EVSM – Cheat sheet

1. **Wall Map** – What's your first step to improving a process? Accurately measuring it, of course! Whether your healthcare business has a complex supply chain that you want to improve or you're a hospital wanting to improve its service delivery, you probably have a "mixed model value stream". These are value streams that produce multiple product/service variants through shared resources at the plant or network level.
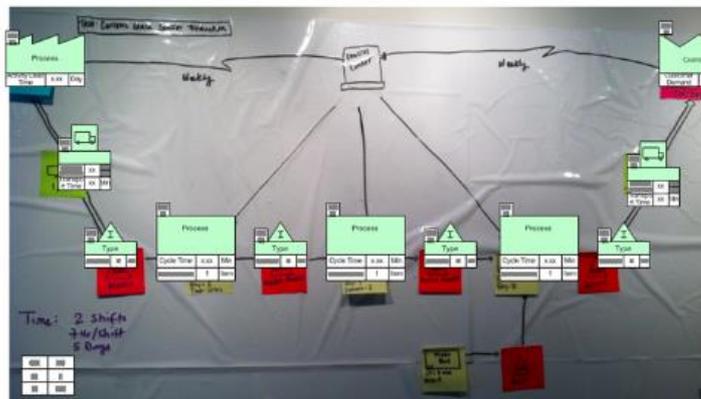So how do you map these mixed model value streams?

   - Start at the beginning of the process; where does your product/service start to take shape? At the factory, at a personnel-level or at a supplier-level?

   - Jot down the different stages the product/service goes through AND the time it takes at each stage (How many days for the pharmaceuticals to reach from the factory to the warehouse to the distributor? How much time for a medical service to reach from the specialty physician consultant to the patient? What steps does it go through in between?)

   - Create a physical map of the entire process (from the stage your product/service is created to the stage where it reaches your customers). Whiteboards and post-it notes are your best friends here. So are collaborative team sessions (to ensure you get all the information right and don't miss any key stages)!

Fun Fact: 95% of value streams are mixed model today; so it's more likely than not that your own value stream is a complex, interdependent network that you need to keep tabs on for it to reach its full potential!

How Can I Do This Easily? – eVSM (electronic value stream mapping) software has innovated a simpler approach to these mixed model maps. The software essentially creates master maps instead of having to create/maintain multiple maps for various product families.

2. **Capture Current State –** Now that you have a beautiful starting map on your wall/paper, you just need to capture it digitally. Take a picture of the map on the whiteboard/paper. Voilà! You have captured your current state.

   How Can I Do This Easily? – *eVSM software provides a 'wall map' button which catches the picture and sketches over it using matching icons and shapes. Plus, you can also import a product matrix in Excel if you prefer to view the process in a table rather than a diagram. The result? Easily captured current state of your process in the format that you/your colleagues prefer!*
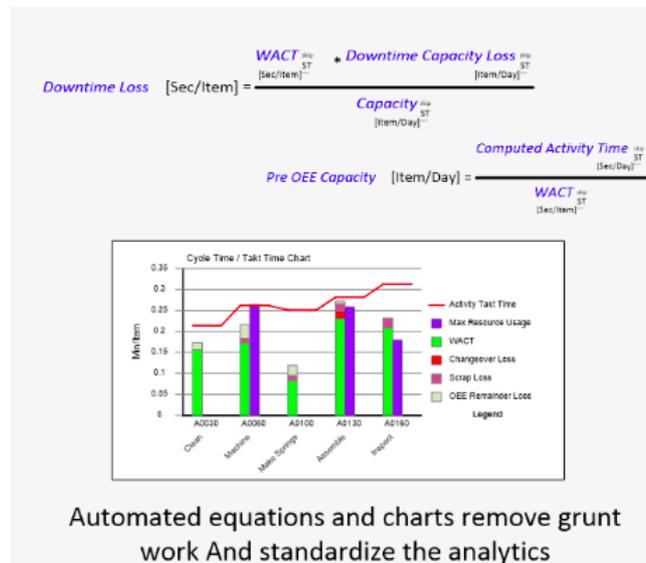

