Assessing Current State

Session 3





Course Overview

Engaging The Team

Creating Project Charter

Developing a communication plan

Selecting team engagement activities

Modeling behaviors for success

Assessing Current State

Tracking and trending data

Selecting baseline metrics

Setting stretch targets

Recognizing the cost of waste

Learning to observe processes

Executing Improvements

Organizing physical or virtual workspaces

Using PDSA for small tests of change

Creating a safety culture: failing forward fast

Designing efficiency into workflows

Sustaining Change

Monitoring Performance

Auditing and assessing

Practicing daily routines to sustain change

Operationalizing improvements



Agenda for Session 3

Topic/Subject	Duration	Method
Welcome and sharing	5 min	Personal Sharing
Recognizing the Cost of Waste	25 min 15 min	PowerPoint presentation Breakout Activity
Learning to Observe Processes	40 min	PowerPoint presentation
Wrap-up and Next Steps	5 min	PowerPoint presentation Questions and Answers



Recognizing the Cost of Waste



The Virginia Mason Quality Equation





Waste: any task or item that does not add value from the perspective of the customer.

Where do you see unevenness in your processes? Hint: batching





Where do you see overburden in your processes?

Hint: unreasonable expectations





Taiichi Ohno's Seven Wastes

Waste: any task or item that does not add value from the perspective of the customer.





Sato's Eight Wastes of Information

Breakout session 10 minutes:

- Discuss a few wastes of information.
- Give examples from your work.
- Select someone to share with the larger group







Reminder: Unmute your microphones when talking and mute when listening

The Value-Added Test

Yes No 1. Does the task contribute to meeting customer needs? 2. Is the customer willing to pay for the task? 3. Does the customer want or need the transformation? 4. Is the task done right the first time?

If you answered **no** to any of these questions, the task is **not** value-added.

Tip: Don't confuse value-added with necessary. Regulatory agencies are never customers.



Practical Application Waste Walk

Engage the team members

Share your knowledge about waste

Scavenger hunt for waste: Go and see!

Categorize: Some wastes fit into multiple categories

Use the 8 wastes of information as applicable

Share your results and reflections



Waste Walk Exercise Form

Using the technique of observation, find seven of each of the seven wastes.

- 1. You must find seven of each.
- 2. This is an activity of observation, not sitting and thinking. Go see with your eyes!

Inventory	Processing
1.	1.
2.	2.
3.	3.
4-	4-
5-	5.
6.	6.
7.	7.
Overproduction	Motion
1.	1.
2.	2.
3.	3.
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7.	7.
Transportation	Defects
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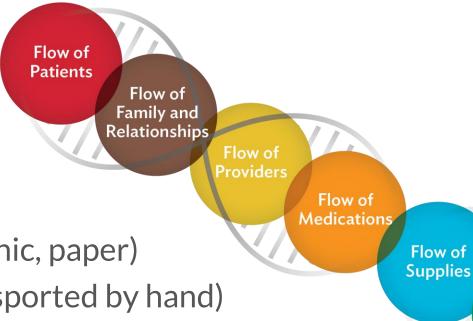
Learning to Observe Processes



VMPS® Flows of Medicine

How do each of these move through our system?

- Patients
- Family and Relationships
- Providers
- Medications
- Supplies: (e.g., one-time use)
- Information: (verbal, electronic, paper)
- Equipment: (on wheels, transported by hand)
- Process Engineering: Where do we see sustained improvements designed into the process?





