

# Food Bank's Story of Using Kaizen to End Hunger in NYC

***Margarette Purvis***  
*President and CEO*



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## MEALS PER HOUR VIDEO

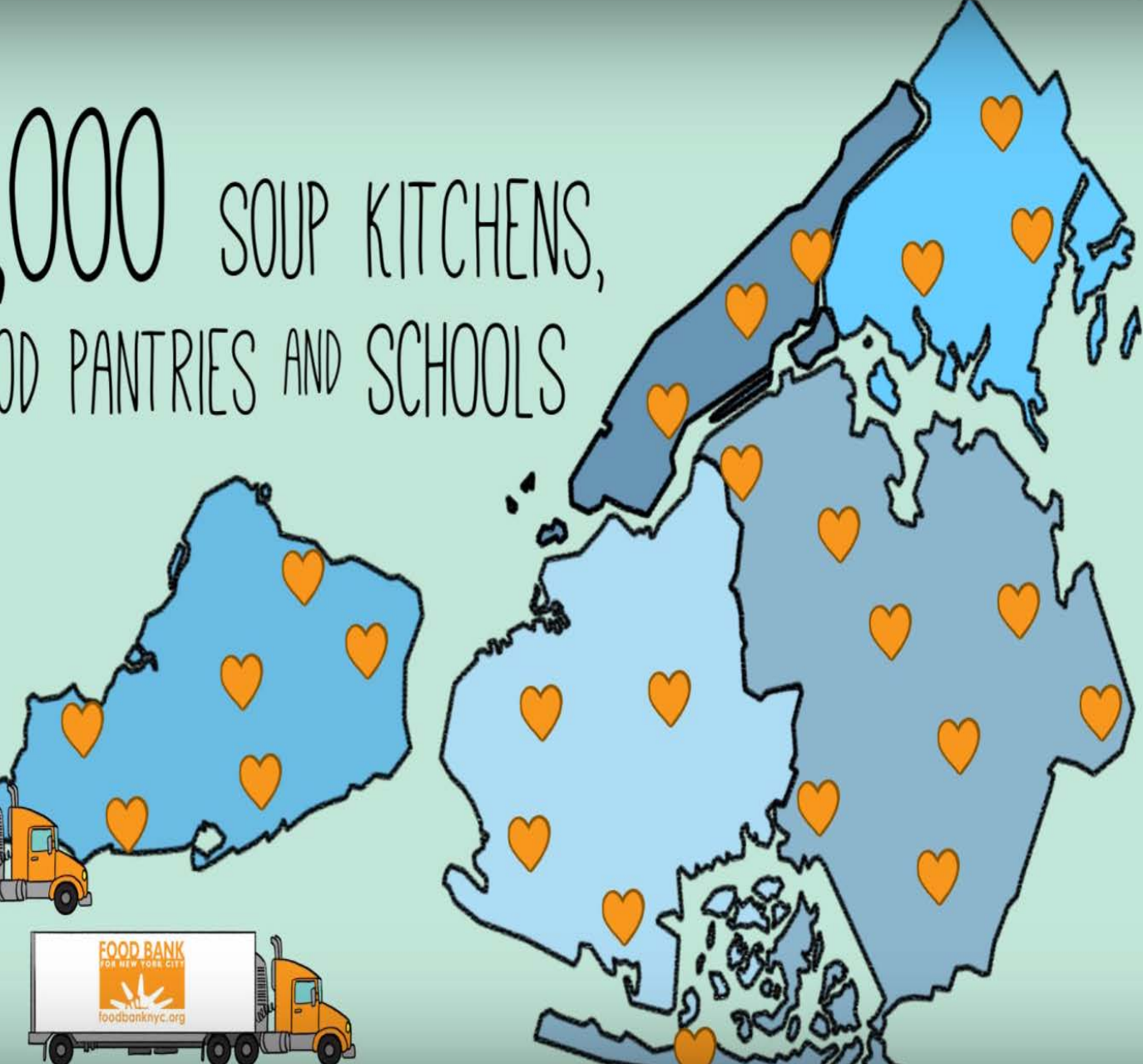








OF 1,000 SOUP KITCHENS,  
FOOD PANTRIES AND SCHOOLS







Harlem →















# What is KAIZEN?

## Japanese Translation

- Change for Better

## LEAN Translation

- continuous improvement
- Long-term approach to work that systematically seeks to achieve small, incremental changes in processes
- Seeks to improve efficiency and quality.
- Applied to any kind of work



