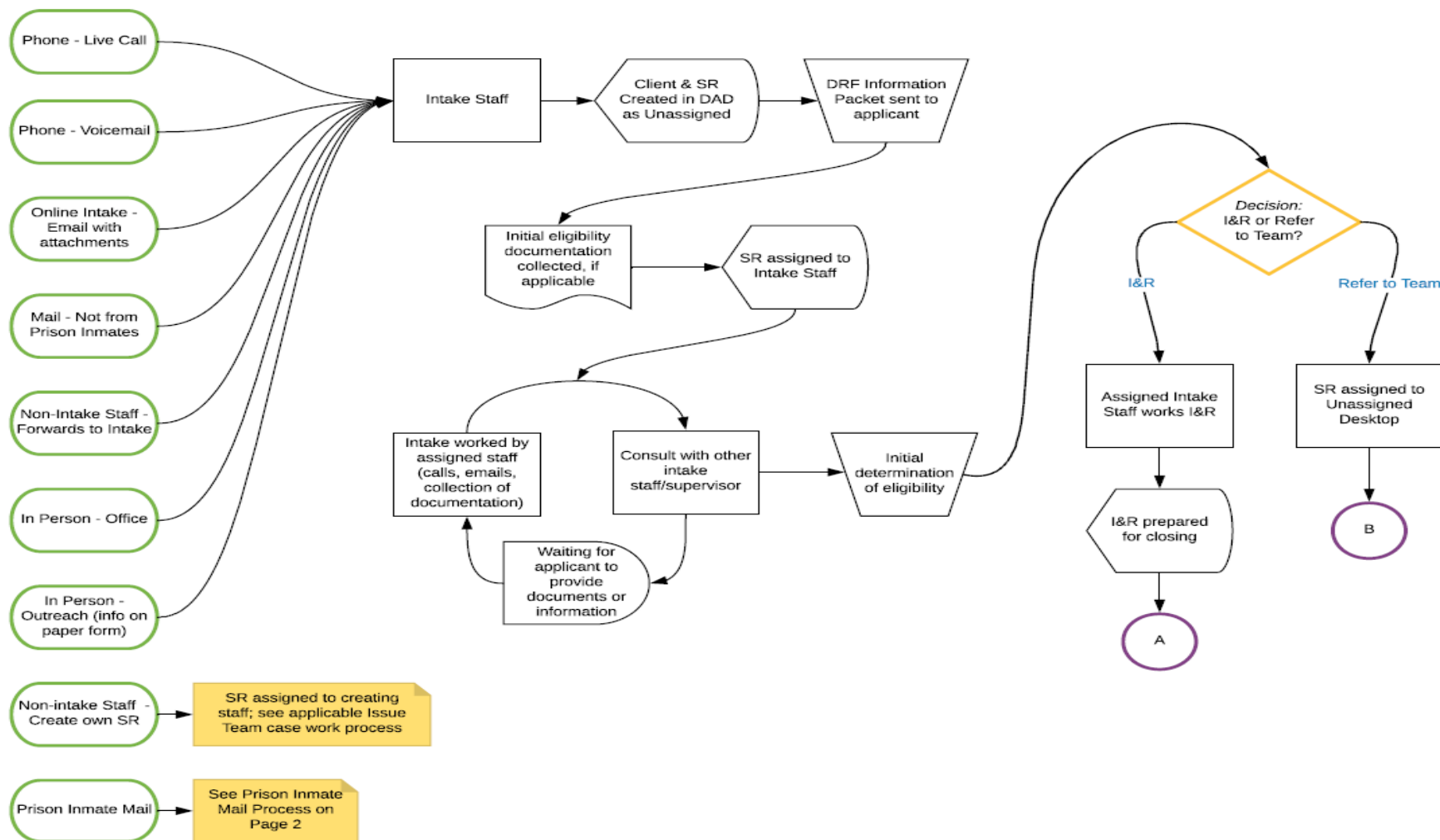
- Communicated with staff
- Explained reasons for change
- Discussed proposed process for transition and review of systems
- Buy in from organization and team leaders

DRF Process



- Created a Stakeholder Team across issues and roles
- Small group meetings with organizational teams
- Mapped intake and case acceptance

DRF Current Intake Process



Goals



- Make best use of staff time and experience
- Increase intake staff job satisfaction
- Decrease response time for clients
- Standardize case acceptance, case files, document management across teams

Where We Are Now

- Analysis of the mapping for intake and case acceptance
- Meeting with Stakeholder Team to discuss proposed changes and receive feedback to modify processes before new CMS begins
- Upcoming staff meeting to discuss progress
- True believers, skeptics, some in the middle – but less push back than we anticipated

Questions?