Tracing over a wall map

	A	B	C	D	E	F	G	H	I	J
1	Set ID	Set Name	Product ID	Product Name	Demand	Stamp	Deburr	Thread	Assemble	Customer
2		Auto Name		Sort Products		Activity	Activity	Activity	Activity	Customer
3	A	Route A	1	P1	222	X	X	X	X	X
4	A	Route A	2	P2	250	X	X	X	X	X
5	A	Route A	3	P3	300	X	X	X	X	X
6	B	Route B	21	P21	225	X	X		X	X
7	B	Route B	22	P22	250	X	X		X	X

3. *Analyze* – This is probably one of the most important steps in improving your entire value stream. When you analyze your current state as a team, you start to find some of the key lean metrics that help to identify waste areas. If you already have automated analytics that can calculate these lean metrics (like some process improvement analytics, usually built in Excel), your job becomes easier. But even if you don't have them, the team can use its expertise and gut feel on what to improve next.

   How Can I Do This Easily? – *eVSM software provides standardized input variables, automated charts and equations to remove the drudgery work so you easily start to see the improvement areas in your value stream.*
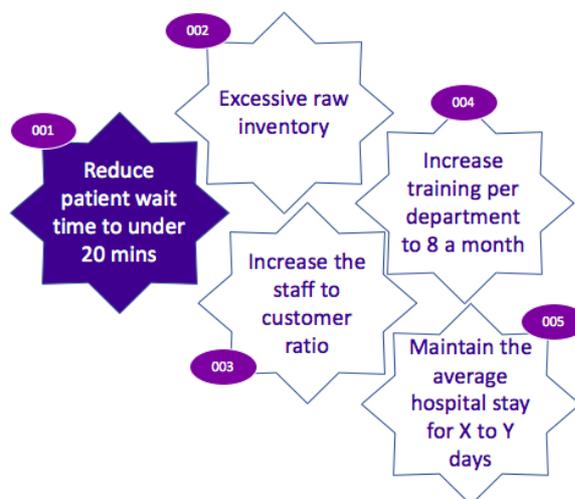
Automated equations and charts remove grunt work And standardize the analytics

4. **Brainstorm "What If" –** This is where you can show off your creativity and critical thinking! Look at the value stream you have mapped and the areas where your product/service flow is being slowed down/restricted. Can you imagine areas where you can implement a single-piece flow while meeting customer demands? Can you imagine pull systems for areas where single-piece flows are not possible?

    How Can I Do This Easily? – Use publications from the Lean Enterprise Institute that provide case study examples to identify opportunities, create continuous flows and apply more lean techniques. eVSM software includes multiple what-if tools that help you visualize improvement ideas and their impact on your current value stream (Kanban calculators, loss analysis, bottleneck identifiers, line balancing etc.).

5. **Prioritize Improvements –** The Japanese philosophy of Kaizen (change for the better) is a massive help here. First, you visualize the improvements (that you identified in the 4th stage) in short Kaizen bursts. Kaizen bursts are short duration improvement projects with a specific aim. How do you visualize your improvements in Kaizen bursts? You assign attributes to each improvement (like improvement owner, improvement severity, expected cost savings, difficulty of implementation etc.).

    Remember; you're not actually conducting these Kaizen bursts, you're just visualizing them to see which ones should take priority.

