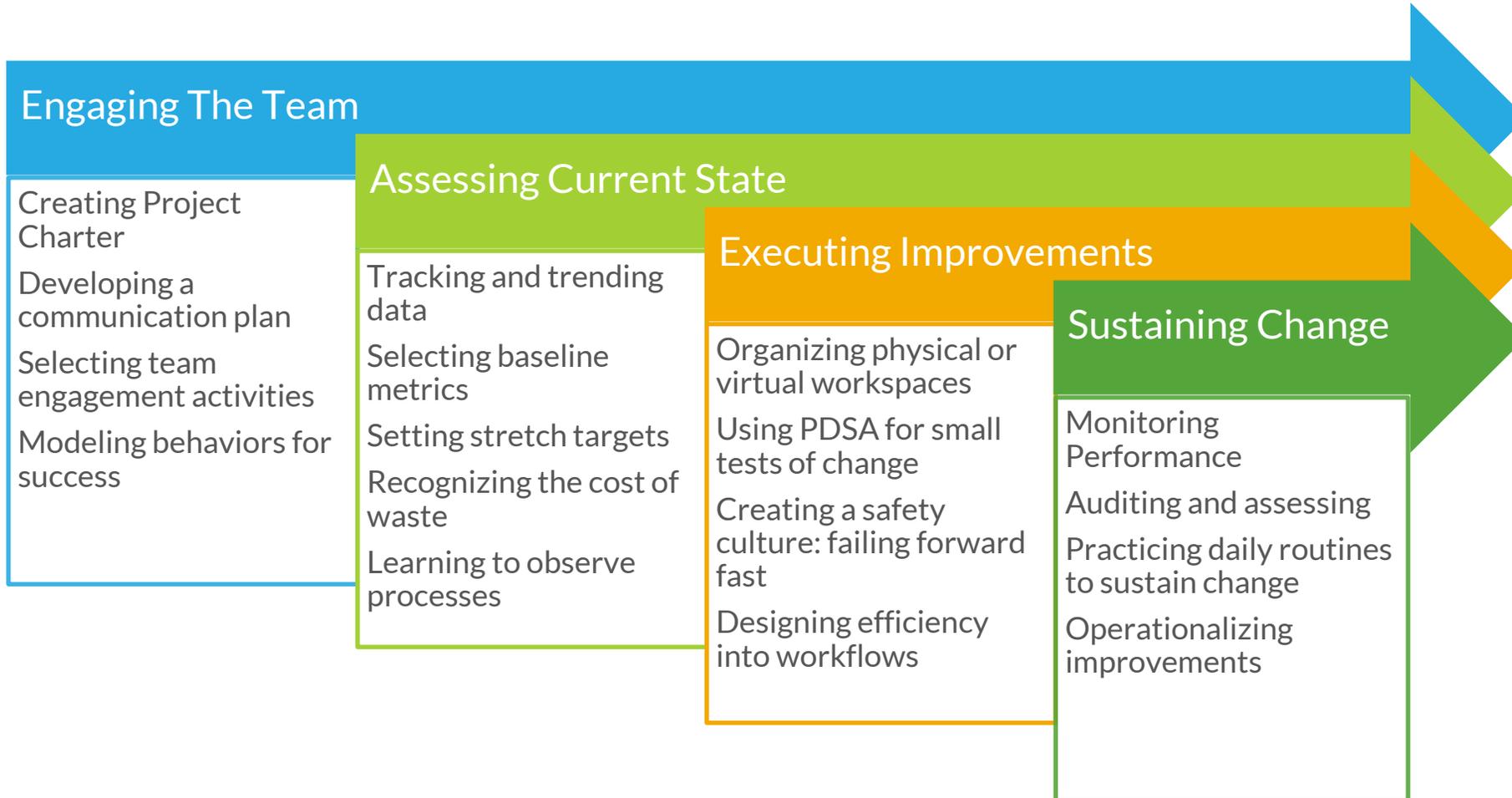


Engaging The Team

Session 1



Course Overview



Agenda for Session 1

Topic/Subject	Duration	Method
Welcome and Introductions	15 min	Personal Sharing
Creating a Project Charter	30 min	PowerPoint presentation Breakout Activity
Developing a Communication Plan	15 min	PowerPoint presentation Breakout Activity
Selecting Team Engagement Activities	15 min	PowerPoint presentation
Modeling Behaviors for Success	10 min	PowerPoint presentation Group Discussion
Wrap-up and Next Steps	5 min	PowerPoint presentation Questions and Answers

