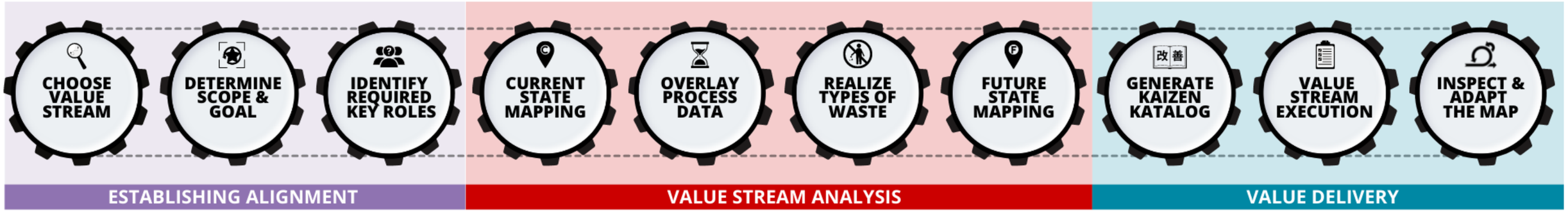
The Case for Value Stream Management



MSA

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About the Medical Schools Association

MSA

Prominent Non-Profit Organization
Represents medical schools throughout the North America
Helps medical students throughout their medical education journey
2012 = US $123 million in revenue (ProPublica)

Source: Wikimedia

Source: Wikimedia

Source: Wikimedia

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2012 – New Leadership…

…and a Dual Threat!

Higher Costs + Low Satisfaction =

Threat of Outsourcing

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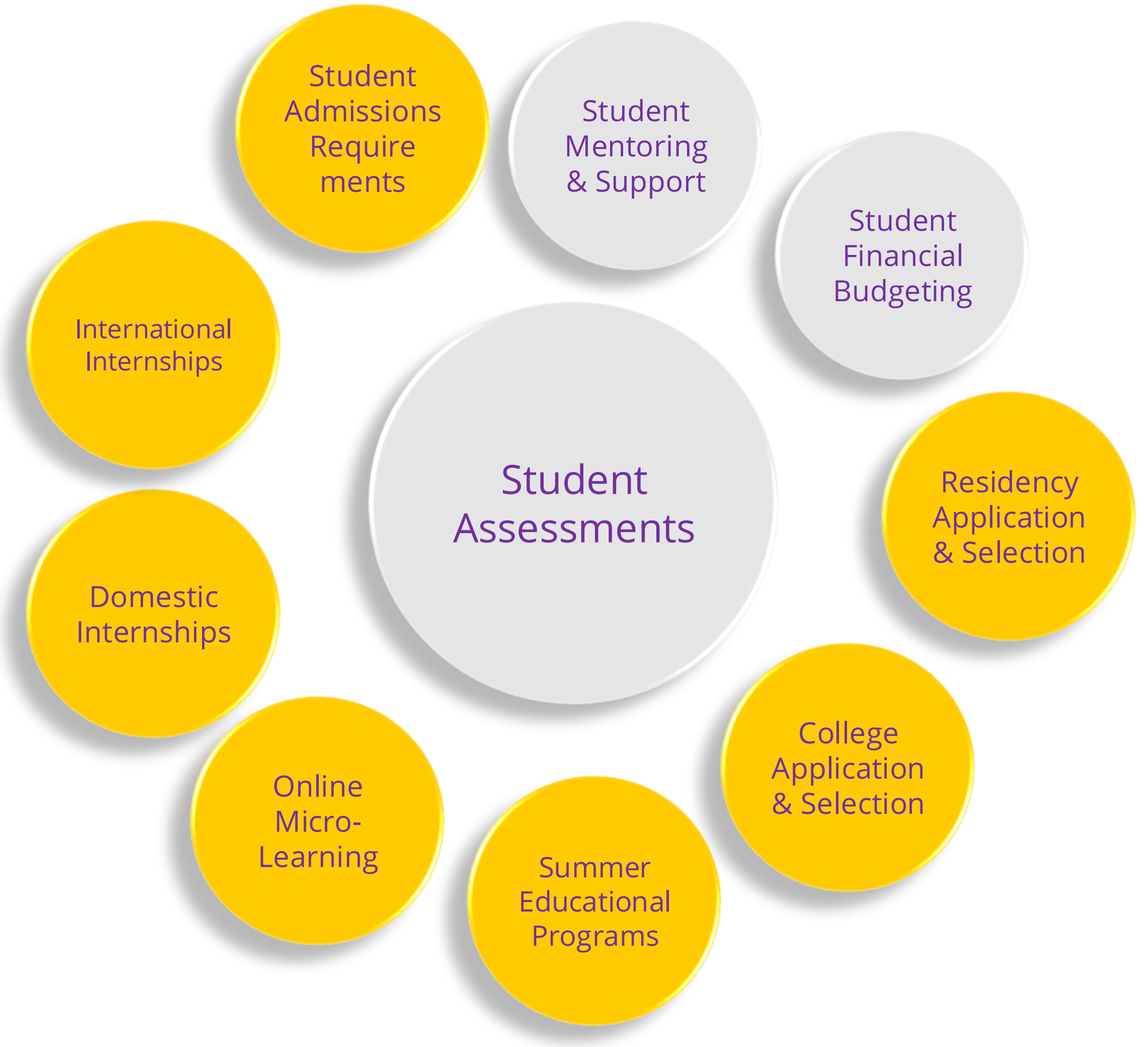
A Promising Portfolio of Students