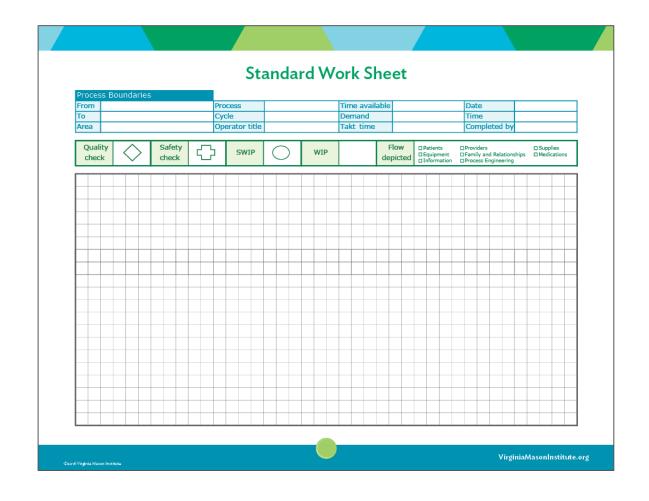
Flow of Process Engineering

Flow of Information

Flow of

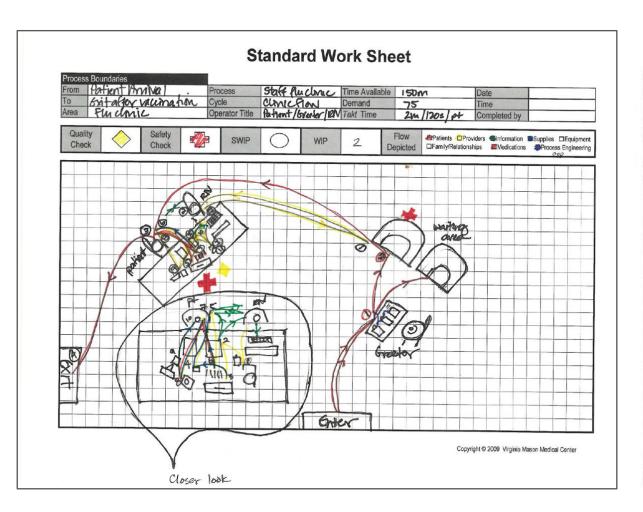
Equipment

Standard Work Sheet

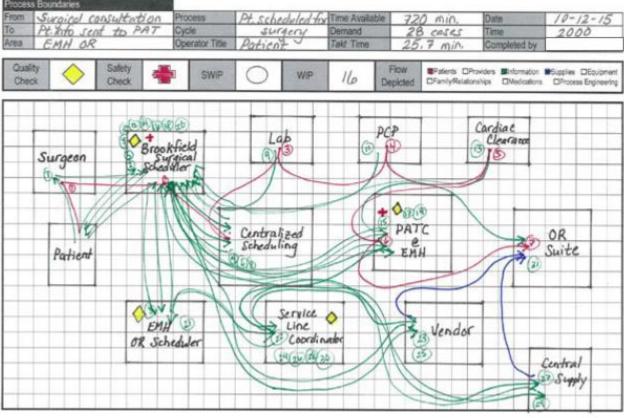




Examples



Standard Work Sheet





When I say the word "time", what comes to mind?