Welcome and Introductions

Name

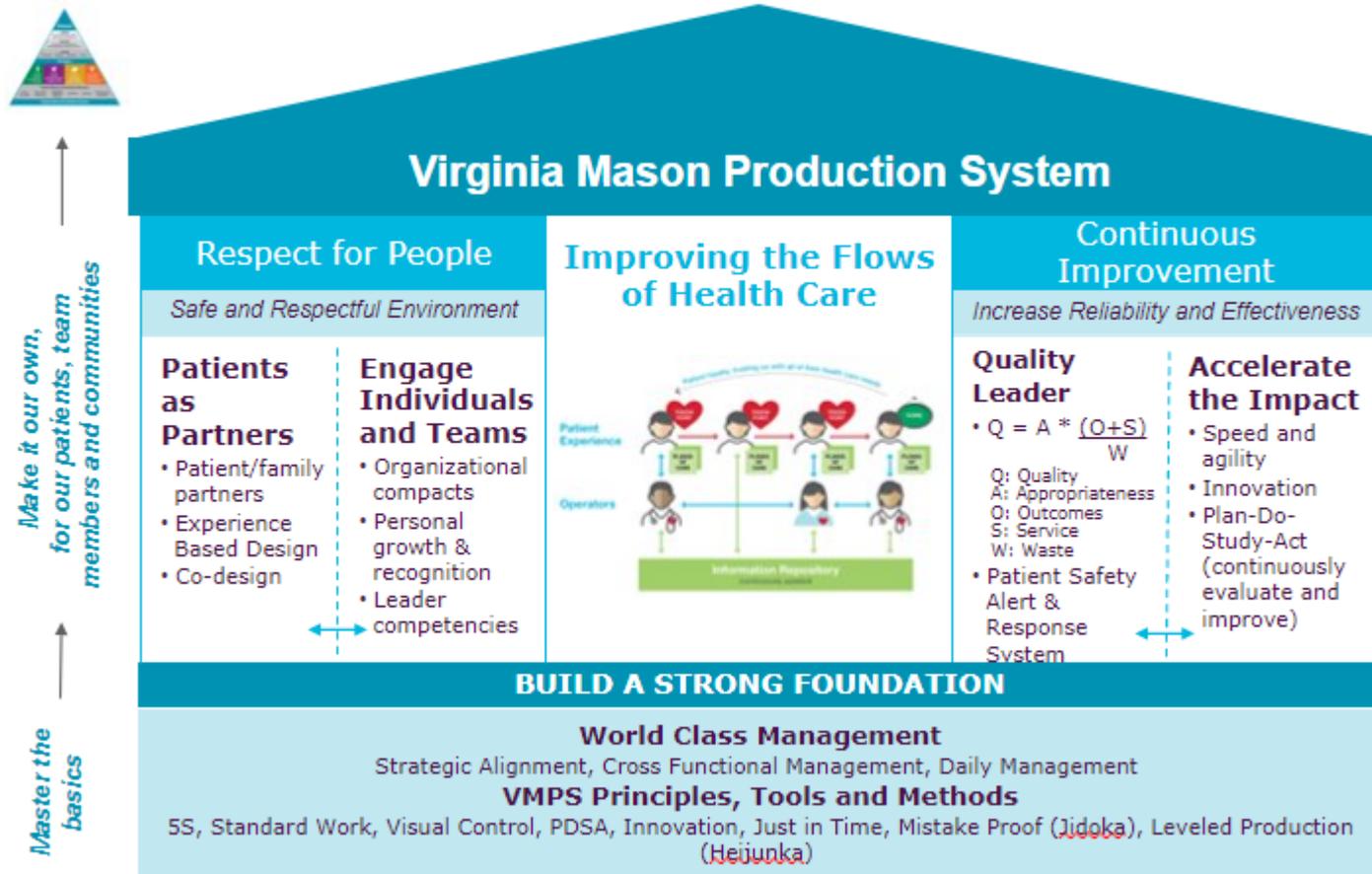
Organization

Role

Favorite treat



What is the Virginia Mason Production System®?