Student-Facing Applications

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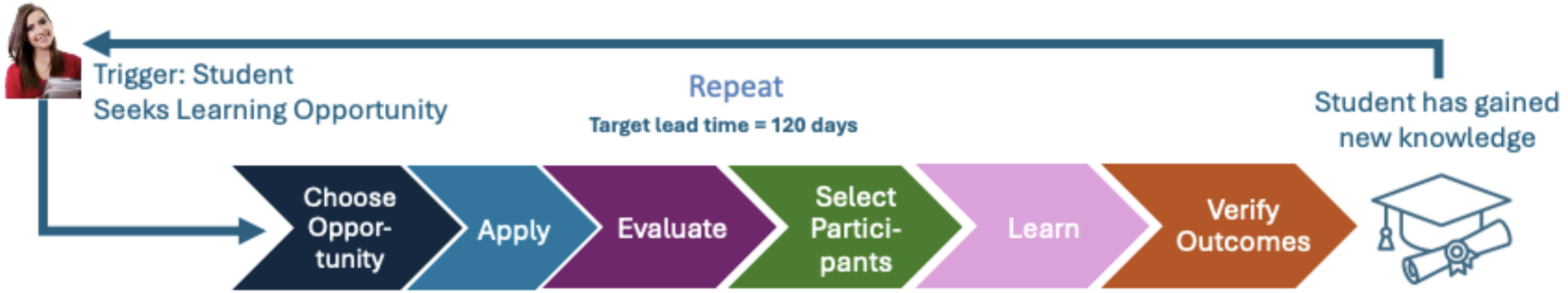
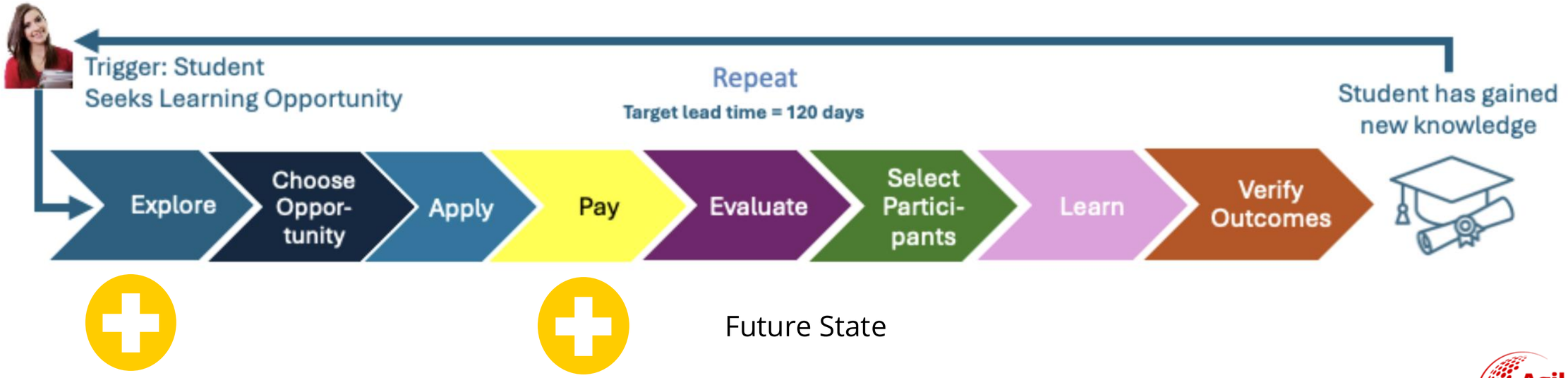
Value Stream Management Efforts Begin



