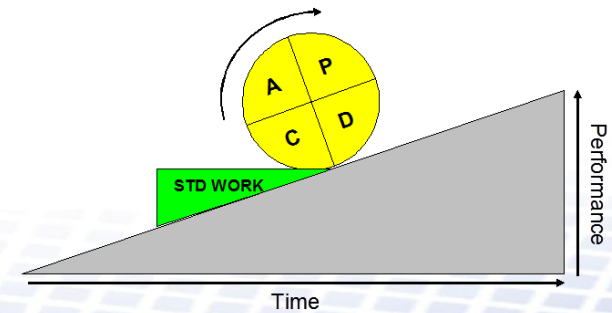


Managing for Daily Improvement

Craig Weathers-Simpler Consulting
Michelle Tressler-Scripps Health
Denver AME conference
04/2015

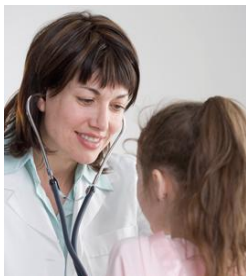


STANDARD WORK SHEET

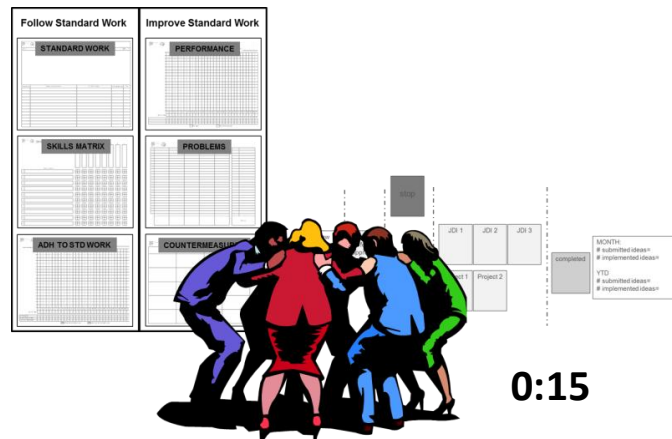
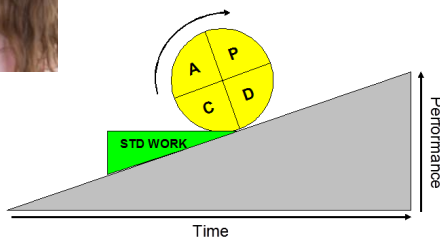
Process:	MDI workshop @ Denver AME
Role:	Senior Consultant
Location/Dept:	Simpler Consulting

Original Date:	6/6/2014	Revision #:	4	Revision Date:	4/20/2015
Original Author:	Jose	Revised by:	Craig		
Revision Reason:	Changed presenter and content to include A3 thinking & mgnt system				

Diagram



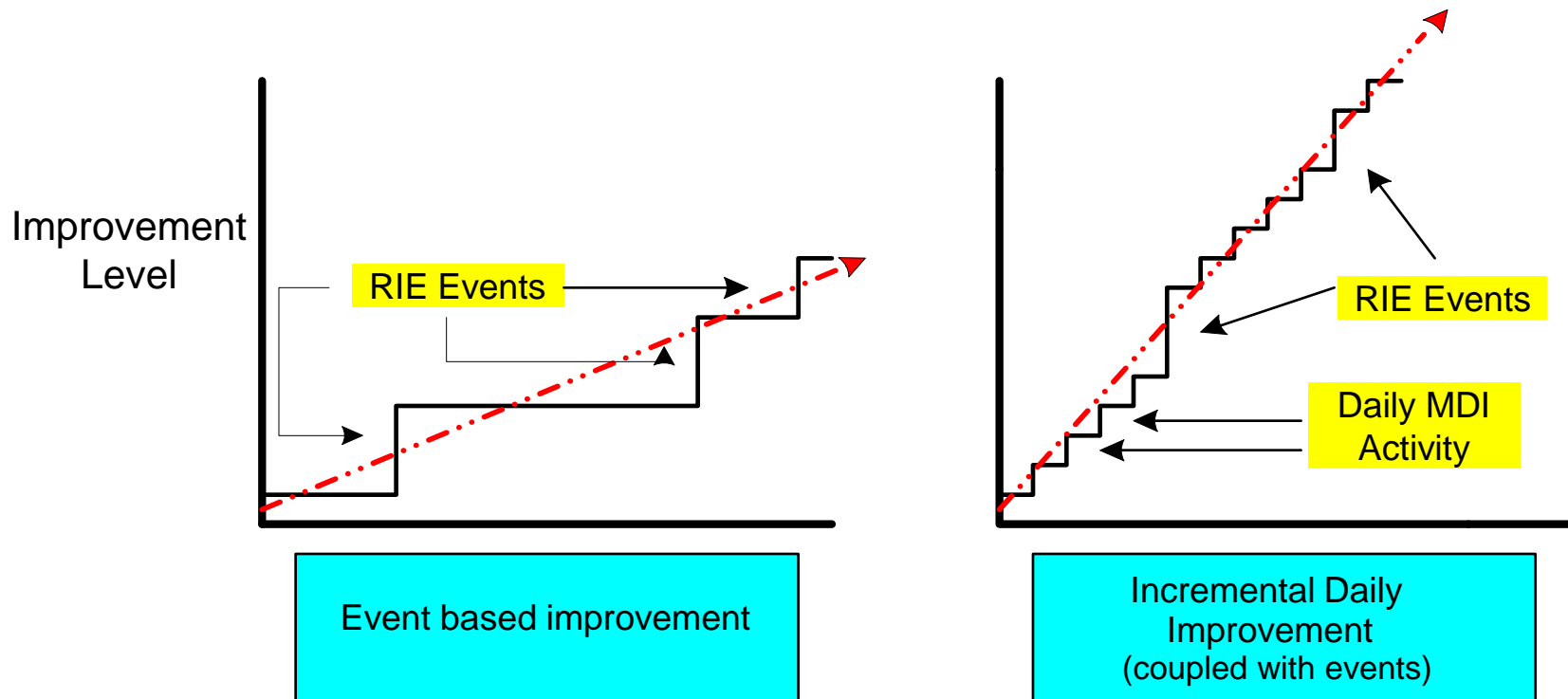
23:45



#	Major Steps	Time (min)	Expected Outcome
0	Craig Explains the "Lean Management System"	60 m	Connection to A3 tinkling & MDI
1	Craig opens session	5 m	MDI workshop expectations: learning by doing
2	Craig explains ideal goals	10 m	why MDI
3	Craig explains MDI process	20 m	problems (sx) and root causes (dx)
4	Craig explains process and standard work	10 m	process standard work
5	Craig explains training approach	5 m	skills matrix
6	Craig explains coaching to standard work	5 m	adherence to standard work graph
7	Craig explains process and performance	5 m	performance tracking graph
8	Craig explains problems affecting performance	5 m	problems bar graph
9	Craig explains problem solving process	5 m	countermeasures template
Sub Total		130 M	
15	Craig explains flow of ideas for improvement	5 m	awareness of standard
16	Craig explains daily learning cycle	10 m	awareness of standard
17	Craig explains coaching to improve standard work	10 m	differentiate @board vs. @process
18	Craig explains leadership Gemba with purpose	15 m	leadership rounding schedule
19	Michelle Explain Scripps Health "MDI" model	20 m	History of improvement and the need to developed the management system.
20	Michelle Explain Scripps Health "MDI" model	45 m	Scripps MDI model
21	Craig closes session	5 m	questions/Insights
Total		240 m	

MDI – Improvement strategy

- Incremental daily improvement supplemented with periodic, event-based improvement...



Ideal Goals

People: • Fully engaged culture

Safety: • No harm, no near misses, no unsafe conditions/behaviors

Clinical Quality: • No defects, no errors

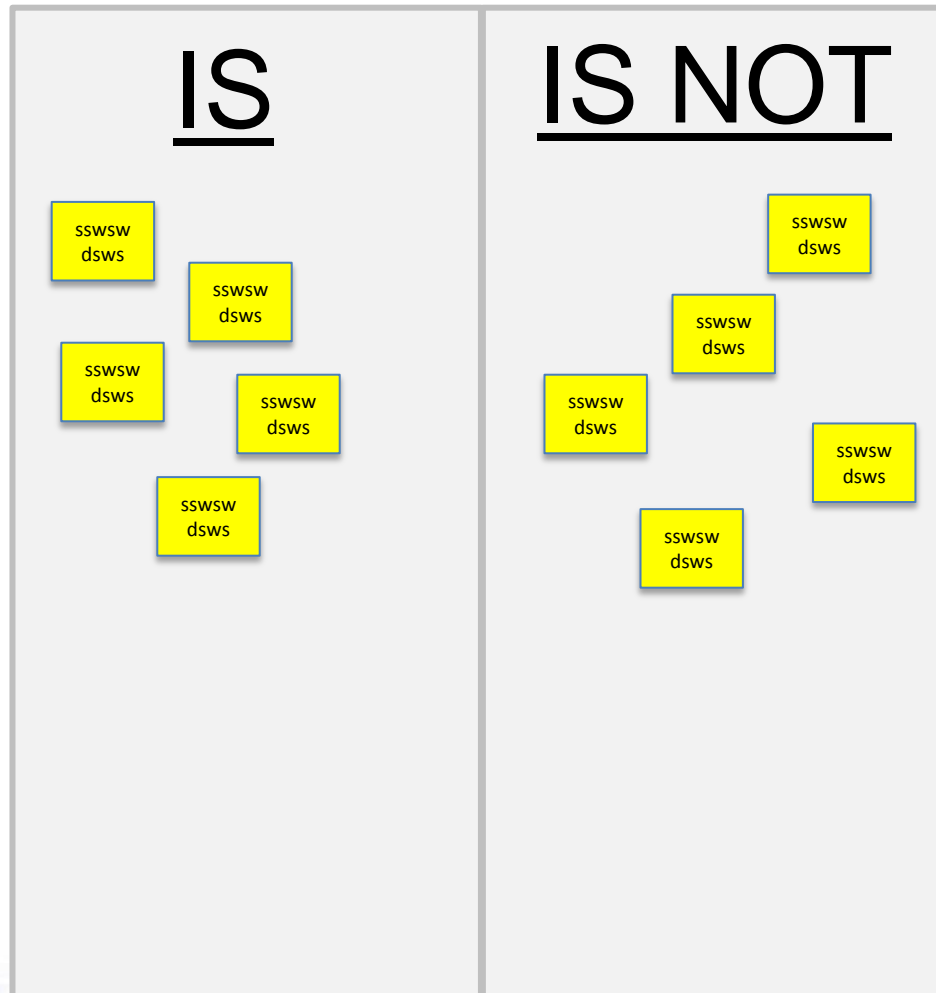
Service Quality: • No complaints, loyal customers

Timeliness: • No delays, when need it

Cost: • No waste, only value-added activities

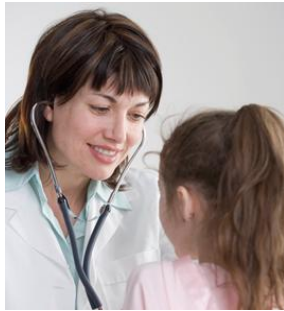
Growth: • Care for more...Service More

Managing for Daily Improvement

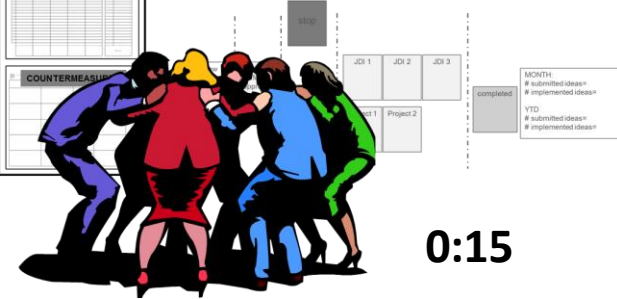
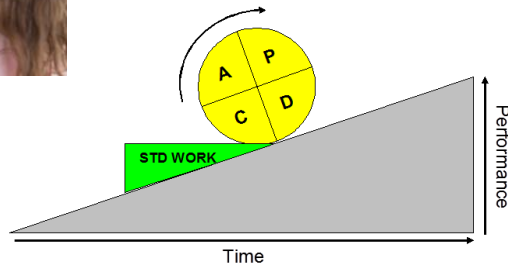


Vision of MDI

Diagram



23:45



0:15

#	Major Steps	Time	Expected Outcome
1	Craig opens session	0:05	MDI workshop expectations: learning by doing
2	Craig explains ideal goals	0:20	Why MDI and link to LFM

1

2

3


4


Quality


Cost


Timeliness


People




























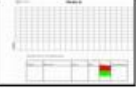





















Blank Cards




New Ideas

KUDOS











Standard Work



K


I


C

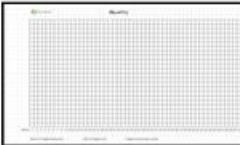
1. Shift table Define target per shift or day. Manager or Facilitator of the shift must write in red or green their score.