Health Care Transformation: VMPS® Success



Focus Area:	Project Sponsor:	Operational Leader(s):	Project Lead:
Project Name:		Start Date:	Last Updated:

1. Current Condition: (Problem Statement)	3. Goal Statement / Deliverables			
2. Analysis: <i>What is the root cause of the problem? Why does a gap exist between the current and target condition? What does the research say on the topic? Assumptions/Risks</i>	4. Metrics	Baseline	Target	Long Term
	5. Business Case /Alignment			

6. Scope	7. Team Membership
	Initiative Lead: Operational Leader(s): Team Members: Project Management: Other approval/review members: Have you contacted and confirmed participation of all team members listed? <input type="checkbox"/>

8. Key Activities and Milestones / Action Plan		Shade intensity of work: high , medium , low					
Focus Area	Activity List activities in support of the focus areas.	Responsibility	Wk 1-2	Wk 3-4	Wk 5-6	Wk 7-8	Completion
Engaging the Team Plan/Communicate							
Assessing Current State Observations/Baseline Data							
Assessing Current State Root Cause Analysis							
Executing Improvements Test of Change							
Sustaining Chnage Analyze Results / Embed standards							

Developing a Project Charter Breakout Activity

10 minutes

Discuss with your peers:

- What is the current situation?
- What information do you need to analyze?
- What is your goal statement?

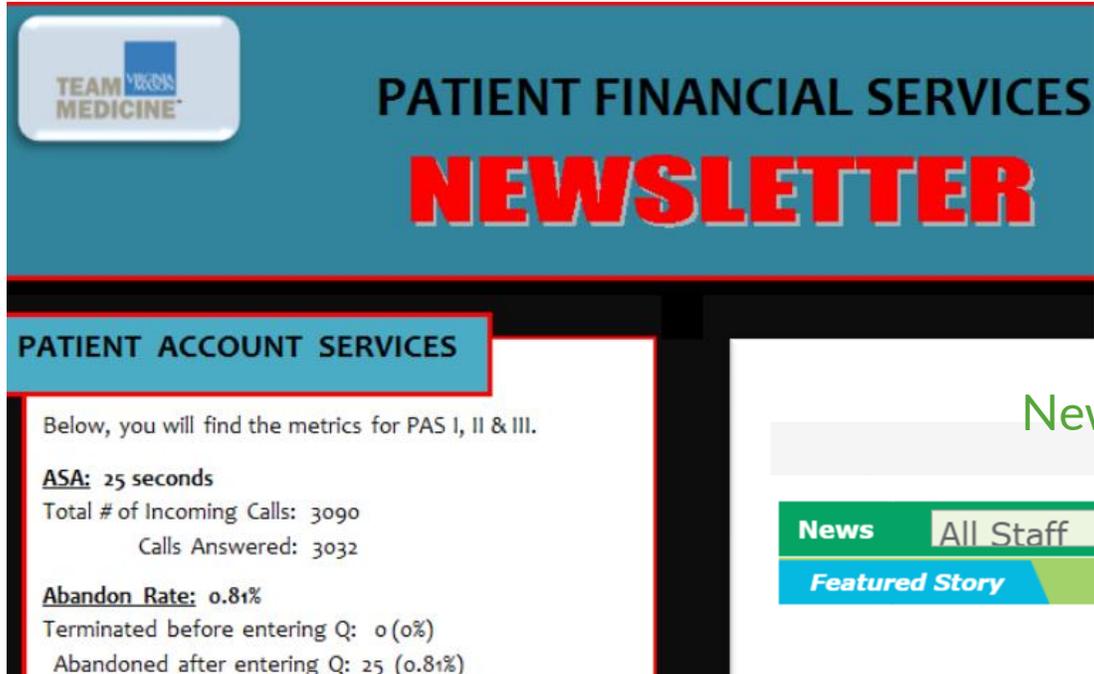
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How do your teams communicate?

