

# Purple Belt

Uplifting CI Capability @ NDIA

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Delivered by the  
National Disability  
Insurance Agency



# UPLIFTING CI CAPABILITY AT THE NDIA



## I. Background

The newly formed National Disability Insurance Agency established the Process Design Branch with three interrelated departments:

**Process Design, Operating Metrics, and Continuous Improvement**



## II. Current Condition

**The CI team consists of a Director and Two experts!**

Tasked with delivering a CI / Lean / Six Sigma training course to fifty people prior within six months  
With the objective of delivering measurable results but no details of what.  
While initiating the biggest change in healthcare in thirty years



**A three day delivery model split over three months with an improvement project delivered by a participant at the end presented with the use of the toolkit**

**Day 1** – Lean fundamentals, Team building, CI toolkit, Project expectations

**Day 2** – Six Sigma DMAIC charts, graphs, trends analysis, A3 Report outs

**Day 3** – Project and change management methodologies. Kanban's, Visual management, and final report outs

## VI. Plan

## III. Goal

**Uplifting CI capability within the Agency and its Partners in the Community**



## IV. Analysis

**Totally immature organisation, with weekly changes, moving people, departments and process.**

Process maps out of date before being completed

No clear or consistent application of processes throughout this massive expansion phase.

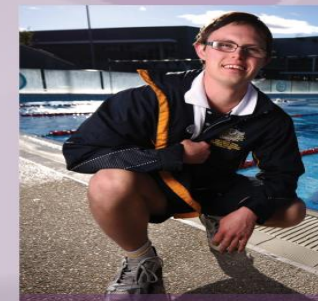
Very little standard work – in fact when we examined the documentation there were 14 different types of work procedures. One Quick reference guide was 108 pages adding to the issues of inconsistent and untimely work practice as well as rework

## VII. Follow up

**Quick wins and early success were established with ongoing coaching, feedback sessions, and a clear definition of done.**

Notable measurable Agency benefits include:

- Increase in WA planner meetings from 280 to 608 in 3-months
- 98% improvement on baseline Operational Rhythm artefact development naming conventions, version control, and audits
- Implementation of 260 Agency wide Team Management Boards
- 73% reduction in Planning errors over a 2-month period



**73% Reduction in Planning Errors**



# NDIS – NDIA what's the difference?

- Clear migration from welfare system to Insurance based whole of life coverage
- Choice and control
- Agency is a government department
- The scheme is the funding available

## Reason for being

”One of the fundamental ways we can improve the participant experience is to reduce wait times, remove backlogs and be more responsive to complaints and feedback. These are areas the Minister, Board and I are focused on doing better – if we can’t get the basics right, we lose the trust and confidence of our participants and the community.....”

Vicki Rundle, Acting CEO of NDIA, July 2019

# Our CI Toolkit

- Project on a Page
- Fishbone Diagram
- 5 Why's
- SIPOC
- TIMWOODS Waste Walk
- Effort vs. Impact Matrix
- Effort Vs Impact Record

# PROJECT ON A PAGE

**TITLE** Project Name

**BY** Project Manager's Name

**DATE** DD/MM/YYYY

**VERSION** <123>



PLAN

ISSUE / PROBLEM STATEMENT
KEY STAKEHOLDERS TO ENGAGE
BACKGROUND (include measurable data)
CURRENT CONDITION (situation / process)
PROBLEM ANALYSIS
KEY STAKEHOLDERS AGREEMENT & SIGN OFF

TARGET CONDITION / NEW PROCESS
WHAT ARE WE GOING TO DO TO GET TO THE TARGET CONDITION?
WHAT IS YOUR PLAN TO REACH YOUR TARGET CONDITION?
HOW WILL YOU DO THIS?
WHEN WILL YOU DO THIS BY?
HOW WILL YOU CHECK YOUR RESULTS?
RESULTS (COMPARED TO BACKGROUND DATA)
HOW WILL THIS CHANGE BE SUSTAINED?
WHAT IS YOUR NEXT PLAN (WHAT WILL BE THE NEXT CYCLE?)