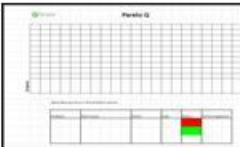
2. Action plan Every no recurrent plan must be written by operator in the action plan. Status of the action green or red and signature of the supervisor when closed.



3. Weekly trend At the end of the day or week manager must calculate the average and add the point to the chart



4. Pareto For every recurrent problem the staff must note in the pareto. If it is a new recurrent problem it must be listed at the bottom. For the TOP 3 a root cause identification and corrective and permanent action must be planned. Status red or green and signed by the director when closed.



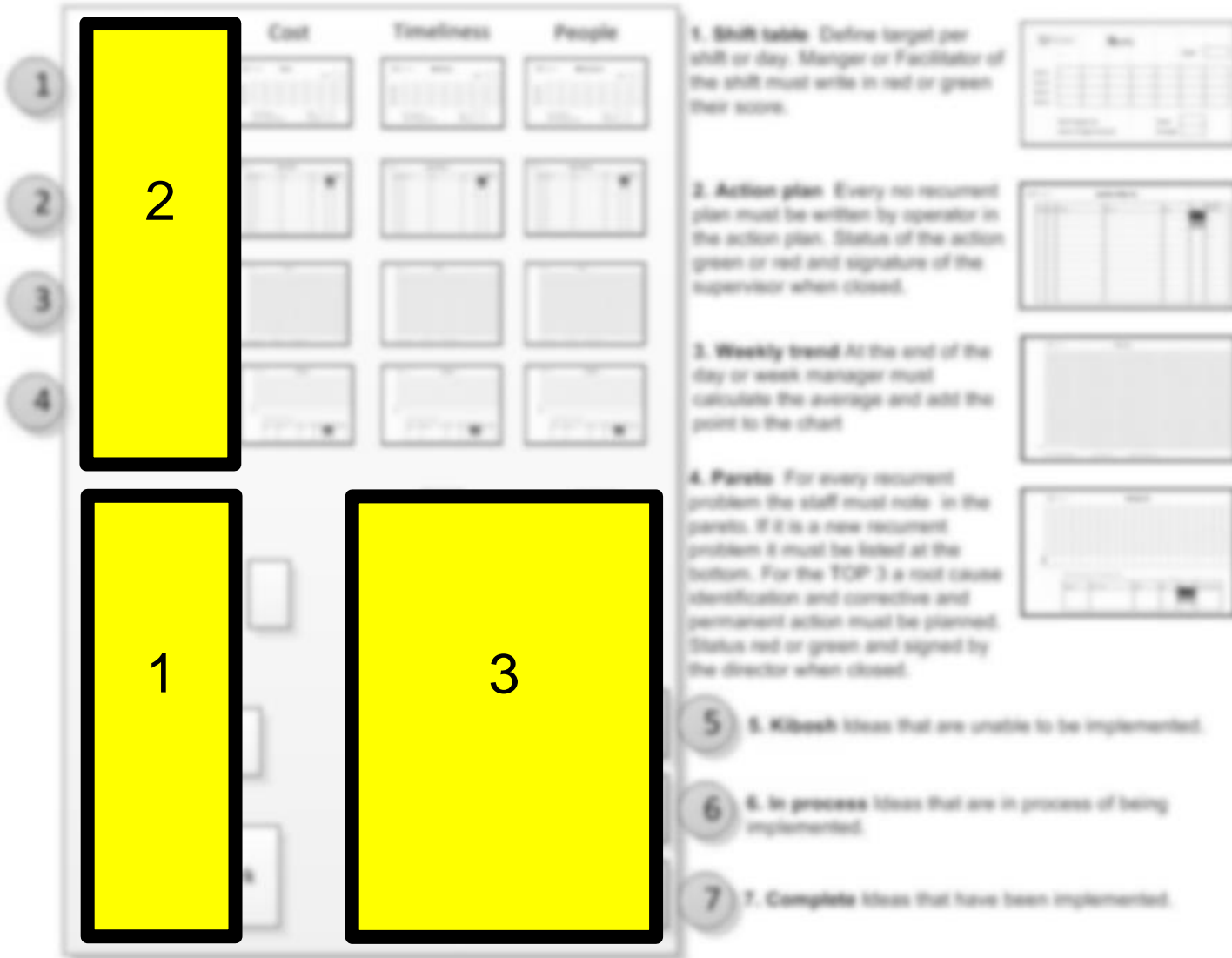
5. Kibosh Ideas that are unable to be implemented.

6. In process Ideas that are in process of being implemented.

7. Complete Ideas that have been implemented.

7

Focus of this workshop



1

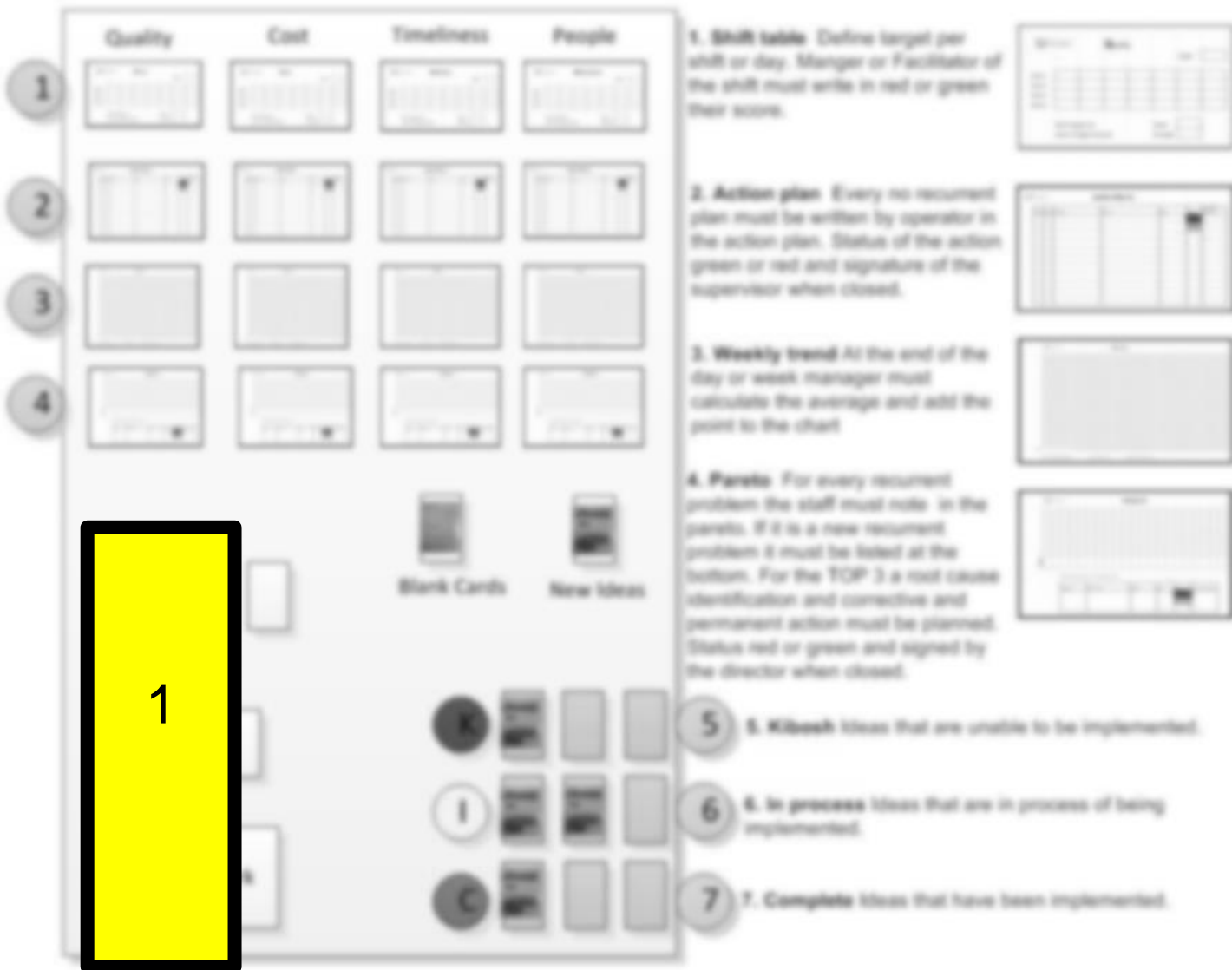
2

3

1

3

- 1. Shift table:** Define target per shift or day. Manager or Facilitator of the shift must write in red or green their score.
- 2. Action plan:** Every no recurrent plan must be written by operator in the action plan. Status of the action green or red and signature of the supervisor when closed.
- 3. Weekly trend:** At the end of the day or week manager must calculate the average and add the point to the chart.
- 4. Pareto:** For every recurrent problem the staff must note in the Pareto. If it is a new recurrent problem it must be listed at the bottom. For the TOP 3 a root cause identification and corrective and permanent action must be planned. Status red or green and signed by the director when closed.
- 5. Kibeeh ideas:** Ideas that are unable to be implemented.
- 6. In process ideas:** Ideas that are in process of being implemented.
- 7. Complete ideas:** Ideas that have been implemented.



1

Quality **Cost** **Timeliness** **People**

1. Shift table: Define target per shift or day. Manager or Facilitator of the shift must write in red or green their score.

2. Action plan: Every no recurrent plan must be written by operator in the action plan. Status of the action green or red and signature of the supervisor when closed.

3. Weekly trend: At the end of the day or week manager must calculate the average and add the point to the chart.

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5. Kibeeh Ideas: Ideas that are unable to be implemented.

6. In process Ideas: Ideas that are in process of being implemented.

7. Complete Ideas: Ideas that have been implemented.

Blank Cards **New Ideas**

K **I** **C**

Simpler[®]

Standard Work:

What is the current best known way to do the work?