Current State



Future State

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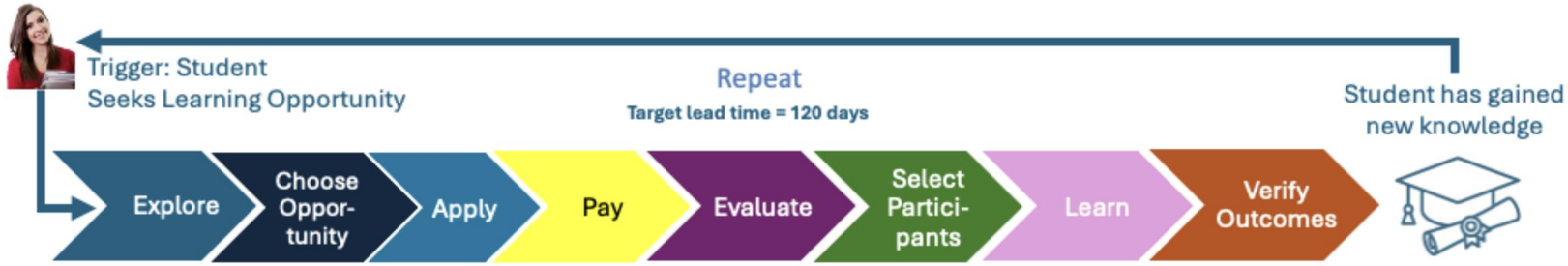
Common Steps & Gaps Emerge



	Explore	Choose Oppor-tunity	Apply	Pay	Evaluate	Select Partici-pants	Learn	Verify Outcomes
International Internships	✗	✓	✓	✗	✓	✓	✓	✓
Student Admissions Requirements	✓			✗				
Domestic Internships	✗	✓	✓	✗	✓	✓	✓	✗
Summer Educational Programs	✗	✓	✓		✓	✓	✓	✓
College Application & Selection	✗	✓	✓	✓	✓	✓	✓	✓
Residency Application & Selection	✗	✓	✓	✓	✓	Δ	✓	✓
Online Micro-Learning	✗	✓		✗			✓	✓

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Improvement Opportunities Identified

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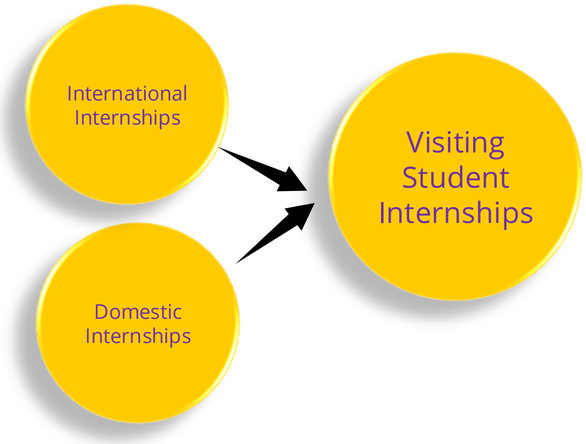
Kaizen Katalog Created & Implemented

Steps Shared

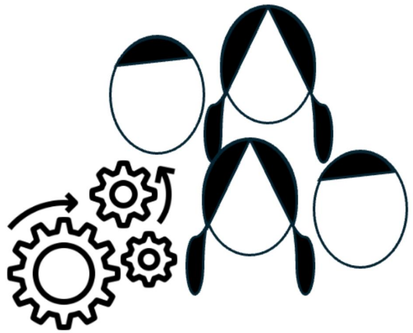
Steps Added

Gaps ID'd & Filled

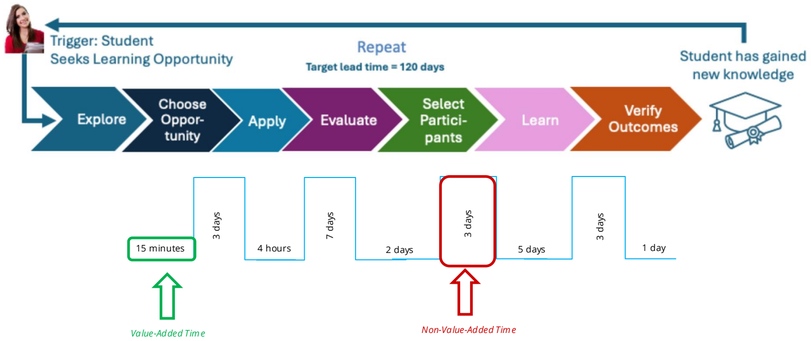
Teams & Platforms Consolidated



Teammember Skills Broadened



Process Optimized*



- ***36% reduction in total lead time***
- ***29% improvement in productivity***
- ***20% improvement in quality***

*Graphic for illustration purposes only.