DO  
CHECK  
ACT

- Clear Problem Statements are always being revisited

- Don't jump to solution implementation

- Excel spreadsheets and off system work

Put a stake in the ground

Names, not titles

- How do we know when we are done
- Hoe do we know when we are successful (or otherwise)

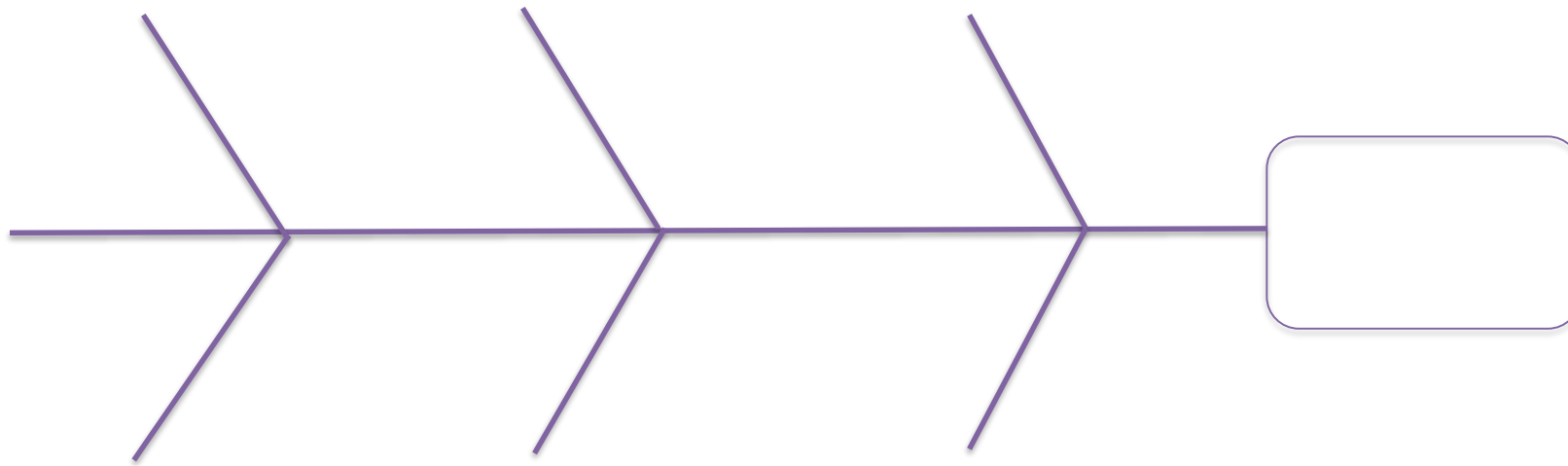
- Communication plan
- Change ready?

Dates – be specific

- Has the data moved?

