SolutionsIQ
Advancing Enterprise Agility

Kanban Adoption in a Services Company following Scrum

SolutionsIQ (I) team guides a leading Healthcare services company in adopting Kanban in their teams that was already following Scrum practices in their organization

BACKGROUND

Our client is a large healthcare service provider with facilities like corporate and individual health care and wellness, hospitals and pharmacies support, health care process consulting for the medical pharmaceutical industry. The client felt the need to improve their current processes in backend support process and care system. And involved SolutionsIQ to develop a plan to

PEOPLE INVOLVED

The client's Kanban implementation was delivered using a top-down approach and understanding the client's vision and objectives from Management. The Kanban adoption practice then spread amongst multiple teams like Physician records teams, technicians' support team, healthcare team, Architects, Solutions designers etc. The SolutionsIQ team consisted of a Kanban project management coach, and a technical practices coach.

GOALS

- Process enhancement and refinement
- Optimum Utilization of the capabilities
- Improve visioning of end goals
- Improved estimation of tasks to process a Change Request
- Identification and Mitigation of Risks for Change Requests

CASE SNAPSHOT

Client: A Large Healthcare services and consulting company based in the US

Objectives:
- Stream lined processes
- Risk mitigation
- Improvement in resource utilization and efficiency

Our Approach: Kanban coaching and implementation to introduce JIT principal with reduction in wastage of resources

Results:
- Improved processes and their management
- Build process of continuous improvement through improved goal definition & visibility
- Shorten feedback cycle

OUR APPROACH

Ours was a progressive approach towards managing improvements through ongoing evaluation and Kanban Implementation that comprised:

- Assessment of the current workflow and work packets/package
- Identify the wastage
- Training on Kanban Concepts:
  - Visualize work flow
  - Work-In-Progress (WIP) Limits
  - Pull and Visualize
  - Cumulative Flow Diagrams
  - Feedback Loop
  - Daily Standups
  - Retrospective
- Create a Visual Work Flow for the Change Request/Enhancement (end-to-end)
- Create Kanban boards for each team with appropriate Swim lanes and Column Names
- Define WIP limits
- Define SLAs for each gate, Capture Lead time for each gate
- Visualize and monitor Pull
- Have a periodic feedback loop
- Guidance and mentoring by coaches on Kanban

IMPLEMENTATION

PHASE I - ASSESSMENT

- Understand high level expectations
- Assess the types of Work Packets
- Evaluate current organization processes in each of the 4 teams
- Guidelines for subsequent visits at Client site

PHASE II - TRAINING

- Training each Team on Kanban
- Visualize work flow
- Implemented the Kanban Board
  - Identified Gates and Stages within each gate
  - Identified WIP limits
- Setup the Physical Kanban Boards in office
  - Swim lanes
  - Column Names
  - Task
- Set up feedback loop
  - Daily Standups (Risk identification)
  - Retrospectives (Continuous Improvements)

PHASE III - EVALUATE

- Evaluate the Kanban Board
- Discussed issues with each team related to the Kanban Board
- Asked teams to implement Start and End Date on each column to identify Waste and Lead time
- Explained the importance of Lead and Waste identification.
- Got PJMs and team to discuss their concerns
- facilitate teams to incorporate the above changes and corrections into their system periodically

CHALLENGES HANDLED

- Initial hesitation to implement Kanban Board.
- WIP limits not being followed
- Hesitation to implement the Start and the End Dates to every stage

Continued...

- Team members are working on individual objectives, this leads to constant risk and dependency on individual member in team.
- Lack of ownership
- Improper & inaccurate estimation, lack of coordination due to practices that were modified based on convenience

RESULTS

- Improved processes and their management
- Build process of continuous improvement through improved goal definition
- Shorten feedback cycle on performance due to periodic reviews
- The process of regular evaluation and assessment by SIQ team led to creation of sustained value in terms of learning, implementing and practicing Agile.

THE WAY FORWARD...

The SIQ team suggested that:
- the teams continue using the Physical Kanban to see more benefits
- Current team members should motivate other teams with their success stories to facilitate cross exchange of ideas and improve the process overall.
- Management should continue to support teams during this change