Follow Standard Work

[illegible]



STANDARD WORK

Name:

Date:

Process Owner:

Facilitator:

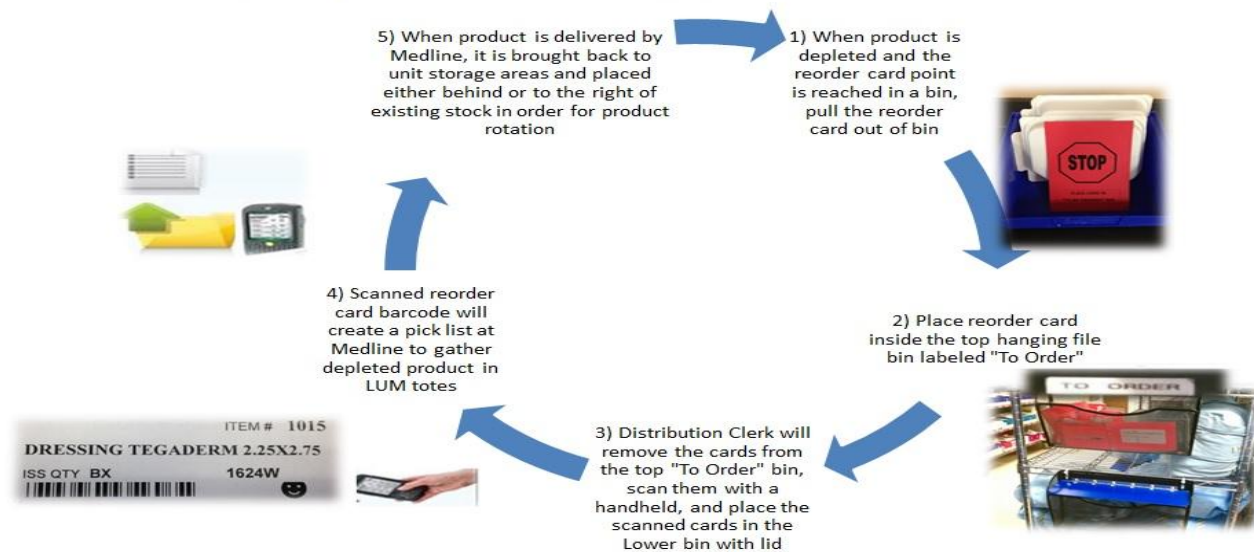
REV 0

[illegible]



STANDARD WORK

Name:	Reorder Card "Kanban" Inventory Management	Date:	7/18/2013	Process Owner:	Sandy McKenna	Facilitator:	Denise Glover	REV	0
-------	--	-------	-----------	----------------	---------------	--------------	---------------	-----	---



Ordering
TAKT Time

3.36 minutes
per store
room

Step	Process Step Description	Key Point/Reason	Who Responsible	Time
1	If a red reorder card point is reached when pulling product from a bin, pull the reorder card out of the bin.	Please note that product should only be pulled from a bin either a) front to back or b) left to right	Clinician pulling stock / Nurse	1 second
2	Place the reorder card inside the TOP hanging file bin (without lid) labeled "To Order" near the door.	Ensures needed products are ordered timely; failing to pull card will result in no replenishment being ordered causing a stock out	Clinician pulling stock / Nurse	3 seconds
3	When ready to count/order, Distribution Clerk will remove the reorder cards from the top "To Order" hanging file.	Accurate ordering based on par will be accomplished quickly	Distribution Clerk	1 second
4	The Distribution Clerk will take their handheld scanner and scan the barcode on the reorder card taken from the top "To Order" hanging file bin.		Distribution Clerk	1 second
5	When prompted to punch in current inventory level, press zero ("0").	Allows orders to be placed using set reorder amount and not inventory remaining	Distribution Clerk	2 seconds
6	Now place the reorder card that was just scanned inside the bottom hanging file bin (with lid).	Separates ordered supplies from "To be Ordered" supplies	Distribution Clerk	1 second
7	Repeat steps 3 through 6 until all the reorder cards pulled from the "To Order" hanging file bin are scanned.		Distribution Clerk	Variable to
8	Return to basement and place scanner in dock.	Ensures or		
9	When replenishment product arrives and brought to storage unit area, first push all the existing stock that you are replenishing to one side of the bin and place the corresponding reorder card at the separation point between the existing and new stock.	REMEMBER to place the new stock if the bin architecture has to back. Or the product is restocked the b		

Sample

Standard Work:

What is the current best known way to do the work?

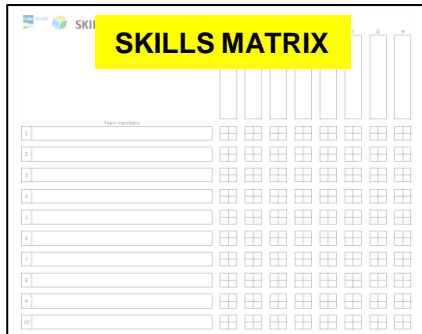
Skills Matrix:

Who has been trained on what standard work?

Follow Standard Work



Sequence	Process Step Description	Key Points/Notes	Who Responsible	Time



Team members									
1									
2									
3									
4									
5									
6									
7									
8									
9									
10									

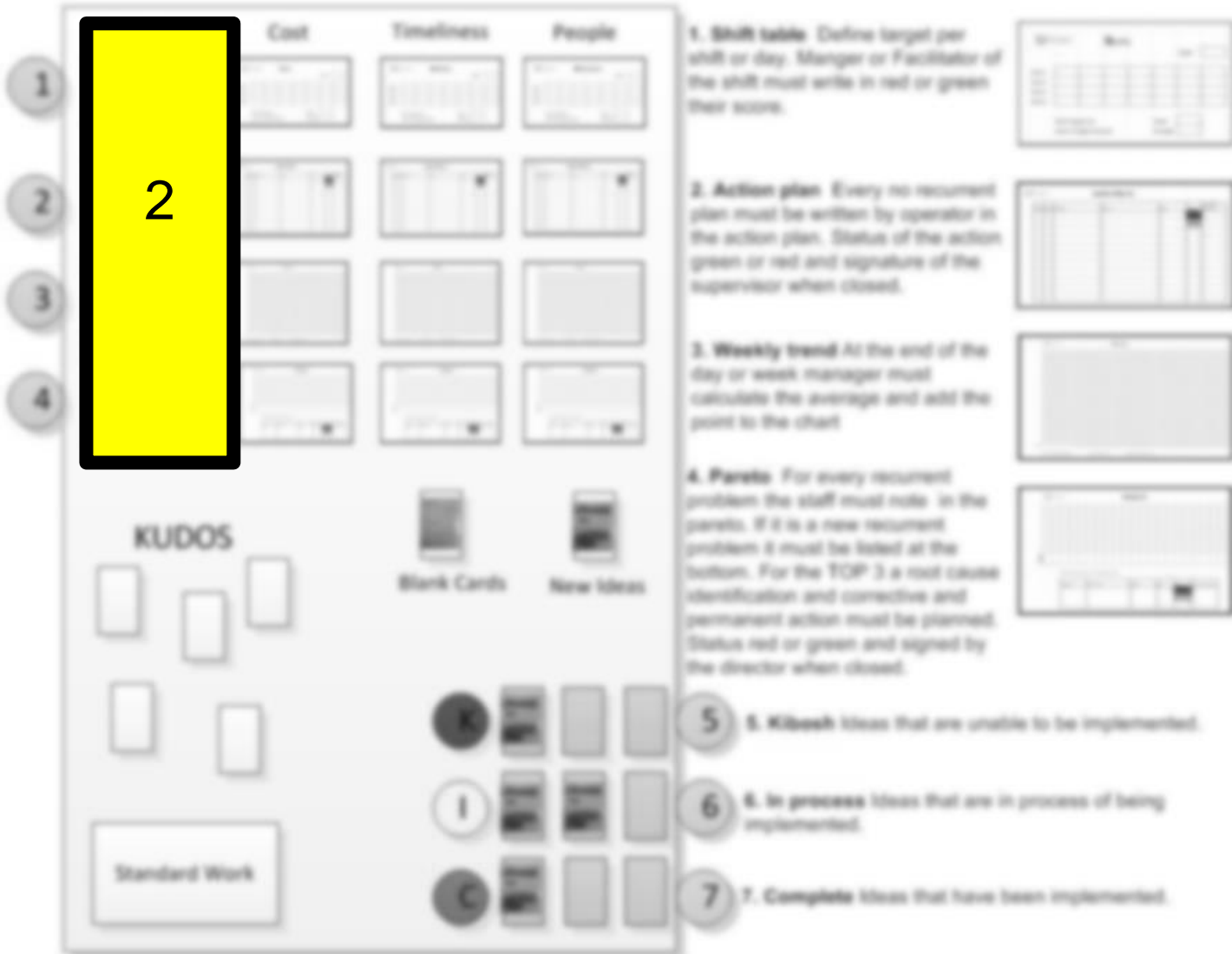
Skills Matrix



		Competences							
		A	B	C	D	E	F	G	H
		Step # 1	Step # 2	Step # 3	Step # 4	Step # 5			
Team members									
1	Scott	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>
2	John	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>
3	Jamie	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>
4	Nancy	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>
5		<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>
6		<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>
7		<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>
8		<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div><div></div></div>

Sample

Sample



Improve Standard Work



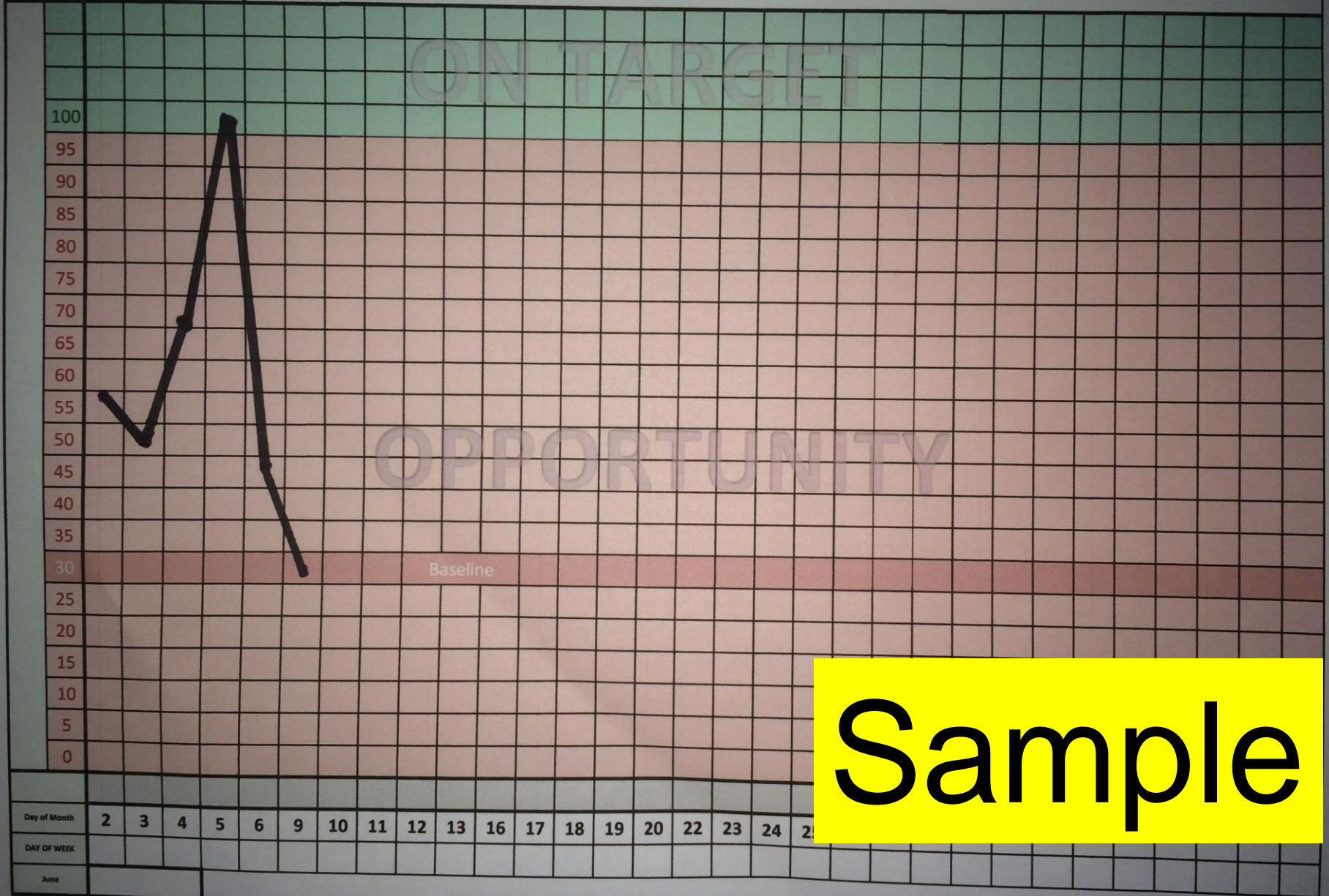
The chart is a grid with a yellow header labeled "PERFORMANCE". The x-axis is labeled "day of week" and has columns for 1 through 31. The y-axis is labeled "day of week" and has rows for 1 through 31. There are checkboxes at the bottom for "on target" and "not on target".