# KAIZEN & FOOD BANK

2011 - 2012

Year of Introduction



2013

Year of Citywide Exposure



2014

Year of the Rollout





**Food, Funds and CAPACITY where NEEDED MOST**



## ANNUAL MEAL GAP (IN MILLIONS)

<b>BRONX:</b>	<b>46.5</b>
<b>MANHATTAN:</b>	<b>43.6</b>
<b>QUEENS:</b>	<b>53.1</b>
<b>BROOKLYN:</b>	<b>89</b>
<b>STATEN ISLAND:</b>	<b>8.8</b>

**CITYWIDE TOTAL: 241**





## SERVING A CITY

- Not your neighborhood “food bank”
- Serve Charities to Serve People (1.5 million)
- Innovation in Action: Food Distribution and Beyond



Food Bank For New York City analysis based on Gundersen, C., A. Satoh, A. Dewey, M. Kato & E. Engelhard. Map the Meal Gap 2015: Food Insecurity and Child Food Insecurity Estimates at the County Level. Feeding America, 2015.

### Meal Gap 2015

	<b>Meal Gap is more than 5.8M meals</b>
	<b>Meal Gap is 4.3-5.8M meals</b>
	<b>Meal Gap is 2.9-4.3M meals</b>
	<b>Meal Gap is below 2.9M meals</b>





# THE Multilayered MAGIC OF PARTNERSHIP

- Attack the line
- Use Best of Corporate to CREATE Best of Service
- Benefit from Power of Image “Meals Per Hour” & Examples in Use
- Marry Partnership’s “Story” with Mission





## From Lines to a New Lens

- Harlem “Gemba” ♦ Best opp to seed and Scale Solutions
- Food pantries, soup kitchens, schools, mobile pantries, shelters, and large multi-service organizations
- Most operated by volunteers and have limited resources



# LEAN THINKING, ROBUST RESULTS

- **EMBRACE the MUDA**
  - Examining Slow moving Food & Getting Rid of It: **\$3 million**
  - Examining impact of disconnected data: **1<sup>st</sup> Time CRM across all hunger programs**
  - Member feedback/analysis of produce distribution: **New Model after 20 years →**
  - Green Sidewalk under development

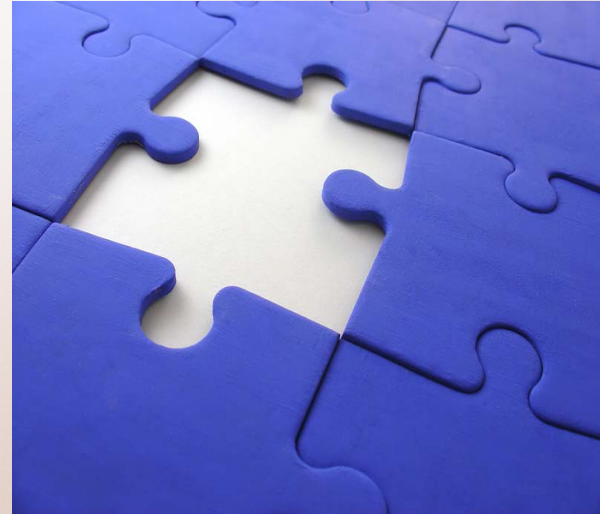




# LEAN THINKING, ROBUST RESULTS

## All Hands On Efficiencies

- Focused on Participation: 23% increase in Kosher Food
- Changed our Donated Produce Process: 22% increase aka 18 million
- Record Distribution (76mill); 13% reduction in labor costs
- Collective impact strategies for hunger programs: 19mil additional meals to NYC; \$141 Million in Tax Refunds in 2015





# LEAN THINKING, ROBUST RESULTS

## Continuous Improvement By Zone

- 17% increase in compliance site visits
- 77% increase in capacity site visits
- 49% increase in training participation
- Intentional system of co-locating Strategic anti poverty programs in communities of highest needs
- Staff turnover lowest in org;s history



# LEAN THINKING Towards the FUTURE

- Soup Kitchen Operations Manual in development
- Revamped Human Resources (Team and Talent Development)
  - Acknowledging what doesn't work
  - Embedding Lean Principles in Recruitment Efforts
- Lean unit shifted to Operations team for Cross org implementation
- Process improvement for Donor services/communication and engagement