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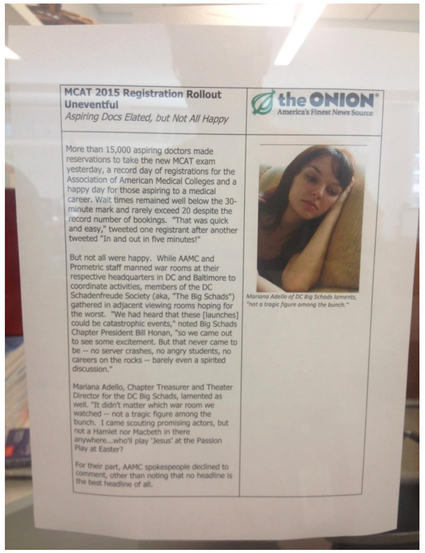
Seeing for Ourselves

Supplier Visits

Gemba Walks



Progress Monitoring

Fun!

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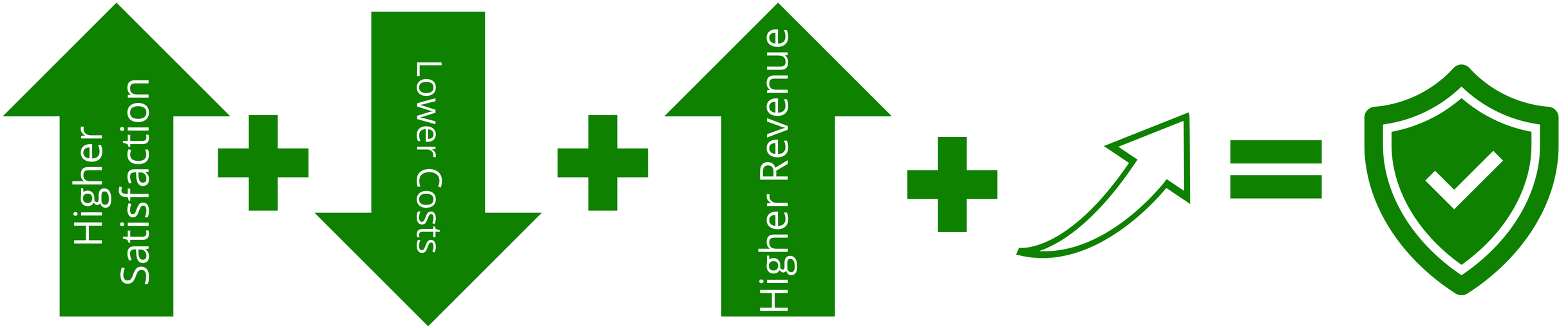
Results of Value Stream Management



NPS from 30%
to 70% in 1 year

Costs reduced
23% in 3 years

35% revenue
increase in 2 years

Profits up
from $2 million loss
to $49 million surplus

Trust Restored

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The Benefits from Value Stream Management

What we expected…

- Align teams around delivery of value
- Expose value stream “gaps”
- Introducing Lean techniques (Gemba, Kanban) to the organization
- Building T-Shaped Teams
- Use value stream metrics for Empirical Process Control
- Improve Team Efficiency & Effectiveness

What we expected…

- Align WHOLE organization around delivery of value
- Understanding our Role in the Larger Organization
- Identifying similar value streams = knowledge & technology sharing
- Guide strategic decision-making
- Improve Organization Efficiency & Effectiveness

Value Stream Management **a Big Success!**

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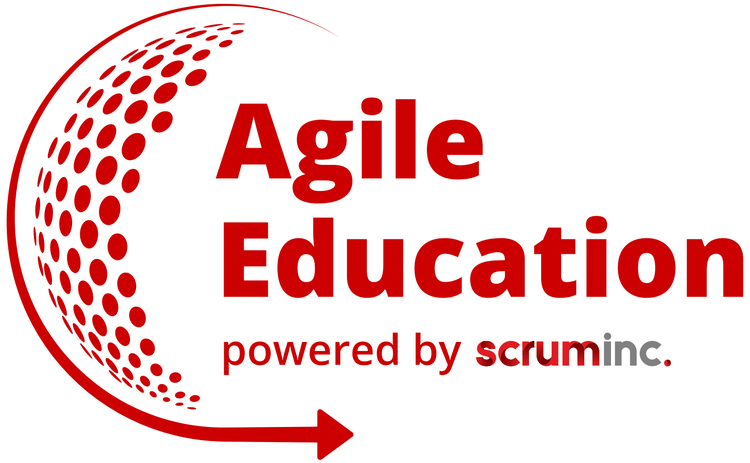
What are YOUR reasons for managing your value stream?



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