Performance:
Performance from
yesterday?

☐ not achieving target

OWNER	Janet Conley
RECORDER	

Nurse to Nurse Handoff - SBAR



Problems:
Problems from
yesterday?

PROBLEMS

25		9/14 - wife came from far			
24		9/12/08			
23		9/13/08			
22		9/13/08			
21		9/13/08			
20		9/12/08			
19		9/12/08			
18		9/12/08			
17		9/11/08			
16		9/11/08			
15		9/11/08			
14		9/11/08			
13		9/10/08			
12		9/10/08			
11		9/10/08			
10		9/10/08			
9		9/9/08			
8		9/11/08			
7		9/11/08			
6		9/10/08			
5	9/12/08 (AMP)	9/7			
4	9/12/08	9/7			9/7
3	9/8/08	9/9/08		9/15/08	
2	Assisting other pts	9/8/08		9/13/08	
1	Assisting other pts	9/8/08		9/6/08	
	A	B	C	D	E
	Transp. SNF	Transp. Family	Transp. other	medication	

List vital few problems in the spaces, put problem dates (mm/dd) above the problem to create a chart

9/14	-Order to delay till 14/10
9/12	-Equipment 10x
9/14/08	Post-op from GE lab
9-14-08	Order OK for late afternoon
9/13/08	Wanted to eat before leaving
9/11/08	BPT 1 bed
9/11/08	Order written day before
9/11/08	Order written night before
9/10/08	-Pt. unable to void
9/10/08	Care management
9/10/08	Dietary consult
9/10/08	Time discharged
9/9/08	MD unavailable
9/9/08	MD unavailable
9/9/08	Pt. unable to void
9/8/08	Needed SNF eval.
9/8/08	Dietary Paching
9/12 F/c	Doc 10/10 10/10
9/11	transportation
9/7	
9/7	Med. Chart 10/10
9/6	from ICU - floor OK
9/5	PN buoy
9/5	Available MD
Date	Problem

Sample

Improve Standard Work

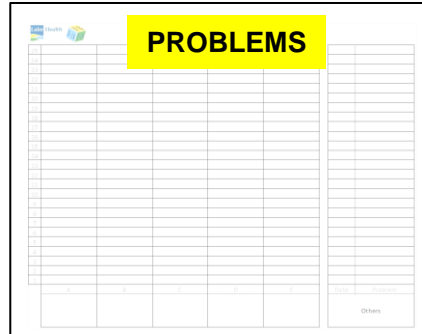
PERFORMANCE



A grid for tracking performance over 30 days. The grid has 30 columns, each representing a day of the month. The first column is labeled '1' and the last column is labeled '30'. Below the grid, there are two checkboxes: 'Performance' and 'Not achieving target'.

Performance:
Performance from yesterday?

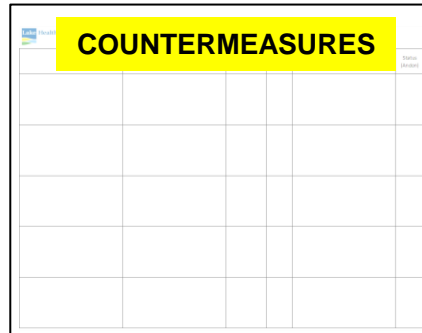
PROBLEMS



A grid for tracking problems over 30 days. The grid has 30 columns, each representing a day of the month. The first column is labeled '1' and the last column is labeled '30'. Below the grid, there are two checkboxes: 'Problems' and 'Not achieving target'.

Problems:
Problems from yesterday?

COUNTERMEASURES



A grid for tracking countermeasures over 30 days. The grid has 30 columns, each representing a day of the month. The first column is labeled '1' and the last column is labeled '30'. Below the grid, there are two checkboxes: 'Countermeasures' and 'Not achieving target'.

Countermeasures:
Improvement activities from yesterday? What did we learn? What are we going to do today?

COUNTERMEASURES

Problem	Potential Root Causes	Owner	Due Date	Potential Solutions	Status (Andon)

COUNTERMEASURES



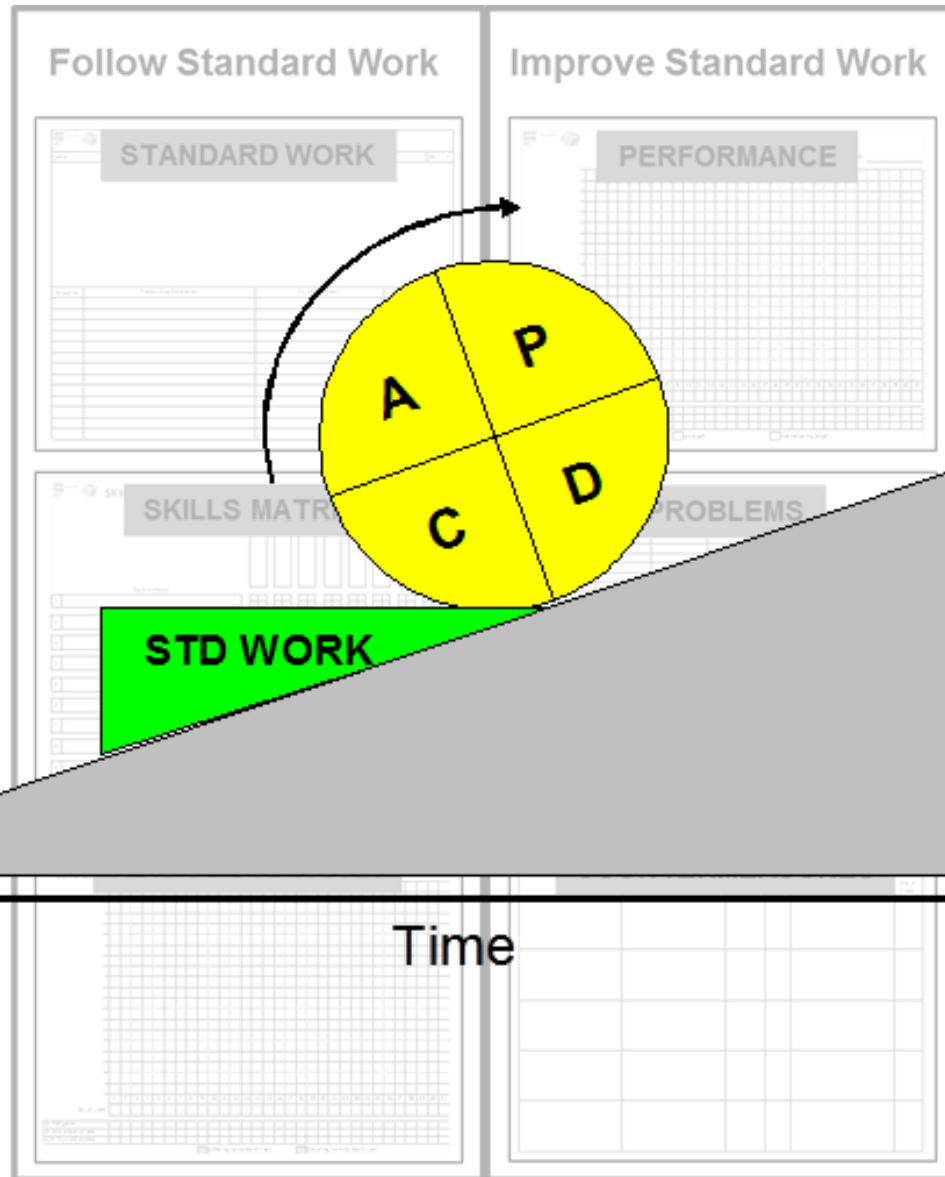
Problem Statement	Root Cause	Owner	TT (Hrs)	Improvement Action	Status (Andon)
			Due Date		
Preop flow time is not at target of 60-90 minutes	Patients are still being told to come in earlier to accommodate physicians	Periop team		Develop flow chart for patient types by physician	
Preop patients WIP	Still have large scope of pts. that are not OR+Endo	Cath lab + SDS leadership		Meeting to work towards goals of action plan for new CV pre + post area	
O.T. hours per pay period not at baseline	Necessary for staff to work over hours to accommodate all patient types	Cath lab + SDS leadership		Meeting to work towards goals of action plan for new CV pre + post area	

Sample

Standard Work:
What is the current best known way to do the work?

Skills Matrix:
Who has been trained on what standard work?