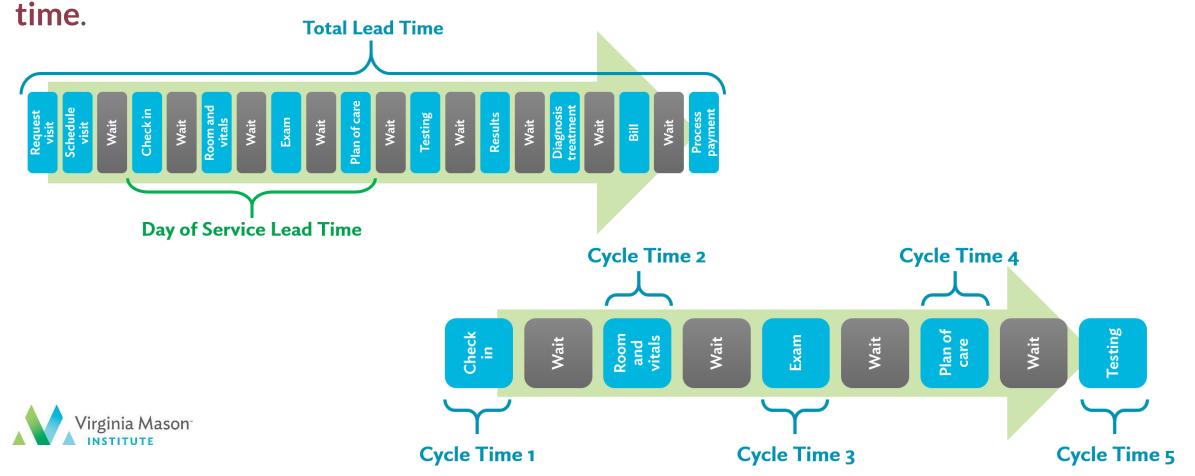




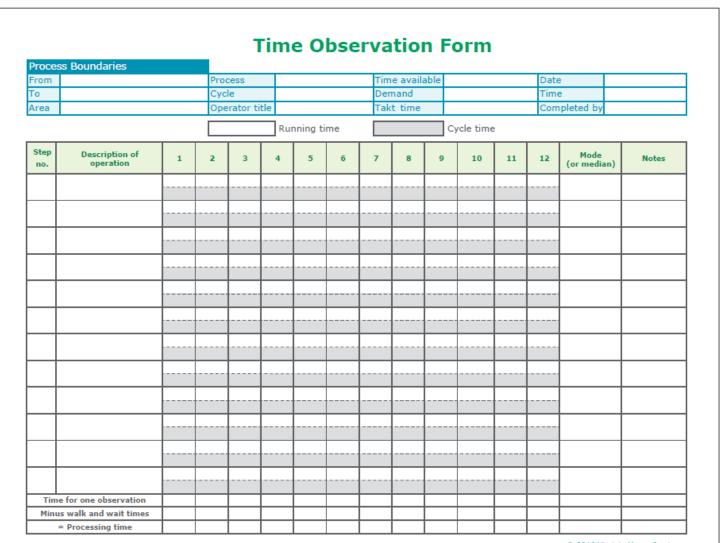
Observing and Time Studies



Process improvement methods rely heavily on the measurement and calculation of

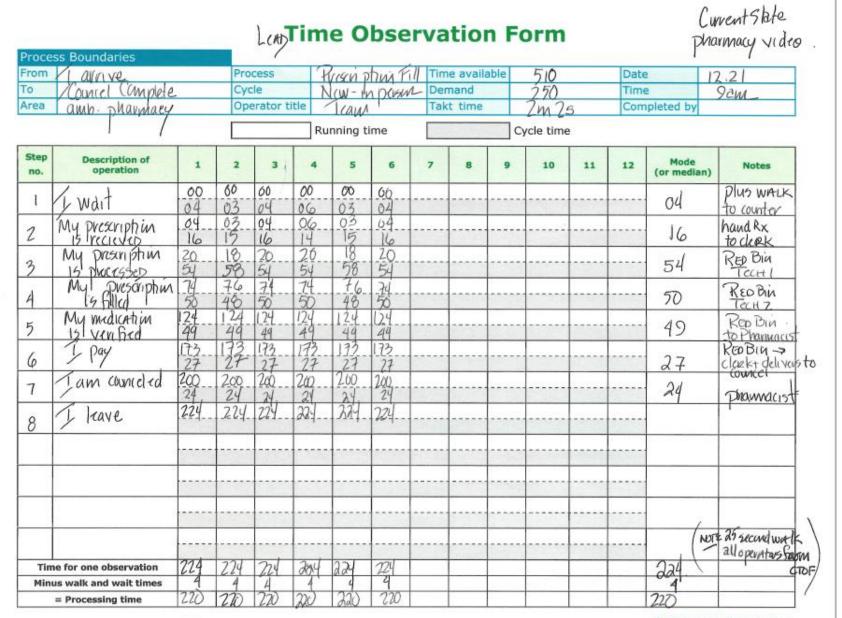


Time Observation Form





Example



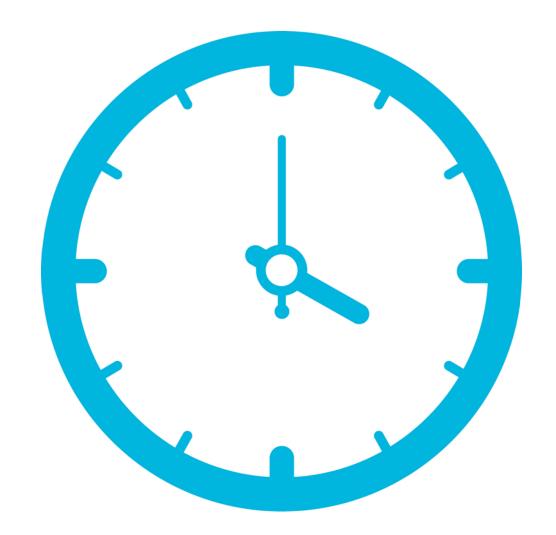


Takt Time

Takt time is the pace of customer demand.

Takt time = <u>Time available</u> Demand

If work is performed to takt time, customer demand will be met.





Takt Time Practice

Exercise 1:

The operating rooms currently can perform surgery on 60 patients each day, there is a long backlog of 3-4 weeks, with 700 patients in the queue. About 48 patients are booked for surgery each day by the schedulers. The next step after scheduling is prior authorization.

The prior authorization department is open from 8 a.m. to 5 p.m. and closes for 1 hour at lunchtime.

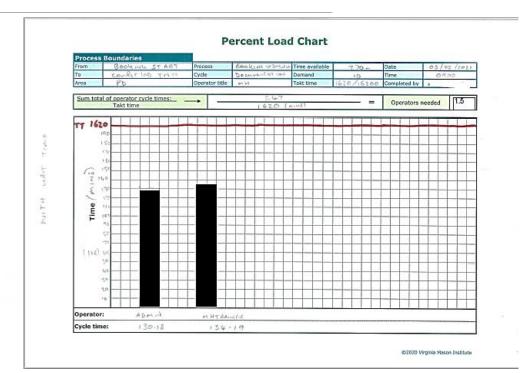
What is takt time?