Small improvements at a time, don't boil the ocean

# Cause & Effect: Fishbone Diagram

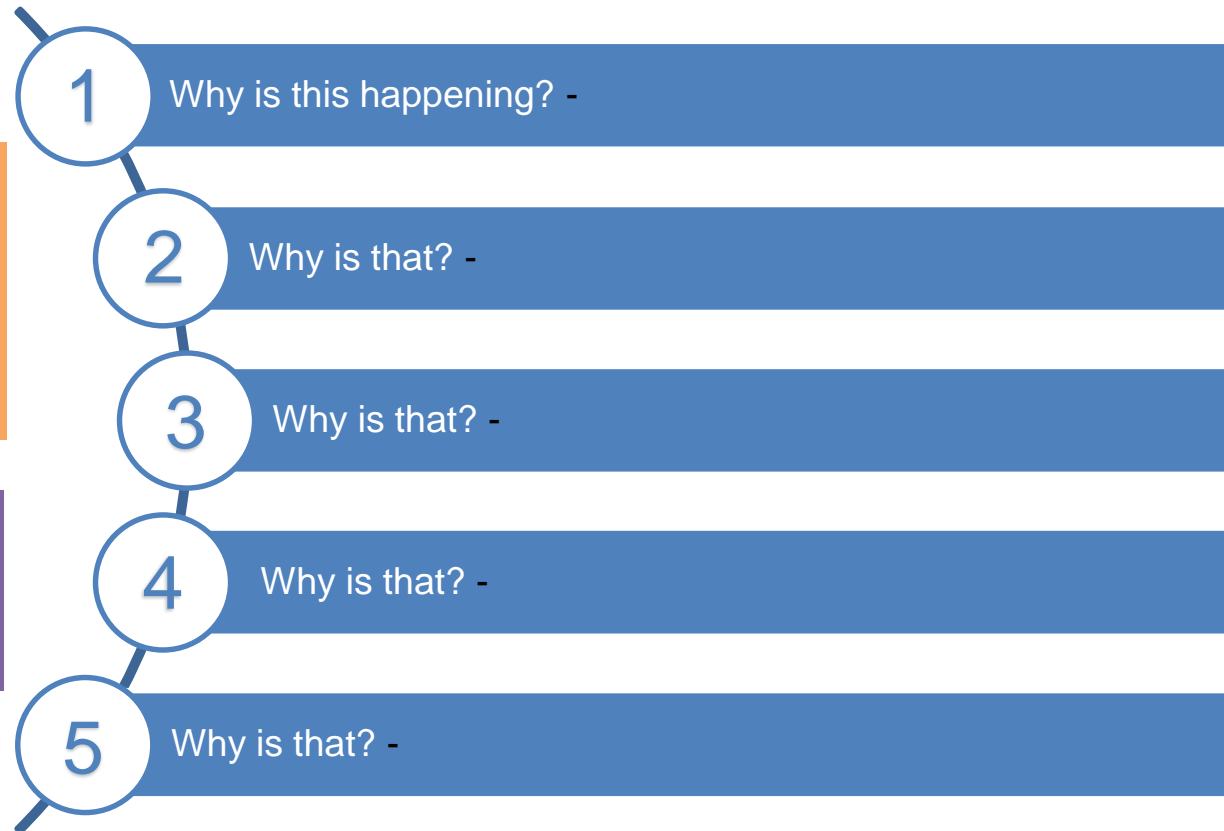




# A Five Whys template

Define the problem:

Note: If the last answer is something you cannot control, go back to the previous response.





# SIPOC











S	I	P	O	C
Suppliers	Inputs	Process	Outputs	Customers
			Process Purpose	



# Go, Look, See - TIMWOODS



Transport 	Inventory 	Motion 	Waiting 
Over-Production 	Over-Processing 	Defects 	Skills 

# Effort vs. Impact Tool



**What to look for:**

## **High Impact vs Low – Medium Effort –**

Described as attractive projects with good wins for relatively low effort.

## **High Impact vs High Effort –**

Often results in a major project or even a step change but following this path can crowd out the quick wins.

## **Low – Medium Impact vs Low Effort –**

Seen as quick wins, knocking of these can really help drive a new continuous improvement program

## **Low Impact vs High Effort –**

Why would you, try and avoid these. They give you little return for the amount of effort it requires for the outcome.

# Effort vs. Impact record



## Effort vs. Impact issue:

Idea description and rating:	Yes / No	What to do next to make it happen	Who & by When
1:		Don't get paralysed by perfection. Prioritise and get moving.	
2:			
3:			
4:			
5:			

# Our Purple Belt program

- Play on words for the LSS hierarchy
- Pitched some where near a Greenbelt
- Far more Lean than Six Sigma
- *It has changed almost every delivery – Start, Stop, Continue*
- *Completion gets a badge*
- *Project implementation gets a purple belt.*



# Continuous Improvement

## Deliver CI projects

- Deliver CI workshops that streamline processes, remove waste and increase value to Participants.
- Use CI tools according to best fit, Lean, Kaizen or DMAIC approach to process improvement.
- Leave teams with enough skill to enable them to help themselves for future efforts