How Can I Do This Easily? – *eVSM software includes an in-built Kaizen tool to collect and refine improvements in Excel. What you get is an impact matrix and an easy-to-understand worksheet of what improvements are most attractive and easy to implement.*
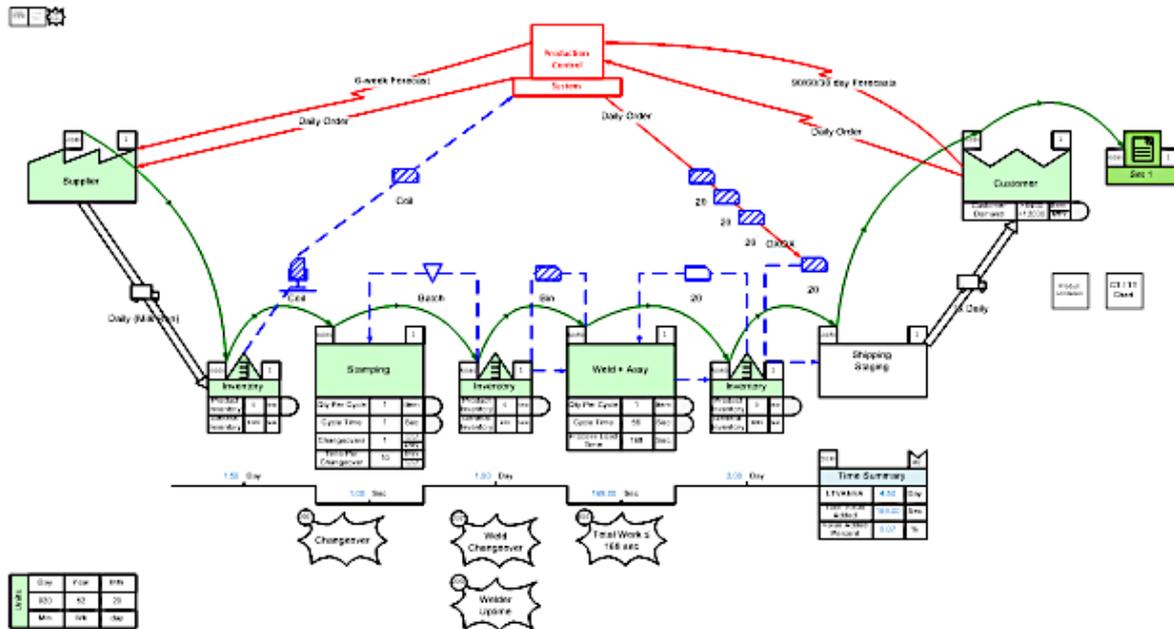

Kaizen can be collected and refined via Excel worksheets.

Kaizen No.	Kaizen Type	Kaizen	Impact	Ease of Implementation	Priority	Owner
1	Starburst	Reduce patient wait time to under 20 mins	1.6	2.8	H	Joe
2	Starburst	Excessive raw inventory	4.6	2.9	M	
3	Starburst	Increase the staff to customer ratio	2.8	2.2	H	Kathy
4	Starburst	Increase training per department to 8 a month	2.3	0.5	M	
5	Starburst	Maintain the average hospital stay for X to Y days	3.9	3.1	H	

6. **Design Future State –** Now that you have identified and prioritized your improvement areas, you just need to create a map to showcase them (like the current state map you designed in stage 2). Go back to your whiteboard and post-its; create the flow of how you want the improved value stream to look like. Maybe your future state shows that your business should prefer one supplier over another because the delivery time is shorter. Maybe it shows that a medical service can reach patients quicker, thereby improving patient outcomes if you skip/add a step. The point is: no matter what the future state looks like, it suggests a change for the better!

How Can I Do This Easily? – *With eVSM software, you can turn your improvement worksheet into a future state map at the click of a button. You can also compare the current state and future state side-by-side and play with the metrics to see how your map changes accordingly.*

7. **Implement** – Now all that's left to do is implement the improvements you have identified. We understand that it's easier said than done though! Once you have the senior management's support, your improvement worksheet and impact matrix can serve as the planners for the implementation project. Break down your projects into smaller tasks and dependencies (remember Kaizen bursts?), create smaller project plans (use the Gantt Chart templates in the free Smartsheet software) and indicate the timeframe for each task (also through the free Smartsheet software).

    How Can I Do This Easily? – *eVSM software builds a planning dashboard, project Gantt charts and implementation plans for you. Plus, various Kaizen properties are included in the software, so planning improvements for any type of value stream becomes a piece of cake!*