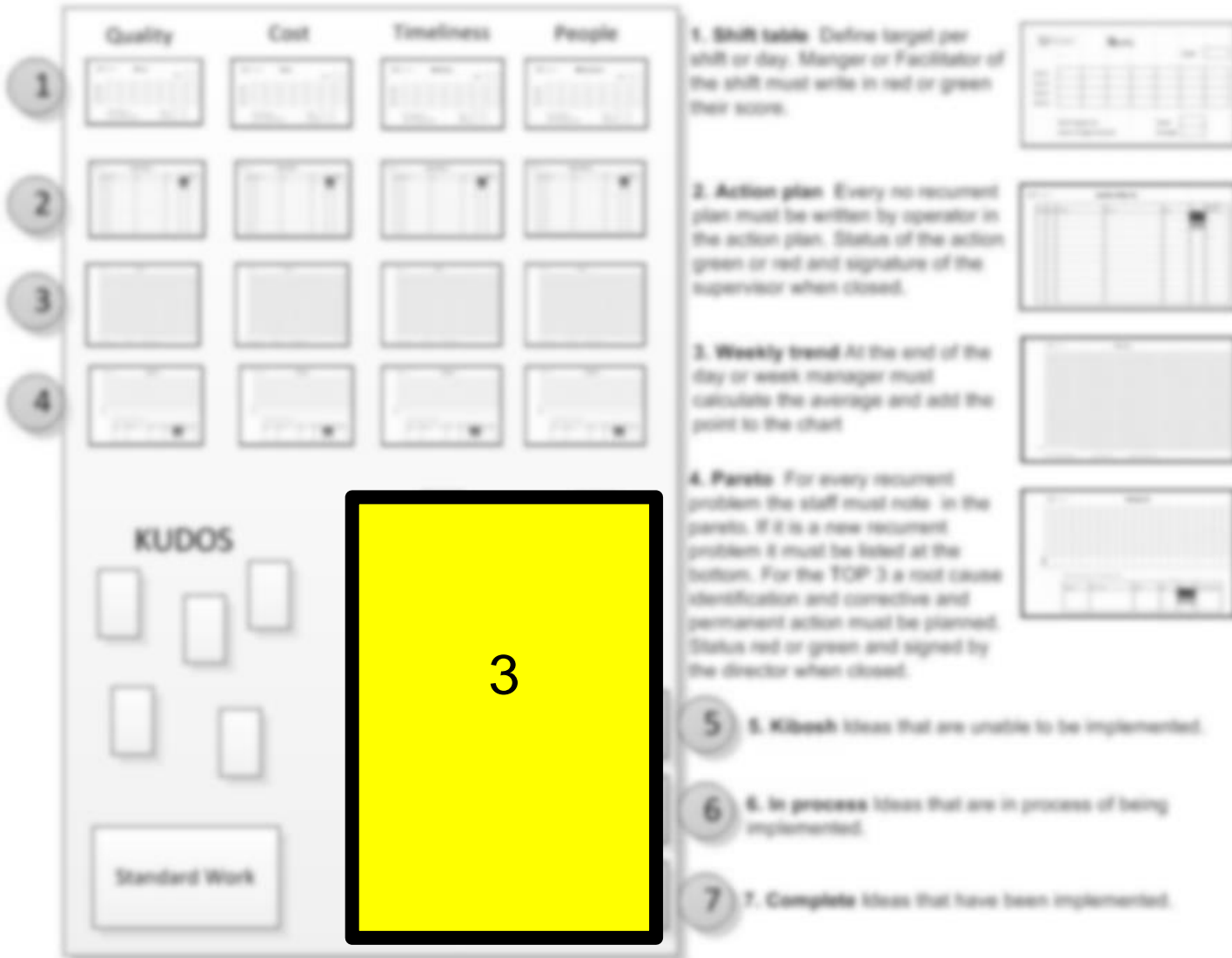
Adh to Std Work:
Are we adhering/following standard work?

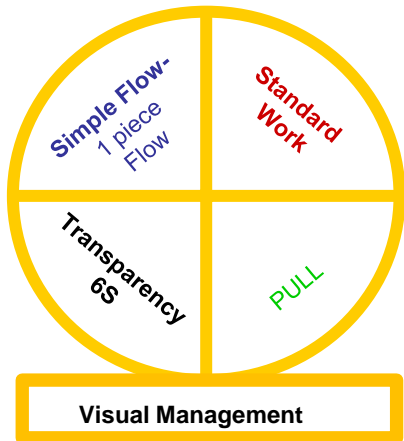


Performance:
Performance from yesterday?

Performance

Countermeasures:
Improvement activities from yesterday? What did we learn? What are we going to do today?





Problem:

Potential Root Causes:

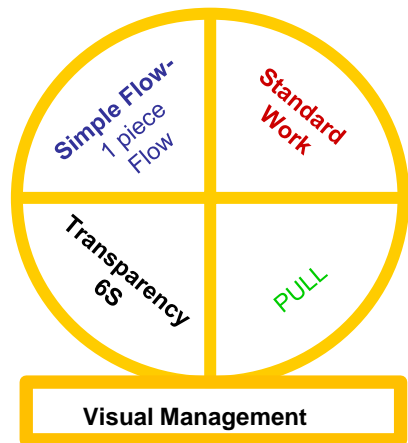
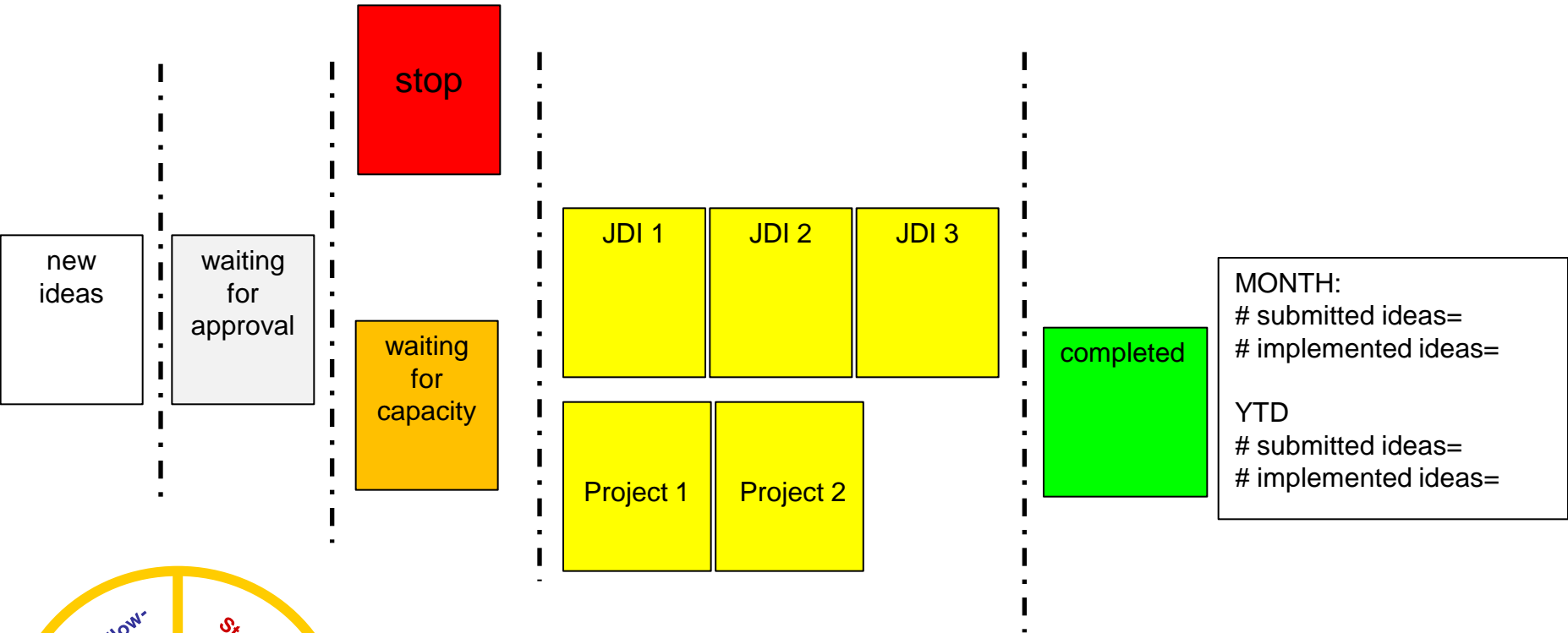
Potential Solutions:

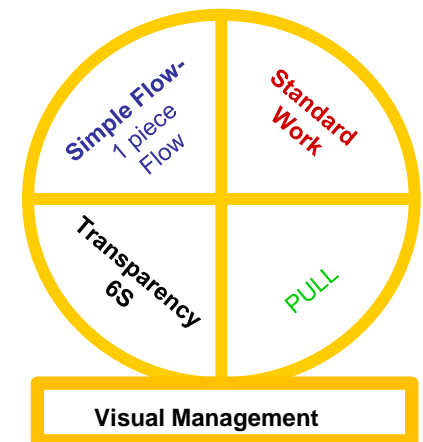
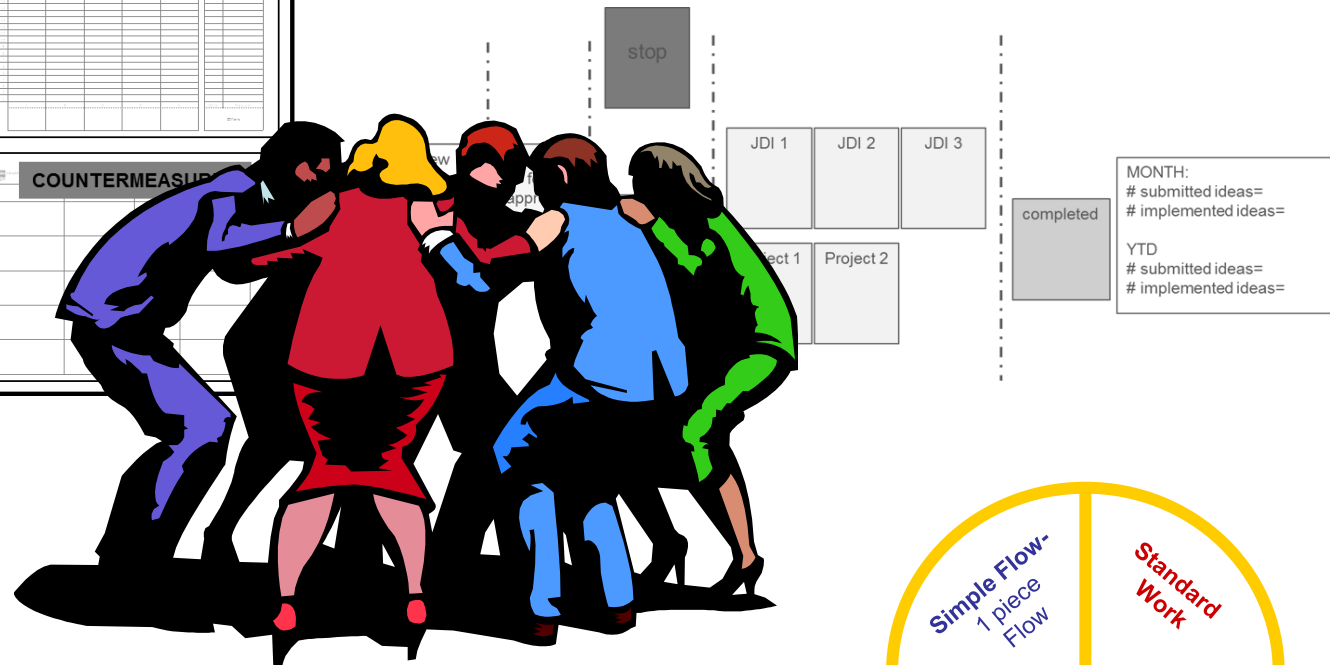
Date submitted _____ by _____

Date approved _____ by _____

Date deployed _____ by _____

Date completed _____







MDI @ Scripps Health

VBD MDI Components

- Strategic plan defines improvement priorities & True North aims
- Monthly scorecard and performance tracking
- A3 thinking and countermeasure process
- Daily stat sheet
- Daily huddles
- Daily waste identification and elimination
- Visual management (MDI, process control, PICK)
- Leader standard work
- Leadership team development & reviews