What does this mean?



Standard Work Combination Sheet

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Analysis Tools

Here are other tools that help us analyze the cycles of work that each operator does.

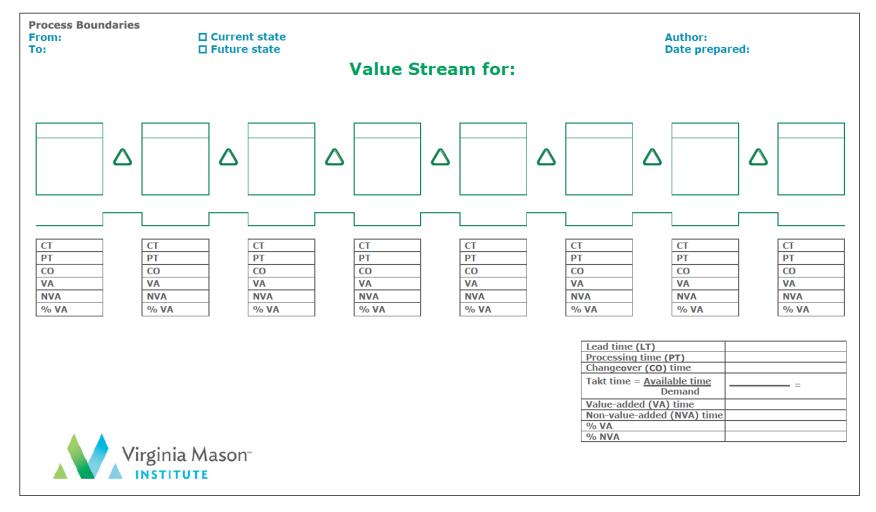
Standard Work Combination Sheet:

Shows the combination of manual and machine work for one person against takt time.

Percent Load Chart:

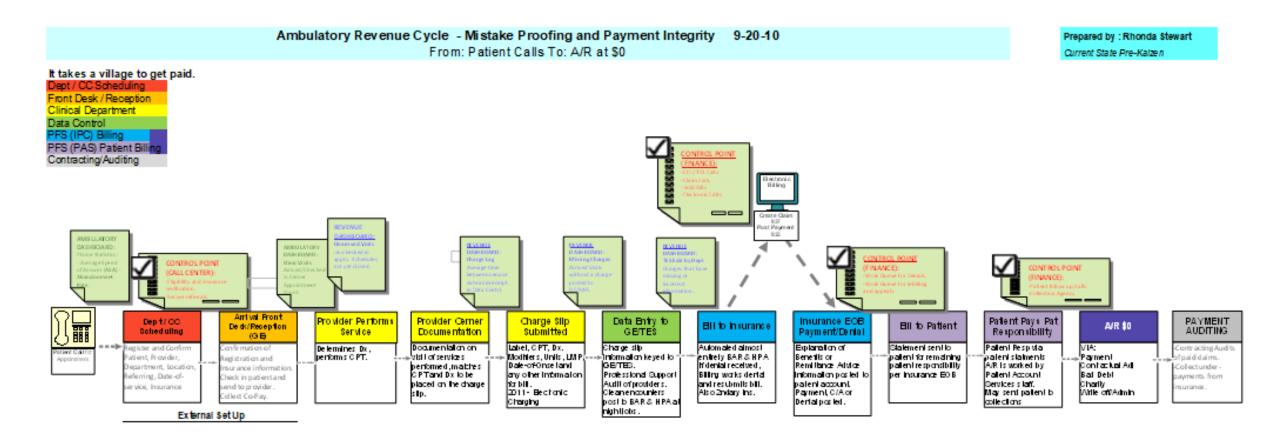
Visually depicts all the worker's cycle time against takt time in order to balance the work across the process.