Use the chat to share



Examples of Communications



TEAM VIRGINIA MASON MEDICINE

PATIENT FINANCIAL SERVICES

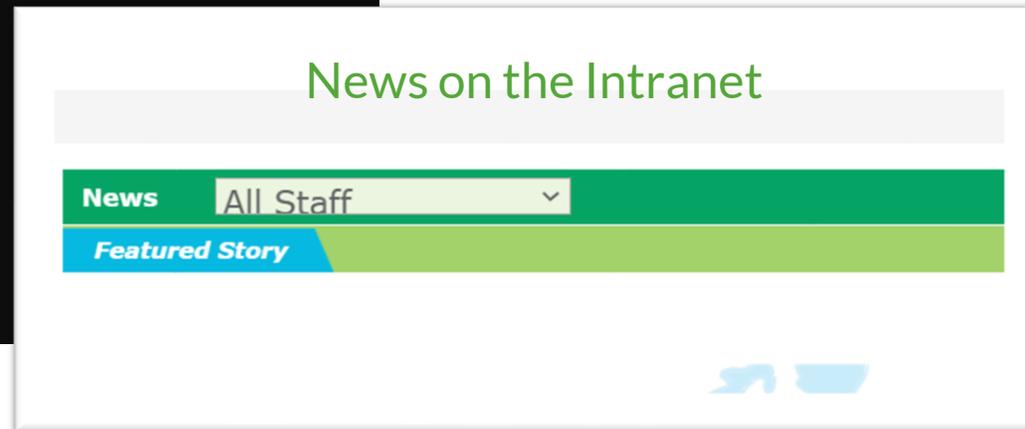
NEWSLETTER

PATIENT ACCOUNT SERVICES

Below, you will find the metrics for PAS I, II & III.

ASA: 25 seconds
Total # of Incoming Calls: 3090
Calls Answered: 3032

Abandon Rate: 0.81%
Terminated before entering Q: 0 (0%)
Abandoned after entering Q: 25 (0.81%)



News on the Intranet

News

Featured Story

HUDDLE BASICS:

Who: Provider and MA

When: Before the start of clinic, brief check-in midday

Where: Back Office

What:

Review the Schedule:

- Are there patients that need extra intervals or fewer intervals?
- What equipment or kits will be needed?
- What labs/x-ray reports will be needed?
- If on-call, which patients should NOT be double booked? (if this is part of your contingency)

Developing a Communication Plan

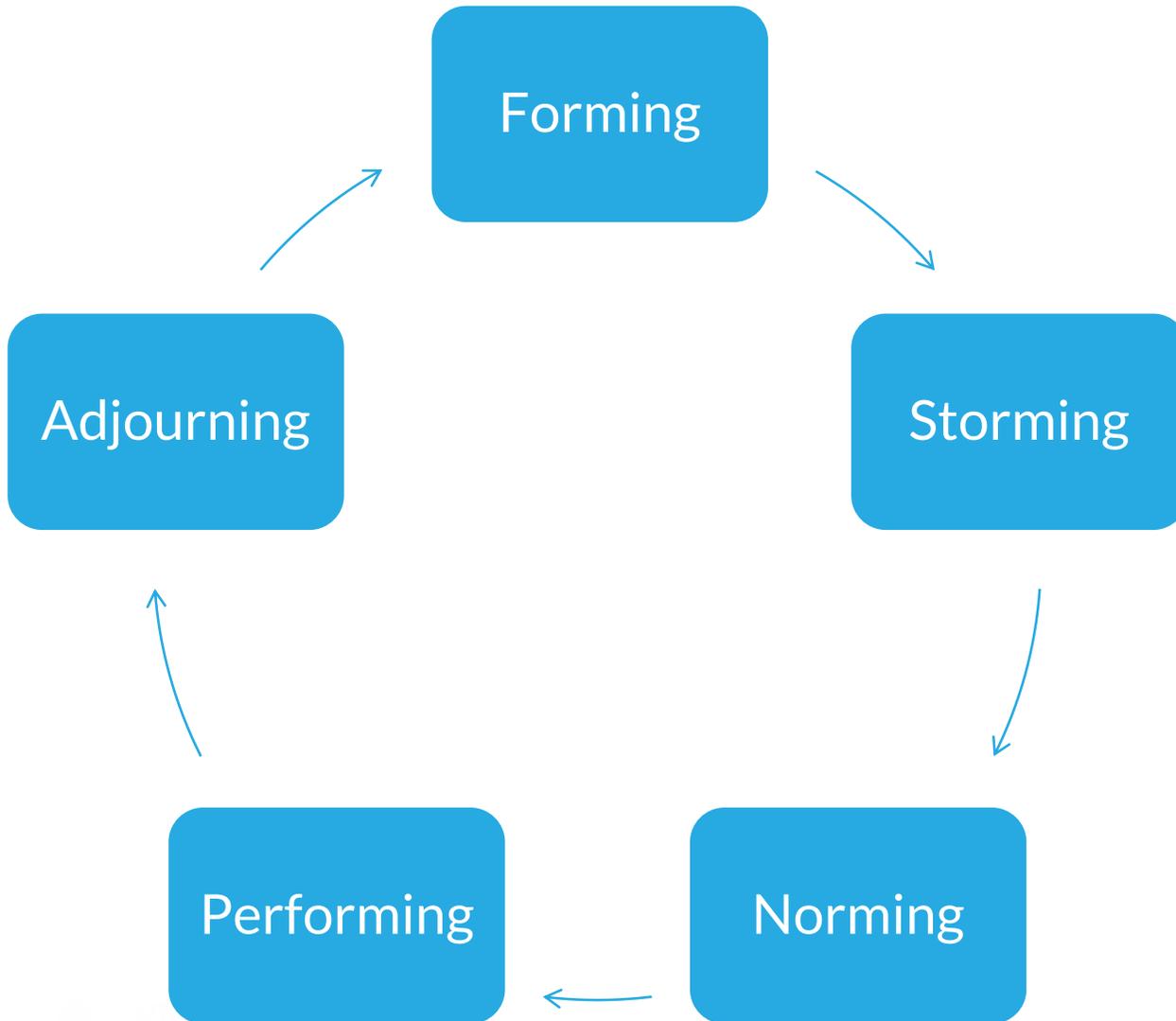
- Who is your team and how will you communicate with them? (Logistics)
- How will others (outside the team) receive updates or provide input?