Score	Stat Sheet	Improvement Huddle	Visual Management (VM)	Leader Standard Work (LSW)	Meeting Free Zone	Tiered Huddle	Purposeful Gomba Walk	Standard (STD) Work
0	Stat Sheet Conversations are not occurring.	Huddles not occurring. Performance discussed at monthly staff meeting or other standing forum.	No visual management present in the department for the team to review.	LSW has not been developed.	No dedicated Meeting Free Zone exists.	Tiered huddle not occurring.	Gomba walk not occurring.	Minimal standard (STD) work exists. No system in place to organize STD work.
1	Quartians are exploratory in nature to help leaders and staff understand daily problems, issues, concerns.	Daily huddle with staff take place at standard time of day with huddle focused on sharing performance data. Huddle led by Charge or Supervisor/Manager of Department using Standard Work.	Charts/graphs are displayed in the area with monthly outcome data. Limited evidence of analysis or problem solving around metrics.	Initial LSW has been created for most important daily/weekly activities, and is followed on an inconsistent basis (i.e., <50% of days). Leaders' standard work is visible to their supervisor as well as staff.	Meeting free time zone identified and communicated to staff and leaders.	<50% of department leaders are participating in tiered huddle with attendance documented. Discussion includes general observations of metric progress, huddle, and improvement activity.	Gomba Walk Guided by coach, intended to increase leader understanding of basic Lean concepts (Waste, One Piece Flow, Standard Work, Visual Management, A3 thinking). Gomba walks are occurring and followed by insight and learning debrief.	Standard (STD) work exists for isolated, high priority profile tasks with a process to introduce new or revised standard work. Standard Work developed with input from staff with assistance from coach or department leader.
2	Quartians are aligned with department's performance drivers and True North goals. Leaders competent coaching direct reports on content of quartians to drive greater engagement of staff through Stat Sheet process.	Improvement huddle involve review of performance and active participation from staff to identify why performance gaps exist. Findings from conversation are documented to further the team's A3/Problem Solving efforts.	MDI Board includes at least one lane with True North, driver and contributor data updated daily. PICK/OFI boards are in department with staff submitting ideas to be marked.	LSW is being followed daily by department leaders. Approximately 20% of the week is standardized, with a checklist used to verify completeness of tasks.	Department's leaders are adhering to meeting free zone: no meetings scheduled during this time.	100% of department leaders are participating in tiered huddle bi-weekly and department director/manager director is participating in tiered huddle monthly. Discussion is focused on root cause of performance gaps.	Walks are guided by coach, with theme based on current improvement activity or performance. Gomba walks built into LSW and occurring, with documentation and observations shared with leader from the area where walk took place.	STD work is sequenced and time based and trained via video and hands-on approach. There is a QPO system (Quick Process Observation) to observe STD work and discuss observations with staff. System in place to document and organize STD work. Staff involved in documenting standard work.
3	Stat Sheet conversations are leading to proactive action by staff to prevent problems. Leaders (at all levels) demonstrate the ability to ask follow up questions to ensure accountability and commitment to action. Evidence of follow up and communication to team on items resolved from prior Stat Sheet conversations.	Staff actively running the huddle using Standard Work, with leader coaching the team on huddle discussion, content, and outcomes. Huddle includes discussion to identify countermeasures or experiments to address root causes or staff submitted OFIs.	MDI Board includes documentation (A3 or Experiment) that allows leaders trace the connection between contributors and countermeasures. Staff have a process to evaluate ideas for improvement and visualize current status of at least 1 OFI/experiment.	Department leaders evaluate initial LSW and refine to remove/mitigate reactive activities from daily work. Leaders' supervisor regularly reviewing Standard Work and opportunities for improvement. Approximately 40% of week is standardized.	Department leaders using Meeting Free Zone to conduct Gomba walks, Process Observations, and have intentional conversation with staff/patients/physicians about specific theme. Observations and learning's are documented for coaching and/or follow up.	Site executive leader is participating in tiered huddle quarterly. Focus of huddle is on the current status of the department's performance.	Self-guided Gomba Walks beginning to occur. Coach present as needed to guide and provide feedback. Focus primarily on performance metrics and status of improvement activity within area of walk. Focus on the current status of the department's performance.	Observations from QPO and insight from staff are being used to improve Standard Work. Staff identify opportunities (current processes, standard work, etc.) for improvement.

Sample

VBD MDI Components

- Strategic plan defines improvement priorities & True North aims
- Monthly scorecard and performance tracking
- A3 thinking and countermeasure process
 - Daily stat sheet
 - Daily huddles
- Daily waste identification and elimination
- Visual management (MDI, process control, PICK)
- Leader standard work
- Leadership team development & reviews

Sample MDI Criteria

Score	Stat Sheet
0	Stat Sheet Conversations are not occurring.
1	Questions are exploratory in nature to help leaders and staff understand daily problems, issues, concerns.
2	Questions are aligned with department's performance drivers and True North goals. Leaders competent coaching direct reports on content of questions to drive greater engagement of staff through Stat Sheet process.

3	Stat Sheet conversations are leading to proactive action by staff to prevent problems. Leaders (at all levels) demonstrate the ability to ask follow up questions to ensure accountability and commitment to action. Evidence of follow up and communication to team on items escalated from prior Stat Sheet conversations.
4	Trends from questions are being identified and being reported to next level of leadership, with questions adjusted to reflect learning and drive continuous improvement.
5	Questions have provided awareness to cross-functional opportunities and have triggered A3 problem solving.

- A lot of rammy pts → charts go to avail all at once
- Junc → comfort call / SPA → ^{RA} → better → anti-war birds → ^{pass to} ^{birds} charts

Date	Day Shift Leader	Day	Solutions
2/25	Day	Stump	

4 North Daily Stat Sheet- Day		Day Shift Leader: <u>Day</u>	Date: <u>2/25</u>	Solutions
Respect	What do you think your top challenge will be today with your pt load? What would prevent you from providing superior care and service?	<p>Seeing how staff does w/ students - chg in w/ nurses periodically</p> <p>- Starting 5pts</p> <p>- Not knowing, need 3pts</p> <p>- Union @ 0630 → vs not underlined, sometimes you do it</p> <p>- Ben @ 0645 → vs a doc not tell you → have to talk to resource</p> <p>- Cora → always on top of her tasks, makes you job easier (CNA)</p>		
	Who would you like to recognize and why?	<p>- Elizabeth → patient & cordial. She knows where all staff are</p> <p>→ will find em to assist pts</p> <p>- Diego → good about answering call lights → telling where he is</p>		
Value	What were the barriers preventing you from doing BSR with the patient this morning?	<p>- Nothing, 1 RN → small pts</p> <p>- No barriers → 1 RN, tele group → 3pts → ran out of room</p> <p>→ 2 pts to v</p>		
	What unit process do you feel needs improvement and why?	<p>→ Answer call light promptly</p> <p>→ Ask if they need anything else if you leave</p> <p>→ Staffing → no support fr. Central staffing → @ RNs / @ CNAs</p> <p>→ bring staffing back to site, have to call house of</p>		
Funding Our Future		<p>→ central staffing</p> <p>→ 4 pts more unequal to staff</p> <p>→ getting 5 → organization is key</p> <p>→ what process would make it easier</p>		
Growth	<p>100% for shift</p> <p>→ staff called</p> <p>→ have pt called</p> <p>Start on floor looking for</p>	<p>→ Delay → missed an exam (pt called) → no we only have</p> <p>→ wanted mistake</p> <p>→ pt really wanted it</p> <p>→ wouldn't make it, wanted to PN to go to</p> <p>→ things incomplete, sometimes (no button / @ a pump)</p> <p>→ could have made</p>		

4 North Daily Stat Sheet- Day

What do you think your top challenge will be today with your pt load? What would prevent you from providing superior care and service?

Who would you like to see and why?

What were the barriers preventing you from doing BSR with the patient this morning?

What unit process do you feel needs improvement and why?

Value

- Nothing, 1 RN → small ps

- No barriers → 1 RN, tele group → 3 pts → ran out of unit 2 PAs to v

What were the barriers preventing you from doing BSR with the patient this morning?

What unit process do you feel needs improvement and why?

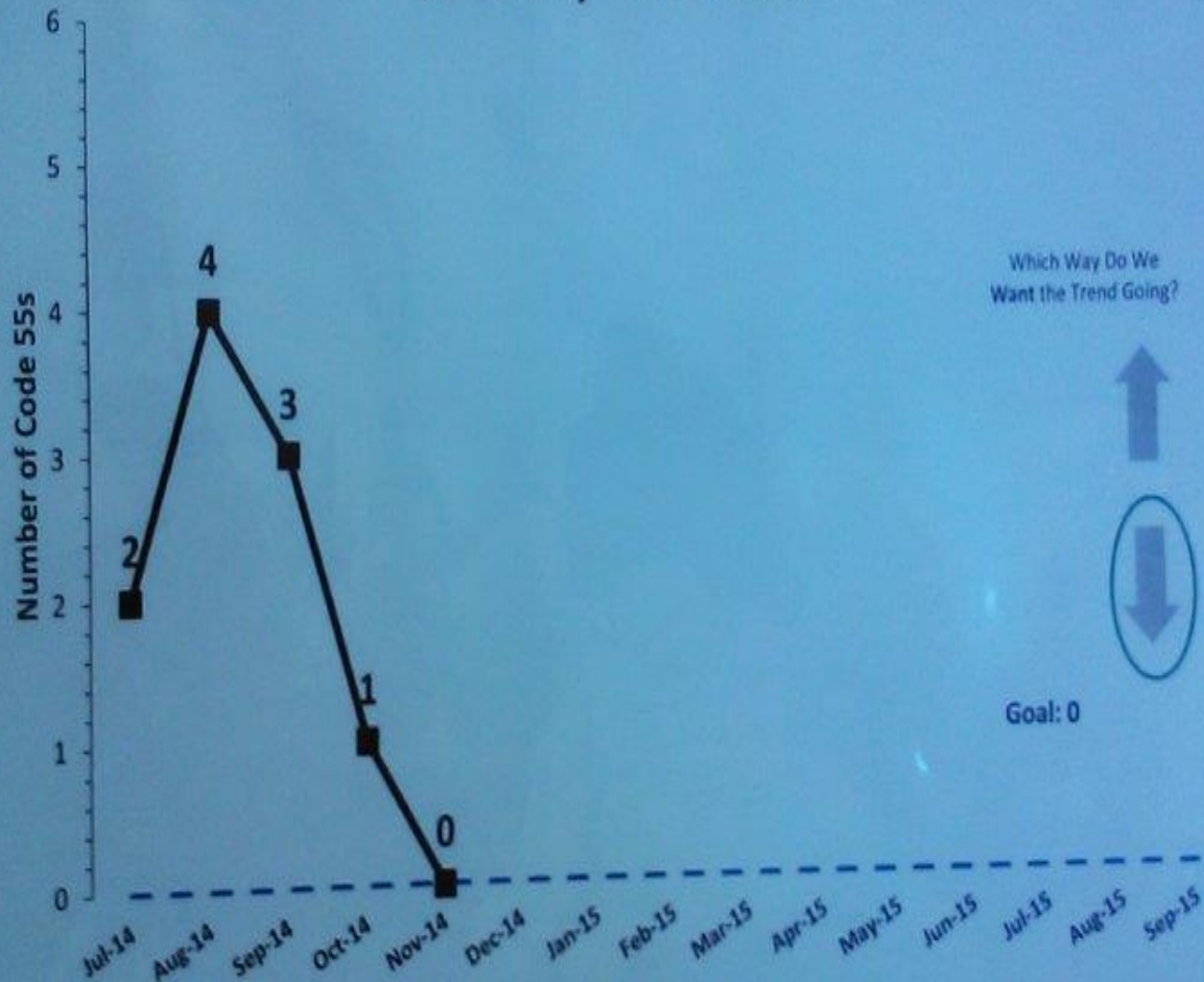
→ Answer call light promptly, timely, so on
→ Ask if they need anything else if you leave
→ Staffing → No support fr. Central staffing → @ RN's / @ CNAs
→ bring staffing back to site, have to call house of
@ central staffing



Code 55 Background History of Questions

Staff Safety

TN Goal: Code 55s
CVSU July '14 - Present



Leading by Asking Questions



The Role of Questions in Coaching

- Respectful, meaningful conversations are essential to engaging people
- In a good dialogue, there are:
 - Open Ended questions,
 - Thoughtful answers, and
 - Active listening on both ends
- What we ask and how we ask is integral to engagement
- Seems simple, but is it?

