



Clean Sheet Process Redesign

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Description: Clean Sheet Process Redesign is a tool to help a team break free of the constraints of the current process' "as-is" state. The current state may be in such disarray that you need to invoke the "Burning Platform" methodology. The Burning Platform is a business lexicon that emphasizes immediate and radical change due to dire circumstance.³

The Quality Improvement (QI) team starts with a clean sheet of paper and develops their process for delivering the product or services designed to meet the wants and needs of the customer. The goal is to keep the QI team out of the "as-is" state thinking and encourage them to be creative and imagine "how the process could be."

This is not a *Kaizen* approach focused on incremental or continuous improvement to the existing product or service. Rather, it is a complete transformational development of a new process that will change the existing work flow and culture.

When to Use: The Clean Sheet approach should be considered when you are stuck in the old ways of doing a process that no longer meets the needs of the health department's internal and external customers. Too often we put a number of quick fix band aids on a process over time, hoping to make it function correctly. Over time these quick fixes make the process even worse than it was when we started tweaking it.

Construction Steps:

1. Prioritize the core processes to be changed. An Importance/Effort Plot⁴ (also known as Impact/Effort Plot or Impact/Difficulty Plot) could be utilized.
2. Assemble the right team to design the new process.⁵ The team should have representatives that have a good understanding of why we need the product or service, the use of product or service by the customer, the way it can be delivered, and cost of the product or service. It can also be beneficial to include a team member not familiar or involved with the details of the process. Having an objective party involved can help to uncover processes that are repetitive and cumbersome, and often invisible to those who use the process regularly.

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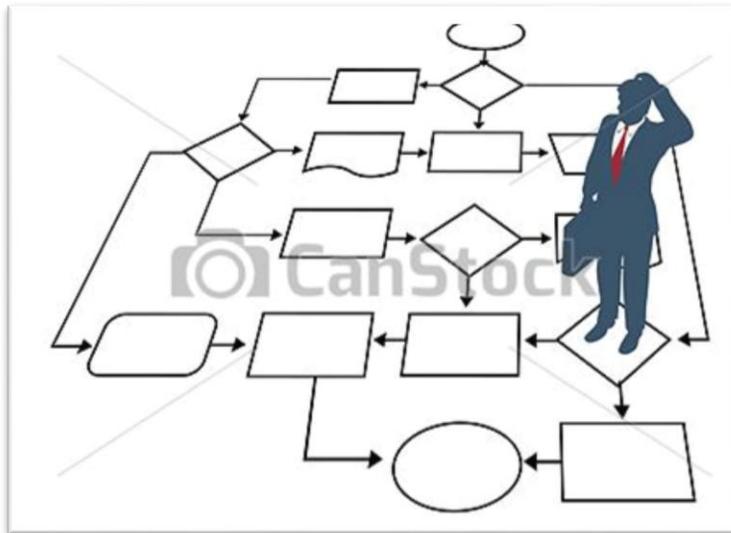
³ <http://www.problem-solving-techniques.com/Burning-Platform.html>

⁴ *Public Health Quality Improvement Encyclopedia*, Public Health Foundation, 2012, pp. 55-56.

⁵ Team Selection Tool - http://www.phf.org/resourcestools/Pages/Team_Member_Selection_Tool.aspx

3. Obtain data that are representative of the Voice of the Customer⁶ for the product or service.
4. Post a large sheet of flip chart or butcher block paper on a wall or table.
5. Define what are the desired outcomes or accomplishments of the new process.
6. Creatively “re-think” the way that the product or service could be developed, produced, and delivered to the customer in the most effective and efficient manner possible. Clean Sheet Analysis is a complete transformational development of a new process. It can also be viewed as a way to re-create the process. The SCAMPER Technique can help facilitate creative new process thinking.⁷
 - Define the core processes
 - Define the administrative and support processes
 - Define the procurement processes
 - Define the technology processes
 - Integrate these processes in the most efficient and effective manner to produce the desired product or service. Ignore any constraints that may have been noted in the SIPOC+CM⁸ for the existing process.

Typical Example:



Current State



Future State

⁶ *Public Health Quality Improvement Encyclopedia*, Public Health Foundation, 2012, pp. 153-154.

⁷ http://www.phf.org/resourcestools/Pages/SCAMPER_Technique_Tool.aspx

⁸ *Public Health Quality Improvement Encyclopedia*, Public Health Foundation, 2012, pp. 119-120.