Use the chat to share



Team Engagement

Phases of Team Development



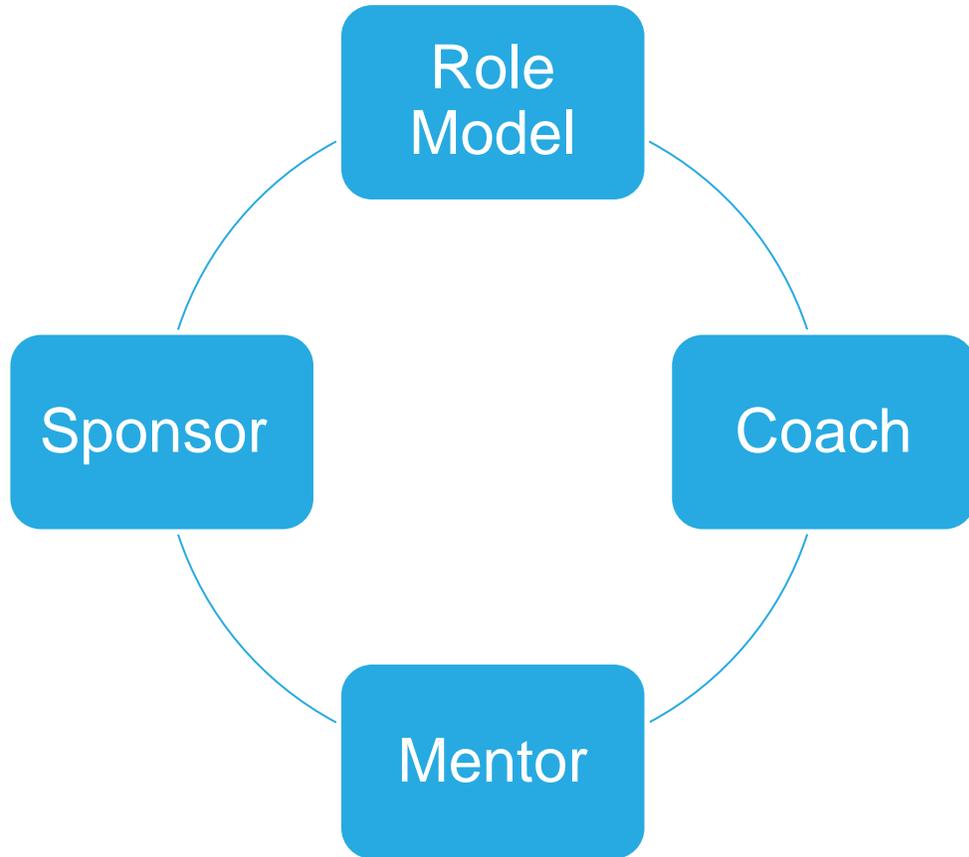
- To be effective, teams must be able to work together to collectively contribute to outcomes.
- This is not an automatic process – facilitators play a key role in moving teams through phases.
- Five phases of team development was identified by Bruce Tuckman, to describe the process for developing highly effective teams.