Asking vs Telling

Is Asking	Is Not Really Asking
What's the problem you or we are trying to solve?	Is that really the problem we need to solve?
How would you describe what's not happening vs. what should be happening? Or, what's happening that shouldn't be?	Isn't it happening because xxxxx?
What have you looked at or heard?	Why don't you look at____?
Why do you/your team think the problem is occurring?	How is that your root cause?
What have you thought of trying?	Have you thought about trying____?
What impact do you expect that countermeasure/change to have?	Are you sure that's going to work?

Schein's Four Kinds of Questions

Pure, Humble Inquiry “What is happening?” “What isn’t happening that should be?”	Questions for which you do not have the answer. Help ensure ownership of the problem remain with the person/employee to whom it was assigned
Diagnostic Questions “Why is it happening?”	Questions that helps the problem solver see cause and effect Not for you to see cause and effect, but to encourage problem ownership stays with the person/employee to whom it was assigned

Four Kinds of Questions

Prompting Questions “What would happen if you/we ?”	**CAUTION** Questions of this kind; your ideas with a questions mark at the end of it suggest solutions. This can take problem ownership away from the person/employee to whom it was assigned
Coaching Process Questions “How did that go? What have we learned? What could have been better?”	Questions of this sort help us understand how we are doing in coaching dialogue or the problem solving process. Promote better dialogue, reflection, and mutual understanding

Good Questions or Not....the Home Edition!

	Good Question	Not a Good Question
Why is the Electric bill twice what it normally is?		
How long has the “Check Engine” light been on in the car?		
Is the dishwasher broken? Or your hands?		
What ideas do you have for getting to school/work on time?		
You’re going to speak to your teacher after school, right?		
Why don’t you try shopping less if you want to save money for college?		

Time for Practice!

Three 8-Minute Rounds

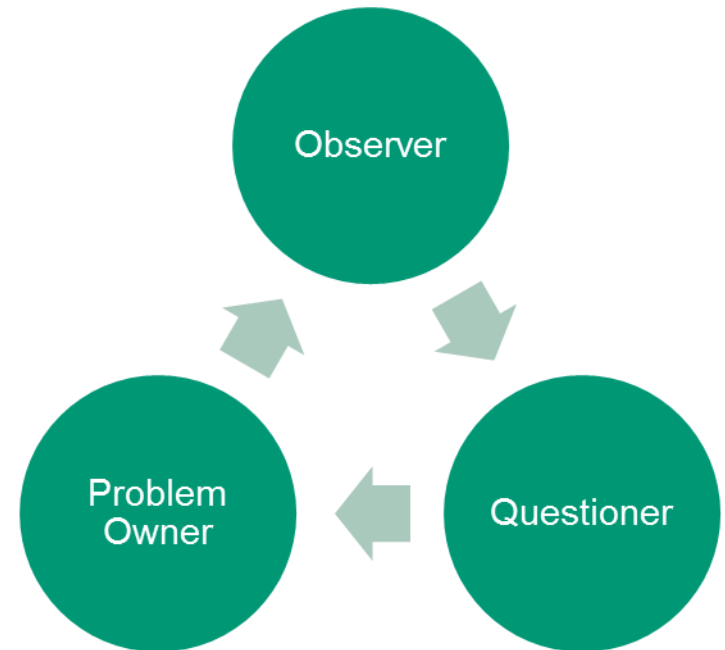
In each round there are three roles:

Problem Owner	Shares a brief overview of a problem/issue to initiate conversations; responds to questions as asked
Questioner	Practice asking questions to: <ul style="list-style-type: none">-Understand what is going on-Identify why your peer thinks problem is occurring-Probe for ideas on how to address causes of problem-Guide them through an A3 in the conversation!
Observer	Collect Data and Observe After the conversation ends: <ul style="list-style-type: none">• Provide the data you gathered (Good questions/Total Asked; Read Back a “Good One”)• Ask One (1) Open Ended Question of ‘Questioner’• Provide One Thing the Questioner did Well “I liked...”• Provide One “Could Be Better if...”

Asking Good Questions Exercise

How 8 Minutes Will Go

First 1 Minute	Problem Owner- Briefly describes the problem/ condition for which s/he has responsibility to improve.
Next 5 Minutes	Questioner- Practices Inquiry- asks questions only
Last 2 Minutes	Observer- Reports what was observed and gives feedback to the Questioner at the end of the round.
	Rotate Roles for next Round



Asking Good Questions Exercise

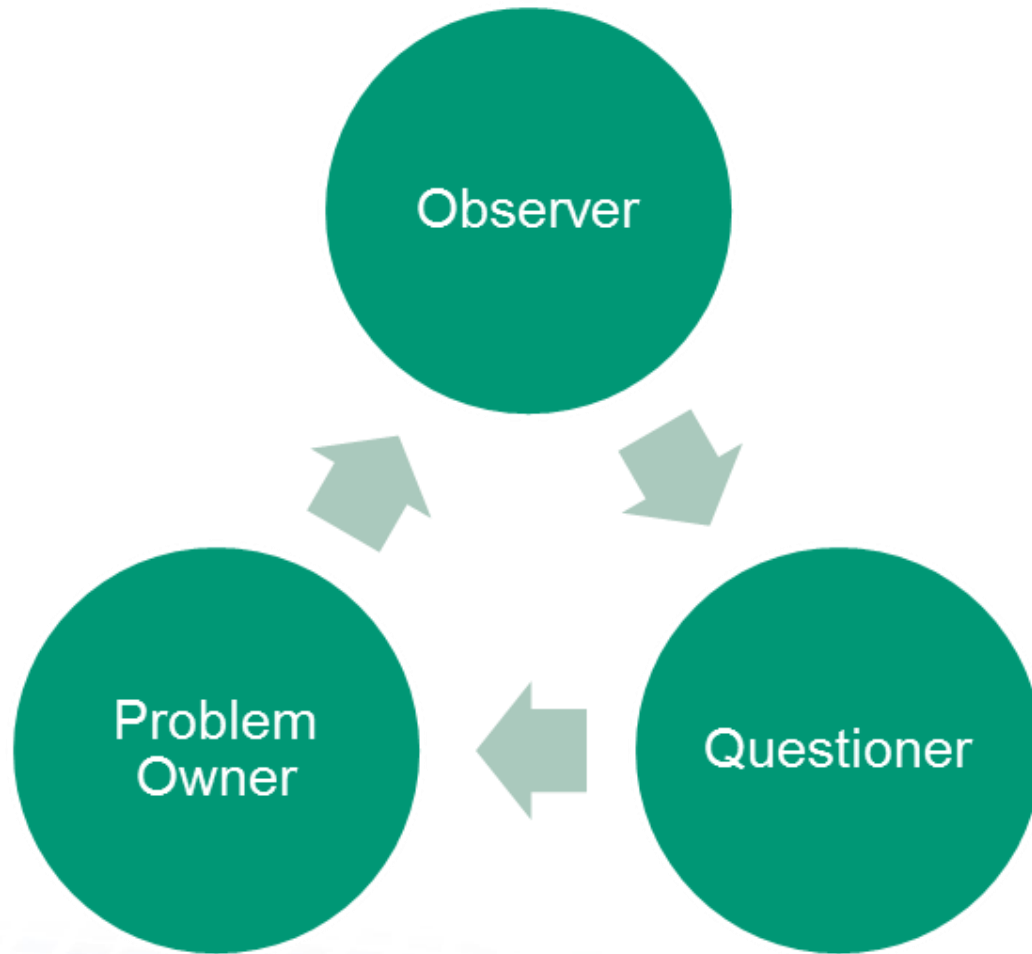
Before we start:

- Take **1 minute** to think of a problem of **you own**
 - MUST BE A CONDITION YOU ARE RESPONSIBLE FOR IMPROVING
- Can be work or personal (will leave up some examples)
 - If it is particularly complex problem, consider focusing on one portion of the problem
 - Something you are comfortable talking about openly in a small group (2 other people)
 - The goal of this exercise is not to “fix” a problem but to give us practice with asking questions

Types of Problems

At Home	At Work
Not enough time for xxxxx activity	Late/Delayed completion of work
Unmet or Challenging Financial Goals	Not enough time for xxxx
Something broken or needing repair	Repeated safety concern from patients or staff
Poor grades, performance in a hobby	Unproductive meetings
Health-related concerns, goals	Budget/Cost Overruns
Messy Space (Bedroom, Bathroom, Refrigerator, etc.)	Volume or timeliness of email
Transportation Issues (Getting To and From, Being On Time, Etc)	Cluttered office, workspace, or shared electronic folder(s)

Breakout



Reflection

What did you learn from the exercise?

What was most challenging about it as the person asking the questions?

What did it feel like as the person owning the problem?

What did observers notice?

VBD MDI Components

- Strategic plan defines improvement priorities & True North aims
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- Leader standard work
- Leadership team development & reviews

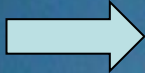
Sample MDI Criteria

Score	Improvement Huddles
0	Huddles not occurring. Performance discussed at monthly staff meetings or other standing forum
1	Daily huddles with staff take place at standard time of day with huddle focused on sharing performance data. Huddles led by Charge or Supervisor/Manager of Department using Standard Work.

Score	Improvement Huddles
2	Improvement huddles involve review of performance and active participation from staff to identify why performance gaps exist. Findings from conversation are documented to further the team's A3/Problem Solving efforts.
3	Staff actively running the huddle using Standard Work, with leaders coaching the team on huddle discussion, contents, and outcomes. Huddle includes discussion to identify countermeasures/ experiments to address root causes or staff-submitted OFIs.

Score	Improvement Huddles
4	Staff actively running the huddle using Standard Work. Discussion includes a summary of performance, analysis of gaps, and findings from recent experiments run by team.
5	Staff running the huddle using Standard Work. Problem solving begins to address cross-functional problems, with representatives from outside departments attending huddle to assist in problem solving.