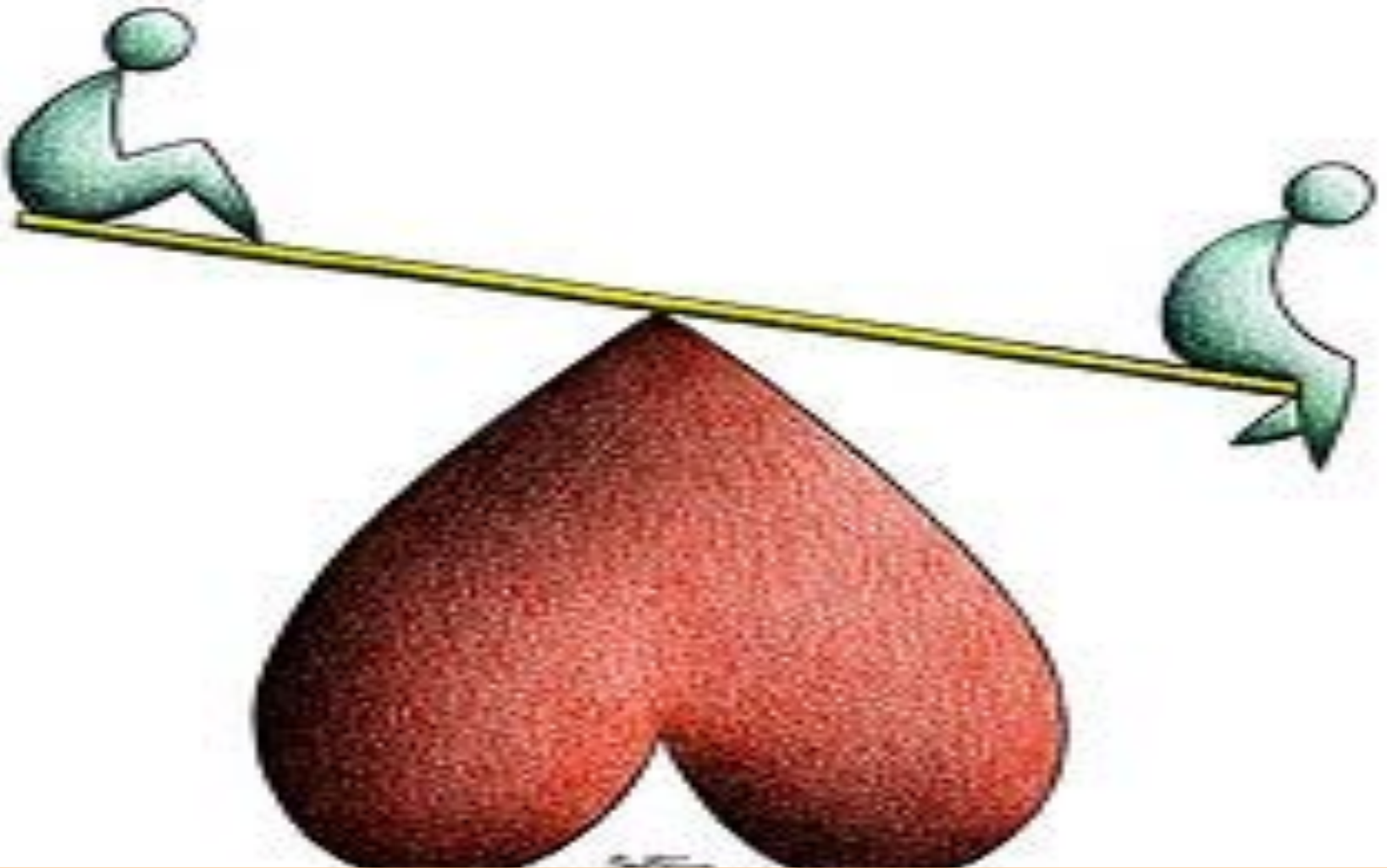




**The journey  
from  
WHOOHOOOO  
To  
UH OHHHHHHH**







## **FALLING IN LOVE VS. BEING IN A RELATIONSHIP**

Responsibility, commitment and consistency – even when you



# WALKING THE LINE

1. Don't get discouraged if the love looks a heck of a lot like annoyance
2. Dealing with the effects of Amnesia
3. Carried over the Threshold....Racing to Therapy
4. Believing that DIVORCE Is NOT an OPTION





# FALLING IN LOVE VS. BEING IN RELATIONSHIP

Falling In Love Looks Like	Relationships Look Like
Gladiator Style LEAN expert to the rescue	LEAN expert seeking to be HELPFUL based on needs
Seeing Improvements Only	Recognition that Improvements happen because there were PROBLEMS
Believing That YOU may apply LEAN to anything	Understanding Fit/Culture and Best Salesman
Backslapping After Implementation	Continuous Maintenance and Therapy



# It's WORTH IT

**85% of the Tax  
Refunds...Poorest  
Communities**

**76% of FRESH  
produce...Poorest  
Communities**

**Added 15 Million  
Meals...Without  
Trucks**











# Q & A