Team Engagement Schedule

Topic/Subject	Week	Duration	Practical Application
Developing Project Charter and communication plan	Week 1 Feb 2-7	120 min	Discussion and complete tools
Visual Management Board	Week 2 Feb 9-14	120 min	Collect data and draft the board
Recognizing waste	Week 3 Feb 16-21	60 min	Teach wastes and do waste walk exercise
Observing department layouts, processes and flow	Week 3 Feb 16-21	60 min	Data Collection and analysis
Organizing physical or virtual workspaces	Week 4 Feb 23-28	60 min	5S a small physical or virtual space
Exploring root cause analysis techniques	Week 4 Feb 23-28	30 min	5 Whys for a problem
Generating innovative ideas for improvement	Week 4 Feb 23-28	90 min	Generate ideas and “Plan” of PDSA
Using PDSA for small tests of change	Week 5 Mar 2-7	120 min	Mistake-Proofing walk exercise, “Do” of PDSA
Designing efficiency into workflows	Week 6 Mar 9-14	120 min	Setup reduction idea generation and PDSA
Practicing daily routines to sustain change	Week 7 Mar 16-21	120 min	Re-measure performance metrics, Establish leadership routines

Leadership Roles and Behaviors

Leadership Roles



5 minutes

Share an experience when you served your team member in the one or more of the leadership roles.

- Was it the right role for team member's need?
- What made it successful?
- What could have gone better?



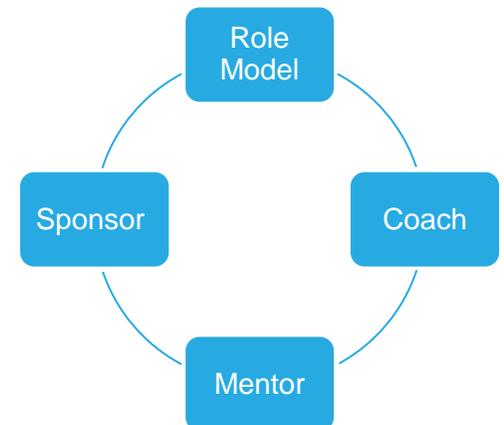
Case Study: Daily Huddle

You are the leader of a small hospital team, who are asked to huddle several times a day. One huddle is to discuss overall metrics (capacity, demand, barriers, etc.) Attendance at these huddles has been inconsistent, so you use the time today to ask “why.” Your team members respond: “I don’t have time for this,” “My focus should be on the patient, not this.”

You have also noticed team members don't follow the agenda and use the huddle for a social gathering or a forum for complaints.

Question 1: What role or roles would best be able to help in this situation? And, why?

Question 2: Based on the role or roles you assume, what strategies would you use to solve this situation?

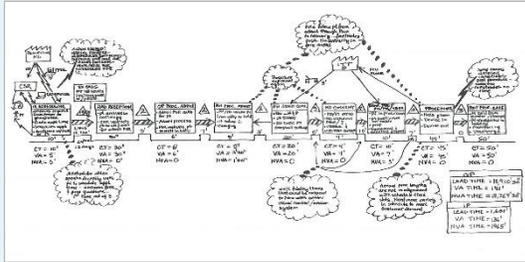


Eight Key Best Practices For Leadership

1. Become a Problem Framer
2. Create a Sense of Urgency
3. Challenge the Status Quo
4. Remove Barriers
5. Inspire a Shared Vision
6. Ensure Implementation Accountability
7. Reassess the Impact of Improvement Projects
8. Stay Informed



The New Leaders



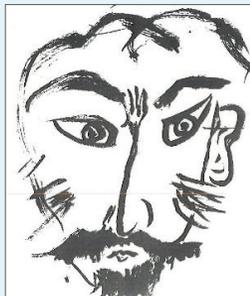
System thinker



Coach



Problem framer



“Go and see”