**Do Train Do**

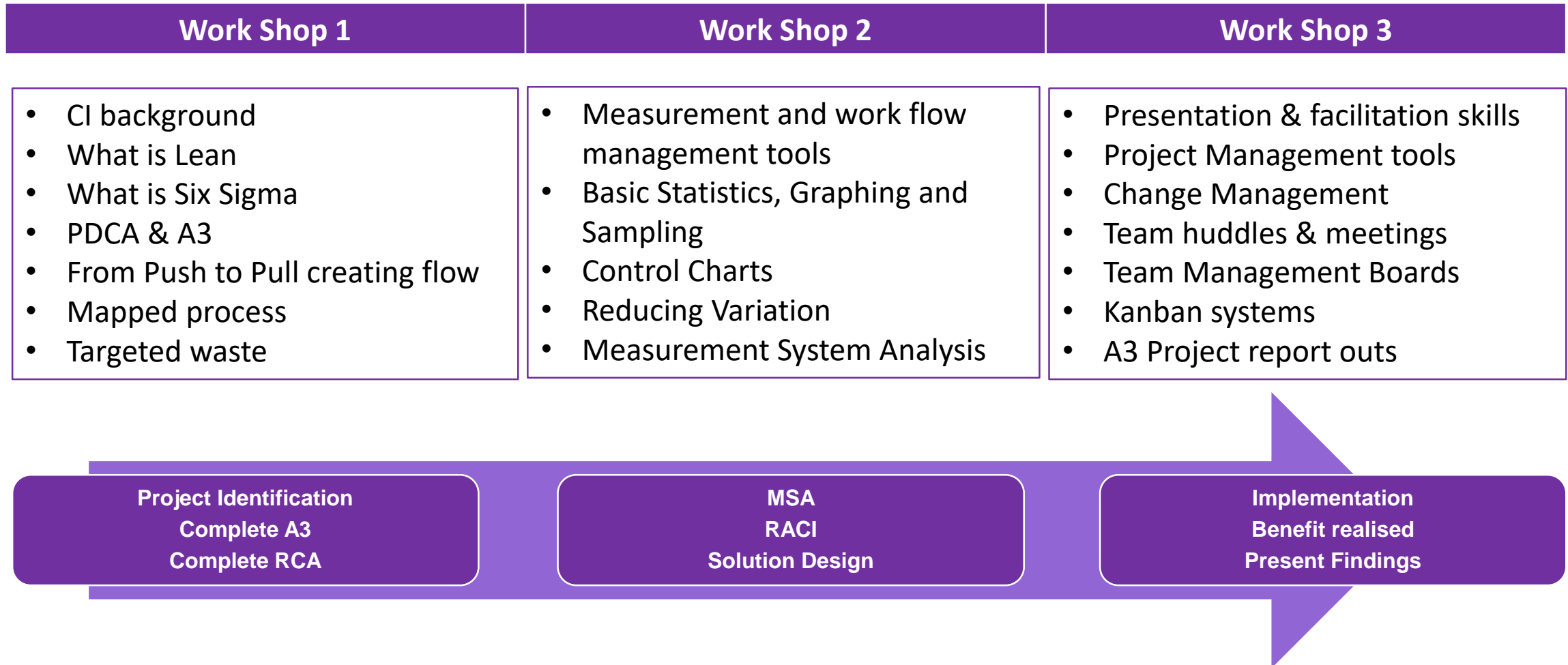
## Deliver CI Blueprint

- Deliver CI training through interactive workshops
- Workshop based with practical delivery of a project
- Coaching throughout the project
- Facilitate the national approach to CI methodology

**Train Do Train**

# NDIS Purple Belt

## Continuous Improvement Methodology



# NDIS Purple Belt

## Continuous Improvement - Engagement

- Top down engagement.
- Management must fully support the training and the project delivery.
- Training delivery can be 4, 6 or 8 weeks apart.
- There are deliverables that are project specific between each workshop.
- Project identified within division with measurable benefit to the participant (for participant facing teams)
- Project success should be celebrated within division and externally.
- Students will be coached through deliverables between each training delivery

## Definition of Done

- All workshops are attended and completed
- A3s are submitted between each workshop for feedback and coaching
- The stakeholder(s) provide acceptance the A3 PDCA Project on a Page has achieved the desired outcomes within the stated objectives, OR is considered to be significant enough to warrant a larger Project Scope by the stakeholder
- Purple Belt attendee feedback surveys are complete
- All documentation relating to the improvement project is provided to the CI Team, process owner(s), stakeholder(s), and is stored appropriately in the correct R:/Drive folder(s).

## Outcomes

- 184 started program - 109 attended all three workshops - 59%
- 98 projects started – 15 completed or taken up into a larger project
- 18 projects overdue for 100 day update / finalisation
- 12 projects reach 100 days on the 5/10/2019
- Leaving 53 opportunities have been missed out on
- NB. 17 uncompleted projects have been referred back to the PMO



# The Good

- When they got it and grasped control of their project they delivered great results
- ½ day delivery to senior executive within our branch & acknowledgement we can deliver to partners
- Queenslanders
- Learning's from each other when presenting their projects
- Mixed group learnings, connections, realisation they are not alone with dealing with problems
- We have had people attend from every state
- The attendees personal improvements in lean thinking and realisation that it works

## The Bad

- The number of times business as usual stopped people attending
- The number of no shows to training without explanation
- Timeliness of project updates and preparedness for workshops
- Solution minded thinking when starting off on their projects
- Wanting to boil the ocean – scope way beyond what they could deliver
- Having to do the administration of everything involving the program

# The Indifferent

- Lack of prioritising their work
- Not being able to allow two hours a week to work on their project
- Retro fitting projects to the Purple Belt program – one program manager submitted a 75 slide PPT covering 5 projects he was looking after
- Managerial support for the attendees working on the project they were stakeholders of
- Administration support
- Logistics of the 1<sup>st</sup> workshop being delivered interstate

# Learning's

- Never assume anything
- The length of time it takes providing written A3 feedback compared to face to face
- The CI baseline level of knowledge of people attending was really low
- You can always be surprised
- The desire of the people working in the agency to help the participants is inspiring
- Inter agency bureaucracy is really frustrating

Q&A