Corp.
True
North
Metrics



Human
Development

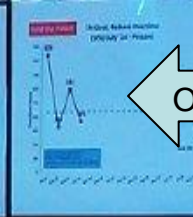
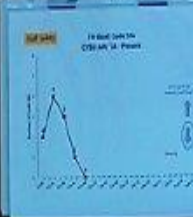
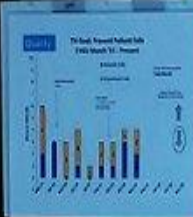
Quality

Staff Safety

"Funding our
Future"

Quality

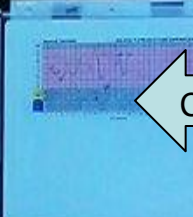
True North



Dept.
True
North
Metrics

Overtime

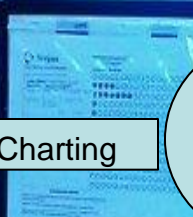
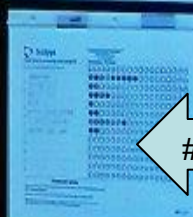
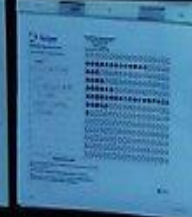
Daily Drivers



Driver
Metric

Caught Up

Contributors



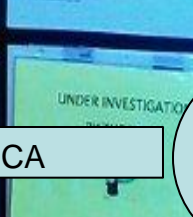
Contributors

#1 Charting

Standard
Work
10 min CT



A3 Countermeasures



Under
Construction

PDCA

A3
PDCA



MDI Huddle Video @ Scripps Health

Sample MDI Criteria

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0	Huddles not occurring. Performance discussed at monthly staff meetings or other standing forum
1	Daily huddles with staff take place at standard time of day with huddle focused on sharing performance data. Huddles led by Charge or Supervisor/Manager of Department using Standard Work.

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2	Improvement huddles involve review of performance and active participation from staff to identify why performance gaps exist. Findings from conversation are documented to further the team's A3/Problem Solving efforts.
3	Staff actively running the huddle using Standard Work, with leaders coaching the team on huddle discussion, contents, and outcomes. Huddle includes discussion to identify countermeasures/ experiments to address root causes or staff-submitted OFIs.

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Corp.
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Human
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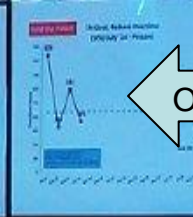
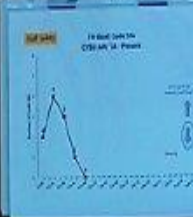
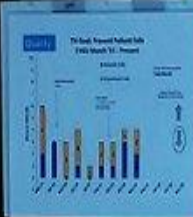
Quality

Staff Safety

"Funding our
Future"

Quality

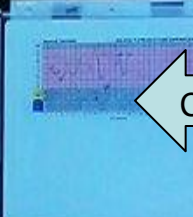
True North



Dept.
True
North
Metrics

Overtime

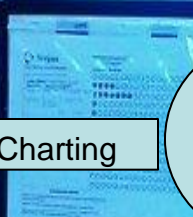
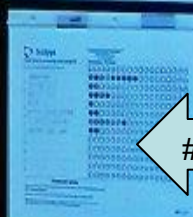
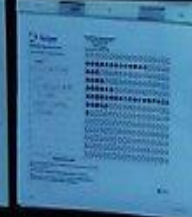
Daily Drivers



Driver
Metric

Caught Up

Contributors



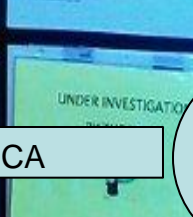
Contributors

#1 Charting

Standard
Work
10 min CT



A3 Countermeasures



Under
Construction

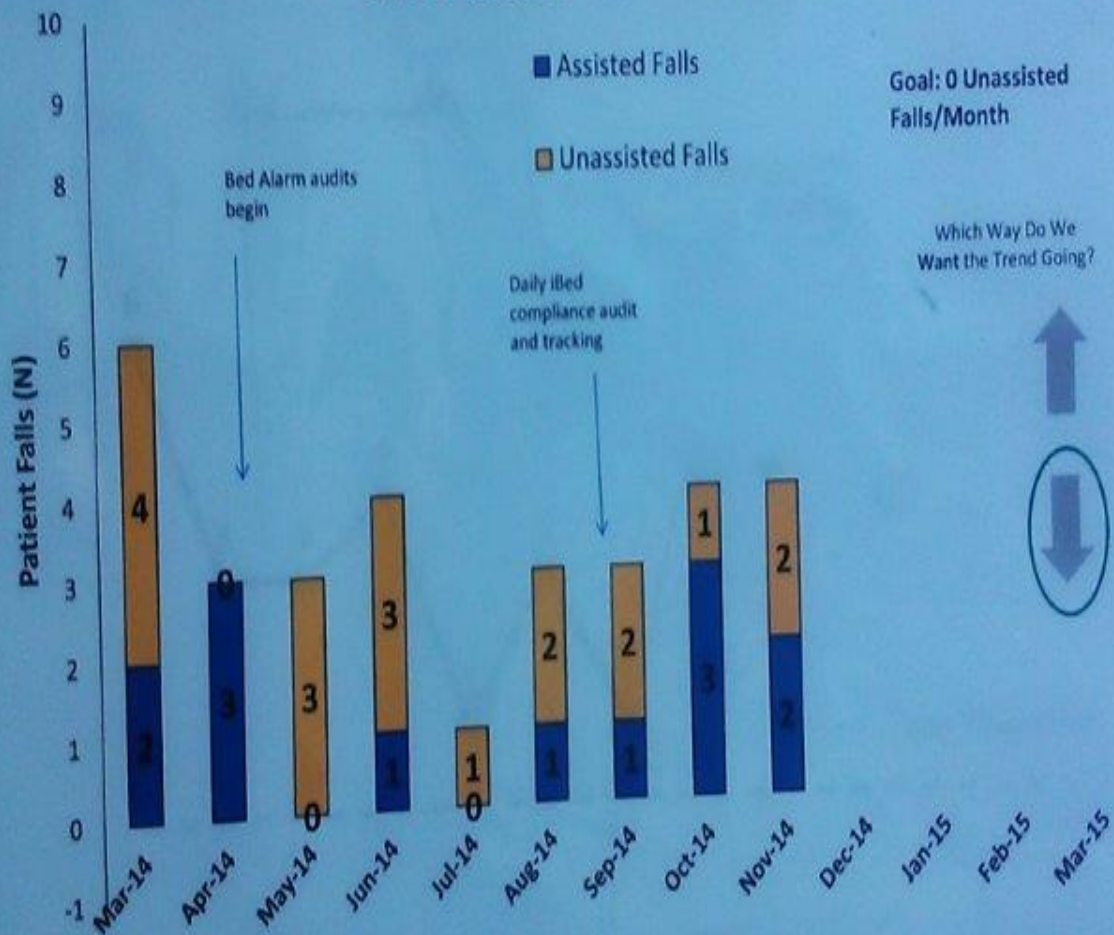
PDCA

A3
PDCA

UNDER INVESTIGATION

Quality

TN Goal: Prevent Patient Falls CVSU March '14 - Present



Staff Safe



THEME: Reason why iBed not set

OCCURRENCES →→→→→

Example: Restocking Standard Work not being followed

transponder didn't reset alarm

family ↑ bed height

pt forgot

CN + forgot

falling star

FALL WRIST BAND

OT did not reset

RW UNWARE of T and L

P4 turns BED ALARM off (in 100)

10 Bed Alarm ON but iBed off

Internal Settings off

no chair alarm

STANDARD WORK

- (1) Note theme gleaned from process audit (make sure it does not already exist on the list of top contributors!).
- (2) When another occurrence of a theme is observed color in another circle.
- (3) Determine if the theme and/or occurrence is significant enough to conduct a Countermeasure. If yes, coordinate with the Process Owner.

Bed extender

Side RAIL ↓ ●

 $\frac{4}{7}$ bed height. ●

family out, pt
back to bed

family turning off ●

Expt 4. unable to sense

Band of velvet wood

 Simple

Engineering Issues

VBD MDI Components

- Strategic plan defines improvement priorities & True North aims
- Monthly scorecard and performance tracking
- A3 thinking and countermeasure process
- Daily stat sheet
- Daily huddles
- Daily waste identification and elimination
- Visual management (MDI, process control, PICK)
 - Leader standard work
 - Leadership team development & reviews

Leader Standard Work

Score	Leader Standard Work (LSW)
0	LSW has not been developed.
1	Initial LSW has been created for most important daily/weekly activities, and is followed on an inconsistent basis (i.e., <50% of days). Leaders' standard work is visible to their supervisor as well as staff
2	LSW is being followed daily by department leaders. Approximately 20% of the week is standardized, with a checklist used to verify completeness of tasks.

Sample MDI Criteria

Leader Standard Work (LSW)	
3	Department leaders evaluate initial LSW and refine to to remove/mitigate reactive activities from daily work. Leaders' supervisor regularly reviewing Standard Work and opportunities for improvement. Approximately 40% of week is Standardized
4	Department leaders have LSW that has 50% of their week spent on proactive, standardized activities. Leaders take pro-active steps to adjust standard work and their schedule to accommodate time. Leaders' have 'check' system to review LSW compliance and opportunity to adjust schedule
5	Department leaders (Spvr, Mgr) have LSW that has 60% of their week spent on proactive, standardized activities. Leaders take pro-active steps to adjust their own standard work and their schedule to accommodate time. Leaders' have 'check' system to review LSW compliance and opportunity to adjust schedule

What is Leader Standard Work?

The repetitive activities and behaviors that leaders at all levels perform to promote:

- Respect / Development of People and
- Continuous, Daily Improvement of Performance

Purpose of Leader Standard Work

- Prioritize what is important for the day, week, and month at each level of leadership
- Dedicate time to activities of value in the Gemba
 - Development of people as problem solvers
 - Observing and coaching Standard Work
 - Learning alongside the team
- Design predictability into your daily “flow”
- Be informed about the status of today’s performance and improvement activity
- Demonstrate an example for your team on how Standard Work can be used

Breakout! Creating Your Leader Standard Work

Reflection on Current State

List at least 10 items that consume your time on a daily/weekly basis

Take 5 minutes to silently document the current % of time that you spend daily on the activities listed; and your targets for how you would like to spend your time

Discuss as a team what you came up with and where you'd like to see changes in how your time is spent

Tip:

Ask yourself what are you spending time on that adds no value to your team?

Ask yourself what should you be spending time on to add more value?

Creating Your Standard Work

- **Exercise: Time to develop *your* standard work!**
- Start with silent brainstorming and write down the tasks you must do on a daily, weekly, bi-weekly, monthly, quarterly basis for your leadership role.
- Consider which MDI activities you need to build into your leader standard work.
- When your first draft is complete, share and revise your standard work based on discussion

Time Assessment

Activity	Current Daily Time %	Target Daily Time %
Attending Meetings		
Managing people issues (staffing plans, call-outs, etc.)		
Resolving/fixing problems in the department (Patient/Physician Complaints, Safety or Quality Issues, Equipment/Drug/Product/Supply Issues)		
Creating Documents, Analysis, Presentations		
Sending/Receiving Emails		
Gemba Walks: Direct Observation of process, 'check' adherence to Standard Work, intentional conversations with staff, patients		
Coaching staff, leaders among my team		
Coaching, Attending or Preparing for Performance Huddles		
A3 / Problem Solving Activity: Data Collection, Process Walks, Analyzing Data/Information, facilitating team problem solving		
Reviewing MDI Information / Data: updating graphs, synthesizing data		
Developing Myself: Dedicated time to learn and develop knowledge or skills to help me and/or our department		
Other		

Tips for Using Leader Standard Work

- Use the leader standard work template and carry it with you throughout the day (backside of worksheet)
- Check items complete/missing

Problems = Treasures!

- Reflect regularly (daily, weekly) on the content of your work

What are you spending time on that adds no value to your team?

What should you be spending time on to add more value?



Doing the work + improving the work @ workplace 23:45



IS



IS NOT



Thank you!