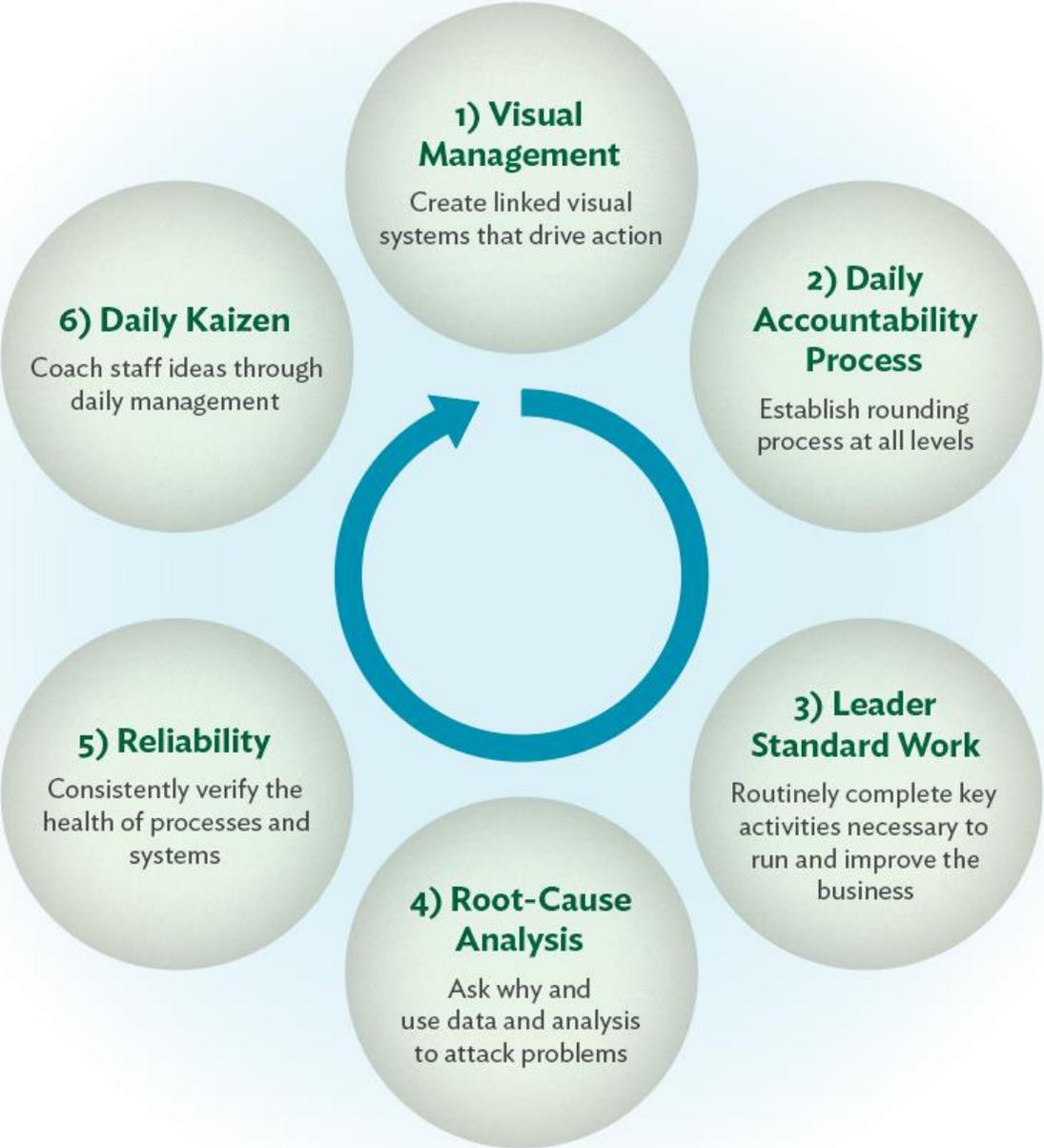
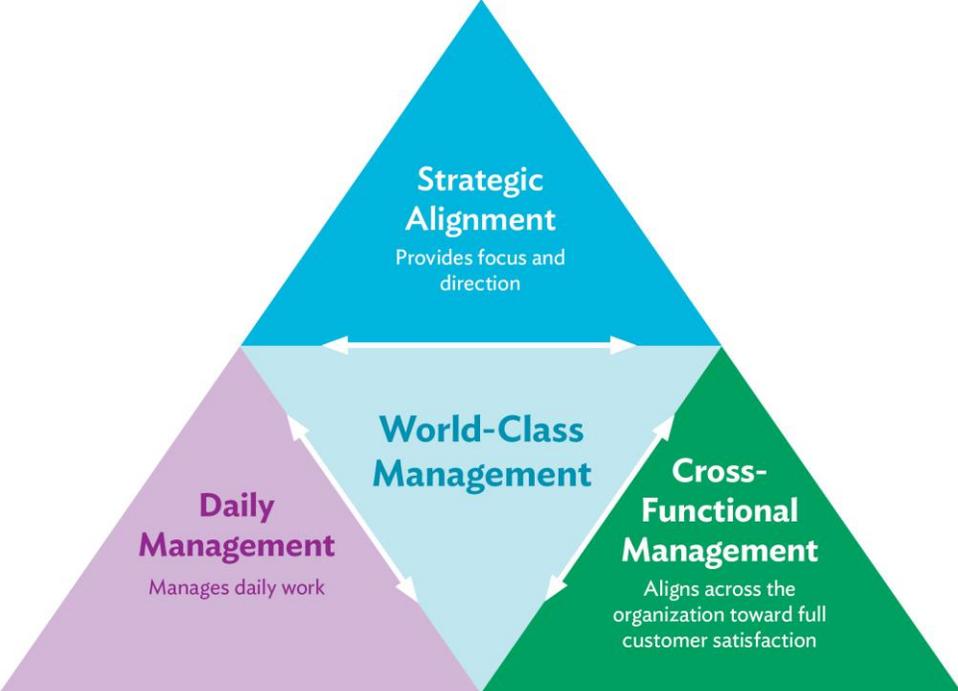