Value Stream Maps



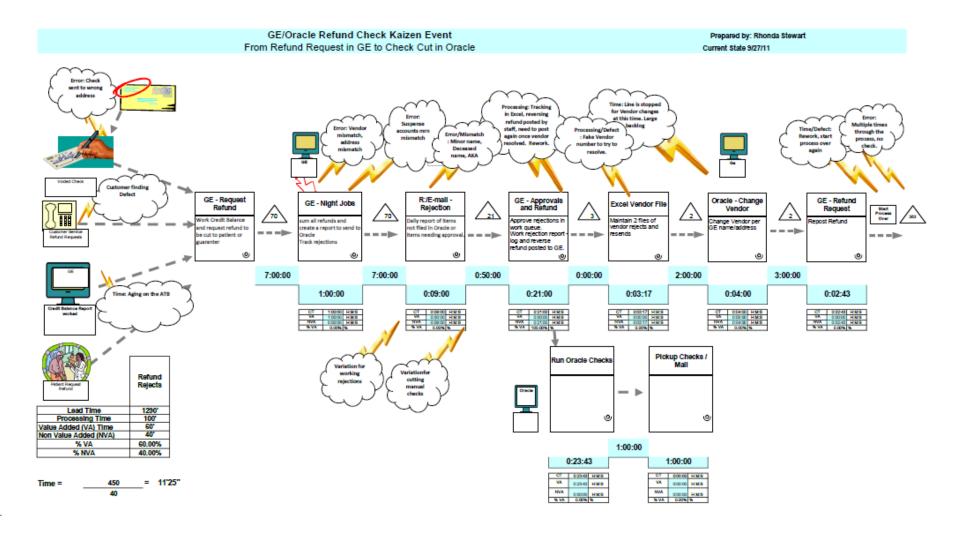


Ambulatory Revenue Cycle Value Stream (High level)





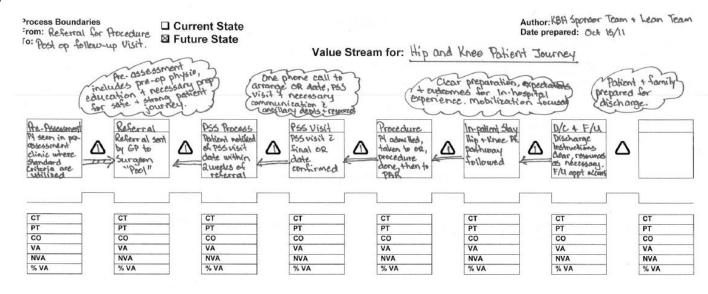
Example: Patient Refund Checks (Detailed)





Sensei Sato's 5 Ways to Improve a Process

- **Step 1**: Can steps be eliminated?
- Step 2: Can steps be consolidated?
- **Step 3:** Can you change the sequence of steps?
- **Step 4:** Can the work method be changed?
- Step 5: If the above can not be done, simplify the steps.





Seven Levels of Change

Doing the right things. Level 1 Effectiveness, focus and working on priorities. Doing things right. Level 2 Efficiency, standards and variation reduction. Doing things better. Level 3 Improving, thinking logically about what we are doing, listening to suggestions. Doing away with things. Level 4 Cutting, asking why we do this, simplifying and stopping what doesn't really matter. Doing things other people are doing. Level 5 Observing, copying, and seeking out best practices. Doing things no one else is doing. Level 6 Being really different, combining existing concepts, asking "why not?" Doing things that cannot be done. Level 7 Doing what is commonly thought to be impossible, questioning basic assumptions, breaking the rules, being a little crazy.



Practical Application



Project Charter

8. Key A	ctivities 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											
For suctional transmission and					I						
Executing Improvements Test of Change											
Sustaining Chnage Analyze Results / Embed standards											



Practical Application

Waste Walk and Observations

Your Tasks:

- Complete a waste walk of the area of your project
- Observe and try out one of the new tools such as documenting the flows of medicine or doing a time study.
- Bonus: Try out the pharmacy video and other analysis tools.

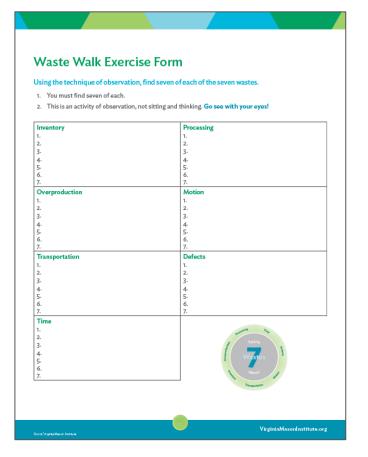
Products:

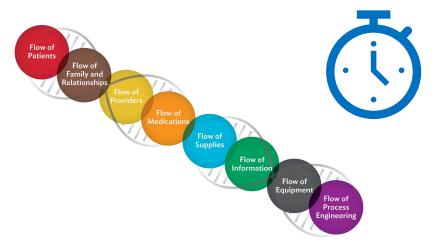
- Waste walk and reflection
- Standard Work Sheet or Time Study

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







Questions?