Learner

GENBA	Follow-Up
AM	Review Issues Board for items in ORANGE status
Mid-Day	These items are:
PM	- New Issues
Complete Rounding Form	- Have Updates/Changes
Quality Check- (did they fill out EPB?)	- Require Assistance
Applause	
NOTES:	
	Transparent Management Questions
	- What is working well for you?
	- Are there any barriers I can remove?
	- What is not working well for you?
	- Is there anyone I should recognize for good work?
	- How are your ELI's coming?
	- May I help you with your ELI's?

Follows leader standard work

6 Elements of Daily Management



Practical Application

Practical Application for your Project

Your Tasks:

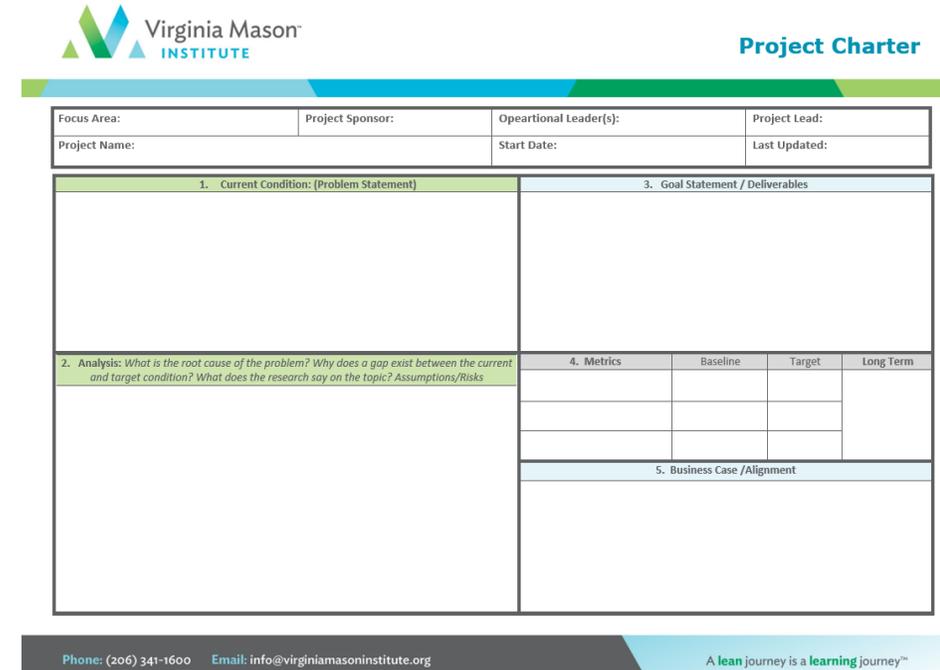
- Go visit the area for the focus of your project (in person or virtual)
- What is the culture like? Is there formal and informal leadership?
- What is your role?
- What will be your communication method?
- When will you engage the team?

Products:

- Drafted Project Charter
- Reflections from visit to project area
- Plan for communication and team engagement in the upcoming weeks through practical application

Deadlines: Estimated time for completion: 120 minutes

- Document story on the *Assignment Presentation_Name template* and prepare to be selected to share at an upcoming huddle



The form is titled "Project Charter" and includes the Virginia Mason INSTITUTE logo. It contains the following sections:

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Questions?